



## DoD INSTRUCTION 6055.17

### DoD EMERGENCY MANAGEMENT PROGRAM

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**Originating Component:** Office of the Under Secretary of Defense for Acquisition and Sustainment

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**Purpose:** In accordance with the authority in DoD Directive (DoDD) 5135.02 and the guidance in DoDD 4715.1E, and the July 13, 2018 Deputy Secretary of Defense Memorandum, this issuance:

- Establishes policy, assigns responsibilities, and provides procedures for conducting emergency management (EM) activities at DoD installations worldwide.
- Establishes the DoD Emergency Management Steering Group (EMSG) to provide guidance and recommend policy on EM matters.

## TABLE OF CONTENTS

SECTION 1: GENERAL ISSUANCE INFORMATION .....	5
1.1. Applicability. ....	5
1.2. Policy. ....	5
1.3. Summary of Change 4. ....	5
SECTION 2: RESPONSIBILITIES .....	6
2.1. Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)).....	6
2.2. ASD(EI&E).....	6
2.3. Director, Defense Threat Reduction Agency (DTRA). ....	7
2.4. USD(P).....	7
2.5. ASD(HD&HA). ....	7
2.6. Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense. ....	8
2.7. USD(P&R).....	8
2.8. Assistant Secretary of Defense for Health Affairs.....	9
2.9. DoD Chief Information Officer. ....	9
2.10. Deputy Chief Management Officer of the Department of Defense.....	9
2.11. DoD Component Heads. ....	10
2.12. CJCS. ....	11
2.13. CCDRs. ....	11
APPENDIX 2A: DoD EMSG .....	13
SECTION 3: EM PROGRAM EXECUTION .....	14
3.1. Criteria. ....	14
3.2. Program Administration.....	14
3.3. EM Plan Development and Management. ....	14
a. EM Plan Elements.....	14
b. EM Plan Requirements. ....	15
c. EM Plan Structure. ....	16
3.4. Program Management.....	16
a. Advisory Committee. ....	16
b. EM Program Manager or Coordinator.....	17
3.5. Program Accreditation.....	19
3.6. DoD Professional Emergency Manager Certification Program.....	19
3.7. DoD EM Credentialing Program. ....	19
APPENDIX 3A: EM PROGRAM FUNCTIONS .....	21
SECTION 4: CROSSCUTTING PREPAREDNESS CAPABILITIES: PLANNING.....	23
4.1. Introduction.....	23
4.2. Training.....	23
a. EM Senior Leader Orientation.....	24
b. Emergency Manager Training. ....	24
c. Installation Emergency Operations Center (EOC) Training.....	24
d. Emergency Responder Training. ....	24
e. Emergency Dispatch or ECC Operator Training. ....	24

f. Community Awareness.....	24
g. New Equipment Training.....	24
h. Homeland Security Exercise and Evaluation Program (HSEEP).....	25
i. Mass Care, Evacuation Management, and Recovery Training.....	25
j. Tracking and Reporting.....	25
4.3. Organize and Equip.....	25
a. Equipment Standards.....	25
b. Total Life-Cycle Management.....	26
c. Equipment Interoperability.....	26
d. Resource Management.....	26
4.4. Developing an Effective Exercise Program.....	27
4.5. Evaluating and Improving Program Performance.....	28
4.6. Categorizing Personnel.....	29
<b>SECTION 5: CROSSCUTTING PREPAREDNESS CAPABILITIES: PUBLIC INFORMATION AND WARNING</b>	<b>30</b>
5.1. Introduction.....	30
5.2. Emergency Communications.....	30
5.3. Continuous Warning Point.....	30
5.4. Enhanced 9-1-1 (E9-1-1).....	30
5.5. MWN.....	30
<b>SECTION 6: CROSSCUTTING PREPAREDNESS CAPABILITIES: OPERATIONAL COORDINATION</b>	<b>33</b>
6.1. Introduction.....	33
6.2. Intergovernmental Coordination.....	33
a. Support Agreements.....	33
b. DSCA.....	33
c. Installations Outside the United States.....	34
d. Interoperability.....	34
6.3. EPI.....	34
<b>SECTION 7: PREVENTION AND PROTECTION</b>	<b>35</b>
7.1. Introduction.....	35
7.2. Detection, Surveillance, and Intelligence.....	35
a. Health Threat Surveillance.....	35
b. Intelligence Sharing and Dissemination.....	35
<b>SECTION 8: MITIGATION</b>	<b>36</b>
8.1. National Mitigation Framework.....	36
8.2. Community Profile.....	36
8.3. Risk Management.....	36
<b>SECTION 9: RESPONSE</b>	<b>47</b>
9.1. Introduction.....	47
9.2. Response Measures.....	47
9.3. Response Capabilities.....	47
a. Response C3.....	47
b. First and Emergency Response Capabilities.....	48
c. Medical, Veterinary, and Public Health Response.....	49
<b>SECTION 10: RECOVERY</b>	<b>51</b>

10.1. Introduction..... 51  
10.2. Installation Commander Responsibilities. .... 51  
    a. Convenes a Recovery Working Group (RWG). .... 51  
    b. Identifies Recovery Priorities. .... 51  
    c. Conducts Recovery Planning ..... 52  
GLOSSARY ..... 53  
    G.1. Acronyms..... 53  
    G.2. Definitions..... 54  
REFERENCES ..... 59

TABLES

Table 1. Typical Advisory Committee Participants..... 18  
Table 2. Hazard and Threat Scoring Categories and Definition..... 38  
Table 3. DoD EM Hazard and Threat Identification List ..... 39  
Table 4. Threats, Hazards, and Related Capabilities Matrix Example ..... 44  
Table 5. Hazard and Threat Scoring Categories and Definitions ..... 46

FIGURES

Figure 1. Crosscutting Capabilities and Mission Areas..... 23  
Figure 2. Capability Assessment Methodology ..... 42

## **SECTION 1: GENERAL ISSUANCE INFORMATION**

### **1.1. APPLICABILITY.** This issuance applies to:

a. OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the “DoD Components”).

b. Actions of the DoD Components on installations under DoD control.

c. All DoD personnel, including Active and Reserve Component military personnel and DoD civilian employees; DoD and non-DoD tenants; transient DoD and U.S. Government personnel; and dependents of DoD personnel, DoD contractors, visitors, and guests living or working on DoD installations worldwide.

### **1.2. POLICY.** The DoD:

a. Maintains DoD readiness and sustains mission assurance (MA) by establishing and maintaining a comprehensive, all-hazards EM Program.

b. Aligns EM Program efforts with Presidential Policy Directive 8 (PPD-8).

c. As appropriate, implements the National Planning Frameworks and the National Preparedness System, including the National Incident Management System (NIMS), Incident Command System (ICS), and Multi-Agency Coordination System (MACS) for incident management of emergencies.

### **1.3. SUMMARY OF CHANGE 4.** The changes to this issuance are administrative and update:

a. Language to comply with the March 17, 2025 Secretary of Defense Memorandum.

b. Responsibilities to reflect the realignment of Assistant Secretary of Defense for Sustainment (ASD(S)) responsibilities to the Assistant Secretary of Defense for Energy, Installations, and Environment (ASD(EI&E)) in accordance with the February 10, 2022 Deputy Secretary of Defense Memorandum.

c. The title of the Assistant Secretary of Defense for Homeland Security and Hemispheric Affairs (ASD(HD&HA)) in accordance with DoDD 5111.13.

d. References for currency and accuracy.

## SECTION 2: RESPONSIBILITIES

### 2.1. UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT (USD(A&S)). The USD(A&S):

- a. Maintains the EM Program in coordination with the DoD Components.
- b. Coordinates with the Under Secretary of Defense for Policy (USD(P)) on EM Program matters of mutual interest as they relate to MA-related programs and activities.
- c. In coordination with the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense, provides criteria, guidance, and instruction to incorporate EM Program elements into appropriate DoD program and budget documents.
- d. In coordination with the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), establishes policies and procedures for DoD civilian work force contingency and emergency plans and programs.
- e. Synchronizes EM Program requirements with nuclear weapon accident response procedures in accordance with DoD Manual 3150.08 and DoD response to nuclear and radiological incidents in accordance with DoDD 3150.08. This synchronization includes initial response force and response task force plans, procedures, communications, training, equipment, and exercises, as appropriate.

### 2.2. ASD(EI&E). Under the authority, direction, and control of the USD(A&S), the ASD(EI&E):

- a. Develops, maintains, and ensures DoD Component compliance with policies, laws, and Executive orders for EM to provide consistent, synchronized, and integrated EM, including development of DoD-wide goals and objectives.
- b. Provides standards for sustainment and life-cycle management of EM program requirements in accordance with Title 10, United States Code (U.S.C.) and Section 1522 of Title 50, U.S.C.
- c. Advocates for and supports planning, programming, and budgeting processes for the EM Program.
- d. Establishes the DoD EMSG and appoints representatives as chair and co-chair to provide guidance and recommend policy on EM matters within the DoD in accordance with Appendix 2A of this issuance.
- e. Participates in appropriate OSD-level committees, meetings, and working groups to represent EM Program aspects, including those related to MA (e.g., installation protection and resilience, antiterrorism (AT), medical response, critical infrastructure protection issues, extreme weather and wildfire readiness) and defense support of civil authorities (DSCA).

f. Coordinates with the DoD Human Resources Activity to improve access and use of installation EM Programs or facilities (e.g., shelters) for persons with disabilities through the provision of assistive technology devices and services.

g. Coordinates with the ASD(HD&HA) to ensure that programs, plans, and policies are synchronized, including access to DoD capabilities during incident and emergency response, deliberate events, and supporting preparedness activities.

h. Coordinates with the DoD Explosives Safety Board in developing and maintaining EM requirements related to hazards associated with DoD military munitions and other explosives.

**2.3. DIRECTOR, DEFENSE THREAT REDUCTION AGENCY (DTRA).** Under the authority, direction, and control of the USD(A&S), through the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs, and in addition to the responsibilities in Paragraph 2.11., the Director, DTRA:

a. Provides a representative to serve as technical advisor to the DoD EMSG.

b. Revises, coordinates, publishes, employs, and maintains criteria to evaluate EM capabilities based on the standards in this issuance and integrates the criteria with the DoD MA assessment benchmarks. EM benchmarks apply to and cover all natural, technological, and human-caused hazards and threats, and are no longer restricted to criteria that apply to terrorism scenarios.

c. Assesses EM capabilities as part of joint MA assessments to determine compliance with this issuance.

d. Conducts analysis of EM Program data collected from assessments conducted by the joint MA assessment teams and provides an annual common observation briefing to the EMSG.

e. Develops and maintains an all-hazards threat assessment (AHTA) methodology or tool to provide a consistent, repeatable process to standardize hazard and threat baseline scoring across the joint environment.

**2.4. USD(P).** The USD(P) develops DoD policy and provides oversight for emergency planning and preparedness, crisis management, defense mobilization in emergency situations, DSCA, defense critical infrastructure protection, continuity of operations and government, MA, and AT.

**2.5. ASD(HD&HA).** Under the authority, direction, and control of the USD(P) and in accordance with DoDD 5111.13, the ASD(HD&HA):

a. As the principal civilian advisor to the Secretary of Defense for DSCA as identified in DoDD 3025.18, advises the ASD(EI&E) on DSCA policy, including synchronization of DSCA and EM Program requirements.

b. Serves as principal official in the office of the USD(P) for EM matters.

- c. Provides policy and procedures on requests for EM support from external sources (e.g., federal, State, tribal, and local agencies; nongovernmental organizations (NGOs); and other private entities) before, during, or after an emergency.
- d. Serves as the principal civilian advisor for DoD policy matters pertaining to homeland defense activities, national preparedness, and DSCA matters with interagency partners, the Congress, State governments, local municipalities, and organizations in the private sector.
- e. Coordinates the development of DoD installation requirements related to homeland security and homeland defense, including the National Bio-Defense and the Domestic Nuclear Detection architectures, with appropriate OSD and interagency organizations including the Office of the ASD(EI&E).
- f. Serves as AT advisor as it relates to EM in accordance with DoD Instruction (DoDI) 2000.12. Synchronizes DoD AT policy with the EM Program, including alignment of DoD AT Standards 20, 21, and 23, and portions of Standard 15 as detailed in DoDI O-2000.16. This includes areas such as risk management methodology, plans, procedures, communications, training, equipment, and exercises.
- g. Advises the ASD(EI&E) on critical assets located on installations.
- h. Coordinates with the ASD(EI&E) during the development and maintenance of all-hazards EM policy requirements that meet the intent of the all-hazards definition established by PPD-21.
- i. Synchronizes MA-related programs and activities policy with EM policy in accordance with the MA strategy.
- j. Serves as the domestic crisis manager among other DoD-wide crisis management responsibilities in accordance with DoDD 3020.44.

**2.6. UNDER SECRETARY OF DEFENSE (COMPTROLLER)/CHIEF FINANCIAL OFFICER, DEPARTMENT OF DEFENSE.** In coordination with the USD(A&S), the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense, provides criteria, guidance, and instruction to incorporate EM Program elements into appropriate DoD program and budget documents.

**2.7. USD(P&R).** The USD(P&R):

- a. Develops, publishes, and maintains human capital emergency preparedness guidance such as the Civilian Personnel Management Service’s “Emergency Preparedness and Response Guide.”
- b. Through the Deputy Assistant Secretary of Defense for Military Personnel Policy and the Armed Forces Chaplains Board, and in coordination with the Military Department training commands, verifies that each Military Department’s training for chaplains includes mass casualty response and planning.

**2.8. ASSISTANT SECRETARY OF DEFENSE FOR HEALTH AFFAIRS.** Under the authority, direction, and control of the USD(P&R), the Assistant Secretary of Defense for Health Affairs:

- a. Establishes and maintains DoD-wide medical (including mental health), veterinary (including food protection and agriculture), and public health goals and objectives in support of the EM Program.
- b. Provides medical, veterinary, and public health EM expertise and representation to the DoD EMSG.
- c. Integrates public and veterinary health and medical EM initiatives with the EM Program such as force health protection, emergency response, medical countermeasures, public health emergencies, public health disaster planning, and medical and veterinary surveillance in accordance with DoDD 6200.04 and DoDI 6200.03.
- d. Supports the ASD(EI&E) in developing and maintaining medical, veterinary, and public health EM requirements for the EM Program within an all-hazards framework.

**2.9. DOD CHIEF INFORMATION OFFICER.** The DoD Chief Information Officer:

- a. Provides oversight of DoD Component information and communications technology (ICT) solutions that support EM to enable interoperability with mission partners, including non-DoD partners, in accordance with DoDI 8330.01.
- b. Provides guidance for the interoperability and security test and certification of Component ICT solutions in accordance with DoDI 8110.01.
- c. Oversees Component ICT supporting EM meets all other relevant DoD information technology requirements, particularly those for cybersecurity and the protection of personally identifiable information in accordance with DoDI 8510.01.
- d. Provides a representative to the DoD EMSG to serve as a technical advisor.
- e. In coordination with the USD(A&S), identifies DoD joint enterprise solutions, where appropriate, to minimize duplicative efforts and gain efficiencies.

**2.10. DEPUTY CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF DEFENSE.** The Deputy Chief Management Officer of the Department of Defense:

- a. Executes responsibilities as the senior management official for the Pentagon Reservation and DoD facilities in the National Capital Region on behalf of the Secretary of Defense.
- b. Oversees execution of an EM Program and incident command in accordance with this issuance.

**2.11. DoD COMPONENT HEADS.** The DoD Component heads:

- a. Plan, program, and budget for EM requirements and provide management support, resources, and staff to implement and assess compliance of EM Programs effectively at all organizational levels. Participate in ASD(EI&E) management reviews, as needed.
- b. Implement procedures for units that are tenants on installations, or supported commanders on joint bases, to participate fully in the host Component EM Program.
- c. Oversee policy and procedures and provide resources for the total life-cycle management of EM equipment and facilities, including acquisition, fielding, storage, and replacement functions.
- d. Designate, train, and resource an EM Program manager or coordinator at the Service or Component headquarters (HQ) and applicable higher-level HQs to support EM Programs.
- e. Establish and charter a Component or HQ-level Emergency Management Working Group (EMWG) to provide means for deliberate, purposeful coordination among members, stakeholders, and leadership. The EMWG is intended to complement DoD efforts in the development of an effective DoD-wide EM Program and gain consensus on initiatives, priorities, goals, and objectives.
- f. Identify a public health and medical consultant at the HQ level in accordance with DoDI 6200.03 to advise on public health, veterinary, and medical issues pertaining to the EM Program.
- g. Seek technical advice on disability-related emergency support issues from the Interagency Coordinating Council on Emergency Preparedness and Individuals with Disabilities in accordance with Executive Order 13347.
- h. Leverage EMWG expertise to develop a common planning process along with supporting planning templates to standardize EM plans to the greatest extent possible. Consider the planning guidance in the Federal Emergency Management Agency's (FEMA's) Comprehensive Preparedness Guide (CPG) 101.
- i. Develop, implement, and sustain appropriate EM training courses as described in Paragraph 4.2. of this issuance.
- j. When developed, use DTRA's joint AHTA methodology or tool to standardize hazard and threat baseline scoring across the joint environment.
- k. With responsibilities for personnel located at off-installation facilities (e.g., leased space, reserve centers, recruiting stations), require these facilities to develop emergency action plans (EAPs) in accordance with Section 1910.38 of Title 29, Code of Federal Regulations, and provide personnel at these facilities with coverage by mass warning and notification (MWN) systems as described in Paragraph 5.5. of this issuance.
- l. Identify a fire and emergency services chief consultant at the HQ level in accordance with DoDI 6055.06 to advise on fire and emergency response issues pertaining to the EM Program.

m. Ensure EM-related vulnerabilities that endanger defense critical infrastructure or endanger mission execution are identified to the Component- or installation-level MA officer.

n. Develop, implement, and sustain an exercise evaluation program as described in Paragraph 4.4. of this issuance.

**2.12. CJCS.** In addition to the responsibilities in Paragraph 2.11., the CJCS:

a. Develops, publishes, and maintains joint doctrine and associated publications on the policy and tactics, techniques, and procedures necessary to implement the EM Program in the joint environment.

b. Directs the Joint Requirements Oversight Council to address EM issues, including the testing and evaluation of material solutions to support the rapid acquisition, fielding, and integration of commercial and government technology for EM.

c. Drafts the CJCS program review and program analysis assessment that includes a summary of EM Program requirements as determined by the DoD Components, the Joint Requirements Oversight Council, and integrated priority lists provided by the Combatant Commanders (CCDRs).

**2.13. CCDRs.** Through the CJCS and in addition to the responsibilities in Paragraph 2.11., the CCDRs:

a. Advocate for joint and DoD Component EM Program requirements through the planning, programming, budgeting, and execution of the process.

b. Develop preparedness policies, plans, procedures, and guidelines with EM Program requirements to enhance community readiness and disaster resilience within their command's areas of responsibility and interest.

c. Oversee execution of EM requirements in host nations (HNs) in accordance with status-of-forces agreements, Department of State and CCDR guidance, and applicable HN standards. Verify that EM Programs on installations in HNs have clear guidance regarding how EM Program capabilities could support foreign consequence management, humanitarian assistance, and disaster relief operations.

d. Share results of risk management processes with DoD elements (e.g., off-site offices, defense coordinating officers and elements, facilities, installations, and DoD Components) within their command's area of responsibility.

e. Integrate EM training and exercise requirements in relevant plans and orders to validate consistency with the established guidance.

f. Integrate EM benchmarks into CCDR program reviews or other program analysis assessments.

## **APPENDIX 2A: DoD EMSG**

The DoD EMSG:

- a. Consists of representatives from OSD offices, the Joint Staff, the Military Departments, and other DoD Components, including, at a minimum, the Defense Logistics Agency, DTRA, and the Pentagon Force Protection Agency.
- b. Recommends new and revised planning guidance and policy for all aspects of the EM Program.
- c. Meets quarterly or as needed to share information, discuss items of mutual interest, and recommend policies and priorities on all aspects of the EM Program.
- d. Serves as the technical advisory board to the USD(A&S) for the EM Program and provides support to other groups (e.g., the Mission Assurance Senior Steering Group) as needed.

## SECTION 3: EM PROGRAM EXECUTION

### 3.1. CRITERIA.

- a. The EM Program requirements in this issuance provide the DoD Components with guidance for implementing EM practices that are scalable, flexible, and adaptable, and consistent with PPD-8, NIMS, and National Fire Protection Association (NFPA) 1600.
- b. The minimum required elements for an EM Program provide a structural framework that addresses and supports existing Military Department/Service EM guidance in accordance with the National Planning Frameworks and the National Preparedness System.
- c. For those installations that operate in the maritime domain, guidance is provided in the Department of Homeland Security (DHS) “Maritime Operational Threat Response Plan” and the Maritime Security Policy Coordinating Committee’s “The Maritime Infrastructure Recovery Plan for the National Strategy for Maritime Security.”

### 3.2. PROGRAM ADMINISTRATION.

- a. EM Program documentation will include an executive policy or vision statement for EM and a multi-year strategic plan developed in coordination with the advisory committee (e.g., installation EMWG) that defines the mission, goals, objectives, and milestones for the EM Program.
- b. The EM Program will document an ongoing method for program evaluation, maintenance, and revision. In coordination with the EM advisory committee, all EM risk management products, plans, procedures, and resource management products will be reviewed and updated at least annually.

**3.3. EM PLAN DEVELOPMENT AND MANAGEMENT.** Installation emergency managers must develop and maintain a comprehensive, integrated all-hazard EM plan at each installation that is aligned with the five mission areas of prevention, protection, mitigation, response, and recovery. The EM plan must be flexible enough for use in all emergencies, including unforeseen events, yet detailed enough to provide an initial course of action for installation commanders to proceed with pre-planned responses to potential unexpected events.

**a. EM Plan Elements.** EM plans:

- (1) Establish the missions, requirements, and operational concepts for all phases of EM in an installation or command with EM responsibilities.
- (2) Assign responsibilities to assigned directorates and divisions, tenant organizations, on-installation businesses, and the community.
- (3) Synchronize all emergency operations with an integrated operational concept.

(4) Are coordinated with other protection-related plans and programs including, but not limited to, chemical, biological, radiological, and nuclear (CBRN) response, AT, physical security, fire and emergency services (F&ES), medical, continuity of operations (COOP), and environmental.

(5) At a minimum, are updated annually and incorporate lessons learned and opportunities for improvement identified during annual exercises, actual events, and risk management activities.

**b. EM Plan Requirements.** EM plans must conform to the guidance in this issuance and align with NIMS and other relevant laws, policies, regulations, and consensus standards. To the extent possible, installations outside the United States should also implement NIMS principles in their EM plans. At a minimum, EM plans address:

- (1) Mission, goals, and objectives of the EM Program.
- (2) Functional roles, responsibilities, and lines of authority for all personnel, organizations, and agencies assigned EM responsibilities.
- (3) Community profile.
- (4) Mitigation activities, including:
  - (a) Risk management.
  - (b) Training.
  - (c) Exercise and evaluation.
  - (d) Interagency coordination.
  - (e) Equipment.
- (5) Mitigation planning that establishes interim and long-term actions to reduce or eliminate the risks of identified hazards and threats.
- (6) Response planning that establishes response actions and assigns responsibilities for carrying out those actions. Specific response planning considerations include:
  - (a) Methods for defining, shaping, and sharing a common operating picture (COP) with local civil and military partners.
  - (b) Methods for providing warning coordination, MWN, and emergency public information (EPI) before, during, and after an incident.
  - (c) COOP planning that identifies mission-essential functions and personnel, procedures, and resources in accordance with DoDI 3020.26. The COOP plan may be completed as a separate, stand-alone document that is referenced by the EM plan.

(d) Evacuation management and mass care planning that address the mass care concept, family assistance, local and remote safe havens, use of civilian shelters, personnel accountability, mass feeding, bulk distribution, individuals with special medical needs or disabilities, service animals, and general animal needs management.

(e) Shelter-in-place and lockdown planning and procedures.

(f) Volunteer and donations management that establishes procedures for organizing and coordinating the receipt of unsolicited services and goods in a manner that comports with applicable law and policy and does not interfere with response and recovery operations. Use of volunteers is authorized for emergencies involving the safety of human life or the protection of property in accordance with Section 1342 of Title 31, U.S.C., but volunteers may not perform normal, day-to-day, non-emergency functions or tasks in their volunteer capacity.

(g) Emergency Family Assistance Center mass care services that establish procedures to integrate victim and family services during response to and recovery from an emergency. DoDI 1342.22 establishes policy for the development and maintenance of emergency family assistance plans, mission, and concept of operations.

(h) Crisis and mass casualty response that integrates religious support and all available medical support in response to the full spectrum of crisis or catastrophic events.

(i) Appropriate dynamic protocols to allow non-DoD first responders, first receivers, and emergency responders to access the installation in an emergency.

(7) Recovery planning that provides short- and long-term priorities for restoration of functions, services, resources, facilities, programs, and infrastructure.

(8) Communications through all phases of an emergency that address communication capability and operation of major communication nodes including, but not limited to, emergency communication centers (ECCs), mobile command posts, and incident commands.

(9) Support for individuals with disabilities, including validation that all emergency evacuation plans developed, implemented, and exercised support considerations for individuals with disabilities and their service animals as recommended in the U.S. Department of Labor “Employers’ Guide to Including Employees with Disabilities in Emergency Evacuation Plans.”

**c. EM Plan Structure.** EM plans must be structured in accordance with accepted practices, (e.g., FEMA’s Independent Study Program, Course IS-235.C and CPG 101) and should follow DoD Component guidance for format consistency.

### **3.4. PROGRAM MANAGEMENT.**

#### **a. Advisory Committee.**

(1) Each DoD Component:

- (a) Establishes an EMSG to guide program implementation across their Component.
  - (b) Serves to bring issues to and act on issues from the DoD EMSG.
  - (c) Meets at least quarterly or as needed.
- (2) Each higher HQ or non-installation-owning command assigned EM responsibilities by its respective DoD Component:
- (a) Establishes an EMWG to guide program implementation across their command.
  - (b) Serves to bring issues to and act on issues from its respective Component EMSG.
  - (c) Meets at least quarterly or as needed.
- (3) Each installation commander establishes an installation EMWG to guide program implementation on that installation.
- (4) The advisory committees validate that the functions associated with establishing and sustaining the EM Program (see Appendix 3A) are performed in accordance with this issuance and DoD Component policy.
- (5) The advisory committees include, at a minimum, the commander or commander's representative, the EM Program manager or coordinator (e.g., the emergency manager at the installation level), and representatives from all commands, offices, tenants, or activities that are assigned responsibilities within the EM Program or the supporting EM plan. Examples of typical participants in an advisory committee are shown in Table 1.

**b. EM Program Manager or Coordinator.** Commanders with EM responsibilities designate in writing an EM Program manager or coordinator (termed the emergency manager at the operational and tactical levels) who:

(1) Is responsible for the development, implementation, execution, and sustainment of the EM Program within that command.

(a) At the installation level, the installation commander designates, in writing, the installation emergency manager who:

1. May have supporting staff assigned to support execution of the EM Program mission and functions.

2. Coordinates EM activities on and off the installation with all Military Departments, commands, HN, State, tribal, and local EM partners.

3. Serves as the senior authority on EM to the installation commander and other designated leaders and supervisors.

**Table 1. Typical Advisory Committee Participants**

REPRESENTATIVES FROM:	INDIVIDUALS	LIAISON OFFICERS FROM:
<ul style="list-style-type: none"> <li>• AT</li> <li>• Emergency Services, including F&amp;ES and emergency medical services, if separate</li> <li>• Law Enforcement and Physical Security</li> <li>• Explosive Ordnance Disposal</li> <li>• CBRN Preparedness</li> <li>• Safety and Industrial Hygiene</li> <li>• Legal Office</li> <li>• Public Works</li> <li>• Logistics and Supply</li> <li>• Cybersecurity Office</li> <li>• Family Readiness (Community Services and Morale, Welfare, and Recreation)</li> <li>• Disaster Mental Health</li> <li>• Disability NGO</li> </ul>	<ul style="list-style-type: none"> <li>• MA representative</li> <li>• Medical emergency manager</li> <li>• Public health emergency officer (PHEO)</li> <li>• Public health officer</li> <li>• Meteorologist</li> <li>• Public affairs officer</li> <li>• Chaplain</li> <li>• Facilities or building manager</li> <li>• Exceptional Family Member Program family support manager</li> <li>• Veterinary subject matter expert</li> </ul>	<ul style="list-style-type: none"> <li>• Tenant and subordinate commands, including non-DoD activities, Defense Commissary Agency activities, and exchange services</li> <li>• Applicable HN, State, tribal, local, private, voluntary and NGO, and other DoD Component partners</li> <li>• Applicable federal partners with offices or Services at the local level and the Local Emergency Planning Committee</li> </ul>

(b) At the tenant level, each tenant designates an EM Program manager or coordinator who:

1. Is responsible for the development of a tenant EAP in accordance with Section 1910.38 of Title 29, Code of Federal Regulations.

2. Supports EM Program objectives, activities, and operations, including participation in training, exercises, and supporting operations.

(2) Serves as the representative to the next higher HQ EMWG, when requested, and is responsible for their respective EMWG.

(3) Acts as the lead action officer and responsible party for all emergency planning, policy, coordination, integration, and operations for emergencies affecting his or her command and assigned subordinate units.

(4) Collects and prioritizes EM resource requirements for program objective memorandum submissions to the next higher HQ.

(5) Develops and maintains the installation’s EM plan and supports the integration of the EM plan with all other installation and response plans. Plans may be combined into an “all-hazards” plan provided that all requirements are addressed.

(6) Collaborates and coordinates with federal, State, tribal, and local governments; other Military Departments; and HN emergency managers to achieve the highest possible level of EM plan integration and interoperability.

(7) Coordinates with the installation medical treatment facility (MTF) medical emergency manager (through direction of the medical commander), PHEO, and other appropriate public health and medical resources (e.g., public health liaison, preventive medicine, and local public health agency) for inputs to the EM plan, as appropriate.

(a) Provides medical and public health resource management activities in accordance with DoDI 6200.03.

(b) Validates that the medical emergency manager is an active participant in the installation EMWG and that any tenant or supporting MTF is incorporated into EM exercise planning.

**3.5. PROGRAM ACCREDITATION.** EM Program accreditation is a quality assurance process consisting of self-assessment, documentation, and external review of an EM Program to validate that the program meets laws, policies, regulations, and consensus standards recognized by DoD and individual DoD Components. This process may leverage existing accreditation programs such as the National Oceanic and Atmospheric Administration’s Storm Ready Program or any American National Standards Institute-recognized EM accreditation program.

**3.6. DoD PROFESSIONAL EMERGENCY MANAGER CERTIFICATION PROGRAM.** Certification encourages EM professionals to enhance their career development, broaden and expand their expertise of EM, and demonstrate requisite skills and knowledge. The DoD Components will encourage emergency managers to seek certification.

**3.7. DoD EM CREDENTIALING PROGRAM.** Credentialing validates the identity and attributes (e.g., affiliations, skills, privileges) of individuals or members of response and recovery resources against national and DoD-specific competency standards and supports effective management of these critical assets.

a. Credentialing supports effective access control to an incident site (allowing the right personnel to access the right locations), NIMS resource management (matching the right capability to the right mission), and application of verified common qualifications across organizations (matching the right skills to the right job). Identification requirements will be aligned with existing installation access control policy.

b. Within 3 years of the publication of this issuance, the ASD(EI&E) will establish a DoD EM credentialing program consistent with the guidance set forth in the NIMS “Guideline for the Credentialing of Personnel,” Federal Information Processing Standards Publication 201-2, Homeland Security Presidential Directive 12, and American Society for Testing and Materials E2842-14.

c. Each DoD Component will support development and implementation of the DoD EM Credentialing Program.

d. When a DoD EM Credentialing Program is established and implemented:

(1) DoD Components will issue policy and guidance for subordinate units.

(2) Commanders will implement a credentialing process consistent with their DoD Component's policy and guidance.

## **APPENDIX 3A: EM PROGRAM FUNCTIONS**

The DoD Components must ensure that installation emergency managers perform these functions associated with establishing and sustaining the EM Program in accordance with this issuance and DoD Component policy:

- a. Develop and maintain a profile of the protected population.
- b. Conduct and maintain personnel categorization.
- c. Execute the EM Program implementation plan.
- d. Conduct the continual risk-management process.
- e. Develop and maintain the installation EM plan.
- f. Coordinate preparedness activities according to the installation EM plan.
- g. Promote and support individual and community preparedness, including national preparedness campaigns.
- h. Integrate NIMS into the planning and incident management structure.
- i. Support NIMS resource management activities.
- j. Coordinate with local EM activities, including the local emergency planning committee, where applicable.
- k. Coordinate with and support continuity and risk management programs on the installation.
- l. Coordinate incident management capabilities according to the installation EM plan.
- m. Coordinate tenant preparation of tenant EAPs.
- n. Coordinate development of evacuation management and mass care capabilities.
- o. Coordinate pre-incident recovery planning and preparations, including facility surveys for use in damage assessments.
- p. Review training and certification reports for compliance with plan requirements.
- q. Review exercise and evaluation reports for compliance with plan requirements.
- r. Review after-action reports, improvement plans, and corrective action plans to identify deficiencies and make applicable updates on an annual basis or as required.
- s. Coordinate implementation and completion of corrective action plans.

- t. Support readiness reporting via the appropriate DoD Component system.
- u. Support assessments by higher HQ.
- v. Collect, validate, and prioritize budget and financial requirements for submission into the program objective memorandum process via the appropriate representative.
- w. Guide the EM Program towards full operational capability and eventual EM Program accreditation.

## SECTION 4: CROSSCUTTING PREPAREDNESS CAPABILITIES: PLANNING

### 4.1. INTRODUCTION.

a. As shown in Figure 1, three crosscutting preparedness capabilities—planning, public information and warning, and operational coordination—apply across the five main mission areas. These common, core capabilities serve to unify the mission areas and are necessary for the success of the remaining core capabilities. This section focuses on the elements that make up the planning capability, including training, organizing and equipping, developing an effective exercise program, evaluating and improving program performance, and categorizing personnel.

**Figure 1. Crosscutting Capabilities and Mission Areas**



b. The National Response Framework and National Disaster Recovery Framework (NDRF) promote planning, public information and warning, and operational coordination capabilities. EM Programs should attempt to align with these documents when applicable and reasonable.

**4.2. TRAINING.** An effective EM education and training program uses both civilian-developed and DoD Component-developed training curricula and educational materials to validate an appropriate level of competency for commanders, EM resources, first responders, first receivers, emergency responders, and the base population. At a minimum, EM-related education and training encompasses:

**a. EM Senior Leader Orientation.** Provides senior leaders with the requisite knowledge to implement EM Program policies, including an overview of all aspects of subordinate EM Programs at the strategic and operational levels with emphasis on mitigation, preparedness, response, and recovery operations conducted at their subordinate commands. Senior leaders will participate in this DoD Component-directed training upon initial assignment and biennially at a minimum.

**b. Emergency Manager Training.** Training includes appropriate DoD Component-directed training requirements, including certification and credentialing programs for designated installation emergency managers tasked with overseeing and implementing EM Programs, plans, and operations.

**c. Installation Emergency Operations Center (EOC) Training.** Training includes appropriate DoD Component-directed training requirements, including certification, and credentialing programs for all personnel designated to support the installation EOC, Hospital Command Center, and supporting departmental operations centers (DOCs) as part of the NIMS MACS.

**d. Emergency Responder Training.** At a minimum, all first responders, designated first receivers, and emergency responders are required to receive the appropriate level of ICS training consistent with NIMS and in accordance with DoD Component-directed training programs. Task-specific training (e.g., professional firefighting, first aid, emergency medical services) incorporating applicable Occupational Safety and Health Administration standards, appropriate NFPA standards, and other applicable standards is the responsibility of the relevant DoD Component. All personnel identified and assigned EM missions, functions, and tasks must be trained, certified, and credentialed for their assigned positions in accordance with applicable DoD Component-directed requirements. First responder, first receiver, and emergency responder training outside the United States must account for compatibility with appropriate HN first responder and receiving elements in accordance with applicable agreements (e.g., status-of-forces agreement).

**e. Emergency Dispatch or ECC Operator Training.** At a minimum, all emergency dispatch or ECC personnel with emergency-call-taking and dispatch responsibilities are required to be trained, certified, and credentialed for their assigned responsibilities in accordance with DoD Component-directed requirements.

**f. Community Awareness.** EM community awareness and emergency preparedness information is made available to all assigned personnel and their family members upon indoctrination and on an annual basis, or more frequently as the local hazard and threat situation dictates. Community awareness and emergency preparedness information must be available in accessible formats for all personnel in accordance with Sections 504, 508, 794, and 794d of Title 29, U.S.C. and Public Law (PL) 101-336.

**g. New Equipment Training.** Personnel assigned EM responsibilities requiring use of newly deployed equipment must be trained in accordance with Military Department policy and procedures.

**h. Homeland Security Exercise and Evaluation Program (HSEEP).** To the extent possible, HSEEP must be used in the design, conduct, and evaluation of exercises. All members of the exercise and evaluation team who design, conduct, or evaluate EM functions and tasks should be trained in HSEEP compliance.

**i. Mass Care, Evacuation Management, and Recovery Training.** All task-organized EM resources assigned responsibilities for mass care, evacuation management, casualty management, decontamination, damage assessment, structural evaluation, debris management, fatality management, rapid needs assessment, and other response and recovery tasks must complete the DoD Component-directed training requirements for their assigned positions.

**j. Tracking and Reporting.** The lead for each functional area tracks the training provided to personnel. Reporting is accomplished in accordance with DoDD 7730.65 and may be augmented by DoD Component-specific policy and procedures.

**4.3. ORGANIZE AND EQUIP.** It is important to determine the type and amount of resources needed to support capabilities for emergency response. Emergency managers should consider factors such as priority, level of response capability, and the hazards, threats, and vulnerabilities identified during the risk-management activities. Not all installations will require the same type or amount of resources. Identify resource needs for each installation using a process that is flexible enough to accommodate the needs of specific installations, while at the same time standardizing emergency response capabilities and providing cost-effective solutions that provide a sufficient minimal level of EM capability at each installation. Consider closing resource gaps using support agreements with federal, regional, State, tribal, local, voluntary and NGO, private industry, or HN partners when possible. Organize and manage all resources, including personnel, services, materials, and facilities according to established resource management guidelines.

**a. Equipment Standards.** Equipment standards include government off-the-shelf (GOTS) and commercial off-the-shelf (COTS) solutions to equipment requirements.

(1) GOTS and COTS equipment used to detect the presence of, protect against the effects of, or remove or reduce the hazard of hazardous materials (HAZMAT) are procured, maintained, employed, and inventoried in accordance with PL 103-160 and applicable Joint Chemical Biological Defense Program, Joint Requirements Office, Joint Program Executive Office for Chemical and Biological Defense, and Military Department/Service guidance.

(2) Personal protective equipment worn by first responders, first receivers, and emergency responders will comply with Executive Order 12196, Occupational Safety and Health Administration regulations, NFPA standards, and National Institute for Occupational Safety and Health guidelines, as appropriate, and will comply with DoDD 4715.1E and DoDIs 6055.01 and 6055.05.

(3) The DoD Chemical and Biological Defense Non-Standard Equipment Review Panel advises on which HAZMAT COTS equipment should be selected. COTS equipment validation for use by Military Departments is completed as required.

(4) GOTS and COTS equipment may be used across the full spectrum of mitigation, response, and recovery operations for natural, technological, and intentional hazards and threats. All equipment must be maintained in accordance with manufacturer's specifications, including storage and maintenance requirements as well as training requirements for identified operators and system administrators.

**b. Total Life-Cycle Management.** Installation commanders will:

(1) Maintain equipment replenishment and disposal in accordance with the equipment's specified life cycle.

(2) Ensure appropriate funding for the maintenance and accountability of the equipment, including sustainment training, certification, equipment upgrades, replacement, and expendables for all installations under their control.

**c. Equipment Interoperability.** When possible, installation EM equipment should be interoperable with equipment used by federal, regional, State, tribal, local, voluntary and NGO, private industry, or HN partners.

**d. Resource Management.** Resource management involves coordinating and managing the application of tools, processes, and systems that provide EM personnel with timely and appropriate resources during an emergency. All EM Programs will use NIMS-based resource management processes to coordinate the identification, prioritization, and allocation of EM resources. Installation commanders will:

(1) Develop resource management objectives and processes that address:

(a) EM personnel, equipment, training, facilities, funding, expert knowledge, materials, technology, information, intelligence, and the timeframe when they are needed.

(b) Quantity, response time, capability, capacity, limitations, cost, and liability connected with using the resources.

(c) Resources and partnership arrangements essential to the EM Program (e.g., mutual aid agreements (MAAs), memorandums of understanding, memorandums of agreement).

(2) Implement resource management procedures to locate, acquire, store, distribute, maintain, test, and account for services, resources, materials, and facilities procured or donated to the EM Program that, at a minimum:

(a) Establish processes for describing, requesting, tracking, and taking inventory of resources.

(b) Activate these processes before and during an incident.

(c) Dispatch resources before and during an incident.

(d) Deactivate or recall resources during or after an incident.

(e) Establish contingency planning for shortfalls of resources consistent with NFPA 1600.

(3) Implement NIMS resource-typing procedures. NIMS resource typing provides a consistent process for identifying, inventorying, and managing resources by type and kind of resource. EM Programs are encouraged to use NIMS resource typing procedures to manage organic and, to the extent possible, external resources identified in the EM plan. The DoD Components are encouraged to provide standardized policy guidance on resource typing and resource management activities. Further information, including a NIMS resource-typing library tool, is available from FEMA at [http://www.fema.gov/resource-management-mutual-aid#rt\\_cred](http://www.fema.gov/resource-management-mutual-aid#rt_cred).

**4.4. DEVELOPING AN EFFECTIVE EXERCISE PROGRAM.** Installation commanders will conduct an exercise program in accordance with DoD Component guidance and develop multi-year exercise plans (schedules) with annual updates to aid in scheduling and planning efforts. Exercises will:

a. Assess and validate EM capabilities, clarify and familiarize personnel with roles and responsibilities, improve interagency coordination and communication, highlight capability gaps, and identify opportunities for improvement.

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

c. Include participation of appropriate leaders and decision makers in the installation EOC as well as, whenever possible and appropriate, in supporting DOCs. Include, as appropriate, leaders from federal, regional, State, tribal, local, voluntary and NGO, private industry, and HN partners.

d. Assess these components of the EM plan and EM capabilities:

(1) Activation of local support agreements.

(2) Execution of incident reporting protocols, internal (e.g., installation personnel, tenant organizations) and external (e.g., higher HQ, federal, regional, State, tribal, local, voluntary and NGO, private industry, or HN partners).

(3) Warning coordination, MWN, and EPI. At a minimum, MWN systems must be exercised twice a year to validate accuracy of personal contact information and efficacy of notification systems.

(4) Command, control, and communication (C3) capabilities.

(5) Evacuation management and mass care operations.

(6) Shelter-in-place and lockdown.

(7) First responder, first receiver, and emergency responder operations.

(8) Medical, veterinary, and public health response and recovery operations, including disaster mental health and mass casualty management.

(9) COOP capabilities.

(10) Tenant EAP activation and integration with the installation EM plan.

(11) Religious support response.

(12) EAPs for facilities located off-installation. They must be exercised a minimum of once a year and include engagement with supporting local emergency response forces if practical.

e. Base EM exercises on a multi-year exercise plan consistent with HSEEP.

#### **4.5. EVALUATING AND IMPROVING PROGRAM PERFORMANCE.**

a. Exercises and real-world events must include a thorough and objective evaluation process. During an exercise and upon its conclusion, the evaluation team, functional participants, and leadership evaluate performance against relevant capability, identify deficits, and institute after-action reporting. Exercise evaluation teams:

(1) Include personnel in sufficient numbers and with the necessary resources to periodically evaluate EM exercises.

(2) Evaluate the capability to respond to and recover from emergencies using an all-hazards EM approach.

(3) Are trained, certified, and credentialed in accordance with Military Department/Service policy and, at a minimum, to the level of those they are evaluating.

(4) Are encouraged to have HSEEP practitioner training.

b. EM Programs must include an after-action report to incorporate corrective actions. At the end of each exercise or real-world event, DoD installations conduct a formal review among participants and observers of EM actions. The actions are evaluated on successful performance, outcomes achieved, lessons learned, and areas for improvement. As a result of the evaluation, an after-action report is prepared.

(1) The after-action report includes specific recommendations for changes in practice, timelines for implementation, and assignments for completion.

(2) When the after-action report is completed, a corrective-action plan is developed and implemented, and the results are incorporated into the annual EM plan review and update process.

(3) After-action reports are kept for at least 3 years.

#### **4.6. CATEGORIZING PERSONNEL.**

a. The DoD Components must establish a comprehensive, all-hazards personnel categorization process to assist EM and protection-related programs in developing effective, sustainable protective strategies. Effective personnel categorization will align:

(1) MWN, EPI, evacuation, mass care, and recovery strategies with the needs of the target populations.

(2) Limited response and recovery training, equipment, and exercise resources to first and emergency responders.

b. DoDIs O-2000.16 and 3020.52 provide chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) threat-specific guidance on personnel categorization.

## SECTION 5: CROSSCUTTING PREPAREDNESS CAPABILITIES: PUBLIC INFORMATION AND WARNING

**5.1. INTRODUCTION.** Ensuring that accurate, reliable, and actionable information on threats and hazards is available to DoD personnel and the public is critical to all aspects of preparedness and highlights the need for public information and warning capabilities to support the five preparedness mission areas—prevention, protection, mitigation, response, and recovery.

**5.2. EMERGENCY COMMUNICATIONS.** All EM Programs must develop a comprehensive, integrated, and interoperable emergency communications capability with an approved communications plan.

**5.3. CONTINUOUS WARNING POINT.** All EM Programs must designate a continuous warning point to receive and transmit emergency warning information to C3 nodes and personnel.

**5.4. ENHANCED 9-1-1 (E9-1-1).** Where technically feasible, all installations must have the availability of Emergency 9-1-1 services with recording capability through either government-owned and -operated support or support from civilian authorities. DoD-owned E9-1-1 systems must include the ability to receive:

- a. E9-1-1 calls directly from landlines on the installation.
- b. E9-1-1 from wireless service providers as technology matures.
- c. Accurate physical location data including, as appropriate, a National Emergency Number Association-compliant street address or latitude and longitude. Latitude and longitude must be included for those cases of wireless calls coming from remote areas that are not in the vicinity of a geospatial feature such as a building polygon, street centerline, etc.

### **5.5. MWN.**

a. DoD will pursue a single, enterprise-wide MWN system. MWN systems enable timely dissemination of alerts and warnings of hazards and threats that may impact the protected population, on and off DoD installations, allowing time for appropriate protective actions to be taken.

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

(2) Within 10 minutes after initiation, MWN systems must reach a target audience of 90 percent or more of the protected population with specific protective action recommendations

(mass warning) and 100 percent of assigned EM resources, including first responders, first receivers, and emergency responders (notification).

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

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

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

b. MWN capabilities consist of a multi-modal mix of visible signals, sounds or sirens, landline or wireless phone calls, smart phone applications, text messaging, computer-based notification, or other communication methods, as necessary. Where smart devices (e.g., tablets, phones) are used, the MWN system must include a capability (e.g., mobile application) that allows for local alert initiation, geographic combatant command notification and, immediately following, auto 9-1-1 dialing.

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

(1) **Primary Population.** All DoD military and civilian personnel and contract support personnel whose normal place of duty is on a DoD installation or within a DoD facility (i.e., “DoD badge holders”) are considered part of the primary population.

(a) MWN systems must be capable of providing alert notification and confirmation of receipt of the notification to the primary population within the timing limits listed in Paragraph 5.5.a.

(b) Due to the life-safety implications of the information being relayed and the requirement to provide immediate alerts and warnings, members of the primary population must ensure that their personal contact information, including after-duty hours contact information, as appropriate (e.g., personal cellular phone numbers or landline phone numbers), e-mail addresses, home address, etc., are entered into the system and regularly updated or verified every 90 days to remain current and accurate.

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

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

(a) MWN systems must be capable of providing alert notification to the secondary population within the timing limits listed in Paragraph 5.5.a.

(b) Members of the secondary population are highly encouraged to provide their personal contact information, including personal cellular phone numbers, landline phone numbers (when available), e-mail addresses, etc.

d. Working in concert with the DoD Components, the DoD Chief Information Officer, and the Mission Assurance Coordination Board, the ASD(EI&E) must establish standardized business rules, processes, and procedures to provide timely, consistent sharing of alert notifications to the protected population without regard to DoD Component affiliation. Business processes must define the appropriate geographic region or area in which alerts are to be provided, when alert notifications are to be provided and by whom, and other relevant processes.

e. In many cases, and particularly for personnel located off DoD installations, local non-DoD emergency response forces provide critical (and possibly the only) support to DoD personnel. MWN systems should integrate and seamlessly share information with local non-DoD emergency response forces to the maximum extent reasonable to enhance response times.

f. All personnel, particularly those located at off-installation facilities, are encouraged to sign up for locally available community alert systems and breaking news applications to increase awareness of threats and hazards that may affect their community.

## SECTION 6: CROSSCUTTING PREPAREDNESS CAPABILITIES: OPERATIONAL COORDINATION

**6.1. INTRODUCTION.** Operational coordination is another crosscutting preparedness capability that supports the five main preparedness mission areas: prevention, protection, mitigation, response, and recovery.

**6.2. INTERGOVERNMENTAL COORDINATION.** All EM programs coordinate their plans, where appropriate, with other Federal departments and agencies; State, tribal, and local governments; other DoD Components; or HN emergency response agencies and departments to identify and update responsible points of contact, emergency protocols, and expectations in the event of an incident on or affecting a DoD installation in accordance with DoDIs O-2000.16, 6055.06, and 6200.03 and consistent with NFPA 1600. Interagency coordination should include information sharing, resource management, communications, incident management, and capabilities that may provide early warning of a potential hazard or threat.

**a. Support Agreements.** In accordance with DoDI 4000.19, installation commanders develop or provide input to support agreements with federal, regional, State, tribal, local, voluntary and NGO, private industry, or HN partners, including EM agencies, emergency services, and other response and recovery partners. These support agreements include MAAs or other support agreements written as a memorandum of agreement, memorandum of understanding, inter-Service support agreement, or support contracts, including pre-incident contracts as necessary to support the installation. Installation legal counsel assists in the preparations and performs a legal review of all support agreements before execution. Where support agreements exist at installations, the installation emergency manager must:

- (1) Maintain listings of all EM-related support agreements.
- (2) Integrate support agreements into the EM plan.
- (3) Validate that offices of primary responsibility review and document EM-related support agreements annually, at a minimum, and when the ability to meet the requirements in the support agreements cannot be met. These reviews will result in continuation, cancellation, or revision of the support agreement.
- (4) Exercise support agreements in conjunction with installation exercises, with the goal of exercising at least a portion of each agreement annually.

**b. DSCA.** DSCA operations and EM Program activities may occur simultaneously, requiring coordination and de-confliction of requirements to ensure that resources are applied appropriately and to the most pressing need. DSCA response actions, including immediate response authority, must be conducted in accordance with DoDD 3025.18 and DoDI 3025.21.

**c. Installations Outside the United States.** All installations located outside the United States and its territories and possessions must coordinate their efforts with the supported geographic combatant commander and, consistent with geographic combatant commander guidance, with appropriate Department of State officials and HNs (agreements with which must be negotiated and concluded in accordance with DoDI 5530.03).

**d. Interoperability.** EM Programs should be consistent with EM efforts in their civilian mutual aid community or HN in order to provide effective and efficient emergency response. Interoperability improves interagency collaboration, coordination, and participation in all aspects of EM. Interoperability includes the technical exchange of information and the end-to-end operational effectiveness of that exchange of information as required for mission accomplishment. Information exchange must be balanced with information assurance.

**6.3. EPI.** A critical aspect of interagency coordination is ensuring the consistent provision of EPI to the public, including all personnel on DoD installations and in facilities. EM Programs are responsible for the provision of accurate, timely, and verifiable EPI to their protected population before, during, and after an incident via multiple pathways, including MWN systems, social media, television, commercial radio, media services, and similar systems. EM Programs must develop, test, exercise, and evaluate an effective, timely, and multi-modal warning coordination process in order to provide effective EPI to the protected population, including tenant organizations. All means available should be used to communicate relevant, timely information with emergency response resources and stakeholders across the affected community, as appropriate. Continuous communication of EPI across each of the five main preparedness mission areas—prevention, protection, mitigation, response, and recovery—serves to enhance situational awareness and community resilience and should continue until recovery actions have been completed.

## SECTION 7: PREVENTION AND PROTECTION

**7.1. INTRODUCTION.** Prevention and protection activities aim to protect against, prevent, avoid, or stop threatened or imminent acts of terrorism, natural disasters, or other threats or hazards consistent with the National Prevention Framework and the National Protection Framework.

**7.2. DETECTION, SURVEILLANCE, AND INTELLIGENCE.** An initial incident results in a trigger that sets in motion a series of response actions. Triggers may be the result of community calls to the emergency dispatch center or ECC; physical observation of an emergency; meteorological, seismic, or other hazard forecasting resources; input from deployed detection equipment; syndromic surveillance analysis; or intelligence analysis. The types of detection technologies deployed at installations may vary; however, at a minimum, installations will have access to:

**a. Health Threat Surveillance.** Installation commanders will identify relevant sources of medical, veterinary, and public health information on, or available to, the installation (e.g., MTF, PHEO, public health officers, laboratory or medical command personnel) that:

(1) Monitor relevant health surveillance systems (before, during, and after incidents).

(2) Interface with appropriate programs within DoD (e.g., Armed Forces Health Surveillance Branch and the National Center for Medical Intelligence) as well as federal, State, and local public health authorities, as necessary.

**b. Intelligence Sharing and Dissemination.** Installations will identify multiple information and intelligence sources within and outside DoD (e.g., the general public, military intelligence, national intelligence institutions, local and HN law enforcement intelligence) and establish and agree on intelligence information. Intelligence information will only be shared with organizations who have been authorized to receive the information and products.

## SECTION 8: MITIGATION

**8.1. NATIONAL MITIGATION FRAMEWORK.** The National Mitigation Framework contains information to help installation commanders build and sustain a culture of preparedness and mitigation by recognizing and managing risks in all planning and decision making. These efforts help to reduce the impact of disasters by supporting protection and prevention activities, easing response, and speeding recovery to create better prepared and more resilient communities.

**8.2. COMMUNITY PROFILE.** A community profile serves to inform the installation commander on the population and facilities to be protected. This includes an assessment of demographic information, personnel categorization, infrastructure, and installation zoning to identify, prioritize, and allocate resources appropriately.

a. At the Military Service level, the community profile involves the identification and prioritization of installations and facilities, along with associated tenants, to maximize readiness with limited fiscal resources.

b. At the HQ level, a community profile is tailored to identify and prioritize EM activities based on mission requirements set by the HQ itself or by higher HQ such as CCDRs.

c. At the installation level, a community profile entails a comprehensive examination of the community's demographics, infrastructure, requirements, and resources.

### 8.3. RISK MANAGEMENT.

a. Risk management:

(1) Involves the application of a standardized process to identify, assess, and manage risk and enable decision making that balances risk, cost, and mission requirements.

(2) Allows the commander to decide how best to use allocated resources to reduce risk or, where circumstances warrant, acknowledge risk.

(3) Processes and required assessments are conducted in accordance with DoD Component guidance and with the active participation of all EMWG members and in collaboration with other relevant organizations.

b. Before the update or review of the EM plan, annually conduct and validate the risk-management process described in this issuance. Although this process is conducted annually, missions, threats, hazards, and vulnerabilities can change at any time, which may require a re-evaluation and update of the risk. The results of the assessments and subsequent risk planning serve as the basis and justification for EM Program enhancements, priorities, program planning, and resource allocation.

c. Risk management consists of two core activities: risk assessment and risk-reduction planning. The risk management process uses existing processes and protection programs at the installation, DoD Component, and DoD levels. Identifying, assessing, and addressing risk is an integrative process encompassing multiple assessments, including:

(1) **Risk Assessment.** Risk assessment involves the collection and evaluation of data in three core areas:

(a) **Criticality Assessment.** The criticality assessment identifies key assets and infrastructure that support DoD missions, units, or activities and are deemed mission critical by military commanders or civilian agency managers. Criticality is the consequence of loss of an asset based on the effect the incapacitation or destruction of the asset would have on DoD operations and the ability of DoD to fulfill its mission. Critical assets can be people, physical entities, or information. They can be located either within or outside the United States and employed, owned, or operated by DoD or by non-DoD domestic, foreign, public, or private sector organizations. The commander's priorities and intent determine critical assets. Commanders are required to conduct a criticality assessment in accordance with DoDIs O-2000.16 and 3020.45 and Joint Publication 3-07.2. DoDI O-2000.16 requires that it then be updated at least annually.

(b) **AHTA.** Execution of the risk-management process depends on an assessment of the threat and hazard environment where DoD commands and installations operate and missions are executed. The AHTA process includes the identification of a comprehensive list of threats and hazards as well as the identification of their probability of occurrence. The AHTA process:

1. Is prepared by the installation's EMWG and coordinated with the installation threat working group. The AHTA should be developed with the active engagement of personnel familiar with local conditions and mission requirements.

2. Uses a joint AHTA methodology for determining the probability that an event will occur. The scoring methodology will be developed by DTRA in close collaboration with other DoD Components.

3. Uses scoring categories of high, significant, moderate, and low as defined in Table 2.

4. Uses the best available authoritative data sources to determine the probability of occurrence of a given hazard or threat.

5. Is approved by the authority having jurisdiction over the installation (e.g., wing commander, installation commander).

6. Is reviewed annually and during higher HQ assessments.

7. Identifies and characterizes the hazards and threats. Determines specific hazards and threats, ranging from natural events, human-caused events (accidental and intentional), or technologically caused events, and additional hazards and threats that may impact personnel, assets, and mission requirements. See Table 3 for examples of hazards and threats.

**Table 2. Hazard and Threat Scoring Categories and Definition**

RANKING	SCORING	DEFINITION
High	0.81 - 1.0	Indicates an imminent threat or hazard against the asset or the immediate area where the asset is located. <ul style="list-style-type: none"> <li>• The identified threat has the capability and intent, and there is a history that the asset or similar assets are being targeted on a frequent or recurring basis.</li> <li>• The identified hazard has a demonstrated history of occurring on a frequent basis in the immediate area or region where the asset it located.</li> </ul>
Significant	0.51 - 0.80	Indicates a credible threat or hazard against the asset or the immediate area where the asset is located. <ul style="list-style-type: none"> <li>• The identified threat has the capability and intent, and there is a history that the asset or similar assets are, or have been, targeted on an occasional basis.</li> <li>• The identified hazard has a demonstrated history of occurring on an occasional basis in the immediate area or region where the asset it located.</li> </ul>
Moderate	0.21 - 0.50	Indicates a potential threat or hazard to the asset or the immediate area where the asset is located. Also indicates there is a significant capability with low or no current intent that may change under specific conditions and low or no demonstrated history. <ul style="list-style-type: none"> <li>• For the identified threat, there is some evidence of intent, but there is little evidence of a current capability or history of occurrence. There is some evidence that the threat could obtain the capability through alternate sources. Alternatively, the identified threat evidences a significant capability, but there is little evidence of current intent and little or no demonstrated history.</li> <li>• The identified hazard has a demonstrated history of occurring on an infrequent basis in the immediate area or region where the asset it located.</li> </ul>
Low	0.01 - 0.20	Indicates little or no credible evidence of a threat or hazard to the asset or the immediate area where the asset is located. <ul style="list-style-type: none"> <li>• For the identified threat, there is little or no credible evidence of capability or intent and no demonstrated history of occurrence against the asset or similar assets.</li> <li>• The identified hazard has rare history or no documented history of occurrence in the immediate area or region where the asset is located.</li> </ul>

**Table 3. DoD EM Hazard and Threat Identification List**

HAZARD CATEGORIES	HAZARDS
Geological Hazards	Earthquakes, tsunamis, landslides, sinkholes, volcanic activity, avalanches
Meteorological Hazards	Tornadoes, tropical cyclones (including tropical storms, depressions, hurricanes, and typhoons), storm surge, flood, flash flood, damaging winds (in excess of 50 knots or 58 miles per hour), lightning, hail, snow, ice, drought, extreme temperatures (heat and cold), space weather, impacts of other severe weather events
Health Hazards	Communicable disease outbreak, epidemic, or pandemic; toxic substance or toxin; contaminated food or water; occupational accident or exposure
Fire Hazards	Structural, industrial, wildland, urban
HAZMAT Release	Chemical, biological, radiological, nuclear reactor
Transportation Accidents	Aviation, maritime, rail, vehicle
Structural Failure	Buildings, tunnels, bridges, roads, runways, dams, levees, towers, mines, trenches, silos
Infrastructure or Utility Loss	Power, network, telecommunications, drinking water, waste management, fuel
THREAT CATEGORIES	THREATS
Terrorism	Armed attack, assault, hostage-taking, bombing, CBRNE attack, hijacking, kidnapping, cyber attack
Active Shooter	Random or systematic killing in a confined, populated area
Crime	Violent and non-violent, narcotics, gangs, arson
Civil Disturbance	Riots, strikes, protests, public unrest, vandalism

\*The hazards and threats listed are examples and not all-inclusive. The Strategic National Risk Assessment, in support of PPD-8, provides regular updates on national hazards and risks.

8. Considers the full range of known or estimated natural, technological, and human-caused hazards and threats, including terrorist capabilities and possibilities of non-hostile incidents. The hazard and threat assessment process is not limited to historical incidents and should include the changing hazard and threat environment due to social change, globalization, and weather-driven events.

9. Integrates threat information prepared by the intelligence community in coordination with federal, State, local law enforcement, and other nearby military installations, as appropriate

10. Integrates hazard information from the federal, regional, State, tribal, local, voluntary, and private industry community, as appropriate, consistent with FEMA's CPG 101.

11. Evaluates each hazard and threat for probability.

(c) **Vulnerability Assessment (VA).** A VA is conducted in coordination with MA and other protection-related programs. The VA process involves identifying the characteristics of an asset that could cause it to suffer degradation or loss (incapacity to perform its designated function) as a result of having been subjected to one or more threats or hazards. VAs use DoD MA assessment benchmarks or respective DoD Component benchmarks. The objectives of the VA are to:

1. Identify and assess all vulnerabilities to the installation, facilities, personnel, and assets, including all identified critical assets.
2. Align specific threats and hazards to identified installation, facility, and asset vulnerabilities.
3. Identify degrees of vulnerability.

(2) **Risk-reduction Planning.** Risk-reduction courses of action can involve implementing risk-reduction measures before an event occurs, after an event, or after receiving warning of an impending event, and should include a detailed capability assessment to identify resources and capabilities available to plan for, respond to, and recover from an incident.

(a) The EM Program is responsible for developing and maintaining a culture of preparedness on an installation. Incorporating installation leadership and the protected population into the risk-management process early and often informs individual and installation-level decision making and fosters community resilience.

(b) Mitigation should be driven by risk, rather than by the occurrence of incidents. Installations should not wait until after an incident to begin taking steps for mitigating such incidents. Mitigation planning should be based on the risk of potential incidents before they occur.

(c) Mitigation should involve all major community support systems, including an understanding of the local economy, available health and social services, housing, infrastructure, and natural and cultural resources. Mitigation is not merely about designing earthquake-proof buildings or avoiding building in floodplains; it is about achieving a resilient community in all of its components.

(d) Vulnerability reduction is a key component of mitigation and is achieved by assessing risks from hazards and threats, analyzing capabilities to mitigate those risks, and adopting practices to reduce vulnerability. Long-term vulnerability reduction requires a commitment to long-term planning and investment.

(e) The capability assessment consists of the determination of the current level of capability based on the integrated nonmaterial and material readiness of the supporting functional areas. It compares the required capabilities to available capabilities and capacity, which may be organic, shared, or external, and identifies capability gaps (needs) that should be addressed to reduce the consequence of a specific threat or hazard to an installation as a whole or a specific asset, function, or mission. The capability assessment will be used in the development

of courses of action that rely on the command's response capabilities as an integral part of the risk-reduction plan. The objectives of the capability assessment are to:

1. Consider the range and priority of identified and projected response capabilities necessary for responding to and recovering from all identified hazards and threats, including the topics of planning, organizing, staffing, training, equipping, exercising, and evaluating all resources.

2. List resources, including those of tenant commands and non-DoD organizations, by type, kind, and quantity. Include equipment and resources available through established support agreements with State, tribal, local, private sector, voluntary, NGO, or HN partners.

3. Assess the capabilities to respond to and recover from a specific consequence that outlines planning, staffing, training, and equipment requirements for each capability. The capability assessment should address, at a minimum:

- a. Interoperable communications.
- b. Emergency dispatch.
- c. Incident command.
- d. EM.
- e. EOC operations and management.
- f. EPI.
- g. Mass notification.
- h. Disease containment response.
- i. Mass casualty response.
- j. Fire – structural response.
- k. Fire – wildland and forest response.
- l. Water rescue.
- m. Confined space rescue.
- n. Urban search and rescue.
- o. Rope rescue.
- p. Offensive and defensive HAZMAT response.

- q. Improvised explosive device response.
- r. Security force response.
- s. Hostage and barricade response.
- t. Lockdown.
- u. Shelter-in-place.
- v. Evacuation and mass care services.
- w. Recovery operations.

(f) Figure 2 shows the five foundational pillars in the execution of a capability assessment.

**Figure 2. Capability Assessment Methodology**



1. The capability-assessment process uses the installation’s approved AHTA to assist the installation commander in identifying capability gaps and making risk decisions.

2. Installations are required to review and update the capability assessment during the installation’s annual risk-management process, or more frequently when there are significant changes in the potential for threats or hazards to occur or in the installation’s capabilities.

3. A threats, hazards, and related capabilities matrix identifies the capabilities needed to respond to the consequences of an installation’s threats or hazards based on the AHTA. Following identification of threats and hazards, and after completing analysis of the installation’s capabilities, it may be helpful to combine this information into a matrix to enhance awareness and improve decision making. Table 4 presents an example format that may be considered for use and is provided for reference.

4. Capability scoring categories of highly capable, capable, partially capable, and not capable are used as shown in Table 5.

d. Resilience and sustainability are the ultimate goals of mitigation, and creating a risk-conscious culture fosters community resilience. Informing the installation population and leadership with clear, consistent hazard and threat risk information while using family readiness programs and preparedness training helps to build sustainable relationships in the installation community.

Table 4. Threats, Hazards, and Related Capabilities Matrix Example

THREAT AND HAZARD CAPABILITY																							
THREATS AND HAZARDS	CAPABILITIES																						
	Interoperable Communications	Emergency Dispatch	Incident Command	Emergency Management	Emergency Operations Center Operations and Management	Emergency Public Information	Mass Notification	Disease Containment Response	Mass Casualty Response	Fire - Aircraft Response	Fire - Structural Response	Fire - Wildland /Forest Response	Water Rescue	Confined Space Rescue	Urban Search and Rescue	Rope Rescue	HAZMAT Response Defensive and Offensive	Improvised Explosive Device Response	Security Force Response	Hostage/Barricade Response	Lockdown	Shelter-in-Place	Evacuation and Mass Care Services
<b>THREATS</b>																							
Terrorism																							
Terrorist Use of CBRNE	•	•	•	•	•	•	•	•	•	•	•	•			•		•	•	•	•	•	•	•
Active Shooter	•	•	•	•	•	•	•		•		•							•	•	•	•		•
Barricade/Hostage	•	•	•	•	•	•	•		•									•	•	•	•	•	•
Civil Disturbance	•	•	•	•	•	•	•		•										•		•		•
<b>HAZARDS</b>																							
Geological																							
Earthquake	•	•	•	•	•	•	•		•		•			•	•	•	•		•			•	•
Tsunami	•	•	•	•	•	•	•		•		•		•	•	•	•	•		•			•	•
Landslide	•	•	•	•	•	•	•		•					•	•	•	•		•			•	
Meteorological																							
Tornado	•	•	•	•	•	•	•		•		•			•	•		•		•			•	•
Tropical Cyclone	•	•	•	•	•	•	•		•		•			•	•				•			•	•
Flood	•	•	•	•	•	•	•		•				•						•			•	•
Damaging Winds	•	•	•		•	•	•		•					•	•							•	•
Lightning		•	•			•	•				•	•											
Natural																							
Diseases that Impact Humans	•	•	•	•	•	•	•	•	•														

**Table 4. Threats, Hazards, and Related Capabilities Matrix Example, Continued**

THREAT AND HAZARD CAPABILITY																							
THREATS AND HAZARDS	CAPABILITIES																						
	Interoperable Communications	Emergency Dispatch	Incident Command	Emergency Management	Emergency Operations Center Operations and Management	Emergency Public Information	Mass Notification	Disease Containment Response	Mass Casualty Response	Fire - Aircraft Response	Fire - Structural Response	Fire - Wildland/Forest Response	Water Rescue	Confined Space Rescue	Urban Search and Rescue	Rope Rescue	HAZMAT Response Defensive and Offensive	Improvised Explosive Device Response	Security Force Response	Hostage/Barricade Response	Lockdown	Shelter-in-Place	Evacuation and Mass Care Services
<b>HAZARDS</b>																							
Accidental/Intentional																							
HAZMAT Release	•	•	•	•	•	•		•	•	•			•				•	•	•			•	•
Aircraft Mishap	•	•	•	•	•	•		•	•	•	•						•	•	•			•	•
Train Mishap	•	•	•	•	•	•		•	•	•	•						•	•	•			•	•
Structural Fire	•	•	•			•				•	•								•				•
Fire (Wildland/Forest)	•	•	•	•	•	•		•			•								•				•

**Table 5. Hazard and Threat Scoring Categories and Definitions**

CAPABILITY RATING	RATING DEFINITION	RATING
Highly Capable	The functional area has the required plans, resources, and training to undertake the assigned missions.	.81 - 1.00
Capable	The functional area has the required plans, resources, and training to undertake most of the assigned missions.	0.50 - 80
Partially Capable	The functional area has the required plans, resources, and training to undertake many, but not all, portions of the assigned missions with reduced capability.	.21 - .49
Not Capable	The functional area requires additional plans, resources, and training to undertake the assigned missions due to significant limitation in one or more aspects of planning, staffing, training, and equipment.	0.00 - .20

## SECTION 9: RESPONSE

**9.1. INTRODUCTION.** The DoD focuses on effective response to all types of incidents to save lives, prevent human suffering, and mitigate property damage within the United States.

**9.2. RESPONSE MEASURES.** Installation commanders develop all-hazards incident response management measures consistent with NIMS, National Planning Frameworks, Occupational Safety and Health Administration and Environmental Protection Agency regulations, National Fire Protection Association standards, and other relevant laws, policies, regulations, and consensus standards. Incident response measures:

- a. Support the overall protection of the installation's missions, personnel, infrastructure, and the environment.
- b. Support the incident command or unified command organization at the incident sites.
- c. Potentially include support of civil authorities in accordance with DoDD 3025.18.

### 9.3. RESPONSE CAPABILITIES.

**a. Response C3.** Installation commanders develop, maintain, and use a comprehensive, integrated incident management capability; an interoperable, resilient emergency communications capability; a multi-modal, redundant, and coordinated MWN and EPI capability; and all-hazards incident reporting procedures.

(1) **Incident Management.** DoD installations adopt and implement NIMS to manage the response to and recovery from emergencies affecting or potentially affecting the installation. Incident management includes procedures for using the ICS, MACS, and joint information system. Installations located outside the United States, its territories, and possessions must adopt NIMS principles to the greatest extent possible.

(a) **ICS.** ICS is used for all domestic incident management. Use the unified command concept, as needed, and as described in NIMS.

(b) **MACS.** All domestic incident management at the jurisdictional and command levels and above uses MACS. MACS is focused on the strategic and operational tasks at the installation level and on support of the incident commander. Direct tactical responsibility for conducting incident management activities at the tactical level remains with the incident commander, with coordination and reach-back support provided by:

1. **EOC.** The installation EOC consists of the facilities, equipment, personnel, procedures, and communications where information and resources are coordinated during emergencies. All installation EOCs must have standard operating procedures for incident management.

a. Organizational Structure. All installation EOCs must adopt a tailored organizational structure using NIMS. Options include an ICS-based model, emergency support function and recovery support function model, multi-agency coordination groups, or a hybrid system based on staff organization and functions.

b. Emergency Communications. All installation EOCs must develop and maintain emergency communications capabilities with an approved, written communications plan detailing procedures for communications with all identified C3 nodes in the EM plan.

c. Modeling and Simulation Systems. All installation EOCs should have access to modeling and simulation systems for identified hazards and threats, including hazard prediction and consequence and effects assessment systems. This capability may be in the installation EOC or supported by external resources in accordance with DoDI 3020.52.

d. Installation-level COP. All installation EOCs must develop and maintain an installation-level COP. The primary goal of a COP is to provide consistent, standardized, and geospatially referenced information to the installation and command, higher HQ, tenant organizations, and partner agencies, including local mutual aid partners and first responders, when appropriate. The COP supports actions required by the EM plan, the incident commander, resource management activities, and coordination of response and recovery operations.

2. DOCs. DOCs at the directorate, division, and tenant levels support specific functions or tasks associated with incident management. DOCs may be dedicated (e.g., hospital command center) or dual-use (e.g., public works) facilities with personnel, equipment, procedures, and communications organized to support response and recovery operations.

3. Joint Information System. All EM Programs must have procedures for integration with the joint information system (or equivalent HN concepts), including procedures to establish and maintain a joint information center with partner agencies as the primary means of releasing EPI to the media.

(2) Emergency Dispatch or ECC. All EM Programs must be able to conduct emergency call-taking and dispatch operations, either organic or external to the installation. The emergency dispatch center or ECC staff will be organized to receive emergency calls from wired, wireless, and Voice over Internet Protocol (VoIP) pathways; provide adequate emergency call-taking and dispatch services; record and maintain recordings of emergency calls; and support first responder, first receiver, and emergency responder needs. All dispatch center and ECC services, capabilities, capacity, and operations will be based on DoD- and DoD Component-specific training, equipment, and competency standards.

#### **b. First and Emergency Response Capabilities.**

(1) All EM Programs plan for, develop, manage, and use response capabilities tailored to their risk environment. Response capabilities address these functional areas, at a minimum:

- (a) Law enforcement.
- (b) Physical security.

- (c) F&ES.
  - (d) HAZMAT response.
  - (e) Emergency medical services.
  - (f) Search and rescue.
  - (g) Explosive ordnance disposal or bomb squad.
  - (h) Public works.
  - (i) Medical, veterinary, and public health.
  - (j) Disaster mental health.
  - (k) Evacuation management.
  - (l) Mass care operations, including the Family Assistance Center.
  - (m) Liaison officers.
- (2) Procedures for response measures must be referenced in the EM plan.

**c. Medical, Veterinary, and Public Health Response.** Medical, veterinary, and public health actions are critical components of any comprehensive EM Program and are provided in accordance with DoDI 6200.03 and applicable Military Department/Service instructions. Response activities may include:

- (1) Conduct health threat surveillance, health impact, and investigation operations. Monitor for and investigate suspected health threats to assess the extent and scope of the threat's impact on personnel, the general population, and environment.
- (2) Develop and maintain plans, procedures, programs, and systems. Develop, coordinate, and maintain public health, veterinary, and medical plans, procedures, programs, and systems to respond to emergencies and minimize injury, disease, and loss of life.
  - (a) Develop and implement a mass prophylaxis plan for ensuring the distribution of medical countermeasures during a public health emergency. The plan will specify the installation's inherent and supporting capabilities (i.e., civilian institutions, local health departments, or access to the Strategic National Stockpile). Medical logistics tracks medical supplies distribution.
  - (b) Develop and implement MTF plans and procedures for all-hazards responses. As appropriate, plans and procedures will include MTF evacuation, the provision of patient care, quarantine and isolation, and mass casualty response.

(c) Develop medical support agreements for local providers to provide supplemental medical facilities, equipment, and other necessary supplemental assistance, including emergency care, when medical facilities are not available on the installation.

(3) Provide patient care. The medical commander:

(a) Executes patient care plans and medical support agreements.

(b) Coordinates, manages, and provides, as appropriate, first responder capabilities, emergency care, mass casualty care, triage, first receiver care, patient movement and tracking, psychological support, laboratory, pharmacy, radiology, dental, and veterinary services.

## SECTION 10: RECOVERY

### 10.1. INTRODUCTION.

a. Recovery activities may begin immediately after an emergency and often extend long after the incident itself.

(1) Short-term recovery actions seek to restore lifeline systems (e.g., power, communication, water, sewage, transportation) and meet the needs of individuals and the installation community (e.g., maintain the rule of law, provide crisis counseling).

(2) Once some level of stability is achieved, the installation can begin restoring operations, rebuilding destroyed property, and reconstituting government operations and services.

b. If applicable, commanders will coordinate with local, regional, and national authorities for maritime infrastructure recovery planning consistent with the DHS Maritime Security Policy Coordinating Committee's "The Maritime Infrastructure Recovery Plan."

c. The NDRF provides a framework for the structure and organization of a recovery effort, including the recovery capabilities of the recovery support functions.

**10.2. INSTALLATION COMMANDER RESPONSIBILITIES.** During recovery, the installation commander:

**a. Convenes a Recovery Working Group (RWG).** The RWG is a task-organized working group focused on the evaluation, prioritization, and coordination of recovery requirements that:

(1) Plays a key role in the EM plan.

(2) Convenes at least annually to predetermine recovery functions, roles, and structures.

(3) Convenes early in the recovery of every incident according to the judgment of the commander.

(4) If applicable, coordinates with local, regional, and national authorities on the restoration of maritime infrastructure consistent with the DHS Maritime Security Policy Coordinating Committee's "The Maritime Infrastructure Recovery Plan."

**b. Identifies Recovery Priorities.**

(1) Establishes recovery priorities consistent with the installation mission.

(2) Considers operational mission priorities and re-establishment of the normal operating environment, including installation community support systems as outlined in the NDRF. These systems are similar to those considered in mitigation, including community planning and

capacity building, economy, health and social services, housing, infrastructure, and natural and cultural resources.

**c. Conducts Recovery Planning.** The RWG, with the technical direction of the installation emergency manager and the installation public works civil engineering representative, conducts recovery planning at the installation level.

(1) Although the EM plan helps with response and short-term recovery, the recovery plan provides detailed, incident-specific processes and procedures, including immediate restoration of transportation and communication capabilities, search and rescue operations, utility reconstruction, installation reconstruction, site remediation, medical care (including mental health for survivors and crisis intervention teams for responders), and other activities necessary for successful long-term recovery.

(2) Consistent with the NDRF, recovery plans should also incorporate measures for mitigation, resilience, and sustainability to build a more secure, resilient installation community. See Section 8 for more information on mitigation.

## GLOSSARY

### G.1. ACRONYMS.

AHTA	all-hazards threat assessment
ASD(EI&E)	Assistant Secretary of Defense for Energy, Installations, and Environment
ASD(HD&HA)	Assistant Secretary of Defense for Homeland Defense and Hemispheric Affairs
AT	antiterrorism
C3	command, control, and communication
CBRN	chemical, biological, radiological, and nuclear
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CCDR	combatant commander
CJCS	Chairman of the Joint Chiefs of Staff
COOP	continuity of operations
COP	common operating picture
COTS	commercial off-the-shelf
CPG	Comprehensive Preparedness Guide
DHS	Department of Homeland Security
DOC	departmental operations center
DoDD	DoD directive
DoDI	DoD instruction
DSCA	defense support of civil authorities
DTRA	Defense Threat Reduction Agency
E9-1-1	enhanced 9-1-1
EAP	emergency action plan
ECC	emergency communication center
EM	emergency management
EMSG	Emergency Management Steering Group
EMWG	Emergency Management Working Group
EOC	emergency operations center
EPI	emergency public information
F&ES	fire and emergency services
FEMA	Federal Emergency Management Agency
GOTS	government off-the-shelf
HAZMAT	hazardous materials
HN	host nation
HQ	headquarters

HSEEP	Homeland Security Exercise and Evaluation Program
ICS	incident command system
ICT	information and communications technology
MA	mission assurance
MAA	mutual aid agreement
MACS	Multi-Agency Coordination System
MTF	medical treatment facility
MWN	mass warning and notification
NDRF	National Disaster Recovery Framework
NFPA	National Fire Protection Association
NGO	nongovernmental organization
NIMS	National Incident Management System
NPG	National Preparedness Goal
PHEO	public health emergency officer
PL	public law
PPD	Presidential policy directive
RWG	recovery working group
U.S.C.	United States Code
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
VA	vulnerability assessment
VoIP	Voice over Internet Protocol

**G.2. DEFINITIONS.** Unless otherwise noted, these terms and their definitions are for the purposes of this issuance.

**all hazards.** Defined in PPD-21.

**AT.** Defined in the DoD Dictionary of Military and Associated Terms.

**commander.** Military personnel assigned to command positions at all levels and their civilian equivalents.

**consequence management.** Defined in the DoD Dictionary of Military and Associated Terms.

**COOP.** Defined in the DoD Dictionary of Military and Associated Terms.

**COP.** A continuously updated overview of an incident compiled throughout an incident's life cycle from standard data (elements, definitions, etc.) shared between integrated and compatible

systems for communication, information management, and intelligence and information sharing across installation departments and responders.

Helps with collaborative planning and assists all echelons to achieve situational awareness.

Provides consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions, and with private-sector organizations and NGOs.

Should include the minimum set of geospatial features (including imagery) necessary to provide a foundational map depicting the built and natural infrastructure of a typical installation, which are of common interest or importance during emergency response events. Installation geospatial data should be obtained from the authoritative data source for each installation as defined in DoDI 8130.01.

**credentialing.** The authentication and verification of the training, certification, and identity of designated first responder, first receiver, and emergency responder personnel.

**critical asset.** Defined in the DoD Dictionary of Military and Associated Terms.

**defense critical infrastructure.** The composite of DoD and non-DoD assets essential to project, support, and sustain military forces and operations worldwide. It is a combination of task critical assets and defense critical assets.

**DoD professional emergency manager.** An individual who has the knowledge, skills, and abilities to manage a comprehensive EM Program effectively.

**DoD Professional Emergency Manager Certification Program.** Designates prescribed training and educational criteria plus a working knowledge of all basic tenets of EM throughout mitigation, preparedness, response, and recovery.

**DSCA.** Defined in DoDD 3025.18.

**E9-1-1 capability.** A telecommunications system consisting of networks, databases, and E9-1-1 equipment that uses the single three-digit number “9-1-1” for reporting police, fire, medical, and other emergency situations to a central location, while automatically associating a physical location and calling party’s telephone number. The physical location is correlated with the applicable emergency service number to route E9-1-1 calls to the correct public safety answering point for servicing by the corresponding emergency service agency.

**ECC.** A tailored mix of facilities, equipment, personnel, and procedures to:

Provide emergency call-taking for emergency and non-emergency calls for service.

Provide dispatch services for first responders, first receivers, and emergency responders.

Provide emergency communications capabilities.

Maintain records of all communications and activities.

**EM.** An ongoing process to prevent, mitigate, prepare for, respond to, maintain continuity during, and recover from an incident that threatens life, property, operations, or the environment. The focus is on emergencies affecting installation personnel and facilities, and maintaining the ability of the installation to act as a force projection platform.

**emergency.** A forecast or actual situation, natural or manmade, that poses an immediate or future risk to life, property, operations, or the environment within the applicable jurisdiction or its partner agencies.

**emergency responders.** Personnel performing prevention, response, and recovery tasks in support of first responders and first receivers while not physically located at the incident site. Includes related areas identified in the definition for “first responders.”

**EM Program.** A risk-based, comprehensive, and continual process to prepare for, prevent, mitigate, respond to, and recover from any multi-agency or multi-jurisdictional incident that threatens life, property, operations, or the environment regardless of natural, technological, or human cause.

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

**first receivers.** Medical treatment, public health, and clinical personnel performing response tasks at an MTF or at civilian and military hospitals and clinics located outside the boundaries of the incident site and related areas as defined in the definition of “first responders.”

**first responders.** Personnel performing prevention, response, and recovery tasks at one or more incident scenes, including any area directly related to the incident site and, therefore, under the authority of the incident or unified commander.

**hazard.** Defined in the DoD Dictionary of Military and Associated Terms.

**HSEEP.** A DHS capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

**ICS.** The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure for the purpose of conducting incident management activities. A standardized, on-scene, all-hazards incident management approach set forth in the NIMS.

**installation.** All DoD facilities, activities, reservations, and enduring bases, worldwide across all commands and organizations at multiple echelons, including government-owned facilities and facilities operated by contractors for DoD, and non-DoD activities operating on DoD installations. Includes locations supporting contingency operations according to Military Department/Service guidance.

**interoperability.** The ability of EM and response personnel to interact and work well together, including across jurisdictional boundaries. In the context of technology, interoperability also refers to having an emergency communications system that is the same or is linked to the same system that a jurisdiction uses for nonemergency procedures, and that effectively implements national standards as they are developed.

**lockdown.** The practice of locking all exterior and interior doors and windows in buildings to dramatically and rapidly enhance the level of security in a facility that is in danger of attack by a persons in the vicinity.

**MA.** Defined in DoDD 3020.40.

**MAA.** A written agreement, entered into pursuant to Chapter 15 of Title 42, U.S.C., between or among agencies, organizations, and jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support before, during, and after an incident.

**MACS.** A combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting incident management activities.

**mitigation.** Activities providing a critical foundation in the effort to reduce injuries and loss of life and property from natural or manmade disasters by avoiding or lessening the impact of a disaster.

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

**National Response Framework.** Guidance that documents the key response principles, roles, and structures that organize a unified, national, all-hazards response.

**NDRF.** A guide that enables effective recovery support to disaster-impacted States and tribal, territorial, insular area governments, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner.

**NGO.** Any nongovernmental organization or entity, whether nonprofit or profit-making.

**NIMS.** A systematic, proactive approach to guide departments and agencies at all levels of government, NGOs, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

**NPG.** Guidance that establishes a vision for national preparedness and provides a systematic approach for prioritizing preparedness efforts across the nation. The NPG replaced the National Preparedness Guidelines and integrates recent lessons learned.

**Pentagon Reservation.** Defined in Section 2674 of Title 10, U.S.C.

**physical address.** The description of an actual location in the form of a National Emergency Number Association-compliant street address.

**physical location.** Geographic location information, including a physical address, specific geographic reference (e.g., latitude and longitude), or geospatial feature in accordance with DoDI 4165.14.

**preparedness.** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to mitigate, protect against, respond to, and recover from domestic incidents.

**private sector.** Organizations and entities that are not part of any governmental structure and includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

**recovery.** Activities that continue beyond the emergency period to restore critical functions and manage reconstruction.

**resource management.** A system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

**risk assessment.** A process of qualitatively or quantitatively determining the probability of an adverse event and the severity of its impact on an asset. It is a function of threat, vulnerability, consequence, and capability.

**risk-reduction planning.** The process of determining options or courses of action to reduce the risk of loss to assets, installations, or personnel, and thus reduce impact to mission execution.

**senior leaders.** Installation commanders, senior staff officers, and EM and related functional area program managers at all organizational levels.

**space weather.** The conditions and phenomena in space, and specifically in the near-Earth environment, that may affect space assets or space operations. Space weather may affect spacecraft and ground-based systems. Space weather is influenced by phenomena such as solar flare activity, ionospheric variability, energetic particle events, and geophysical events.

**threat.** An indication of possible violence, harm, or danger.

**vulnerability.** Defined in DoDI O-2000.16.

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