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Pamphlet 525-27

Military Operations

Army Emergency Management Program

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SUMMARY

DA PAM 525-27

Army Emergency Management Program

This new Department of the Army pamphlet, dated 20 September 2012--

- o Clarifies the scope, implementation, and execution of the Army Emergency Management Program (throughout).
- o Guides the implementation of the recommendations and follow-on actions from the Fort Hood Report (throughout).
- o Supports the Army Protection Program and the establishment of HQDA, G-34 (throughout).
- o Provides the concept of employment of the Army Emergency Management Program (throughout).
- o Guides the National Incident Management System implementation at installations worldwide (throughout).
- o Implements and supports National Response Framework guidance at all domestic installations. (throughout).
- o Integrates continuity and emergency management programs at installations worldwide (throughout).
- o Guides the community profile and risk management process within the Army Emergency Management Program (throughout).
- o Guides the emergency planning process at installations worldwide. (throughout).
- o Provides organization, education, training, equipment, sustainment, exercise, and evaluation guidance for the Army Emergency Management Program (throughout).
- o Guides the development of command, control, and communications capabilities for the Army Emergency Management Program (throughout).
- o Guides the development of evacuation management and mass care capabilities (throughout).
- o Details activities and operations across all phases of emergency management (throughout).

Military Operations

Army Emergency Management Program

By Order of the Secretary of the Army:

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History. This publication is a new Department of the Army pamphlet.

Summary. This pamphlet provides the procedures in AR 525–27.

Applicability. This pamphlet applies to the active 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 prepare for, mitigate the potential effects of, prevent, respond to, or recover from all natural, technological, and terrorism hazards on or impacting any Army installation, facility, or activity 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 command levels C, D, and E for the active Army, Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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Glossary

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). The Army EM Program is responsible for all activities and operations related to preparing for, mitigating the potential effects of, preventing, responding to, and recovering from all multi-agency and/or multijurisdictional emergencies on or impacting Army installations worldwide. The Army EM Program functions within an all-hazards environment consisting of all natural, technological (man-made), and terrorism hazards. 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.

1–2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviation and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1–4. Responsibilities

Responsibilities for select elements of the Army staff as well as all the Army commands (ACOMs), Army service component commands (ASCCs), and direct reporting units (DRUs) remain as stated 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 EM programs on Service installations.

1–6. Definitions

a. Installation. Joint publication (JP) 1–02 defines an installation as a grouping of facilities, located in the same vicinity, which supports particular functions. Examples of installations include, but are not limited to the following:

- Installations, facilities, activities, posts, or bases.
- Ports (sea or air).
- Airfields.
- Base clusters.
- Staging areas.
- Command and control nodes.
- Logistics nodes.
- Other facilities or fixed sites, to include expeditionary bases and camps.

b. 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.

c. Army community. The term Army community includes all Army personnel, including Active component, Army National Guard (ARNG), reserve component personnel, DOD and Department of the Army (DA) civilians, DOD and DA families, DOD and non-DOD tenant commands and activities, transient DOD and U.S. Government personnel, nonappropriated fund (NAF) employees, and DOD contractors living and/or working on Army installations worldwide.

d. Hazard. Any actual or potential event or occurrence that has the potential to be the primary or secondary cause of an emergency.

e. 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.

f. Emergency management program. Risk-based, comprehensive, and continual process to prepare for, prevent, mitigate, respond to, and recover from any multi-agency and/or multijurisdictional incident that threatens life, property, operations, or the environment regardless of natural, technological, or human cause.

1–7. Goals

The goals of the Army EM Program are as follows:

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

- Provide comprehensive protection for all personnel against all natural, technological man-made, and terrorism hazards.
- Sustain critical operations during an emergency.
- Maintain and/or restore essential operations and essential services post-incident.

1–8. 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.

1–9. 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.

1–10. Applicability

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

Note. The applicable ASCC, ACOM, or DRU shall 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 installation-owning command (U.S. Army Installation Management Command (IMCOM), U.S. Army Materiel Command (AMC), ARNG, or U.S. Army Reserve Command (USARC)) will determine whether or not the GOCO facility is a Type IV installation prior to implementation. See chapter 2 for additional guidance.

b. Community applicability. This guidance applies to all Army personnel, including active component, reserve component, ARNG personnel, DOD civilians, DOD and DA families, DOD and non-DOD tenant activities, transient DOD and U.S. Government personnel, and DOD contractors living and/or working on Army installations worldwide.

c. Operational applicability. This guidance applies to all actions to prepare for, mitigate the potential effects of, prevent, 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 supporting critical and routine infrastructure. This publication is primarily focused on the Army EM Program as a critical and essential base operations support function.

(1) *Combat operations.* This publication does not cover EM at locations such as forward operating bases or similar fixed sites in theaters of war in foreign locations supporting Active combat operations. See field manual (FM) 3–11.34 for guidance on installation chemical, biological, radiological, and nuclear (CBRN) defense requirements at these locations.

(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 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 shall 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 ACOMs' residents on a Joint base under a different Service lead, such as the U.S. Air Force or the U.S. Navy, to meet the tenant organization expectations of applicable Service EM policy, including planning, training, and exercise participation.

1–11. Policy

a. Readiness. Maintain Army installation readiness by establishing and maintaining a comprehensive, all-hazards Army EM Program on all Army installations worldwide. See chapter 20 for information on readiness metrics.

b. Coordination. Coordinate Army EM Program activities and capabilities with Federal, state, tribal, regional, local civil jurisdictions, other DOD services and components, and applicable Host Nation 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 preparing for, mitigating the potential effects of, preventing, 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 shall 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 (OCONUS). See chapter 8 for NIMS implementation guidance.

e. National Response Framework implementation. Adopt and implement procedures consistent with the NRF 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 NRF will be implemented to the greatest extent possible at all Army installations OCONUS.

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. Per DODI 6055.17 and the Assistant to the Secretary of Defense for Nuclear, Chemical, and Biological Defense memorandum dated, 19 December 2003, 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 shall employ the same training and equipment standards and procedures across all user groups.

1–12. Framework

a. Concept. There are five phases of EM: preparedness, mitigation, prevention, 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 phase building on the accomplishments of the preceding one. The overall goal is to minimize the impact caused by an emergency in the jurisdiction. 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 been increasingly spread across a rapidly 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. Preparedness (see chaps 4–15). Preparedness includes all activities, tasks, programs, and systems developed and implemented prior to an emergency that are used to support the prevention of, mitigation of, response to, and recovery from emergencies. While prevention and mitigation may make communities safer, it does not eliminate risk and vulnerability for all potential hazards. Jurisdictions must be ready to manage emergencies that have not been either prevented or mitigated away. Since emergencies often evolve rapidly and become quite complex, installation commanders successfully discharge their EM responsibilities by taking certain actions before the incident occurs. During the preparedness phase, 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 (see chaps 6–15) are the key steps taken by an effective EM program. 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 solely 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.

c. Mitigation (see chap 16). Mitigation includes those activities taken to reduce the 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).

d. Prevention (see chap 17). Prevention includes those activities, tasks, programs, and systems intended to avoid or intervene in order to stop an incident from occurring. Prevention can apply both to human-caused incidents (such as terrorism, vandalism, sabotage, or human error) as well as to naturally occurring incidents. Prevention of human-caused incidents can include applying intelligence and other information to a range of activities that includes such countermeasures as deterrence operations, heightened inspections, improved surveillance and security operations, public health and agricultural surveillance, immunizations, isolation, quarantine, investigations to determine the nature and source of the threat, and law enforcement operations directed at deterrence, preemption, interdiction, or disruption. Within the Army, prevention activities are led by the Directorate of Emergency Services (DES); Directorate of Plans, Training, Mobilization, and Security (DPTMS); the Antiterrorism (AT) Program; and for force health protection (FHP) issues, the U.S. Army Medical Command (MEDCOM).

e. Response (see chap 18). Response includes those immediate and ongoing activities, tasks, programs, and systems to manage the effects of an incident that threatens 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, the installation can begin recovery efforts for the long term by restoring all operations and services and rebuilding facilities and housing with attention to long-term mitigation needs.

1–13. Operational environment

a. Geographic environment. Army installations support 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, as well as 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.* Per 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 Marshall 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.* Per 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 host nation 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 installation commander operates (jurisdiction) and for which the installation 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 installation commander must maintain situational awareness and may include surrounding communities and civil authorities with whom the installation commander establishes support agreements or contracts for coordinated preparedness, mitigation, prevention, 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 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 phases. These meteorological factors may indicate the seasonal or continual presence of specific natural hazards (for example, tornados, winter storms, extreme heat, tropical cyclones, and so forth). 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 phases. 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, HAZMAT release, and so forth). Technological conditions may determine specific requirements for transportation and mobility, including evacuation and mutual aid timelines, as well as, 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 provide by NIMS and implemented through support agreements and interagency coordination. The rise of social media Web sites, 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 actively 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 meets applicable information assurance requirements.

c. *Hazard environment.* Comprehensive risk management across the full range of natural, technological, and terrorism hazards is the cornerstone to all elements of the EM program. The hazard environment scope, severity, impact, and cycle vary dramatically 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 U.S. Government. Installation commanders are reminded that their area of operations 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.

1–14. 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: Homeland Security HSPDs 4, 5, 7, 9, 10, and 18–21, PPD 8, NIMS, National Preparedness System, NRF, 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 per 50 USC 797, 32 USC 809, DODI 5200.08, and AR 600–20. Per AR 600–20, senior commanders shall 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 shall 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.

1–15. Regulatory and legal considerations

a. *Role of the consolidated legal office.* The CLO serves as the principle legal counsel for the installation commander and shall 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.

b. Immediate response authority. See chapter 7 for guidance regarding immediate response authority.

c. Posse Comitatus Act (18 USC 1385). This act serves as the primary statute restricting military support to civilian law enforcement. 10 USC 371–375 outlines the restrictions of the Posse Comitatus Act as they apply to participation by the military in civilian law enforcement 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. DODD 5525.5 further divides the restrictions on the use of DOD personnel in civilian law enforcement activities into categories of direct assistance, training, expert advice, operation or maintenance of equipment, and other permissible assistance. 10 USC 376–377 provides further limitations on the provision of military support to civilian law enforcement, 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.

d. Chain of command. Military units supporting an emergency on an Army installation or in support of a civil jurisdiction shall 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 JP 3–28 and FM 3–28.1.

e. 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 nonwarfare hazardous materials 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 hazardous materials 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).

f. Occupational Safety and Health. Installation commanders shall ensure that the Army Occupational Safety and Health (OSH) Program requirements are properly coordinated with the EM program per AR 385–10. The installation safety office (ISO) shall be represented on the EM working group (see chap 3 for more information) to provide direction and guidance that ensure that OSH requirements are properly 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.

g. Environmental incidents. Installation commanders shall ensure that environmental program requirements are properly coordinated with the EM program per AR 200–1. The DPW environmental office shall be represented on the EM working group (see chap 3 for more information) to provide direction and guidance that ensure that environmental requirements are properly 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 (42 USC 4321–4347).

(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) (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 (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).

h. 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 (CID) unit prior to contacting Federal law enforcement agencies. Terrorism or criminal incident locations shall be treated as crime scenes, insofar as reasonably possible, and the normal chain of custody procedures shall be followed for any item that is removed from the incident scene. These law enforcement authorities, responsibilities, and actions are according to DODD 5525.5 and implemented by AR 500-5. For details, see the NRF and DODD 5525.5.

i. 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)).

j. 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 Host Nation with incident investigation and turn over all evidence to the Host Nation authorities when requested. Installation commanders must also identify legal authorities and requirements before conducting Joint training exercises with Host Nation elements.

(1) *Acts of terrorism.* Acts of terrorism, including the use of CBRNE materials against the U.S. Government, 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, host nation 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 host nation response. U.S. forces will remain under U.S. command.

(3) *Sovereignty issues.* During peace operations, U.S. forces must be aware that host nation 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.* Host nation 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 the risk of emergencies impacting an Army installation through preparedness, mitigation, and prevention activities and (2) to develop response and recovery capabilities to manage all natural, technological, and terrorism hazards impacting or with the potential to impact the jurisdiction, supported mission, the protected populace, or supporting critical and routine infrastructure.

b. Operational environment. As described in chapter 1 and detailed in chapter 4, Army installations 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 installation commander.

c. Hazard environment. As defined by chapter 5, the EM program must address the full range of natural, technological, and terrorism hazards. These hazards and the resulting emergencies that 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 response and recovery 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 mass warning and notification system is activated or the first unit is on the scene. Once the mass warning and notification system is activated, past engagement through the Ready Army Community Preparedness 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.

e. Continuity at all levels. Successful response and recovery operations require continuity at all levels from the highest levels of government (continuity of government) to all critical or essential operations (continuity of 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 mission essential functions (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.

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

- Who is responsible for building and maintain these EM capabilities (see chap 3)?
- Who makes up their protected populace (see chap 4)?
- What protective strategies apply to each category of personnel (see chap 4)?
- What hazards apply to their geographic area (see chap 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)?
- How do they plan effectively to decrease overall risk from these hazards (see chap 6)?
- How do they develop a resilient community which involves all assigned personnel? (see chap 7)?
- How does NIMS implementation, especially resource management, contribute to all phases of EM (see chaps 8–9)?
- How do they develop and execute continuity programs within an all-hazards context (see chap 10)?
- How do they implement command, control, and communications (C3) capabilities in support of all emergencies (see chap 11)?
- How do they manage evacuations, conduct SIP operations, and conduct mass care operations in support of displaced

personnel (see chap 12)?

- And what does organization, manning, training, certification, credentialing, exercising, evaluating, maintaining, and sustaining of these EM capabilities really mean as part of 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, let alone recovery from, multi-agency, multi-jurisdictional emergencies, such as hurricanes, terrorism, earthquakes, power outages, tornadoes, hazardous materials 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 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 the following: (1) C3, (2) mass warning and notification, (3) community preparedness, (4) first and emergency responders, (5) public health and medical services, and (6) mass care.

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 these existing capabilities 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. Phased implementation. The EM implementation plan will employ a resource-balanced, phased implementation approach where higher mission-priority installations receive capabilities first with lower mission-priority installations receiving capabilities in the out years as additional resources are made available and EM expertise grows within the Army. A notional phased implementation schedule is based upon the three capability types identified below. Each installation is encouraged to develop a phased implementation schedule that meets their operational requirements and resource availability in coordination with existing implementation schedules for related programs and functional areas, such as their AT program, MTF efforts, and fielding of C3 capabilities.

Note. The process of phased implementations reduces annual program startup costs by shifting specific manpower and material sustainment costs to the out years through the recognition of the time required to develop and field highly technical capabilities requiring a significant investment in time and experience as well as training, certification, exercises, and evaluation.

b. Tailored implementation. Each Army installation shall tailor their implementation of the Army EM Program based upon their specific requirements, such as existing organizational structure, resource availability and priorities, composition of identified functional areas (such as, fire and emergency services), and operational requirements. The standards in this instruction are designed to serve as the foundation and architecture for an effective EM program, but cannot address every organizational alignment or the independent development of parallel capabilities by various DOD and Service efforts over the past century.

Note. The development of the manpower model and manpower concept plan and the supporting doctrine, organization, training, material, leadership, personnel, and facilities (DOTMLPF) approach to program implementation will vary across the Active, Reserve, and Guard components based upon their specific requirements.

c. Operational capability targets. The target for initial operational capability (IOC) is two years from initial implementation direction from DOD. The target for full operational capability (FOC) is five years from initial implementation direction from DOD. Implementation direction is supported with the release of the Army EM Program Implementation Message by DAMO–ODP (see ALARACT 218/2009) on 6 August 2009 and the release of the Army EM IOC EXORD (see HQDA execute order (EXORD) 050–11) on 16 March 2011. This implementation process builds upon Army preparations for program implementation during fiscal year (FY) 02–09 periods.

(1) *Initial operational capability.* IOC target is 13 January 2011. IOC goals are as follows:

(a) Installation-owning commands (IMCOM, AMC, USARC, ARNG):

- Establish a comprehensive, all-hazards EM program.
- Designate, train, and resource a headquarters-level EM program coordinator per chapters 3, 8, and 13.
- Forecast resource requirements for EM program implementation and forward requirements to DAMO–ODP.
- Establish and publish EM implementation guidance for major subordinate command elements.
- Adopt and implement NIMS per chapter 8. Complete NIMS Phase I training for personnel identified in the EM program implementation plan.
- Establish a senior leader orientation program per chapter 13.
- Develop an EM program implementation plan per chapter 2.
- Designate a headquarters-level medical consultant to advise on force health protection requirements as related to the EM program.
- Participate in the HQDA EM Steering Group (EMSG) per chapter 3.
- Establish a headquarters-level EMWG per chapter 3.

- Coordinate with EMWG members to ensure that a coordinated risk management process is conducted per chapter 5.
- Provide guidance to the installation commanders to ensure the development and maintenance of the EM plan per chapter 6.
- Adopt and implement ready Army initiative for all Category 1–5 personnel per chapter 6.

(b) Noninstallation-owning commands:

- Establish comprehensive, all-hazards EM program.
- Forecast resource requirements for EM program implementation and forward requirements to DAMO–ODP.
- Adopt and implement NIMS per chapter 8.
- Develop an EM program implementation plan per chapter 2.
- Participate in the HQDA EMSG per chapter 3.
- Participate in the local installation EMWG as a tenant organization to ensure coordinated EM process as described in this publication.
- Ensure that subordinate commands residing as tenant organizations on DOD installations comply with and contribute to the development of EM capabilities.

(c) Installations—

- Establish a comprehensive, all-hazards EM program.
- Develop an EM program implementation plan.
- Forecast resource requirements for EM program implementation and forward requirements to DAMO–ODP.
- Designate, train, and resource an installation emergency manager per chapters 3, 8, and 13.
- Charter an installation EMWG and meet no less than quarterly per chapter 3.
- Installation EMWG meets no less than semiannually at reserve and guard locations.
- Complete and maintain a community profile per chapter 4.
- Complete the risk management process per chapter 5 and conduct an annual process to maintain and update the results.
- Complete an installation EM plan signed by the installation commander per chapter 6 and appendix G.
- Establish, maintain, and exercise support agreements and support contracts per chapters 6 and 15.
- Adopt and implement Ready Army initiative for all Category 1–5 personnel.
- Adopt and implement NIMS per chapter 8. Complete NIMS Phase I training for personnel identified in the EM program implementation plan and the installation EM plan.
- Establish a comprehensive EM training program per chapters 8 and 13.
- Establish a senior leader orientation program per chapter 13.
- Establish a comprehensive EM exercise program per chapter 15.
- Coordinate EM activities with State, tribal, local, other service (DOD components and agencies), private, nongovernment organizations (NGOs), and faith-based organizations (FBOs) within their area of operations.

(2) *Full operational capability.* FOC target is 13 January 2014. FOC goals are as follows:

(a) Installation-owning commands (IMCOM, AMC, USARC, ARNG):

- Maintain a comprehensive, all-hazards EM program.
- Maintain EM implementation guidance for major subordinate command elements.
- Complete NIMS Phase II through NIMS Phase IV implementation per chapter 8.
- Maintain a senior leader orientation program per chapter 13.
- Maintain an EM program implementation plan per chapter 2.
- Participate in the HQDA EMSG per chapter 3.
- Maintain a headquarters-level EMWG per chapter 3.
- Coordinate with EMWG members to ensure that the ongoing risk management and planning process are maintained per chapters 5–6.
- Continue to support the Ready Army initiative for all Category 1–5 personnel.
- Implement the EM program assessment process per chapter 20.

(b) Noninstallation-owning commands—

- Maintain a comprehensive, all-hazards EM program.
- Maintain an EM program implementation plan per chapter 2.
- Participate in the HQDA EMSG per chapter 3.
- Participate in the local installation EMWG as a tenant organization to ensure coordinated EM process as described in this publication.
- Ensure that subordinate commands residing as tenant organizations on DOD installations comply with and contribute to the development of EM capabilities.

- Support the EM program assessment process per chapter 20.

(c) Installations—

- Conduct the comprehensive risk management process annually per chapter 5.
- Coordinate, maintain, and update the installation EM plan annually per chapter 6.
- Organize, man, train, equip, exercise, evaluate, maintain, and sustain the EM capabilities identified in the installation EM plan, as detailed, in chapters 7–19.
- Complete NIMS Phase II through NIMS Phase IV implementation as detailed in chapter 8.
- Establish and maintain an installation EOC per chapter 11, to include Incident Management System (IMS), common operating picture (COP), and Geographic Information System (GIS) capabilities.
- Establish and maintain a comprehensive mass warning and notification system per chapter 11.
- Establish and maintain an enhanced 911 capability per chapter 11.
- Implement and maintain an EM training program per chapter 13.
- Establish and implement total life cycle management of assigned equipment per chapter 14.
- Implement an EM exercise and evaluation program per chapter 15. Complete at least one complete EM exercise cycle prior to attaining FOC.
- Establish and maintain the mitigation activities per chapter 16.
- Establish and maintain the prevention activities per chapter 17.
- Establish and maintain the response capabilities per chapter 18, including all first responder, first receiver, emergency responder, and mass care provider capabilities.
- Establish and maintain the recovery capabilities per chapter 19, including the recovery working group (RWG), damage assessment, debris management, disaster mental health, and fatality management/mortuary affairs capabilities.
- Successfully complete a tri-annual DOD Installation Vulnerability Assessment (IVA) against the criteria specified in appendix E (EM benchmarks) per chapter 20.
- Conduct readiness reporting via the Service Area 604 Installation Status Report (ISR) on an annual basis or as directed per chapter 20.

d. Implementation planning. The Army EM Program is based upon the principle of tiered, phased, and tailored implementation as described above.

(1) *HQDA G-34 requirement.* DAMO-ODP shall develop and manage an implementation plan with input from Army stakeholders. The implementation plan shall 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 implementation plan shall be approved by the HQDA, G-34, Protection Division.

(2) *Headquarters requirement.* Installation-owning commands (IMCOM, AMC, USARC, ARNG) shall provide input to the DAMO-ODP implementation plan and implement the plan once approved. Installation-owning commands shall collect, consolidate, and track progress on program implementation through the ISR and report progress to DAMO-ODP, when requested.

(3) *Installation requirement.* Each installation shall develop, execute, and maintain an EM program implementation plan to assign tasks, track progress, and establish milestones. The milestones must include the operational capability targets listed above.

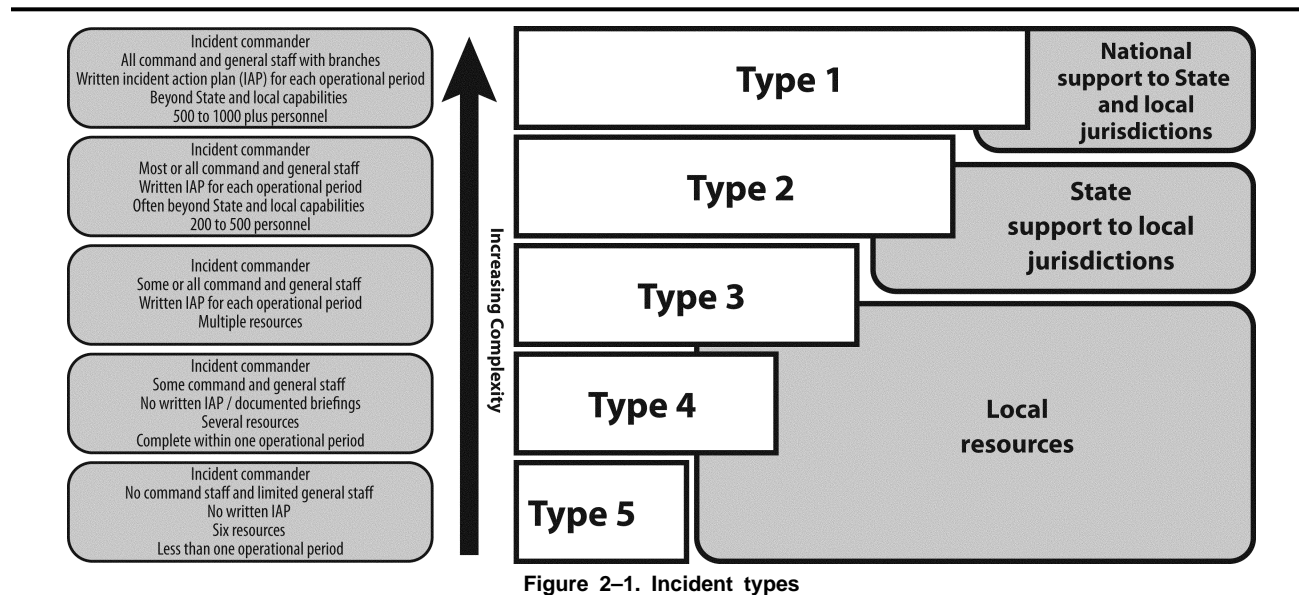
2-3. Incident types

a. Incident types. The EM program is constrained by the use of existing capabilities, both organic to the Army installation and available through approved support agreements with external providers, to prepare for, mitigate the potential effects of, prevent, respond to, and recover from all natural, technological, and terrorism hazards impacting or with the potential to impact the jurisdiction, supported mission, the protected populace, and/or supporting critical and routine infrastructure. Based upon the incident types established by the U.S. Fire Administration (USFA) and FEMA and shown in figure 2-1, EM programs are only capable of managing up to Type 3 incidents. Management of Type 1 and Type 2 incidents as described below require additional capabilities and expertise beyond those of an Army installation and are addressed through close interagency coordination with supporting Federal, State, and regional (or Host Nation) governments and agencies at 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 the 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 the 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 Katrina in 2005, 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.* The Department of Homeland Security (DHS) target capability list (TCL) assumes that all required State and local capabilities already exist prior to establishing the need for additional capabilities and capacity focused on Type 1 and Type 2 incidents. It is these underlying local capabilities which this publication mandates. Looking solely to the TCL and similar aspects of national policy, including NRF and PPD 8, as a guide for local capability development is fundamentally flawed and results in weak or missing foundational capabilities and capacity at the local level.



b. Hazard onset. Chapter 5 provides specific guidance on identification and the risk management process 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. This function is performed by the installation-owning commands (IMCOM, AMC, USARC, ARNG) in coordination with DAMO-ODP and with information provided by the installation commanders. Installation typing is based upon the EM capabilities that the installation is capable of attaining and maintaining through a combination of organic and/or external resources. Per DODI 6055.17, AR 525-27, improvement plan (IP) study report, and based upon previous efforts in DODI 3020.52, this instruction shall continue the DOD use of a Type C I, II, and I system aligned with the capability standards identified in applicable references, to include 29 CFR 1910.120Q and National Fire

Protection Association (NFPA) 472. Subordinate programs are encouraged to retain their existing systems and simply align the capability requirements from this Instruction into their systems. This system is based upon the concept of bottom-up capability development. Type III awareness begins with the lowest level of EM capability and progressively builds upon these core capabilities to Type I technician consistent with NIMS and FEMA 508 series. This numbering scheme is consistent with DODI 3020.52. The organic and external capabilities are the key denominator vice the mission, functions, sponsorship, or location of a particular Army installation. EM capabilities required for each type designation may be organic, regionalized, or provided by Federal, state, tribal, local, other service, and/or private (to include NGOs and FBOs (or host nations, where applicable), agencies and departments through establishment of support agreements or support contracts. EM programs shall leverage existing combatant commander and other service capabilities, whenever possible. Appendix B provides a summary of the required capabilities by installation type and supporting training and equipment divided by installation type designation. Readers are reminded that these are only examples of the overall requirements detailed in this instruction and use of appendix B does not alleviate the requirement to thoroughly read, understand, and apply the standards in this publication regarding the development, implementation, and sustainment of an EM program on an Army installation. Appendix C provides a summary of the performance objectives for based upon the required Type I EM capabilities. As with appendix B, readers are reminded that this matrix is only a summary of the overall requirements detailed in this publication. Population of the installation is a key component of the installation typing process as it is a primary driver for the original development of organic response capabilities, such as fire and emergency services. However, it is the end result of this capability development process, the presence of capability, that the installation typing process focuses on and therefore population is not considered a separate requirements driver within the EM program. Nothing in the descriptions below or in appendixes B and C mandates the development of new services, such as fire and emergency services, emergency medical services (EMS), explosive ordnance disposal (EOD) units, law enforcement, or MTFs. Nothing in these descriptions eliminates the independent requirements of policy governing such functional areas (for example, fire and emergency services) should they already exist on Army installations. This publication does require the development of task-organized, task-matrixed teams for C3, evacuation management, mass care operations, casualty decontamination, recovery operations, and other capabilities when necessary to fulfill the functions and tasks assigned by law, policy, or regulation. The implementation of the EM program across three levels of EM capabilities is expected to significantly decrease overall program cost to the Army, especially in manpower costs and procurement and sustainment of material solutions.

Note. 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.

b. Type I Installation (technician-level emergency management capabilities). Per 29 CFR 1910.120Q and NFPA 472, technician-level capabilities provide the ability to conduct offensive operations, to include casualty rescue, casualty decontamination, and sampling operations, within a contaminated environment in order to effectively respond to, contain, identify, and mitigate the effects of a hazardous materials event. For the purposes of the all-hazards program in the Army EM Program, this term has been expanded to include the ability to effectively respond to and contain, identify, and mitigate the effects of any natural, technological, or terrorism hazard for which the given installation has prepared itself for with the proper organization, training, certification, and equipment. This differentiation in technician-level versus operations-level capabilities is detailed in appendix B. Technician-level capability requires aggressive pre-incident planning and continuous coordination with Federal, state, other service, local, and private (or host nation) response partners in order to sustain an effective response and recovery to an emergency onboard the installation. Technician-level EM capabilities require an emphasis on the development of effective evacuation management and mass care management target capabilities for the protection and safety of the protected populace displaced for the incident. The development of technician-level EM capabilities for incident response does not alleviate or lessen the burden to provide effective mass care for displaced personnel. Mass care is vital to the successful restoration of the installation's missions and capabilities. Technician-level EM capabilities require an advanced level of C3 capabilities, with specific emphasis on mass warning and notification and responder communications across the entire installation, in order to execute the significant number of assigned incident notification, incident reporting, and incident management tasks. See chapter 11 for additional information. Through the conduct of the community profile detailed in chapter 4 and the resource inventory process detailed in chapter 9, the installation commander will develop a comprehensive view of the resources available and the resources required to protect the Army community from hazards identified in the risk management process detailed in chapter 5. The role of the installation EMWG is to assess the availability, capability, and capacity of six key first responder and first receiver (see personnel categorization in chap 4 for detailed definitions) resources: installation dispatch center, fire and emergency services, HAZMAT response, law enforcement units, EMS, and MTF. The installation EMWG then develops the supporting C3, evacuation management, mass care, casualty decontamination, and recovery capabilities necessary to integrate into a cohesive Type I installation EM capability as shown in table 2-1. Technician-level EM capabilities require the coordinated response and recovery operations by the installation and external response and recovery providers. This level of capability requires access to definitive medical care through either a military MTF or civilian hospital with an emergency department operating 24 hours a day throughout the year. See the corresponding resource type definitions in chapter 18 for details.

c. *Type II Installation (operations-level emergency management capabilities).* Per 29 CFR 1910.120Q and NFPA 472, operations-level EM capabilities provide the ability to conduct defensive operations outside of the contaminated environment, to include casualty decontamination, in order to effectively respond to and confine the effects of a hazardous materials event. For the purposes of the all-hazards program represented within the Army EM Program, this term has been expanded to include the ability to effectively respond to and contain the effects of any natural, technological, or terrorism hazard for which the given installation has prepared itself for with the proper organization, training, certification, and equipment. This differentiation in technician-level versus operations-level capabilities is detailed in appendix B. Operations-level capability requires significant pre-incident planning and continuous coordination with Federal, State, other service, local, and private (or host nation) response partners in order to sustain an effective response and recovery to an emergency onboard the installation. Operations-level EM capabilities require an emphasis on the development of effective evacuation management and mass care management target capabilities for the protection and safety of the protected populace displaced for the incident. An intermediate level of C3 capabilities, with specific emphasis on mass warning and notification and responder communications, is required to execute assigned incident notification, incident reporting, and incident management tasks. See chapter 11 for additional information. Through the conduct of the community profile detailed in chapter 4 and the resource inventory process detailed in chapter 9, the installation commander will develop a comprehensive view of the resources available and the resources required to protect the Army community from hazards identified in the risk management process detailed in chapter 5. The role of the installation EMWG is to assess the availability, capability, and capacity of six key first responder and first receiver (see personnel categorization in chap 4 for detailed definitions) resources: installation dispatch center, fire and emergency services, HAZMAT response, law enforcement units, EMS, and MTF. The installation EMWG then develops the supporting C3, evacuation management, mass care, casualty decontamination, and recovery capabilities necessary to integrate into a cohesive Type II installation EM capability as shown in table 2-1. Operations-level EM capabilities require the coordinated response and recovery operations by the installation and external response and recovery providers. This level of capability requires access to definitive medical care through either a military MTF or civilian hospital, preferably with at least a part-time (8 hours a day, 5 days a week) emergency department (ED). See the corresponding resource type definitions in chapter 18 for details.

d. *Type III Installation (Awareness-level emergency management capabilities).* Per 29 CFR 1910.120Q and NFPA 472, awareness-level capabilities provide the ability to recognize a potentially contaminated environment and conduct protective actions, including evacuation, safe haven, shelter, and SIP. For the purposes of the all-hazards program in the Army EM Program, this term has been expanded to include the ability to recognize any potential hazard or emergency condition to which the installation may be expected to be impacted by during normal operations, to include natural, technological, and terrorism hazards. This differentiation in capabilities is detailed in appendix B. The response and recovery from an emergency at the awareness-level is primarily handled by State and local (or host nation) agencies. Awareness-level capabilities require close pre-incident planning and coordination with Federal, State, other Service, local, and private (or host nation) response partners in order to request and receive assistance in a timely manner and execute successful evacuation and mass care of the protected populace. Awareness-level EM capabilities require an emphasis on the development of effective evacuation management and mass care management target capabilities for the protection and safety of the protected populace displaced for the incident. A basic level of C3 capabilities, with specific emphasis on mass warning and notification, is required to execute assigned incident notification, incident reporting, and incident management tasks as shown in appendixes C and D. See chapter 11 for additional information.

e. *Type IV Installation (special installations, facilities, and/or activities).* Select installations, facilities, and activities have been identified by the installation-owning commands, primarily AMC, as special installations, facilities, or activities that (1) have varying degrees of organic capabilities, (2) are limited in developing support agreements due to exclusive jurisdictional authority, and (3) are not resourced directly by the Army in order to implement or support the Army EM Program requirements. Type IV installations are typically GOCO or government-owned, government-operated facilities associated with AMC. To the extent that this program directs new capabilities or tasks not specifically mandated in existing DOD or Army policy, Type IV installations are exempt from mandatory implementation, but are encouraged to view this publication as a collection of best practices. Type IV installations shall retain existing response and recovery plans, organization, capabilities, and mechanisms within existing resource streams. Designation as Type IV installations will be reviewed on an annual basis by HQDA, G-34 and the applicable installation-owning command to assess the capabilities of the installation and the opportunity to redesignate the installation as a Type I-III installation and complete EM program implementation.

f. *Impact.* Through the conduct of the community profile detailed in chapter 4 and the resource inventory process detailed in chapter 9, the installation commander will develop a comprehensive view of the resources available and the resources required to protect the Army community from hazards identified in the risk management process detailed in chapter 5. The role of the installation EMWG is to assess the availability, capability, and capacity of installation and local civil jurisdiction capabilities. The installation EMWG then develops the supporting C3, evacuation management, mass care, and recovery capabilities necessary to integrate into a cohesive Type III installation EM capability as shown in table 2-1.

g. *Functional areas.* In support of NIMS, CPG 101, AR 525-27, DODI 6055.17, DODI 2000.16, DODI 3020.52,

and NFPA 1600, all installations shall develop the following functional areas broken down by installation type as shown in table 2–1. All functional areas resident on Army installations are NIMS Tier Two assets (local resources) as defined by NIMS Guide 0001 and are therefore typed by the DAMO–ODP, installation owning commands, or installation commanders, as appropriate. See chapter 9 for additional information on resource typing.

Note. The NIMS Tier One and NIMS 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 Joint Program Manager–Installation Protection Program (JPM–IPP) for the purposes of equipment fielding (see chap 14). NIMS resources will be listed throughout this publication with spelling of NIMS Tier One and NIMS Tier Two for delineation.

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

Functional areas	Installation types		
Command, control, and communications			
Installation EOC	Type I	Type II	Type III
Installation dispatch center	As assigned	As assigned	As assigned
Emergency communications	As assigned	As assigned	As assigned
Mass warning and notification system	As assigned	As assigned	As assigned
JIC	Access ⁺	Access ⁺	Access ⁺
Key personnel			
Installation emergency manager	Type I	Type II	Type III
Installation EOC manager	Type I	Type II	N/A
Installation Public Health Emergency Officer (PHEO)	As assigned	As assigned	As assigned
Installation ATO	As assigned	As assigned	As assigned
Medical emergency manager	As assigned	As assigned	As assigned
Evacuation management			
Evacuation management team	Type I	Type II	Type III
Mass care operations			
Family assistance center team	Type I	Type II	Type III
Local safe haven management team	Type I	Type II	Type III
Remote safe haven management team	Type I	Type II	Type III
Mass feeding teams	Type I	Type II	Type III
Bulk distribution teams	Type I	Type II	Type III
Call center team	Type I	Type II	Type III
Volunteer management teams	Type I	Type II	Type III
Donations management teams	Type I	Type II	Type III
Disaster mental health teams	Type I	Access	Access
Special needs management			
Special needs support team	Type I	Type II	Type III
Animal needs management			
Veterinarian services	Type I	Type II	Type III
Small animal sheltering team	Type I	Type II	Type III
Response capabilities			
Law enforcement	As assigned	As assigned	As assigned
Fire and emergency services	Type I	Type II	Type III
EMS	Type I	Type II	Type III

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

Hazardous materials response**	Type I	Type II	Type III
Casualty decontamination teams	Type I	Type II	Type III
Environmental oil and hazardous substance (OHS) spill response teams	As assigned	As assigned	As assigned
EOD and/or bomb squad*	As assigned	As assigned	As assigned
Search and rescue (SAR)	Access+	Access+	Access+
MTF	Type I	Type II	Type III
Hospital EOC	Type I	Type II	Type III
First receivers	Type I	Type II	Type III
Medical care providers	As assigned	As assigned	As assigned
Laboratory services	As assigned	As assigned	As assigned
Community emergency response teams*	Optional	Optional	Optional
Predesignated technical specialists***	Access+	Access+	Access+
Recovery capabilities			
Damage assessment team	Type I	Type II	Type III
Structural evaluation team	Type I	Type II	Type III
Debris Management Team	Type I	Type II	Type III
Fatality management and/or mortuary affairs team	Type I	Type II	Type III
Liaisons			
Continuity programs (MEFs)	Access+	Access+	Access+
Federal, State, local, other Service, NGO/faith-based organization (FBO), and private (or Host Nation) liaisons	Access+	Access+	Access+
Nongovernmental organization (NGO) and/or FBO liaisons	Access+	Access+	Access+
Citizen and/or community groups	Access+	Access+	Access+
Humane society liaison	Access+	Access+	Access+
Army CID liaison	Access+	Access+	Access+
Tenant organization liaisons	Access+	Access+	Access+
Commercial business (on post) liaisons	Access+	Access+	Access+
DOD childcare and/or daycare liaison	Access+	Access+	Access+
DOD school liaison	Access+	Access+	Access+
Army-Air Force Exchange Service (AAFES)/ Defense Commissary Agency (DeCA) liaisons	Access+	Access+	Access+

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

Veterinarian services	Access ⁺	Access ⁺	Access ⁺
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Legend for Table 2-1:

* If assigned.

** If development required independently by program and/or resource sponsor.

*** If available, may consist of Meteorological and Oceanographic liaison (METOC), weather), U.S. Geological Survey (USGS) liaison, and U.S. Volcanic Observatory (USVO) liaison.

⁺ Access is defined as (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, then the capability will 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 the timeline for employment, which should be documented in the installation EM plan).

Notes:

¹ AAFES - Army-Air Force Exchange Service.

² DeCA - Defense Commissary Agency.

³ EMS - Emergency Medical Services.

⁴ EOC - Emergency Operations Center.

⁵ EOD - explosive ordnance disposal.

⁶ FSTLOSP(HN) - Federal, State, Tribal, Local, other Service, and Private (to include NGOs/FBOs) (or Host Nation) partners.

⁷ JIC - Joint Information Center.

⁸ MTF - Medical treatment facility.

⁹ NGO/FBO - Nongovernmental organizations and/or faith-based organizations.

¹⁰ OHS - oil and hazardous substance.

¹¹ PHEO - Public Health Emergency Officer.

¹² SAR - Search and rescue.

h. Elements of capability. Per 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	<ul style="list-style-type: none"> • Based upon a thorough 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 prepare for, mitigate the potential effects of, prevent, respond to, and recover from all natural, technological, and terrorism hazards 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	<ul style="list-style-type: none"> • 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.

Table 2-2
Elements of capability—Continued

Elements of capability	Description
Manning and personnel	<ul style="list-style-type: none"> • 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. • 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 chap 4).
Training, certification, and credentialing	<ul style="list-style-type: none"> • 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 assigned 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	<p>Prevention, mitigation, response, and recovery equipment (to include training and exercise materials) must (1) comply with existing standards (see chap 14), (2) be inventoried by resource type (see chap 9), (3) be inventoried in the MAXIMO Inventory Management System as directed by DAMO-ODP and supporting inventory management provider (see chap 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 per existing standards and specifications.</p>
Exercise and evaluation	<ul style="list-style-type: none"> • 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 shall be exercised by functional area (functional exercise) and as a combined capability set (full scale exercise) on an annual basis (see chap 15). • Exercise development, execution, and evaluation shall 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 chap 15). • 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	<ul style="list-style-type: none"> • 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 chap 6), (2) annual organizational review (as part of the plan review), (3) staff position replacements due to staff requests, turnover, 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 per 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	<ul style="list-style-type: none"> • 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 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 AEFPP) 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 EM Branch (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 shall 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 per 50 USC 797, 32 USC 809, DODI 5200.08, and AR 600-20. Per AR 600-20, senior commanders shall 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 shall 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. Per 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 shall 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 per 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 per 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 shall 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 (AOR). 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.

- *Army National Guard training sites.* These installations are managed by the applicable garrison commander under the auspice of the senior commander.
- *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. These facilities perform terminal management services as a subordinate of AMC in support of U.S. Transportation Command (USTRANSCOM) per 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 coordinator

a. *Requirements.* All organizational levels with EM responsibilities shall assign an EM program coordinator (termed the emergency manager at the operational and tactical levels) who shall be responsible for the development, implementation, and sustainment of the Army EM Program within that command. The EM program coordinator shall 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 coordinator is responsible as the lead for all emergency planning, policy, coordination, and integration at their respective level. The EM program coordinator at each level shall be responsible for ensuring the collection and prioritization of resource requirements for POM submission to the next higher headquarters.

b. *HQDA, G-34 emergency management program manager.* An Army EM program manager shall be designated in writing by the HQDA, G-34 and shall be located within the EM branch (hereafter DAMO-ODP). DAMO-ODP 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 program manager is responsible for the development and management of all policy related to implementation and execution of the Army EM Program, shall lead the Army EMSG, and shall serve as the Army's representative to the DOD EMSG and the International Association of Emergency Managers Uniformed Services Caucus.

c. Higher headquarters emergency management program coordinator. Each higher headquarters shall designate in writing an EM program coordinator. Each higher headquarters EM program coordinator shall be responsible for coordinating the implementation and execution of the Army EM Program at subordinate ACOMs. Supplemental guidance will follow the guidance and constraints detailed in paragraph 3–8b of this chapter.

Note. Where applicable, ASCC EM program coordinators shall identify theater-specific requirements applicable to the Army EM Program and forward these requirements, along with identified costs, to the Army EM program manager at DAMO–ODP. These requirements are based upon the GCC or theater commander's operations plans (OPLANS) and typically includes 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.

d. Installation-owning commands' emergency management program coordinators. Each installation-owning command (IMCOM, AMC, USARC, or ARNG) is responsible for directing and guiding the implementation of the Army EM Program within their subordinate installations. Each installation-owning command shall designate in writing an EM program coordinator. Each command's EM program coordinator shall be responsible for all planning, programming, budgeting, and resource allocation functions for subordinate Army Installations. Each command's EM program coordinator is responsible for the implementation and execution of the Army EM Program at subordinate organizations and Army installations. To this extent, each command's 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 required by this publication. Supplemental guidance will follow the guidance and constraints detailed in paragraph 3–8b of this chapter.

e. Installation emergency manager. The installation emergency manager shall 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 installation emergency manager has primary responsibility to the installation commander for development, execution, and sustainment of the EM program and supporting EM capabilities. The installation emergency manager 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 installation emergency manager shall perform the functions identified in appendix E, table E–5a and is responsible for managing the entire EM life cycle from preparedness through recovery. DAMO–ODP shall 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 an IOC requirement and completion shall be reported to the appropriate installation-owning commands.

f. Medical emergency manager. Per DODI 6200.03, a medical emergency manager shall 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 01–10.

g. Tenant emergency management coordinator. Per 29 CFR 1910.38, each tenant organization shall designate in writing a tenant EM coordinator. 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.

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 shall provide input to and assist in the development, implementation, evaluation, and maintenance of the Army EM Program at their respective level. Each advisory committee shall actively 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 shall 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 and all subordinate commands. The Army EMSG shall support DAMO-ODP in representing Army requirements to the DOD EMSG and other DOD, Joint, or Federal entities. The Army EMSG shall serve as the principal technical advisory board to HQDA, G-34 regarding EM program systems, capabilities, and requirements. The HQDA, G-34 EM program manager or a designated representative shall chair the Army EMSG. The Army EMSG shall consist of representatives from appropriate HQDA offices and subordinate commands as directed by the charter. The Army EMSG shall meet at no less than a semi-annual basis. The Army EMSG shall have equal standing to existing working groups.

c. Headquarters emergency management working group. Installation-owning commands (IMCOM, AMC, USARC, ARNG) shall establish EMWGs to coordinate and manage the development, implementation, execution, and management of the subordinate EM programs to the installation level per 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.

d. Installation emergency management working group. All Army installations shall charter and maintain an installation EMWG as the core component of their EM program, regardless of waiver status or request. Establishing, approving, and executing the charter for the installation EMWG is a critical component of the IOC/full operational capability (FOC) targets detailed in chapter 2. The installation EMWG shall be chaired by the installation commander or the installation commander's representative with command authority, not to include the emergency manager. The chairperson shall appoint members and establish subgroups, as required. The installation EMWG shall meet at no less than a quarterly basis on active installations and no less than semiannually on Guard, Reserve, and select AMC installations designated as Type IV installations (see chap 2 for installation typing information). The installation EMWG shall have equal standing to existing working groups and may not be subordinate to the ATWG. This is an IOC requirement.

(1) *Installation emergency management working group functions.* The installation EMWG shall perform the following functions:

- Develop and maintain the community profile.
- Execute the EM program implementation plan.
- Conduct the continual risk management process.
- Develop and maintain the installation EM plan.
- Coordinate implementation of preparedness phase activities according to the installation EM plan.
- Coordinate and Support the Ready Army Community Preparedness Campaign.
- Coordinate NIMS implementation.
- Support NIMS resource management activities.
- Coordinate with local EM activities, including the local emergency planning committee (LEPC).
- Coordinate with and support continuity programs on the installations.
- Coordinate development of C3 capabilities according to the installation EM plan.
- Coordinate tenant preparation of tenant EAPs.
- Coordinate development of evacuation management and mass care capabilities.
- Coordinate pre-incident recovery planning and preparations, including facility surveys for use in damage assessment.
- Review training and certification reports for compliance with plan requirements.
- Review exercise and evaluation reports for compliance with plan requirements.
- Review AARs, improvement plans (IPs), and corrective action plan (CAPs) to identify plan deficiencies and make the applicable updates on an annual basis or as required.
- Coordinate implementation and completion of corrective action plans (CAPs).
- Support the Assistant Chief of Staff for Installation Management (ACSIM) installation status ISR reporting (see chap 20 for more information), including all EM-related service areas.
- Support assessments by higher headquarters (DOD IVA, Force Protection Assistance Team (FPAT), Higher Head-

quarters Assessment Team (HHAT), SAV) (see chap 20 for more information).

- Collect, validate, and prioritize budget/financial requirements for submission into the POM Process via the appropriate representative and supporting MDEP.
- 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 shall 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 shall 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 shall serve as the chairperson of the EMWG with the installation emergency manager serving as the principal action officer and technical advisor. Representatives shall 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, 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 frequently socialized with local civil jurisdictions (and Host Nations). Army installations may align to local standards given the same service output and performance objectives. Type IV (installations) are exempt from meeting this resource type definition.

Table 3–1
Installation emergency management working group resource type definitions

Resource	Installation EMWG			
	Committee		Kind	Team
Category	Type I		Type II	Type III
Minimum capabilities				
Component	Metric			
Personnel ¹	Total	25 core members	21 core members	9 core members
Core membership				
Installation commander or designated representative	Per EMWG	1	1	1
Garrison commander	Per EMWG	1	1	1
Garrison resource management office (RMO)	Per EMWG	1	1	If assigned
Director of Human Resources (DHR)	Per EMWG	1	1	1
Director of Family, Morale, Welfare, and Recreation (DFMWR)	Per EMWG	1	1	1
Army community service	Per EMWG	1	If assigned	If assigned
DPTMS	Per EMWG	1	1	If assigned
Installation emergency manager	Per EMWG	1	1	1
Installation EOC manager	Per EMWG	1	If assigned	If assigned
Installation PHEO	Per EMWG	1	1	1
Installation ATO	Per EMWG	1	1	1
DES	Per EMWG	1	1	If assigned

Table 3–1
Installation emergency management working group resource type definitions—Continued

Resource	Installation EMWG			
Category	Committee		Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Law enforcement and/or physical security	Per EMWG	1	1	If assigned
Fire and emergency services	Per EMWG	1	1	If assigned
DOL	Per EMWG	1	1	1
DPW	Per EMWG	1	1	1
Environmental office	Per EMWG	1	1	If assigned
Engineering office	Per EMWG	1	If assigned	If assigned
NEC	Per EMWG	1	1	If assigned
IT systems support	Per EMWG	1	1	If assigned
Public affairs office	Per EMWG	1	1	If assigned
CLO (Legal)	Per EMWG	1	1	If assigned
Installation contracting officer (ICO) (contracting)	Per EMWG	1	1	If assigned
ISO (safety)	Per EMWG	1	1	If assigned
Medical emergency manager	Per EMWG	1	If assigned	If assigned
Tenant representatives	Per EMWG			
Continuity programs (mission owners)	Per EMWG	As required	As required	As required
Liaison officers	Per EMWG			
Local EM liaison	Per EMWG	If available	If available	If available
LEPC liaison	Per EMWG	If available	If available	If available
Volunteer organizations active in disasters liaison(s)	Per EMWG	If available	If available	If available
Other local liaisons	Per EMWG	If available	If available	If available
Task-specific participants				
Garrison staff	Per EMWG			
Garrison plans, analysis, and integration office (PAIO)	Per EMWG	1	If assigned	If assigned
DFMWR	Per EMWG			
Command ombudsman	Per EMWG	1	1	If assigned
NAF programs	Per EMWG	1	If assigned	If assigned
Recreation services	Per EMWG	1	If assigned	If assigned
Business services	Per EMWG	1	If assigned	If assigned
Child and youth services	Per EMWG	1	If assigned	If assigned
DOL	Per EMWG			
Transportation office	Per EMWG	1	If assigned	If assigned
Supply services	Per EMWG	1	If assigned	If assigned
DPW	Per EMWG			
Operations and maintenance	Per EMWG	1	1	If assigned
Housing office	Per EMWG	1	1	If assigned
Master planning	Per EMWG	1	If assigned	If assigned
NEC	Per EMWG			

Table 3–1
Installation emergency management working group resource type definitions—Continued

Resource	Installation EMWG			
Category	Committee		Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Information assurance (IA)	Per EMWG	1	1	1
Religious support office (RSO) (chaplain)	Per EMWG	1	If assigned	If assigned
Internal Review and Audit Compliance Office (IRACO) (audit)	Per EMWG	1	If assigned	If assigned
Tenant representatives	Per EMWG			
All other assigned tenants	Per EMWG	As required	As required	As required
Utility providers	Per EMWG	As required	As required	As required
Commercial businesses	Per EMWG	As required	As required	As required
If available:				
Director of Human Resources (DHR)	Per EMWG			
Casualty assistance calls officer (CACO) coordinator	Per EMWG	If available	If available	If available
DPTMS	Per EMWG			
Airfield operations	Per EMWG	If available	If available	If available
Meteorological support det	Per EMWG	If available	If available	If available
Port operations	Per EMWG	If available	If available	If available
Tenant representatives	Per EMWG			
MTF mental health staff	Per EMWG	If available	If available	If available
EOD and/or bomb squad*	Per EMWG	If available	If available	If available
ARNG tenants	Per EMWG	If available	If available	If available
Reserve component tenants	Per EMWG	If available	If available	If available
DOD school	Per EMWG	If available	If available	If available
DOD childcare and/or daycare	Per EMWG	If available	If available	If available
AAFES and/or DeCA	Per EMWG	If available	If available	If available
Veterinarian services	Per EMWG	If available	If available	If available
Other tenants	Per EMWG	If available	If available	If available
Footprint ²				
Meeting space	Per EMWG	1	1	1
Footprint	Per 1000 sq. ft.	As required	As required	As required
Dimensions	Length x depth	As required	As required	As required
Parking	Per location	As required	As required	As required
Toilets (portable or fixed)	Per location	As required	As required	As required
Waste dumpsters ³	Per location	As required	As required	As required
Prepackaged equipment				
No Requirement	Per EMWG	None	None	None
Fixed systems				
No requirement	Per EMWG	None	None	None
Training requirements				
NIMS training requirements ²	Per member	ALL	ALL	ALL*

Table 3-1
Installation emergency management working group resource type definitions—Continued

Resource		Installation EMWG		
Category		Committee	Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Independent study (IS)–235B: emergency planning ²	Per member	ALL	ALL	ALL*
Continuity awareness training set ²	Per member	ALL	ALL	ALL*
IS–230B: Fundamentals of EM ²	Per member	ALL	ALL	ALL*
IS–288: The role of voluntary agencies in EM ²	Per member	ALL	ALL	ALL*
Task-specific training ²	Per member	ALL	ALL	ALL*
Ongoing maintenance training(as required) ²	Per member	ALL	ALL	ALL*
Service Output		Type I	Type II	Type III
Component	Metric	Not applicable		

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 installation emergency manager shall serve as the primary action officer on the installation EMWG. As such, the installation emergency manager is responsible for ensuring minutes are recorded by a second party (not the emergency manager) and retained for a period of no less than three 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 shall incorporate the existing working group as a standing Ready Army committee.

(7) *Recovery working group.* A RWG shall be established 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 and shall remain a standing subworking group of the EMWG for the duration of its charter. See chapter 19 for additional information.

e. 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 installation emergency manager, to ensure information sharing and coordination between prevention elements and the response and recovery elements.

f. 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 shall not become subordinate in this process and shall 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 solely on emergency planning.

b. Installation emergency operations center team. The installation EOC team at the installation EOC or other operations center equivalents, shall 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 document. DAMO-ODP shall 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 installation-owning commands, may develop supplements to this publication at the discretion of their commander. Supplements shall be forwarded electronically to DAMO-ODP upon approval. Commanders are strongly 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. Per DODI 6055.17 and DODI 3020.52, installation commanders shall 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 their installation-owning command (IMCOM, AMC, USARC, 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 shall 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 the preparedness phase. 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. Completion of the community profile is an IOC requirement.

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 most 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 most commonly used by AT and Fire and Emergency Services 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 most 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, DFMWR Army Community Service, 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 hazard-specific appendixes 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 per 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, mass warning and notification, 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.

(a) *Mass warning and notification.* Certain populations are more likely to respond correctly and immediately to mass warning and notification 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.

(b) *Evacuation requirements.* Specific populations, such as expeditionary units, are more likely to self-organize and execute evacuation orders than non-cohesive areas, such as 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.

(c) *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 law enforcement 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.

(d) *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.

(e) *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.

e. *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.

(1) *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 functional area annexes, and the HSAs.

(2) *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.

f. *Information sharing.* The results of the community profile shall 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 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, mass warning and notification systems, 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 preparedness and prevention activities as well as expanded response and recovery capabilities as directed by the Nuclear Regulatory Commission (NRC). For additional information, see <http://www.nrc.gov/about-nrc/emerg-preparedness/protect-public/planning-zones.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 hazard-specific appendixes 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, mass warning and notification, 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 mass warning and notification systems. 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. Mass warning and notification systems 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 terrorism hazards.

(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- or 500-year floodplain, do not have the first floor (ground floor) lower than the flood insurance rate maps base elevation, does not store hazardous materials, 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.

(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 01-10. 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 identified 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 shall 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 shall 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 preparedness, mitigation, prevention, response, and recovery capabilities of Category 5 personnel. These priorities are

consistent with DODI 6055.17, DOD 0-2000.12-H, 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 shall 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 shall 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 shall 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, equipment, and exercising. Specially, 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 chap 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).

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. Per 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 Army Community Service 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. Per 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, mass warning and notification, 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 shall establish a consolidated zone map for their jurisdiction. The zone designations will be aligned with population and infrastructure data for mass warning and notification 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 shall be based upon the largest population present in the assigned zone. Zones shall be aligned with ground defense sectors, if assigned.

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

- Mass warning and notification capabilities, messaging, and prioritization (see chap 11).
- Evacuation zones, SIP capabilities, safe haven capabilities, and bulk distribution (see chap 12).
- Damage assessment, post-incident structural evaluation, and debris management (see chap 19).

Chapter 5

Risk Management Process

5–1. Risk management

a. Requirement. Per 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 shall 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 shall 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 prepare for, mitigate the potential effects of, prevent, respond to, and recover from the hazard. This is an IOC requirement.

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. Per 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 terrorism hazards.

(1) *Intent.* Per FM 5–19, 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 preparedness, mitigation, and prevention opportunities, which all reduce overall risk to the installation.

(2) *Accepting risk.* Per FM 5–19, 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:

- Integrating risk management into mission planning, preparation, and execution. Leaders and staffs continuously identify hazards and assess both accident and tactical risks. They then develop and coordinate control measures. They determine the level of residual risk for accident hazards in order 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.
- 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.
- 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 in—

- Protecting lives, conserving resources, and avoiding unnecessary risk.
- Making an informed decision to implement a course of action (COA).
- Identifying feasible and effective control measures where specific standards do not exist.
- Providing reasonable alternatives for mission accomplishment.

f. Issues. Risk management does not—

- Inhibit the installation commander's and leader's flexibility and initiative.
- Remove risk altogether, or support a zero defects mindset.
- Require a GO/NO-GO decision.
- Sanction or justify violating the law.
- Remove the necessity for standard tactics, techniques, and procedures.
- 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 an installation EM plan that identifies hazards and balances resource restraints against the risk.

h. Risk assessment. The 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 and decides upon the presented corrective courses of action based upon the installation commander's level of risk that they are willing to accept from an identified hazard. The risk assessment process consists of a process described in 5-2 through 5-9. Each DOD component shall develop an appropriate risk assessment methodology that takes the following nine 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 installation emergency manager'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, shall 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 shall 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 will have every hazard listed in appendix F. The hazard assessment shall consider all natural, technological, and terrorism 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 shall 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 shall be coordinated with State and local EM agencies and shall 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), and the National Interagency Fire Center. In addition, FEMA has a number of programs for consolidating and providing hazard information to State governments. For hazardous materials (hazardous substances) identification, the installation EMWG should utilize the DES Fire and Emergency Services, 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. Host Nation programs vary greatly, 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 shall address the following:

- Identify the toxic industrial chemicals and toxic industrial materials located on the installation and local community (identify the specific hazard ID, quantity, and location).
- Identify facilities and transportation modes having the potential of releasing hazardous materials (accidental or intentional) that could impact the installation (areas to consider are hazardous materials manufacturing and/or using facilities, refineries, railroads, highways, petroleum, oil, and lubricants tank farms, commercial and government nuclear power plants/reactors, and shipyards).
- Coordinate with the LEPC to identify the type and location of hazardous materials 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 shall 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 law enforcement 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 law enforcement communities resident within the Federal Government and the military Services. Threat levels associated with Army installations is available from the Defense Intelligence Agency (DIA) and the U.S. Army Criminal Investigation Command (CID). 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 shall address the following:

- Incorporation of the GCC WMD/CBRNE threat assessment.

- 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 shall 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 shall 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 shall be added to and updated in Core Vulnerability Assessment Management Program (CVAMP) (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 the preparedness phase. 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 DIA), 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 (preparedness, mitigation, prevention, response, and recovery). 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.

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 shall forward resource requests via the applicable installation-owning command to DAMO-ODP for consideration in the POM process.

5-10. Legal considerations

a. Compliance. Per FM 5-19, risk management does not convey authority to deliberately disobey local, state, national, or host nation 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 hazardous material 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—

- Identifying applicable legal standards that affect the mission.
- Identifying alternate courses of action (COAs) or alternate standards that meet the intent of the law.
- 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. Per 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, (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 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. Per 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 course of action for installation commanders to proceed with preplanned responses to any incident.

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

(1) *Headquarters emergency management plan.* A headquarters EM plan shall 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 installation-owning commands and, when applicable, ASCCs.

(2) *Installation emergency management plan.* An installation EM plan shall 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. This is an IOC requirement.

(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 Mass Warning and Notification System) 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 Family Assistance Center). 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 they 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, mass warning and notification system, installation EOC, JIC, the Family Assistance Center, and other standing organizations (teams) and locations. The EPCRA has specific SOP requirements in addition to those already identified. The installation emergency manager 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. This is a FOC requirement and completion shall be reported to the appropriate installation-owning commands, which will track compliance and report to DAMO-ODP on an annual basis with full compliance due by 13 January 2014.

(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, it 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 law enforcement, fire and emergency services, hazardous materials 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 shall 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 shall be developed at each ICP for every incident and shall 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 installation emergency manager complete specific IS courses online at <http://training.fema.gov/IS/> as a basic orientation to the emergency planning process in addition to the NIMS Phase I training requirement specified in chapter 8. This training is incorporated into the installation emergency manager'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 <http://training.fema.gov/IS/> as a basic orientation to the emergency planning process in addition to the NIMS Phase I 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 shall 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 Planner's Course currently offered at Fort Leonard Wood. 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 01-10 for planning coordination requirements with the medical emergency manager.

b. *Core components.* EM capabilities consist of 6 core components common to the preparedness for, prevention of, response to, and recovery from all emergencies, regardless of cause. These core EM capabilities include: (1) C3, (2) mass warning and notification, (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 shall 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) shall 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 hazard-specific appendixes of the overarching EM plan.

6-4. Installation emergency management plan format

a. Format. All installation EM plans shall 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, figure 4-3. If an installation chooses to use an EOP format instead of the installation EM plan format provided in this publication, then the installation shall also be required to complete the other component plans which make up a comprehensive, integrated EM program, to include the following:

- Comprehensive EM strategy document (instruction or directive).
- Risk management strategy with supporting risk management products.
- Preparedness strategy and supporting preparedness plan.
- Mitigation strategy and supporting mitigation plan.
- Prevention strategy and supporting prevention plans (to include the installation AT plan and the applicable preventive medicine and public health plans).
- Continuity strategy and supporting continuity plans.
- Response strategy and supporting installation EOP.
- 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 an unexecutable 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 currently available through State and local agencies, hazard-specific preparedness programs, and commercially from private sector vendors. Installation commanders and the installation emergency manager 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 jurisdiction's geographic, political, social, and hazard environments as provided in appendix G.

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

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

- The template identifies the resources needed to address the requirements generated by an emergency only in a general way.
- Using the template may stifle creativity and flexibility, thereby constraining the development of strategies and tactics needed to solve EM challenges.
- 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. What it does mean is that 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 currently 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 particularly 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, - mass warning and notification, 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. DOD schools. Schools and their associated Category 2SC population present a unique challenge to an EM program. All DOD schools resident on Army installations shall 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 multihazard emergency planning for schools (IS-362A) available at <http://training.fema.gov/IS/crslist.asp>.

6-6. Planning elements

a. Communications planning. Communications planning shall be conducted at the installation level by the installation EMWG with the technical direction of the installation emergency manager and the installation communications representative (usually provided by the NEC) in coordination with the installation ATWG representatives. Communications planning establishes the process, 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 type 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 shall 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), Mass Warning and Notification System, 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 functional area annex (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 shall 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 installation emergency manager at the installation level). EPI planning shall 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 shall 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 shall be conducted at the installation level by the installation EMWG with the technical direction of the installation emergency manager and in coordination with the installation 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 shall describe the physical, information technology, and nonmaterial mitigation strategies associated with hazards identified during the risk management process described in chapter 5. Mitigation plans shall 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 shall 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 fire and emergency services 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 shall 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 shall 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 installation emergency manager 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 shall 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, shall 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 installation emergency manager 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 shall 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:

- Installation AT plans, law enforcement, 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.
- Fire and emergency services plans, including plans for HAZMAT response, required by DODI 6055.6 and AR 420-1.
- MTF, clinic, and associated medical response plans required by AR 40-4, MEDCOM Regulation 525-4, MEDCOM Pamphlet 525-1, and the Joint Commission.
- OHS spill response plans required by AR 200-1.
- Infrastructure contingency plans (for example, power, water, and waste management) required by AR 525-26.
- Critical infrastructure plans required by AR 525-26.

- Continuity of operations plans required by AR 500–3.
- Defense continuity program plan(s) required by DODD 3020.26 and DODI 3020.42.
- FAC Plan required by AR 608–1 and related mass care plans and other standalone planning documents.

b. Geographic combatant command antiterrorism 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 shall 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 terrorism 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 shall be based upon the standards identified in chapter 14 and shall 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 shall be broken into hazard-specific appendixes (for example, chemical terrorism, biological terrorism, radiological terrorism) of the installation EM plan. These HSAs shall 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. Per 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, shall 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.

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 01–10 shall 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 shall 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 shall 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 shall be (1) enrolled in the RPP through the safety office, (2) be trained and certified in HAZMAT awareness and operations per 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 shall be approved by the installation commander or the commander's designated representative. Supporting plans shall be approved by the applicable director or the installation commander based upon local policy. This is an IOC requirement.

b. Review. All installation EM plans shall 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 shall be maintained in order to effectively 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 FOC requirement and completion shall be reported to the

appropriate installation-owning commands, which will track compliance and report to DAMO-ODP on an annual basis with full compliance due by 13 January 2014.

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 the preparedness phase.

7-2. Interagency coordination

a. Requirement. Per 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 shall coordinate with appropriate Federal, State, tribal, local, other Service, NGOs, faith-based organizations (FBOs), and Private (or Host Nation) 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 shall be performed and documented at least annually. Within the U.S., civil coordination should include participation by installation emergency managers and appropriate representatives from assigned functional areas in State Emergency Response Commissions (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 shall 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 shall 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 the 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 law enforcement activities. Support agreements shall 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. Per AR 525-27, DODI 6055.17, DODI 2000.16, DODI 3020.52 and NFPA 1600, installation commanders shall 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 terrorism hazards.

(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 installation emergency manager. If the response or recovery capability is owned and operated solely by a functional area, such as fire and emergency services, then the lead representative shall be responsible for the development, approval, and maintenance of the MAA in coordination with the installation emergency manager. All concerned parties must maintain a copy of the MAA for its applicable duration. More information and examples of MAAs are available at http://www.nimsonline.com/download_center/index.htm#mutual.

(2) *Support contracts.* Support contracts shall 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 shall 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.

(3) *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. Copies will be maintained by the installation EM for a minimum of 3 years and shall be provided to the signatories, applicable functional areas, the installation EOC, the dispatch center, and the Garrison RMO upon approval. The execution of support contracts will follow DOD and DA contracting policy and all contracts will be reviewed by the ICO. All support agreements and support contracts shall be reviewed annually. The Garrison RMO shall be the central point of contact regarding all support agreements and support contracts. All support agreements will be exercised during the multiyear exercise cycle detailed in chapter 15.

f. Emergency management assistance compact. Per PL 104-321 and DODI 6055.17, EMAC was established in 1996 and coordinates mutual aid agreement 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 shall 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 per DODI 6055.17 and PL 104-321.

7-3. Community preparedness

a. Requirement. Per 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 the 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 installation and 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 installations shall establish and execute the Ready Army Campaign (<http://www.ready.army.mil>) and shall ensure that designated points of contact are provided to DAMO-ODP via their appropriate installation-owning command (IMCOM, AMC, USARC, ARNG). 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. This is an IOC requirement.

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 Web site (<http://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 Web site (<http://www.redcross.org>) and local chapters.

d. Community preparedness training. Per NIMS, AR 525-27, DODI 6055.17, DOD 0-2000.12-H, DODI 2000.16, NFPA 1600, and the Ready Army EXORD, all Army installations shall develop and conduct Ready Army community preparedness training in support of the EM program. Community preparedness training is the responsibility of the entire installation and is coordinated by the installation emergency manager with the support of the installation commander, garrison commander, 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 (<http://www.ready.army.mil>).

e. Training content. Community preparedness training will include, at a minimum, policy 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 mass warning and notification systems. Installation commanders shall 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 Web site, and/or (5) community "town hall" meetings which include community preparedness information. Training methods and frequency shall 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 installation-owning command 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.

g. Translation requirements. DAMO-ODP will ensure that a selection of Ready Army materials are translated for non-English-speaking Category 1-5 personnel as well as visually impaired personnel. Minimum requirements are translation into Spanish, German, Italian, Arabic, and Korean languages plus Braille and large print editions for the visually impaired. Installations requiring additional language translations shall identify communities during the community profile process and submit request for foreign language materials, including approximate number of personnel to receive the materials and an estimated turnover rate in order to estimate total requirement, to their installation-owning command. The installation-owning command is responsible for consolidating requests whenever possible and forwarding them to DAMO-ODP.

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 <http://www.citizencorps.gov/cert> 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 their applicable installation-owning command 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 shall include the installation's protected populace, the surrounding civilian communities, the civilian media, and appropriate Federal, State, tribal, and local government agencies. All installations shall 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 DIA 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 hazard-specific appendixes 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 shall 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 shall 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 mass warning and notification system 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 shall 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 prepare for, mitigate against the potential effects of, prevent, 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:

- Preparedness.
- Communications and information management.

- Resource management.
- Command and management.
- 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 preparedness, 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 precoordinated 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) shall adopt NIMS as described in this publication per HSPD 5 and the Office of the Deputy Secretary of Defense memorandum, dated 29 November 2005. All installations at overseas locations shall 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 <http://www.fema.gov/emergency/nims/index.shtm>.

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—

- NIMS Phase I: Adopt NIMS concepts and principles.
- NIMS Phase II: Identify relevant plans, policies, and procedures.
- NIMS Phase III: Update relevant plans, policies, and procedures.
- 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. Installations vary in their implementation timelines as some installations began NIMS implementation upon signature, some upon the release of the Office of the Assistant Secretary of Defense, Health Affairs (OASD (HD/ASA)) memorandum, dated 2004, some upon the release of the Office of the Deputy Secretary of Defense memorandum, dated 29 November 2005 and the HQDA EXORD 693-05 in 2005, and some upon release of AR 525-27 in 2009. 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, installation-owning commands (IMCOM, AMC, USARC, ARNG), 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 Web site are meant for awareness and introductory knowledge only. Training requirement shown in tables 8-2 through 8-4 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. NIMS Phase I applies to all personnel. NIMS Phase I training requirements are sustained throughout turnover and attrition at the individual and unit levels. For example, training Law Enforcement personnel include NIMS Phase I this year for all personnel, NIMS Phase I 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 shall complete and maintain the NIMS Phase I training shown in table 8-1 as an IOC requirement.

(1) *All designated personnel.* Initial NIMS Phase I Training shall consist of IS-700A (NIMS: An Introduction), IS-800B (NRF: An Introduction), and IS-100B (Introduction to ICS) available at the FEMA EMI Web site (<http://training.fema.gov/IS/crslist.asp>). For applicability to specific personnel, see Table 8-1.

(2) *Supervisory personnel.* Additional NIMS Phase I 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 shall complete IS-200B (ICS for single resources and initial action incidents) available at the FEMA EMI Web site (<http://training.fema.gov/IS/crslist.asp>).

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 program manager (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
Installation-owning commands (IMCOM/AMC/ARNG/USARC)						
EM program coordinators ³	X	X	X	X	X	X
Protection staff	X	X	X	X	X	X
Fire and emergency services program manager	X	X	X	X	X	X
Other supervisory personnel managing EM functional area programs ²	X	-	X	-	X	-
Designated ACOMs⁴						
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
Installation emergency manager	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 personnel⁶						
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 installation emergency manager 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 per 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, law enforcement, and public works) of the course. Examples currently include the following:

- ICS-100B, for healthcare/hospitals (IS-100.HCb).
- ICS-100B, for law enforcement (IS-100.LEb).
- ICS-100B, for public works personnel (IS-100.PWb).
- ICS-100A, for schools (IS-100.SCa).
- Applying ICS to healthcare organizations (ICS-200.HCb).
- ICS-402, incident command system summary for executives.

c. Installations. All installations shall continue NIMS Phase I implementation as directed by HQDA EXORD 693-05.

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

(2) *NIMS Phase I training requirement.* All designated Category 1 and 5 personnel shall complete and maintain the NIMS Phase I training requirement as shown in table 8-1.

(3) *Category 2-4 personnel.* All installations shall 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 mass warning and notification systems (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 an IOC 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 FOC requirement and completion shall be reported to the appropriate installation-owning commands, which will track compliance and report to DAMO-ODP on an annual basis with full compliance due by 13 January 2014.

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 NIMS Phase I 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. Per 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 shall 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 8-4. Additional requirements will be reviewed by DAMO-ODP in coordination with TRADOC and implementation shall 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 training requirements

Fiscal year	Compliance requirement
FY 09	Complete/Maintain NIMS Phase I: IS–700A, IS–800B, and IS–100B plus IS–200B for Supervisors Begin ICS–300 and ICS–400 for Incident Commanders + Emergency Managers
FY 10	<i>Maintain above requirements</i> Complete/Maintain ICS–300 and ICS–400 for Incident Commanders + Emergency Managers Complete IS–701A, IS–702A, IS–703A, and IS–704 for designated personnel Begin ICS Position-Specific Training (P–400 Series) for Incident Command staff
FY 11	<i>Maintain above requirements</i> Complete/Maintain ICS Position-Specific Training (P–400 Series) for Incident Command staff Complete IS–706 and IS–707 for designated personnel
FY 12	<i>Maintain above requirements</i> Complete IS–705 for designated personnel Complete Emergency Management Framework Course Complete and maintain ICS Position-Specific Training (P–400 series) for incident command staff Begin EOC Training Course and EOC position-specific training for the installation EOC team
FY 13	<i>Maintain above requirements</i> Complete and maintain EOC position-specific practicum for the installation EOC team
FY 14+	<i>Maintain above requirements</i> Continue training and certification process

Table 8–4
National Incident Management System Phase IV designated personnel alignment

Target Audience Training Requirement	300	400	701A	702A	703A	707	ICS Posi- tion-Specific	EOC Posi- tion-Specific	EM 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
Installation-owning commands (IMCOM/AMC/USARC/ ARNG)									
Higher headquarters EM program coordinators ²	X	X	X	X	X	X	-	X	X
Protection staff	O	-	X	-	R	R	-	-	X
Fire and emergency services program manager	-	-	X	-	R	R	-	-	X
Other supervisory personnel managing EM functional area programs ¹	-	-	R	-	R	O	-	-	X
Designated ACOMs³									
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 personnel⁵									
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

Table 8–4
National Incident Management System Phase IV designated personnel alignment—Continued

Target Audience Training Requirement	300	400	701A	702A	703A	707	ICS Posi- tion-Specific	EOC Posi- tion-Specific	EM Framework Course
All incident command staff	X	O	X	R ⁷	X ⁷	X ⁷	X ⁶	O	R
Installation EOC team									
Installation EOC direc- tor	X	X	X	X	O	O	-	X	X
Installation emergency manager	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 per- sonnel	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 person- nel supporting EAP ex- ecution	-	-	-	-	-	-	-	-	X

Legend for Table 8-4:

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

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

b. Initial operational capability and full operational capability requirements. For IOC and FOC requirements, completion shall be reported by the installation emergency manager to the appropriate installation-owning commands, which will track compliance and report to DAMO–ODP on an annual basis (aligned to fiscal year) with full compliance due by 13 January 2014 for FOC targets.

Chapter 9

National Incident Management System Resource Management

9-1. Resource management overview

a. Requirement. Each EM program shall 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 per 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 shall focus on the management of nonmaterial and material resources for incident management. This is a FOC requirement and completion shall be reported to the appropriate installation-owning commands, which will track compliance and report to DAMO-ODP on an annual basis with full compliance due by 13 January 2014.

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. Per NFPA 1600, each jurisdiction shall 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:

- Provides a uniform method of identifying, acquiring, allocating, and tracking resources.
- 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.
- 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:

- (1) *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.

(2) *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.

(3) *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 per 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 shall 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 shall 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 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 installation-owning command (if not within IMCOM) per 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 shall ensure that they follow applicable supporting guidance from their installation-owning command.

(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, 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. Installation emergency managers are responsible for the consolidation of resource inventory entries and/or submissions by assigned functional areas. Functional areas on installations are responsible for entering all resources available for deployment into the resource inventory maintained at the installation. This resource data shall 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 shall 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	Law enforcement	508-6
Incident management	508-2	Bomb squad	508-6
EMS	508-3	Special weapons and tactics teams	08-6
Fire and emergency services	508-4	Public works resources	508-7
HAZMAT response	508-4	Search and rescue (SAR)	508-8
Medical response	508-5	<i>To be determined</i>	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 shall comply with NIMS requirements to develop standardized resource typing definitions for local EM programs to the extent possible. All installations shall implement a resource typing process based on the Army resource typing definitions provided in this publication. Installations shall 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 shall submit local typing criteria to DAMO-ODP via their supported installation-owning command 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 shall 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, per DFAS-IN 37-100. The installation EOC's finance and administration section shall also consolidate and forward cost estimates identified during the damage assessment process to the appropriate installation-owning command (IMCOM, AMC, USARC, ARNG) and to ASCCs as directed. It is the responsibility of installation-owning commands to develop the overarching emergency funding lines necessary to consolidate multiple emergency CACs in use by multiple installations at the same time.

b. Process. The installation business office and/or comptroller shall 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 shall 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 shall include the following:

- Establishment and definition of responsibilities for the program finance authority, including its reporting relationships to the program coordinator.
- Accounting systems to track and document costs.
- Management of funding from external sources.
- Program procurement procedures.
- 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. Per NIMS, NRF, DODI 6055.17, and NFPA 1600, all installation EM plans shall 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 MWR activities on post. In the case of voluntary services, it is recommended that 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 mission essential functions (MEF) 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. Per 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:

- Essential functions.
- Orders of succession.
- Delegations of authority.
- Continuity facilities.
- Continuity communications.
- Vital records management.
- Human capital.
- Test, training, and exercises – Includes provisions for all personnel and/or employees.
- Devolution of control and direction.
- 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' Department of the Army ERF reporting requirements and provide reports annually to IMCOM.

(6) Deconflict requirements (for example, SIP, evacuation) that may overlap between onstation 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 227-9798, or email at armycoop@us.army.mil.

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 mass warning and notification system 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, information technology (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, shall 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. Per PL 109-295, NIMS, AR 525-27, DODI 6055.17, and NFPA 1600, all installations shall adopt the use of the ICS for 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 terrorism hazards. ICS is used by 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 hazardous materials incidents, which require a written IAP. IAPs shall be developed at the ICP per 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 shall 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 fire and emergency services 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.

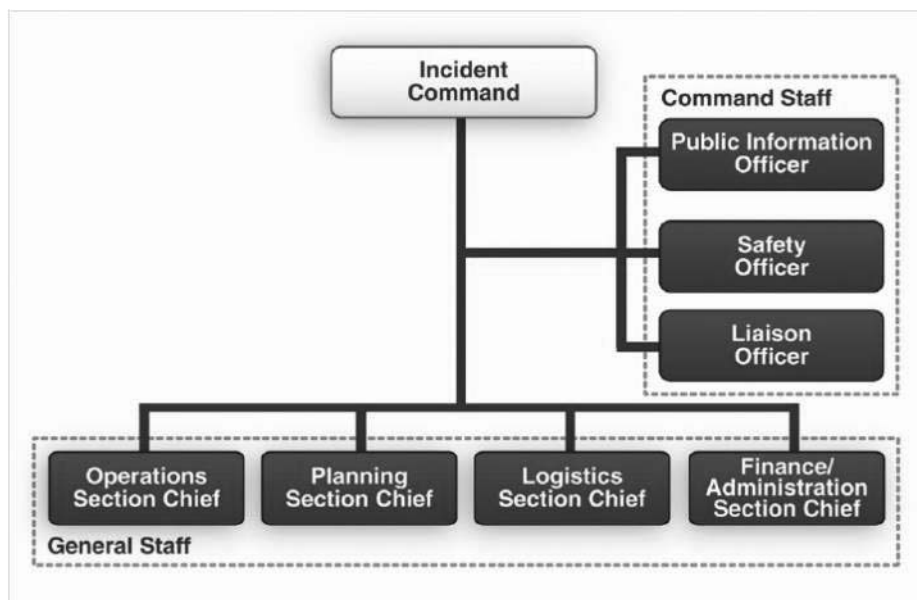


Figure 11–1. Incident command system organization (overview)

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.

- 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.
- 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.
- For law enforcement incidents, such as active shooters, barricaded suspect, and hostage situations, the incident commander may be the senior law enforcement official.
- For public works incidents, such as infrastructure failure not involving release of hazardous materials (such as a gas

- main break), the incident commander may be the senior public works official.
- 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.
- 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

Per 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. Per 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.

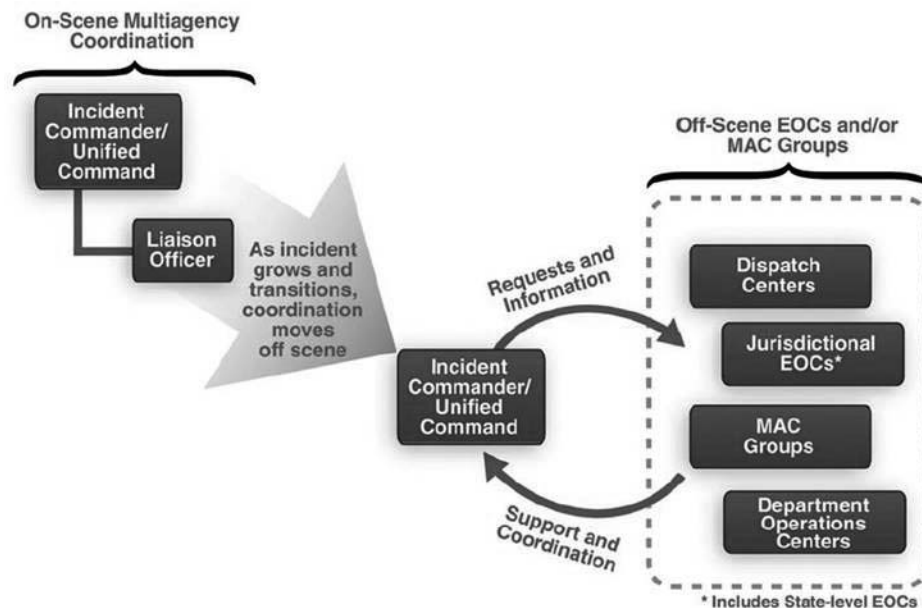


Figure 11-2. Incident expansion and Multi-Agency Coordination System roles

b. Emergency operations centers. All installation commanders shall 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 shall include Federal, DOD, Joint, State, Tribal, other DOD services/components, local, and Private (or Host Nation) 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 shall develop and maintain an installation EOC and supporting installation EOC Team as a functional area of their EM program. The installation EOC shall consist of a physical location organized, manned, trained, equipped, and exercised as described below. The installation EOC shall 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 installation emergency manager shall serve as the installation commander's principal advisor during activation of the installation EOC. The installation EOC shall 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 shall be predesignated by position by the installation commander in the installation EM plan and shall 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 shall 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 Host Nation) agencies as shown below. The installation EOC team shall be trained, exercised, and evaluated as detailed in chapter 13 and chapter 15. installation EOC teams shall 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 host nations). 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 shall 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			
Personnel¹	Total (2 Shifts)	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) 2	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) 3	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)
Manpower¹	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

Resource	Installation EOC team			
Category	Command, control, and communications	Kind	Team	
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
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
Fire and emergency services branch	Per shift	1	1	When required
AT, law enforcement, 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	-

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

Resource	Installation EOC team			
Category	Command, control, and communications	Kind	Team	
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
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	When required	When required
Compensation and/or claims 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				
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
Army CID 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 childcare and/or daycare liaison	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	1
Footprint³				
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
Waste dumpsters ^{3,4}	Required	TBD	TBD	TBD
Prepackaged equipment³				
Under development				
Fixed systems³				
Under development				
Training requirements⁵				
NIMS training requirements ⁶	Per member	ALL	ALL	ALL **

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

Resource		Installation EOC team		
Category		Command, control, and communications	Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Installation EOC Course ⁷	Per member	ALL	ALL	ALL**
Task-specific training ⁸	Per member	ALL	ALL	ALL**
Training per tables 13–8 to 13–10	Per member	ALL	ALL	ALL**
Service output		Type I	Type II	Type III
Component	Metric			
Service output		Not applicable		
Equivalency		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 AAFES - Army-Air Force Exchange Service.

¹¹ AT - Antiterrorism.

¹² DeCA - Defense Commissary Agency.

¹³ EOC - Emergency Operations Center.

¹⁴ FSTLOSP(HN) - Federal, State, Tribal, Local, Other Service, and Private (to include NGOs/FBOs) (or Host Nation) partners.

¹⁵ MEF - Mission Essential Function.

¹⁶ NIMS - National Incident Management System.

¹⁷ NGO/FBO - nongovernment organizations/faith-based organizations.

¹⁸ PHEO - public health emergency officer.

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. The basic functions of an operations center shall include the following:

g. Information requirements. These are a compilation of generic information requirements that have been established as a baseline information gathering and reporting reference.

- Support the incident commander.
- Receive, monitor, and assess emergency information.
- Maintain an event log and post all key emergency information.
- 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.
- Receive, assess, track, and manage available resources.
- Monitor, assess, and track response units and resource requests.
- Coordinate operations of all responding units, including all assigned functional areas.
- Organize staging area and assignments for volunteer personnel.
- Assess needs and coordinate evacuation and mass care operations.
- Make policy decisions and issue installation disaster declarations, as needed.
- Provide direction and control for center operations, set priorities, and establish strategies.
- Execute tactical operations to implement policy, strategies and missions, and monitor and adjust tactical operations, as necessary.

- Keep senior, subordinate, and tenant commands informed.
- Keep local jurisdictions (tenants, installation, city, county, region, and state) informed.
- Develop and disseminate EPI warnings and instructions, to include media coordination through JIC.
- Conduct preliminary damage assessment and maintain documentation on extent of damage.
- Provide direction for recovery assistance missions in response to the situations and available resources.
- Maintain security and access control of the Operations Center.
- Provide for relief of and necessities for operations center personnel.

h. 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:

- Weather, seismic, or other geophysical information affecting operations.
- Status of MEFs and supporting Category 1 personnel.
- Status of critical infrastructure.
- Status of supporting MTF.
- Status of transportation, energy, and utility systems.
- Status of communications systems.
- Special events.
- Significant changes in demographic information.
- Personnel accountability of assigned personnel.
- Establishment of incident command at 1 or more incident scenes.
- Activation of the mass warning and notification system.
- Activation of support agreements or support contracts.
- Request for or receipt of mutual aid.
- Evacuation or sheltering-in-place of some or all assigned personnel.
- Activation of installation EOC.
- Overall strategic priorities for response.
- Major issues and activities of activated functional areas.
- Status of critical resources and resource shortfalls, and/or needs.
- Hazard-specific information.
- Estimates of potential impacts based on predictive modeling (as applicable).
- Perimeter and/or cordon of the incident scene.
- Number, condition, and overall prognosis for casualties.
- Number and types of fatalities.
- All injuries of Category 5 personnel.
- Status of evacuation and mass care operations.
- Estimated number of personnel sheltering-in-place.
- Estimated number of evacuees.
- Estimated number of safe haven residents.
- Estimated number of assigned personnel in civilian shelters.
- Volunteer and donations management.
- Requests for installation disaster declaration.
- Status of local, State, and Presidential Disaster Declarations.
- Status and analysis of rapid needs assessment.
- Status and analysis of initial (and follow-on) damage assessments.
- Expected follow-on mass care, including bulk distribution and mass feeding requirements.
- Status and analysis on recovery programs (human services, infrastructure).

i. Watch Requirements. Each installation shall establish a continuous 24-hour/7-days a week/365-days per year designated warning point, typically 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.

- Activation, layout, and setup procedures.
- Recall procedures.
- Installation EOC team duties and responsibilities.
- Incident management procedures by position.
- Resource management procedures by position.
- Support agreement and/or contract activation procedures
- Emergency notification points of contact at supporting agencies.

- Higher headquarters serious incident reporting procedures.
- OPREP-3 and serious incident report reporting procedures.
- Suspicious activity reporting procedures.
- BLUE DART reporting procedures.
- Communication capabilities and procedures.
- Resource dispatch and tracking procedures.
- Compatibility and/or interoperability with local community emergency responders.
- Equipment, supplies, and sustainability requirements for the primary and alternate EOC.
- Emergency relocation and evacuation procedures for the primary and alternate EOCs.
- Security procedures, to include EOC entry authorization list.
- Coordination considerations with local community and other agencies.
- Communications and information sharing with internal and external agencies, including local civil jurisdictions.
- Maintenance of map and GIS resources.

j. 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 per 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 Host Nation) 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 hazardous materials 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 Host Nation) 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 hazardous materials 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.

k. 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.

l. Alternate and/or secondary installation emergency operations center. An alternate or secondary EOC should be identified and maintained by all installations per 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.

m. 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)).

(1) *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:

- Activation, of C3 capabilities.
- Strategic and tactical objectives by OP.
- All incident reporting activities.
- All warnings to the protected populace.
- All orders to evacuate, SIP, move to safe haven, or move to civilian shelters.
- All EPI efforts.
- All requests for installation disaster declaration.
- Status of local, State, and Presidential Disaster Declarations.
- All support agreement and support contract activations.
- All resource management activities.
- All personnel accountability reports.
- All receipt of relevant hazard-specific information.
- All predictive modeling results.
- Number and types of casualties and fatalities.
- Status and analysis of rapid needs assessment.
- Status and analysis of initial (and follow-on) damage assessments.
- Status and analysis on recovery programs (human services, infrastructure).

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

(3) *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 Host Nation) communities. Emergency communications planning includes all mass warning and notification systems 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.

(4) *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 geo-

spatially 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 decisionmaking 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:

- Geospatial elements of the incident scene in relation to established points of reference.
- Incident Command name and the name of the currently assigned Incident Command staff.
- Status of current and anticipated operations at the incident scene.
- Relevant hazard-specific information.
- Current and anticipated dispersion, effects, models, and/or consequences of specific hazards.
- Status of resources applied to the incident scene and applicable staging areas.
- Status of available, nonassigned resources.
- Current and anticipated resource requests and employment.
- Applicable PPE requirements for scene entry.
- Entry and exit control points in the inner and outer cordons.
- Applicable FPCON level.
- Installation zone operations, as applicable.
- Status of continuity efforts and applicable MEFs.
- Evacuation routes and mass care operations (as applicable to the situation).
- Status of personnel accountability efforts.
- Event log.

Note. These recommendations were resource directed by OSD.

(a) Common operating picture capabilities. The four desired capabilities of the COP are as follows:

- Provide situational awareness to multiple user groups at multiple locations in near real-time (all locations).
- Support the decision making process by the commander, the installation EOC staff, and the incident commander and staff.
- Manage individual, unit, and team resources throughout the emergency life cycle.
- Capability to conduct, manage, display dispersion, and/or effects modeling for all hazards.

(b) 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.

1. 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 points of distribution (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.

2. 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:

- Open Geospatial Consortium's Open GIS Symbology Encoding Specification.
- Open Geospatial Consortium's Open GIS Styled Layer Descriptor Specification.
- Geography Markup Language Encoding Standard v3.2.
- Geography Markup Language Encoding Specification 3.1.1.

- Federal Geographic Data Committee’s Homeland Security Working Group.
- ISO 19115 (Metadata standard).

(c) *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.

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

- Extensible markup language compliant (SEIWG ICD 0101A).
- EDXL common alerting protocol (CAP) v1.2 compliant (OASIS Standard).
- EDXL distribution element (DE) v1.0 compliant (OASIS Standard).
- EDXL resource messaging (RM) v1.0 compliant (OASIS Standard).
- Capable of developing and transmitting specific area message encoding-compliant messages.
- IEEE 1512, 1512.1, 1512.2, and 1512.3 compliant.
- Capable of managing, maintaining, accessing, and displaying NIMS resource management information, to include cost management functions.

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

- Integrated Public Alert and Warning System (IPAWS) specification to the CAP Standard (CAP v1.2 IPAWS USA Profile v1.0) compliant.
- Integrates with National Oceanic and Atmospheric Administration (NOAA) All-Hazards Emergency Message Collection and Processing System (HAZCOLLECT).
- Integrates with DHS Disaster Management – Open Platform for Emergency Networks.
- Integrates with DHS Homeland Security Information Network.

(d) *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.

1. *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.

2. *U.S. Environmental Protection Agency toolsets.* For all Army installations with organic fire and emergency services 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 <http://response.restoration.noaa.gov/index.php> for additional information.

3. *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 U.S. Government and should be considered for use in the installation EOC:

- FEMA “Hazards, U.S. – Multi-Hazard” (HAZUS–MH) Program (<http://www.hazus.org>).
- Hurricane evacuation (HURREVAC) Program (<http://www.hurrevac.com>).
- Sea, Lake, and Overland Surges from Hurricanes Program (www.fema.gov/plan/prevent/nhp/slosh_link.shtm).
- USGS shake maps (earthquake.usgs.gov/earthquakes/shakemap/).
- FEMA Coastal Hazard Analysis Model Program.
- USGS Natural Hazards Support Center.
- Pacific Tsunami Warning Center.

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

o. *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, law enforcement, fire and emergency services, medical treatment facility, public works, or other department. Installations will coordinate information technology requirements in consultation and with the validation of their supporting NEC.

- Information and products that will not be shared under any circumstances with EM organizations outside DOD.
- 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.
- Information and products that will be shared without a human-in-the-loop based upon prior agreement with an authorized EM organization outside DOD.
- 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 Host Nation) 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 enhanced 911 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 enhanced 911 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 law enforcement, fire and emergency services, 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 per 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 mass warning and notification capabilities with the ability to send warnings to the installation personnel (protected populace) immediately, but no longer than 10 minutes after incident notification and command verification. 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. Mass warning and notification capabilities shall be developed in accordance with UFC 4–021–01. All mass warning and notification systems shall be tested on no less than a monthly basis, unless restricted by local or Host Nation 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 nonweather emergency messages via the Emergency Alert System (EAS) to the greatest extent possible.

(1) *Mass warning and notification systems capabilities.* The 3 desired capabilities of the system are as follows:

- Provide emergency warning to on-base personnel (protected populace) (all locations).

- Provide emergency warning to off-base personnel (protected populace) (foreign locations only).
- Provide emergency notifications to first responders, first receivers, emergency responders (Category 5) and essential personnel (Category 1).

(2) *Continuity personnel and first responders.* All installations shall develop systems to notify Category 1 (continuity) and 5 (first responder) personnel within 5 minutes of incident notification 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 mass warning and notification regardless of physical, electronic, or other specialized support equipment. Alternate mass warning and notification procedures will be developed by all installations, documented in the installation EM plan's mass warning and notification system 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 mass warning and notification systems to meet Americans with Disabilities Act (ADA) requirements per AR 525–27.

(5) *Lessons learned.* The limited coverage of existing mass warning and notification systems was identified in recommendation 4.4 of the Fort Hood Report and the OSD memorandum, dated 18 August 2010. These references strongly encourage the fielding of mass warning and notification system capabilities for all Army communities.

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 mass warning and notification requirements for each installation consist of three principal components:

Note. The need for mass warning and notification 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.

- Wide area notification systems (commonly termed “Giant Voice”).
- Interior building notification systems (“Indoor Voice”).
- 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.
- 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.
- Integration with the Federal Communications Commission (FCC) EAS.
- Integration with FEMA’s IPAWS.
- 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:

- Extensible markup language compliant (SEIWG ICD 0101A).
- Emergency Data Exchange Language (EDXL) Common alerting Protocol (CAP) v1.2 compliant (OASIS Standard).
- IPAWS specification to the CAP Standard (CAP v1.2 IPAWS USA Profile v1.0) compliant.
- EDXL distribution element (DE) v1.0 compliant (OASIS Standard).
- Capable of developing and transmitting specific area message encoding-compliant messages.
- Integrates with NOAA HAZCOLLECT.
- 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).
- Integrates with the NOAA Geo-Targeted Alerting System.
- Integrates with DHS Disaster Management – Open Platform for Emergency Networks.

d. Role of the dispatch center. The primary control location for the installation Mass Warning and Notification System (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 mass warning and notification signals and messages is a crucial component of the ready Army community preparedness training for all categories of personnel (see chap 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 <http://www.cdc.gov> for additional information. Additional guidance is also available from the U.S. Nuclear Regulatory Commission (NRC) regarding the emergency planning zones (EPZs) around each nuclear power plant within the U.S. in coordination with State and local EM agencies. Protective action guides (PAGs), 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 incorporate 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 www.nws.noaa.gov/os/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:

- **Warning:** The hazardous event is occurring or is imminent. The public should take immediate protective action.
- **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.
- **Watch:** Conditions are favorable for occurrence (development or movement) of the hazard. The public should stay alert.
- **Outlook:** The potential for a hazard exists, though the exact timing and severity is uncertain.
- **Statement:** Detailed follow-up information to warnings, advisories, watches, and outlooks is provided.
- **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.* Per 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

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 mass warning and notification systems 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, and so forth), 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. Mass warning and notification capabilities are required in all new inhabited buildings since the FY 04 construction program. Mass warning and notification 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 per 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 Mass Warning and Notification Systems 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 mission essential functions 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. Installation-owning commands (IMCOM, AMC, USARC, ARNG) 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:

- Frequency allocations and conflicts.
- Interoperability with local community.
- Capability to rapidly establish multiple incident site channels for interoperability.
- Adequate coverage on the installation.
- Adequate LMR communications for all designated Category 5 personnel.
- Work-around methods for when LMR services are not available.
- Location of radio repeaters, identification of dead spots not covered by LMR, and workarounds for emergencies in such areas.
- 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 <http://www.noaa.gov> for additional information. All use of amateur radio services will comply with AR 25-6. The installation emergency manager, 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 AEFPP 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 law enforcement, 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 closely 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 anticipate load requirements. It is not the responsibility of the EM program to operate or maintain the JIC unless tasked directly 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, mass warning and notification, 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 the preparedness phase, 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 Host Nation) 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. Per 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 shall 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. Per 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 4 to identify 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 (for example, USVI 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, mass warning and notification, 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 noncohesive areas, such as 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.* Per NUREG/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 terrorism hazards. See the DOT/FHA report for additional information on transportation considerations.

(4) *Hazard correlation.* Per 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 fire and emergency services 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:

- Ready Army Community Preparedness training and associated products.
- Mass warning and notification system procedures for warning personnel within 10 minutes of incident notification (immediate evacuation) or issue of the evacuation order.
- Personnel accountability procedures per DODI 3001.02.
- 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.
- Procedures and resources for the removal of debris and disabled vehicles from the evacuation routes.
- Procedures and resources for the provision of fuel, water, and emergency supplies to evacuees along established evacuation routes, if the situation warrants such actions.
- Procedures for supporting and managing medical special needs populations (Category 2SN).
- Procedures for providing transportation assistance to populations without access to transportation (Category 2TR).
- Procedures for managing animal needs (Category 2AN).
- Procedures for non-English-speaking personnel and the visually and hearing impaired.

- Security of the evacuated area to prevent theft and/or looting.
- Response to unrelated emergencies (traffic accidents, structural fires, and so forth) during the evacuation must also be identified with evacuation planning.
- Evacuation during increased FPCONs, including FPCON Delta (see chap 7 for details on FPCONs), shall be addressed during evacuation planning.
- Movement of Category 5 personnel to the incident site, the installation EOC, the JIC, and designated mass care facilities, including the FAC shall be incorporated into the evacuation planning process to ensure complete visibility of the total requirement.
- Movement of Category 1 personnel to designated locations shall be incorporated into the evacuation planning process to ensure complete visibility of the total requirement.
- Procedures for further evacuation in case the incident expands or a second incident occurs.

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.

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

(1) *Mandatory and/or ordered.* An ordered, nonselective 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, and so forth), 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 per 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.

i. 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 Host Nation) 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 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 Host Nations, 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, 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 Host Nation 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:

- Evacuation orders may direct the movement of personnel from 1 or more domestic location (see chap 1 for details) to another domestic location.
- 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 Host Nation and if such movement is permitted by the applicable Host Nation agreements.

Per JP 3–68, evacuation orders directing the movement of personnel (1) from a Host Nation to a U.S. state, territory, or possession, (2) from one Host Nation to another, or (3) from a Host Nation 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.

j. 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 installation-owning command (IMCOM, AMC, USARC, ARNG) 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. Per JFTR, the following additional evacuation authorities may apply:

- 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.
- Domestic locations. The following officials are responsible for ordering an evacuation for uniformed and DOD civilian personnel, as well as their supported Family members:
- The Secretary of Defense or designated representative (for example, the Under Secretary of Defense for Personnel and Readiness).
- The Secretary of the Army, Navy, or Air Force, or the Secretary's designated representative.
- The head of a DOD component or designated representative.
- The commander of a U.S. Installation or designated representative.
- The commander, director, head, chief, or supervisor of an organization or office.

k. 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.

l. 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.

m. 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 ashfall conditions). Ensure that evacuation routes are:

- Wide enough to accommodate the number of evacuating personnel and the types of expected transportation methods.
- Clear and unobstructed at all times.

- Unlikely to expose evacuating personnel to additional hazards.

n. 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:

- Population data (demographics).
- Emergency scenarios.
- Timeliness of the evacuation order.
- Behavioral characteristic of the evacuating population.
- Roadway network and traffic control assumptions.
- Evacuation zones.

(1) *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.

(2) *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 FAC 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 shall coordinate with DOL, 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 shall provide the following services tailored to the installation needs and the specific emergency being addressed:

- Activate pre-coordinated evacuation routes.
- Activate and manage collection points for Category 2TR, 2SN, 2SC, and 2AN populations.
- Monitor and report status of evacuation operations to the installation EOC.
- Coordinate reception of evacuees with receiving safe haven management teams and/or civilian shelters.
- 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.
- 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 mass warning and notification system 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 law enforcement 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 FAC (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 law enforcement, 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 phase. 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 host nations). 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 team		
Category		Evacuation management	Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Personnel¹	Total	342 total	162 total	69 total
Manpower¹	Per shift (day/night)	162d/180n	75d/87n	33d/36n
EOC and/or liaisons	Total per shift	6 total	5 total	1 total
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
DOL 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

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

Resource		Evacuation management team		
Category		Evacuation management	Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Collection point teams	Total # of teams	6	4	2
Total	Per shift (day/night)	150d/168n	66d/78n	30d/34n
Daytime operations	Per shift	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.	1	1	1
First aid and/or CPR provider	Per collection pt.	2	1	1
Security	Per collection pt.	4	2	2
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	Per collection pt.	2	2	1
Additional total	Per collection pt.	3	3	2
Footprint				
Evacuation zones	For installation	6	4	2
Clearance Time (planning estimate)	For installation	72 hours	48 hours	36 hours
Collection points ⁴	For installation	6	4	2
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
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				
Radios (with chargers)	Same channel	3	3	0
Prepackaged equipment				
Container or trailer	Prepackaged	1	1	1
Radios (with chargers) ⁵	Same channel	6 + 1 per ECP/traffic control point (TCP)	4 + 1 per ECP/TCP	2 + 1 per ECP/TCP

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

Resource		Evacuation management team		
Category		Evacuation management	Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Portable signage ⁶ Traffic cones ⁷	Preprinted Per collection pt.	180	Based upon route requirements 60	20
Bullhorns and/or loudspeakers ⁸	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	174	82	35
Other safety equipment	Per safety of- fice	As required	As required	As required
Temporary name badges	Per site	250	150	100
Towed and/or delivered Systems				
Variable message boards	With generator	6 + 1 per TCP and ECP	4 + 1 per TCP and ECP	As available
Light sets ¹⁰	With generator	6 + 1 per TCP and ECP	4 + 1 per ECP	As available
Training requirements				
NIMS training requirements ¹¹	NIMS	ALL	ALL	ALL*
Task-specific training ¹²	Installation	ALL	ALL	ALL*
DOD International Fire Service Ac- creditation Congress (IFSAC) HAZ- MAT Awareness ¹¹	NFPA 472	Team leader	Team leader	Team leader
G358: Evacuation and Re-Entry Planning Course	FEMA EMI	Recommended	Recommended	Optional
<i>HURREVAC Training Course</i> ¹³	<i>TBD</i> ¹³	EOC element only ¹³	EOC element only ¹³	EOC element only ¹³
<i>HAZUS–MH for decision makers</i> ¹⁴	ESRI ¹⁴	EOC element only ¹⁴	EOC element only ¹⁴	EOC element only ¹⁴
Service output¹⁵		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

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

Resource		Evacuation management team		
Category		Evacuation management	Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
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 law enforcement 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 law enforcement 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 <http://training.esri.com>. 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, mass warning and notification, installation EOC, FAC, 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 Phase, 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 are 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 Shelter-in-Place 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, 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 shall 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 shall include the capability to activate and manage the following:

- (1) The FAC 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 shall 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. Per DFAS Manual 37–100, emergency cost accounting codes (CACs) 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. 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 shall develop support contracts activated and resourced on a contingency basis if required based upon the incident. All support contracts shall be reviewed by applicable contracting officer(s), comptroller, and legal counsel.

d. Demographics. Mass care procedures rely upon the demographic information collected in chapter 4 to identify 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 hazard-specific appendixes 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.

e. Impact. Statistical analysis and historical trends can be applied to the assembled demographic and infrastructure information to identify planning figures for installation zoning, mass warning and notification, 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 law enforcement 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- or 500-year floodplain, do not have the first floor (ground floor) lower than the flood insurance rate maps base elevation, does not store hazardous materials, 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.

f. 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 hazard-specific appendixes, as necessary. Mass care procedures within the installation AT plan, installation fire and emergency services plan(s), or other planning documents shall reference the installation EM plan on all matters related to mass care operations. All procedures shall be coordinate, 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:

- Ready Army Community Preparedness training and associated products.
- Mass warning and notification system procedures for warning personnel within 10 minutes of incident notification (immediate evacuation) or issue of the evacuation order and continued EPI throughout the response and recovery phases.
- Personnel accountability procedures per DODI 3001.02.
- 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.
- 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.
- Procedures and resources for the provision of fuel, water, and emergency supplies to identified local and remote safe havens and through use of PODs.
- Procedures for supporting and managing medical special needs populations (Category 2SN).
- Procedures for providing transportation assistance to and from mass care locations/facilities for populations without access to transportation (Category 2TR).
- Procedures for managing animal needs (Category 2AN) at mass care locations and/or facilities.
- Procedures for non-English-speaking personnel and the visually and hearing impaired.
- Security of mass care locations and/or facilities.
- Health services at mass care locations and/or facilities.
- Procedures for further evacuation in case the incident expands or a second incident occurs.
- Template mass care information sheets in multiple languages with locations of local safe havens, civilian shelters, and PODs, as well as, information on FAC services.
- 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

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.

g. 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 multihazard 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.

h. Personnel accountability. Installation commanders shall approve a process for personnel accountability during emergencies based upon the procedures in DODI 3001.02 and use of the ADPAAS. This process shall identify virtual (for example, off-site phone number, interactive notification system, Web site, 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 shall 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, shall be provided by the personnel accountability staff to the installation EOC for forwarding to the supported regional director (if applicable) and installation-owning command.

(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.

i. Mass care registration process.

(1) *Resident tracking.* Installation commanders shall 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 shall 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 shall be provided once completed and approved.

j. Rapid needs assessment team.

(1) *Requirement.* In order to quickly identify mass care, medical care, public health, and mental health needs post-incident, installations shall 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 DAMO-ODP in coordination with the applicable stakeholders and shall be provided once completed and approved.

k. Volunteer and donations management. Installation commanders shall address volunteer and donations management during mass care operations. Installation commanders shall 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 shall 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 DOL Supply Services, which is currently responsible for coordinating warehouse operations on the Installation, as well as applicable stakeholders and shall be provided once completed and approved.

l. Special needs management. Installation commanders shall 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, and so forth) 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.*

m. 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 providers 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, enroute and destination coordinating with personnel accountability staff or call center).

n. 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, briggs, 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 shall 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 shall 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.

o. Animal needs management. Installation commanders shall 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 shall be provided once completed and approved.

p. 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 (restriction of movement 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

a. Requirement. Installation commanders shall address community, family, and individual assistance during mass care operations. Per DTM 10–023, DODI 6055.17, AR 608–1, all EM programs shall coordinate with DFMWR (and supporting directorates and offices) on the establishment, activation, and management of a FAC on the installation when requested by the installation EOC or activated as identified in the installation EM plan. A FAC is a consolidated location for the provision of information and services for members of the Army community during the response and recovery phases. A FAC 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 FAC teams shall be typed through the resource typing system. See table 12–2 for detailed information.

b. Services. The FAC should provide the following services tailored to the installation needs and the specific emergency being addressed:

- Mass care registration services.
- Personnel accountability liaison.
- Volunteer management service.
- Donations management service.
- Support services for non-English-speaking, hearing impaired, visually impaired, and physically impaired populations.
- Information on safe haven and civilian shelter locations, transportation routes and services, laundry locations, shower and/or bath facility locations, points of distribution (PODs), and utilities and power outages.
- Service liaisons: health services, special needs populations, animal needs populations, utility providers (gas, water, power, waste management), and U.S. Postal Service.
- 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.
- Security services for the physical location.
- Access to and information concerning the toll free helpline and call center.

c. Process. The FAC serves as a central coordination point for the provision of information and services to the recovering Army community. The FAC shall be activated by the installation EOC or as identified in the installation EM plan through the mass warning and notification system 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 FAC location, the FAC team shall activate the FAC and conduct the initial site setup and organization. Once ready for operation, the team leader shall contact the installation EOC, which will coordinate the release of EPI with the JIC and initiate a prescribed mass warning and notification system announcement concerning the FAC location, accessibility, parking, registration requirements, and hours of operation. The FAC 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 FAC reports shall 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 receiving mass care services broken down by local safe haven, civilian shelter, remote safe haven, mass feeding stations, and points of distribution. The establishment of the FAC concept in the installation EM plan early in the preparedness phase 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 FAC 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.

d. Location and/or infrastructure. The FAC shall 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 FAC should have extensive phone line access (minimum of EOC line, mass warning and notification broadcast line, personnel accountability line, safe haven-FAC lines, 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.

e. Management. The FAC is staffed by a mix of assigned additional duty personnel and supporting volunteer positions comprising the FAC team. The team organization and composition shall be identified in the installation EM plan, shall be categorized as Category 5 mass care providers, shall be issued appropriate identification regarding their assignment, and shall 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 the preparedness phase. The FAC will require support from NEC IT systems support for communications access (nonsecure internet protocol router network Web Access, wireless connectivity preferred).

f. Equipment. The FAC requires adequate workspace, communications capabilities and capacity, and supplies in order to perform its assigned tasks as detailed in table 12–2.

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 resource typing definitions are local definitions only and should be frequently socialized with local civil jurisdictions (and host nations). 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
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			
Personnel¹	Total (2 shifts)	82 total	58 total	46 total
Manpower¹	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 Army Community Service	Per site	4	2	1
DHR military personnel services	Per site	4	2	1
DOL supply services	Per site	2	1	1
DFMWR Recreation Services	Per site	1	1	1
DOL 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
DOL central travel office	Per site	1	1	0
MTF–Provided Health Services	Per site	1	1	1
MTF–provided psychological coun- seling/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
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

Table 12–2
Family Assistance Center team resource type definitions—Continued

Resource		Family Assistance Center team		
Category		Mass care	Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Security	Per site	4	2	2
Footprint²				
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 Equipment				
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/loudspeakers	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 preferred)	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 kit ⁹	Per site	1	1	1
Towed/delivered systems				
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 requirements ¹²	NIMS	ALL	ALL	ALL*
Task-specific training ¹³	Installation	ALL	ALL	ALL*
DOD 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

Table 12–2
Family Assistance Center team resource type definitions—Continued

Resource		Family Assistance Center team		
Category		Mass care	Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
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 shall address SIP during mass care operations. All installation emergency managers shall coordinate with identified mission essential function (MEF) owners, tenants, and Category 2–4 personnel on the establishment, activation, and management of shelter-in-place capabilities at all locations, including Family residences, on the installation when directed by mass warning and notification announcements or as identified in the installation EM plan. Shelter-in-place 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 shall 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:

- Temporary protection from hazardous conditions with a sudden onset.
- 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.
- 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 lightstick or LED flashlight is sufficient), a first aid kit, and a card with information on the relevant mass warning and notification signals and messages, preferred evacuation routes, and numbers for the dispatch center, installation EOC, and personnel accountability staff. There is no requirement for mission essential function (MEF) SIP kits within EM.

(1) *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 Shelter-in-Place 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.

(2) *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.

c. *Process.* Shelter-in-place 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 mass warning and notification system 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.

d. *Location and/or infrastructure.* The SIP shall 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 mass warning and notification system 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.

e. *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 (at the discretion of the facility/business owner) on the location of shelter-in-place locations within the facility, protective measures within the SIP location, procedures for HVAC shutdown, and procedures for reporting the status of personnel in each shelter-in-place location. In such cases, identified shelter wardens shall be identified in the tenant EAP, shall be categorized as Category 5 mass care providers, and shall 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.

f. *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 shall 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 shall 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 mass warning and notification announcements or as identified in the installation EM plan. Residential sheltering consists of temporary (medium- 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 shall 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:

- 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).
- 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 nonrefrigerated 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 shall 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 mass warning and notification system 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 shall 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 mass warning and notification system 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.

- Extended mass warning and notification system operations.
- Virtual or distanced installation EOC operations.
- Remote work and telework authorizations and capabilities.
- Law enforcement of mandatory curfews and ROM orders.
- Sustained operations of public utilities, especially power, water, wastewater, and communications services.
- Alternate solid waste disposal options (as solid waste services shutdown).
- Mobile bulk distribution to residences.
- Consider U.S. Postal Service options (established routes, social distancing remain in effect, procedural familiarity)
- Consider distribution of books, games, CDs, and other entertainment from installation library or recreation center as time diversions for populace.
- Mobile feeding distribution.
- Consider distribution of raw materials (breads, soups, canned foods) for home preparation.

12–7. Local safe havens

a. Requirement. Installation commanders shall address local safe havens during mass care operations. All EM programs shall coordinate with Army community service 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 shall 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 predesignated 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, medicinals, 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:

- Mass care registration services.
- Temporary lodging services and access to sanitary facilities, potable water, and sufficient lighting.
- 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).
- Support services for animal needs (may be consolidated at one or more animal needs locations).
- Information on FAC 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.
- 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 chap 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 shall be activated by the installation EOC or as identified in the installation EM plan through the mass warning and notification system 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 shall activate the local safe haven and conduct the initial site setup and organization. Once ready for operation, each team leader shall contact the installation EOC, which will coordinate the release of EPI with the JIC and initiate a pre-scripted mass warning and notification system announcement concerning local safe haven locations, accessibility, parking, and registration requirements. The local safe haven shall 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 shall be submitted to the Family Assistance Center 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 shall receive a safe haven resident information sheet upon registration. The safe haven resident information sheet shall 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 shall 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-Family Assistance Center 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 shall be identified in the installation EM plan, shall be categorized as Category 5 mass care providers, and shall 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 the preparedness phase. The safe haven management team shall consist of existing personnel and volunteers and include, at a minimum, the following representation:

- Safe haven management team leader.
- Shift supervisor (2–3 shifts recommended).
- Mass care registration representative.
- Temporary lodging branch.
- Logistics branch.
- Food services branch (may be provided by a mobile feeding station as detailed below).
- First aid provider training in adult, child, and infant cardiopulmonary resuscitation (CPR) and basic first aid, at a minimum.
- Security and/or law enforcement (site dependent).

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 shall not procure and stockpile food, water, or other perishable supplies during the preparedness phase 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 shall address remote safe havens during mass care operations. All EM programs shall 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. Per 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 Family Assistance Center, 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 shall 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 shall 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 shall 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 shall 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 shall address civilian shelter coordination during mass care operations. All EM programs shall 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-agency 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 shall coordinate with DOL 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 shall 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 shall 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:

- Temporary food service and access to potable water.
- Food service basis of issue is two meals per day.
- 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).
- Support services for animal needs (may be consolidated at one or more animal needs locations).

- Information on FAC location/hours of operation, safe haven and civilian shelter locations, transportation routes and services, PODs, and utilities and power outages.
- 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 shall be activated by the installation EOC or as identified in the installation EM plan through the mass warning and notification system 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 shall activate the mass feeding station and conduct the initial site setup and organization. Once ready for operation, each team leader shall contact the installation EOC, which will coordinate the release of EPI with the JIC and initiate a pre-scripted mass warning and notification system announcement concerning mass feeding station locations, accessibility, parking, and registration requirements. The mass feeding station shall 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 shall be submitted to the FAC 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 shall 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 FAC 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 shall be identified in the installation EM plan, shall be categorized as Category 5 mass care providers, and shall 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 the preparedness phase. The mass feeding team shall 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, shall 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 shall not procure and stockpile food, water, or other perishable supplies during the preparedness phase 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 resource

typing 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 shall coordinate with DOL, 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 points of distribution (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 shall 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 shall 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:

- Temporary bulk distribution of food, water, emergency supplies, and/or pharmaceuticals.
- Fixed sites – PODs.
- Mobile services for residential sheltering.
- Mobile services for local safe havens.
- Mobile services for temporary or fixed feeding stations.
- Mobile services for personnel concentration areas (campgrounds, hotels, prisons, and barracks).
- 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).
- Support services for animal needs (may be consolidated at one or more animal needs locations).
- Information on FAC location/hours of operation, safe haven and civilian shelter locations, transportation routes and services, other PODs, and utilities and power outages.
- Security services for the physical location.

(1) *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 ashfall
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

Table 12–3
Supply considerations for bulk distribution—Continued

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 Ops and Residential Sheltering, Recovery
Soap, Laundry	\$6.50/jug	Safe Haven Ops and Residential Sheltering, Recovery
Bathroom Tissue	-	Safe Haven Ops 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

(2) *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.

(3) *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 case 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.

(4) *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.

c. Process. PODs serve as designated fixed locations for the bulk distribution of supplies to displaced personnel. The bulk distribution teams shall be activated by the installation EOC or as identified in the installation EM plan through the mass warning and notification system 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 shall activate the POD and conduct the initial site setup and organization. Once ready for operation, each team leader shall contact the installation EOC, which will coordinate the release of EPI with the JIC and initiate a pre-scripted mass warning and notification system announcement concerning POD locations, accessibility, parking, and registration requirements. The POD shall operate on an extended schedule covering daylight hours during the initial recovery and shall transition to decreased orders at the direction of the installation EOC or FAC 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 shall be submitted to the FAC 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.

d. Location and/or infrastructure. PODs shall 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 FAC 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.

e. 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 shall be identified in the installation EM plan, shall be categorized as Category 5 mass care providers, and shall 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 the preparedness phase. The bulk distribution teams shall 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, shall be addressed in the installation EM plan.

f. 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 shall not procure and stockpile food, water, or other perishable supplies during the preparedness phase 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. The resource typing definitions shown in table 12–4 are local definitions only and should be frequently socialized with local civil jurisdictions (and host nations). 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			
Personnel¹	Total	85	40	24
Manpower¹	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
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				

Table 12–4
Bulk distribution team resource type definitions—Continued

Resource		Bulk distribution team		
Category		Mass care	Kind	Team
Minimum capabilities		Type I POD	Type II POD	Type III POD
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 points of distribution	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	.5
Tarp loads	1 tarp/vehicle	2	1	.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.

h. 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 shall 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 shall 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:

- Status of evacuees, casualties, and fatalities to friends and Family members.
- Personnel accountability liaison.
- 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 shall be activated by the installation EOC or as identified in the installation EM plan through the mass warning and notification system 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 shall activate the call center and conduct the initial site setup and organization. Once ready for operation, the team leader shall contact the installation EOC, which will coordinate the release of EPI with the JIC and initiate a prescribed mass warning and notification system 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 shall 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 the preparedness phase 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, FAC, and public affairs office by consolidating and centralizing information requests by nonmedia sources.

d. Location and/or infrastructure. The call center shall 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, mass warning and notification broadcast line, personnel accountability staff line, call center-Family Assistance Center 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 shall be identified in the installation EM plan, shall be categorized as Category 5 (Mass Care Providers), and shall 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 the preparedness phase. See table 12–5 for detailed information. The call center Team shall consist of existing personnel and volunteers and include, at a minimum, the following representation:

- Call center team leader.
- Shift supervisors (2–3 shifts recommended for 24 hour operations).
- Public affairs representative.
- CACO representatives.
- Evacuation management team liaison.
- MTF liaison.
- Fatality management/mortuary affairs liaison.
- Security and/or law enforcement (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 host nations). 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			
Personnel¹	Total (2 shifts)	32 total	18 total	12 total
Manpower¹	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
Footprint²				
Call Centers	For installation	1	1	1
Footprint (at 50ft2/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

Table 12–5
Call center team resource type definitions—Continued

Resource		Call center team		
Category		Mass care	Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
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 shall establish minimum training and education standards for the effective management of multi-agency, multijurisdictional emergencies. These training and education standards shall focus on the requirements for (1) Category 1 personnel to sustain, maintain, and restore assigned MEFs or headquarters functions, (2) Category 2–4 personnel to gain hazard awareness, understand mass warning and notification, evacuation, and mass care procedures, improve community preparedness, and build a resilient Army community and (3) Category 5 personnel to conduct safe, effective, and integrated operations at their appropriate level of training, certification, and experience. Installation emergency managers shall 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 this strategy is engaged education of senior leaders early and often in their existing education paths, to include the general officer - Senior Commander Course, Garrison Pre-Command Course, Garrison Command Sergeant Majors Course, and associated installation-focused courses of instruction.

b. Certification requirements. All EM program training shall 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 IFSAC HAZMAT Awareness) or multiple training courses and/or professional experience (for example, Certified Emergency Manager). Certifications are based upon the individual's successful completion of one or more requirements.

c. Credentialing requirements. All EM program training and certification shall 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 the 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, and so forth). 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 shall adhere to Army policy as stated in AR 350–1 and AR 350–10. Training development will consider existing training available from Federal, DOD, State, other Service, local, and private (or Host Nation) agencies. Training development must provide for both initial and recurring (sustainment) training to develop and maintain required EM capabilities.

e. Tracking and deporting. Training provided to Category 1 and 5 personnel shall be tracked by the responsible

owner of the mission essential function (MEF) or the functional area, respectively. Installation emergency managers are responsible for tracking training solely for those functional areas for which EM is directly responsible. Reporting shall 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 shall be tracked by the training provider, consolidated by the installation emergency manager from provider input, and maintained by the installation emergency manager for a period of no less than 3 years.

f. Training resources. Federal, DOD, State, other Service, local, universities/colleges, private, NGO/FBOs (or Host Nation) agencies and departments provide a broad spectrum of Web-based, classroom, and field training. Installations should use the following training standards in this chapter in order to identify available training capabilities in the local geographic area to the greatest extent possible (FEMA Emergency Management Institute (EMI)). IS courses available through the FEMA EMI Web site (<http://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 the capability development process. The FEMA EMI training catalog is available at <http://training.fema.gov/EMICourses/EMICatalog.asp>. Course numbers change as courses or the training models are updated. 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. The FEMA EMI courses begin with a one to two letter code before each course number as listed:

- IS – IS courses.
- ICS Classroom Course (EMI resident, State, or local training sites).
- E – Resident Course at the National Emergency Training Center campus in Emmitsburg, MD.
- G – Classroom courses delivered at State, tribal, and local training sites and conferences.
- L – Resident course conducted off-site (local training sites and conferences).
- K – Self-paced, Web-based training (for example, – Master Trainer Program).
- 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 Phase I and IV training requirements is contained in chapter 8.

Table 13–1
Emergency management training sets

Emergency management training sets			
Training Set	Course ID	Course Title	Source
NIMS Phase I	IS–700A	NIMS: An Introduction	FEMA EMI
	IS–800B	NRF: An Introduction	FEMA EMI
	IS–100B	Introduction to ICS	FEMA EMI
	IS–200B	ICS for Single Resources and Initial Action Incidents	FEMA EMI
Intermediate ICS	IS–300	Intermediate ICS (also G300)	FEMA EMI
Advanced ICS	IS–400	Advanced ICS (also G400)	FEMA EMI
NIMS Phase IV (Part 1)	IS–701A	NIMS MACS	FEMA EMI
	IS–702A	NIMS Public Information System	FEMA EMI
	IS–703A	NIMS Resource Management	FEMA EMI
	IS–704	NIMS Communication and Information Management	FEMA EMI
NIMS Phase IV (Part 2)	IS–705	NIMS Preparedness	FEMA EMI
	IS–706	NIMS Intrastate Mutual Aid: An Introduction	FEMA EMI
	IS–707	NIMS Resource Typing	FEMA EMI

Table 13–1
Emergency management training sets—Continued

Emergency management training sets			
Training Set	Course ID	Course Title	Source
Continuity awareness IS–547A	IS–546A	COOP awareness	FEMA EMI
	Introduction to COOP	FEMA EMI	
Continuity program manager G549	IS–548	COOP program manager	FEMA EMI
	COOP Program Manager Course (Optional)	FEMA EMI	
DOD IFSAC HAZMAT Response Series¹ Compliant with 29 CFR 1910.120Q and NFPA 472			
DOD IFSAC HAZMAT Awareness	N/A	NIMS Phase I Training Set	FEMA EMI
	N/A	DOD IFSAC Hazardous Materials Awareness Course	Fire and ES
DOD IFSAC HAZMAT Operations	N/A	NIMS Phase I Training Set	FEMA EMI
	IS–300	Intermediate ICS (also G300 or Fire Equivalent)	FEMA EMI or F&ES
	N/A	DOD IFSAC Hazardous Materials Awareness Course	Fire and ES
	N/A	DOD IFSAC Hazardous Materials Operations Course	Fire and ES
DOD IFSAC HAZMAT Technician	N/A	NIMS Phase I Training Set	FEMA EMI
	IS–300	Intermediate ICS (also G300 or Fire Equivalent)	FEMA EMI or F&ES
	N/A	DOD IFSAC Hazardous Materials Awareness Course	Fire and ES
	N/A	DOD IFSAC Hazardous Materials Operations Course	Fire and ES
	N/A	DOD IFSAC Hazardous Materials Technician Course	Fire and ES
DOD IFSAC HAZMAT Specialist	N/A	NIMS Phase I Training Set	FEMA EMI
	IS–300	Intermediate ICS (also G300 or Fire Equivalent)	FEMA EMI or F&ES
	N/A	DOD IFSAC Hazardous Materials Awareness Course	Fire and ES
	N/A	DOD IFSAC Hazardous Materials Operations Course	Fire and ES
	N/A	DOD IFSAC Hazardous Materials Technician Course	Fire and ES
	N/A	DOD IFSAC Hazardous Materials Specialist Course	Fire and ES
DOD IFSAC HAZMAT Incident Commander	N/A	NIMS Phase I Training Set	FEMA EMI
	IS–300	Intermediate ICS (also G300 or Fire Equivalent)	FEMA EMI or F&ES
	IS–400	Advanced ICS (also G400 or Fire Equivalent)	FEMA EMI or F&ES
	N/A	DOD IFSAC Hazardous Materials Awareness Course	Fire and ES
	N/A	DOD IFSAC Hazardous Materials Operations Course	Fire and ES
	N/A	DOD IFSAC Hazardous Materials Technician Course	Fire and ES
	N/A	DOD IFSAC Hazardous Materials Incident Commander Course	Fire and ES
EMS Hazardous Materials (HM) Responders² Compliant with 29 CFR 1910.120Q and NFPA 473			
EMS/HM Level I Responder		NIMS Phase I Training Set	FEMA EMI

Table 13–1
Emergency management training sets—Continued

Emergency management training sets			
Training Set	Course ID	Course Title	Source
	IS–300	Intermediate ICS (also G300 or Fire Equivalent)	FEMA EMI or F&ES
	N/A	DOD IFSAC Hazardous Materials Awareness Course	Fire and ES
EMS/HM Level II Responder	N/A	<i>Not Applicable to Army EM Program</i>	N/A
OSHA Hazardous Waste Operations and Emergency Response (HAZWOPER) HAZMAT Series³ Compliant with 29 CFR 1910.120Q			
HAZWOPER HAZMAT Awareness	N/A	NIMS Phase I Training Set	FEMA EMI
	N/A	HAZWOPER Hazardous Materials Awareness Course	<i>TBD</i>
HAZWOPER HAZMAT Operations	N/A	NIMS Phase I Training Set	FEMA EMI
	IS–300	Intermediate ICS (also G300)	FEMA EMI
	N/A	HAZWOPER Hazardous Materials Awareness Course	<i>TBD</i>
	N/A	HAZWOPER Hazardous Materials Operations Course	<i>TBD</i>
HAZWOPER HAZMAT Technician	N/A	NIMS Phase I Training Set	FEMA EMI
	IS–300	Intermediate ICS (also G300)	FEMA EMI
	N/A	HAZWOPER Hazardous Materials Awareness Course	<i>TBD</i>
	N/A	HAZWOPER Hazardous Materials Operations Course	<i>TBD</i>
	N/A	HAZWOPER hazardous materials technician Course	<i>TBD</i>
RPP		Enrollment in the installation RPP	ISO
		Mandatory RPP Training specific to type(s) of Respiratory Protection provided for use	ISO
Hazard-specific training set⁴	IS–3	Radiological EM	FEMA EMI
	IS–301	Radiological emergency response	FEMA EMI
	G320	Fundamentals Course for Radiological Response	FEMA EMI
	IS–324A	Community Hurricane Preparedness	FEMA EMI
	IS–386	Introduction to Residential Coastal Construction	FEMA EMI
	G363	Hurricane Readiness for Coastal Communities	FEMA EMI
	IS–279	Retrofitting Flood-Prone Residential Buildings	FEMA EMI
	IS–340	Hazardous Materials Prevention and Planning	FEMA EMI
	G398	Mitigation and Recovery Exercise Series	FEMA EMI
	G398.1	Earthquake	FEMA EMI
	G398.2	Flood	FEMA EMI
	G398.3	Hurricane	FEMA EMI
Population-Specific Training Set⁵	IS–15A	Special Events Contingency Planning for Public Safety Agencies	FEMA EMI
	IS–197.EM	Special Needs Planning Considerations for Emergency Management	FEMA EMI
	IS–244	Developing and Managing Volunteers	FEMA EMI

Table 13–1
Emergency management training sets—Continued

Emergency management training sets			
Training Set	Course ID	Course Title	Source
Mitigation Training Set⁶	IS–393A	Introduction to Hazard Mitigation	FEMA EMI
	IS–279	Engineering Principles and Practices for Retrofitting Flood-Prone Residential Buildings	FEMA EMI
	IS–386	Introduction to Residential Coastal Construction	FEMA EMI
	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 Series⁷	IS–230A	Principles of EM	FEMA EMI
	IS–235A	Emergency Planning	FEMA EMI
	IS–242A	Effective Communication	FEMA EMI
	IS–241A	Decision Making and Problem Solving	FEMA EMI
	IS–240A	Leadership and Influence	FEMA EMI
	IS–244A	Developing and Managing Volunteers	FEMA EMI
	IS–139	Exercise design	FEMA EMI
Advanced professional series (APS)⁸ <i>Core requirements</i>	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
	G775	EOC management and operations	FEMA EMI
	G318	Mitigation planning workshop for local Governments	FEMA EMI
APS⁸ <i>Elective requirements</i>	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
	G272	Warning coordination	FEMA EMI
	IS–703A	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

Table 13–1
Emergency management training sets—Continued

Emergency management training sets			
Training Set	Course ID	Course Title	Source
	G400	Advanced ICS, command and general staff Complex incidents	FEMA EMI
	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
Master Exercise Practitioner Program (Resident Courses)	E132	Discussion-Based Exercise Design and Evaluation	FEMA EMI
	E133	Operations-Based Exercise Design and Evaluation Course	FEMA EMI
	E136	Operations-Based Exercise Development Course	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 shall 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.

⁶ 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.

⁷ 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 recommended order of completion.

⁸ Participants who complete the 5 required courses and any 5 of 16 elective courses are eligible to receive the FEMA PS certificate of completion.

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. Per Headquarters, Department of the Army (HQDA) EXORD 050/11 and DODI 6055.17, commanders shall address senior leader orientation as a component of the education and training program. Senior leader orientation provides senior leaders with the requisite knowledge to implement Army EM Program policies and facilitate oversight of all aspects of subordinate EM programs. This oversight occurs at the strategic and operational levels and supports preparedness, mitigation, prevention, response, and recovery operations at subordinate commands. Higher headquarters shall establish a program for. This requirement may be met by attending an executive seminar as described, below.

b. Executive seminar. TRADOC in coordination with DAMO-ODP, shall develop, implement, and sustain an executive seminar in order to provide senior leaders with the requisite knowledge to enable development of EM program policies, facilitate oversight of all aspects of subordinate EM programs at the strategic and operational levels, and support EM capability development and execution conducted at their subordinate commands. This executive seminar may be incorporated into existing courses of instruction as well as standalone seminar formats. The executive seminar shall consist, at a minimum, of 4 components:

(1) Completion of Web-based NIMS Phase I training requirement stated in chapter 8 per AR 525-27 and DODI 6055.17 with ICS-402 Course replacing the ICS-100 and ICS-200 Course requirements.

(2) Completion of required AT Level III or Level IV training requirement per AR 525-13 and DODI 2000.16.

(3) A seminar format discussion of the principles of EM, an overview of NIMS and associated Federal, DOD, and Army guidance, the role of senior leadership in EM 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 based upon one of the hazards identified in appendix F.

c. Requirements. Installation-owning commands (IMCOM, AMC, USARC, ARNG) shall ensure that the appropriate military officers in the grades of O6 through O8 and DOD civilian equivalent (senior executive service) employees attend the EM executive seminar when their duties include responsibilities directly related to installation management and/or garrison operations. Installation-owning commands (IMCOM, AMC, USARC, ARNG) shall ensure that primary staff officers, division chiefs, and directors who support the EM mission at the region and headquarters levels also attend an executive seminar within no more than 6 months from assuming a role directly related to the EM program.

13-3. Commanders' education

a. Requirement. TRADOC, in coordination with DAMO-ODP, shall develop, implement, and sustain an education course for all installation commanders and garrison commanders in order to provide commanders with the requisite knowledge to direct and supervise their EM program. Installation-owning commands (IMCOM, AMC, USARC, ARNG) shall ensure that prospective O5- and O6-level commanders (or civilian equivalent director positions) complete the required education course prior to assuming command or no less than 3 months after the date of assuming command.

b. Content. Installation EM command-level education shall consist, at a minimum, of 4 components: (1) documented completion of Web-based NIMS Phase I training requirement stated in chapter 8, tables 8-1 and 8-4, per 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 installation emergency manager, 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 installation 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 tabletop exercise based upon one of the hazards identified in appendix F.

13-4. Category 1 (personnel training)

Training requirements for Category 1 personnel will depend on mission requirements. Those installations with a supported MEF or business continuity programs shall develop training requirements as an integral part of each continuity program.

13-5. Category 2-4 (personnel training)

a. Requirement. Installation commanders shall address community preparedness as a component of the education and training program. EM programs shall 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 the provision of the training to the protected populace vice individual documented completion of the training requirement due to the limitations on imposing and enforcing requirements on those elements of Category 2-4 personnel who do not directly report to established DOD chains of command. Installation commanders shall 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:

- CBRNE Awareness training is no longer required.
- All personnel will receive the Ready Army community preparedness campaign materials, which address all natural, technological, and terrorism hazards.

13–6. Category 5 (personnel training)

a. Overview. Category 5 personnel will receive the most comprehensive training of any personnel category since they are the backbone of effective emergency prevention, response, and recovery operations. The most important training element for this group is the ability to integrate operations based upon the principles and requirements of NIMS as stated in chapter 8. Category 5 personnel must be well trained and participate in exercises in operations and procedures that will enable them to work safely in multiple hazardous environments. If the responder cannot perform the mission, others are put in danger.

b. Additional training requirements. All Category 5 personnel training shall meet the existing training requirements of their assigned functional area (for example, fire and emergency services, MTF, law enforcement). Additional training, education, and certification requirements shall be established by the EM program only: (1) when required to increase interoperability of these functional areas, such as implementation of NIMS, or (2) when a specific functional area has DOD tasking to perform a mission for which the functional area has not established the supporting requirements (for example, mass care operations, evacuation management, damage assessment, and Army law enforcement role in response to and recovery from an emergency resulting from the intentional or accidental release of a hazardous material).

c. Standards-based training. All Category 5 personnel training required by the EM program shall 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 Law Enforcement Standards, Interagency Board for Equipment Standardization and Interoperability).

d. National Integration Management System Phase I and Phase IV training requirements. See chapter 8 for NIMS training requirements.

13–7. Headquarters emergency management program coordinator training

Per NIMS and NFPA 1600 and in order to effect the requirements stated in AR 525–27, those installation-owning commands (IMCOM, AMC, USARC, ARNG) with an EM program coordinator as identified in chapter 3 will complete the training and education necessary for their position. Table 13–2 provides a recommended multiyear training plan for each EM program coordinator. Note that compliance with NIMS as detailed in chapter 8 applies to these positions. Prior completion of courses means moving ahead to the next year’s requirements.

Table 13–2

Higher headquarters emergency management program coordinator multiyear training plan

Higher headquarters EM program coordinator multiyear training plan				
Course or training set ¹	Source	Year 1	Year 2	Year 3+
NIMS Phase I training set	FEMA EMI	X		
NIMS Phase IV (Part 1) training set	FEMA EMI	X		
IS–1: Emergency Manager: An orientation to the position	FEMA EMI	X		
IS–230A: Fundamentals of emergency management	FEMA EMI	X		
Task-specific training ²	Installation	X		
Installation Emergency Manager Course ³	Army	R		
NIMS Phase IV (Part 2) training set	FEMA EMI		X	
Continuity Awareness Training Set	FEMA EMI		X	
IS–775: EOC management and operations	FEMA EMI		R	
IS–860A: Introduction to the National Infrastructure Protection Plan	FEMA EMI		R	

Table 13–2
Higher headquarters emergency management program coordinator multiyear training plan—Continued

Higher headquarters EM program coordinator multiyear training plan				
Course or training set ¹	Source	Year 1	Year 2	Year 3+
Ongoing maintenance training, as required				X

Legend for Table 13-2:

X - required.

R - recommended.

Notes:

¹ See table 13–1 for training set requirements.

² As necessary to support assigned functions.

³ Course still under development.

13–8. Installation emergency manager training

a. Requirements. Per NIMS, AR 525–27, DODI 6055.17, and NFPA 1600, installation emergency managers require a training continuum that addresses all aspects of their assigned duties. table 13–3 provides the initial multiyear training plan for installation emergency managers on all Type I installations. Tables 13–4 and 13–5 provide the same information for Type II and Type III installations, respectively. Prior completion of courses means moving ahead to the next year’s requirements.

b. Correction notice. As a correction to AR 525–27, the installation emergency manager training curriculum has been modified as follows:

- IS–3 Radiological EM and IS–5A Introduction to Hazardous Materials are now hazard-specific courses as shown in tables 13–7 through 13–9.
- IS–7 (now IS–7A) A Citizen’s Guide to Disaster Assistance and IS–22 are you ready? An in-depth guide to citizen preparedness are no longer required as these are focused at the Army community vice the installation Emergency Manager and addressed through existing Ready Army Community Preparedness materials.
- Field Management of Chemical and Biological Casualties Course is targeted for medical providers and is no longer required.

c. Additional emergency manager training and education. TRADOC, in coordination with DAMO–ODP, shall establish a professional training and education continuum for installation EM personnel, to include appropriate task-specific training leading to professional certification within the civilian EM community. The training continuum shall 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–5A. The course should consist of modular, mobile, and/or virtual components to ensure the participation from active component, reserve component, ARNG component, DOD civilian, and DOD contractor personnel requiring training.

d. Installation emergency manager’s course. TRADOC, in coordination with DAMO–ODP, shall establish an installation emergency manager’s course to provide emergency manager’s with a baseline level of knowledge, skills, and abilities to perform their assigned tasks as identified in appendix E. The course shall consist of a classroom component with a series of lectures and seminars on each of the topics presented in this publication coupled with the appropriate mix of exercises involving the installation EMWG, installation EOC, JIC, and the RWG. These exercises work up to a series of 2 functional exercises (FE). Each functional exercise will consist of a Type 3 incident scenario (one sudden onset, one gradual or slow onset) from the perspective of the incident management activities in the installation EOC. In the first scenario, the exercise shall start at the end of the response phase and work through the recovery phase operations. In the second scenario, the exercise shall focus on the prevention phase operations and the response operations leading up to the establishment of incident command for field operations (such as coordination, tiered activation of the installation EOC, evacuation management, and mass care operations). The desired output of this course is the knowledge, skills, and abilities for each participant to successfully manage (1) a Type 4–5 incident without additional training and education and (2) a Type 3 incident when supplemented with the proper training and education over the next training year (rolling calendar starting from time of course completion). Each participant must receive a resource CD with all required resources and template installation EM plans with supporting annexes and appendices for each installation type as well as the appropriate templates for SOPs, mission continuity plans, tenant EAPs, and business continuity plans. Each participant shall also receive a CD-based toolkit with optional hardcopy materials for the Ready Army Community Preparedness Campaign. The target audience is installation emergency managers and higher headquarters EM program coordinators worldwide with additional, optional attendance by DPTMS, DES, and MTF personnel with EM responsibilities. For planning and budgeting purposes, it is anticipated that this course will consist of 10–15 days of instruction and all participants will be required to show proof of completion

of year 1 Web-based training requirements shown in the applicable version of tables 13–3 through 13–5. Each participant from a Type I or Type II installation will be required to attend the installation EOC course in conjunction with or shortly after completion of the installation emergency manager’s course. 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 Host Nation capabilities.

Table 13–3
Type I installation emergency manager multiyear training plan

Type I installation emergency manager multiyear training plan								
Course or training set ¹	Source	Year 1	Year 2	Year 3	Year 4	Year 5	Year 7+	Location-dependent
NIMS Phase I training set	FEMA EMI	X						
NIMS Phase IV (Part 1) training set	FEMA EMI	X						
DOD IFSAC HAZMAT awareness training set	Fire and ES	X						
IS–1: Emergency manager: an orientation to the position	FEMA EMI	X						
IS–230A: Fundamentals of emergency management	FEMA EMI	X						
IS–235A: Emergency planning	FEMA EMI	X						
IS–775: EOC management and operations	FEMA EMI	X						
Continuity awareness training set	FEMA EMI	X						
Intermediate ICS	FEMA EMI	X						
Task-specific training ²	Installation	X						
Installation Emergency Manager Course ³	Army	X						
Installation EOC Course ³	Army	X						
NIMS Phase IV (Part 2) training set	FEMA EMI		X					
DOD IFSAC HAZMAT operations training set	Fire and ES		X					
IS–271: Anticipating hazardous weather and community risk	FEMA EMI		X					
IS–708: Rapid damage assessment	FEMA EMI		X					
IS–393A: Introduction to hazard mitigation	FEMA EMI		X					
IS–139: Exercise design	FEMA EMI		X					
IS–130: Exercise evaluation and improvement planning	FEMA EMI		X					
IS–860A: Introduction to the National Infrastructure Protection Plan	FEMA EMI		X					
Advanced ICS	FEMA EMI		X					

Table 13–3
Type I installation emergency manager multiyear training plan—Continued

Type I installation emergency manager multiyear training plan								
Course or training set ¹	Source	Year 1	Year 2	Year 3	Year 4	Year 5	Year 7+	Location-dependent
One course from Classroom Course Column A ⁴	Multiple Sites*		X					
One course from Classroom Course Column B ⁴	Multiple Sites*			X				
IS–288: The role of voluntary agencies in EM	FEMA EMI			X				
IS–208A: State disaster management	FEMA EMI			X				
G250.7 Workshop: local rapid needs assessment	Multiple sites*			X				
HAZUS–MH for decision makers ⁶	ESRI ⁶			X				
HURREVAC Training Course ⁷	TBD ⁷			X				
One course from Classroom Course Column C ⁴	Multiple Sites*				X			
IS–242A: Effective communication					X			
IS–241A: Decisionmaking and problem solving					X			
IS–240A: Leadership and influence					X			
One course from Classroom Course Column A ⁴	Multiple sites*					X		
IS–244A: Developing and managing volunteers						X		
Begin integrated emergency management set ⁸						R		
One course per year from Classroom Course Columns A–C ⁴ (with expansion to include additional G/L/E-series courses)	Multiple sites*						X	
Hazard-specific training set ⁹								R
Population-specific training set ¹⁰								R
Mitigation training set ¹¹								R
Master exercise practitioner program (nonresident)							O	
FEMA professional development series completion target ¹²	FEMA EMI					X		

Table 13–3
Type I installation emergency manager multiyear training plan—Continued

Type I installation emergency manager multiyear training plan								
Course or training set ¹	Source	Year 1	Year 2	Year 3	Year 4	Year 5	Year 7+	Location-dependent
FEMA APS completion target ¹³	FEMA EMI						x	

Legend for Table 13-3:

* Multiple Federal, State, local, and private training sites, include most EM conferences.

X - required.

R - recommended.

O - optional.

Notes:

¹ See table 13–1 for training set requirements.

² As necessary to support assigned functions.

³ Course still under development.

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 <http://training.esri.com>. 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 13–4
Type II installation emergency manager multiyear training plan

Type II installation emergency manager multiyear training plan								
Course or training set ¹	Source	Year 1	Year 2	Year 3	Year 4	Year 5	Year 7+	Location-Dependent
NIMS Phase I training set	FEMA EMI	X						
NIMS Phase IV (Part 1) training set	FEMA EMI	X						
IS–1: Emergency manager: An orientation to the position	FEMA EMI	X						
IS–230A: Fundamentals of emergency management	FEMA EMI	X						
IS–235A: Emergency planning	FEMA EMI	X						
IS–775: EOC Management and operations	FEMA EMI	X						
Continuity awareness training set	FEMA EMI	X						
Task-specific training ²	Installation	X						
NIMS Phase IV (Part 2) training set	FEMA EMI		X					
DOD IFSAC HAZMAT awareness training set	Fire and ES		X					
IS–708: Rapid damage assessment	FEMA EMI		X					
IS–393A: Introduction to hazard mitigation	FEMA EMI		X					
IS–139: Exercise design	FEMA EMI		X					
IS–130: Exercise evaluation and improvement planning	FEMA EMI		X					
Intermediate ICS	FEMA EMI		X					

Table 13–4
Type II installation emergency manager multiyear training plan—Continued

Type II installation emergency manager multiyear training plan								
Course or training set ¹	Source	Year 1	Year 2	Year 3	Year 4	Year 5	Year 7+	Location-Dependent
Installation Emergency Manager Course ³	Army		X					
Installation EOC Course ³	Army		X					
DOD IFSAC HAZMAT operations training set	Fire and ES			X				
Advanced ICS	FEMA EMI			X				
IS-271: Anticipating hazardous weather and community risk	FEMA EMI			X				
IS-860A: Introduction to the National Infrastructure Protection Plan	FEMA EMI			X				
HAZUS–MH for decision makers ⁴	ESRI ⁴			X				
HURREVAC Training Course ⁵	TBD ⁵			X				
One course from Classroom Course Column A ⁷	Multiple Sites*				X			
IS-288: The role of voluntary agencies in EM	FEMA EMI				X			
IS-208A: State disaster management	FEMA EMI				X			
G250.7 Workshop: Local rapid needs assessment	Multiple sites*				X			
One course from Classroom Course Column B ⁷	Multiple Sites*					X		
IS-242A: Effective communication	FEMA EMI					X		
IS-241A: Decisionmaking and problem solving	FEMA EMI					X		
IS-240A: Leadership and influence	FEMA EMI					X		
One course from Classroom Course Column C ⁷	Multiple sites*						X	
IS-244A: Developing and managing volunteers							X	
One course per year from Classroom Course Columns A–C ⁷ (with expansion to include additional G/L/E-series courses)	Multiple Sites*						X	
Hazard-specific training set ⁸								R
Population-specific training set ⁹								R
Mitigation training set ¹⁰								R

Table 13-4
Type II installation emergency manager multiyear training plan—Continued

Type II installation emergency manager multiyear training plan								
Course or training set ¹	Source	Year 1	Year 2	Year 3	Year 4	Year 5	Year 7+	Location-Dependent
FEMA professional development series completion target ¹¹	FEMA EMI						X	

Legend for Table 13-4:

* Multiple Federal, State, local, and private training sites, include most EM conferences.

X - required.

R - recommended.

Notes:

¹ See table 13-1 for training set requirements.

² As necessary to support assigned functions.

³ Course still under development.

⁴ Online training available at <http://training.esri.com>. Training requirement dependent upon fielding of HAZUS-MH to installation.

⁵ Training requirement dependent upon fielding of HURREVAC to installation.

⁶ Available as resident course at Ft. Leonard Wood. May be substituted for the installation emergency manager course until course development and fielding complete.

⁷ See table 13-6 for course options.

⁸ 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.

⁹ Course selection based upon local conditions and needs. Courses are optional and identified as available resources.

¹⁰ 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.

¹¹ 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 13-5
Type III installation emergency manager multiyear training plan

Type III installation emergency manager multiyear training plan								
Course or Training Set ¹	Source	Year 1	Year 2	Year 3	Year 4	Year 5	Year 7+	Location-Dependent
NIMS Phase I Training Set	FEMA EMI	X						
NIMS Phase IV (Part 1) Training Set	FEMA EMI	X						
IS-1: Emergency Manager: An Orientation to the Position	FEMA EMI	X						
IS-235A: Emergency Planning	FEMA EMI	X						
IS-775: EOC Management and Operations	FEMA EMI	X						
Task-Specific Training ²	Installation	X						
NIMS Phase IV (Part 2) Training Set	FEMA EMI		X					
DOD IFSAC HAZMAT Awareness Training Set	Fire and ES		X					
IS-230A: Fundamentals of Emergency Management	FEMA EMI		X					
IS-288: The Role of Voluntary Agencies in EM	FEMA EMI		X					
IS-139: Exercise Design	FEMA EMI		X					
Intermediate ICS	FEMA EMI			X				
IS-708: Rapid Damage Assessment	FEMA EMI			X				
Installation Emergency Manager Course ³	Army		O	R	X			
IS-393A: Introduction to Hazard Mitigation	FEMA EMI		O	R				
IS-860A: Intro. to the National Infrastructure Protection Plan	FEMA EMI			O	R			

Table 13–5
Type III installation emergency manager multiyear training plan—Continued

Type III installation emergency manager multiyear training plan								
Course or Training Set ¹	Source	Year 1	Year 2	Year 3	Year 4	Year 5	Year 7+	Location-Dependent
Installation EOC Course ³	Army			O	R			
Continuity Awareness Training Set	FEMA EMI			O	R			
Advanced ICS	FEMA EMI				X			
IS–130: Exercise Evaluation and Improvement Planning	FEMA EMI				X			
IS–244A: Developing and Managing Volunteers	FEMA EMI				X			
DOD IFSAC HAZMAT Operations Training Set	Fire and ES					X		
IS–271: Anticipating Hazardous Weather and Community Risk	FEMA EMI					X		
G250.7 Workshop: Local Rapid Needs Assessment	Multiple Sites*					X		
Additional Training and Education (<i>TBD</i>)	<i>TBD</i>						X	
Hazard-Specific Training Set ⁴								R
Population-Specific Training Set ⁵								R

Legend for Table 13-5:

* Multiple Federal, State, Local, and Private training sites, include most EM conferences.

X - Required

R - Recommended Year

O - Optional Year (if space and resources are available)

Notes:

¹ See Table 13–1 for Training Set requirements.

² As necessary to support assigned functions.

³ Course still under development.

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.

Table 13–6
Installation emergency manager: classroom training cycle

EM classroom training cycle		
Column A	Column B	Column C
ICS/EOC Interface (G191)	Community Mass Care Management (G108)	Emergency Planning and Special Needs Populations (G197)
EOC Management and Operations (G775)	Recovery from Disaster: The Local Government Role (G270.4 or E210)	Local Volunteer and Donations Management (G288)
Evacuation and Re-entry Planning Course (G358)	Warning Coordination (G272)	Hazardous Weather and Flood Preparedness (G271)
Resource Management (G276)	Debris Management Planning for State, Tribal, and Local Officials (G202)	Weapons of Mass Destruction Courses (G310)
		Mass Fatalities Incident Response (G386)

Table 13–6
Installation emergency manager: classroom training cycle—Continued

EM classroom training cycle		
Column A	Column B	Column C
<i>E179 Application of HAZUS–MH for Disaster Operations*</i>	<i>E313 Basic HAZUS–MH*</i>	<i>E170/172/174 Hazard-Specific HAZUS–MH*</i>

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 and 8–4 regarding NIMS training requirements. See table 13–7 for training requirements based upon AR 525–27 and NIMS.

Table 13–7
Installation emergency working group multiyear training plan

Installation EMWG Multi-Year Training Plan				
Course or Training Set ¹	Source	Year 1	Year 2	Year 3+
NIMS Phase I Training Set	FEMA EMI	X		
NIMS Phase IV (Part 1) Training Set	FEMA EMI	P		
IS–235A: Emergency Planning	FEMA EMI	X		
Task-Specific Training ²	Installation	X		
NIMS Phase IV (Part 2) Training Set	FEMA EMI		P	
Continuity Awareness Training Set	FEMA EMI		X	
IS–230A: Fundamentals of Emergency Management	FEMA EMI		X	
IS–288: The Role of Voluntary Agencies in Emergency Management	FEMA EMI		X	
Ongoing Maintenance Training (<i>as required</i>)			X	X

Legend for Table 13-7:

X - Required.

P - Position-Specific Requirements as shown in table 8–4.

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 of the members of the installation EMWG serve on the installation EOC team or in other Category 1 and 5 functional areas. In these cases, the individual must meet the highest applicable standard, to include all applicable training requirements (for example, Director of Public Works may have to meet the 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. Installation emergency operations center team

a. Requirements. These training requirements apply to all supporting personnel as well as the core installation EOC team as defined in chapter 11. All training requirements are in addition to those requirements for each member's functional area as well as the NIMS training requirements stated in tables 8–1 and 8–4. Table 13–8 provides the initial multiyear training plan for Type I 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.

b. Installation emergency operations center Course. TRADOC, in coordination with DAMO–ODP, shall establish an installation EOC Course to provide the installation EOC Team with a baseline level of knowledge, skills, and abilities to perform their assigned tasks as identified in chapter 11. This course should be provided at each Installation via a mobile training team (MTT) using the installation EOC's organic capabilities to ensure that training is applicable to an installation's environment, resources, and procedures. The course shall consist of a classroom component with a series of lectures and seminars on each of the topics identified in this publication as applicable to the installation EOC Team coupled with the appropriate mix of exercises working up to a series of 2 FE. Each functional exercise will consist of a Type 3 incident scenario (one sudden onset, one gradual or slow onset) from the perspective of the incident management activities in the installation EOC. The desired output of this course is the knowledge, skills, and abilities for the combined installation EOC team to successfully manage (1) a Type 4–5 incident without additional training and education and (2) a Type 3 incident when supplemented with the proper training and education over the next training year (rolling calendar starting from time of course completion). Each participant must receive a resource CD with all required resources and template installation EOC SOPs. Each participant shall also receive a CD-based toolkit with optional hard-copy materials for the Ready Army Community Preparedness Campaign. The target audience is the installation EOC team, installation emergency managers, and higher headquarters EM program coordinators worldwide. For planning and budgeting purposes, it is anticipated that this course will consist of 8–10 days of instruction and all participants will be required to show proof of completion of year 1 Web-based training requirements shown in the applicable version of tables 13–8 through 13–10.

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 Host Nation capabilities.

Table 13–8
Type I: installation emergency operations center team multiyear training plan

Type I installation EOC team multiyear training plan				
Course or Training Set ¹	Source	Year 1	Year 2	Year 3+
NIMS Phase I Training Set	FEMA EMI	X		
NIMS Phase IV (Part 1) Training Set	FEMA EMI	P		
IS–775: EOC Management and Operations	FEMA EMI	X		
Continuity Awareness Training Set	FEMA EMI	X		
Intermediate ICS	FEMA EMI	X		
Task-Specific Training ²	Installation	X		
Installation EOC Course ³	Army	X		
NIMS Phase IV (Part 2) Training Set	FEMA EMI		P	
Advanced ICS	Multiple Sites*		X	
G191: ICS/EOC Interface	FEMA EMI		R	

Table 13–8**Type I: installation emergency operations center team multiyear training plan—Continued**

Type I installation EOC team multiyear training plan				
Course or Training Set ¹	Source	Year 1	Year 2	Year 3+
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			O
HAZUS–MH for Decision Makers ⁴	ESRI ⁴			R
E179: Application of HAZUS–MH for Disaster Operations ⁴	FEMA EMI			O
Ongoing maintenance training, as required			X	X

Legend for Table 13-8:

* Multiple Federal, State, local, and private training sites, include most EM conferences.

X - required.

P - position-specific requirements as identified in chapter 8.

R - recommended.

O - optional.

Notes:

¹ See table 13–1 for training set requirements.² As necessary to support assigned functions.³ Course still under development.⁴ Participation in HAZUS–MH courses contingent upon procurement and fielding of HAZUS–MH to the participant's installation. Online training available at <http://training.esri.com>.**Table 13–9****Type II : Installation Emergency Operations Center Team Multiyear Training Plan**

Type II Installation EOC Team Multi-Year Training Plan				
Course or Training Set ¹	Source	Year 1	Year 2	Year 3+
NIMS Phase I Training Set	FEMA EMI	X		
NIMS Phase IV (Part 1) Training Set	FEMA EMI	P		
IS–775: EOC Management and Operations	FEMA EMI	X		
Intermediate ICS	FEMA EMI	X		
Task-Specific Training ²	Installation	X		
Installation EOC Course ³	Army		X	
NIMS Phase IV (Part 2) Training Set	FEMA EMI		P	
Continuity Awareness Training Set	FEMA EMI		X	
Advanced ICS	Multiple Sites*		P	
G191: ICS/EOC Interface	FEMA EMI		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

Table 13–9**Type II : Installation Emergency Operations Center Team Multiyear Training Plan—Continued**

Type II Installation EOC Team Multi-Year Training Plan				
Course or Training Set ¹	Source	Year 1	Year 2	Year 3+
Ongoing Maintenance Training (<i>as required</i>)			X	X

Legend for Table 13-9:

* Multiple Federal, State, local, and Private training sites, include most EM conferences.

X - Required.

P - Position-specific Requirements as identified in chapter 8.

R - Recommended.

O - Optional.

Notes:

¹ See table 13–1 for Training Set requirements.

² As necessary to support assigned functions.

³ Course still under development.

⁴ Online training available at <http://training.esri.com>. Training requirement dependent upon fielding to installation.

Table 13–10**Type III: Installation Emergency Operations Center Team Multiyear Training Plan**

Type III Installation EOC Team Multi-Year Training Plan				
Course or Training Set ¹	Source	Year 1	Year 2	Year 3+
NIMS Phase I Training Set	FEMA EMI	X		
NIMS Phase IV (Part 1) Training Set	FEMA EMI	P		
IS-775: EOC Management and Operations	FEMA EMI	X		
Intermediate ICS	FEMA EMI	X		
Task-Specific Training ²	Installation	X		
NIMS Phase IV (Part 2) Training Set	FEMA EMI		P	
Advanced ICS	Multiple Sites*		P	
Continuity Awareness Training Set	FEMA EMI		O	
Installation EOC Course ³	Army		O	R
G191: ICS/EOC Interface	FEMA EMI			O
G270.4/E210: Recovery from Disaster: The Local Government Role	FEMA EMI			O
Ongoing Maintenance Training (<i>as required</i>)			X	X

Legend for Table 13-10:

* Multiple Federal, State, Local, and Private training sites, include most EM conferences.

X - Required.

P - Position-specific Requirements as identified in chapter 8.

R - Recommended.

O - Optional (or optional year if space and resources are available).

Notes:

¹ See table 13–1 for Training Set requirements.

² As necessary to support assigned functions.

³ Course still under development.

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 installation 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 these participants to work through one or more policy, procedural, or operational issues in a risk-free, facilitated environment.

b. Resources. Numerous Federal, 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. The VIPP MDEP resources may be utilized, if available, to support the conduct of the following workshops. Installation emergency managers should contact their installation-owning command EM program coordinator 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 installation EOC team and supporting liaison officers from local civil jurisdictions. This workshop is often termed a Command Staff Workshop, but the participants should be the members of the command staff assigned to the installation 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 EMA, and in other cases this financial cost must be met by the requesting jurisdiction. Check with the supporting State EMA for additional information.

(3) *Integrated Emergency Management Course.* The IEMC is usually conducted at the NETC campus in Emmitsburg, 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 installation 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 supported installation-owning command EM program coordinator. See the FEMA EMI Training Catalog for more information at <http://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 fire and emergency services under AR 420–1, law enforcement under AR 190–13, and MTFs under AR 40–4.

b. Requirements. Per AR 525–27 and NIMS, all installation dispatch center staff will ensure compliance with tables 8–1 and 8–4 regarding NIMS training requirements.

Note. Per DOD 6055.06–M and NFPA 1601, personnel dispatching fire and emergency services apparatus shall 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 13–11
Exercise Planning Team Multiyear Training Plan

Exercise Planning Team Multiyear Training Plan				
Course or Training Set ¹	Source	Year 1	Year 2	Year 3+
NIMS Phase I Training Set	FEMA EMI	X		
IS–120A: An Introduction to Exercises	FEMA EMI	X		
Homeland Security Exercise and Evaluation Program (HSEEP) Training Course ²	DHS	X		
IS–139: Exercise Design	FEMA EMI	R		
IS–130: Exercise Evaluation and Improvement Planning	FEMA EMI	R		
NIMS Phase IV (Part 1) Training Set	FEMA EMI	R		
NIMS Phase IV (Part 2) Training Set	FEMA EMI	O		

Table 13–11
Exercise Planning Team Multiyear Training Plan—Continued

Exercise Planning Team Multiyear Training Plan				
Course or Training Set ¹	Source	Year 1	Year 2	Year 3+
Ongoing Maintenance Training (<i>as required</i>)			TBD	TBD

Legend for Table 13-11:

X – Required.

R – Highly Recommended.

O – Optional

Notes:

¹ See table 13–1 for training set requirements.

² HSEEP training is expected to be coordinated online at <http://hseeptraining.com/index.html> in the near future. Until then, HSEEP Training Course is available from State EMAs and some local OEMs. Additional information is available at https://hseep.dhs.gov/pages/1001_HSEEP7.aspx.

13–14. Installation exercise evaluation team

a. Requirements. As identified in chapter 15, the IEET requires specific knowledge on exercise evaluation. See table 13–12 for training requirements.

Table 13–12
Installation exercise evaluation team multiyear training plan

Installation exercise evaluation team multiyear training plan				
Course or training set ¹	Source	Year 1	Year 2	Year 3+
NIMS Phase I Training Set	FEMA EMI	X		
IS–120A: An Introduction to Exercises	FEMA EMI	X		
HSEEP Training Course ²	DHS	X		
IS–139: Exercise Design	FEMA EMI	X		
IS–130: Exercise Evaluation and Improvement Planning	FEMA EMI	R		
NIMS Phase IV (Part 1) Training Set	FEMA EMI	R		
NIMS Phase IV (Part 2) Training Set	FEMA EMI	O		
Ongoing Maintenance Training (<i>as required</i>)			TBD	TBD

Legend for Table 13-12:

X – Required-

R – Highly Recommended-

O – Optional.

Notes:

¹ See table 13–1 for Training Set requirements.

² HSEEP Training is expected to be coordinated online at <http://hseeptraining.com/index.html> in the near future. Until then, HSEEP Training Course is available from State EMAs and some local OEMs. Additional information is available at https://hseep.dhs.gov/pages/1001_HSEEP7.aspx.

b. Additional evaluation requirement. IEET evaluators shall 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

Per DODI 6200.03, AR 525–27, and DODI 6055.17 assign specific responsibilities to the installation PHEO. The installation PHEO shall receive the training shown in table 13–13. As a member of the installation EMWG and the installation EOC team, the installation PHEO shall comply with training standards for those functional areas. Each installation PHEO will ensure compliance with tables 8–1 and 8–4 regarding NIMS training requirements.

Table 13–13
Installation Public Health Emergency Officer Multiyear Training Plan

Installation PHEO Multi-Year Training Plan				
Course or Training Set ¹	Source	Year 1	Year 2	Year 3+
NIMS Phase I Training Set	FEMA EMI	X		
NIMS Phase IV (Part 1) Training Set	FEMA EMI	X		
Emergency Medical Preparedness and Response Course (CN 767 F23)	MEDCOM	X		
PHEO Executive Course	MEDCOM	X		
Environmental Health and Risk Assessment Course	MEDCOM	X		
Risk Communication Course	MEDCOM	X		
Task-Specific Training ²	Installation	X		
NIMS Phase IV (Part 2) Training Set	FEMA EMI		X	
Installation Emergency Manager Course ³	Army	O	R	
Ongoing Maintenance Training (<i>as required</i>)				X

Legend for Table 13-13:

X - required.

R - recommended year.

O - optional year (if space and resources are available).

Notes:

¹ See table 13–1 for training set requirements.

² As necessary to support assigned functions.

³ Course still under development.

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–5B in appendix E.

13–17. Installation public affairs office staff

All installation public affairs office staff shall 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 shall comply with training standards for those functional areas. All members of the installation public affairs office staff will ensure compliance with tables 8–1 and 8–4 regarding NIMS training requirements.

Table 13–14
Installation public affairs office staff multiyear training plan

Installation public affairs office staff multiyear training plan				
Course or training set ¹	Source	Year 1	Year 2	Year 3+
NIMS Phase I Training Set	FEMA EMI	X		
NIMS Phase IV (Part 1) Training Set ²	FEMA EMI	X		
IS–702A: NIMS Public Information Systems	FEMA EMI	X		
Intermediate ICS	FEMA EMI	X		
Task-Specific Training ³	Installation	X		
IS–775: EOC Management and Operations	FEMA EMI	R		
NIMS Phase IV (Part 2) Training Set ²	FEMA EMI		X	
Continuity Awareness Training Set	FEMA EMI		X	
G289: Basic Public Information Officer ⁴	Multiple Sites*			R

Table 13–14
Installation public affairs office staff multiyear training plan—Continued

Installation public affairs office staff multiyear training plan				
Course or training set ¹	Source	Year 1	Year 2	Year 3+
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 (<i>as required</i>)				X

Legend for Table 13-14:

* Multiple Federal, State, local, and private training sites, include most EM conferences.

X - required.

R - highly recommended.

Notes:

¹ See table 13–1 for training set requirements.

² As noted in table 8–4.

³ As necessary to support assigned functions.

⁴ 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.

⁵ 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 law enforcement personnel (uniformed personnel and department of the Army civilians) shall ensure compliance with tables 8–1 and 8–4 regarding NIMS training requirements as Category 5 first responders. DAMO–ODP will coordinate training requirements for law enforcement, 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. Correction notice. As a correction to AR 525–27, personnel qualified, trained, certified, and experienced to assume incident commander responsibilities do not require the G290 Basic Public Information Officer Course or the FEMA E388 Advanced Public Information Officer Course. This requirement has been shifted to the installation public affairs office staff as shown in table 13–14.

13–19. Explosive ordnance disposal and/or bomb squad units

All EOD and/or bomb squad units are encouraged to meet the NIMS training requirements in tables 8–1 and 8–4 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 fire and emergency services shall organize, train, equip, and exercise response capabilities consistent with the guidelines established in AR 420–1, DODI 6055.6, and DOD 6055.06–M. Fire and emergency services units shall ensure compliance with tables 8–1 and 8–4 regarding NIMS training requirements as Category 5 (first responders).

b. Correction notice. As a correction to AR 525–27, personnel qualified, trained, certified, and experienced to assume incident commander responsibilities do not require the G290 Basic Public Information Officer Course or the FEMA E388 Advanced Public Information Officer Course. This requirement has been shifted to the installation public affairs office staff as shown in table 13–14.

13–21. Hazardous materials response

a. Requirements. All HAZMAT response personnel shall ensure compliance with Tables 8–1 and 8–4 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 fire and emergency services, shall 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 shall ensure compliance with tables 8–1 and 8–4 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. Medical response

a. Requirements. Per AR 525-27, DODI 6055.17, MEDCOM Regulation 525-4, MEDCOM OPLAN 01-10, and MEDCOM OPORD 08-08, all medical personnel designated as medical emergency managers shall 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 shall comply with training standards shown in table 13-8 and the training standards required by the Joint Commission. Category 5 first receivers shall 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 13-15
Higher headquarters medical emergency manager multiyear training plan

Higher headquarters medical emergency manager multiyear training plan				
Course or training set ¹	Source	Year 1	Year 2	Year 3+
NIMS Phase I Training Set	FEMA EMI	X		
NIMS Phase IV (Part 1) Training Set	FEMA EMI	X		
Emergency Medical Preparedness and Response Course (CN 767 F23)	MEDCOM	X		
Task-Specific Training ²	MEDCOM	X		
U.S. Army Medical Research Institute for Chemical Defense Hospital Management of CBRNE Incidents Course	MEDCOM	X		
NIMS Phase IV (Part 2) Training Set	FEMA EMI		X	
FEMA G346 Hospital ED Management of Hazardous Materials Accidents Course	FEMA EMI		X	
Medical Management of Chemical and Biological Casualties	MEDCOM		X	
Field Management of Chemical and Biological Casualties	MEDCOM		X	
Medical Effects of Ionizing Radiation	MEDCOM		X	
Installation Emergency Manager Course ³	Army	O	R	
Ongoing Maintenance Training (<i>as required</i>)	MEDCOM			X

Legend for Table 13-15:

X - required.

R - recommended year.

O - optional year (if space and resources are available).

Notes:

¹ See table 13-1 for training set requirements.

² As necessary to support assigned functions.

³ Course still under development.

Table 13-16
Medical emergency manager multiyear training plan

Medical emergency manager multiyear training plan				
Course or training set ¹	Source	Year 1	Year 2	Year 3+
NIMS Phase I Training Set	FEMA EMI	X		
NIMS Phase IV (Part 1) Training Set	FEMA EMI	X		
HAZWOPER HAZMAT Awareness Training Set	MEDCOM	X		
Intermediate ICS	Multiple Sources	X		
Task-Specific Training ²	MEDCOM	X		

Table 13–16
Medical emergency manager multiyear training plan—Continued

Medical emergency manager multiyear training plan				
Course or training set ¹	Source	Year 1	Year 2	Year 3+
IS–235A: Emergency Planning	FEMA EMI	R	X	
IS–775: EOC Management and Operations	FEMA EMI	R	X	
NIMS Phase IV (Part 2) Training Set	FEMA EMI		X	
Continuity Awareness Training Set	FEMA EMI		X	
Advanced ICS	Multiple Sources		X	
U.S. Army Medical Research Institute for Chemical Defense Hospital Management of CBRNE Incidents Course	MEDCOM		X	
Ongoing Maintenance Training (<i>as required</i>)	MEDCOM			X

Legend for Table 13-16:

X - required

R - recommended year.

O - optional year (if space and resources are available).

Notes:

¹ See table 13–1 for training set requirements.

² As necessary to support assigned functions.

³ Course still under development.

Table 13–17
Medical treatment facility first receiver multiyear training plan

MTF First Receiver Multi-Year Training Plan				
Course or Training Set ¹	Source	Year 1	Year 2	Year 3+
NIMS Phase I Training Set	FEMA EMI	X		
NIMS Phase IV (Part 1) Training Set	FEMA EMI	X		
HAZWOPER HAZMAT Operations Training Set	MEDCOM	X		
Respiratory Protection Program	MEDCOM	X		
Task-Specific Training ²	MEDCOM	X		
NIMS Phase IV (Part 2) Training Set	FEMA EMI		X	
Medical Management of Chemical and Biological Casualties	MEDCOM		X	
Field Management of Chemical and Biological Casualties	MEDCOM		X	
Medical Effects of Ionizing Radiation	MEDCOM		X	
Ongoing Maintenance Training (<i>as required</i>)	MEDCOM			X

Legend for Table 13-17:

X - required.

R - recommended year.

O - optional year (if space and resources are available).

Notes:

¹ See table 13–1 for training set requirements.

² As necessary to support assigned functions.

³ Course still under development.

b. Medical treatment facility commander. MTF commanders shall complete the Homeland Security Medical Executive Course as directed and resourced by MEDCOM.

c. National Disaster Medical System Federal Coordinating Center requirement. MTFs assigned FCC duties under NDMS shall ensure designated personnel responsible for FCC assignments complete IS-1900: NDMS Federal Coordinating Center Operations Course available at <http://training.fema.gov>. See NDMS Federal Coordinating Center Guide for details.

13-24. Evacuation management team

a. Requirements. All evacuation management team personnel shall ensure compliance with tables 8-1 and 8-4 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, shall 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.

13-25. Mass care teams

a. Requirements. All mass care personnel, including the Family Assistance Center Team, shall ensure compliance with tables 8-1 and 8-4 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, shall 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.

13-26. Recovery teams

a. Requirements. All personnel assigned to recovery teams shall ensure compliance with tables 8-1 and 8-4 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, shall 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.

13-27. Emergency support function alignment

If an installation chooses to use an ESF 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, shall complete the appropriate ESF course shown in table 13-18 in addition to the existing training requirements specified in this publication.

Table 13-18
Emergency support function alignment

#	ESF Title	Course #	Source	Required participants
1	Transportation	IS-801	FEMA EMI	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	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	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	Installation emergency manager, installation EOC director, installation EOC operations section chief + designated staff, DES, fire and emergency services
5	EM	IS-805	FEMA EMI	Installation emergency manager, installation EOC director, installation EOC operations section chief + designated staff

Table 13–18
Emergency support function alignment—Continued

#	ESF Title	Course #	Source	Required participants
6	Mass care, emergency assistance, housing, and human services	IS–806	FEMA EMI	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	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	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	Installation Emergency Manager, Installation EOC Director, Installation EOC Operations Section Chief + Designated Staff, Airfield Operations (if assigned), Port Operations (if assigned), DPTMS, DES, Fire and Emergency Services, Law Enforcement
10	Oil and Hazardous Response	IS–810	FEMA EMI	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	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	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	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	Installation Emergency Manager, Installation EOC Director, Installation EOC Operations Section Chief + Designated Staff, Recovery Working Group
15	External Affairs	IS–250	FEMA EMI	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.

13–28. Training resources

Multiple resources are available within DOD, Joint, and Army commands as well as through Federal, State, local, universities, colleges, NGO/FBOs, and private, (or Host Nation) agencies and organizations as shown in table 13–19. This table is not meant to be all inclusive and does not represent an endorsement of a particular office, organization, or provider. This intent of this publication is to provide defined training standards from which learning objectives can be identified and fulfilled.

Table 13–19
Training resources

Training resources		
Provider	Resource	Contact information
Army	TRADOC	http://www.army.mil/tradoc
Army	Army Management Staff College	http://www.amsc.belvoir.army.mil/
Army	Army Chemical School	http://www.wood.army.mil
Army	USACE	http://www.usace.army.mil

Table 13–19
Training resources—Continued

Training resources		
Provider	Resource	Contact information
Army	Ready Army Community Preparedness Campaign	http://www.ready.army.mil
DOD	Defense Threat Reduction Agency	http://www.dtra.mil/
DOD	Defense Nuclear Weapons School	http://www.dtra.mil/oe/cs/programs/Training/DNWS/index.cfm
DOD	Defense Nuclear Weapons Distance Learning Site	https://dnws.abq.army.mil
Air Force	U.S. Air Force Civil Engineering Support Agency	http://www.afcesa.af.mil/
Navy	U.S. Naval Education and Training Command (NETC)	https://www.netc.navy.mil/
Federal	FEMA	http://www.fema.gov
Federal	FEMA Emergency Management Institute (EMI)	http://training.fema.gov
Federal	FEMA EMI IS Program	http://training.fema.gov/is/
Federal	FEMA COOP Site	http://www.fema.gov/government/coop/
Federal	FEMA EMI Catalog	http://www.training.fema.gov/emicourses/emicatalog.asp
Federal	FEMA Higher Education Project	http://training.fema.gov/emiweb/edu/
Federal	FEMA Learning Resource Center	http://www.lrc.fema.gov or netclrc@dhs.gov 16825 South Seton Ave., Emmitsburg, Maryland 21727, 1–800–638–1821
Federal	National Earthquake Hazards Reduction Program	http://www.training.fema.gov/emiweb/EarthQuake/
Federal	USFA/ National Fire Academy	http://www.usfa.dhs.gov
Federal	CERT	https://www.citizencorps.gov/cert/
Federal	DHS	http://www.dhs.gov/index.shtm
Federal	DHHS	http://www.hhs.gov/
Federal	CDC	http://www.cdc.gov/
Federal	EPA	http://www.epa.gov/
Federal	NOAA	http://www.noaa.gov/
Federal	USGS	http://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
Host Nation	Host Nation EM agencies	Various
NGO	ARC	http://www.redcross.org/
NGO	Voluntary organizations active in disasters	http://www.nvoad.org/
Private	American Heart Association (AHA)	http://www.americanheart.org
Private	Amateur radio relay league	http://www.arrl.org/
Private	NFPA	http://www.nfpa.org
Private	IFSAC	http://www.ifsac.org/

Table 13–19
Training resources—Continued

Training resources		
Provider	Resource	Contact information
Private	National Professional Qualification System (ProBoard)	http://www.npqs.win.net
Private	International association of emergency managers	http://www.iaem.com/
Private	National Emergency Management Association	http://www.nemaweb.org/
Private	State Emergency Management Associations	Various
Private	Universities/Colleges	http://training.fema.gov/emiweb/edu/

Notes:

¹ * This table is not meant to be all inclusive and does not represent an endorsement of a particular office, organization, or provider.

Chapter 14

Equipment Fielding and Sustainment

14–1. Equipment acquisition and fielding

a. Capability development and integration. Per the Army Protection Directive 2011–04, the Army’s intent is to synchronize all Army protection-related functions into a comprehensive, integrated system to maximize the protection of the Army community from all natural, technological, and terrorism 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 their applicable installation-owning command 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, fire and emergency services, AT Program, law enforcement, 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. Army Emergency First Responder Program. The AEFRRP was developed and resourced by DAMO–ODP to meet urgent resource needs from Category 5 first responders in the field. This requirement was justified through the urgent requirement capabilities document signed by the Joint Requirements Office for CBRN Defense. The fielding, integration, and sustainment of equipment fielded under the AEFRRP effort is coordinated across active, Reserve, and ARNG components by DAMO–ODP. Some installations were upgraded from AEFRRP to JPM–IPP (as explained in paragraph 14.1.f) with the remaining installations categorized as “standalone” AEFRRP. The “standalone” AEFRRP equipment sustainment is covered using TACOM life-cycle management command (LCMC). Installations should contact their installation-owning command for details on sustainment.

e. Joint Project Manager - Installation Protection Program. Per FM 3–11.34, JPM–IPP was originally established as JPM Guardian in May 2003 “to provide DOD prioritized installations with an integrated CBRN protection and response capability to reduce casualties, maintain critical operations, contain contamination, and effectively restore critical operations”. The goals of the program were 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/decon(tamination) teams.” Per FM 3–11.34, the first step taken by JPM–IPP to “properly prepare an Installation against a possible CBRN attack was the acquisition, fielding, and employment of specialized equipment necessary for effective detection and defense against such an attack.” JPM–IPP fielded this specialized equipment to installations based upon a mission-based installation tier structure (see

below) aligned with the proposed organization fielding by the Services as described in FM 3–11.34. This approach, using a graduated scale of employment based on priority, was designed to be flexible enough to accommodate the needs of specific installations while standardizing major system elements to provide cost effective solutions.

(1) *Fielding process.* The JPM–IPP provided a fielding schedule to the installation commander, which consisted of an introduction (kickoff) briefing, a pre-site analysis questionnaire, a site analysis design visit to determine the status of specific pre-existing capabilities, the fielding of equipment, applicable new equipment training, a verification exercise series, and a 90-day consumable sustainment package. The fielding process lasted approximately one year and the equipment fielded was under a one year sustainment process (warranty period) provided by the JPM–IPP contractor logistics support. Once the warranty period ended, the sustainment requirements became a Service obligation, which for the Army is managed by TACOM LCMC and is supported by the receiving installations. The fielding, integration, and sustainment of equipment fielded under the JPM–IPP effort was coordinated across active, Reserve, and ARNG components by DAMO–ODP.

(2) *Organizational alignment.* It is important to note that the organizational users (“installation support teams, regional response teams and recon/decon teams”) identified in the original JPM Guardian goals were not resourced or fielded by the Services after JPM–IPP began in 2003. The eventual users of the fielded equipment were existing organizations tasked with response and recovery functions within the installation’s jurisdiction, including fire and emergency services and law enforcement personnel. In some cases, these existing organizations did not have the necessary capacity, specialized training and certification, or manpower to effectively integrate the fielded equipment into a sustainable EM capability. The manpower and capacity of existing organizations are based upon requirements established by their respective program sponsors and regulations.

f. 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 JPM–IPP and AEFRP. 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 supported ASCCs and installation-owning commands (IMCOM, AMC, USARC, ARNG) 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: mass warning and notification systems 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 Host Nation) responders. This tier assumed that the installation has limited EM capabilities and operations-level or below HAZMAT capabilities with limited EMS and installation law enforcement 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, law enforcement/security personnel, firefighters, and medical personnel.

14-3. Equipment accountability

a. Property book. During the fielding process, DOL Supply Services shall ensure that the property book officer or designated representative signs for all material from either the JPM-IPP or AEFRRP fielding team. Property book records must provide a complete audit trail for all transactions per AR 710-2.

Note. Equipment with specific accountability requirements must be maintained on the installation's property book per AR 710-2 and shall not be hand-receipted on a DD Form 1150 or a DA Form 3161. 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. Per 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. Per 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 shall align their table of distribution and allowances (TDA) to incorporate installation EM program requirements in coordination with their respective installation-owning command. TDA elements should be aligned to their respective installation type designation and with the basis of allocation for material fielded under JPMG-IPP, if applicable.

(1) *Process.* This publication provides an 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.

(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 in the FMSWeb 4610-R tool request window located on the USAFMSA Web site <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 per DA Pam 708-3.

(2) *Procedures for changing table of distribution and allowances equipment.* There are 2 options for making changes to the TDA: the TDA equipment change package or only a DA Form 4610-R. Check with the supporting DOL 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 DOL to their respective headquarters. A TDA equipment change request package consists of a memorandum of transmittal, complete and properly prepared DA Forms 4610-R, and any supporting data required. DOL shall 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.

Note. Prepare a memorandum of transmittal for "DA Controlled" equipment, which requires USAFMSA approval. Each memorandum of transmittal will contain DA Forms 4610-R for no more than one unit identification code. Subject of transmittal memorandum should indicate "DA Controlled" status (that is, request for DA-controlled equipment).

(b) *DA Form 4610-R Submission.* Submit DA Form 4610-R (Equipment Change to TDA) any time during the year. To ensure proper completion of DA Form 4610-R, review the checklist in AR 71-32. Do not simultaneously submit a DA Form 4610-R to delete equipment, unless the deletion is directly related to the addition of new equipment. Explain these deletions on DA Form 2028 when submitted with the TDA update. DOL will review and submit the forms to their respective headquarters or may hold these requests in abeyance if the installation is within 90 days of undergoing a scheduled equipment survey under AR 570-7. If applicable, the command equipment authorization team will address these requirements during their onsite visit.

14-4. Joint program manager-installation protection program and Army emergency first responder program sustainment processes

a. Fielding and sustainment costs. The Army will spend approximately \$5M - \$7M per year on the sustainment costs for the equipment fielded under JPM-IPP and AEFRRP, which have been fielded with Joint and Service funding, respectively. The approximate cost of fielding JPM-IPP equipment was \$2.1M per Tier 2 installations and \$1.4M per

Tier 1 installations. The approximate cost of fielding AEFRRP equipment was \$560K per non-JPM-IPP-supported installation.

b. Program funding for life cycle management. The DAMO-ODP requests sustainment resources through the VIPP MDEP. Installations must track their overall program requirements as DAMO-ODP only resources the sustainment of equipment with TACOM LCMC performing the management services. HQDA G-34, through the council of colonels, selected the program manager for JPM-IPP as the life cycle manager and TACOM LCMC as the service provider. TACOM LCMC utilizes the Maximo Asset Management System, which is a Web-based, commercial-off-the-shelf (COTS) software package.

c. Program supportability strategy. Early in the program, JPM-IPP developed a supportability strategy based upon DA Pam 700-56. The supportability strategy is a working level document used to plan and accomplish integrated logistics support (ILS) tasks in each acquisition phase.

d. Total life cycle systems management and performance-based logistics. All EM programs shall 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 program manager (PM) of all activities associated with the acquisition, development, production, fielding, sustainment, and disposal of DOD systems throughout their life cycle. Performance-based logistics (PBL) is the purchase of support as an integrated, affordable, performance package designed to optimize system readiness and meet performance goals and metrics. The PBL process requires that the PM and Army agree upon and document the performance-based requirements and desired outcomes for product support in a performance-based Agreement. The TACOM LCMC CBD Directorate participated with program manager - Consequence Management in a Type I (business case analysis) for COTS CBRN equipment. The Type I business case analysis was a feasibility study that investigated the potential for a system to utilize PBL as a sustainment vehicle. 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.

e. 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 AEFRRP 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:

- JPM-IPP life cycle manager (chair).
- DAMO-ODP (co-chair).
- JPM-IPP ILS manager.
- PM (consequence management) ILS manager.
- JPM-IPP system engineer lead.
- Lead systems integrator C4I lead.
- AEFRRP PM.
- TACOM product systems integration team lead or designated representative.
- JPM-IPP Army liaison officer.
- Representatives from applicable headquarters components.

14-5. Supply chain management

a. Requirement. Maximo is a Web-based enterprise asset management and service management system used by TACOM LCMC. Each location is able to view all data applicable to their location and adjust quantities, manage calibration schedules, update shelf life information, or annotate disposal of equipment on the Maximo system.

b. Correction notice. The TACOM LCMC has full visibility of the assets and pertinent equipment data at all installations who have received JPM-IPP equipment. Maximo is capable of generating automatic e-mail notifications in order to inform installations when equipment calibration and preventive maintenance is required. Email message generation will also occur when a piece of equipment's shelf life is nearing expiration.

c. 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 course of action within 8 hours. Routine help desk tickets, including those received after normal duty hours will be handled the next business

day with a recommended course of action 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 program manager for review and quality control.

14-6. Equipment turn-in procedures

a. Accountability. Per 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 per AR 735-5. Per 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 shall 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.

14-7. Equipment standards

a. Overview. Equipment standards include both government-off-the-shelf and COTS solutions to equipment requirements.

(1) *Nonmilitary-unique operations.* Per 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 shall 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. Per OSHA 3151-12R, PPE selection shall address:

Note. Remember that an all-hazards approach requires programs to look at all identified hazards (vice solely hazardous materials) 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 shall 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 shall 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.

14-8. 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.

14-9. Category 2-4 personnel equipment

a. Overview. The protected populace is not routinely provided equipment resourced by the U.S. Government. 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 shall 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 AOR 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 chap 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.

14-10. Category 5 personnel

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 AEFPR 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 AEFPR 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 AEFPR.

c. Theater-specific requirements. In specific areas, such as the Central Command AOR 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 chap 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 chap 3.

(1) *Guideline 1: Personal protective equipment*. Army policy is that installations shall 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. Installation emergency managers 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. Per 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 shall 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 shall meet applicable OSHA regulations and NIOSH guidelines per AR 11-34. All respirators identified for use during CBRN Incidents shall be NIOSH tested and certified as approved for CBRN and list the manufacturer's limitations for use. All respirators utilized at the incident scene shall 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) shall 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 (MOPP) 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 hazardous materials. 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.

(7) *Guideline 7: Fixed Detection Systems.* The fixed detection systems fielded to Army installations under JPM-IPP

and AEFPR 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 shall 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 JPM–IPP 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 JPM–IPP 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 JPM–IPP 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.

(8) *Guideline 8: Decontamination Systems.* All decontamination systems employed under the Army EM Program shall use water alone or soap and water together as the sole decontaminant solutions for skin decontamination. The TSWG Decon Guide shall 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, Modex logistics staging area-100, 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 hazardous material 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.

(9) *Guideline 9: Warehousing, storage, and transport.* Warehousing, storage, and transport of equipment provided by JPM–IPP and AEFPR are addressed with each installation during the fielding process. Additional requirements should be identified to the applicable installation-owning command 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.

14–11. Equipment requirements

a. *Overview.* Detailed equipment requirements for specific functions and teams shall 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 shall develop and implement an EM Exercise and Evaluation Program in order to: Validate planning, assumptions, and timelines; Assess and validate proficiency levels of EM capabilities; familiarize

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 tabletop exercises (TTX) to FE to a full scale exercise (FSE). An effective exercise program is a continual life cycle of increasing complexity and increasing effectiveness that feeds into the ongoing risk management and emergency planning processes through corrective action plans and lessons learned. All EM exercise and evaluation activities shall 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 shall 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 a FE is sufficient to meet the annual requirements put forth by DODI 6055.17 as long as the installation adheres to the exercise process and cycle described in this chapter. As identified in chapter 2, an installation must complete one full exercise cycle (TTX through FSE with exercise analysis described below) prior to attaining FOC. This requirement typically means that an installation intent on attaining FOC on 13 January 2014 should begin the exercise process on or around 13 January 2012 if using a 24-month period as a planning estimate.

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, hazardous materials 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: (1) C3, (2) mass warning and notification, (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. Per 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 shall utilize the process and tools provided by HSEEP with the following modifications:

- Exercise scenarios will utilize an all-hazards approach with scenarios based upon the results of the risk management process.
- Coordination with Federal, State, tribal, other service, local, and private (or Host Nation) response and recovery partners is highly encouraged, but DOD is exempt from the reporting, scheduling, and coordination mandates in HSEEP, especially the submission of AARs and IPs to DHS Office of Domestic Preparedness (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.

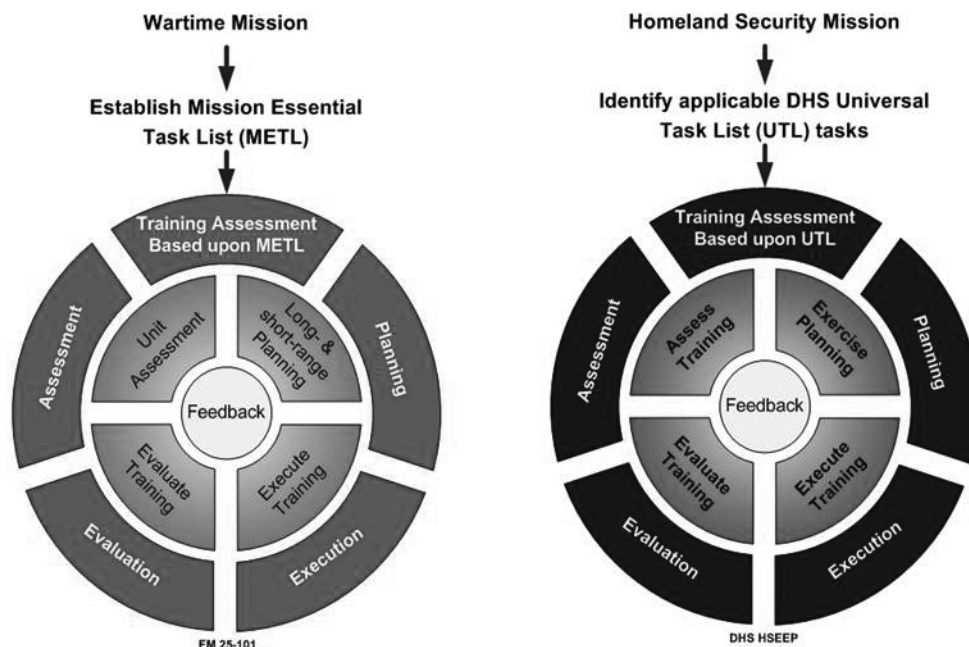


Figure 15-1. Exercise process

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, Fire and Emergency Services 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 prepare for, mitigate the potential effects of, prevent, respond to, and recover from all natural, technological, and terrorism hazards identified within the risk management process. The EM exercise and evaluation program provides information needed to validate the installation EM plan, identify resource requirements, or update training and equipment requirements. Exercises are a venue to ensure that all of the common core components of the installation EM plan are executable and the resources needed are available, adequate, and trained and equipped to standards.

Note. When authorized post-event by the installation-owning command, 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 fire and emergency services, 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*. Mass warning and notification system FE will be conducted no less than 2 times per year. A mass warning and notification system 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, mass warning and notification may be exercised as part of an AT, fire and emergency services, or similar functional exercise or an EM FSE.

(2) *Evacuation and mass care requirements*. At a minimum, the following teams must complete one functional exercise per year. 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 FAC team be exercised at the same time as the local safe haven management teams.

- Evacuation management team.

- Family Assistance Center team.
- Local safe haven management teams.
- Remote safe haven management team.
- Rapid needs assessment team.
- Mass feeding teams.
- Bulk distribution teams.
- Small animal sheltering team.
- Volunteer management team.
- Donations management team.
- 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 mass warning and notification system. 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, fire and emergency services, 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. 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 shall 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

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 (hurricane, wildfire, HAZMAT, then terrorism).	2
Mass Warning and Notification System	1) Activation throughout scenario (start, during, end). 2) Employment as stated in functional exercise requirements above. 3) Survey or spot check to ensure mass warning and notification system capability and effectiveness in one or more installation zones.	11
Activation of notification protocols	1) Internal: See mass warning and notification system 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 center, duty officer). Supported IMCOM region (if applicable) (duty officer). Private, NGO, or FBO response partner (if applicable). Higher headquarters: Draft and submit to installation commander for approval one or more serious incident reports and send test e-mail to designated recipient to validate connectivity.	11

Table 15–1
Emergency management full-scale exercise requirements—Continued

Emergency Management Full-Scale Exercise Requirements		
Criteria	Description	Chapter
Activation of the installation EOC to Activation Level 3 (partial) or higher	<ol style="list-style-type: none"> 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 management process, to include identification of costs. 6) Establishment of an emergency cost accounting code. 7) Demobilize assigned units. 8) Demobilize and return installation EOC to activation level normal. 	11
Activation of 3 or more Category 5 first responders for all sudden onset hazards	<ol style="list-style-type: none"> 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. 6) Conduct one or more resource requests to the installation EOC. 7) Close out incident command and demobilize assigned units 	11
Establishment of incident command for all sudden onset hazards	<ol style="list-style-type: none"> 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 positions and 2 branch director positions. 	11
Activation of 1 or more continuity plans by a mission essential function (MEF)	(If assigned) <ol style="list-style-type: none"> 1) Employment as stated in functional exercise requirements above. 	10
Activation of one or more business continuity plans by a tenant business	<ol style="list-style-type: none"> 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
Activation of 1 or more tenant EAPs by a tenant command	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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

Emergency Management Full-Scale Exercise Requirements		
Criteria	Description	Chapter
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 Family Assistance Center team	1) Activation of Family Assistance Center team. 2) Activation of facility. 3) Report activation to the installation EOC. 4) Receipt and registration of no less than 10 personnel. 5) May be volunteer participants. 6) Demobilize.	12
Activation of one or more Mass Feeding Teams	1) Activation of one or more mass feeding teams. 2) Activation at 1 or more mass feeding stations. 3) Report activation to the installation EOC. 4) Provision of 1 meal to no less than 20 personnel. 5) May be volunteer participants. 6) Demobilize.	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. 4) Demobilize.	12
Activation of 1 damage assessment 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
Activation of 1 debris management team	1) Activation of 1 debris management team. 2) Identification of at least 1 debris staging area. 3) Review SOPs and resource requirements. 4) Demobilize.	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. Per 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, 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.* Per HSEEP, Volume III, a successful exercise planning team:

- Uses an ICS structure.

- Employs project management principles.
- Clearly defines roles, responsibilities, and functional area skills.
- Highlights leadership and team work.
- Follows a standardized exercise design and/or development process.
- 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:

- Concept and objectives (C&O) meeting.
- Initial planning conference (IPC).
- Midterm planning conference (MPC).
- MSEL workshop.
- 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 Host Nation) 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.

- Situation manual.
- Exercise plan.
- Controller and evaluator handbook.
- MSEL.
- DHS Exercise Evaluation Guides (EEGs).

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).

- Situation manual.
- Exercise plan.
- Controller and evaluator handbook.
- MSEL.
- DHS EEGs.

b. Maintenance requirement. The installation EM shall 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>.

- Controllers: control exercise flow through interaction with participants.
- Evaluators: evaluate completion of exercise objectives based upon professional experience/expertise and use of EEGs; do not interact with participants.
- Observers: observe exercise flow; do not interact with participants.
- Participants/players: members of the team(s) or agency being exercised based upon their actual roles, responsibilities, and capabilities.
- Simulators: personnel who act on behalf of an agency/organization unable to participate.
- 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. Per 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.

b. Installation exercise evaluation team. Each installation shall develop an IEET. The IEET shall 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, DOL, 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 law enforcement). The best practice includes exchange of IEETs with another DOD installation in the local geographic area or the applicable IMCOM region for independent evaluation. External evaluation is the goal for all Type I installations. External evaluation should be considered if resources are available at Type II and Type 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 hot-wash 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 shall 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. Lessons learned shall be submitted 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 <http://www.llis.gov> (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 per DODI 6055.17. The CAP is closed out when improvements have been implemented and validated through subsequent exercises.

e. Maintenance requirement. The installation EM shall 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 shall conduct one complete cycle of EM exercises in coordination with supporting functional areas as shown in table 15-2. The exercise cycle should follow FY cycles, if possible, but is based upon a rolling 3-year period.

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 and the JIC with the annual AT 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	Mass warning and notification system											
Drills ⁴	X	X	X	X	X	X	X	X	X	X	X	X
IPC	X							X				
FPC		X						X				
Tabletop exercise		TTX						TTX				

Table 15–2
Multiyear exercise timeline (example)—Continued

Emergency management exercise timeline (example)												
Component	Year 1				Year 2				Year 3			
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
Fire and emergency services			Aircraft rescue firefighting	HAZ-MAT		F&ES			HAZMAT			F&ES
EMS				EMS		EMS			EMS			EMS
Environmental OHS Response		OHS				Recovery			OHS			Recovery
Medical treatment facility				MTF		MTF			MTF			MTF
Other functional areas ⁵												
Mass Warning and Notification				mass warning and notification system		mass warning and notification system			mass warning and notification system			mass warning and notification system
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
Continuity Programs			Continuity			Continuity			Continuity			Continuity
IPC										X		
MPC										X		
MSEL Workshop											X	
FPC						X					X	
Installation EM FSE						FSE						FSE

Table 15–2
Multiyear exercise timeline (example)—Continued

Emergency management exercise timeline (example)											
Component	Year 1				Year 2				Year 3		
Local City EM FSE ⁶						FSE					FSE
After Action Report						X					X
After Action Conference						X					X
Improve-ment 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.

- Log into the HSEEP Toolkit at <https://hseep.dhs.gov> for access to the National Exercise Program (NXP), which includes schedules for all National-level exercises.
- Contact your State EMA or Homeland Security department to coordinate with ongoing State exercise programs under HSEEP. See HSEEP, Volume I for more information.
- Coordinate exercise requirements and plans with the local (city, township, county, parish) OEM to maximize participation and coordination with local partners.
- 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.
- 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.

- HSEEP Toolkit – <http://www.hseep.gov>.
- LLIS Portal – <http://www.llis.gov>.
- DHS ODP Portal – <http://odp.esportals.com> (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 installation emergency managers 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:

- 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.
- Public Works mitigation efforts such as facility design and construction, dam and levee maintenance, flood control, floodplain buyout, roof repair and strengthening, structural anchoring, and transportation network maintenance and signage.
- Information Technology mitigation efforts such as system/network redundancy, data storage and backup, recovery procedures, and service support contracts, and/or procedures.
- Fire and Emergency Services mitigation efforts such as pre-incident fire planning, fire protection inspections, and burn bans.
- 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.
- Medical treatment facility (or hospital) mitigation efforts such as facility design and construction.

16-2. Mitigation strategy

The installation EMWG shall develop and promulgate an installation mitigation strategy to reduce the impact of identified hazards. The installation EMWG shall 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 shall be conducted at the installation level. Mitigation planning is conducted by the installation EMWG with the technical direction of the installation emergency manager and in coordination with the installation ATWG and Installation DPW and NEC representatives. Mitigation plans shall describe the physical, information technology, and nonmaterial mitigation strategies associated with hazards identified during the risk management process described in chapter 5. Mitigation plans shall 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 Web site at <http://www.fema.gov/government/mitigation.shtm> and FEMA's Building Science Web site at www.fema.gov/rebuild/buildingscience.

(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	
Resource #	Title
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 Floodprone 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	
Resource #	Title
FEMA DR–1679–RA3	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 <http://training.fema.gov/IS/crslist.asp>.

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
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 installation emergency manager shall 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:

- Utility systems, especially power distribution and water treatment/distribution.
- Dams and levees.
- Lightning and power surge protection.
- Landslide and mudslide containment structures.
- 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 Shelter-in-Place operations. HVAC protection should also address hazard-specific temporary measures, to include screen and filter additions for volcanic ashfall incidents and for restoration of HVAC systems post-flooding incidents.

16-5. Information management

Each installation emergency manager shall meet on no less than a semi-annual basis with the supporting NEC representatives to ensure that information technology requirements necessary to include support mass warning and notification systems, 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, fallback, 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 installation emergency manager shall 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 shall ensure that their efforts are coordinated with the installation emergency managers.

b. Utility coordination. Each installation emergency manager shall 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 law enforcement 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 installation emergency managers 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:

- AT Program, law enforcement, 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.
- MTF (or hospital) prevention activities such as vaccinations, immunizations, syndromic surveillance, vector control, and preventive health procedures.
- Fire and emergency services prevention activities such as fire investigation and fire safety education.
- Information technology prevention activities such as Information Assurance and user training efforts.

17-2. Prevention strategy

The installation EMWG shall 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 shall 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, shall describe the prevention strategies associated with hazards identified during the risk management process described in chapter 5. Prevention plans shall 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 installation emergency manager 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:

- Jurisdictional boundaries and associated restrictions.
- Integration of AT risk management process, results, and products into all-hazards risk management process.
- MEVA identification process.
- Alignment and coordination with FPCON levels.
- Access control procedures and requirements.
- Support agreements with other DOD installations and local civil jurisdictions.
- Terrorist incident response procedures.
- Resource management coordination.
- Existing additional duty manpower assignments in support of AT and physical security requirements (resource management issue).
- Evacuation management and mass care security requirement.
- Resource typing process.
- 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.
- EM program support of Standard 20 and 21 requirements of DODI 2000.16.

- Coordination regarding CVAMP process, especially prioritization of needs.
- Coordination and support of assessment and assistance visits, including DOD Integrated Vulnerability Assessment (DOD IVA, formerly Joint Service Installation Vulnerability Assessment, force protection assistance teams (FPATs), higher headquarters assessment teams (HHATs), and staff assistance visits (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:

- ICS activation by qualified, trained, certified, and experienced law enforcement, fire and emergency services, environmental OHS spill response team, environmental OSC, or public works.
- 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 terrorism 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:

- ICS activation by qualified, trained, certified, and experienced law enforcement, fire and emergency services, environmental OHS spill response team, environmental OSC, or public works.
- 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:

- Provide comprehensive protection for all personnel against all natural, technological, and terrorism hazards.
- Sustain critical operations during an emergency.
- 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 mass warning and notification system is activated or the first unit is on the scene. Once the mass warning and notification system 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 (continuity of 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 as shown in figure 6-2 in order 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 course of action for installation commanders to proceed with preplanned responses to any incident.

e. Core components. As stated in chapter 6, these EM capabilities shall consist of 6 core components common to the Response to all emergencies, regardless of cause. These core EM capabilities include: (1) C3, (2) mass warning and notification, (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 terrorism 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 and II 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 Host Nation) assistance. Type III and IV installations shall be reliant upon Federal, State, and local (or Host Nation) 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 Host Nation 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.

e. Time considerations. An emergency may occur anywhere, at anytime. 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. Per 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 shall not be performed during any response operations without the order of the incident commander. The incident commander shall not order such an entry except in the case of an imminent loss of life or a MEF and, whenever possible, shall consult with the confined space program manager 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 hazardous materials off-gassing by combustion of common, residential appliances as well as other hazards. In addition to hazardous materials 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 law enforcement 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 law enforcement, 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 the preparedness phase, 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 shall 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 law enforcement 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 shall coordinate with DES on the capabilities and capacity of assigned Law Enforcement and Physical Security resources, including Security Guards. Law Enforcement and Physical Security units shall 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 law enforcement 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. Law enforcement and physical security shall contribute to the law enforcement and physical security FAA and develop supporting SOPs based upon assigned functions and tasks identified within the installation EM plan. Law enforcement and physical security personnel shall 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 law enforcement personnel include, but are not limited to:

(a) The authority of Department of the Army (DA) civilian police and security guard personnel to perform law enforcement 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, Article 7 302(b)(1).

(c) Cooperation with civilian law enforcement officials will be in accordance with reference DODD 5525.5.

(d) Use of Army law enforcement and physical security personnel outside the boundaries and authorities for the installation's legal jurisdiction shall be constrained as detailed in DOD policy, including DODD 5525.5, DODI 5525.13, and DOD 5500.7-R, and applicable Army regulations.

(2) *Contract Guard Force.* Considerations regarding the use of Contract Guard Force personnel 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. Law enforcement 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 law enforcement 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 fire and emergency services.

(a) Assumes law enforcement and physical security dispatchers are trained, certified, and maintained as DOD Telecommunicator I or II depending upon assignments per 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:

- Emergency call-taking (911 or local emergency number).
- Alarm monitoring.
- Security camera monitoring and/or access.
- Receiving external notifications (medical, public health).
- Operating the mass warning and notification system.

(2) Law enforcement and physical security operations. Functions typically include the following:

- Conduct patrol operations.
- Conduct fixed post and/or station operations.
- Maintain entry control point (ECP) access control.

- Establish incident command (depending upon incident).
- Support incident commander as law enforcement branch director within the ICP operations section.
- Comply with responder accountability requirements.
- Conduct and/or support scene assessment.
- Establish incident site cordon and/or perimeter.
- Establish and/or support incident site entry and/or exit control procedures.
- Conduct search for secondary devices and hazards, as directed.
- Establish procedures to permit entry of mutual aid responders into the installation during increased FPCON levels.
- Establish and/or support traffic control points (TCPs) and safe routes for evacuation and for ingress of emergency vehicles.
- Support continuity program security requirements.
- Provide security for ICP, staging area(s), EOC, JIC, MTF, evacuation collection points, and mass care facilities.
- Conduct scene/evidence preservation (all environments).
- Conduct evidence collection, as directed (noncontaminated environments).
- Ensure chain of custody procedures are implemented and maintained.
- Conduct and/or support criminal investigations, as directed.
- Provide special reaction teams, as directed.

c. Process. Law enforcement and physical security units are Category 5 first responders to emergencies as identified in installation dispatch center SOPs. Law enforcement and physical security units shall be activated by the installation dispatch center through the emergency communications system and as identified in the installation EM plan through the mass warning and notification system 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 law enforcement 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 noncontaminated environments (ICP/staging areas), and cold zone/noncontaminated environments (other areas).

(1) *Cold zone operations or noncontaminated environments (other areas).* Law enforcement and physical security personnel solely conducting operations in the cold zone shall 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 noncontaminated environments (incident command post/staging areas).* Law enforcement and physical security personnel solely conducting operations in the cold zone shall 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).* Law enforcement and physical security personnel establishing and maintaining the security cordon along the warm zone-cold zone boundary shall 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).* Law enforcement 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) shall employ Level C PPE with approved NIOSH CBRN-certified powered air purifying respirator (PAPR). See table 18–3 for more information.

(5) *Hot zone operations.* Law enforcement and physical security personnel shall not operate in an unknown contaminated environment requiring Level A PPE. Law enforcement 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. Law enforcement and physical security units shall be located in appropriate facilities as determined and resourced by DES. Law enforcement and physical security assets, to include structures, apparatus, pre-designated areas, and posts/stations, shall be geo-coded in the installation EOC's IMS for rapid identification and resource management.

f. Management. Law enforcement 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. Law enforcement and physical security units are equipped with appropriate equipment and rolling stock as determined and resourced by the law enforcement 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 law

enforcement 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 Host Nations). 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 law enforcement is an existing capability with existing requirements regarding assigned law enforcement 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 AEFPP 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

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	—

Table 18–2
Law enforcement and physical security resource type definitions: personnel enforcing warm zone-cold zone cordon—Continued

Gear bag	Per person	1	1	—
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Legend for Table 18-2:

* If assigned.

X - required minimum capability as fielded by JPM–IPP and AEFRR 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 AEFRR 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 law enforcement personnel. Role of assigned personnel (this is not the entire force, only select personnel) is to establish law enforcement 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 shall 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 shall 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:

- Device localization.
- Incident scene reconnaissance.
- Device identification.
- Device neutralization.
- RSP.
- Recovery and exploitation.
- 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 courses of action based upon the available information and proposes a plan for execution of the approved course of action, 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 fire and emergency services 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 shall coordinate with DES on the capabilities and capacity of assigned fire and emergency services units. These services may be provided by regional or other external providers. Fire and emergency services shall 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 fire and emergency services 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. Fire and emergency services shall contribute to the fire and emergency services FAA and develop supporting SOPs based upon assigned functions and tasks identified within the installation EM plan. Fire and emergency services shall 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. Regardless of organic resources, it is the responsibility of all installations to identify 2 or more fire and emergency services 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. Fire and emergency services 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 fire and emergency services functional area includes the following:

(1) Dispatch operations conducted either independently or in collaboration with other Category 5 First Responders, to include law enforcement.

(a) Assumes fire and emergency services dispatchers are trained, certified, and maintained as DOD Telecommunicator I or II depending upon assignments per DOD 6055.06–M and NFPA 1061.

(b) Assumes bi-lingual or multilingual capabilities at foreign locations (overseas) and at select domestic locations.

(c) Functions typically include the following:

- Emergency call-taking (911 or local emergency number).
- Alarm monitoring.
- Receiving external notifications (medical, public health).
- Operating the mass warning and notification system.
- 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 fire and emergency services units meet travel and response times per DODI 6055.6.

(b) Functions typically include the following:

- Establish incident command (depending upon incident).
- Ensure responder accountability.
- Conduct scene assessment.
- Direct establishment of incident cordon.
- Direct establishment of entry and/or exit control procedures.
- Conduct fire suppression operations.
- Conduct technical rescue operations.
- Conduct victim rescue operations.
- Conduct patient extrication operations.
- Conduct initial triage (depending on provision of EMS).
- Conduct fireground overhaul operations.
- 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: swiftwater rescue, high and low angle rescue, trench collapse rescue, wilderness search and rescue (SAR), Urban SAR, and similar specialties.

c. Process. Fire and emergency services are first responders to emergencies as identified in installation dispatch center SOPs. Fire and emergency services units shall be activated by the installation dispatch center through the emergency communications system and as identified in the installation EM plan through the mass warning and notification system with a team-specific recall group assignment, to include off-duty personnel as specified by the fire and emergency services chief.

d. Location and/or infrastructure. Fire and emergency Services units shall be located in appropriate facilities as determined and resourced by the fire and emergency services chief and the DES. Fire and emergency services assets, to include structures, apparatus, predesignated areas (for example, - fire control rooms or equivalent in high occupancy buildings), fire mains, and hydrants shall be geo-coded in the installation EOC's IMS for rapid identification and resource management.

e. Management. Fire and emergency services units are staffed with paid professional personnel as determined and resourced by the fire and emergency services chief and the DES.

f. Equipment. Fire and emergency services units are equipped with appropriate equipment and rolling stock as determined and resourced by the fire and emergency services 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, fire and emergency services may be typed as NIMS Tier One or NIMS Tier Two assets depending upon existing capabilities. Fire and emergency services is responsible for conducting all resource typing regarding their organic capabilities and external needs and shall 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 host nations). 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 fire and emergency services 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 ACSIM fire and emergency services program manager 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 shall coordinate with DES on the capabilities and capacity of assigned fire and emergency services units. Fire and emergency services shall be the lead department in providing the HAZMAT response functional area and personnel performing these functions shall 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 for fire and emergency services 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. Fire and emergency services shall 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. Fire and emergency services 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, fire and emergency services 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:

- Support the incident commander.
- Serve as HAZMAT branch director position within the ICP operations section.
- Comply with responder accountability requirements.
- Support scene assessment process.
- Use of dispersion modeling guides and/or systems.
- Recommend establishment of contamination control zones.
- Recommend establishment of entry and/or exit control procedures.
- Conduct victim rescue operations.
- Conduct atmospheric monitoring and detection.
- Conduct environmental sampling to determine type and level of contamination.
- Conduct technical team (responder) decontamination.
- Conduct casualty decontamination of ambulatory and nonambulatory patients.

(2) All fire and emergency services personnel assigned to active fire suppression duties are assumed to have been trained, certified, and maintained at the DOD IFSAC HAZMAT operations-level competencies per DOD 6055.06–M.

(3) Assumes that all fire and emergency services battalion and departmental chiefs are trained, certified, experienced, and maintained at the DOD IFSAC HAZMAT incident commander level.

c. Process. Fire and emergency services 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 fire and emergency services 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 fire and emergency services 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 fire and emergency services 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 through 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 hazardous materials, 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 hazardous materials response and recovery procedures and device/incident recognition, if possible.

d. Location and/or infrastructure. See fire and emergency services functional area.

e. Management. See fire and emergency services functional area.

f. Equipment. See fire and emergency services 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 host nations). 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 fire and emergency services 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 ACSIM fire and emergency services program manager 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 objectives³	DHS TCL			
<i>Assess a HAZMAT Incident</i>	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.
<i>Manage HAZMAT Response</i>	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.
<i>Rescue Victims</i>	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-IDLH 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-IDLH environment.	No organic ability to rescue contaminated casualties.

Table 18–7
Hazardous materials resource type definitions: entry team—Continued

Resource		HAZMAT Entry Team		
Category	HAZMAT response		Kind	Team
Minimum Capabilities		Type I	Type II	Type III
Component	Metric			
<i>Control the Hazard</i>	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.
<i>Conduct Monitoring and Sampling Operations</i>	DHS TCL	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>
Personnel⁴	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 Requirements⁵	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 capabilities⁶				
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	-	-

Table 18–7
Hazardous materials resource type definitions: entry team—Continued

Resource		HAZMAT Entry Team		
Category		HAZMAT response	Kind	Team
Minimum Capabilities		Type I	Type II	Type III
Component	Metric			
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 testing⁶				
Presumptive identification - chemical		X	X	-
Presumptive identification - biological		X	-	-
Presumptive identification - spec. chemicals ⁶		R	-	-
Radiation monitoring⁶				
Survey - Gamma		X	X	-
Survey - Beta		X	-	-
Survey - Alpha		R	-	-
Survey - Neutron		-	-	
Personal dosimeters		X	X	-
Radio-isotope identification device		-	-	
Air monitoring⁶				
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 concentration ⁶		X	-	-
Sampling⁶				
Sampling - Solid		X	-	-
Sampling - Liquid		X	-	-
Sampling - Air/Vapor		-	-	-
Special capabilities⁶				
Specialized equipment based upon local risk		R	-	-
Heat sensing capability		O	-	-
Light amplification capability		O	-	-
Digital imaging documentation capability		X	-	-
Intervention⁶				
Dike, dam, and absorption capability		X	X	-
Liquid leak intervention		X	-	-
Neutralize, plug, and patch capability		X	-	-
Vapor leak intervention		X	-	-

Table 18–7
Hazardous materials resource type definitions: entry team—Continued

Resource		HAZMAT Entry Team		
Category		HAZMAT response	Kind	Team
Minimum Capabilities		Type I	Type II	Type III
Component	Metric			
Advanced intervention capabilities ⁶		R	-	-
Team (responder) decontamination⁶				
Team (responder) decontamination ¹¹ Known and unknown agents		X	X	-
Retention basin		1	1	
Waste water bladders (250 gallon)		1	1	
Flash water heater		-	-	
Communications⁶				
Voice amplifier (SCBA/PAPR/APR)		X	R	
In-suit, wireless voice		X	-	-
Wireless data		-	-	-
Secure wireless voice		-	-	-
Technical references⁶				
Printed and electronic		X	X	X
Dispersion modeling with map overlays		X	-	-
Other				
Trailer or deployment container		X	-	-
Sustainability⁶				
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 AEFRR Tier 2 and Tier 1 material packages.

R - when required by position or local conditions.

O - optional capability determined and resourced by provider (fire and emergency services).

“-” - not required.

N/A - not applicable.

Notes:

¹ The lowest accepted capability level for fire and emergency services personnel is DOD IFSAC HAZMAT operations competencies.

² If fire and emergency services 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 per DOD 6055.06–M.

⁶ Supporting equipment capabilities and subcategories per 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 AEFRR 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, multipiece) 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 AEFRR.

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 objectives³	DHS TCL			
<i>Decontaminate casualties</i>	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 decontaminate casualties.
Personnel⁴	—	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
Law enforcement ⁵	-	4	2	N/A
Training requirements⁶	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 capabilities⁶				
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 monitoring⁶				
Personal dosimeters	DHS TCL	X	X	N/A
Casualty decontamination⁶				
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 gal- lon)	DHS TCL	4	2	N/A
Flash water heater	DHS TCL	R	—	N/A
Communications⁶				
Voice amplifier (SCBA/PAPR/ APR)	DHS TCL	X	X	N/A

Table 18–8
Hazardous materials resource type definitions: casualty decontamination team—Continued

Resource	HAZMAT casualty decontamination team			
Category	HAZMAT response		Kind	Team
Minimum capabilities		Type I	Type II	Type III
Component	Metric			
Radio (with charger, spare battery, lapel mic)	DHS TCL	1 (Team leader)	1 (Team Leader)	N/A
Technical references⁶				
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
Nonambulatory casualties decontaminated ⁶	DHS TCI (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 AEFPR Tier 2 and Tier 1 material packages.

R - when required by position or local conditions.

O - optional capability determined and resourced by provider (fire and emergency services).

“-” - not required.

N/A - not applicable.

Notes:

¹ The lowest accepted capability level for fire and emergency services personnel is DOD IFSAC HAZMAT operations competencies.

² If fire and emergency services 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 per DOD 6055.06–M

⁶ Supporting equipment capabilities and subcategories per 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 AEFPR 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, nonencapsulating, jumpsuit, multipiece) 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 AEFPR.

18–12. Emergency medical services

a. Requirement. In order to provide EMS functions to the Army community, all EM programs shall 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) fire and emergency services, (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 shall 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. Fire and emergency services and the MTF shall 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 law enforcement and fire and emergency services. This service assumes EMS dispatchers are trained, certified, and maintained as DOD Telecommunicator I or II depending upon assignments per 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 Host Nation) licensing and/or certification requirements aligned to the following model:

- BLS.
- ALS.

c. Location and/or infrastructure. See fire and emergency services or medical response functional area depending upon sponsorship.

d. Management. See fire and emergency services or medical response functional area depending upon sponsorship.

e. Equipment. See fire and emergency services 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 shall 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 Host Nations). 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 fire and emergency services 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 ACSIM fire and emergency services program manager 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 ²	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 ²	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					

Table 18–9
Ambulances (ground) resource typing definitions—Continued

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 01–10, all EM programs shall 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 shall 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—

- 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.
- Be administered in the closest safe area for the level of care required.
- Be supported by additional health care resources, established by support agreements and support contracts.
- Include plans for CS operations.
- Be procedurally compliant and interoperable with NIMS.
- Adopt hospital incident command system as the incident management system for all MTFs in order to ensure medical interoperability.
- Be procedurally compliant and interoperable with EM standards established by the Joint Commission and the CDC.
- Coordinate planning, preparedness, and response operations with the advisement of the installation PHEO and the Director of Health Services.
- Have the capability, through preexisting policies and support agreements, to surge assets and capacity as needed based upon the incident.

Designated MTF personnel shall 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. Per DODI 6055.17, DODI 6200.03, MEDCOM OPLAN 01–10, 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 shall 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:

- Roles and responsibilities of the medical emergency manager.
- Ready Army Community Preparedness Campaign integration.

- NIMS implementation.
- Capabilities of civilian hospitals and other DOD MTFs in the geographic area.
- Applicable support agreements and support contracts.
- Facility evacuation, SIP, and mass care procedures, to include personnel accountability.
- Syndromic Surveillance procedures.
- Medical Surveillance procedures.
- MTF EOC operations, including recall procedures.
- Coordination with the supporting installation dispatch center(s).
- Emergency Communications capabilities and procedures.
- Mass warning and notification system integration.
- EMS (in coordination with fire and emergency services).
- ED operations, to include triage procedures.
- Public health and preventive medicine operations, including the role and responsibilities of the installation PHEO.
- Pharmaceutical management (in support of fire and emergency services and EMS).
- Incidents resulting in mass casualties.
- Casualty management and/or tracking.
- Medical information operations.
- Facility access control procedures (lockdowns), including law enforcement and security support requirements from the installation.
- Management and/or decontamination of self-referred casualties.
- Decontamination bypass procedures for decontaminated patients arriving via EMS.
- Inter-facility transfer of noncritical patients to increase bed availability.
- Healthcare system evacuation procedure
- NDMS and Federal Coordinating Center responsibilities, if assigned.
- 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 01–10, 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 shall coordinate, manage, and provide—

- Health services, to include Category 5 First Receiver capabilities.
- Emergency medical care, to include mass casualty care and triage.
- Patient movement (intrafacility, interfacility, and, if providing EMS, transport from the incident site to the MTF).
- Psychological support, to include support of Disaster Mental Health requirements detailed in chapter 19.
- Pharmacy services, to include pharmaceutical management of chemical pharmaceutical countermeasures and related stockpiles.
- Dental services.
- 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 shall 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 shall coordinate development of procedures for emergency access to medical chemical biological defense material, other DOD contingency stockpiles, and the SNS. Details shall 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:

- Establish a program of disaster preparedness that uses services of all appropriate agencies.
- Make grants to States, upon their request, for the development of plans and programs for disaster preparedness and prevention.
- Ensure that all appropriate Federal agencies are prepared to issue warnings of disasters to State and local.

(1) *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:

- 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.
- Appoint a Federal coordinating officer to operate in the affected area.
- 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.

(2) *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:

- 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.
- Provide, either by purchase or lease, temporary housing for those who require it as a result of a major disaster.
- 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.
- Make grants to states for the purpose of State-issued grants to individuals or families to meet disaster-related necessary expenses or serious needs.
- 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.

(3) *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.

(4) *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.

(5) *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. The NRF defines the principles, roles, and structures that organize how Federal, State, tribal, and local governments respond to multi-agency, multijurisdictional emergencies. The NRF—

- Describes how local communities, tribes, states, the Federal government, private-sector, and NGO partners work together to coordinate National response.
- Describes specific authorities and best practices for managing incidents.
- 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 <http://www.fema.gov/emergency/nrf/>. For an overview of the NRF, complete the FEMA IS course IS-800B online at <http://training.fema.gov/EMIWeb/IS/IS800b.asp>, which is part of the NIMS Phase I 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 Homeland Security Presidential Directive 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 terrorism 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, 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 <http://training.fema.gov/EMIWeb/IS/is860a.asp>. 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 oil and hazardous substance 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 oil and hazardous substance 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 www.epa.gov/OEM/content/lawsregs/ncpover.htm 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 oil and hazardous substance 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 point of contact 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 <http://www.nrc.uscg.mil>.

h. National search and rescue plan. 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 (NSARC) 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 [www.uscg.mil/hq/cg5/cg534/manuals/Natl_SAR_Plan\(2007\).pdf](http://www.uscg.mil/hq/cg5/cg534/manuals/Natl_SAR_Plan(2007).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 www.dhs.gov/xlibrary/assets/national_emergency_communications_plan.pdf.

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:
 - 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.
 - 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.
 - Veterinary medical assistance teams work under the guidance of local authorities to provide technical assistance and veterinary services.
 - National medical response teams-weapons of mass destruction. Three level-1 DMATs have been configured into highly specialized, nationally deployable subunits. They deploy to a hazardous material environment to provide medical and decontamination services, and to assist Federal agencies. The National medical response teams-weapons of mass destruction 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.

(4) *Federal coordinating centers.* MTFs may be assigned as FCC for NDMS. Each FCC is responsible for a geographic area, usually 50 miles in radius, with at least 200 hospital beds, a major airport, a Federal medical facility to provide support, and adequate transportation for patient reception and distribution. All NDMS FCCs are associated with either a DOD MTF or a Veterans Administration Medical Center. 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. MTFs other than FCCs are alerted of NDMS activation by their respective FCCs. MTFs support NDMS with patient care services under conditions similar to an EM plan or mass casualty situation. The FCC will regulate patients to the MTFs.

k. *Urban search and rescue task forces.* The National Urban Search and Rescue 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 Search and Rescue 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 Search and Rescue 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 hazardous materials releases. See www.fema.gov/emergency/usr/index.shtml 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. Per AR 200-1, representatives shall 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 Host Nation) 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, Host Nation 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 shall 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:

- Eliminate life-threatening conditions.
- Sustain and/or restore critical operations.
- Restore essential operations.
- Restore essential services.
- Provide emergency public information to the Army community.
- Provide community planning and development.
- Provide for public health and safety.
- Provide suitable housing conditions.
- Building codes, permits, and inspection process.
- Provide and/or manage financial assistance to all sectors of the Army community.
- Resume normal economic and social activity within the Army community.
- Return personnel to normal work schedules and assignments.

19-3. Recovery priorities

The installation commander shall establish recovery priorities consistent with the installation's supported missions. Consideration shall 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

Priority	Functions	Timeline
1	Sustain critical operations	Continuous
	Sustain critical infrastructure	Continuous
	Restore and/or maintain essential operations	Continuous
2	Restore and/or maintain essential services	Continuous
	Transportation (short-term)	Days 1–4 to 1 month+
	Communications	Days 1–2 to 2 months+
	Casualty management	Days 1–15
3	SAR	Days 1–15
	Local safe haven management	Days 5–7
	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+
4	Public health and mental health	Ongoing to 6 months+
	Damage assessment	Days 1–2 (Rapid) to 2 weeks
	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+
5	Supplemental funding requests	Ongoing to 6 months+
	Debris management	Ongoing to 6 months+
	Utility reconstruction	1–6 months+
	Building code review and permits	1–6 months+
	Transportation (long-term)	1–6 months+
6	Housing and/or facility construction	1 month to multiple years
	Community reconstruction	1–5 years
	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 shall 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 shall consist of the following representatives at a minimum. The installation commander shall 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 shall 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 shall remain in effect until DAMO–ODP establishes an Army resource type definition for the RWG.

Table 19–2
Installation recovery working group membership

Installation RWG		
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
Installation emergency manager	Recreation services	Port operations
Installation PHEO	Child and youth services	Tenant organization Reps
DPW	DPW	ARNG tenants
Environmental office	Housing office	Reserve component tenants
Engineering office	NEC	DOD school
Ops and maintenance	IA	DOD childcare/daycare
Master planning	RSO (Chaplain)	AAFES/DeCA
DOL	IRACO (Audit)	
Transportation office	Tenant organization reps	
Supply services	General tenants	
DES	Liaisons	
Law enforcement	FSTLOSP (HN) liaisons	
Fire and emergency services	LEPC liaison	
DFMWR	NGOs/FBOs	
Army Community Service	Humane Society	
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 Army Community Service or another DFMWR representative as determined in coordination with the installation commander. Typical areas of involvement include the following:

- Individual assistance such as emergency repairs, building supplies, and essential furniture needs.
- Coordination and disbursement of donated monies in coordination with DFMWR Army Emergency Relief.
- Advocacy issues in coordination with command ombudsman to provide information, promote investigation of

- complaints, and assist with community dispute resolution.
- Donations management redistribution (connecting existing donations with those in need of those donated it).

b. Recovery planning. Recovery planning shall 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 installation emergency manager. 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 Family Assistance Center 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 shall continue communication during recovery operations by providing pertinent information such as conveying impacts and analyses of the incident. Additionally, installations shall 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 considerations. Public safety during the recovery phase is the responsibility of DES law enforcement personnel as noted in appendix E. In addition to ongoing prevention phase activities, such as ECP access control, additional public safety considerations include—

- Enforcing reentry procedures, to include reentry permitting.
- Establishing and enforcing curfews, if necessary.
- 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.
- 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 shall be equipped with appropriate respiratory protection as determined by the incident commander with the advice of the installation safety office 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, shall be equipped with appropriate PPE as determined by the incident commander with the advice of the installation safety office, 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:

- Establishing sanitary conditions for workers and residents.

- Establishing vector control of mosquitoes, rats, and other disease vectors.
- Management of mold and mildew assessment and removal operations necessary for housing reoccupation.
- Management of public health issues resulting from lack of water treatment facilities, wastewater pumping and treatment, solid waste collection, and disposal.
- Continuing syndromic surveillance operations.
- 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 01–10, and MEDCOM OPORD 08–55 for specific guidance. The CDC provides public health outreach materials for community distribution at www.cdc.gov/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 shall 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 01–10, MEDCOM OPORD 08–08, and MEDCOM OPORD 10–38 for specific medical guidance.

Note. DAMO–ODP shall ensure that the OTSG recognizes this requirement and prepares to support such requests from the impacted installation commander.

- c. Process.* Counseling services shall be coordinated through the FAC when activated. Facility requirements shall 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 shall 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 shall 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 shall coordinate with USACE to standardize damage assessment procedures and cost estimating process.

- c. Services.* Damage assessment teams shall provide the following services tailored to the installation needs and the specific emergency being addressed:

- Conduct initial damage assessment by installation zone.
- Completion of damage survey reports by installation zone.
- Geo-coding of damage survey reports for entry by the installation EOC GIS manager.
- Conduct secondary damage assessments by installation zone (or as directed).

d. Process. Damage assessment teams shall be activated by the installation EOC or as identified in the installation EM plan through the mass warning and notification system 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 shall 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 shall be identified in the installation EM plan, shall be categorized as Category 5 first responders, and shall 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 and 8–4, the relevant task-specific training necessary to perform their assigned functions, and completion of IS 708: Rapid damage assessment available at <http://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 rehabilitation and continues throughout the recovery phase until all structures are either cleared for rehabilitation or slated for demolition.

b. Requirement. All EM programs shall 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 shall 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 shall coordinate with USACE to standardize structural evaluation procedures.

c. Services. Structural evaluation teams shall provide the following services tailored to the installation needs and the specific emergency being addressed:

- Conduct structural evaluation by installation zone.
- Classification of buildings and structures by installation zone.
- Geo-coding of building and/or structure classifications for entry by installation EOC GIS Manager.
- 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 shall be activated by the installation EOC or as identified in the installation EM plan through the mass warning and notification system 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 shall 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 shall be identified in the installation EM plan, shall be categorized as Category 5 first responders, and shall 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 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 and 8–4 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 shall 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 shall 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 shall 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 shall coordinate with USACE to standardize debris management procedures and cost estimating process.

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

- Establish one or more debris staging areas in coordination with the DPW Environmental Office and the identified property owner(s).
- Conduct initial debris management by installation zone.
- Completion of debris management reports by installation zone.
- Geo-coding of debris management reports for entry by installation EOC GIS Manager.
- Conduct follow-on debris management by installation zone (or as directed).

d. Process. Debris management teams shall be activated by the installation EOC or as identified in the installation EM plan through the mass warning and notification system 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 shall 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 shall be identified in the installation EM plan, shall be categorized as Category 5 first responders, and shall 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 the preparedness phase. 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 8-4 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 shall coordinate with DOL, DHR, and the supporting MTF on the availability and capabilities for fatality management and mortuary affairs. DOL 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 shall 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 shall be conducted in accordance with JP 4-06 and FM 4-20.64.

(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 8-4 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 per 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 hazardous materials (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, shall not be performed by installation personnel. The DPW Environmental Office shall coordinate with the appropriate Federal agencies, including, but not limited to, EPA, to effect decontamination and remediation of equipment or a site contaminated by hazardous materials (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 hazardous materials (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 shall 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 Army Community Service (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 shall provide input to the performance measures associated with Service Area 604 Army Emergency Management as a component of their normal ISR process per AR 210–14. DAMO-ODP serves as the HQDA proponent for Service Area 604 and shall 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 shall use the Defense Readiness Reporting System for reporting the readiness and ability to successfully conduct all assigned tasks in support of assigned missions per 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 shall 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 shall 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 shall participate in applicable assessments, to include the DOD Integrated Vulnerability Assessment (DOD IVA), force protection assistance teams (FPATs), High headquarters assessment Teams (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 shall 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 shall 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 <http://www.emaponline.org/>. The EMAP certification requires compliance with NIMS and NFPA 1600 as detailed in this instruction.

Appendix A References

Section I Required Publications

Army Directive 2011-04

Army Protection Program (Cited in paras 3-6f, 14-1a.)

AR 525-27

The Army Emergency Management System (Cited in paras 1-2, 1-4, 1-14a, 2-4, 4-1d(3), 4-3b, 5-1a, 6-1a, 7-2a, 7-3a, 8-3c, 11-1a, 11-5a, 11-5a(4), 11-6, 13-2b, 13-3b, 13-5b, 13-7, 13-8a, 13-8b, 13-9a, 13-12b, 13-15, 13-18b, 13-20b, 13-23a, 14-7a(2), 18-8a, 18-8h, 18-10a, 18-13a, 19-1, 20-1, 20-3a(2), and E-5a(4).)

DODI 6055.17

DOD Installation Emergency Management (IEM) Program (Cited in paras 2-4h, 3-8d, 4-1d(3), 4-1e, 4-2b, 4-3b, 5-1a, 6-1a, 6-1b, 6-5a, 6-6f(1), 6-7d, 7-2a, 7-2e, 7-2f, 7-3a, 7-3b, 7-3d, 9-6a, 11-1a, 11-3k, 11-5a, 12-1b, 12-4a, 12-5b(2), 13-2a, 13-3b, 13-8a, 13-15, 14-7a(1), 14-7a(2), 15-1c, 15-1f, 15-3c(4), 15-9d, 16-1a, 18-8a, 18-8h, 18-10a, 18-13a, 18-13b, 18-13c, 19-1, and 20-1.)

NFPA 1600

Standard on Disaster/Emergency Management and Business Continuity Programs (Cited in paras 2-4h, 2-4g, 5-1a, 6-6g, 6-6f, 7-2a, 7-2e, 7-3, 9-1a, 9-1c, 9-6a, 10-3, 11-1a, 11-3c, 11-5a, 12-1b, 13-7, 13-8a, 19-1, 20-4, and G-4c.) (Available at <http://www.nfpa.org>.)

NIMS

National Incident Management Systems (Cited in paras 1-11d, 1-13b(4), 1-14e, 2-1f, 2-2c(1), 2-4a, 2-4h, 3-6d(1), 3-6d(4), 6-1a, 6-2b, 6-4c(3), 6-6f, 6-6g, 7-3, 8-1, 8-2, 8-3, 8-4, 8-5, 8-6a, 8-6b, 8-7a, 8-7b, 8-8a, 9-1b, 9-3a, 9-4, 11-1a, 11-1b, 11-3, 11-5a, 11-6a, 12-2g, 12-4g, 12-7g, 12-8c, 12-11g, 12-13g, 13-1g, 13-2b, 13-3b, 13-8a, 13-9a, 13-10a, 13-12b, 13-15, 13-18a, 13-19a, 13-20a, 13-21a, 13-22, 13-25a, 13-26a, 15-3c(5), 18-2c, 18-4a, 18-6a, 18-8h, 18-10g, 18-11g, 18-12f, 18-13, 18-14b, 18-14d, 19-1, 19-11, 19-12, 19-13, 19-14c, 20-4, and app H.) (Available at <http://www.fema.gov/emergency/nims/>.)

NRF

National Response Framework (Cited in paras 1-4, 1-6, 1-8, 8-2.) (Available at <http://www.fema.gov/emergency/nrf/>.)

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 <http://www.dtic/whs/directives>. FEMA publications are available at <http://www.fema.gov>. HSPD publications are available at <http://www.nrc.gov>. Public laws are available at <http://thomas.loc.gov/bss/>. United States code are available at <http://www.gpoaccess.gov/uscode>.

ALARACT 218/2009

ALARACT Army Emergency Management Program Implementation

APCO 25

Consensual Standard 25, "Standards for Public Safety Digital Radio (Available at <http://apcointl.org/spectrum-management/resources/interoperability/p25.html>.)

AR 11-34

The Army Respiratory Protection Program

AR 25-1

Army Knowledge Management and Information Technology

AR 25-6

Military Affiliate Radio System (MARS) 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 71-32

Force Development and Documentation – Consolidated Policies

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

The Army Installations 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 570–7

Equipment Survey Program

AR 600–20

Army Command Policy

AR 608–1

Army Community Service Center

AR 700–90

Army Industrial Base Process

AR 710–2

Supply Policy Below the National Level

AR 735–5

Policies and Procedures for Property Accountability

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 <http://www.atcouncil.org/pdfs/ATC201tocv2.pdf>.)

CJCS 3150.05D

Joint Reporting System Situation Monitoring Manual (Available at http://www.dtic.mil/cjcs_directives/cjcs/manuals.htm.)

CPG 101

Comprehensive Preparedness Guide (CPG) (Available at <http://www.fema.gov/prepared/plan.shtm>.)

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 700-56

Logistics Support Supportability Planning and Procedures in Army Acquisition

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 www.asafm.army.mil/.)

DOD 0-2000.12-H

DOD Antiterrorism Handbook

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

Emergency-Essential DOD Civilians

DODD 2000.12

DOD Antiterrorism (AT) Program

DODD 3020.26

Defense Continuity Program

DODD 3020.40

Defense Critical Infrastructure Program (DCIP)

DODD 3025.1

Military Support Civil Authorities

DODD 3025.15

Military Assistance to Civil Authorities

DODD 3025.16

Military Emergency Preparedness Liaison Officer (EPLO) Program

DODD 3025.18

Defense Support of Civil Authorities

DODD 3150.5

DOD Response to Improvised Nuclear Device (IND)

DODD 3150.08

DOD Response to Nuclear and Radiological Incidents

DODD 4715.1E

Environment, Safety, and Occupational Health

DODD 5000.1

Defense Acquisition System

DODD 5030.41

Oil and Hazardous Substance Contingency Program

DODD 5134.8

Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs

DODD 5158.04

United States Transportation Command (USTRANSCOM)

DODD 5525.5

DOD Cooperation with Civilian Law Enforcement Officials

DODD 7730.65

Defense Readiness Reporting System (DRRS)

DODI 1400.32

DOD Civilian Workforce Contingencies

DODI 2000.12

DOD Antiterrorism Program

DODI 2000.16

DOD Antiterrorism Standards

DODI 2000.21

Foreign Consequence Management

DODI 3001.02

Personnel Accountability

DODI 3020.37

Essential DOD Contractor Services

DODI 3020.42

Defense Continuity Plan

DODI 3020.45

Defense Critical Infrastructure Program (DCIP)

DODI 3020.52

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

DODI 4000.19

Interservice and Intragovernmental Support

DODI 5000.02

Operation of the Defense Acquisition Systems

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 6055.1

DOD Safety and Occupational Health (SOH) Program

DODI 6055.5

Occupational Health

DODI 6055.6

Fire and Emergency Services 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

DTM 10-023

Emergency Family Assistance

EPA 550-F-00-009

First Responders' Environmental Liability Due to Mass Decontamination Runoff (Available at <http://www.epa.gov/oem/docs/chem/onepage.pdf>.)

EO 12196

Occupational Safety and Health Programs for Federal Employees

EO 12699

Seismic Safety of Federal and Federally Assisted or Regulated New Building Construction

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 (Available at www.adtdl.army.mil.)

FM 3-11.34

Multiservice Tactics, Techniques, and Procedures for Installation CBRN Defense

FM 3-28.1

Multiservice Tactics, Techniques, and Procedures for Civil Support Operations

FM 4-20.64

Mortuary Affairs Operations

FM 5-19

Composite Risk Management

HLS ACT

(Available at http://www.dhs.gov/xabout/laws/law_regulation_rule_0011.shtm.)

HQDA EXORD 050-11

Army Emergency Management Initial Operational Capability Guidance (Available at Army EM AKO Page <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, Volume I, II, and III

Homeland Security Exercise and Evaluation Program (Available at <http://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

JFTR, Volumes I and II

Joint Federal Travel Regulations, Volumes I and II (Available at <http://www.defensetravel.dod.mil/site/travelreg.cfm>.)

JP 1-02

Department of Defense Dictionary of Military and Associated Terms (Available at www.dtic.mil/doctrine/new_pubs/jp1_02.pdf.)

JP 3-10.1

Joint Tactics, Techniques, and Procedures for Base Defense (Available at <http://www.defenshield.com/>.)

JP 3-28

Civil Support (Available at <http://www.defenshield.com/>.)

JP 3-68

Noncombatant Evacuation Operations

JP 4-06

Mortuary Affairs

MEDCOM OPLAN 01-10

All Hazards, U.S. Army Medical Command (Available at <https://ccc.apgea.army.mil/>.)

MEDCOM OPORD 08-08

Advanced Chemical, Biological, Radiological, Nuclear and High Yield Training (Available at <https://ccc.apgea.army.mil/>.)

MEDCOM OPORD 08-55

Implementation of the Army Medical Action Plan (AMAP) (Available at <https://ccc.apgea.army.mil/>.)

MEDCOM OPORD 10-38

(Available at <https://ccc.apgea.army.mil/>.)

MEDCOM Pamphlet 525-1

U.S. Army Medical Command (MEDCOM) Pamphlet, Medical Emergency Management Planning

MEDCOM Regulation 525-4

U.S. Army Medical Command and Office of the Surgeon General Emergency Preparedness and Response

NFPA 1 and 101

Consensual Standard (Available at <http://www.nfpa.org>.)

NFPA 471

Recommended Practice for Responding to Hazardous Materials Incidents (Available at <http://www.nfpa.org>.)

NFPA 472

Standard for Competencies for EMS Personnel Responding to Hazardous Materials Incidents (Available at <http://www.nfpa.org>.)

NFPA 473

Standard for Competencies for EMS Personnel Responding to Hazardous Materials Incidents (Available at <http://www.nfpa.org>.)

NFPA 1061

Standard for Professional Qualification for Public Safety Telecommunicator (Available at <http://www.nfpa.org>.)

NFPA 1500

Standard on Fire Department Occupational Safety and Health Program (Available at <http://www.nfpa.org>.)

NFPA 1561

Standard on Emergency Services Incident Management System (Available at <http://www.nfpa.org>.)

NFPA 1600

Standard on Disaster/Emergency Management and Business Continuity Programs (Available at <http://www.nfpa.org>.)

NFPA 1601

Selected Published Incidents Involving Cold Storage Facilities (Available at <http://www.nfpa.org>.)

NFPA 1991

Standard on Vapor-Protective Ensembles for Hazardous Materials Emergencies (Available at <http://www.nfpa.org>.)

NIMS 5-year Training Plan

Five-Year NIMS Training Plan (Available at <http://www.nfpa.org>.)

NIMS Guide 0001

NIMS Guide 0001: National NIMS Resource Typing Criteria (Available at <http://www.nfpa.org>.)

NIPP

National Infrastructure Protection Plan (Available at <http://www.fema.gov/>.)

NSP

National Search and Rescue (SAR) Plan (Available at <http://www.fema.gov/>.)

NUREG/CR-6864, Volume 1

Identification and Analysis of Factors Affecting Emergency Evacuations (Available at <http://www.nrc.gov>.)

OSHA 3151-12R

Personal Protective Equipment (Available at <http://www.osha.gov/Publications/osh3151.pdf>.)

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 <http://www.dhs.gov/>.)

Ready Army EXORD

HQDA ALARACT Execution Order #202-09 Ready Army (Available at Army EM AKO Page <https://www.us.army.mil/suite/group/23639>.)

STANAG 2984

Graduated Levels of NBC Threat and Associated Protection (Available at http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm3_11x4.pdf.)

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 <http://www.wbdg.org/>.)

UFC 4–021–01

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

USPS Publication 166

Guide to Mail Center Security (Available at <http://pe.usps.gov/>.)

3 CFR

Executive Orders <http://ecfr.gpoaccess.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 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 378

Nonpreemption of other law

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 1535

Agency agreements

31 USC 3142

Limitation

32 USC

National Guard

33 USC 701n

Flood control generally

42 USC 4321–4347

National Environmental Policy Act (NEPA)

42 USC 11001

Establishment of State commissions, planning districts, and local committees

42 USC 13101

Findings and policy

42 USC 5121

Congressional findings and declarations

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) Web site (www.apd.army.mil).

DA Form 2028

Recommended Changes to Publications and Blank Forms

DA Form 3161

Officer Evaluation Report Support Form

DA Form 4610–R

Junior officer Developmental Support Form

DD Form 1150

Request for Issue or Turn-in

Appendix B

Capability Matrix

This appendix provides a summary of the three capabilities-based installation type designations identified in chapter 2. 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 chap 13 for training and chap 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 Matrix

Type	Capability level	Emergency management capabilities	Supporting training	Supporting equipment
I	Technician	<p>Technician-level competency per NFPA 472 plus:</p> <ul style="list-style-type: none"> - Recognize any potential hazard or emergency condition - Issue Protective Action Recommendations to protected populace - Coordinate evacuation, mass care, and response with C3 capability - Sustain critical operations during and post-incident - Conduct defensive and offensive operations to save lives and protect property (conduct offensive operations in a contaminated environment) - Perform casualty decontamination operations - Perform team (responder) decontamination operations - Preserve evidence and conduct sampling operations with presumptive level of detection - Coordinate with response partners for confirmatory testing capabilities - Perform casualty and fatality management - Restore essential operations post-incident - Restore headquarters functions post-incident 	<ul style="list-style-type: none"> - Appropriate training and certification for all designated Category 1 personnel - Ready Army Community Preparedness training for entire protected populace <p>Appropriate training and certification for all designated Category 5 personnel including:</p> <ul style="list-style-type: none"> - Technician-level competency per NFPA 472 for identified Fire and ES HAZMAT response personnel - Operations-level competency per NFPA 472 for remaining Fire and ES personnel - Awareness-level competency per NFPA 472 for Army Law Enforcement personnel plus Operations-level competency per NFPA 472 for designated Army Law Enforcement personnel employing Personal Protective Equipment (PPE) and/or supporting decontamination operations 	<p>Appropriate C3 equipment including:</p> <ul style="list-style-type: none"> - Supporting Dispatch Center - Mass Warning and Notification System - Installation EOC and supporting Departmental Ops Centers - Emergency Communications <p>Appropriate equipment for designated, trained, and certified Category 5 personnel including:</p> <ul style="list-style-type: none"> - Mass Care equipment - Casualty and Fatality Management equipment - Team and Casualty Decontamination Systems - Appropriate PPE up to Level A PPE - Appropriate Presumptive Detection capabilities <p><i>* Not all Category 5 personnel receive above equipment</i></p> <p>Appropriate reference materials</p>

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 per NFPA 472 plus: <ul style="list-style-type: none"> - Recognize any potential hazard or emergency condition - Issue protective action recommendations to protected populace - Coordinate evacuation, mass care, and response with C3 capability - Sustain critical operations during 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 functions post-incident 	<ul style="list-style-type: none"> - Appropriate training and certification for all designated Category 1 personnel - Ready Army Community Preparedness training for entire protected populace <p>Appropriate training and certification for all designated Category 5 personnel including:</p> <ul style="list-style-type: none"> - Operations-level competency per NFPA 472 for all Fire and ES personnel - Awareness-level competency per NFPA 472 for Army Law Enforcement personnel plus Operations-level competency per NFPA 472 for designated Army law enforcement personnel employing PPE and/or supporting decontamination operations 	<p>Appropriate C3 equipment including:</p> <ul style="list-style-type: none"> - Supporting dispatch center - Mass warning and notification system - Installation EOC and supporting departmental Ops centers - Emergency communications <p>Appropriate equipment for designated, trained, and certified Category 5 personnel including:</p> <ul style="list-style-type: none"> - Mass care equipment - Casualty and fatality management equipment - Casualty decontamination systems - Appropriate PPE no greater than Level C PPE <p><i>* Not all Category 5 personnel receive above equipment</i></p> <p>Appropriate reference materials</p>

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

Type	Capability Level	Emergency management capabilities	Supporting training	Supporting equipment
III	Awareness	Awareness-level competency per NFPA 472 plus: <ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Appropriate training and certification for all designated Category 1 personnel - Ready Army Community Awareness training for entire protected populace <p>Appropriate training and certification for all designated Category 5 personnel including:</p> <ul style="list-style-type: none"> - Operations-level competency per NFPA 472 for all assigned Fire and ES personnel - Awareness-level competency per NFPA 472 for assigned Army law enforcement personnel 	<p>Appropriate C3 equipment including:</p> <ul style="list-style-type: none"> - Supporting dispatch center - Mass warning and notification system - Installation EOC and supporting departmental Ops Centers - Emergency communications <p>Appropriate equipment for designated, trained, and certified Category 5 personnel including:</p> <ul style="list-style-type: none"> - Mass care equipment <p><i>* Not all Category 5 personnel receive above equipment</i></p> <p>Appropriate reference materials</p>

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 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	Installation emergency manager	1-3
1.1.1	<i>Appoint installation emergency manager</i>	Installation commander	Installation commander	3
1.1.2	<i>Appoint installation PHEO</i>	Installation commander	Installation commander	3
1.1.3	<i>Appoint medical emergency manager</i>	MTF commander	MTF commander	3
1.1.4	<i>Appoint EM program coordinator at installation-owning commands</i>	Higher headquarters commander	Higher headquarters commander	3
1.1.5	<i>Establish a force modernization proponent for Army EM Program</i>	DAMO-ODP	TRADOC	3
1.1.6	<i>Appoint tenant EM coordinators</i>	Tenant organizations	Tenant organizations	3
1.2	Establish and manage installation EMWG	Installation EMWG	Installation commander	3
1.2.1	<i>Synchronize and integrate EM-related committees</i>	Installation EMWG	Installation EMWG	3
1.2.2	<i>Establish and manage Ready Army committee</i>	Installation EMWG	Installation EMWG	3
1.2.3	<i>Establish and manage the RWG</i>	Installation EMWG	Installation EMWG	19
1.3	<i>Develop and manage community profile</i>	Installation EMWG	Installation EMWG	2,4
1.3.1	<i>Conduct and maintain installation typing</i>	Higher headquarters	Higher headquarters	2
1.3.2	<i>Conduct and maintain personnel categorization</i>	Installation EMWG	Installation EMWG	4
1.3.3	<i>Conduct and maintain installation zoning</i>	Installation EMWG	Installation EMWG	4
1.4	<i>Conduct and maintain risk management process</i>	Installation EMWG	Installation EMWG	5
1.4.1	<i>Criticality assessment</i>	Installation EMWG	Installation EMWG	5
1.4.2	<i>Hazard assessment</i>	Installation EMWG	Installation EMWG	5
1.4.3	<i>Threat assessment</i>	Installation EMWG	Installation EMWG	5
1.4.4	<i>Vulnerability assessment</i>	Installation EMWG	Installation EMWG	5
1.4.5	<i>Consequence assessment</i>	Installation EMWG	Installation EMWG	5
1.4.6	<i>Capability assessment</i>	Installation EMWG	Installation EMWG	5
1.4.7	<i>Needs assessment</i>	Installation EMWG	Installation EMWG	5
1.5	Develop and maintain installation EM plan	Installation EMWG	Installation EMWG	6
1.5.1	<i>Develop and maintain basic plan</i>	Installation EMWG	Installation EMWG	6
1.5.2	<i>Develop and maintain support annexes</i>	Installation EMWG	Installation EMWG	6
1.5.3	<i>Develop and maintain FAAs</i>	Installation EMWG	Installation EMWG	6
1.5.4	<i>Develop and maintain HSA</i>	Installation EMWG	Installation EMWG	6
1.5.5	<i>Develop and maintain SOPs</i>	All functional areas	All functional areas	6
1.5.6	<i>Develop and maintain tenant EAPs</i>	All tenant organizations	All tenant organizations	6

Table C-1
Performance objective matrix—Continued

Performance objective matrix				
#	Performance objectives	Functional area lead	Development lead	Reference chapter
1.5.7	<i>Integrate installation EM with existing EM-related supporting plans</i>	Installation EMWG	Installation EMWG	6
1.5.8	<i>Develop and maintain higher headquarters EM plans, policy, and procedures</i>	Higher headquarters	Higher headquarters	6
1.5.9	<i>Develop and maintain mitigation plan</i>	Installation EMWG	Installation EMWG	6
1.5.10	<i>Develop and maintain communication plan</i>	Installation EMWG	Installation EMWG	6
1.5.11	<i>Develop and maintain EPI plan</i>	Installation EMWG	Installation EMWG	6
1.5.12	<i>Conduct annual review and update of EM plan and supporting plans</i>	Installation EMWG	Functional area leads	6
1.6	Conduct Interagency Coordination	Installation EMWG	Installation EMWG	7
1.6.1	<i>Develop and manage support agreements</i>	Installation EMWG	Installation EMWG	7
1.6.2	<i>Develop and manage support Contracts</i>	Installation EMWG	Installation EMWG	7
1.6.3	<i>Coordinate with Federal, State, local, Tribal, NGO, other Services, private sector, and host nation agencies</i>	Installation emergency manager	Installation EMWG	7
1.6.4	<i>Coordinate with critical infrastructure owners</i>	Installation emergency manager	Installation EMWG	16
1.6.5	<i>Coordinate with utility providers</i>	Installation emergency manager	Installation EMWG	16
1.6.6	<i>Coordinate with local emergency planning committee</i>	Installation emergency manager	Installation EMWG	3, 6, 16
1.7	Coordinate and support continuity programs	Installation EMWG	Installation EMWG	10
1.7.1	<i>Develop and maintain COOP plans</i>	All mission owners with mission essential functions	All mission owners with mission essential functions	10
1.7.2	<i>Develop and maintain business continuity plans</i>	All business owners	All business owners	10
1.7.3	<i>Coordinate and integrate continuity plans into EM</i>	Installation emergency manager	Installation EMWG	10
1.8	Implement Ready Army Community Preparedness Campaign	Installation EMWG	Installation emergency manager	7
1.9	Organize, man, train, equip, exercise, evaluate, maintain, and sustain capabilities	All functional areas	Installation EMWG	7–15
1.9.1	<i>Establish an installation EOC and supporting MACS, to include higher headquarters operations centers</i>	Installation EMWG (Higher headquarters, when applicable)	Installation EMWG (Higher headquarters, when applicable)	11
1.9.2	<i>Integrate FPCON measures into EM</i>	Installation EMWG	Installation EMWG	7
1.9.3	<i>Ensure NIMS implementation</i>	Installation EMWG	Installation EMWG	8
1.9.3.1	<i>Establish and ensure execution of NIMS Phase I training requirements (initial & recurring)</i>	All functional areas	Training Program POC	8
1.9.3.2	<i>Conduct NIMS Phase II with supporting agencies/departments</i>	Installation EMWG	Installation EMWG	8
1.9.3.3	<i>Conduct NIMS Phase III with supporting agencies/departments</i>	Installation EMWG	Installation EMWG	8
1.9.3.4	<i>Establish and ensure execution of NIMS Phase IV training requirements (initial & recurring)</i>	All functional areas	Training Program POC	8
1.9.4	<i>Conduct and maintain NIMS resource management with supporting agencies and/or departments</i>	All functional areas	Installation EMWG	9
1.9.5	<i>Conduct resource identification and resource typing with supporting agencies</i>	All functional areas	Installation EMWG	9

Table C-1
Performance objective matrix—Continued

Performance objective matrix				
#	Performance objectives	Functional area lead	Development lead	Reference chapter
1.9.5.1	<i>Ensure certification and credentialing of identified and typed resources</i>	All functional Areas	Installation EMWG	9
1.9.5.2	<i>Conduct and maintain Resource Inventory with supporting agencies</i>	All functional areas	Installation EMWG	9
1.9.5.3	<i>Establish procedures for identifying requirements, ordering/acquiring, mobilizing, tracking, reporting, recovering, demobilizing, and conducting reimbursement for resources during emergencies</i>	All functional areas	Installation EMWG	9
1.9.6	<i>Establish and ensure execution of EM Training Program</i>	Installation EMWG	Installation EMWG	13
1.9.6.1	<i>Appoint a training program lead (POC)</i>	Installation commander	Installation commander	13
1.9.6.2	<i>Identify individual training requirements</i>	All functional areas	Training Program POC	13
1.9.6.3	<i>Identify Collective Training Requirements</i>	All functional areas	Training Program POC	13
1.9.6.4	<i>Ensure conduct and maintenance of training</i>	All functional areas	Training Program POC	13
1.9.7	<i>Establish and ensure execution of EM Exercise Program</i>	All functional areas	Training Program POC	15
1.9.7.1	<i>Appoint an Exercise Program lead (POC)</i>	Installation commander	Installation commander	15
1.9.7.2	<i>Identify, train, and employ installation exercise design and development team</i>	Installation EMWG	Exercise Program POC	15
1.9.7.3	<i>Identify, train, and employ an IEET</i>	Installation EMWG	Exercise Program POC	15
1.9.7.4	<i>Develop and execute multiyear exercise plan in coordination with FSLTOSP(HN) partners (exercise series of TTX, FEs, and FSE)</i>	Exercise Program POC	Exercise Program POC	15
1.9.7.5	<i>Develop and implement corrective action plan and improvement plan for each exercise conducted</i>	Exercise Program POC	Exercise Program POC	15
1.9.8	<i>Ensure management and sustainment (LCM) of EM Equipment</i>	Installation EMWG	Installation EMWG	14
1.9.8.1	<i>Appoint a logistics lead (POC)</i>	Installation commander	Installation commander	14
1.9.8.2	<i>Ensure maintenance of assigned equipment utilizing MAXIMO Life Cycle Management System</i>	All functional areas	Logistics POC	14
1.9.8.3	<i>Identify sustainment requirements to higher headquarters for EM equipment not covered by centrally-managed CBRNE logistics contract</i>	Logistics POC	Logistics POC	14
1.10.	<i>Conduct oversight of EM training and exercise programs at subordinate commands</i>	Higher headquarters	Higher headquarters	13,15
1.11.	<i>Conduct EM program review</i>	Installation commander	Installation commander	20
1.11.1	<i>Conduct installation status reporting</i>	Installation emergency manager	Installation emergency manager	20
1.11.2	<i>Develop and manage related MDEP resources</i>	DAMO-ODP	DAMO-ODP	20
1.11.3	<i>Program and disburse financial resources to support EM program execution</i>	DAMO-FM	DAMO-FM	20
1.11.4	<i>Integrate EM program into inspector general (IG) priorities.</i>	Inspector general	Inspector general	20
2	Mitigation phase activities			16
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

Table C-1
Performance objective matrix—Continued

Performance objective matrix				
#	Performance objectives	Functional area lead	Development lead	Reference chapter
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 Emergency Management operations with Dispatch Center operations	Installation Emergency Manager	Installation Emergency Manager	11
4.1.1	<i>Notify the Dispatch Center</i>	Ready Army + Dispatch Center	Installation EM + DES	7, 11
4.1.2	<i>Notify Responders</i>	Dispatch Center	DES	11
4.1.3	<i>Establish Emergency Communications</i>	Dispatch Center + Communications	DES (Dispatch) + NEC (Comms)	11
4.1.4	<i>Manage Emergency Communications</i>	Emergency Communications	NEC	11
4.1.5	<i>Warn the Protected Populace (Initial)</i>	Dispatch Center	DES	11
Incident Site Operations				
4.2	Integrate Emergency Management operations with the following Incident Site operations	Installation Emergency Manager	Installation Emergency Manager	11, 18
4.2.1	<i>Establish Incident Command</i>	DES/DPW	DES/DPW	11, 18
4.2.2	<i>Conduct Initial Scene Assessment</i>	Fire and ES/ Police/ Environmental	DES/DPW	11, 18
4.2.3	<i>Conduct Law Enforcement operations</i>	Law Enforcement	DES Law Enforcement	18
4.2.3.1	Manage Access Control	Law Enforcement	DES Law Enforcement	18
4.2.3.2	Support Evacuation Operations	Law Enforcement	DES Law Enforcement	18
4.2.3.3	Establish and Maintain Incident Site Cordon	Law Enforcement	DES Law Enforcement	18
4.2.3.4	Preserve and Collect Evidence	Law Enforcement	DES Law Enforcement	18

Table C-1
Performance objective matrix—Continued

Performance objective matrix				
#	Performance objectives	Functional area lead	Development lead	Reference chapter
4.2.3.5	Conduct Special Operations	Law Enforcement	DES Law Enforcement	18
4.2.4	Conduct Environmental OHS Spill Response operations	Environmental OHS Spill Response	DPW Environmental Office	18
4.2.5	Conduct EMS Operations	EMS	DES – Fire and ES + MTF	18
4.2.5.1	Conduct triage, treatment, and transport of casualties	EMS	DES – Fire and ES + MTF	18
4.2.6	<i>Conduct Firefighting Operations</i>	Fire and ES	DES – Fire and ES	18
4.2.7	<i>Conduct Technical Rescue Operations</i>	Fire and ES	DES – Fire and ES	18
4.2.8	<i>Conduct and Manage Search and Rescue Operations</i>	Fire and ES	DES – Fire and ES	18
4.2.9	<i>Conduct HAZMAT Response operations</i>	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	<i>Conduct EOD/Bomb Squad operations*</i>	EOD/Bomb Squad	EOD/Bomb Squad	18
4.2.11	<i>Conduct Law Enforcement Investigations Post-Incident</i>	Law Enforcement	DES – Law Enforcement	18
4.2.12	<i>Conduct Fire Investigation Operations</i>	Fire and ES + Law Enforcement	DES	18
4.2.13	<i>Conduct Public Works Response Operations</i>	Public Works	DPW	18
Multi-Agency Coordination Systems				
4.3	Develop and Manage Multi-Agency Coordination System operations	Installation Emergency Manager	Installation Emergency Manager	11
4.3.1	<i>Activate the installation EOC and supporting MACS, to include higher headquarters operations centers</i>	Installation EOC	Installation Emergency Manager (or higher headquarters EM program coordinators)	11
4.3.2	<i>Coordinate and manage response operations</i>	Installation EOC	Installation Emergency Manager	11
4.3.2.1	Coordinate and manage emergency cost accounting	Installation EOC	Installation EMWG	7, 11, 18, 19
4.3.3	<i>Support and Coordinate with the Incident Commander</i>	Installation EOC	Installation Emergency Manager	11
4.3.4	<i>Conduct Information Management Operations</i>	Installation EOC	Installation Emergency Manager	11
4.3.4.1	Develop COP	Installation EOC	Installation Emergency Manager	11
4.3.4.2	Conduct dispersion and effects modeling	Installation EOC	Installation Emergency Manager	11
4.3.4.3	Conduct and maintain Incident Reporting process	Installation EOC	Installation Emergency Manager	11
4.3.5	<i>Conduct Coordination Operations</i>	Installation EOC	Installation Emergency Manager	11

Table C-1
Performance objective matrix—Continued

Performance objective matrix				
#	Performance objectives	Functional area lead	Development lead	Reference chapter
4.3.5.1	Coordinate with Federal, State, Local, Tribal, Other Services, Private, NGO/FBO, and Host Nation Agencies	Installation EOC	Installation Emergency Manager	11
4.3.5.2	Execute public health emergency powers	Installation EOC	Installation Emergency Manager	11
4.3.5.3	Manage ROM orders	Installation EOC	Installation Emergency Manager	11
4.3.6	<i>Conduct Communications Operations</i>	Installation EOC	Installation Emergency Manager	11
4.3.6.1	Warn the Protected Populace (Continual) (Mass Warning and Notification System)	Installation EOC/ Installation Dispatch Center	Installation Emergency Manager	11
4.3.6.2	Direct Protective Action Recommendations for Protected Populace	Installation EOC/ Installation Dispatch Center	Installation Emergency Manager	11
4.3.6.3	Coordinate protection and restoration of Critical Infrastructure	Installation EOC	Installation Emergency Manager	11
4.3.6.4	Conduct Warning Coordination	Installation Emergency Manager	Installation Emergency Manager	11
4.3.6.5	Ensure interoperable communications with local (civil) EM agencies and responders	DES	DES + Installation Emergency Manager	11
4.3.7	<i>Conduct Resource Management Operations</i>	Installation EOC	Installation Emergency Manager	11
4.3.7.1	Direct and Manage Emergency Logistics	Installation EOC	Installation Emergency Manager	11
4.3.7.2	Activate and Manage Support Agreements and Support Contracts	Installation EOC	Installation Emergency Manager	11
4.3.7.3	Ensure reporting of information to higher headquarters	Installation EOC	Installation Emergency Manager	11
4.3.7.4	Manage assigned resources.	Installation EOC	Installation Emergency Manager	11
Continuity Operations				
4.4	Integrate Emergency Management operations with Continuity operations	Installation Emergency Manager	Installation Emergency Manager	10,11
4.4.1	<i>Notify and Activate Continuity Teams</i>	Dispatch Center	DES	11
4.4.2	<i>Sustain MEFs</i>	Continuity Programs	Mission Owners	10
4.4.3	<i>Maintain/restore Business Functions</i>	Business Continuity Programs	Business Owners	10
Medical Response Operations				
4.5	Integrate Emergency Management operations with Medical Response operations	Installation Emergency Manager	Installation Emergency Manager	18
4.5.1	<i>Notify and Activate Medical Response Plan</i>	Dispatch Center	Medical Emergency Manager	18
4.5.2	<i>Manage and Treat Casualties</i>	Fire and ES + MTF	Medical Emergency Manager	18
4.5.3	<i>Coordinate and integrate Medical Care to Casualties</i>	Medical Emergency Manager	Medical Emergency Manager	18
4.5.4	<i>Conduct Laboratory operations</i>	MTF	Medical Emergency Manager	18
4.5.5	<i>Coordinate and integrate Mass Prophylaxis operations</i>	Public Health and Medical	Medical Emergency Manager	18

Table C-1
Performance objective matrix—Continued

Performance objective matrix				
#	Performance objectives	Functional area lead	Development lead	Reference chapter
4.5.6	<i>Conduct and integrate Public Health operations</i>	Public Health and Medical	Public Health and Medical	18
4.5.7	<i>Manage Isolation</i>	Public Health and Medical	Public Health and Medical	18
4.5.8	<i>Plan for alternate medical facility location</i>	MTF	Medical Emergency Manager	18
Public Information Systems				
4.6	Integrate Emergency Management operations with Public Information System	Installation Emergency Manager	Installation Emergency Manager	11
4.6.1	<i>Activate and Manage the JIC</i>	JIC	PAO	11
4.6.2	<i>Conduct EPI operations</i>	JIC	PAO	11
Evacuation Management				
4.7	Integrate Emergency Management operations with Evacuation Management operations	Installation Emergency Manager	Installation Emergency Manager	12
4.7.1	<i>Issue Evacuation Orders</i>	Installation Commander	Installation Commander	12
4.7.2	<i>Manage evacuation of protected populace</i>	Evacuation Management Team	DOL	12
4.7.3	<i>Establish and operate collection points</i>	Evacuation Management Team	DOL	12
4.7.4	<i>Manage return of evacuees</i>	Evacuation Management Team	DOL	12
Mass Care Operations				
4.8	Integrate EM operations with mass care operations	Installation emergency manager	Installation emergency manager	12
4.8.1	<i>Conduct rapid needs assessment</i>	Rapid needs assessment team	DES/DPW	12
4.8.2	<i>Conduct SIP operations</i>	Protected populace	Ready Army	12
4.8.3	<i>Conduct local safe haven operations</i>	Local safe haven management teams	DFMWR	12
4.8.4	<i>Coordinate with civilian Shelter operations</i>	Installation EOC	Installation EOC	12
4.8.5	<i>Conduct remote safe haven operations</i>	Remote safe haven management teams	DFMWR	12
4.8.6	<i>Conduct personnel accountability operations</i>	Personnel accountability staff	DHR	12
4.8.7	<i>Activate and manage Family Assistance Center</i>	Family Assistance Center Team	DFMWR	12
4.8.7.1	Assess and track family needs during the emergency.	Family Assistance Center Team	DFMWR	12
4.8.8	<i>Conduct disaster mental health</i>	Mental health	MTF	12
4.8.9	<i>Conduct mass feeding operations</i>	Mass feeding teams	DOL	12
4.8.10	<i>Conduct bulk distribution operations</i>	Bulk distribution teams	DOL	12
4.8.11	<i>Conduct Pharmaceutical Distribution operations</i>	Bulk Distribution Teams	DOL	12
4.8.12	<i>Conduct call center operations</i>	Call center team	DHR	12
4.8.13	<i>Manage volunteers</i>	Volunteer Management Team	DFMWR	12
4.8.14	<i>Manage donations</i>	Donations Management Team	DOL	12
4.8.15	<i>Support special needs population</i>	Special Needs Coordinators	DFMWR	12

Table C-1
Performance objective matrix—Continued

Performance objective matrix				
#	Performance objectives	Functional area lead	Development lead	Reference chapter
4.8.16	<i>Support transportation assistance population</i>	Evacuation Management Team	DOL	12
4.8.17	<i>Support school and childcare populations</i>	School EM coordinators	School owner	12
4.8.18	<i>Manage detainee populations</i>	Prison and/or detainee EM coordinators	Mission owner	12
4.8.19	<i>Support animal needs population</i>	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	DOL	19
5.7.1	<i>Support Mortuary Affairs Operations</i>	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
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 law enforcement. 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 shall 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 per chapter 13 and, if necessary, equipped per 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 shall 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 shall 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 shall 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:

- U.S. military family members living on and off a military installation.
- Nonemergency-essential U.S. military personnel, DOD civilian employees, and other persons covered by DODI 1400.32.
- DOD Contractor (and subcontractor) employees other than those performing emergency-essential DOD contractor services.
- Employees of other U.S. Government agencies.
- Other U.S. Government contractor (and subcontractor) employees.
- State and local Government agencies and their contractors (Army National Guard 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. Subcategorization 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 U.S. Government 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 U.S. Government 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 U.S. Government (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:

- Personnel (non-US citizens) who are employees of DOD or a DOD contractor (or subcontractor), and who are not included in another category.
- Foreign military personnel employed by the Host Nation government or by contractors of the Host Nation government.

d. Protection strategy. Category 3 personnel are considered part of the overall protected populace for planning purposes. Commanders shall 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 Host Nation, 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

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 host nation.

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: Host Nation personnel and Third Country Nationals (TCNs) provided by the Host Nation, 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 shall 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/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 Host Nation, 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 Host Nation and Third Country Nationals assisting U.S. operations per 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 5 and identify 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 law enforcement.

(1) *Requirement.* Category 5 personnel shall 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 shall 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, hazardous materials 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 enclosure 2 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 enclosure 2 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 per 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: fire and emergency services, fire brigades, HAZMAT response teams, EMS, Army law enforcement, 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 hazardous materials, 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. 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:

- All installation EM staff installation C3 personnel.
- Installation EOC Staff, incident management teams (IMTs), crisis action teams (CATs), dispatch center staff, and staff of related/equivalent departmental operations centers.
- Pre-identified liaison officers to installation C3 locations.
- Evacuation Management Team.
- Technical specialists from METOC, Occupational Safety and Health, Industrial Hygiene, and environmental offices and/or commands.
- Public health emergency officers (PHEOs).
- Designated liaison officers.
- 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: Family Assistance Center 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, DOL, 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:

- Information technology (IT) providers.
- Power and/or utility providers.
- Emergency generator operators.
- Transportation operators.
- Equipment operators.
- 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 FAC, Soldier-Family assistance, financial readiness, Family Advocacy Program, relocation services, Deployment Program, information and referral services, Exceptional Family Member Program, emergency placement care service, employment assistance, volunteer services, Army Family team building, Virtual Family Readiness Group, 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 Meteorology Detachment (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 Army CID Detachment, 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) DOL.

(a) *Logistics plans and operations*: Logistics planning and hazardous materials management plan.

(b) *Supply services*: Ammunition supply, packing and crating, hazardous materials 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, nontactical-vehicle support, transportation motor pool, movement planning, railhead operations, licensed equipment operators, and hazardous materials 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) Network Enterprise Center.

(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.* Nonsecure 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.

Table E-1
Core installation functions (common to all functional areas)—Continued

Function	Description	Notes
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 hazard-specific appendixes (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 NIMS Phase I 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 public information system as directed by the installation EM plan.	See chapter 11 for more information.
9A	Ensures that mass warning and notification 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 per 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.

Table E-1
Core installation functions (common to all functional areas)—Continued

Function	Description	Notes
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.
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
1	Advises the Installation EMWG and assigned committees on Army 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 Army community service and morale, welfare, and recreation (MWR) staff, as assigned.
4	Supports identification of Category 2-4 personnel, especially Category 2SN, 2TR, 2SC, and 2AN populations.
5	Ensures that Army community service issues and mass care operations are addressed in the installation EM plan, as required.
5A	Leads development of the Army community service, Family Assistance Center, 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 hazard-specific appendix (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 Host Nation) 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.

Table E-4
Director, Family, Morale, Welfare, and Recreation—Continued

Function	Description
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.
16	Supports long term community recovery efforts within the RWG, as required.

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.
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 AEFRRP equipment is identified in the MAXIMO inventory management system, 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 law enforcement 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-5A
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 Host Nation) 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 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 entered by the cognizant functional area into the MAXIMO inventory management system, 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 manager 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 Mass Warning and Notification System 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.

Table E-5A
Installation emergency manager—Continued

Function	Description
16A	Conducts self-inspections and supports program reviews, Joint Service Installation Vulnerability Assessment visits, HHAT, and FPAT assessments, and staff assistance visits, 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-5B
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.
3	Conducts the terrorism risk management process per 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.
7A	Ensures that JPM-IPP and AEFRP equipment is identified in the MAXIMO inventory management system, as required.
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 Host Nation) AT, Information Sharing, Counterterrorism, Homeland Security, and law enforcement agencies and services, especially the supporting Army CID Detachment, as required.
10	Supports the installation EOC operations section chief during terrorism incidents as the AT branch director or as assigned during nonterrorism-related incidents.
10A	Supports the information section in the installation EOC, as required.

Table E-5C
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.

Table E-5C
Installation Public Health Emergency Officer—Continued

Function	Description
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 Host Nation) 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 point of contact 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.
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-6
Director, Emergency Services

Function	Description
1	Advises the Installation EMWG and assigned committees on AT and fire and emergency services issues, as required.
1A	Chairs the prevention committee.
1B	Appoints representative to the mitigation committee.
2	Manages law enforcement and fire and emergency services 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 fire and emergency services 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 AEFRRP equipment is identified in the MAXIMO inventory management system, 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 Host Nation) fire and emergency services agencies.
8	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or Host Nation) AT, information sharing, counterterrorism, homeland security, and law enforcement agencies and services, especially the supporting Army CID 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.

Table E-6
Director, Emergency Services—Continued

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-6A
Installation law enforcement and physical security

Function	Description
1	Advises the installation EMWG and assigned committees on law enforcement and physical security issues, as required.
1A	Supports prevention and mitigation committee law enforcement and physical security requirements, as assigned.
2	Serves as principal advisor to installation commander regarding law enforcement and physical security requirements.
3	Conducts the risk management process per AR 190-13.
4	Supports identification of Category 2 and 5 personnel, especially Category 2PR, 5FR, 5ER, and 5RS populations.
5	Ensures that law enforcement and physical security issues are addressed in the installation EM plan, as required.
6	Updates law enforcement and physical security plans to align with core common components addressed in EM plan, as required.
6A	Leads development of the law enforcement 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 law enforcement 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 law enforcement and physical security requirements regarding community awareness.
9	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or Host Nation) law enforcement, information sharing, and homeland security agencies and services, especially the supporting Army CID detachment, as required.
10	Designates representatives to serve as law enforcement 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 law enforcement and physical security capabilities, as directed.
11A	Conducts and manages dispatch operations, as assigned.
11B	Assumes incident command for all law enforcement 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.
11F	Provides military working dogs in support of counter-explosive and counter-narcotic operations, if available.

Table E-6A
Installation law enforcement and physical security—Continued

Function	Description
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 law enforcement and physical security requirements throughout response and recovery operations, as directed.

Table E-7
Director of Logistics

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 DOL 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 identified in the MAXIMO inventory management system, 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 Host Nation) 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-8
Director of Public Works

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 Host Nation) 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-9
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 Web site management, as required.
8	Maintains contact with appropriate Federal, DOD, State, regional, other Service, Army, and local (or Host Nation) IT/IS and communications providers, especially with regard to emergency power for IT/IS, radio, and cellular communications.
8A	Maintains contact with DOD, State, regional, other Service, Army, local, and volunteer (or Host Nation) amateur radio organizations/clubs, such as radio amateur civil emergency service, amateur radio emergency service, and MARES as alternative communication providers.

Table E-9
Network Enterprise Center—Continued

Function	Description
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-10
Public Affairs Office

Function	Description
1	Ensures emergency public information incorporation in installation EM plan.
2	Develops emergency public information 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-11
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 Host Nation) 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-12
Consolidated Legal Office

Function	Description
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 law enforcement 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-13
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 Host Nation) 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-14
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.

Table E-14
Garrison Resource Management Office—Continued

Function	Description
6	Serves as cost unit leader within the installation EOC logistics section, as assigned.
6A	Develops, promulgates, and manages emergency CACs for response and recovery costs.
6B	Coordinates with supporting installation-owning command 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-15
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 AEFPP equipment is identified in the MAXIMO inventory management system, 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 Host Nation) 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 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 providers 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.
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.

Table E-15
Medical treatment facility commander—Continued

Function	Description
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-15A
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 point of contact with the installation emergency manager 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 medical commands (RMCs) 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 RMCs 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 RMCs 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 RMCs coordinate health service support for emergency planning with the local Director of Health Services and that EM is addressed in the installation public health emergency SA and MTF functional area annex.
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:

Table E-15A
Medical emergency manager—Continued

Function	Description
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 RMCs 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 terrorism 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.

Table F-1
Hazard identification list

Natural hazards	
Destructive weather	<i>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.</i>
Seismic and/or geological hazards	<i>Earthquakes, tsunamis, volcanoes, lahars, landslides, mudslides, avalanches, or other seismic and/or geologic hazards.</i>
Water and/or flood hazards	<i>Coastal flooding, river flooding, tidal surges, seiches, or other water-related hazards.</i>
Fire hazards	<i>Structural, industrial, wildland, urban interface, aviation, and maritime fires.</i>
Pandemic and/or epidemic disease	<i>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.</i>
Agricultural incidents	<i>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.</i>
Technological (manmade) hazards	
Hazardous materials Spill or release	<i>Unintentional spill and/or release of hazardous materials identified within reference 49 CFR.</i>
Transportation accidents	<i>Unintentional accidents involving vehicle, agricultural, rail, aviation, maritime, or space transportation systems.</i>
Structural failure and/or collapse	<i>Failure or collapse of physical structures, including buildings, tunnels, bridges, roads, runways, mines, trenches, dams, levees, towers, grain silos, or other manmade structures.</i>
Infrastructure or utility loss and/or interruption	<i>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.</i>

Table F-1
Hazard identification list—Continued

Environmental pollution/contamination	<i>Environmental pollution or contamination resulting from intentional or unintentional spill or release of hazardous materials 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.</i>
Refugee and migrant operations	<i>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 U.S. Government (DHS or DOS).</i>
Nuclear reactor or radiological accidents	<i>Nuclear reactor accidents or radiological accidents on DOD installations or impacting DOD installations by environmental dispersion (see DODD 3150.08).</i>
Nuclear weapon accidents	<i>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).</i>
Terrorism, intentional acts, and criminal incidents	
Terrorism incidents	<i>Terrorism incidents involving the use, threatened use, or potential use of conventional force, to include incidents involving 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.</i>
Chemical terrorism	<i>Terrorism incidents involving the use, threatened use, or potential use of CWAs or toxic industrial chemicals against personnel or facilities.</i>
Biological terrorism	<i>Terrorism incidents involving the use, threatened use, or potential use of CWAs or toxic industrial biological organisms/toxins against personnel or facilities.</i>
Radiological terrorism	<i>Terrorism incidents involving the use, threatened use, or potential use of explosive-based or nonexplosive-based radiological dispersion devices against personnel or facilities.</i>
Nuclear terrorism	<i>Terrorism incidents involving the use, threatened use, or potential use of manufactured nuclear weapons or improvised nuclear devices against personnel or facilities.</i>
Explosive or incendiary terrorism	<i>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</i>
Electromagnetic or cyber terrorism	<i>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 .</i>
Agricultural terrorism	<i>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.</i>
Criminal incidents	<i>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).</i>
Civil disturbance	<i>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.</i>

Appendix G

Installation Emergency Management Planning Guide

G-1. Installation emergency management plan

a. Planning process. Per NIMS, CPG 101, NRF, AR 525–27, FM 3–11.34, 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 mass warning and notification components as well as the responder and mass care components.

c. Format. All installation EM plans shall 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 shall 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 installation emergency manager for final approval by the installation commander.

G–3. Basic plan

a. Concept. The basic plan shall establish the EM capabilities required in order to support the missions assigned by the cover instruction. The basic plan shall (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 installation emergency manager for final approval by the installation commander.

c. Content. The basic plan should consist of the following:

- Authorities and references.
- Purpose, scope, applicability, and assumptions.
- Implementation process.
- Community profile.
- Installation typing (target capabilities).
- Personnel categorization results.
- Summary of risk management results.
- Preparedness strategy and requirements.
- Organization and assignment of responsibilities.
- Administration and finance.
- Ready Army Community Preparedness Campaign.
- Training, certification, and credentialing.
- Equipment and logistics.
- Exercise and evaluation.
- Resource management guidance.
- C3 capabilities.
- Information sharing, collection, and dissemination.
- Continuity strategy and continuity programs.
- Mitigation strategy and activities.
- Prevention strategy and activities.
- Response strategy and concept.
- Recovery strategy and concept.
- Plan management and maintenance.
- Supporting plans and programs.
- Installation AT plan, installation fire and emergency services plan, MTF plan(s).
- SOP development assignments.
- Tenant EAP development assignments.
- Continuity planning assignments.

d. Development assignments. The installation EMWG representation identified in chapter 3: Program management and is based 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, and so forth) 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-ness*	C3	Mitigation/prevention	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
Army Community Service	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 manager	Action Officer	Action Officer	Action Officer	Action Officer	Action Officer	Action Officer	Action Officer	Action Officer	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
Meteorological support Det*	Support*	Support*	Support*	Support*	Support*	Support*	Support*	Support*	SOP
DES	Essential	Critical	Critical	Critical	Essential	Prev. Lead	Critical	Essential	SOP
Law enforcement	Support	Support	Critical	Essential	Support	Essential	Critical	Essential	SOP
Physical security	Support	Support	Critical	Essential	Support	Critical	Critical	Essential	SOP
Fire and emergency services	Support	Support	Critical	Essential	Support	Essential	Critical	Essential	SOP
DOL	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	Essential	Mit. Lead	Essential	Lead	SOP
Ops and maintenance	Support	Critical	Essential	Essential	Essential	Critical	Critical	Critical	SOP
Environmental office	Essential	Support	Essential	Essential	Support	Essential	Essential	Essential	SOP
Housing office	Support	Support	Support	Support	Support	Support	Support	Essential	SOP
Engineering office	Support	Support	Essential	Support	Essential	Essential	Essential	Essential	SOP
Master planning	Support	Support	Support	Support	Support	Support	Support	Essential	SOP
NEC	Essential	Support	Essential	Essential	Lead	Essential	Essential	Essential	SOP
IT systems support	Support	Support	Support	Essential	Essential	Support	Critical	Critical	SOP
IA	Support	Support	Essential	Essential	Essential	Essential	Essential	Support	SOP
Public affairs office	Support	Support	Support	Essential	Essential	Support	Essential	Essential	SOP

Table G-1
Basic plan development—Continued

Functional area	Implementation	Comm. profile	Risk mngmt	Prepared-ness*	C3	Mitigation/prevention	Response	Recovery	Supt. Pgrms
RSO (Chaplain)	Support	Support	Support	Support	Support	Support	Support	Essential	SOP
ILO (legal)	Support	Support	Support	Support	Support	Support	Support	Support	Support
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	Support
Medical emergency manager	Essential	Critical	Essential	Critical	Essential	Essential	Essential	Essential	Plan/SOP
Tenant representatives	Essential	Support	Support	Support	Support	Support	Support	Support	EAP
Continuity programs (MEF owners)	Essential	Critical	Essential	Essential	Critical	Essential	Critical	Critical	SOP
EOD and/or bomb squad*	Support*	Support*	Support*	Support*	Support*	Support*	Essential*	Support*	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	Essential	EAP/SOP
Utility providers	Support	Support	Essential	Support	Essential	Support	Support	Essential	EAP/SOP
Commercial businesses	Support	Support	Support	Support	Essential	Support	Support	Essential	EAP/SOP
Veterinarian services	Support	Support	Support	Support	Support	Support	Support	Support	SOP
Liaisons	Support	Support	Support	Support	Support	Support	Support	Support	SOP
Army CID detach-ment	Support	Support	Support	Support	Support	Essential	Essential	Essential**	SOP
ATWG liaison***	Support	Support	Support	Support	Support	Essential	Essential	Essential**	—
TWG liaison***	Support	Support	Support	Support	Support	Essential	Essential	Essential**	—
LEPC liaison	Support	Essential	Essential	Essential	Support	Support	Essential	Essential	—
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
Citizenand/or community groups	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 Host Nation) partners.

² NGO/FBO - Nongovernmental 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 shall be maintained by the installation emergency manager 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, mass warning and notification, 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 shall 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 shall identify and leverage best practices regarding SA development by providing template examples on the Army EM AKO Web site 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 shall 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 per NFPA 1600. Development will be led by the installation emergency manager 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	—
Installation emergency manager	Lead	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Support	DOL	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 per NIMS, DODI 6055.17, and NFPA 1600, all Army installations shall 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 installation emergency manager for a period of 3 years from expiration. Development will be led by the installation emergency manager 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	—
Installation emergency manager	Lead	DPTMS	Support	ILO	—
Installation EOC manager	Support	DES	Support	ICO	Key
MTF commander	Support	DOL	Support	EEO	—
Garrison RMO	Key	DPW	Support	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	—

(3) *Ready Army Community Preparedness Campaign.* All Army installations shall 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 point of contact per 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
Installation emergency manager	Key	DPTMS	Support	ILO	—
Installation EOC manager	Support	DES	Support	ICO	—
MTF commander	Support	DOL	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 shall develop a SA for evacuation management, including installation zone management, contraflow, reverse-laning 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 installation emergency manager. 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	—
Installation emergency manager	Key	DPTMS	Key	ILO	—
Installation EOC manager	Support	DES	Key	ICO	—
MTF commander	Support	DOL	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 shall 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 installation emergency manager. 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
Installation emergency manager	Support	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Support	DOL	Key	EEO	—
Garrison RMO	Support	DPW	Key	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	Support

(6) *Personnel accountability.* In support of 29 CFR 1910.32–39, DODI 3001.02, and DODI 6055.17, all Army installations shall develop a SA detailing the procedures and processes for conducting personnel accountability at their local installation. Procedures shall 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	—
Installation emergency manager	Key	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Support	DOL	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 shall 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 mass warning and notification support for event locations. Development will be led by the installation emergency manager 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	—
Installation emergency manager	Lead	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Key	DOL	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 shall 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 fire and emergency services* 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	—
Installation emergency manager	Key	DPTMS	Support	ILO	Support
Installation EOC manager	Support	DES	Lead*	ICO	Support
MTF commander	Key	DOL	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 shall 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. This support annex shall require the fielding and use of the MAXIMO inventory management system provided by DAMO–ODP and their applicable support contractor. Development will be led by DOL in coordination with the membership of the installation EMWG. See chapter 14 for additional information. See table G–10 for development assignments.

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	—
Installation emergency manager	Key	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Key	DOL	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 shall 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	—
Installation emergency manager	Key	DPTMS	Key	ILO	Key
Installation EOC manager	Key	DES	Key	ICO	Support
MTF commander	Key	DOL	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 shall 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 installation emergency manager. 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	—
Installation emergency manager	Key	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Support	DOL	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 shall be developed for each assigned functional area with responsibilities in developing, fielding, employing, and/or sustaining EM capabilities. FAAs shall 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 law enforcement 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, fire and emergency services 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 shall develop, at a minimum, one FAA per 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)	Installation emergency manager
Command section	Garrison commander with installation EM
Operations section	DES
Planning section	DPTMS
Logistics section	DOL
Finance and administration section	DHR
Information section (if established)	Installation ATO + Army CID liaison
EOC manager	Installation EOC manager
IT/IS support	NEC
Installation dispatch center	DES
Emergency communications	NEC - IT support services
Mass warning and notification system	Installation emergency manager
JIC	PAO
Key personnel	
Installation emergency manager	Installation emergency manager
Installation EOC manager	Installation EOC manager

Table G-13
Functional area annex development assignments—Continued

Functional areas	Development lead
Installation PHEO	Installation PHEO
Installation ATO	Installation ATO
Continuity programs	
Supported continuity programs	Mission owner (one FAA per mission)
Evacuation management	
Evacuation management team	DOL
Mass care operations	
Family assistance center team	DFMWR (with installation emergency manager)
Local safe haven management team	DFMWR (with installation emergency manager)
Remote safe haven management team	DFMWR (with installation emergency manager)
Rapid needs assessment team	DFMWR (with installation emergency manager)
Mass feeding teams	DFMWR (with installation emergency manager)
Bulk distribution teams	DOL
Pharmaceutical distribution teams	DOL + PHEO + MTF + law enforcement
Call center team	DFMWR (with installation emergency manager)
Volunteer management teams	DFMWR (with installation emergency manager)
Donations management teams	DFMWR (with installation emergency manager)
Critical incident stress management (CISM)	MTF mental health representative + RSO
Special needs management	
Special needs support team	DFMWR (with installation emergency manager)
Animal needs management	
Veterinarian services	Veterinarian representative and/or liaison
Small animal sheltering team	DFMWR (with installation emergency manager)
Response capabilities	
Law enforcement	DES - Law enforcement
Army CID detachment	Army CID liaison
EOD and/or bomb squad*	Service provider
Fire and emergency services	DES - fire and emergency services
EMS	DES - fire and emergency services (with MTF)
HAZMAT response**	DES - fire and emergency services
Casualty decontamination teams	DES - fire and emergency services
Environmental OHS spill response teams	DPW - environmental office
SAR	
Aviation SAR	Airfield operations + installation EM
Maritime SAR	Port operations + installation EM
Urban SAR	Installation EM + fire and emergency services
Wilderness SAR	Installation EM + law enforcement
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

Table G-13
Functional area annex development assignments—Continued

Functional areas	Development lead
Predesignated technical specialists****	Installation emergency manager
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	DOL (with CACO coordinator, mortuary affairs)
Liaisons	
FSTLOSP (HN) liaisons	Installation emergency manager
LEPC liaison	Installation emergency manager
AAFES	AAFES liaison
DeCA	DeCA liaison
Volunteer agency liaison	DFMWR (with installation emergency manager)
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, weather det.), U.S. USGS liaison, and USVO liaison.

Notes:

¹ FSTLOSP(HN) - Federal, State, tribal, local, other Service, and private (to include NGOs and/or FBOs) (or Host Nation) 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 shall 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 shall 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 shall 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 shall develop an HSA for each of the hazard categories identified in appendix F and as shown in chapter 5, table 5-1. 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.* Per AR 525-27, DODI 6055.17, DODI 2000.16, and DODI 3020.52, the following hazards shall 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 installation emergency manager. See table G–14 for development assignments.

Table G–14
Terrorism 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	—
Installation emergency manager	Key	DPTMS	Key	ILO	Support
Installation EOC manager	Support	DES	Lead	ICO	Support
MTF commander	Key	DOL	Key	EEO	—
Garrison RMO	Support	DPW	Key	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	Key
Installation CBRNE Ops Spec	Key*	Installation PHEO	Key**	ATO	Key

(2) *Fire hazards.* Per 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, fire and emergency services. 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	—
Installation emergency manager	Key	DPTMS	Support	ILO	Support
Installation EOC manager	Support	DES	Lead	ICO	—
MTF commander	Support	DOL	Support	EEO	—
Garrison RMO	Support	DPW	Support	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	Support
Chief, fire and emergency services	Key	—	—	—	—

(3) *Environmental.* Per 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	—
Installation emergency manager	Key	DPTMS	Support	ILO	Support
Installation EOC manager	Support	DES	Key	ICO	Support
MTF commander	Support	DOL	Support	EEO	—
Garrison RMO	Support	DPW	Lead	IRACO	—
Garrison PAIO	—	NEC	Support	ISO	Key
Environmental office	Key	—	—	—	—

(4) *Public health emergency.* Per DODI 6200.03 and DODI 2000.16, details on the employment of emergency health powers by the installation commander shall be included in all installation EM plans as a component of the required epidemic and/or pandemic disease HSA and the biological terrorism HSA. Nonhazard-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.* Per 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 installation emergency manager. 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	—
Installation emergency manager	Key	DPTMS	Key	CLO	Support
Installation EOC manager	Support	DES	Support	ICO	Support
MTF commander	Key	DOL	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 shall 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 mass warning and notification system. 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 fire and emergency services, 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 prepare, prevent, respond to, and recover from an emergency. An emergency might result from natural, technological, or terrorism 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 shall 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 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.

- (Insert State, territory, county and civil authorities necessary to establish the legal basis for this support agreement).
- (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 (c) apply.

- (Insert additional Service authorities necessary to establish the legal basis for this support agreement).
- (Insert additional Service authorities necessary).

H-5. Assumptions

Any major areawide 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 shall comply with all applicable directives and laws. Assumptions within this agreement include:

- The (insert installation title) will not provide assistance to (insert civil parties) if it could adversely affect national

security or military preparedness.

- Nothing in this agreement impairs or otherwise affects the authority of the Secretary of Defense over the DOD.
- The Secretary of Defense shall retain command of military forces providing CS.
- 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.
- All signing parties will develop pre-incident plans for training, mobilization, deployment and field operations in order to sufficiently execute aid and support.
- All signing parties agree to implement and employ the ICS, Unified Command System, MACS, and PIS as stated in paragraph (d).
- 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.
- An emergency involving a natural or technological hazard which is or may be communicable may require quarantine or restriction of movement to prevent the spread of contamination.
- If appropriate PPE and capabilities are not available and an area is determined to be contaminated by hazardous materials 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.
- NRF policies and procedures must be taken into account for all actual and potential incidents even prior to the arrival of Federal assets.
- 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.
- 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.
- (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 mutual aid agreements. Types of aid and support may include:

- Assistance in establishing situational awareness and a common operating picture.
- Coordination of logistical support for (insert DOD installation title) and (insert civil parties) during field operations.
- Coordination with appropriate NRF and NIMS elements to include the National Operations Center, JFO, and the appropriate FEMA Regional Resource Coordination Center.
- Coordination with higher Army and DOD HQDA.
- Development of a demobilization plan and exit strategy for withdrawing forces from an affected area.
- Development of a mechanism for resupply of forces operating within an affected area.
- Development of policies and procedures for the effective use and coordination of (insert installation title) and (insert civil parties) assets.
- Evaluation of the incident to identify lessons learned; and development of initiatives to mitigate the effects of future incidents.
- Management of deployment to, employment in, and redeployment from the affected area.
- Management of pre-incident activities including training, equipment purchase, and evaluation of operational readiness.
- Providing planning guidance and coordination assistance.
- (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 fire and emergency services, 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

a. (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.

b. (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 per 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. 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 do 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 fire and emergency services requests, must be executed by the installation title contracting officer if cost reimbursement is required.

- (Insert procedures military parties must follow when requesting CS for aid and support identified under this agreement).
- (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 per paragraphs (e) and (f).

- (Insert procedures civil parties must follow when requesting military support for aid and support identified in this agreement).
- (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:
- (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.
- 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).
- (Insert response procedures that civil parties must adhere to when providing on base aid and support to military parties).
- OFF installation.
- 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.
- 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.
- (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.

- OFF installation.
- (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.
- 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 fire and emergency services, 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.
- (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.

- (Insert additional agreements regarding the use of plans necessary to provide aid and support identified in this agreement).
- (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.

- (Insert interoperability requirements necessary to provide aid and support identified in this agreement).
- (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—

- (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)).
- (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.

- (Insert additional arrangements regarding the use of liaison officers necessary when providing aid and support identified in this agreement).
- (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:

- (Insert communication systems requirements necessary to provide aid and support identified in this agreement).
- (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).

- (Insert additional arrangements regarding public information necessary when providing aid and support identified in this agreement).
- (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).
- (Insert additional training requirements and/or arrangements).

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.

- (Insert additional exercise requirements and/or arrangements to ensure a more effective response when providing aid and support identified in this agreement).
- (Insert additional exercise requirements and/or arrangements).

H-21. 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-22. 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 fire and emergency services, (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-23. 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.

- (Insert indemnity and liability provisions necessary to provide aid and support identified in this agreement. The (insert installation title) may not agree to the local civil authorities).
- (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-24. Resolution of conflicts

(Insert mutually agreed upon procedures for resolving conflicts arising under this agreement).

H-25. 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-26. 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.

- (Insert mutually agreed upon procedures for submitting recommended revisions, adjudication of those recommendations, and incorporating the agreed upon revisions).
- (Insert mutually agreed upon procedures).

H-27. 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 shall not preclude future agreements for mutual support between the parties terminated hereunder.

- (Insert additional conditions for cancellation and termination of this agreement, if necessary).
- (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 shall not affect the continuation of the agreement as to any party not indicating an intention to withdraw.

H-28. 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 shall not, unless specifically stated, affect any relationship or understandings contained herein.

H-29. Attachments

The following attachments apply to this agreement:

Contact phone numbers for requesting assistance.

List of additional support agreements that the parties have entered into.

(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

ACSIM

Assistant Chief of Staff for Information Management

ADA

Americans with Disabilities Act

ADPAAS

Army Disaster Personnel Accountability and Assessment System

ALS

advanced life support

AMC

U.S. Army Material Command

AO

area of operations

AOR

area of responsibility

APR

air purifying respirator

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

CACO

casualty assistance calls officer

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 Regulation

CID

U.S. Army Criminal Investigation Command

CIKR

critical infrastructure and key resources

CIRM

critical infrastructure risk management

CLO

consolidated legal office

COA

course of action

COOP

continuity of operations

CoM

Consequence Management

CONPLAN

Contingency Plan

COP

common operating picture

COTS

commercial-off-the-shelf

CS

civil support

DA

Department of the Army

DAMO–FM

Headquarters, U.S. Army Operations, Financial Management

DAMO–ODP

Headquarters, U.S. Army Operations, Protection Division, Emergency Management Branch

DA Pam

Department of the Army pamphlet

DAPM–OPS

Department of the Army Provost Marshal, Operations

DeCA

Defense Commissary Agency

DES

Director of Emergency Services

DFMWR

Director of Family, Morale, Welfare, and Recreation

DHR

Director of Human Resources

DHS

Department of Homeland Security

DHHS

Department of Health and Human Services

DIA

Defense Intelligence Agency

DLA

Defense Logistics Agency

DMAT

Disaster Medical Assistance Team

DPTMS

Director of Plans, Training, Mobilization, and Security

DOD

Department of Defense

DOL

Director of Logistics

DOS

Department of State

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

ED

emergency department

EDXL

Emergency Data Exchange Language

EDXL - CAP

EDXL Common alerting Protocol

EDXP - DE

EDXL Distribution Element

EDXL - HAVE

EDXL Resource Messaging

EDXL - RM

EDXL Hospital Availability Element

EEG

exercise evaluation guide

EEO

equal employment office

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

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

FY

fiscal year

GCC

geographic combatant commander

GIS

Geographic Information System

GOCO

government-owned, contractor-operated

GOTS

government-off-the-shelf

GPS

Global Positioning System

HAZMAT

hazardous materials

HQDA

Headquarters, Department of the Army

HVAC

heating, ventilating, and air conditioning

IA

information assurance

ICO

installation contracting office

ICS

Incident Command System

IDLH

immediately dangerous to life and health

ILS

integrated logistics support

IMCOM

U.S. Army Installation Management Command

IOC

initial operational capability

IPE

individual protective equipment

IRACO

Internal Review and Audit Compliance Office

ISO

Installation Safety Office

ISR

Installation Status Report

JFTR

Joint Federal Travel Regulation

JIC

Joint Information Center

JP

joint publication

LCMC

life-cycle management command

LEPC

local emergency planning committee

LED

light-emitting diode

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

MILCON

military construction

MTF

medical treatment facility

MTT

mobile training team

NAF

nonappropriated fund

NCP

National Oil and Hazardous Substances Pollution Contingency Plan

NEC

Network Enterprise Center

NEPA

National Environmental Policy Act

NFPA

National Fire Protection Association

NGO

nongovernment organizations

NIOSH

National Institute for Occupational Safety and Health

NOAA

National Oceanic and Atmospheric Administration

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

NWS

National Weather Service

OASD (HA)

Office of the Assistant Secretary of Defense, Health Affairs

OASD(HD/ASA)

Office of the Assistant Secretary of Defense for Homeland Defense and America's Security Affairs

OASD(PA)

Office of the Assistant Secretary of Defense for Public Affairs

OIC

officer in charge

OHS

oil and hazardous substance

OPLAN

operations plan

OPMG

Office of the Provost Marshal General

OPR

office of primary responsibility

OSD

Office of the Secretary of Defense

OSC

on-scene coordinator

OSH

Occupational Safety and Health

OSHA

Occupational Safety and Health Administration

OTSG

Office of the Surgeon General

PAO

Public Affairs Office, Public Affairs Officer

PASS

Personal Alert Safety System

PBL

performance-based logistics

PHEO

Public Health Emergency Officer

PL

Public Law

PM

program manager

POD

point of distribution

POM

program objective memorandum

PPBES

Planning, Programming, Budgeting and Executing System

PPE

personal protective equipment

RMD

Resource Management Directive

RMO

Resource Management Office

RSP

render safe procedures

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 (JPM–IPP)

SOFA

status of forces agreement

SOP

standard operating procedure

TAS

Telephonic Alerting Systems

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

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

USAFMSA

U.S. Army Force Management Support Agency

USARC

U.S. Army Reserve Command

USC

United States Code

USCG

U.S. Coast Guard

USGS

U.S. Geological Survey

WMD

Weapons of Mass Destruction

Section II**Terms****All-hazards**

An approach for preparedness, mitigation, prevention, response, continuity, and recovery that addresses a full range of threats and hazards, including natural, human-caused, and technology-caused (see NFPA 1600).

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 COP provides consistent, identical and relevant operational information shared by more than one command or jurisdiction. A COP facilitates collaborative planning and operations and assists in achieving situational awareness across the Army. By enabling a COP, organizations and agencies can more effectively distribute information, enhance communications, manage resources, support incident commander, and aid in the decision making across the enterprise. The COP is shared in part or in its entirety with supporting civil and military response and recovery partners, tenant commands and higher headquarters.

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. (NIMS)

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

A situation which poses an immediate risk to life, health, property, or environment. Most emergencies require urgent intervention to prevent a worsening of the situation, to start rectifying the problem, or in some instances to simply offer palliative care for the aftermath (see AR 525–27).

Emergency assistance

Assistance required by individuals, families, and their communities to ensure that immediate needs beyond the scope of the traditional “mass care” services provided at the local level are addressed. These services include: support to evacuations (including registration and tracking of evacuees); reunification of families; provision of aid and services to special needs populations; evacuation, sheltering, and other emergency services for household pets and services

animals; support to specialized shelters; support to medical shelters; nonconventional shelter management; coordination of donated goods and services; and coordination of voluntary agency assistance (National Response Framework).

Emergency management

An ongoing process to prepare for, mitigate, prevent, respond to, maintain continuity during, and recover from an incident that threatens life, property, operations, or the environment. (See NFPA 1600.)

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, law enforcement, medical services), by jurisdiction (for example, Federal, State, regional, tribal, installation, city, county), or by some combination thereof. (NIMS)

Emergency public information

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

Emergency responders

Emergency Responders consist of 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 (IMTs), Crisis Action Teams (CATs), Dispatch Center staff, and staff of related/equivalent Departmental Operations Centers; pre-identified liaison officers to Installation C3 locations; Evacuation Management Team; Technical Specialists from METOC, Occupational Safety and Health, Industrial Hygiene, and Environmental offices/commands; Public Health Emergency Officers (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 Public Safety Answering Point (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 (see DODI 6055.17).

First receivers

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.

First responders

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: fire and emergency services, fire brigades, HAZMAT response teams, EMS, Army law enforcement, EOD, Pre-identified liaison officers to the ICP, MCP, or related areas (staging areas, base camp(s), helispots, 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.

Homeland Security Exercise and Evaluation Program

A Department of Homeland Security capabilities- and performance-based exercise program that provides a standardized

methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning (see DODI 6055.17).

Incident

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

Installation

An aggregation of contiguous or near contiguous, common mission-supporting real property holdings under the jurisdiction of DOD controlled by, and at which, an Army unit or activity is permanently assigned. A grouping of facilities located in the same vicinity, which support particular functions. Installations may be elements of a base. (JP 1-02) Real property holdings commanded by a centrally selected commander. Installations represent management organizations. An installation may be made of one or more sites. In addition, two types of “virtual” installations exist within the Army. The Army National Guard has virtual installations, identified as each state commanded by the Adjutant General, under which are Readiness Centers or sites. Each Army Reserve regional readiness command is, likewise, defined as a virtual installation under which Reserve centers are identified as sites (see AR 200-1)

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 (National Response Framework).

Mass care providers

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

Mass warning and notification system

The mass warning and notification capability consists of 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 mass warning and notification systems 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, Computer-based Notification Systems (CNS).

Mitigation

The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. (See AR 525-27.)

Multi-agency Coordination System

A 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. (NIMS)

Mutual Aid Agreement

Written agreement between and among agencies and organizations and/or 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 prior to, during, and/or after an incident (see DODI 6055.17).

National Incident Management System

A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, non-governmental organizations, and the private sector to work seamlessly to prepare for, mitigate the effects of, prevent, respond to, and recover from, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment. (NIMS)

National Response Framework

Guides how the Nation conducts all-hazards response. The NRF documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. It describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decision-makers, and supporting entities to provide a unified national response (see DODI 6055.17).

Preparedness

The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. 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 National Incident Management System (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. (AR 525–27, 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 law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice (see AR 525–27, NIMS).

Public health emergency

An 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 (see AR 525–27).

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 law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice (see NIMS).

Recovery

The 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

A system for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid agreements and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

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).

Section III**Special Abbreviations and Terms****AEFRP**

Army Emergency First Responder Program

APS

advanced professional series

CAP

common alerting protocol

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

CVAMP

Core Vulnerability Assessment Management Program

CWA

chemical warfare agent

FSTLOSP(HN)

Federal, State, Tribal, Local, Other Service, and Private (to include NGOs/FBOs) (or Host Nation) partners

HAZCOLLECT

All-Hazards Emergency Message Collection System

HAZUS-MH

Hazards, U.S. - Multi-Hazard

HAZWOPER

Hazardous Waste Operations and Emergency Response

HES

Hurricane Evacuation Studies

HHAT

Higher Headquarters Assessment Team

HSA

hazard-specific appendix

HSEEP

Homeland Security Exercise and Evaluation Program

HSPD

Homeland Security Presidential Directive

HURREVAC

hurricane evacuation

IAP

incident action plan

ICP

incident command post

IEET

Installation Exercise Evaluation Team

IEMC

Integrated Emergency Management Course

IFSAC

International Fire Service Accreditation Congress

ILO

installation legal office

IMS

Incident Management System

IP

improvement plan

IPAWS

Integrated Public Alert and Warning System

IS

independent study

IT/IS

Information Technology/Information Systems

JFO

Joint Field Office

JPM–IPP

Joint Program Manager–Installation Protection Program

LMR

Land Mobile Radio

MEVA

mission essential vulnerable area

MSEL

master scenario events list

NDMS

National Disaster Medical System

NECP

National Emergency Communications Plan

NETC

U.S. Naval Education and Training Command

NIC

National Integration Center

NIMS

National Incident Management System

NIPP

National Infrastructure Protection Plan

NWEM

Non-Weather Emergency Message

OEM

Office of Emergency Management

OP

operational period

PAIO

plans, analysis, and integration office

PAPR

powered air purifying respirator

PAR

personnel accountability report

PKEMRA

Post Katrina Emergency Management Reform Act

PPD

Presidential Policy Directive

ROM

restriction of movement

RPP

Respiratory Protection Program

RSO

Religious Support Office

RWG

recovery working group

SA

support annex

SNS

strategic national stockpile

TCL

target capability list

TCP

traffic control point

TTX

tabletop exercises

USFA

U.S. Fire Administration

VIPP

Visibility Installation Protection Program

UNCLASSIFIED

PIN 103175-000