



CNI Instruction 3440.17:
NAVY INSTALLATION
EMERGENCY MANAGEMENT
(EM) PROGRAM MANUAL

Table of Contents

Title	Page
Table of Contents	1
Transmittal Letter	11
Operator's Guide	13
Section 1: Emergency Management Program Standards	15
Introduction	15
Standard 1 - Program Management	29
Standard 2 - Personnel Categorization	47
Standard 3 - Tiered Implementation	55
Standard 4 – Assessments	71
Standard 5 – Interoperability	91
Standard 6 – Preparedness	93
Standard 7 – Planning	159
Standard 8 – Training	173
Standard 9 – Equipment	203
Standard 10 - Exercise and Evaluation	231
Standard 11 – Mitigation and Prevention	245
Standard 12 – Response	259
Standard 13 – Recovery	369
Standard 14 – Sustainment	377
Section 2: Region & Installation-Specific Guidance	389
Regional	391
Group 1 Installation	433
Group 2 Installation	473
Group 3 Installation	511

Section 3: Functional Area Guidance	541
Command Staff	543
Category 1 (Critical Operations) Personnel	547
Emergency Management	551
Fire & Emergency Services (F&ES)	559
Emergency Medical Services (EMS)	571
Naval Security Forces (NSF)	579
Explosive Ordnance Disposal (EOD)	589
Public Works	597
Public Affairs	609
Mass Care	615
Health Service Support (HHS)	623
Occupational Safety and Health (OSH) Support	629
Industrial Hygiene (IH) Support	633
Meteorological & Oceanographic (METOC) Support	637
Supply & Logistics	641
Mortuary Affairs	643
Emergency Response Teams (ERT)	657
 Section 4: Hazard-Specific Guidance	 669
Natural Hazards	670
Technological Hazards	693
Terrorism	705
 Appendices	 721
Appendix A: Regional Emergency Management Plan Outline	723
Appendix B: Installation Emergency Management Plan Outline	727
Appendix C: Regional/Installation EM Planning Guide	731
Appendix D: Tenant Emergency Action Plan	753
Appendix E: Modeling, Simulation, & Incident Management Software Systems	791
Appendix F: Emergency Operations Center (EOC) Development Guide	795
Appendix G: Emergency Operations Center (EOC) Assessment Checklist	829
Appendix H: Sample Mutual Aid Agreements (MAA)	841

Appendix I: Emergency Public Information (EPI)	845
Appendix J: Response Action Guides	857
Appendix K: Decontamination	961
Appendix L: Sample & Evidence Collection	979
Appendix M: Shelter Management Guide	987
Appendix N: Family Preparedness	993
Appendix O: Emergency Management Folding Card	1005
Appendix P: Continuity of Operations (COOP) Planning Guide	1009
Appendix Q: Department of Defense (DoD) & Navy Response Assets	1023
Appendix R: Contact Information	1027
Appendix S: Terms & Definitions	1033
Appendix T: Glossary	1047
 List of Figures	
Figure Program-1: Basis of Authority	16
Figure Program-2: EM Program Implementation (Regional Planning)	20
Figure Program-3: EM Program Implementation (Regional Tasks)	22
Figure Program-4: EM Program Implementation (Installation Planning)	23
Figure Program-5: EM Program Implementation (Installation Tasks)	26
Figure 1-1: Command Structure	30
Figure 1-2: Notional Regional Emergency Management Organization	36
Figure 1-3: Notional Group 1 Installation Emergency Management Organization	39
Figure 1-4: Notional Group 2 Installation Emergency Management Organization	40
Figure 1-5: Notional Group 3 Installation Emergency Management Organization	41
Figure 3-1: Alignment of ROC Level 1 to Installation Group Designations	63
Figure 3-2: Alignment of ROC Level 2 to Installation Group Designations	64
Figure 3-3: Alignment of ROC Level 3 to Installation Group Designations	65
Figure 3-4: Alignment of ROC Level 4 to Installation Group Designations	66
Figure 4-1: Overall Risk Management Process	73
Figure 4-2: Benefit-Cost Comparison	87
Figure 4-3: EMCA Program Certification Process	88
Figure 6-1: Incident Command System Structure	112
Figure 6-2: ICS Operational Period	114

Figure 6-3: Common ICS Map Symbols	116
Figure 6-4: ICS Organizational Construct	120
Figure 6-5: CNI EOC Structure	131
Figure 6-6: ROC Structure	138
Figure 6-7: EOC Structure	143
Figure 6-8: Joint Field Office Organization	157
Figure 7-1: Regional Planning Concept	162
Figure 7-2: Installation Planning Concept	163
Figure 7-3: COOP Planning Concept	164
Figure 11-1: FEMA Design Wind Speed Map for Community Shelters (U.S. Only)	250
Figure 12-1: Incident Management - Regional View	262
Figure 12-2: Incident Management - Local View	263
Figure 12-3: Incident Management – Installation View	264
Figure 12-4: Hazard/Threat Environment (U.S. and Overseas)	266
Figure 12-5: Initial OPREP-3 Voice Report	291
Figure 12-6: Initial OPREP-3 Pinnacle Message	292
Figure 12-7: Follow-on SITREP Messages	293
Figure 12-8: Incident Notification Process – Initial Notification (Traditional Notification Methods)	296
Figure 12-9: Incident Notification Process – Initial Notification (With Additional Detection Inputs)	297
Figure 12-10: Incident Notification Process – Operation Center Coordination	298
Figure 12-11: Incident Notification Process – OPREP Reporting	299
Figure 12-12: Incident Notification Process – Coordination with Civilian and Other Service Response Partners	301
Figure 12-13: Incident Notification Process – Future Notification Process (NORTHCOM AOR Only)	302
Figure 12-14: Incident Notification Process (NORTHCOM AOR with Traditional Notification Methods)	303
Figure 12-15: Incident Notification Process (NORTHCOM AOR with Additional Detection Inputs)	304
Figure 12-16: Incident Notification Process (Overseas Region)	305
Figure 12-17: Incident Management Process – Installation Level (U.S.)	307
Figure 12-18: Incident Management Process – Regional Level (U.S.)	309
Figure 12-19: Incident Management & Reporting (U.S.)	310
Figure 12-20: Incident Management & Reporting (Overseas)	311
Figure 12-21A: Notional Response Graphic (Group 1, U.S., 0-5 min.)	319
Figure 12-21B: Notional Response Graphic (Group 1, U.S., 5-10 min.)	320
Figure 12-21C: Notional Response Graphic (Group 1, U.S., 20-30 min.)	321

Figure 12-21D: Notional Response Graphic (Group 1, U.S., 45-60 min.)	322
Figure 12-21E: Notional Response Graphic (Group 1, U.S., 60-90 min.)	324
Figure 12-21F: Notional Response Graphic (MTF, U.S., 60-90 min.)	325
Figure 12-21G: Notional Response Graphic (Group 1, U.S., 12 hours post-event)	326
Figure 12-22A: Notional Response Graphics (Group 2, U.S., 0-5 min.)	329
Figure 12-22B: Notional Response Graphics (Group 2, U.S., 5-10 min.)	330
Figure 12-22C: Notional Response Graphics (Group 2, U.S., 20-30 min.)	331
Figure 12-22D: Notional Response Graphics (Group 2, U.S., 45-60 min.)	332
Figure 12-22E: Notional Response Graphics (Group 2, U.S., 60-90 min.)	334
Figure 12-22F: Notional Response Graphic (MTF, U.S., 60-90 min.)	335
Figure 12-22G: Notional Response Graphic (Group 1, U.S., 12 hours post-event)	336
Figure 12-23: Notional Response Graphics (Group 2, U.S., 0-5 min.)	339
Figure 12-24A: Notional Response Graphics (Group 1, Overseas, 0-60 min.)	341
Figure 12-24B: Notional Response Graphics (Group 2, U.S., 60-90 min.)	342
Figure 12-24C: Notional Response Graphics (Group 2, U.S., 12 hours post-event)	343
Figure 12-25A: Notional Response Graphics (Group 2, Overseas, 0-60 min.)	344
Figure 12-25B: Notional Response Graphics (Group 2, U.S., 60-90 min.)	345
Figure 12-25C: Notional Response Graphics (Group 2, U.S., 12 hours post-event)	346
Figure 12-26: Provision of Federal Assistance to State/Local Authorities under the National Response Plan (NRP)	364
Figure 12-27: Provision of Federal Assistance to one or more Federal Departments/Agencies under the National Response Plan (NRP)	365
Figure 14-1: Installation Core Business Model	379
Figure 14-2: Installation Core Business Model (Public Safety)	380
Figure 14-3: JCIDS Process	386
Figure 14-4: JCIDS Process & Acquisition Decisions	386
Figure R-1: Notional Regional Emergency Management Organization	396
Figure R-2: Regional Planning Concept	401
Figure R-3: ROC Structure	415
Figure G1-1: Notional Group 1 Installation Emergency Management Organization	436
Figure G1-2: Installation Planning Concept	440
Figure G1-3: COOP Planning Concept	441
Figure G1-4: EOC Structure	448
Figure G2-1: Notional Group 2 Installation Emergency Management Organization	476

Figure G2-2: Installation Planning Concept	480
Figure G2-3: COOP Planning Concept	481
Figure G2-4: EOC Structure	488
Figure G3-1: Notional Group 3 Installation Emergency Management Organization	514
Figure G3-2: Installation Planning Concept	518
Figure G3-3: COOP Planning Concept	519
Figure G3-4: EOC Structure	523
Figure FA-1: Command Staff – Notional Response Graphic (Group 1, U.S.)	544
Figure FA-2: Category 1 (Critical Operations) – Notional Concept of Operations (Group 1, U.S., 0-5 minutes)	548
Figure FA-3: Category 1 (Critical Operations) – Notional Concept of Operations Graphic (Group 1, U.S., 12 hours)	549
Figure FA-4: F&ES – Notional Response Graphic (Group 1, U.S.)	565
Figure F-5: EMS – Notional Response Graphic (Group 1, U.S.)	574
Figure FA-6: NSF – Notional Response Graphic (Group 1, U.S.)	584
Figure FA-7: EOD – Notional Response Graphic (Group 1, U.S.)	592
Figure FA-8: Mass Care – Notional Response Graphic (Group 1, U.S.)	619
Figure FA-9: HSS – Notional Response Graphic (Group 1, U.S.)	626
Figure FA-10: METOC Activities	637
Figure FA-11: Mortuary Affairs Command Structure	644
Figure FA-12: Movement of Decontaminated Remains	650
Figure FA-13: Movement of Remains to Temporary Shelter	651
Figure FA-14: Movement of Remains to Temporary Interment	652
Figure FA-15: Emergency Response Team (ERT) Organization	658
Figure FA-16: Notional ERT Response Graphic (Group 1, Overseas)	664
Figure H-1: Hurricane Stages of Development	671
Figure H-2: Predicted Storm Surge by Hurricane Category	673
Figure H-3: Storm Surge (Example)	673
Figure H-4: Fujita - Pearson Tornado Scale	675
Figure H-5: Volcano Hazard Areas (U.S. Only)	679
Figure H-6: Tsunami Hazard Areas (U.S. Only)	680
Figure H-7: Hazardous Materials Placards	699
Figure H-8: Terrorism Scope	706
Figure F-1. EOC Relationships	806
Figure F-2: Operations Room (Option 1)	808

Figure F-3: Operations Room (Option 2)	808
Figure F-4: Operations Room (Option 3)	809
Figure F-5: Operations Room (Option 4)	809
Figure F-6: Operations Room Console design	811
Figure F-7: Command Conference Room	812
Figure F-8: Command Conference Table	813
Figure J-1A: Notional Response Graphic (Group 1, U.S., 0-5 min.)	867
Figure J-1B: Notional Response Graphic (Group 1, U.S., 5-10 min.)	864
Figure J-1C: Notional Response Graphic (Group 1, U.S., 20-30 min.)	865
Figure J-1D: Notional Response Graphic (Group 1, U.S., 45-60 min.)	866
Figure J-1E: Notional MTF Decon Graphic (Group 1, U.S., 45-60 min.)	867
Figure J-1F: Notional Response Graphic (Group 1, U.S., 60-90 min.)	868
Figure K-1: On-Scene Casualty & Team Decontamination Corridor (Sample)	967
Figure K-2: On-Scene Casualty Decontamination Corridor Layout (Sample)	969
Figure K-3: Responder/Team Decontamination Corridor Layout (Sample)	975

List of Tables

Table 2-1: Personnel Categories	49
Table 3-1: DoDI 2000.18 Installation Categories	57
Table 3-2: ROC Levels	58
Table 3-3: Installation Group Designations	60
Table 3-4: Installation Group Response Capabilities	61
Table 4-1 Types of Assessments	72
Table 4-2 Typical Hazards and Threats	74
Table 4-3 Critical Infrastructure Assessment Criteria	75
Table 4-4: Terrorist Threat Assessment Criteria	77
Table 4-5: Natural and Technological Hazard Assessment Criteria	78
Table 4-6: Vulnerability Assessment Criteria	80
Table 4-7: Consequence Assessment Criteria	82
Table 4-8: Response Capability Assessment Criteria	83
Table 4-9: Relative Risk Evaluation (Example)	84
Table 4-10: EM Capability Assessment Schedule	89

Table 6-1: CNI EOC Capabilities Matrix	132
Table 6-2: ROC Capabilities Matrix	144
Table 6-3: EOC Capabilities Matrix	181
Table 8-1: Regional Response Organization Training	181
Table 8-2: Group 1 - Response Organization Training	185
Table 8-3: Group 2 - Response Organization Training	190
Table 8-4: Group 3 - Response Organization Training	195
Table 8-5: Response Organization Training Sources	197
Table 8-6: Training Resources	199
Table 9-1: Category 5 Personnel – Training/Equipment Requirements by Responder Level	209
Table 9-2: Military IPE Levels (Ashore)	211
Table 9-3: Regional – Response Organization Equipment	215
Table 9-4: Group 1 – Response Organization Equipment	219
Table 9-5: Group 2 – Response Organization Equipment	224
Table 9-6: Group 3 – Response Organization Equipment	229
Table 10-1: Orientation Seminar Overview	233
Table 10-2: Drill Overview	234
Table 10-3: Tabletop Exercise (TTX) Overview	235
Table 10-4: Command-Post Exercise (CPX) Overview	236
Table 10-5: Field Training Exercise (FTX) Overview	238
Table 10-6: Exercise Component Overview	239
Table 10-1: Exercise Requirements	241
Table 11-1: American Red Cross Hurricane Shelter Evaluation Points	250
Table 11-2: Personnel Accountability Information	254
Table 11-3: Modeling & Simulation Tools	257
Table 12-1: Regional Response Organization (Recommended)	279
Table 12-2: Group 1 - Installation Response Organization (Recommended)	282
Table 12-3: Group 2 - Installation Response Organization (Recommended)	286
Table 12-4: Group 3 - Installation Response Organization (Recommended)	289
Table 13-1: Prioritized Recovery Tasks	371
Table R-1: ROC Capabilities Matrix	416
Table R-2: Regional Response Organization (Recommended)	418
Table R-3: Regional Response Organization Training	424

Table R-4: Regional – Response Organization Equipment	428
Table R-5: Exercise Requirements	431
Table R-6: EM Capability Assessment Schedule	432
Table G1-1: EOC Capabilities Matrix	449
Table G1-2: Group 1 - Installation Response Organization (Recommended)	452
Table G1-3: Group 1 - Response Organization Training	459
Table G1-4: Group 1 – Response Organization Equipment	466
Table G1-5: Group 1 – Installation Exercise Requirements	471
Table G1-6: EM Capability Assessment Schedule	471
Table G2-1: EOC Capabilities Matrix	489
Table G2-2: Group 2 - Installation Response Organization (Recommended)	492
Table G2-3: Group 2 - Response Organization Training	498
Table G2-4: Group 2 – Response Organization Equipment	505
Table G2-5: Group 2 – Installation Exercise Requirements	509
Table G2-6: EM Capability Assessment Schedule	509
Table G3-1: EOC Capabilities Matrix	524
Table G3-2: Group 3 - Installation Response Organization (Recommended)	527
Table G3-3: Group 3 - Response Organization Training	532
Table G3-4: Group 3 – Response Organization Equipment (Recommended)	535
Table G3-5: Group 3 – Installation Exercise Requirements	538
Table G3-6: EM Capability Assessment Schedule	538
Table FA-1: Command Staff – Training & Equipment Requirements	546
Table FA-2: Category 1 Personnel – Training & Equipment Requirements	550
Table FA-3: Professional Training for Regional Emergency Managers	552
Table FA-4: Professional Training for Group 1 Installation Emergency Management Officers	553
Table FA-5: Professional Training for Group 2 Installation Emergency Management Officers	553
Table FA-6: Professional Training for Group 3 Installation Emergency Management Officers	554
Table FA-7: Emergency Management – Training & Equipment Requirements	555
Table FS-8: Fire & Emergency Services – Training & Equipment Requirements	566
Table FA-9: Emergency Medical Services – Training & Equipment Requirements	575
Table FA-10: Naval Security Forces – Training & Equipment Requirements	586
Table FA-11: Explosive Ordnance Disposal – Training & Equipment Requirements	594
Table FA-12: Public Works – Training & Equipment Requirements	602

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Table FA-13: Security Engineering & Antiterrorism Facility Criteria	605
Table FA-14: Emergency Public Information Training Requirements	613
Table FA-15: Mass Care – Training & Equipment Requirements	621
Table FA-16: OSH Support – Training & Equipment Requirements	631
Table FA-17: IH Support – Training & Equipment Requirements	635
Table FA-18: METOC Representative – Training & Equipment Requirements	640
Table FA-19: Supply/Logistics Support – Training & Equipment Requirements	642
Table FA-20: Mortuary Affairs – Training & Equipment Requirements	653
Table FA-21: Emergency Response Team – Training & Equipment Requirements	665
Table H-1: Saffir-Simpson Scale	672
Table H-2: Tropical Cyclone Conditions of Readiness (CFFC AOR)	674
Table H-3: Fujita - Pearson Tornado Scale	675
Table H-4: Common Terrorism Acronyms	705
Table F-1: EOC Supplies	828
Table K-1: On-Scene Ambulatory Casualty Decontamination – Recommended Personnel and Equipment	971
Table K-2: Non-Ambulatory Casualty Decontamination – Recommended Personnel and Equipment	973
Table K-3: Responder/Team Decontamination – Recommended Personnel and Equipment	976
Table M-1: Shelter Equipment and Supplies (Recommended)	992
Table P-1: COOP Activation Contact Requirements	1011

TRANSMITTAL LETTER

Homeland Security Presidential Directive (HSPD)-5, *Management of Domestic Incidents*, requires the development of the National Incident Management System (NIMS) to coordinate the preparedness and incident management efforts of Federal, State, Tribal, and Local governments. Based upon HSPD-5 and the common preparedness requirements set forth in NIMS, the Federal Government created the National Response Plan (NRP) to integrate Federal Government prevention/mitigation, preparedness, response, recovery plans into one all-discipline, all-hazard approach to domestic incident management.

The NRP supersedes the Federal Response Plan (FRP), United States Government Interagency Domestic Terrorism Concept of Operations Plan (CONPLAN), the Federal Radiological Emergency Response Plan (FRERP), and the Initial National Response Plan (INRP). The NRP serves as the core plan for Federal support to State, Tribal, and Local governments and establishes the principal construct for management of Incidents of National Significance (INS). The NRP is linked to an array of incident- or hazard-specific Federal contingency plans, including the National Oil and Hazardous Substances Pollution Contingency Plan (NCP).

Federal departments and agencies are required to modify existing incident management, contingency, and emergency plans under their purview to appropriately align these plans with the direction provided in the NIMS and the NRP. State, Tribal, and Local authorities were requested to modify similar plans under their purview to the standards set forth in to facilitate national-level interoperability and coordination. The Deputy Secretary of Defense Memorandum of 26 January 2004 mandated cooperation and use of NIMS and the NRP by all Services.

In addition, the Deputy Secretary of Defense Memorandum to the Services on 5 September 2002 established the requirement for all Services to protect assigned personnel against CBRNE terrorism incidents impacting military installations. The appropriate DoD and Joint guidance quickly followed in the form of DoD Instruction 2000.18 to clarify the guidelines, standards, and employment concepts necessary to execute the guidance provides by the Deputy Secretary.

The Navy Installation Emergency Management (EM) Program implements the concepts outlined above as well as other applicable DoD and Joint guidance within Navy Regions and Installations worldwide. The incident management structures and processes outlined herein call for maximum integration and coordination at all levels of the Navy and coordination between the Navy and Federal, State, Local, Other Service, and/or private (or Host Nation) agencies and departments to optimize resources and develop an optimum response and recovery effort.

The successful implementation of this program will take the concerted efforts of all stakeholders. Only by working together will the nation achieve greater efficiency and effectiveness in preparing for, mitigating the potential effects of, responding to, and recovering from all identified hazards and threats, including acts of terrorism. I look forward to working with all to achieve our common goal.

C. E. WEAVER
Rear Admiral, U.S. Navy

Navy Installation EM Program Manual

Overview (“How To” Guide). The Navy Installation EM Program Manual (EM Manual) is organized into four numbered sections and the appendices. The EM Manual is designed to serve as both a comprehensive requirements and policy document while also serving the needs of the implementation staffs at the Headquarters, Regional, and Installation levels.

Section 1. An overview of the entire program is located at the beginning of Section 1 and is designed to provide all users with a quick, but thorough overview of the salient points of the EM Manual. The remainder of Section 1 is designed for the Headquarters, Regional, and Installation EM leadership and contains the detailed program development and execution guidance. Section 1 is divided into 14 numbered standards. These standards were condensed from multiple numbered and unnumbered standards and criteria provided from various Federal, Department of Defense (DoD), Joint Staff, and Navy policy documents. Section 1 does not contain new requirements developed by the Navy, Fleet Commanders, or any component command; it merely consolidates all existing policy and guidance from these sources into a single, integrated program.

Though Section 1 contains detailed preparedness guidance and the overarching concept of operations, the EM Manual is designed not to overwhelm the program leadership (see Section 2) or program participants from other functional areas (see Section 3).

Section 2. Section 2 is designed to summarize the key action items for new Regional and Installation EM leadership. This section is divided into four subsections; one for the Regional Emergency Manager (Regional EM) and one for each of the three tiers of Installation Emergency Management Officers (EMOs). After reading the program overview at the beginning of Section 1, new Regional EMs and Installation EMOs should read and understand their portion of Section 2 prior to delving into Section 1 too deeply. Section 2 will provide the new EM leadership with their top priority action items and refer them to the appropriate Standards within Section 1 for details.

Section 3. Section 3 is designed to provide program participants in key functional areas with an overview of the roles and responsibilities of their particular functional area within the Navy Installation EM Program. Though the overview contained at the beginning of Section 1 may be beneficial for the new program participant, the relevant portion of Section 3 is the best starting point for the new program participant. For example, the Antiterrorism Officer (ATO) or Public Works (PW) Director does not need to start working their way through hundreds of pages of Section 1, picking out relevant pieces of the program applicable to their position. Instead, the Regional EM or Installation EMO has simply to provide the ATO or PW Director with a short handout from Section 3, which serves as an adequate primer of the program and a summary of their responsibilities. The only functional areas where detailed guidance is not provided are the areas of Health Service Support (HSS) (i.e. – Navy Medicine), Occupational Safety and Health (OSH), and Environmental, which each have detailed program guidance provided by their own instructions and manuals.

Important Note: The group designation (Standard 3 of Section 1) of the Installation determines **what** level of response capability is required. The CNI EM Implementation and Transition Plan (Standard 3 of Section 1) determines **when** the response capability is required to be operational. The functional area guidance within Section 3 identifies **how** these functional areas are employed, trained, and equipped, **if** the particular functional area is required by the group designation **and** the Regional/Installation EM Plans.

Section 4. Section 4 is designed to provide new Regional and Installation EM leadership with an overview and relevant references for each of the major hazards, which they may be responsible to prepare for depending upon their local conditions. Due to the global nature of this program, it is not feasible to provide details on each type of destructive weather system or hazards unique to only one or two localities. CNI is available, along with the appropriate Federal, State, and Local agencies, to assist in the identification and detailed planning guidance relevant to local hazards.

Appendices. The appendices provide detailed planning and response guidance, which serves to amplify relevant standards or procedures within Section 1. The appendices also provide a glossary, list of applicable acronyms, and contact information for certain preparedness and/or response agencies.

Section 1: Emergency Management Program Standards

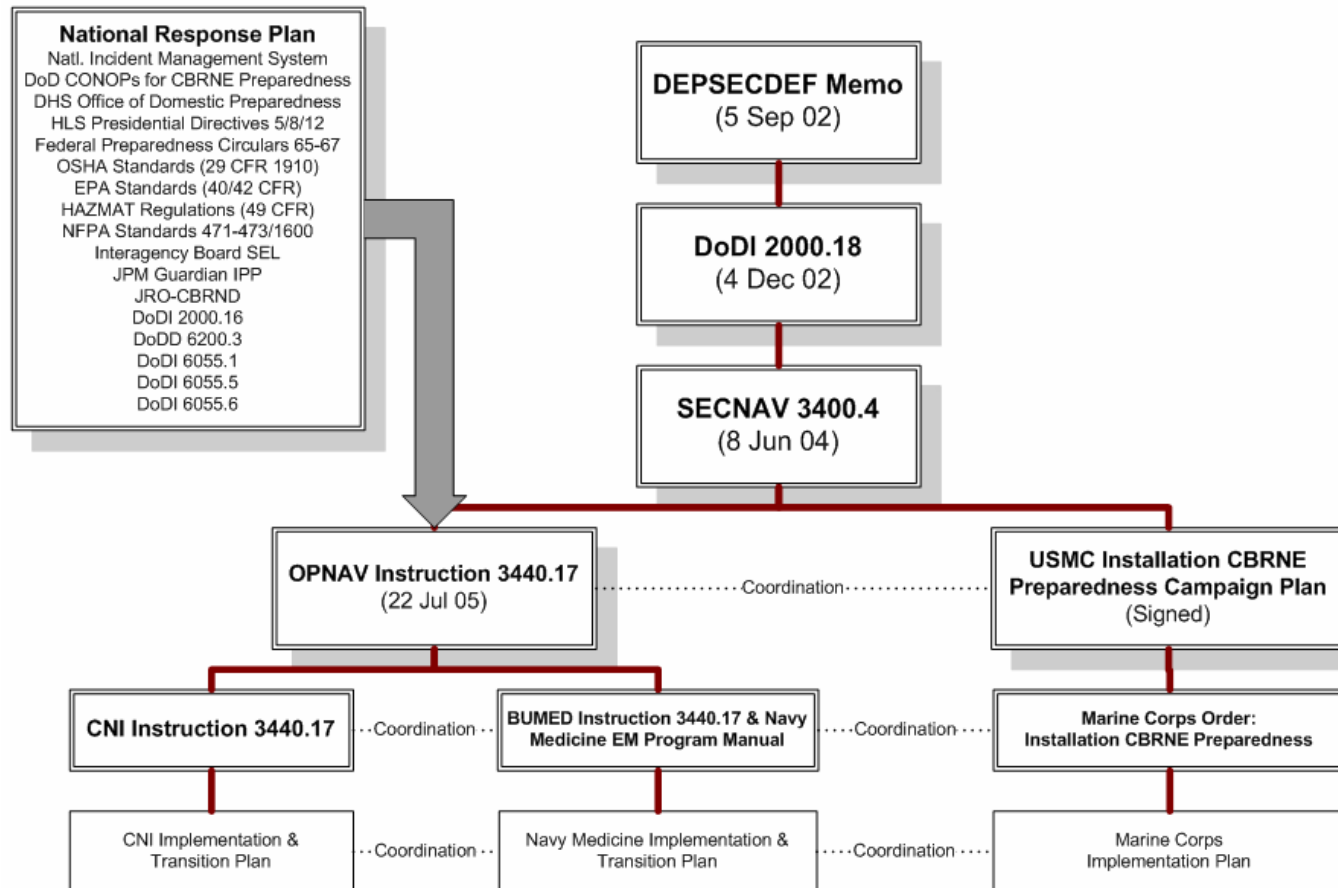
Authority. The Emergency Management Program Manual (EM Manual) is in response to OPNAVINST 3440.17, requiring Commander, Navy Installations (CNI) to provide policy, guidance, operational structure, and assignment of responsibilities for developing a comprehensive, all-hazards Emergency Management Program (EM Program) at Navy Regions and Installations. The basis of authority for the Navy Installation EM Program and this manual is provided in figure P-1 below.

The Deputy Secretary of Defense Memorandum of 5 September 2002, “Protection of U.S. Military Facilities Worldwide Against Chemical, Biological, Radiological and High Yield Explosive Attack,” Department of Defense (DoD) Instruction 2000.18 “Department of Defense Installation Chemical, Biological, Radiological, Nuclear and High-Yield Explosive Emergency Response Guidelines” (4 December 2002), and the other DoD Directives and Instructions referenced in the manual require programs to be established to protect personnel on military installations and DoD owned or leased facilities from CBRNE attacks, respond to those attacks should they occur, and ensure installations are able to continue critical operations.

Homeland Security Presidential Directive-5 (HSPD-5) of 28 February 2003, “Management of Domestic Incidents,” provided National guidance to all Federal departments and agencies as well as State, Tribal, and Local governments on the establishment of programs to prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. HSPD-5 called for the development of a National Incident Management System (NIMS) and National Response Plan (NRP) by the Department of Homeland Security with the assistance of all other Federal departments and agencies. HSPD-8 of 17 December 2003, “National Preparedness,” established an all-hazards National Preparedness Goal to benchmark the readiness of the Federal Government and associated State, Tribal, and Local governments to respond to emergencies. NIMS provides the guidance on “how” to manage a major incident, NRP provides the guidance on “what” tasks need to be done to manage a major incident, and the National Preparedness Goal provides a goal of “how well” the Nation should prepare to manage a major incident.

Regional and Installation Commanders have the authority and responsibility to protect personnel, equipment, and facilities subject to their control in accordance with the DoD Handbook 0-2000.12-H(Series) “Protection of DoD Personnel and Assets from Acts of Terrorism.” Nothing in the EM Program shall detract from nor conflict with the inherent and specified authorities and responsibilities of Regional and Installation Commanders. The intent and scope of the Navy Installation EM Program is designed to provide Regional and Installation Commanders with validated and approved methods for protecting their assigned personnel, equipment, and facilities within the boundaries of Federal law and DoD, Joint, and Navy policy matched with an established resource model and proper resource sponsorship in order to achieve their mission.

Figure Program-1: Basis of Authority



Overview. The EM Program establishes policy, program guidance, and specific criteria for preparing all-hazards emergency management onboard Regions and Installations. The criteria are drawn from DoD and Navy Directives and Instructions, as well as established criteria from the Inter-Agency Board for Equipment Standardization and Interoperability (IAB), National Fire Protection Association (NFPA), the Department of Homeland Security (DHS), and others.

The EM Program does not address every individual hazard or threat, but is designed to provide the necessary organization, planning tools, training structure, equipment issue & maintenance methodology, exercise program, and sustainment guidance to properly identify, evaluate, prepare for, mitigate the potential effects of, respond to, and recover from small to moderate scale events within the jurisdiction of Navy Regions and Installations.

Principles of Emergency Management. Regions and Installations discharge their emergency management responsibilities by taking five interrelated actions: preparedness, prevention, mitigation, response, and recovery. A systematic approach is to treat each action as one phase of a comprehensive process, with each phase building on the accomplishments of the preceding one. The overall goal is to minimize the impact caused by an emergency in the jurisdiction.

Preparedness (Standards 1-10 & 14). While prevention and mitigation may make communities safer, it does not eliminate risk and vulnerability for all potential hazards. Therefore, jurisdictions must be ready to face emergency threats that have not been either prevented or mitigated away. Since emergencies often evolve rapidly and become too complex for effective improvisation, a government can successfully discharge its emergency management responsibilities only by taking certain actions beforehand.

Preparedness involves establishing authorities and responsibilities for emergency actions and garnering the resources to support them: Regions and Installation must assign appropriate emergency management duties and designate/provide facilities, equipment, and other resources for carrying out assigned duties. This investment in emergency management requires proper resourcing, maintenance, and sustainment. Category 5 personnel must receive proper training and the facilities and equipment must be maintained in working order.

To ensure that the Regional and Installation investment in EM personnel and resources can be relied upon when needed, there must be an exercise program. Consideration also must be given to reducing or eliminating the vulnerability of the Regional and Installation response organizations and resources to the hazards/threats that threaten the jurisdiction. Accordingly, preparedness measures should not be improvised or handled on an ad hoc basis. A key element of preparedness is the development of comprehensive, all-hazards emergency management plans that link the many aspects of a jurisdiction's commitment to emergency management.

Prevention (Standard 11). Prevention includes actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. Within the Navy, the role of prevention is assigned to Force Protection and/or Antiterrorism programs as well as the Navy's Bureau of Medicine and Surgery (BUMED). Within this manual, this principle is incorporated into the Mitigation standard (Standard 11). Details of prevention procedures may be found in the references provided in Standard 11.

Mitigation (Standard 11). Mitigation actions involve lasting, often permanent, reduction of exposure to, probability of, or potential loss from hazard events. They tend to focus on where and how to build. Mitigation measures also include the use of modeling and simulation tools to evaluate potential mitigation strategies. Mitigation examples include: zoning and building code requirements for rebuilding in high-hazard areas; floodplain buyouts; and analyses of floodplain and other hazard-related data to determine where it is safe to build in normal times, to open shelters in emergencies, or to locate temporary housing in the aftermath of a disaster. Mitigation also can involve educating businesses and the public on simple measures they can take to reduce loss and injury, like fastening bookshelves, water heaters, and file cabinets to walls to keep them from falling during earthquakes.

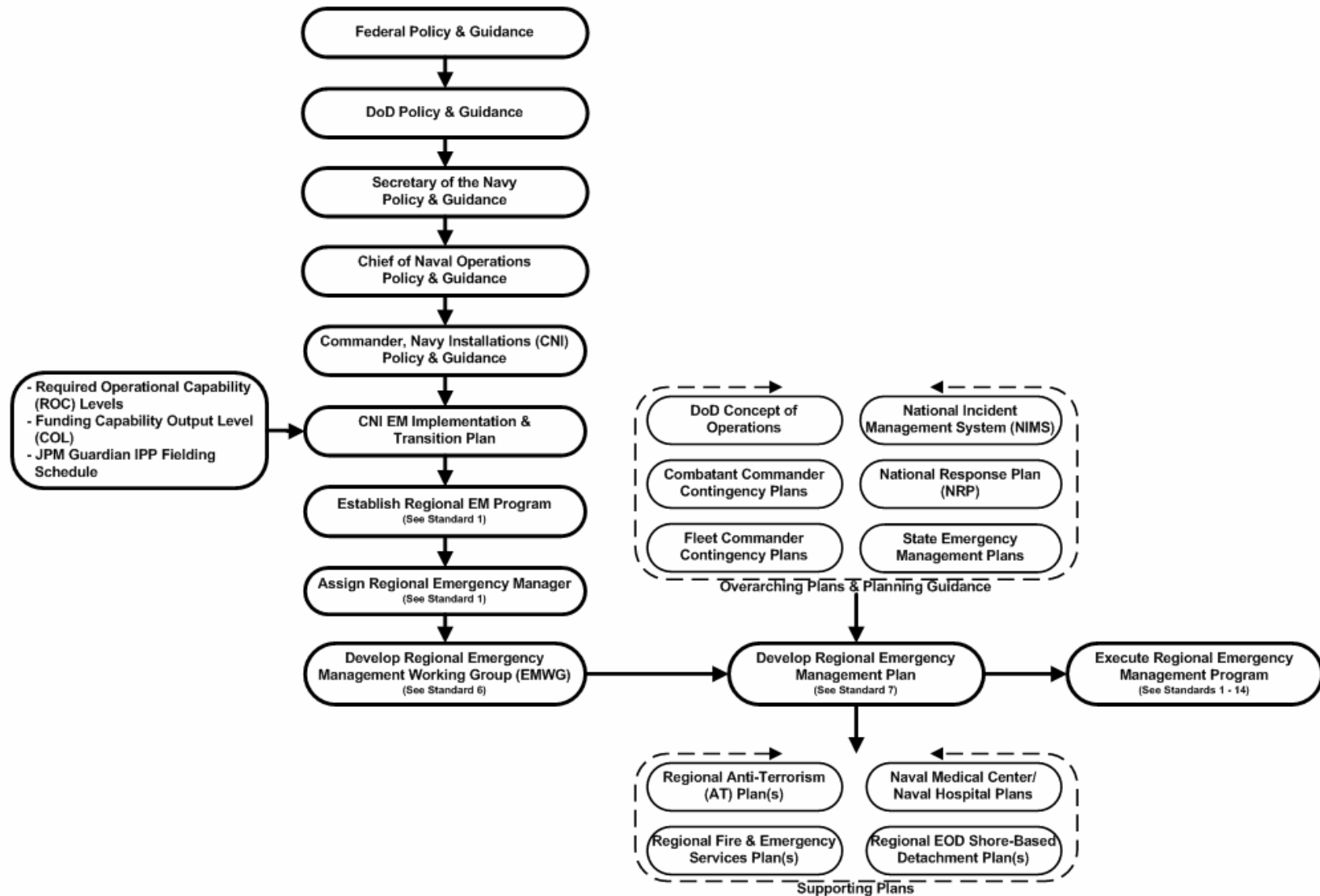
Cost-effective mitigation measures are the key to reducing disaster losses in the long term. In hazard-prone areas, mitigation can break the cycle of having to rebuild and rebuild again with every recurrence of floods, hurricanes, or earthquakes. Where there is a willingness to mitigate, opportunities can be found. Ongoing efforts might include: educating the private sector about what it can do to mitigate at home and at work; reaching out to planning, zoning, and development agencies to ensure that hazard conditions are considered in comprehensive plans, construction permits, building codes, design approvals, etc.; and creating inventories of existing structures and their vulnerabilities, to aid mitigation planning. There is also a need for planning to take advantage of mitigation opportunities in the aftermath of an emergency or disaster, when hazard awareness is high, funds may become available (with associated requirements for mitigation), and disruption of the status quo makes it possible to rethink design and location of some facilities and infrastructure. Attention to mitigation opportunities can make safer communities for us all.

Response (Standard 12). The onset of an emergency creates a need for time-sensitive actions to save lives and property, as well as for action to begin stabilizing the situation so that the Region and/or Installation can regroup. Such response actions include notifying emergency management personnel of the crisis, warning and evacuating or sheltering the population if possible, keeping the population informed, rescuing individuals and providing medical treatment, maintaining the rule of law, assessing damage, addressing mitigation issues that arise from response activities, and even requesting help from outside the Region or Installation.

Recovery (Standard 13). Recovery is the effort to restore infrastructure and the social and economic life of a community to normal, but it should incorporate mitigation as a goal. For the short term, recovery may mean bringing necessary lifeline systems (e.g., power, communication, water and sewage, and transportation) up to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter) and ensuring that the societal needs of individuals and the community are met (e.g., maintain the rule of law, provide crisis counseling, demonstrate that people do care and that help is becoming available). Once some stability is achieved, the Region and Installation can begin recovery efforts for the long term, restoring all operations, and rebuilding Regional/Installation facilities and housing with attention to long-term mitigation needs.

Process. The existing Regional Programs supporting or specializing in emergency management, disaster preparedness, and/or Defense Support to Civil Authorities (DSCA) serve as the organizational foundation for the Navy Installation EM Program (hereafter “EM Program”). As shown in Figure P-2, there are multiple levels and types of policy and guidance that impact the development of a proper Regional EM Program. This manual and all subsequent changes and policy memoranda serve as the ‘CNI Policy & Guidance’ shown Figure P-2.

Figure Program-2: EM Program Implementation (Regional Planning)



The Regional concept minimizes the duplication of command resources, consolidates incident reporting and management, consolidates and conserves specific high-demand low-density assets (such as certain response assets and communication capabilities), and permits reallocation and sharing of Regional assets, which increase overall effectiveness and readiness while reducing development, operating, and sustainment costs.

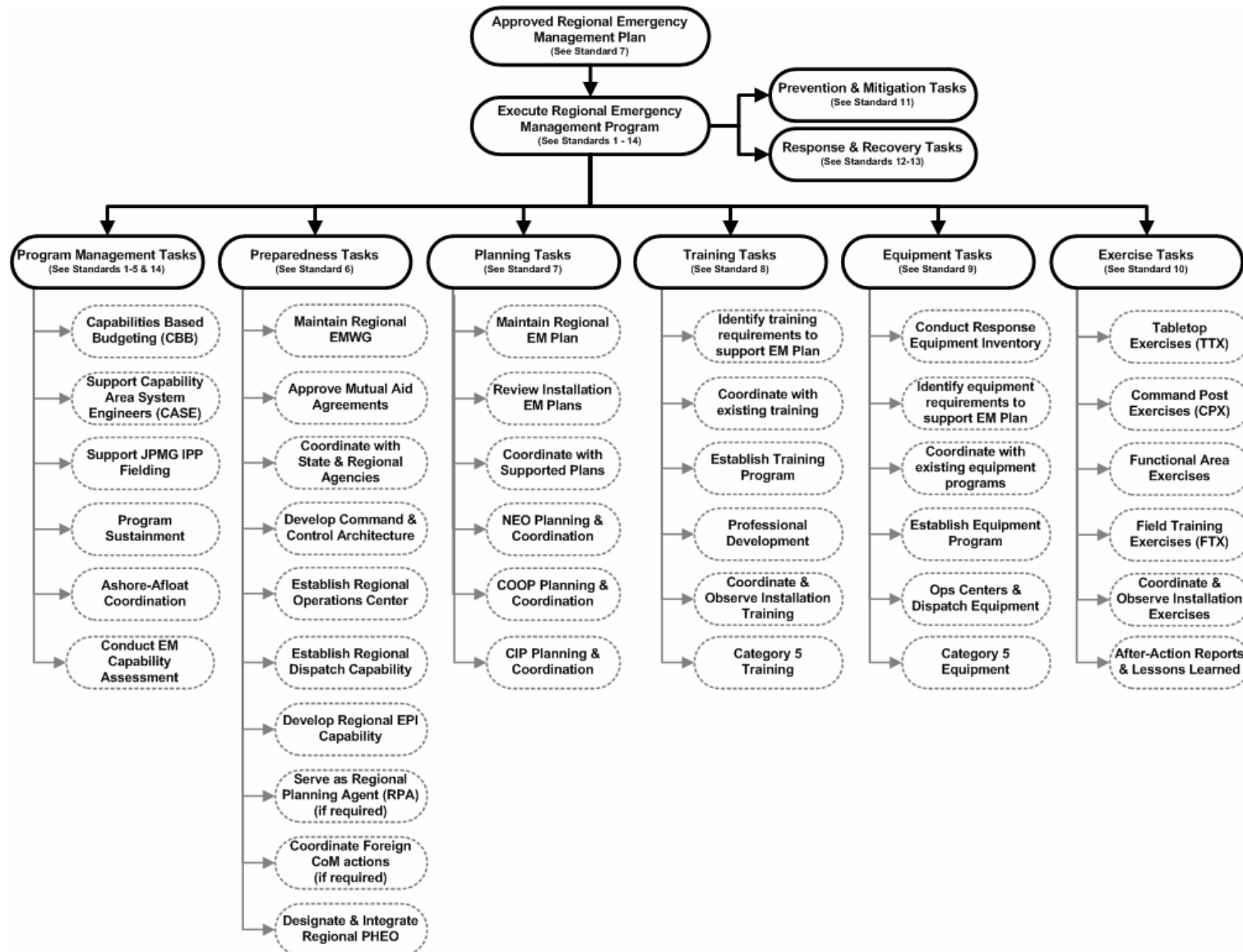
The goal of the EM Program is to serve as a force integrator and service provider as well as integrating the Navy's response to emergencies into the larger National construct established by NIMS, the NRP, and the National Preparedness Goal. The principal area of operations for Emergency Management are those issues and functions which cross established functional area boundaries and involve the participation and resources of multiple agencies and/or multiple jurisdictions. For the purposes of the EM Program jurisdictions may be defined as Federal, State, Tribal, or Local governments, other DoD components (hereafter "Other Service"), private organizations (to include non-governmental organizations as well as businesses, companies, educational institutions, and the like), and/or Host Nation governments and their associated provincial, state, and/or local governments and institutions.

The CNI Emergency Management Functional Manager (hereafter "CNI EM") is responsible for the development, distribution, and execution of the CNI Implementation & Transition Plan (hereafter "Implementation Plan"). The Implementation Plan provides the execution timeline for the mandatory implementation of the EM Program based on Installation mission requirements, the fielding of response capabilities by the Joint Program Executive Office or related Joint Programs, other impacting schedules, existing EM-related capability onboard each Installation, and funding availability.

The formal establishment of a CNI-compliant Regional EM Program will require significant effort by the existing Regional EM Programs, as the existing programs were neither programs of record nor resourced or managed by any single office prior to the establishment of CNI. CNI EM shall serve as the Regional EM Program's principal program and resource sponsor. Every Region is responsible for ensuring the development and sustainment of a Regional EM Program as detailed in Standard 1. The Regional Emergency Manager (Regional EM), working together with the Regional Emergency Management Working Group (Regional EMWG) established as detailed in Standard 6, shall develop and review the Regional EM Plan. Once the Regional EM Plan is signed by the Regional Commander, the Regional EM Plan shall implement the EM Program within the designated Region. Supporting plans may require modification in order to support the overarching concept of operations and associated preparedness requirements defined by the Regional EM Plan.

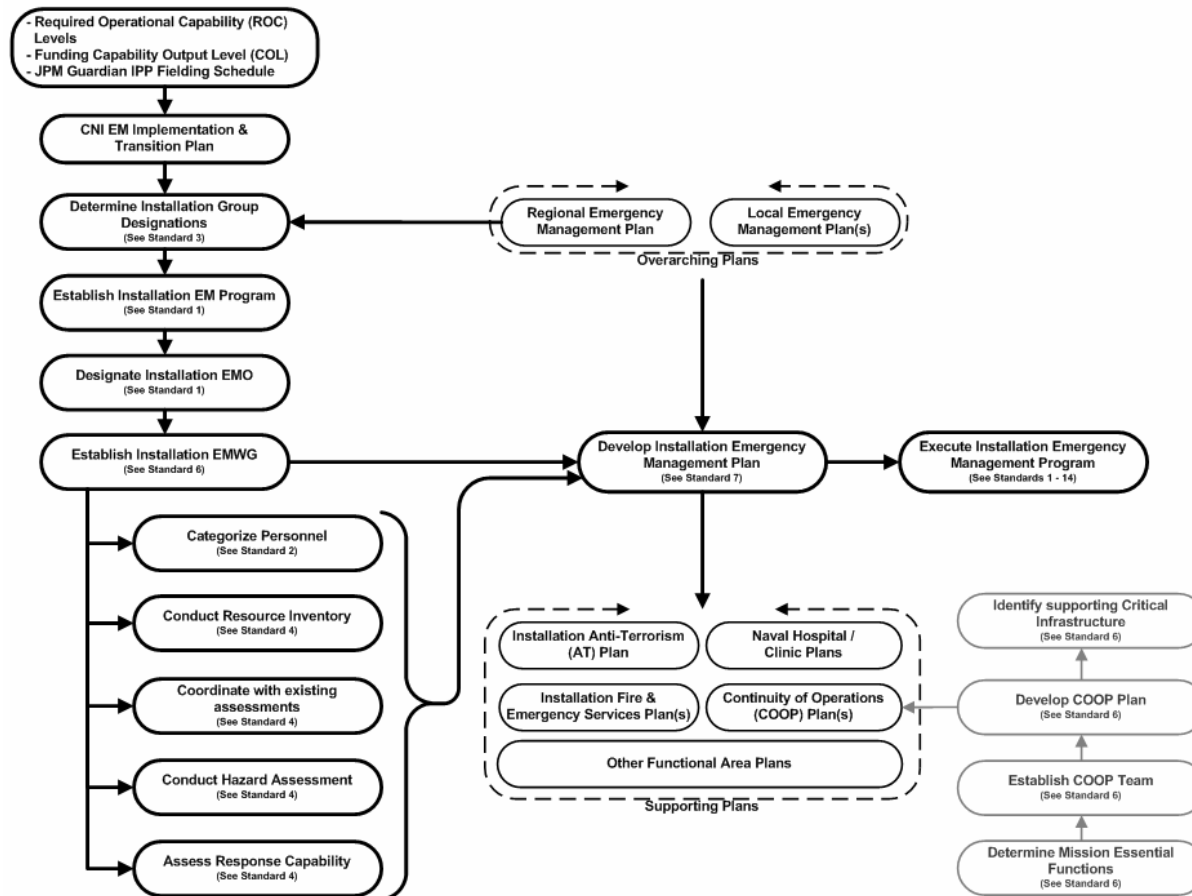
The primary tasks associated with the Regional EM Program are shown in figure P-3. The Regional EM Program's principal purpose is the effective management, oversight, and support of the supporting Installation EM Programs. The focus of both the Regional and Installation EM Programs is first and foremost on the Preparedness tasks defined within Standards 1-10 and 14.

Figure Program-3: EM Program Implementation (Regional Tasks)



As shown in figure P-4, each Installation will have to receive an Installation Group Designation based upon the response capabilities that the Installation currently has available through either organic or external resources. Guidance on the group designation process may be found in Standard 3. This is an interactive process between CNI, the Regional EM Program, and its assigned Installations. The Regional EM Program shall provide the assignment of Installation Group Designations to the Installations as soon as possible and must also include such assignments within the Regional EM Plan.

Figure Program-4: EM Program Implementation (Installation Planning)



The scope and magnitude of the resulting Installation EM Program will be directly related to the scope and complexity of the desired level of effort, the mission priorities established by the Fleet Commander through the Required Operational Capability (ROC) Level designations provided to CNI, and the available resources as shown by the Capability Output Level (COL) provided by CNI. Based upon this consolidated guidance, the Installation Emergency Management Officer (EMO) may be a full-time or collateral duty position as shown in Standard 1.

Regardless of the employment conditions of the Installation EMO, the Installation Commander shall establish an Installation Emergency Management Working Group (EMWG) based upon the guidance in Standard 6. The primary purpose of the Installation EMWG is the development and coordination of the Installation EM Plan across all participating departments and offices. The Installation EMWG shall also assist the Installation EMO in the categorization of personnel, the inventory of response and recovery resources currently and potentially available to the installation, the conduct of a hazard assessment, and assessment of the current response capability of the Installation as these actions are vital to the completion of an accurate and comprehensive Installation EM Plan. Supporting plans may require modification in order to support the overarching concept of operations and associated preparedness requirements defined by the Installation EM Plan. One of the key supporting plans should be the Continuity of Operations (COOP) Plan required by the Secretary of the Navy for all installations supporting Mission Essential Functions (MEFs) and associated Critical Mission Facilities (CMFs) supporting the National Military Strategy. The coordination of COOP efforts is the responsibility of the Installation EMO, though the development and implementation of the associated plan is the responsibility of the activity resourcing the MEF(s) and their associated CMFs.

Regional and Installation EM Plans must be appropriate for the resources that the Region and/or Installation have available and shall not dictate the development of new, stand-alone, full-time resources such as Fire & Emergency Services companies, Hazardous Materials Response (HAZMAT) teams, or additional Naval Security Forces without the specific written authorization of CNI. The development of teams based upon the matrixed employment of existing resources and manpower, such as Emergency Response Teams (ERTs), Mortuary Affairs Teams, Mass Care Management Teams, Shelter Management Teams, or Evidence Collection & Recovery Teams (ECRTs), is authorized, but requires notification of the CNI EM prior to resource allocation.

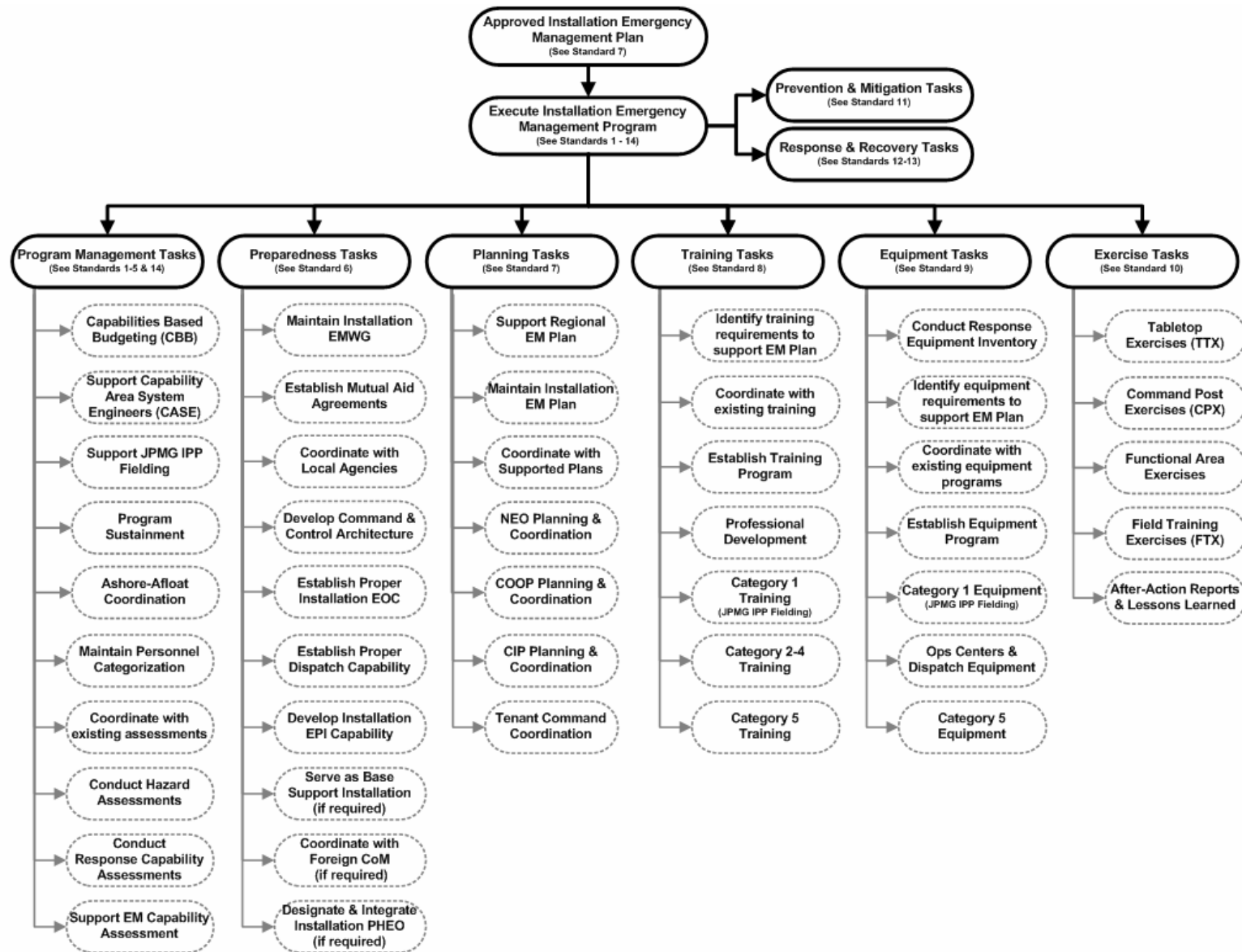
Once the Installation EM Plan is signed by the Installation Commander, the Installation EMO shall implement the Installation EM Program in accordance with the Implementation Plan's execution timeline. As shown in figure P-5, the implementation process will involve completion or all or part of the tasks specified in Standards 1 through 13. All elements of the EM Program must be properly sustained based on the guidance provided in Standard 14.

All aspects of the Installation's EM Program shall be based upon the approved EM Plan and supporting plans. One key area of concern to CNI are the training and equipment standards used by the Installation. The equipment and training standards focus on the requirements for Category 1 personnel to maintain critical operations and for Category 5 personnel to conduct safe and effective operations at their appropriate level of training. No equipment shall be provided to a user without the appropriate training on how to properly use and maintain the equipment and how to employ the equipment within the context of an event for which the user is trained and, as appropriate, certified to respond to or recover from within an EM context.

It is important to keep in mind that each event is unique and that the preparedness and mitigation tools provided in Standards 1 through 11 are meant not to plan out the response to every conceivable scenario, but to field a properly organized, trained, equipped, and exercised force of responders (Category 5 personnel) working with an aware public (Categories 2-4) and trained and prepared emergency-essential personnel (Category 1).

The EM Capability Assessment (EMCA) shown in the lower left-hand corner of figure P-5 is the last step in the implementation process and provides the Regional and Installation Commanders a method to validate their ability to achieve the appropriate EM capability as determined by the Installation group designation, categories of personnel within their jurisdiction, and the available resources available for employment during an emergency. The EMCA also serves as the readiness evaluation tool for the supported Fleet Commanders and CNI.

Figure Program-5: EM Program Implementation (Installation Tasks)



Response Concepts. The concept of operations (CONOPs) for response to the consequences of terrorism-related events, especially those involving CBRNE agents or materials, is the most complicated of all multi-agency and/or multi-jurisdictional events. This complexity is due not only to the scope of potential consequences, but also the global impact of such events on the national economy and national security of the United States. Therefore, the Navy Installation EM Program addresses this hazard area with a great deal more in-depth policy and procedures than other, potentially more physically devastating emergencies such as hurricanes and earthquakes in order to ensure a consistent, safe, and legal approach to responding to and recovering from terrorist events. All CONOPs are contained within Standard 12 and a review of these CONOPs for their appropriate Installation Group Designation early on during the review of this manual may assist the reader in better understanding the context of the EM Program.

Interagency Cooperation. Within the EM Program, Regional and Installation Commands are encouraged to seek out and engage Federal, State, Local, Other Service, and/or private (or Host Nation) emergency management agencies and departments for assistance in identifying hazards within their geographical area and developing mutual/cooperative capabilities to effectively respond to and recover from these identified hazards.

Execution. Regional and Installation Commanders are responsible for ensuring implementation of this manual and assuring resources are allocated to execute the requirements therein. Execution of these requirements requires the integration of and coordination with core elements responsible for preparedness, mitigation, response and recovery planning. Existing, related plans and programs, such as Antiterrorism (AT), environmental, occupational safety, and Fire & Emergency Services, are an integral part of the overall effort and must be actively engaged through the Regional and Installation EMWGs.

The EM Program does not directly address requirements of programs outside the administrative command of CNI, including afloat commands and medical facilities. The Fleet Commanders and the Bureau of Medicine & Surgery (BUMED) continue to address emergency management-related requirements through their own channels and in coordination with CNI Public Safety.

Standard 1: Program Management

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) National Fire Protection Association (NFPA) Standard 1600 “National Preparedness Standard on Disaster/Emergency Management and Business Continuity Programs” (5 February 2004)
- (c) OPNAV Instruction 3440.16(Series) Navy Civil Emergency Management Program (10 Mar 1995)
- (d) OPNAV Instruction 3440.15(Series) Department of Navy Nuclear Weapon Accident Response Management (30 May 1997)
- (e) CJCS Instruction 3214.01(Series) Military Support to Foreign Consequence Management Operations (1 Apr 2003)
- (f) OPNAV Instruction 3400.10(Series) Chemical, Biological and Radiological (CBR) Defense Requirements Supporting Operation Fleet Readiness (22 May 1998)
- (g) NTTP 3-11.23 Multiservice Procedures for Nuclear, Biological, and Chemical (NBC) Defense of Theater Fixed Sites, Ports, and Airfields (September 2000)
- (h) DoD Directive 5525.5(Series) DoD Cooperation with Civilian Law Enforcement Officials (20 Dec 89)
- (i) NTTP 3-11.24 Multiservice Tactics, Techniques, and Procedures for NBC Aspects of Consequence Management (July 2001)
- (j) National Response Plan (December 2004)
- (k) Homeland Security Presidential Directive (HSPD) 5 “Management of Domestic Incidents” (28 February 2003)
- (l) Title 10 U.S. Code 371-378
- (m) DoD Directive 3025.1(Series) Military Support to Civil Authorities
- (n) DoD Directive 3025.15(Series) Military Assistance to Civil Authorities
- (o) OPNAV Instruction 5090.1(Series) Environmental and Natural Resources Program Manual (17 Oct 2002)
- (p) National Environmental Policy Act (NEPA, 42 U.S.C. 4321-4347)
- (q) Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA, 40 CFR 103)
- (r) Resource Conservation and Recovery Act (RCRA, 40 CFR 266.202)
- (s) Emergency Planning and Community Right-to-Know Act (EPCRA, 42 U.S. Code 11001)
- (t) Public Health Security and Bioterrorism Preparedness and Response Act (Public Law 107-188)
- (u) Office of the Undersecretary for Defense “DoD Policy on Drinking Water Vulnerability Assessments and Emergency Response Plans” (3 July 2003)
- (v) CNO Letter Ser N452/3U574753, “Water Systems Vulnerability Assessments”

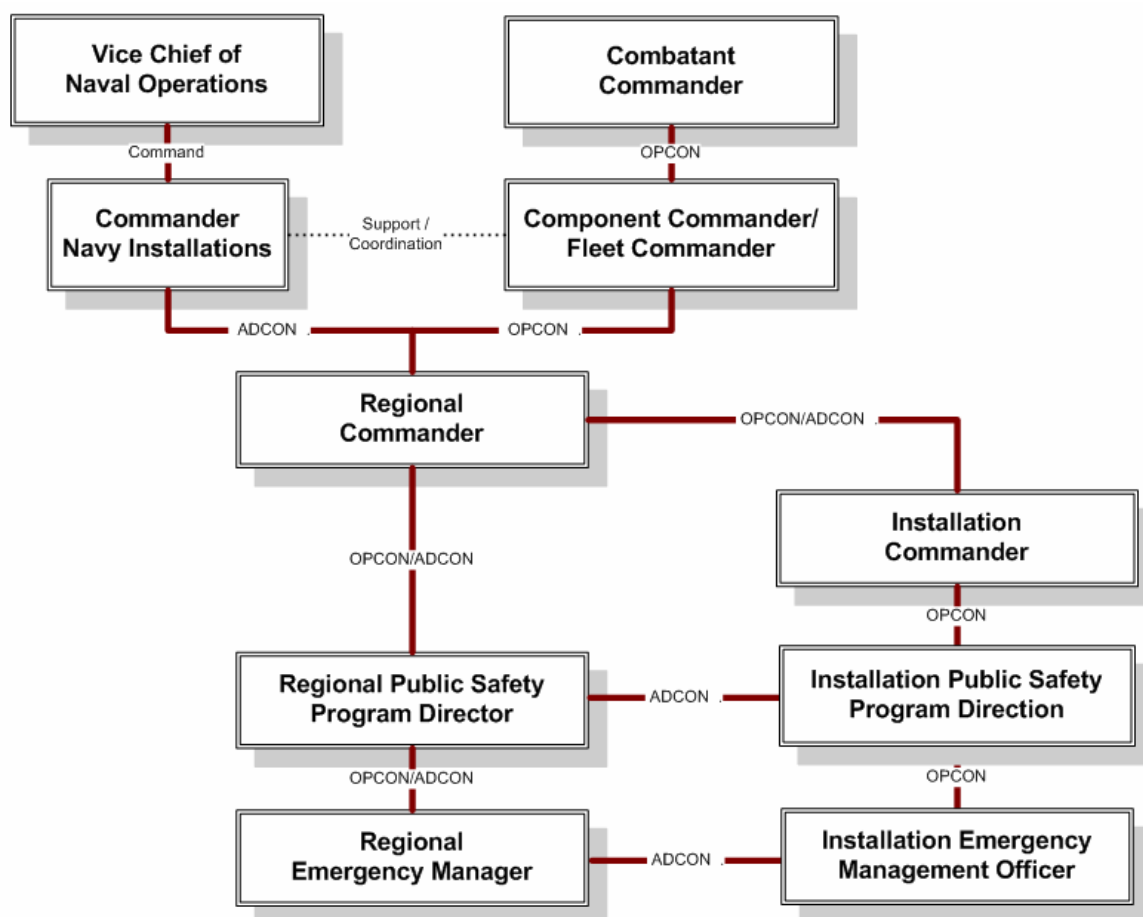
Scope. The Navy Installation EM Program shall establish program management guidelines that clearly delineate operational and administrative command responsibilities per reference (a) and in accordance with reference (b). Navy Emergency Management resides with the Public Safety

core business area and consists of Fleet, Headquarters, Regional, Installation, and Tenant Command EM components per reference (a).

Command Structure

The command structure for the Navy Installation Emergency Management Program is represented in Figure 1-1. This command structure may require modification to meet the requirements and structure of specific Regional and Installation commands.

Figure 1-1: Command Structure



Echelon II: Fleet Commanders

Per reference (a), each Fleet Commander (U.S. Atlantic Fleet, U.S. Pacific Fleet, U.S. Naval Forces Europe, and U.S. Naval Forces Central Command) is responsible for providing operational input to support the identification and prioritization of EM requirements, Mission Essential Functions (MEFs), and associated Critical Mission Facilities (CMFs) within their area of responsibility (AOR). Fleet Commanders shall prioritize allocation of Fleet resources and capabilities within their AOR in support of the tiered implementation of the EM Program per reference (a). Each Fleet Commander exercises operational control (OPCON) over Regional Commanders within their area of responsibility (AOR).

Per reference (a), Commander, U.S. Fleet Forces Command (CFFC) shall consolidate and prioritize operational input from the four Fleet Commanders. CFFC shall validate and approve prioritization of resources and capabilities in support of tiered implementation of the EM Program per reference (a).

Echelon II: Commander, Navy Installations (CNI)

CNI Public Safety Program Director (Public Safety PD). The CNI Public Safety PD is responsible for the Public Safety Program from planning through execution. The Commander of CNI exercises operational and administrative control over the CNI Public Safety PD. The CNI Public Safety PD exercises administrative control (ADCON) over all Regional Public Safety Program Directors.

The CNI Public Safety PD is responsible for developing and implementing Public Safety policy consistent with the CNI strategic plan and for effectively managing resources and business processes. The CNI Public Safety PD is responsible for identifying and validating requirements, developing budget guidance, developing annual business/execution plans in furtherance of the CNI Strategic Plan, and developing the Human Capital Strategy necessary to support the Public Safety program area.

CNI Emergency Management Functional Manager (CNI EM). The CNI EM is responsible for providing policy, guidance, operational structure, and assignment of responsibilities for a comprehensive, all-hazards Emergency Management (EM) Program at Navy Regions and Installations. The CNI EM shall serve as the Program Coordinator at the CNI level as identified within reference (b). The CNI Public Safety PD exercises operational and administrative control over the CNI EM. The CNI EM provides administrative control (ADCON) of all Regional Emergency Management Functional Managers (Regional EMs).

The CNI EM shall be responsible for:

- Resourcing and budgeting within the EM functional area, including the development of applicable Program Objective Memorandum (POM) inputs and the development and distribution of fiscal controls for the Regional EM Programs
- Resourcing, budgeting, and establishment of policies and standards for the CNI Emergency Operations Center (EOC), Regional Operation Centers, Installation EOC, Regional/ Installation Dispatch Centers, and Joint Harbor Operations Centers (JHOCs)
- Development and execution of the CNI Continuity of Operations (COOP) Program and associated COOP Plan(s)
- Oversight of all EM Program Working Groups at the headquarters level and the designated EM Integrated Process Team (IPT) facilitated by the CNI Business Office
- Development, distribution, review, and ongoing maintenance of all EM policy and program guidance
- Review of EM Program-related Federal, DoD, Joint, and Navy publications for interpretation and possible inclusion/ implementation within the Navy EM Program

- Participation in Joint CB/CBRN/CBRNE programs and working groups in order to assist in the development of CBRNE-related requirements, procurement strategies, and fielding schedules

The CNI EM shall serve as the principal point of contact for the EM Program, COOP Program, CBRNE Preparedness programs, CBR/NBC Defense programs, the Defense Support to Civil Authorities (DSCA) Program, and the Navy Emergency Preparedness Liaison Officer (NEPLO) Program within CNI. The CNI EM or designated representative shall serve as the OPNAV N46 and CNI representative to all applicable JRO-CBRND working groups, committees, IPTs, and councils.

Echelon III: Regional Headquarters

Regional Commander. Regional Commanders are responsible for the governance of their Region and the delivery of shore services and support within their assigned area of responsibility. The supported Fleet Commander exercises OPCON over the Regional Commanders within their assigned Fleet area of responsibility. CNI exercises ADCON over all assigned Regional Commanders. The Regional Commander is the Immediate Superior In Command (ISIC) for all assigned Navy Installation Commanders within their Region.

All Regional Commanders shall designate a Regional Emergency Manager (Regional EM) in writing per reference (a). Regional Emergency Management shall be a function of the Regional Public Safety Program. The Regional Commander shall designate an appropriate number of personnel to serve as a collateral duty or full-time staff to support the Regional EM Program, including the administration and operations of the Regional Operations Center and Regional Dispatch Center (if required).

The Regional Commander provides program direction and oversight of the Regional and Installation EM Programs and is responsible for assuring the following standards are addressed in the EM Program:

- Program Management (Standard 1)
- Personnel Categorization (Standard 2)
- Tiered Implementation (Standard 3)
- Assessments (Standard 4)
- Interoperability (Standard 5)
- Preparedness (Standard 6)
- Planning (Standard 7)
- Training (Standard 8)
- Equipment (Standard 9)
- Exercise and Evaluation (Standard 10)
- Mitigation and Prevention (Standard 11)
- Response (Standard 12)
- Recovery (Standard 13)
- Sustainment (Standard 14)

Regional Public Safety Program Director (Regional Public Safety PD). Reports directly to the Regional Commander and provides supervision and oversight of the Regional EM Program and the assigned Regional EM. The supported Regional Commander exercises OPCON over assigned Regional Public Safety PDs. CNI exercises ADCON over all Regional Public Safety PDs.

The Regional Public Safety PD is responsible for the proper application of CNI policy, resourcing, and business processes, including the identification of Public Safety requirements within the Region. The Regional Public Safety PD formulates and submits Capabilities Based Budgeting (CBB) as well POM input to the CNI Public Safety PD based on their approved Region Public Safety Program Business Plan. The Regional Public Safety PD is responsible for executing the resources provided by CNI based upon the service and performance standards established for the approved CNI Capability Output Level (COL).

Depending upon Regional organization, the Regional Public Safety PD may serve as the capability provider within one or more of their assigned functional areas, to include Emergency Management, Force Protection, Fire and Emergency Services, and/or Safety.

Regional Emergency Management Functional Managers (Regional EM). Regional EMs shall operationally and administratively report to the Regional Commander via the Public Safety Program Manager (Public Safety PD). Each Regional EM shall exercise ADCON over assigned Installation Emergency Management Officers (EMOs).

The Regional EM is responsible for developing, coordinating, and executing the Navy Installation EM Program within their assigned geographical area. The Regional EM shall serve as the Program Coordinator at the Regional level as identified within reference (b). As the senior dedicated Emergency Management official within a Region, the Regional EM provides management oversight, technical assistance, and specialized guidance for all matters pertaining to establishment, implementation, and sustainment of a comprehensive EM Program capable of effective all-hazards preparedness (including CBRNE), prevention/mitigation, response, and recovery, in order to save lives, protect property, and sustain mission readiness.

The Regional EM ensures the development and execution of Regional EM and Continuity of Operations (COOP) Programs and associated preparedness activities, including planning, individual, unit, and team training, sustainable equipment procurement, and exercises to promote Regional readiness. The Regional EM supports Installation EMOs in the development and approval of support agreement, including Mutual Aid Agreements (MAA), with appropriate Federal, State, Local, Other Service, and/or Private (or Host Nation) responders, agencies, and departments. The Regional EM must coordinate with appropriate Federal State, Local, Other Service and/or Private (or Host Nation) EM related agencies and departments to identify and update responsible points of contact, emergency plans, and expectations in the event of an emergency onboard or impacting Navy installations within the Region's assigned AOR.

The Regional EM is responsible for the management, administration, and operation of the assigned Regional Operations Center and Regional Dispatch Center (RDC) (if assigned) as well

as the Navy's Senior Watch Officer assigned to the Joint Harbor Operations Center (JHOC) (if assigned).

The Regional EM shall serve as the principal advisor to the Regional Commander in his role as the Regional Planning Agent (RPA). The Regional EM is responsible for ensuring Regional execution and support of the Navy DSCA Program by administrating assigned NEPLO personnel. The Regional EMs shall serve as the Regional representative for all EM-related working groups and participate in the CNI-sponsored EM IPT on a regular basis.

Regional Emergency Management Organization. As described above, the Regional EM is responsible for developing and maintaining a Regional EM Program to support and manage the subordinate Installation EM Programs.

Each Region is unique in terms of operational requirements, area of operations, scope, manpower, resources, and priority. Some Regional Commanders are also the designated Installation Commander for one or more installations within their geographic area of responsibility (AOR) or the designated commander for only one or two installations. In such cases, the Regional EM Program shall be expanded to include typically installation-specific procedures and processes vice requiring a separate and distinct Installation EM Program at these locations. Installations which are geographically separated must still ensure that each of the geographically separated Installations have successfully identified and integrated all local procedures, contact information, mutual aid information, and other local requirements/needs into the Regional EM Plan and associated plans and activities.

U.S. Regions. Those Regions located within the U.S. have Defense Support to Civil Authorities (DSCA) responsibilities above and beyond the Navy Installation EM Program requirements and designated Region Commanders may be tasked as a Regional Planning Agent (RPA) by reference (c) (see Standard 6 – DSCA). RPAs have specially trained Reservists to support this mission titled Navy Emergency Preparedness Liaison Officers (NEPLOs). Two U.S. Regions, Northwest and Southeast, have additional requirements to maintain a standing Nuclear Weapons Accident/Incident Response Task Force (RTF) per reference (d). U.S. Regions within the Pacific Command AOR may have additional requirements identified in writing by their supported theater Combatant Commander (CoCom).

Overseas Regions. Those Regions located overseas have Foreign Consequence Management (Foreign CoM) responsibilities per reference (e). Overseas Regions may also have additional Chemical, Biological, and Radiological (CBR)/Nuclear, Biological, and Chemical (NBC) Defense requirements as detailed in references (f) and (g) identified in writing by their supported theater Combatant Commander (CoCom).

CBRNE Coordinators. Some U.S. and Overseas Regions have contract CBRNE Coordinators provided by CNI EM and/or the NAVFAC CBRN Program. These contract personnel are fielded to assist designated Regional EM Programs over a specified period of time in addressing CBRNE-specific hazards within their programs, especially in the preparedness areas of planning, training, equipment fielding, inventory management, and limited exercises. These contract personnel are specialists in CBRNE Preparedness and shall provide only those services identified

within their scope of work for the period of time identified by the office resourcing their position. These positions shall directly support the Regional EM or the assigned civil service or military Regional EM staff member.

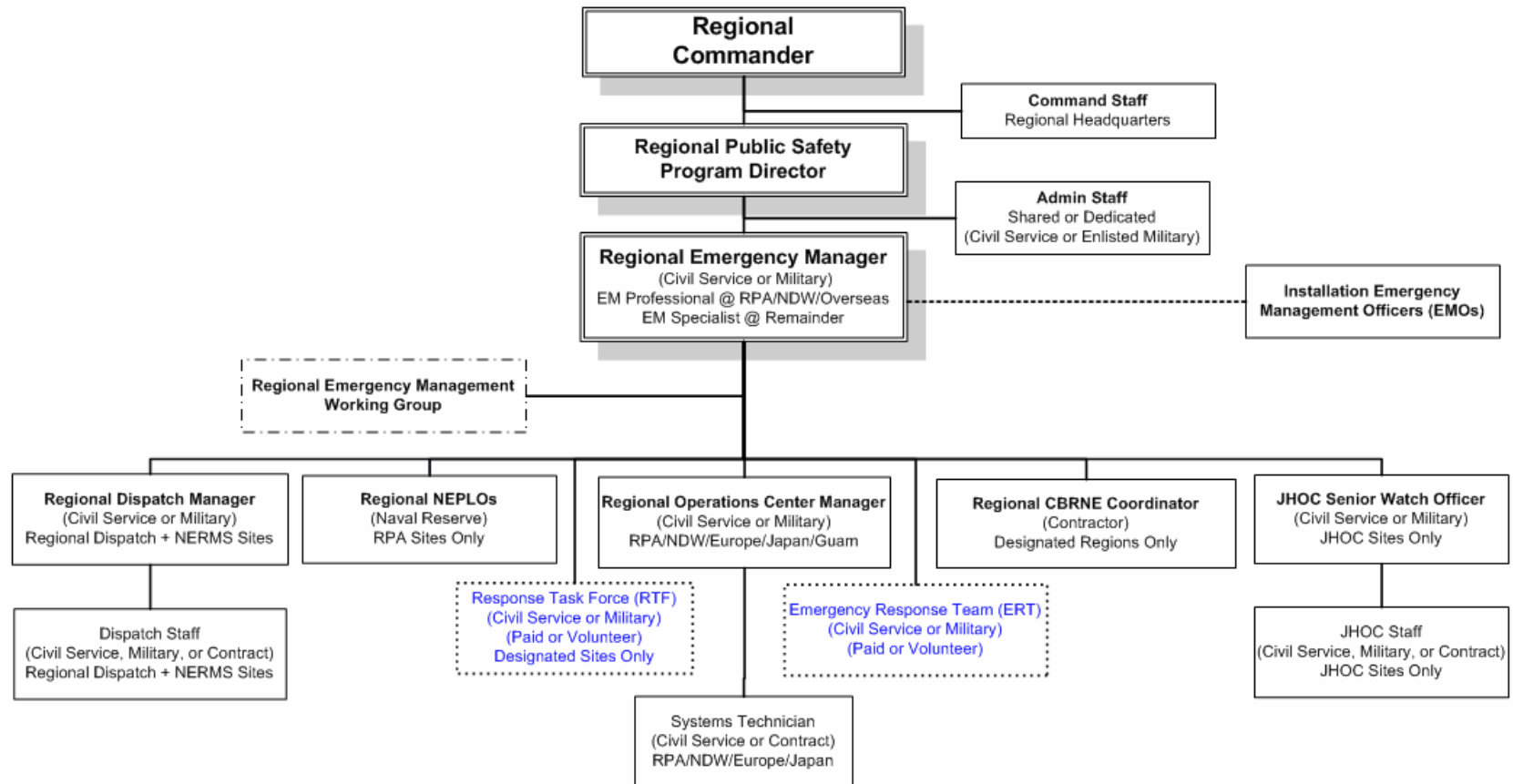
Organizational Construct. CNI has provided Figure 1-2 as a notional organizational construct for Regional Emergency Management. Regional EMs should request appropriate resources for developing and maintaining the appropriate Regional organization through CNI's Capabilities-Based Budgeting (CBB) process at the appropriate time, based upon the CNI EM Implementation and Transition Plan (see Standard 3 for additional information on the implementation plan and Standard 14 for information on the CBB process).

Figure 1-2 provides general guidance for:

- Position Title (for standardization purposes)
- Whether the position is typically filled by Civil Service, Military, or Contract personnel
- Location where the identified position may be resourced by CNI EM or the NAVFAC Integrated Logistics Support (ILS) Contract
- Specific training or certification requirements, where such exist (i.e. – EM Specialist course graduate or certified EM Professional)

Legend. Regional titles are listed by acronym or by group. For example, Naval District Washington is abbreviated NDW. All of the Regional Commands assigned as RPAs are identified with the RPA acronym. Overseas sites include Navy Regions Europe, Japan/Far East, Korea, and Southwest Asia (as Navy Regions Hawaii and Guam are considered U.S. Regions for the purposes of the Navy Installation EM Program).

Figure 1-2: Notional Regional Emergency Management Organization



The Regional Operations Center Manager is overall responsible for all Regional command and control activities including the Joint Harbor Operations Center (JHOC, see Standard 6 - JHOC), the Navy Emergency Response Management System (NERMS, see Standard 6 - Dispatch), and the Enterprise Land Mobile Radio System (ELMRS, see Standard 6 – Responder Communications).

Echelon IV: Installation

Installation Commander. Installation Commanders are the key link to supporting customers onboard Navy Installations and provide integration of the various Regional program service outputs in a coherent process in support of Navy operational missions. Installation Commanders shall operationally and administratively report to the Regional Commander. Installation Commanders exercise OPCON over the Installation Public Safety Program Director (if assigned).

All Installation Commanders shall designate a full-time or collateral-duty Installation Emergency Management Officer (EMO) (as appropriate per the Installation group designation – see Standard 3) in writing per reference (a). The Installation Commander shall designate an appropriate number of personnel to serve as a collateral duty or full-time staff to support the Installation EM Program, including the administration and operations of the Installation Emergency Operations Center (EOC) and Installation Dispatch Center (if assigned).

Installation Emergency Management Officers (Installation EMOs). Installation EMOs shall operationally report to the Installation Commanding Officer and administratively report to the Regional Emergency Manager. The Installation EMO shall serve as the Program Coordinator at the Installation level as identified within reference (b). Installation EMOs are responsible for preparing for, mitigating potential effects from, responding to, and recovering from all natural and man-made hazards, including CBRNE events, which may effect their assigned Installation(s). Installation EMOs may be assigned as Sub-Regional EMOs, where sub-regions are designated by the Regional Commander. The Installation EMO is responsible for the management, administration, and operation of the Installation EOC and Installation Dispatch Center (if assigned).

Installation Emergency Management Organization. As described above, the Installation EMO is responsible for developing and maintaining the Installation EM Program and the appropriate response capabilities as identified by their Installation Group Designation (see Standard 3). Each Installation is unique in terms of operational requirements, area of operations, scope, manpower, resources, and priority. Some Installation Commanders may be assigned command responsibility over two or more facilities combined within one installation title, unit identification code (UIC), and/or designated sub-region (as in the case of Navy Region Southwest’s sub-regional structure). In the case of those installations consisting of multiple facilities, support areas, industrial areas, housing areas, ranges, or other sites located either outside of the perimeter of the primary facility or contained within their own perimeter or perimeter of another Service’s installation, installation guidance contained within this manual and the term “jurisdiction,” when used, applies to all of the identified facilities assigned to the particular Installation Commander vice solely the principal facility.

U.S. Installations. Those Installations located within the U.S. have Defense Support to Civil Authorities (DSCA) responsibilities (see Standard 6 - DSCA) above and beyond the Navy Installation EM Program requirements and may be tasked to support DSCA operations through the provision of resources, supported tenant commands assigned to the Fleet Commander, or the establishment of a Base Support Installation (BSI, see Standard 6 - BSI). U.S. Installations within the Pacific Command area of responsibility (AOR) may have additional requirements identified in writing to their assigned Regional Commander by their supported theater Combatant Commander (CoCom).

Overseas Regions. Those Installations located overseas may have Foreign Consequence Management (Foreign CoM) responsibilities per reference (e). Overseas Installations may also have additional CBR/NBC Defense requirements as detailed in references (f) and (g) identified in writing to their assigned Regional Commander by their supported theater Combatant Commander (CoCom).

CBRNE Coordinators. As discussed above, some U.S. and Overseas Regions receive specialized contract assistance. Where multiple high priority (see Standard 3) installations are located within close proximity as judged by CNI EM and where at least one of these installations also contains all or a component of the Regional Headquarters, one of the assigned CBRNE Coordinators may be provided to the Regional EM Program as the Fleet Concentration Area (FCA) CBRNE Coordinator. In such cases, the FCA CBRNE Coordinator will still directly support the Regional EM Program, but will be authorized to liaison directly with the appropriate Installation EM point of contact.

Organizational Construct. CNI has provided Figures 1-3 through 1-5 as a notional organizational construct for Installation Emergency Management at each Installation Group Designation. Installation EMOs should request appropriate resources from their supported Regional EM for developing and maintaining the appropriate Installation organization through CNI's Capabilities-Based Budgeting (CBB) process at the appropriate time, based upon the CNI EM Implementation Plan (see Standard 3 for additional information on the implementation plan and Standard 14 for information on the CBB process).

See the legend in the Regional Emergency Management Organization discussion above for details on Figures 1-4 through 1-6.

Figure 1-3: Notional Group 1 Installation Emergency Management Organization

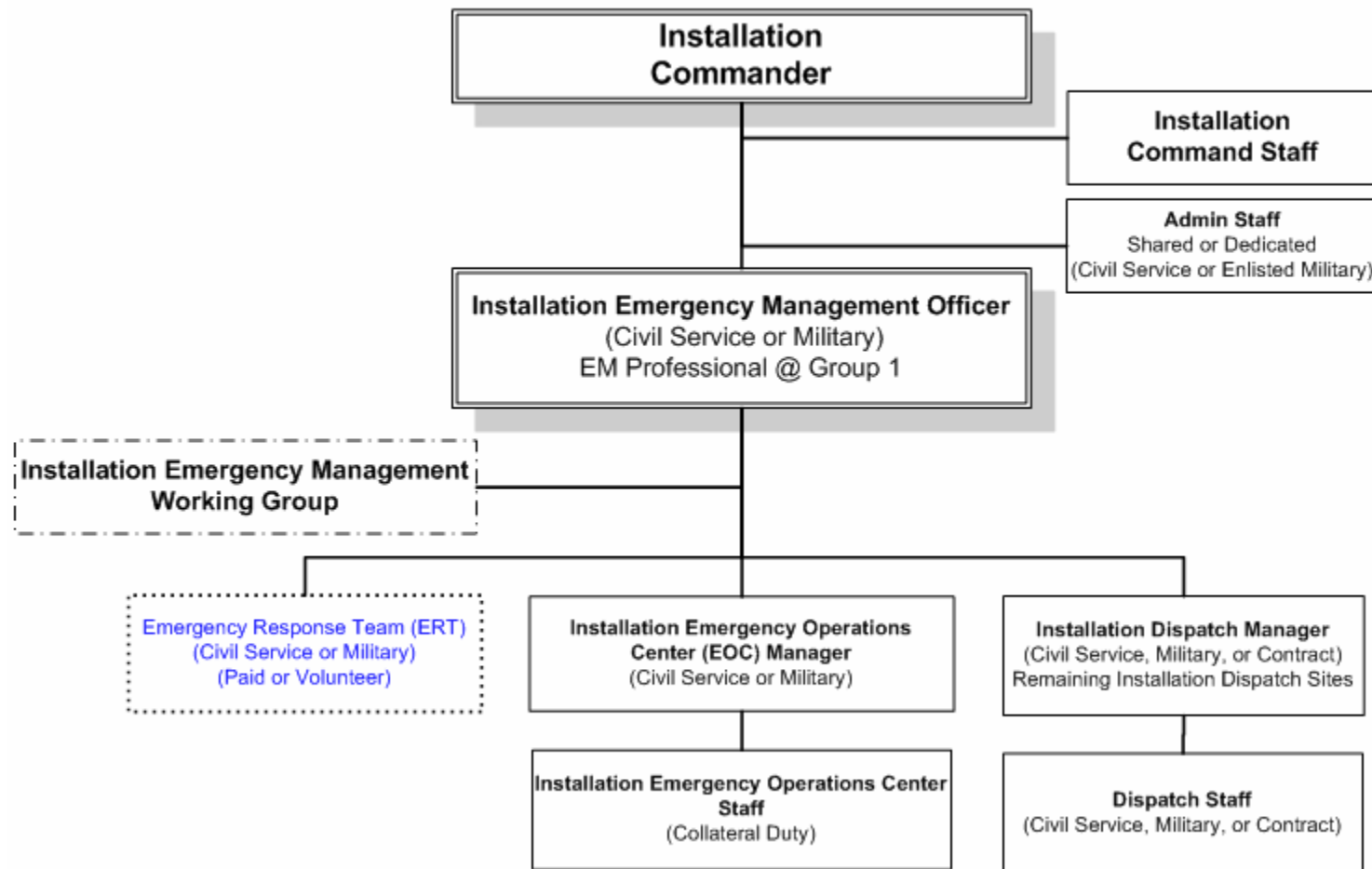


Figure 1-4: Notional Group 2 Installation Emergency Management Organization

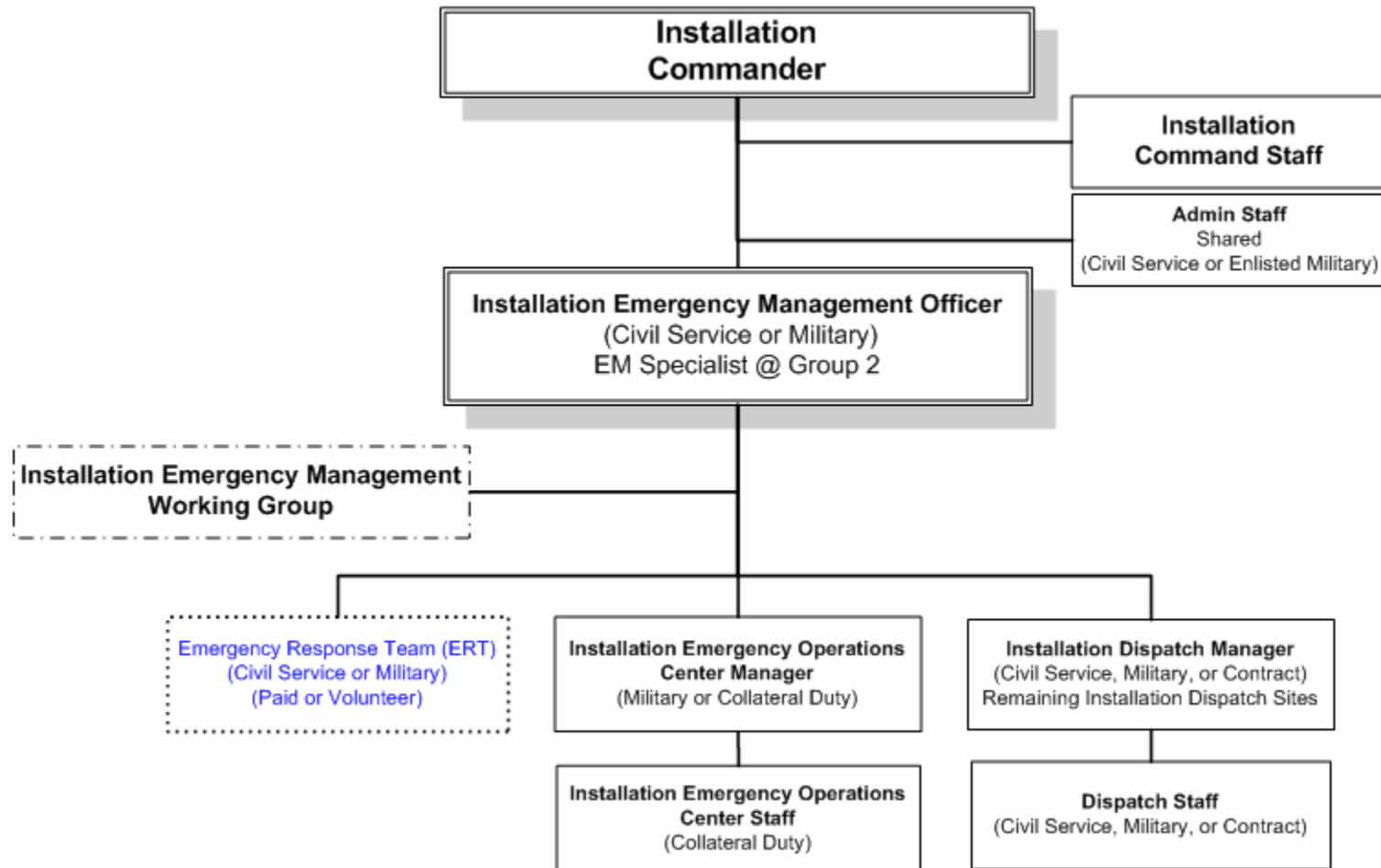
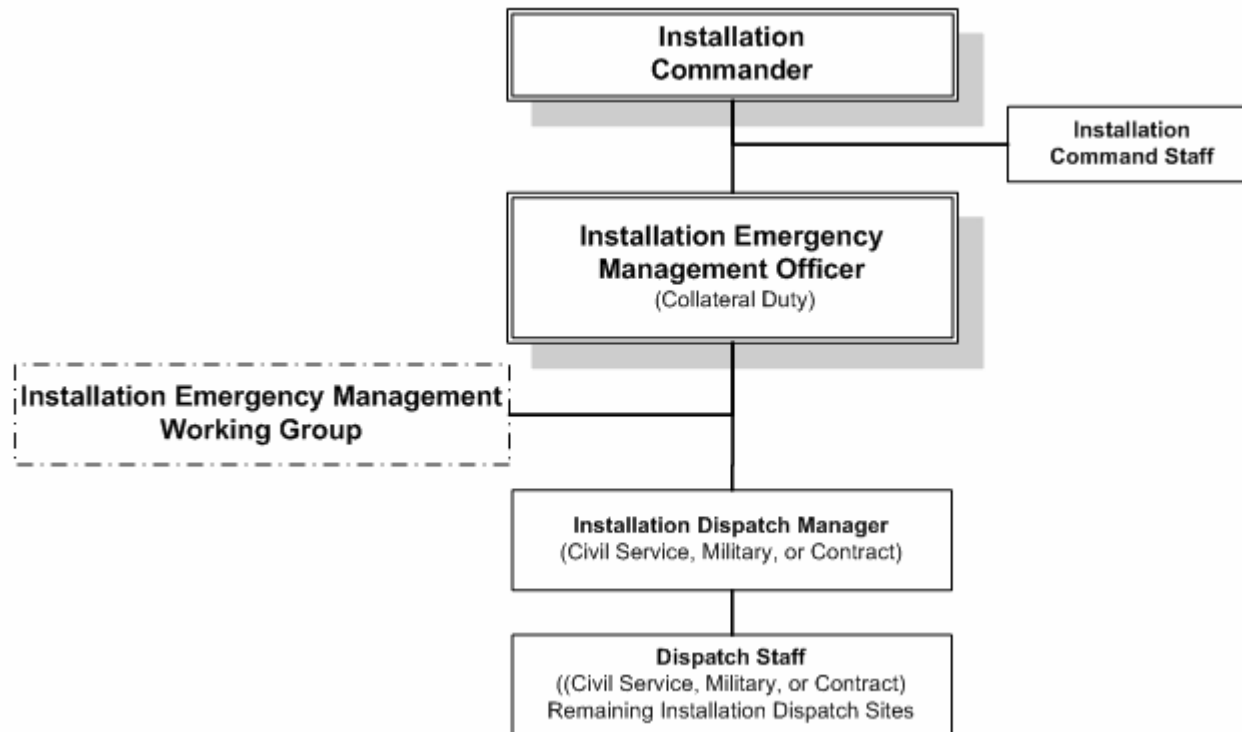


Figure 1-5: Notional Group 3 Installation Emergency Management Organization



System Commands (SYSCOMs). The SYSCOMs relevant to the Navy Installation EM Program include Naval Facilities Engineering Command (NAVFAC), Naval Sea Systems Command (NAVSEA), Naval Air Systems Command (NAVAIR), Space and Naval Warfare Systems Command (SPAWAR), and Naval Supply Systems Command (NAVSUP). Each SYSCOM provides a unique mix of systems engineering, technical expertise, program/project management, requirements generation, research, development, testing, evaluation, acquisition, procurement, maintenance, and integrated logistics support to an array of Navy and DoD customers. SYSCOMs coordinate their projects and support through a variety of coordination boards and processes, including the Capability Area System Engineer (CASE) concept discussed below.

NAVFAC serves as the lead acquisition, fielding, and sustainment agent for CNI EM. NAVFAC provides both material and non-material support to Navy Regions and Installations. NAVFAC provides technical expertise, systems engineering support, and acquisition/fielding capabilities in the areas of CBRNE Response and Recovery as well as Blast Mitigation and Waterside Protection.

SPAWAR provides technical expertise, systems engineering support, and acquisition/fielding capabilities in the areas of Command and Control, Decision Support Systems, Mass Warning and Notification systems, Operations Centers, Access Control, and Command, Control, Computers, Communications, Intelligence, Surveillance, and Reconnaissance (C4ISR) (split into three distinct areas of C4I and Reconnaissance with Surveillance capabilities addressed by NAVSEA).

NAVSEA provides technical expertise, systems engineering support, and acquisition/fielding capabilities in the areas of CBRN Protection and Detection, Medical Response, Medical Surveillance, and Explosives Detection as well as Attack Assessment, Early Warning, Security Surveillance, Counter-Bomber systems, and Intrusion Response.

Each of the twenty-two (22) capability areas listed above are managed by a specific individual or office designated by CNI Public Safety as a Capability Area Coordinator (CAC). The capabilities these CACs provide are integrated by a standing System Engineering Integrated Process Team (SE IPT) consisting of the designated CASEs and representatives from CNI Public Safety (see Standard 14 for more information on the CASE-CAC construct and the IPT concept).

Tenant Commands. Tenant Commands onboard Navy Installations shall coordinate with the host installation's EM Program as outlined in host-tenant agreements or ISSA/MOU/MOAs. Coordination shall include active participation in EM preparedness, mitigation, response, and recovery efforts, as required by Regional and/or Installation EM Program(s). Participation in the Installation EM Program requires the development of a Tenant EAP supporting the Installation EM Plan (see Standard 7 and Appendix D).

Operational Unit Commanders. Operations units are encouraged to integrate Emergency Management and Damage Control efforts with the installation when not underway. Operational units are encouraged to develop plans and procedures for integrating onboard detection systems and damage control personnel to augment installation response capabilities during an emergency.

Responsibilities Summary

Regional Commander. The Regional Commander has the following responsibilities under the EM Program:

- Designate a Regional Emergency Manager (Regional EM) in writing (Standard 1).
- Ensure EM Program Standards are properly addressed within Region (Standard 1).
- Charter a Regional Emergency Management Working Group (Regional EMWG) (Standard 6).
- Participate within the Regional EMWG (Standard 6).
- Determine the appropriate Installation group designation for assigned Installations (Standard 3).
- Validate categorization of personnel at the Installation level (Standard 2).
- Ensure that all required threat, hazard, vulnerability, and consequence assessments are conducted prior to approval of the Regional Emergency Management Plan (EM Plan) (Standard 4).
- Review and approve the Regional EM Plan (Standard 7).
- Support Fleet Commander and tenant operational commands in the identification of Mission Essential Functions (MEFs) and associated Critical Mission Facilities (CMFs) onboard assigned Installations.
- Ensure that essential operations supporting these MEFs are identified by appropriate Regional programs and that procedures are identified within the Regional EM Plan for prioritized restoration of these essential operations.
- Designate appropriate full-time or collateral-duty Regional EM staff (Standard 1).
- Establish operable and, when possible, interoperable communications across assigned response community.
- Establish a Regional Operations Center (ROC) (Standard 6).
- Designate a ROC Manager in writing to support the Regional EM (Standards 1 & 6).
- Identify and designate in writing appropriate personnel to support ROC manning during times of emergency (Standards 1 & 6).
- Participate in ROC training and exercises (Standards 6, 7, & 12).
- Designate a Regional Public Health Emergency Officer (PHEO) in writing (Standard 6).
- Consolidate individual Dispatch centers at the Regional or multi-Regional level, if at all possible (Standard 6).
- Designate a Joint Information Center in coordination with Federal and State (or Host Nation) representatives (Standard 6).
- Ensure that all EM efforts coordinated with CNI, assigned Fleet Commander, and assigned Combatant Commander (Standard 6).
- Review and approve all support agreements, to include Regional Mutual Aid Agreements, Memoranda of Understanding, Memoranda of Agreement, Inter-Service Support Agreements, and contracts (Standard 6).
- Review Regional Exercise After Action Reports (AARs).
- Review annual summary of Regional and Installation EM Capability Assessments (EMCA) (Standard 4).
- Ensure proper resources are programmed for during the budget process (Standard 14).
- Ensure participation in Regional EM Program by Tenant Commands (Standard 7).

Installation Commander. The Installation Commander has the following responsibilities under the EM Program:

- Coordinate with assigned Region in determining the appropriate Installation group designation (Standard 3).
- Conduct categorization of personnel at the Installation level and provide results to Regional Commander for validation (Standard 2).
- Designate in writing an Installation Emergency Management Officer (Installation EMO) appropriate to the established Installation group designation (Standard 1).
- Ensure EM Program Standards are properly addressed onboard Installation (Standard 1).
- Designate Category 1 personnel in writing (Standard 2).
- Charter an Installation Emergency Management Working Group (Installation EMWG) (Standard 6).
- Participate within the Installation EMWG (Standard 6).
- Ensure that all required threat, hazard, vulnerability, and consequence assessments are conducted prior to approval of the Installation Emergency Management Plan (EM Plan) (Standard 4).
- Review and approve the Installation EM Plan (Standard 7).
- Support tenant operational commands in the identification of Mission Essential Functions (MEFs) and associated Critical Mission Facilities (CMFs) onboard Installation.
- Ensure that essential operations supporting these MEFs are identified by appropriate Installation programs and that procedures are identified within the Installation EM Plan for prioritized restoration of these essential operations.
- Designate appropriate Installation EM staff (Standard 1).
- Establish operable and, when possible, interoperable communications across assigned response community.
- Establish an Installation Emergency Operations Center (EOC) (Standard 6).
- Designate an EOC Manager in writing to support the Regional EM (Standards 1 & 6).
- Identify and designate in writing appropriate personnel to support ROC manning during times of emergency (Standards 1 & 6).
- Participate in EOC training and exercises (Standards 6, 7, & 12).
- Assist the Regional Commander in the consolidation of individual Dispatch centers at the Regional or multi-Regional level, if at all possible (Standard 6).
- Designate a Joint Information Center in coordination with Local representatives (Standard 6).
- Ensure that all EM efforts coordinated with Region, State, Local, Other Service, and/or private agencies and departments (Standard 6).
- Review and approve all support agreements, to include Installation Mutual Aid Agreements, Memoranda of Understanding, Memoranda of Agreement, Inter-Service Support Agreements, and contracts (Standard 6).
- Review Installation Exercise After Action Reports (AARs).
- Review results of annual Installation EM Capability Assessments (EMCA) (Standard 4).
- Ensure proper resources are programmed for during the budget process (Standard 14).
- Ensure participation in the Installation EM Program by Tenant Commands (Standard 7).

Legal

The Judge Advocate General (JAG) or Legal Counsel provides guidance and interpretation of legal implications on matters pertaining to CBRNE terrorist events at Navy Installations. The following issues are central to the legal discussion.

CBRNE Incidents within United States and Territories. The Federal Bureau of Investigation (FBI) has investigative jurisdiction over all acts of terrorism within the U.S., its territories and possessions. Regional and Installation Commanders must utilize established notification and reporting procedures by notifying the cognizant Naval Criminal Investigative Service (NCIS) field office when contacting Federal law enforcement agencies. Terrorist event locations shall be treated as Federal crime scenes. For details, see references (h), (i), and (j).

If an on-installation emergency extends to surrounding civilian communities, Navy Installations shall provide military support/assistance to local civil authorities only as permitted by higher authority except in cases where the “Immediate Response Rule” directly applies to the situation. For details, see reference (c).

In accordance with the National Response Plan (NRP), the Department of Homeland Security (DHS) is the lead federal agency for Consequence Management (CoM) within the United States, its territories and possessions. Reference (k) designates the Secretary of Homeland Security as the “Principal Federal Official” for domestic incident management. In this capacity, the Secretary is responsible for coordinating Federal operations within the United States to prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. The Secretary utilizes the Homeland Security Operations Center (HSOC) to monitor threats, maintain daily situational awareness and coordinate national level incident management activities with other departments and agencies. In response to any situation requiring DHS coordination, the Secretary may delegate his authority and designate a Principal Federal Official to act as his representative locally and to oversee and coordinate Federal activities relevant to the incident. For more detail, see Sections 371 through 378 of reference (l) as implemented by references (c), (m), and (n).

CBRNE Incidents within Foreign Countries. A Status of Forces Agreement (SOFA) governs incidents on U.S. installations in foreign countries. Most SOFAs, such as NATO SOFA Article VII, paragraph 10, and Japan SOFA Article XVII, paragraph 10, state that the United States has the right to police and maintain order on the premises it occupies. Terrorist use of CBRNE weapons against the United States Government, its military forces, or its citizens, even during wartime and regardless of location, is a Federal crime according to the laws of the United States. Terrorist use of CBRNE weapons, even during wartime, may be a criminal act in the country where it occurs. SOFAs may require that military authorities assist the host nation authority with investigative help and by turning over all evidence. The use of chemical and biological warfare agents by a nation against another nation or its citizens is a violation of the law of armed conflict (LOAC) and may be considered an act of war. The Department of State (DOS) is the lead federal agency for Consequence Management (CoM) overseas. Consult with the cognizant JAG office for details specific to your geopolitical situation.

Environmental

Environmental Program Coordination. Regional Commanders shall ensure that environmental program requirements are properly coordinated with the regional emergency management program. Regional Environmental Program Managers shall be assigned to the Regional Emergency Management Working Group to provide direction and guidance that ensures environmental requirements are properly addressed in every element of emergency management operations, including preparedness, mitigation, response and recovery.

Key Environmental Programs. Reference () defines Navy requirements for environmental program compliance. Key programs that will impact the EM program include the following:

- National Environmental Policy Act (NEPA, 42 U.S.C. 4321-4347). Requires systematic examination of likely environmental consequences for any federal government action. NEPA must be integrated with Navy emergency planning to ensure that potential environmental impacts are considered in every phase of emergency management. See reference (p).
- Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA, 40 CFR 103). Provides funding and enforcement authority to clean up waste disposal sites and to respond to hazardous substance releases. Will apply to control of releases from decontamination operations and remediation of contaminated facilities and other real property beyond the initial event. See reference (q).
- Resource Conservation and Recovery Act (RCRA, 40 CFR 266.202). Provides the legal framework for the handling, storage, and disposal of solid wastes from point of generation to final destruction or disposal. Will apply to disposal of hazardous wastes generated from any event involving the uncontrolled release of hazardous substances, including a CBRNE event. See reference (r).
- Emergency Planning and Community Right-to-Know Act (EPCRA, 42 U.S. Code 11001). Requires emergency planning and directs timely and comprehensive release of information to the public about hazards associated with toxic chemical releases. EPCRA §301 requires each state to provide a structure for emergency planning. Specifically, the Governor of every state must establish a State Emergency Response Commission (SERC), which is responsible for the coordination of local emergency planning districts and the supervision of Local Emergency Planning Committees (LEPCs). Depending on the scope of the incident and subsequent actions taken to remediate hazards, EPCRA may impact public notification requirements during a CBRNE event or natural disaster that potentially exposes the public to a hazardous substance. Refer to Standard 6 of this Section for EPCRA requirements related to State and Local emergency planning procedures. See reference (s).
- Public Health Security and Bioterrorism Preparedness and Response Act (Public Law 107-188). Amends the Safe Drinking Water Act to require public water systems serving more than 3,300 persons to conduct vulnerability assessments and report the results to the EPA. The public water system must have an emergency response plan that incorporates the results of the vulnerability assessments. See reference (t). References (u) and (v) extend the requirement to those water systems serving over 25 persons.

Standard 2: Personnel Categorization

Background. Categorization of all assigned personnel is necessary to prioritize resource allocation and provide a risk-rationalized approach to investing in protection of personnel. Personnel categories will be used to identify the targeted assets for specific response requirements.

References.

- (a) OPNAV Instruction 3440.17 (Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) Federal Emergency Management Agency, Federal Preparedness Circular 65: Federal Executive Branch Continuity of Operations, of 26 Jul 1999
- (c) DoD Directive 1404.10(Series) Emergency Essential (E-E) DoD US Citizen Civilian Employees (10 Apr 1992)
- (d) DoD Instruction 3020.37(Series) Continuation of Essential DoD Contractor Services During Crises (6 Nov 1990)
- (e) DoD Instruction 1400.32(Series) Department of Defense Civilian Work Force Contingency and Emerging Planning Guidelines and Procedures (24 Apr 1995)

Scope. The Navy Installation EM Program shall establish categorization criteria for all personnel assigned to or working within the confines of Navy Regions and Installations worldwide per reference (a). The Navy Installation EM Program shall focus its efforts on (1) the ability of Category 1 personnel to continue mission essential functions for at least 12 hours at either their primary or alternate site per reference (b), (2) protection of and mitigation of hazards impacting Category 2-4 personnel, and (3) the preparedness, mitigation, response, and recovery capabilities of Category 5 personnel.

Responsibilities. For facilities and activities within their area of responsibility, Installation Commanders shall identify:

- Individuals within Category 1
- Personnel and/or populations within Categories 2 through 4
- Individuals, agencies, & departments within Category 5

Regional Commanders shall validate the categorization of personnel by all assigned Installations and ensure that the proper fiscal and manpower constraints are recognized by all involved in the categorization process.

Upon validation of the categorization process and the resulting personnel numbers, Regional Commanders shall ensure that the proper resources are programmed for and submitted during the budget process. Installation Commanders must designate Category 1 personnel in writing and ensure that all Category 5 personnel are clearly identified within the Installation EM Plan. The same process is required for Regional personnel.

These categories will be used to develop the appropriate protection or employment strategy for each individual or group during an event, to include planning, training, equipage, and exercising.

Individual categorization and the detailed protection strategy for each category must be clearly identified in Regional and Installation EM Plans (see Table 2-1).

Category 1 – Emergency-Essential U.S. Military Personnel, DoD Civilians, and DoD Contractor Personnel who perform Mission Essential Functions (MEFs) supporting the National Military Strategy, to include:

- Emergency-essential U.S. Military Service members.
- Emergency-essential DoD Civilian employees per reference (c).
- Navy contractors (or subcontractors) or employees of Navy contractors (or subcontractors) performing emergency-essential Navy contractor services per reference (d).

Only the specific individuals who are performing tasks that may not be interrupted due to their National significance and importance to ongoing combat operations or supporting command and control operations shall be designated as Category 1 (Critical Operations) personnel.

Personnel providing essential services in support of MEFs, to include facilities management, public works/engineering, or other support services, are to be designated as Category 1 (Essential Operations) personnel. First/emergency responders, including public works personnel directly supporting a preplanned response and/or recovery effort, shall remain designated as Category 5 personnel (see below).

Category 2 - Other U.S. Personnel, including:

- U.S. military family members living on and off a military installation.
- Non-emergency-essential US military personnel, Navy civilian employees, and other persons covered by reference (e).
- Navy contractor (and subcontractor) employees other than those performing emergency-essential Navy contractor services.
- Employees of other U.S. Government agencies.
- Other U.S. Government contractor (and subcontractor) employees.

Category 3 – Other Personnel Supporting U.S. Military Operations, including:

- Personnel (non-US citizens) who are employees of the Navy or a Navy contractor (or subcontractor), and who are not included in Categories 1 or 2.
- Foreign military personnel employed by the host-nation government or by contractors of the host-nation government.

Category 4 – Allied/Coalition Nation Personnel, including:

- Host-nation personnel and third country nationals that the U.S. may assist pursuant to an international agreement or as directed by the Secretary of Defense, such as allied/coalition military forces, government officials, and emergency response personnel.

Category 5 – First and Emergency Responders who are U.S. Military Personnel, DoD Civilians, and/or Contractor Personnel, including:

- Emergency Management (EM) personnel, Fire & Emergency Services (F&ES) personnel, Fire Brigades, Emergency Response Teams (ERT), HAZMAT Teams, Naval Security

Forces (NSF), Emergency Medical Services (EMS), Explosive Ordnance Disposal (EOD) Teams, Medical Treatment Facility (MTF) Providers, Evidence Collection & Recovery Teams (ECRT), Damage Assessment Teams, Debris Clearance Teams, Public Health Emergency Officers (PHEO), Emergency Call-taking and Dispatch (Dispatch) staff, Regional Operations Center (ROC) and Emergency Operations Center (EOC) staff, Mass Care personnel, and Mortuary Affairs personnel

- Category 5 personnel may include Occupational Safety and Health (OSH), Industrial Hygiene (IH), Public Works, Public Affairs, Supply/Logistics personnel, and any other personnel designated within the Regional EM Plan to perform response or recovery tasks.

Table 2-1: Personnel Categories

Category	Personnel
1	Emergency-Essential Military, Navy/DoD Civilians, & Navy/DoD Contractors
2	Other U.S. Personnel, including: • Family members living on & off base • Non-emergency-essential Military, USG Civilians, & USG Contractors
3	Other Personnel supporting U.S. Military Operations, including: • Non-U.S Citizens employed by Navy or Navy Contractor (if not in Category 1 or 2) • Foreign Military personnel employed by Host Nation
4	Allied/Coalition Personnel, including: • Host Nation and Third Country Nationals assisting U.S. operations per international agreement
5	First and Emergency Responders, including: • First Responders, including: Fire & Emergency Services, HAZMAT Response Teams, Naval Security Forces, EMS, EOD Teams, Emergency Response Teams (ERTs), OHS Spill Response, and Fire Brigades. • Emergency Responders, including Emergency Management, ROC/EOC Staff, Dispatch Staff, Medical Treatment Facility/Healthcare Providers, Public Health Emergency Officers, Mass Care, Mortuary Affairs, & designated Safety personnel, IH personnel, public works, public affairs, and supply/logistics personnel.

Personnel categories as defined by reference (b).

General Requirements for each Category

General. All personnel must receive awareness training (Standard 8) sufficient to understand potential hazards they may face according to their pre-assigned role during an emergency. Generally, those personnel required to remain on the installation during an emergency will require significantly higher levels of preparation due to the hazards they will face while performing assigned duties that are considered critical to sustaining operations during the early phases of the event.

Category 1 Personnel. Category 1 personnel consist of a wide variety of emergency-essential personnel who perform Mission Essential Functions (MEFs) supporting the National Military Strategy. These MEFs may be performed in one or more Critical Mission Facilities (CMFs) located primarily onboard DoD installations. Most of these MEFs may be relocated to either a complimentary CMF at another location or relocated to a designated Emergency Relocation Site (ERS).

A limited number of MEFs, which require specialized facilities and equipment, may not be able to relocate to an ERS either due to the unique nature of their MEF or due to the lack of warning and relocation time during an emergency. For the purposes of sub-categorization for planning, training, and material requirements, those Category 1 personnel that are unable to relocate are considered “Category 1 (Critical Operations)” personnel. Category 1 (Critical Operations) personnel may receive specialized collective and individual protection capabilities from supporting DoD or Joint Staff programs in order to remain at the primary CMF despite the presence of contamination from an accidental or terrorist release of CBRN agents or materials. In these cases, Category 1 (Critical Operations) personnel will be trained, certified, exercised, evaluated, and sustained to properly employ the material solutions and equipment provided to them.

Those Category 1 personnel that are able to relocate are considered “Category 1 (Essential Operations)” personnel. Also, those Category 1 personnel providing essential services in support of MEFs, to include facilities management, public works/engineering, or other support services, are to be designated as Category 1 (Essential Operations) personnel. Upon successful response actions by Category 5 personnel, Category 1 (Essential Operations) personnel will be directed to complete their MEFs at either the primary CMF or relocate to the ERS, if required. First/emergency responders, including public works personnel directly supporting a preplanned response and/or recovery effort, shall remain designated as Category 5 personnel (see below).

During the categorization process, Category 1 personnel must be identified in writing (Category 1 Personnel List) and notified in writing by their designated superior. Category 1 personnel must be trained per Standard 8 and, if necessary, equipped per Standard 9. All Category 1 personnel must be trained to assess hazards, successfully execute relocation procedures, communicate the status of their team, protect themselves from expected hazards, and perform their assigned duties. All Category 1 personnel shall receive Public Awareness training which prepares them to evacuate, shelter, or shelter-in-place as directed by the command. Category 1 personnel must understand the roles and potential actions of Category 5 response personnel.

All Category 1 personnel will also require detailed task-specific training on those tasks assigned to the personnel during an emergency. These assigned tasks may be as simple as notification, communication, and transportation procedures during movement to an ERS or as complicated as conducting critical operations within a collectively protected environment during a CBRNE or hazardous materials event for up to 12 hours.

It is vital that all designated Category 1 personnel have established access routes and the necessary permissions to freely access their designated installation(s) and their designated Critical Mission Facilities (CMFs) both prior to and during any emergency, including the

capability to access the installation and associated CMF(s) during Force Protection Conditions (FPCON) Charlie and Delta.

Category 2 – 4 Personnel. Non-emergency-essential personnel shall receive Public Awareness training which prepares them to evacuate, shelter, or shelter-in-place as directed by the command. This training must address potential hazards (as determined through the hazard assessment process) and the roles of the responders who will direct and coordinate evacuation and sheltering operations. This training must address the individual and family responsibilities for transportation and the requirement to maintain an adequate individual and/or family emergency preparedness kit (see Standard 6 and Appendices N and O).

During the categorization process, the Installation EMO must identify the number of Category 2 through 4 personnel (both working and nighttime populations) and the principal gathering places, work locations, and residential locations of these personnel. The “residential locations” requirement is confined to those personnel residing within the Installation’s boundaries within the U.S., its territories and possessions. The “residential locations” requirement extends to all personnel assigned to the Installation or its Tenant DoD Commands overseas.

When some or all of the Installation’s Category 2 through 4 personnel are ordered to evacuate or relocate outside of the Installation’s jurisdiction, the Installation Commander is responsible for ensuring the accurate accounting of all Installation staff (military, civilian, and contract), their family members, and the staff and family members of all assigned Tenant Commands. Personnel accountability information shall be passed from the Installation EOC to the Regional Operations Center, where the information will be consolidated and forward to both the Fleet Commander and the CNI EOC. CNI EM shall provide Regional and Installation EM Programs with a standardized and automated method to perform this personnel accountability task.

Category 5 Personnel. Emergency response personnel include all personnel necessary to effectively and safely respond to an event. Their primary roles include securing the incident site (when a defined incident site exists), protecting installation personnel and managing the consequences of the event. Their roles and responsibilities are very diverse and highly specialized and must support the critical operations performed by Category 1 personnel as well as protect Category 2 - 4 personnel through the employment of evacuation, and sheltering procedures or emergency response. These Category 5 personnel must be organized, equipped, trained and exercised in a fully coordinated fashion to operate safely and effectively during an emergency.

During the categorization process, all response assets must be identified and their current response capability assessed. If individual representatives are identified as Category 5 personnel, then these personnel must be assigned specific duties in writing. If entire departments, units, or teams (collectively known as “Departments”) are identified as Category 5 assets, then these departments shall be identified within the Installation EM Plan. It is vital that all designated Category 5 personnel have established access routes and the necessary permissions to freely access their designated installation(s) both prior to and during any emergency, including the capability to access the installation during Force Protection Conditions (FPCON) Charlie and Delta.

Protection Strategies for each Category

Overall Strategy. The EM Program shall protect Category 2 - 4 personnel through a strategy that first and primarily considers the following:

- Evacuation
- Safe Haven
- Shelter
- Shelter-in-Place

Such a strategy requires Regional and Installation Category 5 personnel to be properly organized, trained, equipped, exercised, evaluated, and sustained to safely direct and effectively coordinate the above operations.

Category 1 Personnel. Protection strategies will be dependent upon mission requirements, but shall always consider movement to an Emergency Relocation Site (ERS) as the primary means of protection. Specific Category 1 (Critical Operations) personnel performing MEFs which require specialized facilities and equipment may not be able to relocate to an ERS either due to the unique nature of their MEF or due to the lack of warning and relocation time during an emergency.

These specific Category 1 (Critical Operations) personnel may receive specialized collective and individual protection capabilities from supporting DoD or Joint Staff programs. Category 1 (Critical Operations) personnel working within a collectively protected environment will require additional initial and recurring training, specialized personal protective equipment (PPE) for exit from the collectively protected environment, life safety equipment and capabilities within the collectively protected environment, communications with both the supporting dispatch center and assigned incident commander, and periodic exercises to permit them to sustain these critical operations for up to twelve (12) hours during an emergency per reference (b). Strategies requiring such supporting features must consider the occupational safety and health requirements as well as life cycle costs associated with sustaining the ability for Category 1 (Critical Operations) personnel to operate in a hazardous environment.

Category 2 – 4 Personnel. Protection strategies will focus on evacuation and sheltering and shall address requirements for:

- Mass Warning and Notification
- Personnel Accountability
- Personnel and Group Transportation
- Crowd and Traffic Control
- Evacuation Route Management
- Emergency Medical Services
- Emergency Leave Policies
- Coordination with appropriate Federal, State, Local, Other Service, and/or Private (or Host Nation) agencies and departments

Category 5 Personnel. Protection strategies will be dependent on the tasking and responsibilities as well as the potential hazards faced by response personnel. Refer to Standards 8 (Training), 9 (Equipment), 10 (Exercise and Evaluation) and 12 (Response) for specific requirements to properly protect Category 5 personnel.

Standard 3: Tiered Implementation

Background. A tiered implementation approach is necessary to prioritize resource allocation and provide a risk-rationalized approach to investing in installation protection. Tier designations shall be based primarily on mission criticality and the capabilities of the available response organizations, whether those capabilities are organic or provided through agreements with outside agencies.

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) DoD Instruction 2000.18(Series) Department of Defense Installation Chemical, Biological, Radiological, Nuclear and High-Yield Explosive (CBRNE) Emergency Response Guidelines (4 Dec 2002)
- (c) Occupational Safety and Health Administration (OSHA), Hazardous Waste Operations and Emergency Response (29 CFR 1910.120Q)
- (d) National Fire Protection Association (NFPA) Standard 471 "Recommended Practice for Responding to Hazardous Materials Incidents" (31 Jan 2002)
- (e) National Fire Protection Association (NFPA) Standard 472 "Standard for Professional Competence of Responders to Hazardous Materials Incidents" (31 January 2002)
- (f) DoD Instruction 6055.6(Series) DoD Fire and Emergency Services Program (10 Oct 2000)
- (g) OPNAV Instruction 11320.23(Series) Shore Activities Fire Protection and Emergency Service Program (25 April 2001)
- (h) DoDI 2000.16(Series) DoD Antiterrorism Standards (14 June 2001)

Scope. The Navy Installation EM Program shall establish criteria to group all installations worldwide per reference (a). The Navy Installation EM Program shall focus its efforts on the integrating & improving the capability of Group 1 and 2 Installations in order to ensure the Navy's ability to meet critical strategic and operational requirements. Group 3 Installations will be protected primarily through integration of existing organic capabilities into the appropriate State/Local community's emergency management program.

Concept. The concept of tiered implementation is based upon three key factors: (1) an Installation's mission(s), (2) the priority of the mission(s) in relation to the National Military Strategy, and (3) the response capability that the Installation is capable of attaining and maintaining through a combination of organic and/or external resources. The DoD Installation Categories presented with enclosure (b) provides an unconstrained model in which response capabilities for CBRNE events, capabilities which are heavily dependent upon manpower, equipment, and proximity to cooperative aid from external resources at the higher response capability levels, are developed solely based upon mission priority. In this model, an installation or facility with a critical mission such as a single communications node would develop and maintain an effective response capability requiring a significant number of highly trained, certified, equipped, and exercised Category 5 personnel would provide response at all hours of

the day and night. This response capability, while desirable by all involved, does not allocate adequate resources available for immediate development.

Therefore, CNI has developed a two-step process in partnership with Fleet Commanders. The first step is the prioritization of all Navy installations by the Fleet Commanders based upon assigned missions. This is performed by the operational chain of command and provided to CNI in the form of Required Operational Capability (ROC) Level designations. The second step is the categorization of each installation based upon current organic and/or external response capabilities. This is performed by the Installation Commander and provided to CNI via the supported Regional Commander. This response capability is translated based upon the construct provided by reference (a) into Installation Group Designations.

ROC Level designations provide the priority order for fielding desired response capabilities. The Initial Installation Group Designations provided by the Regional Commanders provide an inventory of material and non-material capabilities and the associated response capability present onboard the designated installation. CNI then determines the final Installation Group Designation based upon the desired response capability determined by mission priority and the fiscal and manpower constraints passed on to CNI by the Navy leadership.

Though the majority of installations will be able to successfully develop and maintain the response capability associated with their assigned ROC Level, some installations may only be able to successfully develop and maintain a lower level of response capability due to a number of factors, including manpower limitations, resource limitations, physical space constraints, physical location, local constraints, and/or host nation constraints.

DoD Installation Categories

Overview. Enclosure 4 of reference (b) established three unnumbered categories for all DoD installations worldwide as shown in Table 3-1. This construct was developed solely for the development of CBRNE preparedness and response capabilities and is based upon the installation's relationship to the National Military Strategy. Under this construct, those installations which are more important to the National Military Strategy would maintain a higher level of emergency response capability. The three response capability tiers were based primarily upon the awareness, operations, and technician response capabilities defined by references (c) and (d).

Response Capabilities. Per references (c) and (d), an awareness-level response capability is the ability to recognize a potentially contaminated environment and conduct protective measures, including evacuation, safe haven, shelter, and shelter-in-place. For the purposes of the all-hazards program represented within the Navy EM Program Manual, this term has been expanded to include the ability to recognize any potential hazard or emergency condition to which the installation may be expected to be impacted by during normal operations, to include acts of terrorism.

Per references (c) and (d), an operations-level response capability is the ability to conduct defensive operations outside of the contaminated environment in order to effectively respond to

and contain the effects of a hazardous materials event. For the purposes of the all-hazards program represented within the Navy EM Program Manual, this term has been expanded to include the ability to effectively respond to and contain the effects of any natural or man-made emergency to which the given installation has prepared itself for with the proper organization, training, certification, and equipment.

Per references (c) and (d), a technician-level response capability is the ability to conduct offensive operations, to include casualty rescue and extraction, within a contaminated environment in order to effectively respond to, contain, identify, and mitigate the effects of a hazardous materials event. For the purposes of the all-hazards program represented within the Navy EM Program Manual, this term has been expanded to include the ability to effectively respond to and contain, identify, and mitigate the effects of any natural or man-made emergency to which the given installation has prepared itself for with the proper organization, training, certification, and equipment.

For more details on the different response capability levels, please refer to Standards 8 and 12.

Table 3-1: DoDI 2000.18 Installation Categories

DoDI 2000.18
Categories (unnumbered)
Installations critical to the National Military Strategy. High Priority: Technician-level Emergency Response Capability.
Non-power projection platforms related to the National Military Strategy. Medium Priority: Operations-level Emergency Response Capability.
All other installations. Low Priority: Awareness-level Emergency Response Capability.

Required Operational Capability (ROC) Levels

Overview. Commander, U.S. Fleet Forces Command (CFFC), with the assistance of CNI, established a tiered construct in 2004 in order to efficiently and effectively prioritize installations for the provision of all shore support services based upon mission requirements and the operational nature of each installation (see Table 3-2). The ROC Level construct described below has been approved by the Installation Management Working Group (IMWG) for use in the CNI Capabilities-Based Budgeting (CBB) process. As with all IMWG-approved products, this construct will be refined over time through the EM Integrated Process Team (IPT) process described within Standard 14.

Within the Navy Installation EM Program, each of the four ROC Levels was associated with a specific response capability as set forth in enclosure 4 of reference (b)

Table 3-2: ROC Levels

ROC Level	Priority	Capability	Description
1	Strategic	Technician	Strategic Asset or High Threat Bases
2	High	Technician	Operational Bases & Critical C4ISR Nodes
3	Medium	Operations	Sustainment & Support Activities
4	Low	Awareness	Administrative & Training Activities

ROC Level 1. The CFFC-established definition for “Strategic Assets” includes those installations which provide protection for nuclear weapons and supporting systems and are therefore staffed and equipped to support associated DoD security requirements. “High Threat Bases” are those installations which require special protection and response capabilities due to their high threat environment and are therefore staffed and equipped to support continuous operations at Force Protection Condition (FPCON) Charlie or higher.

ROC Level 2. The CFFC-established definition for “Operational Bases and Critical Command, Control, Computers, Communications, Intelligence, Surveillance, and Reconnaissance (C4ISR) Nodes” includes those installations which serve as major fleet homeports with home-ported combatant ships, submarines, tactical aircraft, and or combat units. These operational bases include forward operating locations overseas, major Naval Weapons Stations, and critical ports of embarkation or debarkation. This level also includes those installations and facilities that serve as critical C4ISR stations, either as their primary duty or based upon the mission of a tenant command.

ROC Level 3. The CFFC-established definition for “Sustainment Activities” include those installations which provide sustainment support to combatant forces, to include such sustainment capabilities as Naval medical treatment facilities, supply and logistic facilities, non-combatant ships, non-tactical aircraft, weapons storage facilities, shipyards, and maintenance facilities. “Support Activities” include those installations which provide support capabilities to combatant forces, to include such activities as headquarters and non-critical communication sites.

ROC Level 4. The CFFC-established definition for “Administrative and Training Activities” include those installations which provide administrative and/or training support to combatant forces, to include such capabilities as research and development centers, reserve facilities, educational activities, non-critical command and staff functions, personnel support, housing, museums, and recreational areas.

Process. ROC Level designations are recommended by the Regional Commander to the supported Fleet Commander. After review and, if necessary, revision by the Fleet Commander, the recommended ROC Level designations for each Installation within the Fleet Commander’s AOR are forwarded to CFFC for consolidation, validation, and approval. CFFC then provides the approved consolidated ROC Level designation list to CNI for use in prioritizing resource distribution and capability development within each of the nine (9) core business areas

delineated within the Installation Core Business Model (see Standard 14 for details on the Installation Core Business Model).

Installation Group Designations

Overview. Installation Group Designations will be used to develop the appropriate emergency management strategy for each installation, to include planning, training, equipment, exercise, and sustainment requirements. Installation Group Designations and the overarching protection strategy for each Installation Group Designation must be clearly identified in Regional EM Plans.

Installation EM capabilities shall be consistent with critical mission requirements and strategic importance. In accordance with reference (a), Installation EM response capabilities will be grouped into three tiers based upon a risk-based strategy that considers threat, vulnerability, criticality, operational requirements, and potential consequences:

- Group 1 – High Priority – Technician Level Response Capability
- Group 2 – Medium Priority – Operations Level Response Capability
- Group 3 – Low Priority – Awareness Level Response Capability

Installations designated within the DoD Critical Infrastructure Protection (CIP) program as critical by a Service or theater Combatant Commander (CoCom) shall be designated as either a Group 1 or Group 2 installation. Critical installations cannot be designated as Group 3 Installations.

Table 3-3 shows group designations corresponding to the three levels of response capability outlined in reference (a).

Table 3-3: Installation Group Designations

Group	Priority	EM Capability
1	High	Technician level response capability. Ability to effectively respond to and contain, identify, and mitigate the effects of a natural or man-made emergency, including a CBRNE event. Ability to conduct offensive operations within a contaminated environment during a CBRNE event.
2	Medium	Operations level response capability. Ability to effectively respond to and contain the effects of a natural or man-made emergency, including a CBRNE event. Ability to conduct defensive operations outside of the contaminated environment during a CBRNE event.
3	Low	Awareness level response capability. Ability to recognize a natural or man-made emergency and conduct protective measures, including evacuation, safe haven, shelter, and shelter-in-place.
Notes	With Group 3 as the lowest level of response capability, each successively higher group designations gains the aforementioned capabilities as described in addition to those capabilities attained by lower group designations.	

Group designations corresponding to response capability levels outlined in reference (b).

Table 3-4 identifies key response capabilities required to meet the EM capability requirements of each group per reference (a). Because installations with critical missions have historically had a broader range of capabilities, these existing capabilities will serve as the foundation for determining existing group designations.

Table 3-4: Installation Group Response Capabilities

Group	Priority	EM Capability	Required Response Capabilities
1	High	Technician	- Response by Fire & Emergency Services, NSF, EMS, HAZMAT, EOD. - Access to 24/7/365 definitive medical care through established emergency department onboard MTF or Civilian Hospital or Clinic. - Access to State, Local, Other Service, and/or private (or host nation) response capabilities. - Support by other Category 5 personnel per Regional and/or Installation EM Plan(s).
2	Medium	Operations	- Response by Fire & Emergency Services, NSF, EMS, and State and Local (or host nation) EM agencies and departments. - Access to definitive medical care through MTF/BMC or Civilian Hospital or Clinic. - Access to State, Local, Other Service, and/or private (or host nation) response capabilities. - Support by other Category 5 personnel per Regional and/or Installation EM Plan(s).
3	Low	Awareness	- Response primarily by State and Local (or host nation) EM agencies and departments. - Access to State, Local, Other Service, and/or private (or host nation) response capabilities.
Notes	* HAZMAT teams must be capable of offensive operations in a contaminated environment per the standards set forth in references (c) through (g). * EOD signifies either military or civilian teams capable of identifying, rendering safe or neutralizing, and disposing of improvised or conventional explosive devices. Teams may or may not have addition CBRNE capabilities depending on mission.		

Response capabilities required to meet EM capability requirements of each group per reference (a).

Required response capabilities may be organic, regionalized, or provided by Federal, State, Local, Other Service, and/or Private (or Host Nation) agencies and departments through establishment of support agreements. Regional and Installation EM Programs shall leverage existing CoCom emergency response elements per reference (h), whenever possible.

Geographic Caveat. Installations may be further defined by their location – U.S., remote U.S., and Overseas. Remote U.S. is a term used here to define an Installation (or an entire Region) that, due to its remote location in relation to other U.S. or even Host Nation response assets, may require additional capability to adequately respond to and recover from a terrorism event. In some cases, this remote nature may actually decrease the risk of an event occurring, but, in most cases involving natural and manmade hazards, this remote nature increases the time that the

Installation (or Region) may have to survive independent of outside assistance, especially qualified assistance trained to equivalent standards.

Process. For installations and facilities within their area of responsibility, Regional Commanders shall identify:

- Group 1 Installations (High Priority)
- Group 2 Installations (Medium Priority)
- Group 3 Installations (Low Priority)

CNI will establish the criteria and schedule for assessments and inventorying response assets and provide these to the Regional Commanders. CNI shall ensure that the proper fiscal and manpower constraints are recognized by all involved in the group designation process. Regional Commanders, through their assigned Regional Public Safety Program, shall assess supported MEFs and associated CMFs as well as complete an inventory of all available organic and external response assets at each installation within their AOR and submit this information to CNI EM along with their recommended group designations based upon the guidance provided in this standard. CNI will coordinate Installation Group Designations with the supported Fleet Commander before Installation Group Designations are finalized.

Upon validation and approval of the Installation Group Designations by CNI EM, Regional Commanders shall ensure that the proper resources are requested for via the CNI Capabilities-Based Budgeting (CBB) process according to the schedule provided by the CNI EM Implementation and Transition Plan.

Alignment of ROC Level Designations and Installation Group Designations. The ROC Levels determine not only the fielding priority of response capabilities onboard installations, but also determine the acceptable Installation Group Designations which may be assigned to these installations as shown in Tables 3-5 through 3-8.

Figure 3-5: Alignment of ROC Level 1 to Installation Group Designations

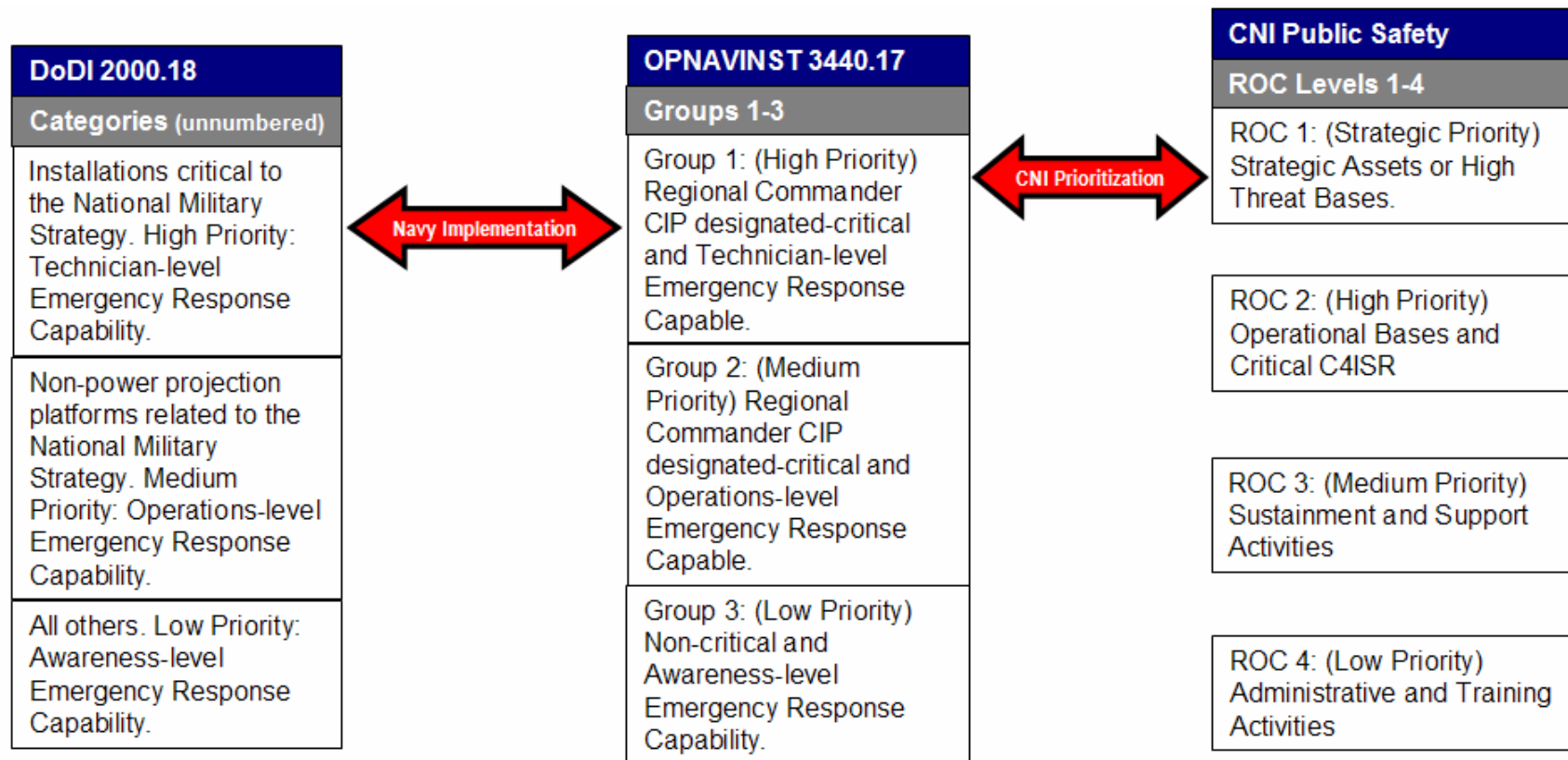


Figure 3-6: Alignment of ROC Level 2 to Installation Group Designations

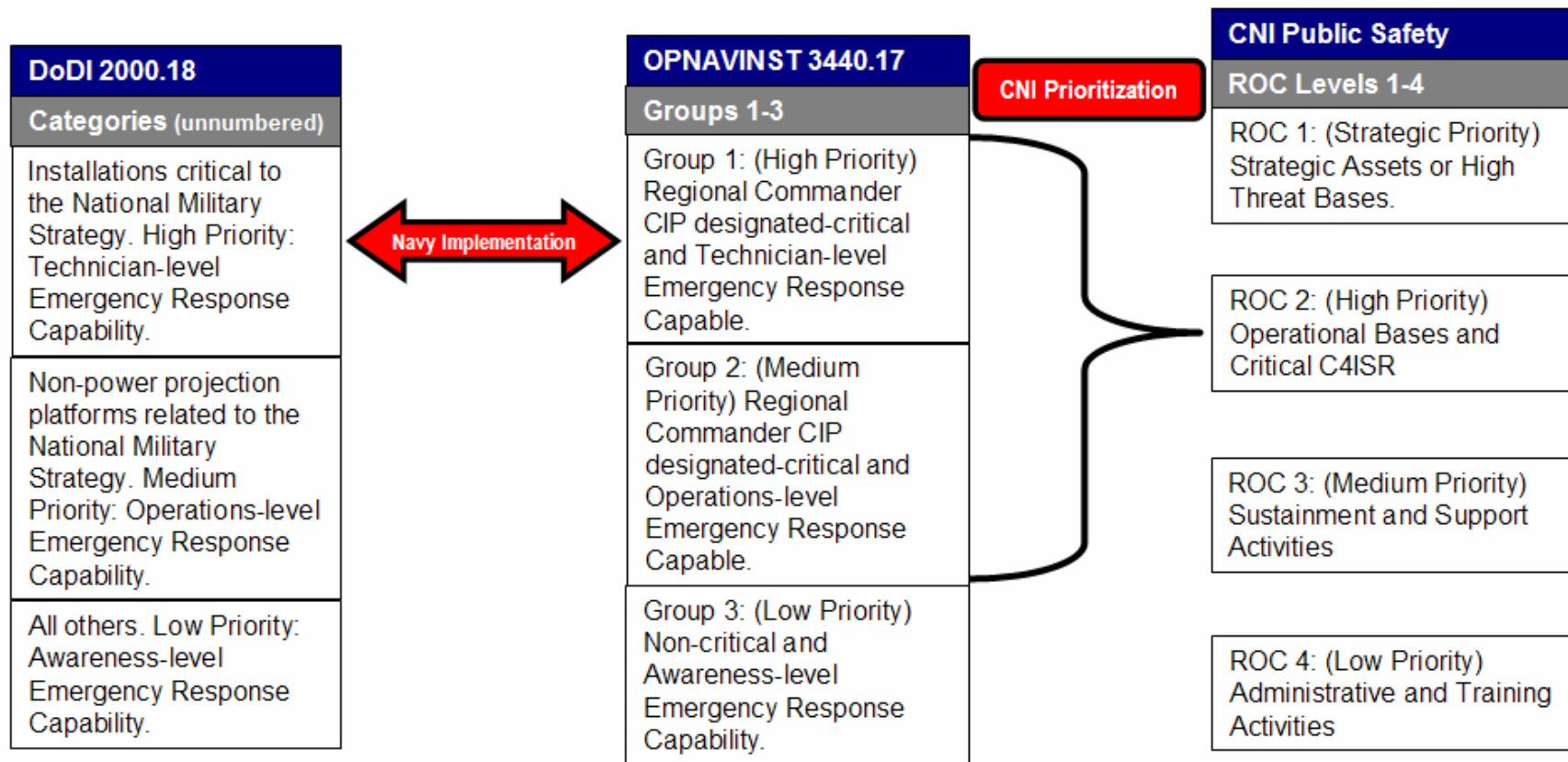


Figure 3-7: Alignment of ROC Level 3 to Installation Group Designations

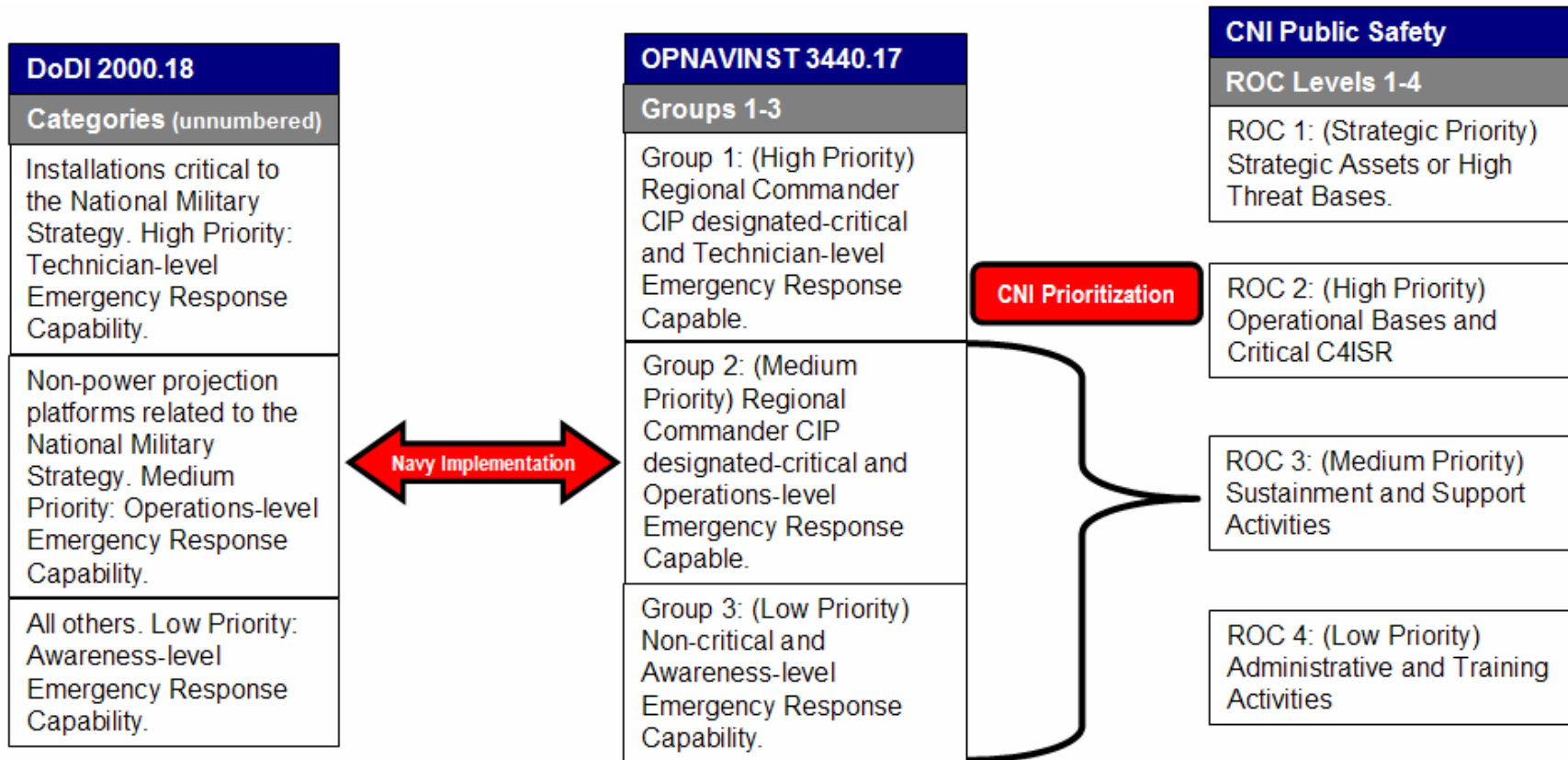
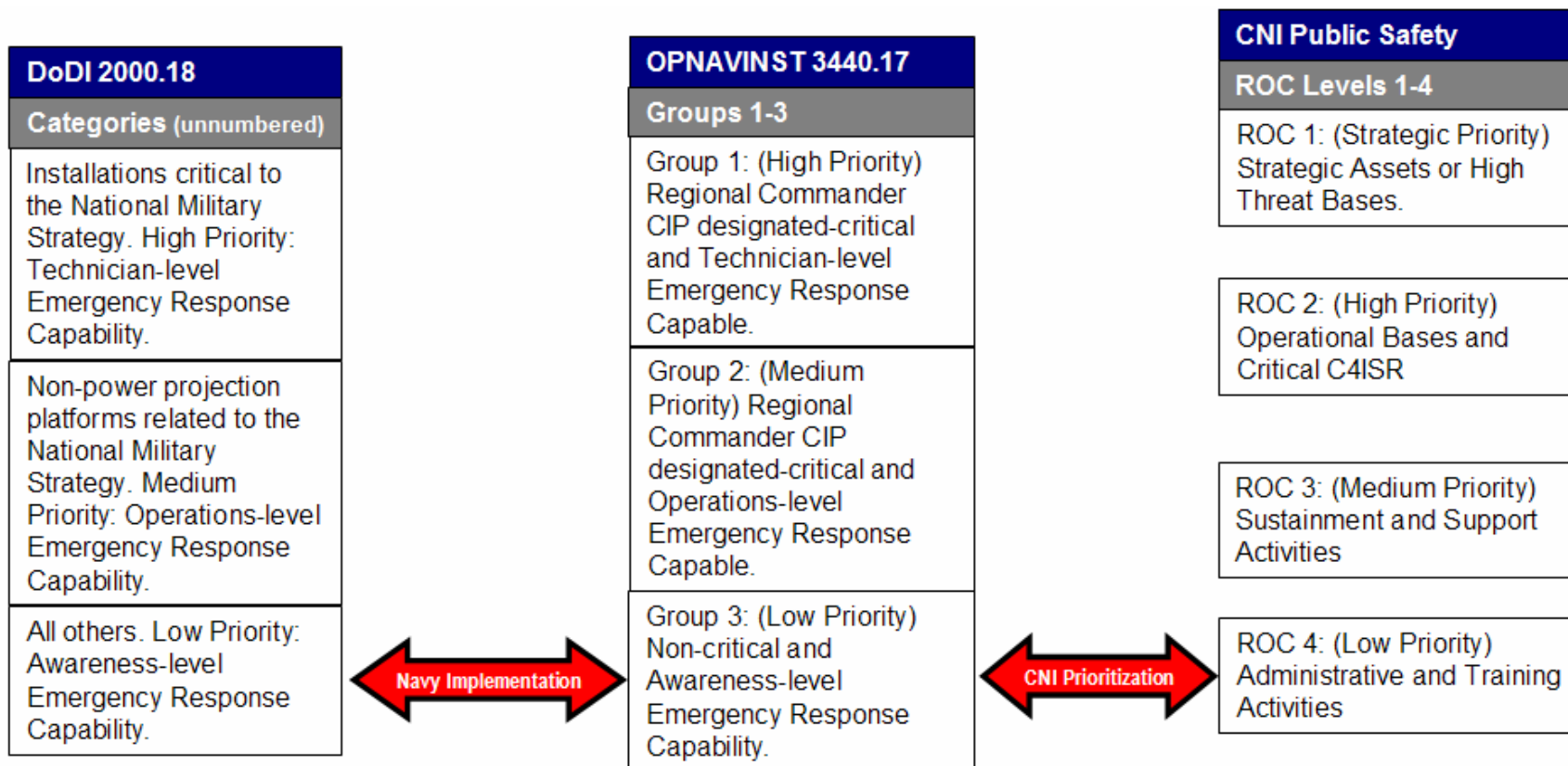


Table 3-8: Alignment of ROC Level 4 to Installation Group Designations



Implementation & Transition Plan

Overview. CNI shall develop an Implementation and Transition Plan (hereafter “Implementation Plan”) separate from this instruction. The Implementation Plan shall phase-in the Navy Installation EM Program in identified Regions and Installations based upon the fielding order determined by the ROC Level designations. The Implementation Plan will be coordinated with the Navy’s Bureau of Medicine & Surgery (BUMED) and other impacting programs at the DoD, Joint, and Navy level.

Components. Four principal components shall be used in the development of the Implementation Plan.

- **Baseline Implementation.** CNI-resourced effort to address specific baseline requirements onboard all Regions and Installations, to include development of the Regional EM Plan, establishment of the Regional EMWG, completion of a template Installation EM Plan (addressing Awareness-Level capabilities only), establishment of the Installation EMWG, and conduct of an annual evacuation TTX (see Standards 6 and 10 for additional information).
- **CNI EM Program Implementation.** CNI-resourced effort to develop the Regional EM Program and subordinate Installation EM Programs. Principal focus areas are policy, resource allocation, manpower, & enterprise-wide non-material solutions as well as coordinated support by the CNI Safety Program’s Respiratory Protection Program (RPP) and other associated supporting programs (Personal Dosimetry Program, etc.).
- **Capability Area System Engineer (CASE) Implementation.** The Capability Area System Engineers (CASEs) and Capability Area Coordinators (CACs) are responsible for the acquisition, fielding, & sustainment of limited material EM, AT, and CBRN solutions as well as EM, AT, and CBRN-specific non-material solutions (standard operating procedures, training, certification, & exercises) tied directly to the fielding of the provided material solutions. The CASEs shall ensure that their assigned CACs are tasked to provide only those required material solutions which will not be fielded via related DoD or Joint Staff efforts. The CASEs shall ensure that all relevant/appropriate training, certification, exercise, & sustainment support is provided for in support of fielding these material solutions.
- **Integrated Logistics Support (ILS) Contract.** NAVFAC AT & CBRN Program shall be responsible to provide for the comprehensive operation (limited fixed systems only) and sustainment of CBRN-specific material solutions and their related non-material solutions, including training, certification, life cycle maintenance, respiratory protection program elements, and exercises necessary to support the fielded material solutions. This line item shall representative solely of the CBRN element of the overall Force Protection ILS Contract and should not impact the schedule or fielding process.

Schedule. Fielding prioritization shall be based upon the ROC Level designations.

- **ROC Levels.** The assigned ROC Level designations shall be used as the primary prioritization tool. Each Region shall assume, for prioritization reasons, the ROC Level equal to the ROC Level assigned to its highest priority installation. Each Region's program shall be implemented at the same time as the program at its highest priority installation.

Level of Effort. The desired level of effort by each Region and Installation shall be based upon two factors.

- **ROC Levels.** The ROC Levels will provide the overall structure for aligning the Installation Group Designations, but may not reflect the current or future response capability due to resource limitations.
- **Installation Group Designations.** The Installation Group Designations serve as the principal indicator for the assumed level of effort across the five components listed above.
 - Group 1 Installations require Technician-level response capability per reference (a). Technician-level response capability may require significant investment in terms of manpower, material, and sustainment resources, depending upon the presence or absence of community or shared resources. Such implementation usually will require the fielding of Regional and/or Installation full-time manpower to develop, execute, and sustain the desired response capabilities.
 - Group 2 Installations require Operations-level response capability per reference (a). Operations-level response capability may require a moderate investment in terms of manpower, material, and sustainment resources, depending upon the presence or absence of community or shared resources. Such implementation may require fielding of Installation full-time manpower to develop, execute, and sustain the desired response capabilities, though some isolated or higher-priority installations may require a greater manpower investment either at the Installation level or preferably at the Regional level, in order to ensure program development & execution.
 - Group 3 Installations require Awareness-level response capability per reference (a). Awareness-level response capability usually requires a small investment in terms of material, and sustainment resources and is primarily reliant upon existing community or shared resources. Such implementation does not require fielding of Installation full-time manpower to develop, execute, and sustain the desired response capabilities, though some isolated or higher-priority installations may require a small, shared manpower investment at the Regional level in order to ensure program development & execution.

Overseas Differential. Those Regions and Installations located overseas or, in the case of Guam, very remote from the U.S. are currently scheduled to receive support to develop, implement, and sustain their Regional & Installation EM Programs immediately. This approach is due to the necessity of sustaining existing programs already in place at the direction of the Combatant & Fleet Commanders.

Cost Drivers. The principal cost drivers to be identified within the Implementation Plan are:

- **ROC Levels.** The higher prioritization of installations with reduced, limited, or no organic response capabilities dramatically increases the need for community cooperation through mutual or cooperative aid or contracts while decreasing the ability of the EM Program to use the assigned ROC Levels as the sole management tool for resource allocation. See Table 3-2.
- **Installation Group Designations.** The single best indicator of predicted implementation cost will be the installation's group designation as this designation provides a current capability baseline upon which additional capabilities will have to be developed with new resources. See Table 3-3.
- **CASE/CAC Program Support.** The limitations of the CASE/CAC concept to focus only on AT- and CBRN-specific material & non-material solutions has extremely limited the resources and priority of all-hazards program elements, especially with regards to sustainment.

Benefits and Limitations. The Implementation Plan will have specific benefits to the resource allocation process as well as specific limitations in terms of practical execution.

- **Benefits:**
 - **Tiered Implementation.** The implementation of the EM Program across three tiers of response capability will significantly decrease overall program cost, especially in manpower costs & procurement/sustainment of material solutions.
 - **Phased Implementation.** The phased implementation of the EM Program reduces annual program start-up costs and shifts some manpower & material sustainment costs to the out-years, where the program will be able to capitalize on the efficiencies gained by Regionalization, base realignment/closure, and technology insertion.
- **Limitations:**
 - **Current Capabilities.** The Implementation Plan will not reflect complete sustainment of those EM capabilities already in existence at lower priority installations, which were developed by previous resource sponsors.
 - **Combat Requirements.** The Implementation Plan will not reflect the current or projected requirements for sustaining and/or fielding capabilities to meet the requirement of specific overseas Regions & Installations to support combat operations, either through force projection or as a forward operating base.
 - **DSCA Requirements.** The Implementation Plan will not reflect the current or projected requirements for sustaining and/or fielding capabilities to meet the requirement of specific U.S. Regions & Installations to support Department of Homeland Security (DHS) and DoD-mandated Navy DSCA operations or related policies.

- o **Foreign Consequence Management Requirements.** The Implementation Plan will not reflect the current or projected requirements for sustaining and/or fielding capabilities to meet the requirement of specific overseas Regions & Installations to support the Department of State-directed DoD, Joint, and/or Navy Foreign Consequence Management operations or related policies.

Standard 4: Assessments

Background. Emergency Management planning must be predicated on critical asset, threat/hazard, vulnerability, consequence, and response capability assessments. These assessments are used to evaluate an installation's ability to respond to a threat/hazard, protect the population on the installation and implement future strategies to mitigate risks.

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) National Fire Protection Association (NFPA) Standard 1600 "National Preparedness Standard on Disaster/Emergency Management and Business Continuity Programs" (5 February 2004)
- (c) DoD Instruction 2000.16(Series) Antiterrorism (AT) Standards (14 Jun 2001)
- (d) NTTP 3-11.24 Multiservice Tactics, Techniques, and Procedures for NBC Aspects of Consequence Management (July 2001)
- (e) DoD Handbook 0-2000.12-H(Series) Protection of DoD Personnel and Assets from Acts of Terrorism (9 February 2004)
- (f) OPNAV Instruction 3300.55(Series) Navy Combating Terrorism Program Standards (9 April 2001)
- (g) DoD Instruction 2000.18(Series) Department of Defense Installation Chemical, Biological, Radiological, Nuclear and High-Yield Explosive (CBRNE) Emergency Response Guidelines (4 Dec 2002)
- (h) OPNAV Instruction 5530.14(Series) Navy Physical Security (1 May 2001)

Scope. The Navy Installation EM Program shall establish assessment criteria for all Regions and Installations worldwide per reference (a).

Responsibilities. Per references (a) and (b), Regional and Installation Commanders are responsible for ensuring that critical infrastructure, threat/hazard, vulnerability, consequence and response capability assessments are completed prior to the preparation of the Regional and Installation EM Plans. Regional and Installation Commanders shall utilize existing threat & vulnerability assessments conducted through the AT Program, whenever possible. Table 4-1 provides guidance on what organizations should be involved in preparing the various assessments. Fire, HAZMAT, CBRN-Defense, EOD, EMS, civil and electrical engineering subject matter experts should assist these organizations in the preparation of the assessments. All hazard and consequence assessments should be integrated with those of adjacent/nearby Federal/State/Local/Regional/ Installation/Host Nation agencies and departments to the greatest extent possible.

EM capabilities shall be organized, utilized, and assessed on a Regional and Installation basis. EM Capability Assessments (see below) are executed at no more than an annual interval to allow Regional and Installation Commanders to validate their ability to achieve the appropriate EM capability as determined by the group designation, categories of personnel within their jurisdiction, and the resources available for employment during an emergency.

Strategy. Risk is a function of threats/hazards, vulnerability to threats/hazards, and resulting consequences if these threats/hazards were to strike a critical infrastructure on an installation. Risk Management is a continuous process of assessing critical infrastructure and evolving hazards, threats, vulnerabilities, consequences, and existing response capabilities to determine what additional actions are needed to achieve/maintain a desired level of readiness. This also is sometimes referred to as a Risk Analysis or Evaluation although as shown in Figure 4-1, risk evaluation is really only one part of an overall Risk Management process.

These assessments should incorporate information and recommendations from a variety of sources including, but not limited to, Joint Service Integrated Vulnerability Assessments (JSIVA), Chief of Naval Operations Integrated Vulnerability Assessments (CNO IVA), CIP planning and assessments, and Continuity of Operations (COOP) planning, and exercise deficiencies.

In general, information on local natural/technical hazards is readily available from State and Local (and some Host Nation) agencies and departments. Regional and Installation EM Programs should coordinate threat and hazard assessments with State and Local emergency management agencies. States are required to submit annual capability assessments to the Department of Homeland Security (DHS) for out-year funding considerations. It is beneficial for Regions and Installations to team with the State and Local agencies on these assessments.

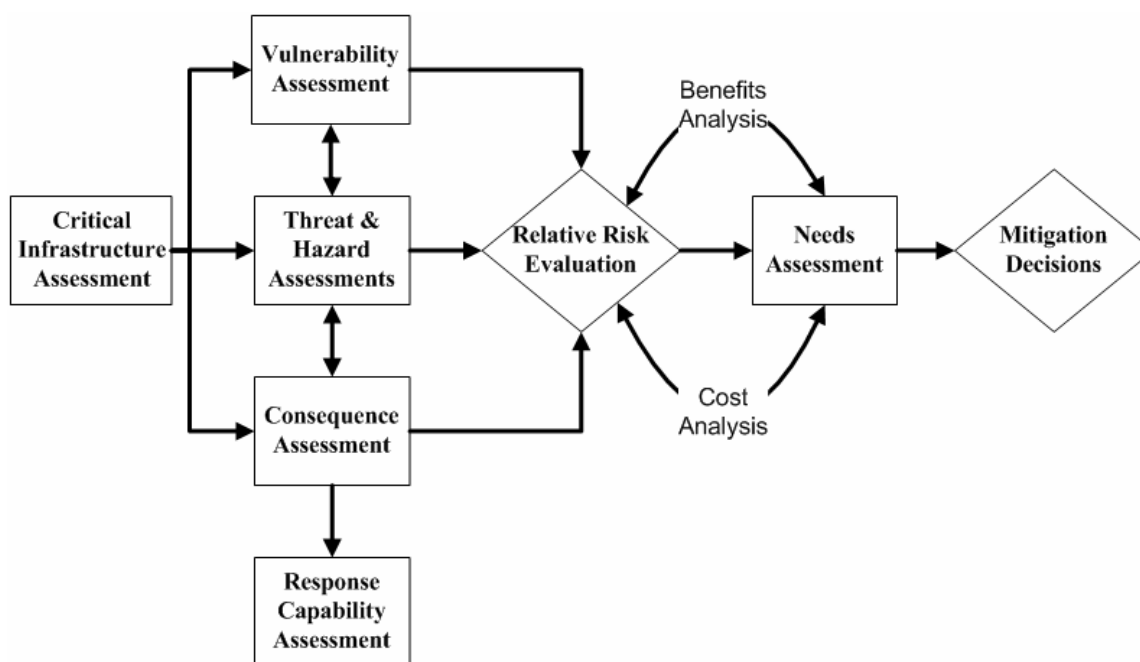
Table 4-1 Types of Assessments

Responsible Organizations	Assessments
AT	Critical Infrastructure Assessment: identification of Regional and Installation critical assets/infrastructure and personnel necessary to carry on Mission Essential Functions (MEFs).
NCIS	Threat Assessment: determination of specific terrorist or criminal threats to a Region, Installation, or geographic area.
EM	Hazard Assessment: identification of hazards specific to a Region, Installation, or geographic area.
AT	Vulnerability Assessment: determination of the extent of vulnerability of critical assets and personnel onboard an Installation to threats and hazards.
EM	Consequence Assessment: determination of consequences of attacks and hazards that strike an installation at its current level of preparedness.
EM	Response Capability Assessment: determination of existing manpower and equipment capabilities and established procedures to mitigate consequences of identified hazards/threats.

Risk factors resulting from assessments for the various threats and hazards to each critical asset/infrastructure must be compared against each other to determine relative risks. This Relative Risk Evaluation will culminate in the Needs Assessment (also known as a Risk Mitigation Assessment) that will assist in future resource allocation, prioritization, and acquisition planning. Costs/Benefits need to be a considered when deciding to acquire new resources.

The overall Risk Management process is shown in Figure 4-1. This process drives continuous improvement in a comprehensive Regional and Installation EM Programs.

Figure 4-1: Overall Risk Management Process



Risk Management Steps:

1. Risk Determination: The following risk equation will be used to produce a risk determination that takes into account existing response capabilities and safeguards:

$$\text{Risk} = \text{Critical Infrastructure (CI)} \times [\text{Threat (T) or Hazard (H)}] \times \text{Vulnerability (V)} \times \frac{\text{Consequence (C)}}{\text{Response Capability (RC)}}$$

where

- The Critical Infrastructure factor is a measure of the relative value of the installation and asset with respect to strategic, critical, and mission-essential functions
- Threat and Hazard factors allow measurement of the probability that a specific type of attack or natural/man-made hazard will strike an asset
- Vulnerability is a measure of the probability that in-place installation and asset safeguards against a threat or hazard will fail
- Consequence is the magnitude of the negative effects if the attack is successful or hazard occurs
- Response Capability is a measure of the response level based on the types of existing response teams, procedures, equipment, training, and exercising. A robust response can mitigate the consequences of a threat or hazard after it has occurred. This is different than pre-threat/hazard safeguards (e.g. AT Standards and earthquake/severe weather construction standards) that may prevent an attack or mitigate consequences by being in place before the threat/hazard strikes.

2. Identify Threats and Hazards. Table 4-2 lists typical threats and hazards per reference (b) that need to be evaluated for applicability to installation critical assets as the first step in the Risk Management process. Natural hazards are those hazards that may have potential direct or indirect impact on the Region/Installation and may occur without the influence of people or organizations.

Table 4-2 Typical Hazards and Threats

Natural and Technological Hazards (List is not all inclusive)	
•	Destructive Weather (Tropical Cyclone, Hurricane, Typhoon, Tornado, Storms, Drought)
•	Seismic/Geological (Earthquake, Tsunami, Volcano, Landslide, Mudslide)
•	Flood, Seiche, Tidal Surge
•	Fire (Forest, Wilderness, Urban/Structural)
•	Winter Storms (Snow, Ice, Hail, Sleet, Avalanche)
•	Extreme Temperatures (Heat, Cold)
•	Lighting Strikes
•	Hazardous Material (HAZMAT)/Toxic Industrial Material (TIM) spill/release
•	Transportation Accidents (Aircraft, Ship, Barge, Rail, Vehicle, Bus)
•	Building/Structural Collapse
•	Power/Energy/Utility Failure
•	Fuel/Resource Shortage
•	Air/Water/Soil Pollution or Contamination (coordinated with Environmental Plans)
•	Dam/Levee Failure
•	Financial System/Banking Collapse
•	Communications/Information Technology Interruptions/Loss
Criminal and Terrorist Threats (List is not all inclusive)	
•	Intentional Release - Chemical
•	Intentional Release – Contagious/Infectious Biological
•	Intentional Release – Non-Contagious/Non-Infectious Biological
•	Intentional Release/Event - Radiological
•	Intentional Event - Nuclear
•	Intentional Event - Explosive or Incendiary
•	Intentional Event – Electromagnetic and/or Cyber
•	Sabotage
•	Civil Disturbance, Riot, or Mass Panic/Hysteria
•	Arson

3. Critical Infrastructure Assessments. Critical infrastructure consist of those systems/assets essential to plan, mobilize, deploy, and sustain Mission Essential Functions (MEFs) and supporting essential assets/services whose loss or degradation jeopardizes the ability of the Navy to execute the National Military Strategy. Critical Infrastructure Assessments identify strategic, operational, and mission-essential assets in need of special protection. A non-mission-essential asset does not require special protection. An asset can be tangible (vessels, facilities) or intangible (like information). Table 4-3 provides installation levels/values and infrastructure/asset values/examples as the second step in the Risk Management process. Table 4-3 is based, in part, on reference (c) methodology, the Resource and Asset Priority listing in reference (d) and installation grouping criteria in reference (a). Note that the individual rows in the two columns are not aligned. For instance, a Strategic installation (value = 4) can have assets with various values (4, 2, 1, 0).

Reference (c) discusses two DoD processes/matrices that are sometimes used by Regions and installations to determine critical assets: MEVA - Mission Essential Vulnerable Area methodology and CARVER - Criticality, Accessibility, Recuperability, Vulnerability, Effect, and Recognizability. MEVAs consist of information, equipment, property, and facilities recommended annually by the Installation Commander as requiring additional protection through application of increased physical security measures, procedures, and equipment.

CARVER is a targeting methodology. A more flexible, software tool, called CARVER² has been developed by the National Infrastructure Institute (www.ni2cie.org) to assist state and local homeland security officials to better identify and protect potential terrorist targets. CARVER² provides a method of comparing and ranking critical infrastructure and key assets across all sectors (i.e. water systems versus transportation versus energy). Relative worth is determined by analyzing criticality (the number of people affected, cost to rebuild/replace, potential deaths), accessibility by terrorists, recoverability (time needed to replace asset), vulnerability (blast attack, chemical/biological attack), redundancy, and interdependence (are other critical infrastructures affected by loss of asset?). It is important for EMOs to recognize that unlike Table 4-3, MEVA, CARVER and CARVER² methodologies generally do not rank critical assets by strategic/critical/ mission essential military capabilities. A discussion of other limitations of the CARVER² methodology for military assessments is contained below.

Table 4-3 Critical Infrastructure Assessment Criteria

CRITICAL INFRA-STRUCTURE (CI) FACTOR	INSTALLATION LEVELS /VALUES	ASSET VALUES & ASSET EXAMPLES
<i>CI Factor = Installation Value + applicable Asset Value</i>	STRATEGIC (Strategic Asset/High Threat Installations) (4)	(4) • Nuclear & Chemical Weapons and Alert/Mated Delivery Systems • Nuclear reactors and Category I & II Special Nuclear Materials • Strategic Command, Control and Communications Assets (e.g. Dispatch Centers, EOCs, ROCs) • Strategic intelligence gathering facilities and systems • Presidential transport systems

		(2) OPERATIONAL (Operational Bases and Critical C4ISR) (2)	- Operational Base (can deploy assets) Command, Control and Communications Assets (e.g. Dispatch Centers, EOCs, ROCs) - Infrastructure associated with operational assets (e.g. fuel, power, cooling water distribution nodes/equipment/systems) - Critical alert systems, forces, and facilities - Critical intelligence gathering facilities and systems - Emergency Response equipment/storage buildings. - Category I arms, ammunition, and explosives - Critical research, development and test assets.
		(1) SUSTAINMENT & SUPPORT ACTIVITIES (1)	- Operations Centers - Dispatch Centers - Hospitals - Arms, ammunition, and explosives - Precision guided munitions - Category II arms, ammunition and explosives - Fuel/power/water/supply storage facilities - Mission-essential research, development, and test assets.
		(0) NON-MISSION ESSENTIAL (Administrative and Training Activities) (0)	(0) - Exchanges and commissaries, fund activities - Controlled drugs and precious metals - Training assets - Non-mission essential research, development, and test assets

4. Threat Assessments. Terrorism and sabotage threats to strategic, operational, and mission essential assets must be assessed. Regional and Installation Commanders should continuously ensure that forces are trained to maximize the use of threat assessments and intelligence derived from liaisons to civil and military law enforcement and public safety agencies and departments as well as EM, meteorological, environmental, public health, and medical syndromic surveillance processes and procedures.

Regional and Installation Commanders shall utilize existing threat assessment methods as required by references (c) and (e) to gather and analyze the threats potentially impacting their installation on no less than an annual basis. Threat information should be integrated to meet the collective needs of EM, CBRNE Preparedness, Combating Terrorism (CbT), AT, CIP, and COOP planning. See references (f) and (g) for CBRNE-specific guidance.

In accordance with references (c) and (e), a threat assessment reviews the factors of a terrorist group's existence/operational capability, intentions (targeting), activity (history and type), and the operational environment within which friendly forces operate. Table 4-4, based on reference (c), provides threat assessment criteria as the third step in the Risk Management process. The Defense Intelligence Agency at Anacostia Annex (Bolling AFB) sets the overall threat level (column 2) for DoD installations based on the criteria noted in columns 3, 4, 5, and 6. DoD installations. Even though reference (c) could be interpreted to mean that certain types of CBRNE threats are only credible at elevated threat levels, the following conservative approach shall be utilized: CBR-E threats shall be deemed credible at all four threat levels and (N)uclear and infectious biological threats shall be deemed credible at the Significant and High threat levels.

Table 4-4: Terrorist Threat Assessment Criteria

Threat (T) (probability) Factor	Threat Level	Operational Capability NOTE 1	Intentions	Activity	Operating Environment
(10)	High	Mass Casualty (CBRNE) producing attacks are preferred method.	• Anti-US. • Recent substantial attack.	• Operationally active. NOTE 2 • Key operative movement.	• Favors the terrorist. • Substantial DoD presence.
(2)	Significant	Personnel Attacks and/or Mass Casualty (CBRNE) producing attacks are preferred methods but limited operational capability is present for mass casualty attack.	• Anti-US. • Attacks have occurred elsewhere	• Intelligence collection. • Contingency Planning. • Weapons Caches.	Neutral
(1)	Moderate	Terrorist groups are present.	• Anti-Host Nation (not Anti-U.S. activity).	• Target ID. • Suspect Activities. • Disruption.	Favors Host Nation/US
(0.1)	Low	No terrorist groups detected	Are non-threatening	• Fund Raising. • Safe Havens Present.	Favors Host Nation/US

Note 1: The Operational Capability determines the baseline threat level from which all other criteria are influenced.

Note 2: A Terrorist Warning Report will be issued when terrorist groups are operationally active and specifically targeting U.S. interests (corresponding to a High Threat Level).

5. Hazard Assessments. Per reference (b), Regional and Installation emergency management should consider all hazards that may confront the installations, to include natural hazards and hazards other than CBRNE. These hazards will vary from each installation. For example, hurricanes may be a significant natural hazard concern in the Southeast Region, but not in the Pacific Northwest. Tsunamis are of concern in the Pacific Northwest, but not in the Southeast. Toxic Industrial Materials (TIMs) are of concern at almost all installations. TIMs include Toxic Industrial Chemical (TIC), Toxic Industrial Biological (TIB), and Toxic Industrial Radiological (TIR) materials.

The methods and methodologies for assessing hazards other than CBRNE are readily available from DHS (FEMA), the Environmental Protection Agency, and the Department of Transportation. NOAA issues annual hurricane season probability and severity predictions. The National Climatic Data Center (<http://www4.ncdc.noaa.gov>) maintains a database of storm events for the United States. Search of the database can be by county, date, and type of event. Most State, Local, and Host Nation emergency management agencies and departments have comprehensive hazard assessments already available and can be a valuable source of information. Table 4-5 provides hazard assessment criteria as the fourth step in the Risk Management process. FEMA recommends including several factors into the hazard assessment: the time available until the onset of the hazard and the possibility of a single event to cascade and cause other failures. Each Installation EMO must rank all hazards by relative probability to each other before assigning Table 4-5 probability and onset values to each hazard. The individual

rows in the two columns in Table 4-5 are independent of each other. For instance, each hazard may have its own unique set of values for probability and onset.

Table 4-5: Natural and Technological Hazard Assessment Criteria

Hazard Category (H Factor)	Hazard Relative Probability (Values) & Criteria	Onset Values
<i>H Factor = Hazard Relative Probability value + applicable Onset value</i>	(10) High Hazard is at least an order of magnitude more likely to occur than other identified hazards.	Minimal or no warning (2)
	(2) Significant Hazard is at least twice as likely to occur as other identified hazards.	6 to 12 hours warning (1)
	(1) Moderate Default hazard level for an identified hazard (use this level unless criteria is more fitting).	12 to 24 hours warning (0.5)
	(0.5) Low Hazard is at least half as likely to occur as other identified hazards.	24 to 48 hours warning (0.1)
	(0.1) Very Low Hazard is at least an order of magnitude less likely to occur than other identified hazards.	More than 48 hours warning (0)

6. Vulnerability Assessments. Vulnerability is a measure of the probability that in-place installation and asset safeguards against a threat or hazard will fail. It may not be possible to mitigate the effects of some natural hazards such as hurricanes, earthquakes, tornadoes, and other destructive weather systems. Other natural hazards and off-base technological hazards may be mitigated by the proximity of the critical asset to the hazard (e.g. - tsunami, flood/mudslide, volcano, wildfires, commercial chemical plant).

Installation Commanders must conduct a local AT vulnerability assessment per references (c) and (e) for facilities, installations, and critical nodes within their area of responsibility on an annual basis or more frequently as required. This vulnerability assessment addresses the broad range of threats to the installation and its personnel and should be broadened to include all natural and man-made hazards. In accordance with reference (f), Installation Commanders shall prioritize, track, and report to the Regional EM actions planned to be taken to address vulnerabilities identified in the annual installation vulnerability assessments.

Vulnerability assessments of installations should:

- Focus on the command's overarching EM and AT programs. The Navy Vulnerability Assessment Management Program (VAMP) [also called NOVA - Navy Operational Vulnerability Assessments] database is a source of vulnerabilities and mitigation actions contained in AT assessment reports that correspond to applicable DoD AT Standards in reference (f). This database is managed by OPNAV N34 to document findings by the CNO IVA/Joint Staff (JSIVA) AT assessment teams conducted by OPNAV N34 and DTRA. CNO/IVA and JSIVA assessments are conducted on a tri-annual basis. VAMP is

also a tool that the Regional and Installation Commander may use to document follow-on, annual AT self-assessments and AT/FP and EM exercise findings.

- Determine asset-specific vulnerabilities applicable to particular threats and hazards.
- Assess the scope of an asset's vulnerability i.e., single weakness or multiple weaknesses in the safeguard system.
- Assess the degree of difficulty in exploiting the vulnerability
- Analyze installation structure and activities from an adversary's perspective to obtain a basis for understanding true, rather than hypothetical, vulnerabilities. This may be accomplished through written questionnaires and surveys.
- Be classified in accordance with the appropriate Security Classification Guides.
- Be disseminated for internal use at least annually.

The fifth step in the Risk Management process is to estimate the degree of vulnerability relative to each asset and threat/hazard using Table 4-6. Table 4-6 is based, in part, on standards in references (c) and (f) and this manual. If a particular asset has a unique combination of fences/barriers or RAM that is not listed in Table 4-6, then an asset-specific vulnerability value may need to be determined. Selection of the most appropriate vulnerability value (from the four levels) in columns 2 or 3 should be based on an average value derived from the sub-criteria listed under each of the four levels in columns 2 and 3 in Table 4-6.

For instance, a critical asset may be protected from natural and technological hazards by significant compliance with building codes (value = 0.25); HVAC controls which are accessible to untrained building occupants, minimal sheltering-in-place plans exist, and it has a partially effective mass notification system (value = 0.50); but only 25% of the personnel have received EM Awareness training (value = 0.75). For this situation a value of 0.5 may be most appropriate. Lastly, the individual rows in columns 2 and 3 are independent of the recognizability values in column 4.

Table 4-6: Vulnerability Assessment Criteria

Vulnerability Category (V Factor)	Critical Asset Vulnerability Values (Expected failure probability of in-place safeguards to prevent damage to critical assets and populations from credible threats/hazards)		Recognizability Value (Use a value of 5 for all credible natural/ technological hazards and a nuclear or infectious biological attack)
	Terrorist and Criminal Threats	Natural and Technological Hazards	
V Factor = <u>Applicable</u> Critical Asset Vulnerability Value x Recognizability Value	• Physical Security and Terrorist Incident Measures in ref (b) (e.g. installation and/or asset security fences & lighting, access barriers, Random Anti-terrorist Measures, intrusion alarms, explosives detection, stand-off, blast mitigation/ballistic glass, protected HVAC intakes, security patrols) • Sheltering-in-Place, Evacuation Plans, Mass Notification System • AT and EM Awareness Training (Cat 1-5)	o Compliance with current: ▪ UFC building construction codes (e.g. building standoff, earthquake anchoring, new and retrofitted building codes) ▪ HAZMAT Storage/Handling codes o Sheltering-in-Place, Evacuation Plans, Mass Notification System o EM Awareness Training (Cat 1-5)	
	(0.90) • No asset or installation fences (includes waterborne barriers) • No standoffs, Random Anti-terrorism Measures (RAM), or intrusion alarms implemented. • No HVAC controls • No sheltering-in-place or evacuation plans • No Mass notification system • No AT/EM Awareness training Program or training • No IT firewalls and protocols to protect against cyber attacks.	(0.90) • Very Low Compliance with current codes • No HVAC controls • No sheltering-in-place or evacuation plans • No Mass notification system • No EM Awareness training Program or training	(5) Asset is clearly recognizable under all conditions and from a distance. Requires little or no training for recognition.
	(0.75) • One guarded, installation fence/waterborne barrier with no asset fence/wall. • Stand-offs implemented but no RAM or intrusion alarms • HVAC controls not accessible to building occupants • No sheltering-in-place plans • No Mass notification system • AT/EM Training Program but only 25% of installation trained • No IT firewalls and minimal protocols to protect against cyber attacks.	(0.75) • Low Compliance with current codes • HVAC controls not accessible to building occupants • No sheltering-in-place plans • No Mass notification system • EM Awareness Training Program but only 25% of installation trained	(4) Asset is easily recognizable at close range and requires a small amount of training for recognition.
	(0.50) (Nuclear & infectious bio terrorist default value if threat level is High) • One guarded, installation fence/waterborne barrier with one asset fence/wall. • Stand-offs and RAM implemented but no intrusion alarms, explosive detection capability • HVAC controls accessible to untrained building occupants • Partially effective mass notification system • AT/EM Awareness Training Program but only 50% of installation trained • Basic IT firewalls and protocols to protect against cyber attacks.	(0.50) • Moderate Compliance with current codes • HVAC controls accessible to untrained building occupants • Minimal sheltering-in-place plan • Partially effective mass notification system • EM Awareness Training Program but only 50% of installation trained	(3) Asset is difficult to recognize at night or in bad weather, or might be confused with other nearby assets. Requires some training for recognition
	(0.25) (Nuclear & infectious bio terrorist default value if threat level is Significant) • Two guarded, installation fences/waterborne barriers (outer, inner) and asset fence/wall OR one outer guarded, installation fence and two asset fences/walls • Stand-offs, RAM, intrusion alarms, surveillance cameras, and partial CBRNE detection capability implemented • Building occupants are trained to operate HVAC controls • Mostly effective mass notification system • AT/EM Awareness Training Program. 75% of installation trained • Basic IT firewalls and robust protocols to protect against cyber attacks.	(0.25) • Significant Compliance with current codes • Building occupants are trained to operate HVAC controls • Adequate sheltering-in-place plan • Mostly effective mass notification system • EM Awareness Training Program. 75% of installation trained	(2) Asset is difficult to recognize at night or in bad weather, even at close range; it is easily confused with other nearby assets. Requires extensive training for recognition.

	(0.10) - Two guarded, installation fences/waterborne barriers (outer, inner) and asset fence/wall OR one outer installation fence and two asset fences/walls. Additional vessel quarterdeck or building guard(s). - Standoffs, RAM, intrusion alarms, surveillance cameras, and significant CBRNE detection capability implemented - HVAC controls can be remotely activated - Redundant and effective mass notification system - AT/EM Awareness Training Program. 90% of installation trained - Robust IT firewalls and protocols to protect against cyber attacks.	(0.10) - High Compliance with current codes - HVAC controls can be remotely activated - Effective sheltering-in-place plan - Redundant and effective mass notification system - EM Awareness Training Program. 90% of installation trained	(1) Asset cannot be recognized under any conditions, except by experts.
--	---	---	---

Further guidance on CBRN vulnerability assessments may be found in references (d) and (h).

7. Consequence Assessments. The purpose of the Consequence Assessment is to determine the probable consequences of a threat or hazard occurring at an Installation's current level of preparedness/response capability. Table 4-7 provides consequence assessment criteria as the sixth step in the Risk Management process. The values in Table 4-7 also take into account follow-on events, what FEMA calls "cascade" effects. The consequence category (C Factor) for a particular asset and threat/hazard is determined by adding together the three appropriate consequence values for each threat/hazard to a particular asset. Care should be taken when using Table 4-7 to assign values that reflect true impacts. Note that the individual rows in columns 2, 3, and 4 are independent of each other. For instance, a hazard or threat may cause 11 to 100 deaths (value = 2); 1 to 10 million dollars of damage (value = 1); and create a short term vulnerability in national defense (value = 3).

- Installation Death and Injury consequence values for:
 - Earthquakes, an airborne release resulting from a chemical and radiological attack, and/or nearby off-base chemical plant, volcano, and food/water bioterrorism attack need to reflect the installation-wide impacts.
 - High explosives and on-base TIM events need to be based on the population of the asset.
 - Certain natural hazards (e.g. tsunami wave inundation, tornado, flood, wildfire, land/mud slide, severe weather) are asset-specific but can affect other parts of the installation beyond the critical asset.
- Infrastructure/Asset Costs and Mission Capability consequence values for all threats/hazards need to be based on the asset costs associated with replacement, decontamination, and cleanup.

The above approach avoids inappropriately discounting the impacts of those types of threats and hazards that if analyzed on just an asset-specific basis, may lead to an unrealistically low Consequence Factor.

Table 4-7: Consequence Assessment Criteria

Consequence (C) Factor	Consequence Values		
	Installation Death or Injury (Cat 1-5 personnel)	Installation/Asset Infrastructure (includes environmental remediation by EPA)	Asset Mission Capability
C Factor = sum of all three applicable consequence values	> 1,000 deaths or serious injuries (4)	> \$1 billion (4)	Creates strategic and/or operational, <u>long-term</u> vulnerabilities in national defense. (4) <i>(Conventional or nuclear destruction of strategic and/or critical asset capabilities that cannot be duplicated by other assets)</i>
	101 to 1,000 deaths or serious injuries (3)	> \$100 million to \$1 billion (3)	Creates operational, <u>short-term</u> vulnerabilities in national defense. (3) <i>(Destruction of critical asset capabilities that can be, with time, duplicated by other assets)</i>
	11 to 100 deaths or serious injuries (2)	> \$10 million to 100 million (2)	Creates <u>long-term</u> disruptions in mission essential capabilities. (2) <i>(Extended blockage of a strategic port or airfield)</i>
	1 to 10 deaths or serious injuries (1)	1 million to \$10 million (1)	Creates <u>short-term</u> disruptions in mission essential capabilities. (1) <i>(Temporary outage with available compensatory capability, prolonged severe weather)</i>
	No deaths or serious injuries; only relatively minor injuries (0)	< \$1 million (0)	No serious mission essential capability impact (0) <i>(Nuisance impacts on military capabilities, short duration severe weather)</i>

Note: 1. If the threat level is Significant or High then the nuclear and infectious biological terrorist attack consequence values are:

- **Death/Injury** (1,2,3, or 4 based on installation population, assume all personnel affected).
- **Asset/Infrastructure** (Use the total installation cost to determine a value for a nuclear attack & use a value of 1 or 0 for an infectious bio or cyber attack;
- **Mission Capability**: Depending on the installation group (e.g. 1, 2, or 3) and whether or not a redundant facility or personnel exist: Nuclear = 2 or 4.
Infectious Bio: 3 or 1
- If threat level is Moderate or Low, enter values of "0" for values in all 3 columns for nuclear and infectious bio attacks.

8. Response Capability Assessments: The seventh step in the Risk Management process is to factor in the mitigating effects of existing emergency response manpower, procedures, training, equipment, and exercising to more accurately predict consequences. Per reference (NFPA 1600), this process is known as a Response Capability assessment. Table 4-8 provides Response Capability assessment criteria. Table 4-8 is based upon the response capabilities defined by the current Installation Group Designation (see Standard 3 and 12). The Response Capability assessment should be viewed as an initial, baseline assessment. Follow-on EM Capability Assessments (see below) may be used to revise the Response Capability factors in Table 4-8 as capabilities improve.

Table 4-8: Response Capability Assessment Criteria

Existing Response Capabilities	Response Capability Factors		
	Nuclear Terrorism Attack <i>(If threat level is Significant or High)</i>	Terrorism CBR-E Attacks <i>(for all threat levels)</i>	Natural Hazards / Technological Hazards
Group 1	2	4	8
Group 2	1	2	4
Group 3	0.1	1	2

9. Relative Risk Evaluation: Evaluating the risk of a specific threat and hazard to an asset is not enough. The risks to an asset from each threat and hazard need to be compared to risks to other assets in order to determine which assets should receive priority for application of additional response or mitigation capabilities (countermeasures).

The proper relative risk evaluation process involves applying each applicable threat and hazard (Table 4-2) against the critical infrastructure/assets determined in Table 4-3 and then determining the appropriate ranking factors in Tables 4-4 through 4-8 that apply to that asset and threat/hazard. Table 4-9 is consistent with the risk equations in Section 4-1. Table 4-9 must be filled out for each asset identified as strategic, operational, or mission-essential in Table 4-3. This is the eighth step in the Risk Management process.

Local threat assessments may result in a Low or Moderate level determination. However, Relative Risk Evaluations using all four threat level factors should be performed at least once in order to have sufficient time to identify/implement mitigation actions deemed necessary to defend against threats capable of causing mass casualties. Although the probability is low that a terrorist may deploy an improvised nuclear device or infectious biological agent, it is very important to conduct a relative risk evaluation for the Significant and High threat levels since the consequences of such events are extremely high. Conducting relative risk evaluations for the Significant and High threat levels will also help ensure that the Regional and Installation EM Plans are structured to effectively respond to CBRNE threats. When these higher threat level assessments are performed, consideration should be given to lowering some vulnerability values since higher FPCON anti-terrorist measures should lower some vulnerabilities.

CARVER^{2™} relative worth methodology may only be used as a second check on the assessment methodology presented in this Standard since it does not rank critical assets by strategic/operational/mission-essential military capabilities, factor in terrorist threat level and natural/technological hazard criteria, nor existing response capability mitigation factors.

Table 4-9: Relative Risk Evaluation (Example)

Asset: Computer Network Operations Center

Location: Naval Base “X”

- Installation Value: (4)
- Asset Value: (2)
- Threat Factor = Significant (2)
- Hazard Factors: Asset is at sea level, near shoreline; earthquake/tornado resistant building; close to a single perimeter fence
- Group 1 Response Capabilities

Threat/Hazard Scenarios NOTE: 4	Critical Infrastructure (CI) Factors (0 to 8)	Threat/Hazard Factors		Vulnerability (V) Factors (0.1 to 4.5)	Consequence (C) Factors (1 to 12)	Response Capability (RC) Factors		Relative Risk Factors (RRF) NOTES 1,2,3
		T (0.1,1,2, 10)	H (0.1 to 12)			Terrorism CBRE Attacks (1 to 4) N Attack (0.1 to 2)	Natural /Tech Hazards (2 to 8)	
Tropical Cyclone, Hurricane, Typhoon	6	NA	NA	NA	NA	NA	NA	NA
Tornado	6	NA	NA	NA	NA	NA	NA	NA
Storms – Rain/wind/lightning strike & Winter (Snow, Ice, Hail, Sleet, Avalanche)	6	NA	10.5	1.25	0	NA	8	0
Drought	6	NA	NA	NA	NA	NA	NA	NA
Earthquake, building/structural collapse	6	NA	4	1.25	4	NA	8	15
Tsunami	6	NA	3	1.25	4	NA	8	11.3
Volcano	6	NA	1.1	1.25	0	NA	8	0
Landslide, Mudslide	6	NA	NA	NA	NA	NA	NA	NA
Flood, Seiche, Tidal Surge	6	NA	NA	NA	NA	NA	NA	NA
Fire (Forest, Wilderness, Urban/Structural)	6	NA	2.1	1.25	4	NA	8	7.9
Extreme Temperatures (Heat, Cold)	6	NA	0.1	1.25	0	NA	8	0

Natural & Technological Hazards

Criminal & Terrorist Threats

Threat/Hazard Scenarios NOTE: 4	Critical Infrastructure (CI) Factors (0 to 8)	Threat/Hazard Factors		Vulnerability (V) Factors (0.1 to 4.5)	Consequence (C) Factors (1 to 12)	Response Capability (RC) Factors		Relative Risk Factors (RRF) NOTES 1,2,3
		T (0.1,1,2, 10)	H (0.1 to 12)			Terrorism CBRE Attacks (1 to 4) N Attack (0.1 to 2)	Natural /Tech Hazards (2 to 8)	
Transportation Accidents (Aircraft, Ship, Barge, Rail, Vehicle, Bus)	6	NA	2	1.25	6	NA	8	11.3
Power/Energy/Utility Failure	6	NA	2.1	1.25	1	NA	8	2
Hazardous Material spill/release	6	NA	2.5	1.25	2	NA	8	4.7
Fuel/Resource Shortage	6	NA	NA	NA	NA	NA	8	NA
Air, Water, Soil Pollution/Contamination	6	NA	0.1	NA	NA	NA	8	0
Dam/Levee Failure	6	NA	NA	NA	NA	NA	8	NA
Financial System/Banking Collapse	6	NA	0.1	1.25	2	NA	8	0.2
Communications/Information Technology Interruptions/Loss	6	NA	2.5	1.25	2	NA	8	4.7
Intentional Release - Chemical	6	2	NA	1	6	4	NA	18
Intentional Release - Biological	6	2	NA	1.25	8	4	NA	30
Intentional Release/Event - Radiological	6	2	NA	1	4	4	NA	12
Intentional Event - Nuclear	6	2	NA	1.25	12	2	NA	90
Intentional Event - Explosive or Incendiary	6	2	NA	1.25	5	4	NA	18.8
Intentional Event – Electromagnetic and/or Cyber	6	2	NA	2	1	4	NA	6
Sabotage	6	2	NA	1.5	4	4	NA	18
Civil Disturbance, Riot, or Mass Panic/Hysteria	6	2	NA	1.25	2	4	NA	7.5

Threat/Hazard Scenarios NOTE: 4	Critical Infrastructure (CI) Factors (0 to 8)	Threat/Hazard Factors		Vulnerability (V) Factors (0.1 to 4.5)	Consequence (C) Factors (1 to 12)	Response Capability (RC) Factors		Relative Risk Factors (RRF) NOTES 1,2,3
		T (0.1,1, 2, 10)	H (0.1 to 12)			Terrorism CBRE Attacks (1 to 4) N Attack (0.1 to 2)	Natural /Tech Hazards (2 to 8)	
Arson	6	2	NA	1.25	4	4	NA	15

Notes: 1. $(CI) \times (T \text{ or } H) \times (V) \times [(C)/(RC)] = RRF$

2. The larger the value of the asset/infrastructure, threat/hazard probability, vulnerability, and consequence factors, the higher the relative risk factor. The higher the response capability factor, the lower the consequences, and thus the lower the relative risk factor.

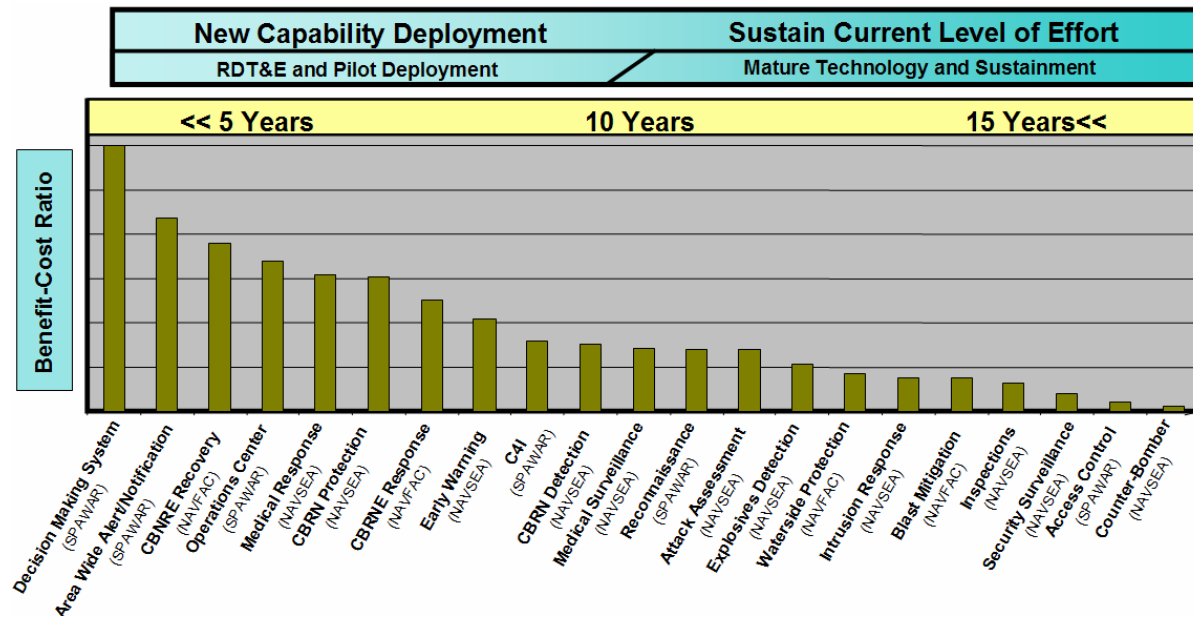
3. The lower the Relative Risk Factor, the lower the overall risk.

4. Hurricane/typhoons/cyclones, drought, floods/seiche/tidal surge, land/mud slides, and tornadoes are not credible hazards scenarios for this installation/asset.

10. Needs Assessment. Step 9 of the Risk Management process is to identify additional risk mitigation strategies (procedures, training, activities, countermeasures, and equipment) needed to reduce the probability and consequences of threats and hazards that are evaluated as having higher total Relative Risk Factors. Include those risk mitigation strategies that improve recovery. Multiple layers of protection (defense in depth) against the most critical risks should be considered. Strategies involving equipment/facilities or additional personnel must be prioritized, tracked, and reported in time to support the budget process. A key portion of the Needs Assessment analyzes and prioritizes the costs and benefits of risk mitigation strategies.

Navy VAMP [NOVA] vulnerability assessment reports by OPNAV N34 identify and suggest ashore installation projects required to mitigate facilities AT/FP physical security and infrastructure vulnerabilities. OPNAV N4/Commander Naval Installations will serve a key role as an ashore installation agent to implement such facilities projects. The Integrated Priority List (IPL) is the principal mechanism by which Installation and Regional Commanders identify to higher authority the need for funding of improved AT/FP and EM capabilities. Figure 4-2 provides a relative comparison of what types of projects typically produce the most cost effective reduction of risks.

Figure 4-2: Benefit-Cost Comparison

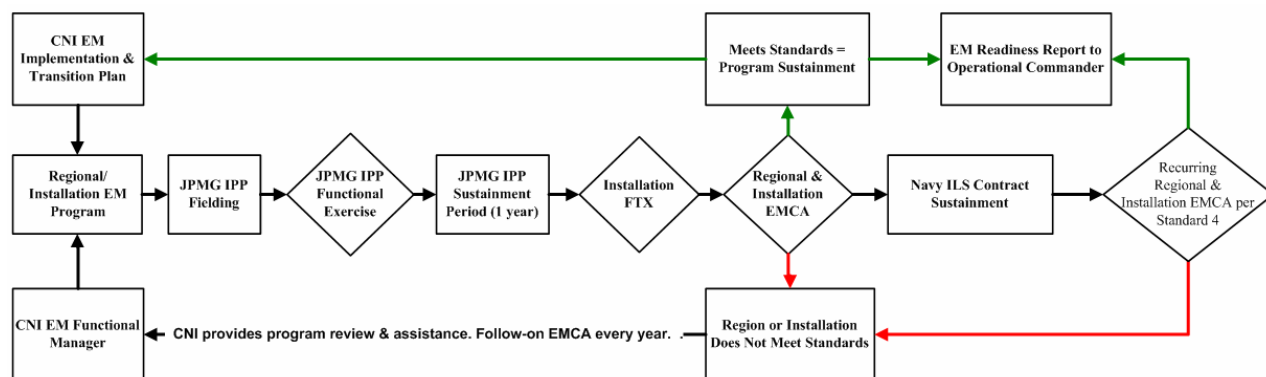


11. EM Capability Assessments (EMCA). The EMCA is an administrative and operational readiness assessment tool, which consists of a criteria- and standards-based assessment of the EM capability developed by a specific Regional or Installation EM Program. The EMCA serves two distinct purposes. The first purpose of the EMCA is as an evaluation tool, meeting the requirements set forth in references (a) and (b), which an EM Program may use to evaluate the current status of their program against the Navy Installation EM Program standards identified within this manual. Evaluation may be performed as a self-evaluation by a Region or Installation during program development or prior to a formal EMCA performed by the next higher echelon administrative commander. Evaluation may also be performed by a Region to determine the level of readiness or the status of program implementation of a subordinate Installation.

The second purpose of the EMCA is as a program certification method meeting the requirements set forth in references (a) and (b). Similar to the civilian Emergency Management Accreditation Program (EMAP) sponsored by the National Emergency Management Association (NEMA), the EMCA is designed to evaluate a Region or Installation and certify the evaluated Region or Installation to the appropriate response capability identified by their approved Installation Group Designation (see Standard 3, a Region is evaluated against the response capability standard required of their assigned Installation with the highest Installation Group Designation – i.e. a Region with a Group 1 installation must be capable of managing and commanding a technician-level response). In order for program certification to occur, two conditions must be met:

- The Capability Output Level (COL) for the EM Program must be COL 1 and the COL for supporting CNI-sponsored programs must be at COL 3 or above.
- The Region and/or Installation must have completed the Baseline Implementation, CNI Emergency Management Program Implementation, and CASE Fielding phases of the implementation plan. See Figure 4-3 for an overview of the program certification process.

Figure 4-3: EMCA Program Certification Process



The EMCA will be divided into the following 5-step process.

- 1) **Step 1:** Determine the Installation Group Designation (or equivalent for the supported Region) and required level of response capability. The required response capability determines Installation-level staffing, organization, training, equipment, and exercises requirements (see Standard 3).
- 2) **Step 2:** Determine the Installation's ROC Level designation (or equivalent for the supported Region) as validated by the Fleet Commander. The ROC Level designation determines Installation-level mission priority (see Standard 3).
- 3) **Step 3:** Determine the Installation's COL as assigned by CNI and approved by the Installation Management Working Group (IMWG). The COL determines the Regional- and Installation-level funding for EM requirements (see Standard 14).

***Note:** Steps 1 through 3 will be based upon a consolidated input from the CNI EM Functional Manager.

- 4) **Step 4:** Determine the Installation's implementation status in relation to the CNI EM Program Implementation & Transition Plan (see Standard 3). The Installation's implementation status determines the extent of EM Program fielding onboard Installation and projected deployment of additional required capabilities.
- 5) **Step 5:** Determine Region's and/or Installation's compliance with the Standards established in this manual for the appropriate Installation Group Designation, ROC Level designation, COL, and Implementation Status.

***Note:** Step 5 will be divided into 3 separate paths, one for each Installation Group Designation.

Key evaluation elements of the EMCA include:

- Region/Installation capability to utilize Threat Assessments and Vulnerability Assessments to determine risk and probable consequences from identified natural and man-made hazards, including terrorist acts and CBRNE events.
- Region/Installation capability to reduce the assessed risk through the effective employment of an EM Program and development of an approved EM Plan.
- Region/Installation identification of supported MEFs and CMFs as well as supporting essential operations and development of an approved COOP Plan.
- The availability of Regional and Installation resources to support plans as written.
- The frequency and extent to which plans have been reviewed and exercised.
- The proper utilization of exercise After Action Reports (AAR) in the improvement of the EM Program(s) and Plan(s).
- Formal and informal agreements with supporting organizations using MOU/MOA/MAA/ISSAs, Host-Tenant Support Agreements, or other written agreements or support contracts.

CNI will provide tiered, EMCA checklists to Regional and Installation EM Programs during the implementation phase.

Table 4-10 provides the three-year assessment cycle for the EM Program.

Table 4-10: EM Capability Assessment Schedule

		Three Year Assessment Cycle		
Group	Priority	Year 1	Year 2	Year 3
1	High	Self-Assessment & Regional Assessment	Self-Assessment & Regional Assessment	Self-Assessment & Regional Assessment
2	Medium	Self-Assessment	Self-Assessment	Self-Assessment & Regional Assessment
3	Low	Self-Assessment	Self-Assessment	Self-Assessment

Standard 5: Interoperability

Background. Interoperability is required to ensure compatibility of tactics, techniques and procedures (TTPs) and command, control and communications between the Navy and its mutual aid partners at the Federal, State, Local, Other Service, and Private (or Host Nation) levels.

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) National Incident Management System (1 March 2004)
- (c) National Fire Protection Association (NFPA) Standard 1600 “National Preparedness Standard on Disaster/Emergency Management and Business Continuity Programs” (5 February 2004)
- (d) NTTP 3-11.24 Multiservice Tactics, Techniques, and Procedures for NBC Aspects of Consequence Management (July 2001)

Scope. The Navy Installation EM Program shall establish minimum interoperability criteria for all Category 5 personnel per reference (a). The Navy Installation EM Program shall focus its efforts on the interoperability of procedures and language/terminology and the fundamental operability of communications systems assigned to Category 5 personnel (see Standard 6), as emphasized in reference (b) and (c).

Responsibilities. Regional EMs will ensure that TTPs, equipment, training, personnel proficiency certifications and exercises promote interoperability with mutual aid partners to the maximum extent possible. CNI will ensure that equipment, training, professional certifications and exercises acquired through the Joint Program supports interoperability by adhering to appropriate civilian standards whenever possible.

Strategy. Reference (b) addresses the concepts and principles of interoperability as it pertains to the civilian community. The concepts and principles are relevant to the Navy community as well. Support agreements should reflect interoperability objectives to the maximum extent practicable.

Commanders should pursue equipment and/or procedural-based solutions to interoperability challenges, including the use of liaison officers at the Regional Operations Center, Installation EOC, and Incident Command Post (ICP) level whenever necessary.

Reference (d) bridges the gap between service and joint doctrine and contains tactics, techniques, and procedures (TTP) for planning and executing CBRNE operations in conjunction with civilian partners. This manual addresses concepts, principles, and fundamentals, to include planning, operational considerations, and training and support functions. It serves as the foundation for developing multi-service manuals and refining existing training support packages (TSPs), mission training plans (MTPs), training-center and unit exercises, and service school curricula. It drives the examination of organizations and materiel developments applicable to military support of Consequence Management (CoM) operations.

Standard 6: Preparedness

Background. While mitigation can make communities safer, it does not eliminate risk and vulnerability for all hazards. Therefore, jurisdictions must be ready to face emergency threats that have not been mitigated below the acceptable threshold. Since emergencies often evolve rapidly and become too complex for effective improvisation, the Regional/Installation Commander can successfully discharge their emergency management responsibilities only by taking certain actions beforehand.

Preparedness involves establishing authorities and responsibilities for emergency actions and garnering the resources to support these actions. Regions and Installation must assign appropriate emergency management duties and designate/provide facilities, equipment, and other resources for carrying out assigned duties. This investment in emergency management requires proper resourcing, maintenance, and sustainment. Category 5 personnel must receive proper training and certification and the facilities and equipment must be maintained in working order. To ensure that the Regional and Installation investment in EM personnel and resources can be relied upon when needed, there must be an exercise program (see Standard 10).

Consideration also must be given to reducing or eliminating the vulnerability of the Regional and Installation response organizations and resources to the hazards/threats that threaten the jurisdiction (see Standard 4). Accordingly, preparedness measures should not be improvised or handled on an *ad hoc* basis. A key element of preparedness is the development of plans that link the many aspects of the Region/Installation's commitment to emergency management (see Standard 7). These efforts receive the largest share of resources and require the largest manpower commitment to develop and execute onboard a Region or Installation.

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) National Fire Protection Association (NFPA) Standard 1600 "National Preparedness Standard on Disaster/Emergency Management and Business Continuity Programs" (5 February 2004)
- (c) DoD Directive 3020.26 Defense Continuity Program (DCP) (8 September 2004)
- (d) Federal Preparedness Circular 65 "Federal Executive Branch Continuity of Operations" (26 July 1999)
- (e) Department of the Navy Critical Infrastructure Protection: Consequence Management Planning Guide (February 2003)
- (f) SECNAV Instruction 3501.01 Department of Navy (DON) Critical Infrastructure Protection (CIP) (16 June 2002)
- (g) DoD Directive 3020.40 Defense Critical Infrastructure Program (DCIP) (19 August 2005)
- (h) DoD Instruction 2000.16, DoD Antiterrorism Standards (14 June 2001)
- (i) Joint Publication 3-07.5 Joint Tactics, Techniques, and Procedures for Noncombatant Evacuation Operations (30 September 1997)

- (j) DOD Directive 3025.14, Protection and Evacuation of U.S. Citizens and Designated Aliens in Danger Areas Abroad (Noncombatant Evacuation Operations) (5 November 1990)
- (k) DoD Instruction 6055.6(Series) DoD Fire and Emergency Services Program (10 Oct 2000)
- (l) Emergency Planning and Community Right-to-Know Act (EPCRA, 42 U.S. Code 11001)
- (m) OPNAV Instruction 3440.16(Series) Navy Civil Emergency Management Program (10 Mar 1995)
- (n) Public Law 104-321 “Emergency Management Assistance Compact” (19 October 1996)
- (o) National Response Plan (December 2004)
- (p) Public Law 106-390 “The Robert T. Stafford Disaster Relief and Emergency Assistance Act” (30 October 2000)
- (q) Economy Act, 31 US Code (USC) 1535
- (r) Joint Publication 3-0 Doctrine for Joint Operations (10 September 2001)
- (s) National Incident Management System (1 March 2004)
- (t) DoD Directive 6200.3(Series) Emergency Health Powers on Military Installations (12 May 2003)
- (u) NTTP 3-11.23 Multiservice Procedures for Nuclear, Biological, and Chemical (NBC) Defense of Theater Fixed Sites, Ports, and Airfields (September 2000)
- (v) UFC 4-021-01 Design and O&M: Mass Notification System (December 2002)
- (w) UFC 4-010-01 DoD Minimum Antiterrorism Standards for Buildings (July 2002)

Scope. The Navy Installation EM Program shall establish preparedness standards for all assigned Regions and Installations worldwide per references (a) and (b).

Overview. This standard addresses the overarching organizational and command & control capabilities within the EM Program as well as the civil-military relationships vital to the preparedness goal. The EM organization, manning, and functional area relationships are addressed in other sections of this manual, as are the other preparedness tasks of assessments (Standard 4), planning (Standard 7), training (Standard 8), equipment (Standard 9), and exercises (Standard 10).

After group designation of the assigned Installations and categorization of all assigned personnel within these Installations, the Regional Commander shall ensure that the designated Regional EM and the assigned Installation EMOs conduct or participate in the appropriate assessments and have access to the results from the threat and vulnerability assessments. EM Working Groups are the principal method for integration between the Regional EMs/Installation EMOs and the appropriate departmental representatives.

Emergency Management Working Group (EMWG)

In accordance with references (a) and (b), all Regional and Installation Commanders shall establish and maintain Regional and Installation EMWGs, respectively, to assist the Regional Emergency Manager and/or Installation EMO in the development, execution, exercising, and assessment of the installation EM Program. The principal goal of the EMWGs is the coordination of plans and concepts of operations between multiple functional areas and between organic response organizations and their mutual aid partners. EMWGs should encourage participation by appropriate Federal, State, Local, Other Service, and/or private (or host nation) EM-related agencies and departments.

EMWGs may be consolidated with the AT Working Group to form a single Public Safety Working Group (PSWG) at the discretion of the Regional/Installation Commander chairing the EMWG.

The Regional EMWG will be chaired by the Regional Commander. The Regional EM shall serve as the principal action officer for the Regional EMWG. At a minimum, the Regional EMWG will include the following:

- Regional Chief of Staff
- Regional Emergency Manager
- Regional Public Safety Program Director
- Regional Security Officer
- Regional Fire Chief
- Regional Operations Center Manager (if assigned)
- Regional Engineer/Public Works Officer (if assigned)
- Regional Public Health Emergency Officer (if assigned)
- Regional EOD Detachment OIC (if assigned)
- Regional Environmental Coordinator (if assigned)
- Regional Public Affairs Officer (if assigned)
- Regional Operations Officer (if assigned)
- Regional Fleet & Family Services Representative (if assigned)
- Installation EMOs (as required)

Depending on availability, the Regional EMWG membership should also include:

- Regional Air Operations Officer
- Regional Port Operations Officer
- Regional Information Technology/Information Systems (IT/IS) Manager
- Regional Occupational Safety and Health Manager

The Installation EMWG will be chaired by the Installation Commander. The Installation EMO shall serve as the principal action officer for the Installation EMWG. At a minimum, the Installation EMWG will include the following:

- Installation Commanding Officer (or CO's representative)
- Installation Executive Officer (if assigned)
- Installation Public Safety Program Director
- Installation EMO
- Installation Security Officer
- Installation Fire Chief
- Installation EOC Manager (if assigned)
- Installation Operations Officer (if assigned)
- Installation Engineer (if assigned)
- Installation Environmental Coordinator (if assigned)
- Installation Public Affairs Officer (if assigned)
- Installation Fleet & Family Services Representative (if assigned)
- Major Tenant Command EMOs (as required)

Depending on availability, the Installation EMWG membership will also include:

- Installation Air Operations Officer (if assigned)
- Installation Port Operations Officer (if assigned)
- Regional EOD Detachment OIC (if resident onboard Installation)

Regional and Installation EMWG's should:

- Provide a forum for the Commander to execute directions and decisions on issues related to all-hazards emergency response.
- Include representatives of all relevant functions and offices that would be affected by or be involved in EM at the Regional or Installation level.
- Invite and include liaison personnel from appropriate Federal, State, Local, Other Service, and/or private (or Host Nation) responder communities and tenant organizations, as necessary. Existing support agreements should be evaluated and modified, when and where appropriate.
- Integrate Regional and Installation EM initiatives into Regional and Installation resource planning.
- Collect and prioritize Regional and Installation EM resource requirements for the appropriate budget submissions.
- Ensure that the Regional and Installation EM Plans are integrated with Local/State/Host Nation EM plans, as necessary.
- Ensure that the Regional and Installation EM training programs are developed and executed to support Category 1-5 personnel.
- Conduct and/or support all required assessments.

Continuity of Operations (COOP)

Background. In the past, Navy Continuity of Operations (COOP) efforts were an individual agency responsibility primarily in response to nuclear emergencies or other such catastrophic events within the confines of the organization. The content and structure of COOP plans and operational standards, and interagency coordination, if any, were left to the discretion of the organization.

The changing threat environment and recent emergencies, including localized acts of nature, accidents, technological emergencies, and terrorist events, have shifted awareness to the need for COOP capabilities that enable Navy organizations to continue their Mission Essential Functions (MEFs) across a broad spectrum of emergencies in accordance with references (c) and (d). Since the end of the cold war, there has been an increased potential for terrorist use of CBRNE agents/materials that emphasizes the need to provide a capability to ensure the continuity of MEFs within the Navy and the Department of Defense (DoD).

Overview. Per references (c) through (e), the purpose of the COOP Program is to provide for the continual operation of the Region/Installation's MEFs and associated Critical Mission Facilities (CMFs) throughout an emergency. The focus of the COOP Program is the ability of the Region/Installation to maintain or restore MEFs at the MEF's primary or alternate site and the ability of the identified Category 1 personnel to perform these functions for up to 30 days before returning to normal operations.

These MEFs may be performed in one or more Critical Mission Facilities (CMFs) located primarily onboard DoD installations. Most of these MEFs may be relocated to either a complimentary CMF at another location or relocated to a designated Emergency Relocation Site (ERS). MEFs should plan on the use of subordinate headquarters as the designated ERS, if available.

Based upon references (c) through (e), the MEFs and associated CMFs must be able to sustain operations for up to 12 hours or less at the primary site, depending on the speed and efficacy of MEF relocation to the ERS. A limited number of MEFs, which require specialized facilities and equipment, may not be able to relocate to an ERS either due to the unique nature of their MEF or due to the lack of warning and relocation time during an emergency. These MEFs and their supporting CMFs may receive specialized collective and individual protection capabilities from supporting DoD or Joint Staff programs in order to sustain critical operations at the primary CMF despite the presence of contamination from an accidental or terrorist release of CBRN agents or materials.

The COOP Plan provides pre-planned processes, assets, and concept of operations that the organization is required to have in place to manage the response, recovery, and reconstitution of the MEFs after the event. While the COOP Plan will not address every conceivable event, the COOP Plan serves as a commonly understood point of departure from which hazard-specific modification may be made to meet the actual circumstances of the event as it develops.

In accordance with reference (e), the COOP Plan is established by the MEF personnel and supporting essential service providers (termed the “COOP Team”). Navy Regional/Installation COOP Plans will address both the relocation and the reconstitution of MEFs during a crisis. Within the Navy, the COOP Plan is developed with oversight and cross-functional support provided by the Regional/ Installation EM Program and the supporting Regional/ Installation EMWGs, chaired by the Regional/Installation Commander.

The overall coordination and execution of the COOP Program is the responsibility of the Regional EM with the assistance of the Installation EMOs. Regional/Installation EM Programs are only responsible for coordinating this function and shall not resource COOP planning, assessment, mitigation, training, equipment, or relocation site procurement efforts unless specifically tasked to do so in writing by the CNI Emergency Management (EM) Functional Manager.

Program Elements. Standard elements of a COOP Program include: ERS, MEFs, CMFs, Category 1 (Critical Operations) Personnel, Category 1 (Essential Operations) Personnel, Delegation of Authority, Order of Succession, Vital Records and Databases, Interoperable Communications, Critical Systems, Training and Exercises, Equipment Selection, Fielding, and Sustainment, and Plan Maintenance.

The COOP Program involves:

- Protecting infrastructures deemed critical to force and materiel readiness and operations in peace, crisis, and war.
- Mitigating the loss or disruption of MEFs and/or planning for timely restoration or recovery of MEFs.
- Determining the Recovery Timeframe Objective (RTO) for each identified MEF.
- Planning for the dependence on non-Navy assets (infrastructures, utilities, facilities, services of the private sector, and other government departments and agencies) to help accomplish the Navy mission.
- Coordinating with private and non-military asset owners on the security and protection of critical non-Navy infrastructures and assets.
- Maintaining information sharing, cooperative agreements, and outreach with the private sector, to include partnerships with State and local governments and host nations.
- Determining the risk to mission-critical systems and processes supporting logistics and acquisition, to include non-organic infrastructures and services that serve as sole source producers.

A good indicator of a MEFs status as either essential or critical is their RTO, which is the permissible timeframe that the identified MEF may be out of commission before causing significant and documentable degradation to ongoing combat operations and/or related command and control operations. The RTO is identified by the COOP Team based upon the MEFs specific functions in support of the National Military Strategy.

Detailed planning guidance may be found in Standard 7 (Planning) and Appendix P (COOP Planning Guide) of this manual.

Critical Infrastructure Protection (CIP)

Overview. As stated within references (e) and (f), military operations are heavily dependent on globally (U.S. and foreign, government and civilian) shared critical infrastructures (physical and cyber). Technological advances have interconnected these infrastructures, better enabling mission accomplishment anywhere in the world. While this connectivity better enables mission accomplishment, it also increases our vulnerability to human error, natural hazards, and physical or cyber attacks. For this reason, it is necessary to identify and protect mission-critical infrastructures.

Per reference (c), the identification, assessment, and security of physical and cyber systems and assets so vital to the Nation that their incapacitation or destruction would have a debilitating impact on national security, national economic security, and/or national public health and safety. Within the Navy, it is the identification, assessment, and security enhancement of physical and cyber assets and associated infrastructures essential to the execution of the National Military Strategy. Per references (c) and (g), CIP is a complementary program linking the mission assurance aspects of EM, COOP, AT, Force Protection, and Information Assurance (IA) programs.

Therefore, infrastructure is critical when its damage or destruction would weaken national defense or economic security, as in the elimination of critical services or capabilities to an identified MEF or associated CMF. This instruction provides policy to sustain and/or restore Navy critical infrastructure and to ensure a partnership with other government and civil agencies to protect critical national assets as required by reference (g).

DoD Approach. Per references (e) and (f), the DoD and Navy approach to CIP incorporates six life-cycle phases. They are: Analysis and Assessment, Remediation, Indications and Warning, Mitigation, Response, and Reconstitution. The Navy will support these life-cycle phases and programs and place particular emphasis on them as they relate to force projection from Group 1 installations as defined by reference (a).

Program Elements. CIP involves identifying critical resources, identifying vulnerabilities internal and external to an installation, recognizing the relationship between vulnerabilities and operational readiness, mitigating the vulnerabilities if possible, managing the risk associated with the vulnerabilities, and planning for contingencies.

The CIP program involves:

- Protecting infrastructures deemed critical to force and materiel readiness and operations in peace, crisis, and war.
- Planning for the dependence on non-Navy assets (infrastructures, utilities, facilities, services of the private sector, and other government departments and agencies) to help accomplish the Navy mission.
- Coordinating with private and non-military asset owners on the security and protection of critical non-Navy infrastructures and assets.
- Maintaining information sharing, cooperative agreements, and outreach with the private sector, to include partnerships with State and local governments and host nations.

- Determining the risk to mission-critical systems and processes supporting logistics and acquisition, to include non-organic infrastructures and services that serve as sole source producers.

Navy CIP Program. The coordination and execution of the CIP Program is the responsibility of the Regional EM with cross-functional support provided by the supporting Regional/Installation EMWGs. Program remediation functions and resourcing responsibility lies in the owner/resource sponsor for the identified critical infrastructure and will typically involve the supporting efforts of Command Staff, Public Works, Facilities Management, Information Systems/Technology, Supply Department, Naval Security Forces, Antiterrorism (AT) Officers, and/or the AT Working Group. Regional/Installation EM Programs are only responsible for coordinating this function and shall not resource CIP planning, assessment, mitigation, or redundant infrastructure procurement efforts.

Planning Considerations. The Navy will evaluate and use existing DoD and Navy doctrine, plans, policies, instructions, and support agreements, to include Memoranda of Understanding/Agreement, Mutual Aid Agreements, and Inter-/Intra-Service Support Agreements, the basis for integrating CIP tasks. Navy AT and EM Programs will evaluate their functional documents to determine whether they adequately address CIP responsibilities and update these plans as appropriate. Per (g), the evaluation will identify risks and vulnerabilities to the Navy created by our reliance on other Service, government, or civil sector infrastructures (e.g., oil and gas pipelines or electricity). The evaluation should also identify tools to reduce the risks and vulnerabilities.

In accordance with reference (h), host installation and tenant commands are required to develop and submit to higher authority, when requested, local plans for CIP remediation and mitigation, CIP tabletop and actual exercises, and local CIP best practices. CIP is the identification, assessment, and assurance of cyber and physical infrastructure that support capabilities and requirements vital to the execution of the National Military Strategy.

Additional planning guidance may be found in Standard 7 (Planning).

Non-Combatant Evacuation Operations (NEO)

Overview. At any given time, large numbers of U.S. citizens are living, working, or traveling in foreign countries. The Department of State (DOS) is responsible for their protection and care. Situations such as political unrest, increasing international tensions, or widespread natural or technological disasters may require the immediate evacuation of these citizens to the United States with little or no preparation time. They may arrive at a military air terminal in need of financial aid, clothing, medical attention, assistance in obtaining transportation to their home destination, and/or temporary housing. The arrival of large numbers of evacuees needing such assistance could quickly exceed the capabilities of the Federal, State, Local, and/or Other Service agencies tasked to provide such assistance. While the DOS is responsible for planning and implementing mass repatriations, State and Local governments are relied upon to provide the operational structures for the reception, temporary care, and onward transportation of the evacuees. The military point of entry may therefore need to respond to the needs of these evacuees until transportation and berthing can be arranged by State and Local authorities.

Per reference (i), NEO involves evacuation of nonessential military personnel, dependent personnel, selected host-nation citizens, and third country nationals, whose lives are or may be in danger within a foreign nation, to an appropriate safe haven and/or to the United States. The Department of State (DOS) is responsible for NEO. Operational forces or overseas Navy Regions may be tasked to implement/support NEO under the responsibility and authority of the assigned Combatant Commander. The geographic Combatant Commanders are responsible for planning and conducting NEOs to assist the DOS.

Impact. Regional EMs, especially those located overseas or whose Region includes a Sea Port of Debarkation (SPOD), should consider the impact of NEO and the potential for repatriation (REPAT) operations. Designated Regional EM Plans and subordinate Installation EM Plans must incorporate the execution of NEO and/or REPAT operations. Considerations include evacuation route management, sheltering, and impact on local/State resources and cognizant agencies.

References (i) and (j) provide specific guidance for the reception and onward movement of DoD noncombatants arriving at Navy facilities. In summary, DoD Ports of Entry will:

- Provide facilities for Emergency Processing Centers
- Make local transportation resources available for emergency transportation between port(s) of entry, Emergency Processing Center(s), feeding and temporary lodging facilities, medical centers, and commercial transportation terminals
- Provide backup support for security and law enforcement in coordination with port of entry security forces, the Department of State, DoD Police, and the FBI
- Be prepared to respond to the needs of evacuees until transportation and berthing can be arranged

Civil-Military Coordination

In accordance with references (a), (b), (h), and (k), all Regional EMs and Installation EMOs shall coordinate with appropriate Federal, State, Local, Other Service and/or Private (or Host Nation) EM-related agencies and departments to identify and update responsible points of contact, emergency protocols, and expectations in the event of an emergency onboard or affecting a Navy installation.

Within the U.S., its territories, and possessions, this task should include prior EM coordination with the State or Regional U.S. Army or U.S. Air National Guard WMD Civil Support Team (CST) and other National Guard or Reserve units with EM-related missions. This task should also include prior EM coordination with nearby military installations operated by the other U.S. Armed Forces and the U.S. Coast Guard. In accordance reference (a), formal accomplishment of this task shall be performed and documented at least annually. For guidance on Defense Support to Civil Authorities (DSCA), see information below.

Overseas coordination issues are significantly more difficult due to language and procedural barriers and must be coordinated with the appropriate Department of State officials.

Metropolitan Medical Response System (MMRS). MMRS is an operational system at the Local level whose goal is enhancing existing local first responder, medical, public health and emergency planning to increase capabilities to respond locally to all-hazards incidents to include, but not limited to, terrorist incidents and other public health emergencies that create or have the potential to cause mass casualties or casualties requiring unique care capabilities. These enhancements also increase the jurisdiction's capabilities to manage mass casualty incidents caused by hazardous materials incidents, disease outbreaks, and natural hazards. This system enables a Metropolitan Area to manage the event until State or Federal response resources are mobilized. MMRS is a locally sponsored, developed, and operated mass casualty response system. The MMRS Planning Committee typically consists of representatives from Federal, State, Local, Other Service, and/or private stakeholders involved in response to an all-hazards mass casualty incident including Fire & Emergency Services, EMS, HAZMAT Teams, Medical Treatment Facilities (MTFs), public health agencies, and law enforcement agencies. Regional EMs (or designated Installation EMO(s) as the Region's representative) are encouraged to actively participate in the MMRS Planning Committee(s).

State Emergency Response Commissions (SERC). State Emergency Response Commissions (SERCs) are created under Title III of the Superfund Amendments and Reauthorization Act (SARA) per reference (l) and appointed by the State Governor. EPCRA mandates that the SERC designate Emergency Planning Districts within the State to facilitate the preparation and implementation of local emergency plans. Each State Commission is also required to appoint members of a Local Emergency Planning Committee (LEPC) for each Emergency Planning District. Regional EMs (or designated Installation EMO(s) as the Region's representative) are encouraged to actively participate in SERCs.

Local Emergency Planning Committees (LEPC). LEPCs are established under Title III of SARA per reference (l) and appointed by the SERC. Reference (l) mandates that the LEPCs

prepare local emergency plans. The LEPC is the focal point in the community for information on local response plans, response capabilities and hazard/threat assessments for the areas around the installation. LEPCs consist of representatives of all of the following groups and organizations:

- elected and local officials;
- law enforcement;
- civil defense;
- firefighting;
- first aid;
- health;
- local environmental and transportation agencies;
- hospitals;
- broadcast and print media;
- community groups; and
- representatives of facilities subject to the emergency planning and community right-to-know requirements.

The LEPC is responsible for developing and maintaining a local emergency plan that will ensure a quick and effective response to a hazardous materials/substances emergency. These plans provide a range of information to facilitate an effective and efficient course of action if a hazardous materials/substances release were to occur. Issues such as which facilities use hazardous materials/substances, where the hazardous materials/substances are stored, and what routes are the quickest for responders and evacuation are addressed by the emergency plan. Delegating this responsibility to the LEPC ensures that communities will develop personalized, need-specific, and effective emergency plans. Many LEPCs contact neighboring LEPCs to coordinate procedures and resources to ensure the most effective emergency response. Ultimately, the SERC is responsible for coordinating emergency plans among districts.

Other LEPC planning duties include holding public meetings to discuss emergency plans, receiving and responding to public comments, and distributing emergency plans. LEPCs are also responsible for reviewing plans once each year or more frequently as dictated by changed circumstances in the community or at a facility. Finally, LEPCs must also evaluate the need for resources to develop, implement, and exercise, emergency plans. At present, there are more than 3,800 LEPCs across the country.

Installation EMOs and key representatives from functional areas (Fire Chiefs, Security Officers, Mass Care representatives) should seek to participate in Local Emergency Planning Committees. By participating in the LEPCs, the installation will establish working relationships with their civilian counterparts in the community. This provides the forum for the exchange of incident response plans and capabilities and can lead to the development of support agreements between the installation and the community to build a comprehensive response and recovery capability.

Community Emergency Response Team (CERT). The Community Emergency Response Team (CERT) Program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or

workplace following an event when professional responders are not immediately available to help. CERT members also are encouraged to support emergency response agencies by taking a more active role in emergency preparedness projects in their community. There is a CERT overview paper located at <http://training.fema.gov/EMIWeb/CERT/overview.asp> that gives you a complete description of CERT.

People who go through CERT training have a better understanding of the potential threats to their home, workplace and community and can take the right steps to lessen the effects of these hazards on themselves, their homes, or workplace. If a disaster happens that overwhelms local response capability, CERT members can apply the training learned in the classroom and during exercises to give critical support to their family or neighbors in their immediate area until help arrives. When help does arrive, CERTs provide useful information to responders and support their efforts, as directed, at the incident site. CERT members can also assist with non-emergency projects that improve the safety of the community. CERTs have been used to distribute and/or install smoke alarms, replace smoke alarm batteries in the home of elderly, distribute disaster education material, provide services at special events, such as parades, sporting events, concerts and more.

Initially, CERT programs were developed to assist communities in taking care of themselves in the aftermath of a major emergency when responders are overwhelmed or unable to respond due to communication or transportation difficulties. CERTs have proven themselves to be an active and vital part of their communities' preparedness and response capability. CERTs are an investment of the Regional/Installation's time and resources. To capitalize on this investment, program sponsors can view CERT members as a volunteer resource that can assist with public safety activities. Such an approach will actively involve members in serving their communities beyond emergency response and add value to the CERT program.

CERT members must keep their safety in mind as their first priority. CERT volunteers must know their capabilities and the limitations of their training and equipment and work within those limitations. CERTs personnel are not trained or equipped to: suppress large fires, enter structures that they consider heavily damaged and dangerous (e.g., leaning or moved from foundation), perform hazardous materials response/cleanup, perform medical, fire, or search and rescue operations beyond their level of training, or activate or deploy unless called for in their procedures.

CERTs are considered "Good Samaritans" and covered under the Volunteer Protection Act. CERT volunteers do not have any authority beyond serving as "Good Samaritan" when helping others.

Regional and Installation EM Programs are encouraged to partner with Local emergency management & response agencies on the development of CERTs within their surrounding community. Development of CERTs within the installation's jurisdiction, especially within housing areas is recommended using available resources. CNI EM will provide additional information on establishment of Regional/Installation CERT Programs during the implementation process.

Civil-Military Agreements

Mutual Aid Agreements (MAAs). In accordance with references (a), (b), (d), (f), and (g), all Regional and Installation Commanders shall develop Mutual Aid Agreements (MAAs) with civil first and emergency responders, including local EM agencies. These MAAs should outline cooperative measures where Navy Category 5 personnel may assist the civilian community and vice versa in response to and recovery from natural and man-made emergencies, including CBRNE events.

Response actions taken in support of approved, written MAAs do not involve the application of the Immediate Response Rule under Defense Support to Civil Authorities (see Standard 6 – DSCA) as detailed by reference (m). Therefore, MAAs shall not commit or obligate operational forces under the authority of the Fleet Commander or equivalent command to any response actions without specific written permission to do so by the Fleet Commander (or equivalent operational commander) and CNI.

A key line of demarcation is the involvement of military personnel in the response. If the response includes uniformed, military personnel (active or reserve components), then the response action(s) may fall under the rules established by reference (m) and thorough discussions with the Regional/Installation JAG should occur prior to discussions with the civil authorities.

Regions and Installations located overseas may have significant difficulty in achieving signed agreements due to language and procedural barriers. All overseas locations must coordinate their efforts with the appropriate Department of State officials.

MAAs are pre-arranged, non-binding agreements between two or more entities, public and/or private, to render human and/or materiel resources or services when resources of one party are not adequate to meet the needs of an emergency. A MAA is sometimes also written as a Memorandum of Agreement (MOA), a Memorandum of Understanding (MOU), or an Inter-Service Support Agreement (ISSA).

MAAs supporting Emergency Management response and recovery operations are developed by the Installation EMO and reviewed and approved by the Regional EM. All concerned parties must maintain a copy of the MAA for its applicable duration.

Sample formats for MAAs supporting fire and/or hazardous materials response in the US or an overseas location are provided in Appendix H. Additional MAA samples are under development to support other EM functional areas. The Regional and/or Installation JAG office should assist in preparation and perform a legal review of MAAs before execution.

Emergency Management Assistance Compact (EMAC). Per reference (n), the Emergency Management Assistance Compact (EMAC) was established in 1996 and coordinates mutual aid agreement and partnership between states. Since being ratified by Congress and signed into law in 1996, forty-nine (49) states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands have enacted legislation to become members of EMAC. EMAC is the first national disaster relief compact to be ratified by Congress since the Civil Defense and Disaster Compact of 1950.

EMAC is administered by the National Emergency Management Association (NEMA), which provides the day-to-day support and technical backbone for EMAC education and operations. During the times of an emergency, NEMA staff work with EMAC member states to ensure that a smooth relay of information passes through the EMAC system to coordinate relief efforts.

EMAC may be used for the exchange/sharing of any response or recovery capability one member state has that may be shared with another member state. EMAC is applicable to Navy civilian and contractor response and recovery assistance. The entry point into EMAC for Regional/Installation EM Programs is through the member state's emergency management agency's designated contact. Please note that EMAC is not for the coordination, deployment and/or utilization of military equipment or personnel (see DSCA below).

Individual/Family Preparedness

Overview. The responsibility for proper emergency preparedness extends to the family and individual level. The principles delineated with reference (NIMS) apply to all levels and the American Red Cross (ARC) provides detailed preparedness guidance, especially in the areas of planning and family/individual preparedness kits, via their website (<http://www.redcross.org>) and local chapters. The applicable ARC guides have been provided in Appendix N for ease of use.

All Regional and Installation personnel are highly encouraged to develop a personal or family emergency plan, complete the preparedness checklist, and develop/maintain a personal and/or family emergency kit, as outlined within the handouts. The preparedness of the individual and the family is an essential part to the overall success of a Regional or Installation Emergency Management Program, especially due to the reliance on evacuation, movement to safe haven, movement to shelter, and sheltering-in-place as the primary protective strategies for Category 2-4 personnel. The level of preparedness to be maintained by Category 1 and 5 personnel is detailed in the following standards and include specific planning, training, certification, equipment, exercise, evaluation, and sustainment requirements.

The handouts contained within Appendix N or equivalent information from the ARC or other recognized authority shall be provided to all Regional and Installation Category 1-5 personnel during the "Installation Emergency Management" portion of Indoctrination. In addition, the handouts shall be provided directly to family members during Regional/Installation Emergency Management seminars and workshops within the community.

Appendix O also provides a sample of a folding card for distribution to assigned personnel.

Overseas Caveat. The handouts and folding card contained within Appendices N and O, respectively, may require minor changes or edits to meet Regional/Installation protocols at overseas locations, especially those installations located onboard host nation facilities.

Defense Support to Civil Authorities (DSCA)

Overview. The response to an emergency in the local community is the responsibility of Local and State governments. In accordance with reference (m), the U.S. military, because of its unique capabilities and resources, may be requested through established channels to provide temporary, short duration emergency support to civil authorities during an emergency once Local and State resources have been overwhelmed and the National Response Plan has been activated. DSCA operations are executed by the Fleet Commanders through the Regional Planning Agents (RPAs) assigned within reference (m).

Immediate Response Rule. In accordance with reference (m), Regional and Installation Commanders may provide immediate assistance to civil authorities. This form of immediate assistance (“Immediate Response Rule”) is employed only when the need to save lives, prevent human suffering, or mitigate great property damage is a direct concern and the Regional/Installation Commander must then report the incident to higher headquarters as soon as possible. The “Immediate Response Rule” requires that the civil authority provides a written request that supports the request and the nature of the response as soon as possible. The following applies when providing assistance under the Immediate Response Rule:

- Assess mission requirements and the capabilities of their commands to determine the extent of immediate military assistance to provide to the civil authorities.
- Expeditiously report “immediate response” actions through the chain of command to the Joint Director of Military Support (JDOMS).
- Ensure costs associated with DSCA are documented for reimbursement.

Priority of DSCA. Unless directed by the Secretary of Defense (SECDEF), continuity of military operations has priority over DSCA Disaster Relief Operations. For details, contact the designated Fleet DSCA representative and consult reference (m).

Reimbursement. An activation of reference (o) does not necessarily mean that the Stafford Disaster Relief Act (see Standard 12 – Federal Response) has also been authorized. Reference (p) requires reimbursement to the DOD for the incremental costs of providing support. Reference (q) permits Federal agencies to provide goods and services to other Federal agencies on a reimbursable basis.

Command Structure. Under DSCA, the DoD response to emergencies is in support of the Principal Federal Official (PFO). The single DoD point of contact for DSCA operations at the Joint Field Office (JFO) is the Defense Coordinating Officer (DCO). If DoD cannot provide the requested support, the DCO will notify the Federal Coordination Officer (FCO) or the requesting agency that support is not available. The supported Combatant Commander may establish a Joint Task Force (JTF) to consolidate and manage supporting operational military activities and coordinate the use of DoD resources with civilian authorities per reference (r). The JTF Commander will have Operational Control (OPCON) of all DoD resources provided to the disaster area and will coordinate their use with the civilian authorities needing assistance through the DCO. Should a JTF or RTF be formed, the DCO becomes a special assistant to the JTF or RTF commander with the primary role of being the single point of contact with the FCO for DSCA needs. See Standard 12 (Federal Response) for details on the Federal Response process.

Base Support Installation (BSI). A Base Support Installation (BSI) is an integral portion of the DSCA concept of operations outlined within reference (m). A BSI is provided by the Regional/Installation EM Program, when directed by the Fleet Commander and Regional Planning Agent (RPA).

BSI Concept of Support. In an effort to provide support with only critical specialized capabilities, the Navy will maximize use of existing capabilities, installations, and infrastructure in the vicinity of the domestic operational area as delineated within reference (m).

Port of Debarkation (POD). The Aerial Port of Debarkation (APOD) or Sea Port of Debarkation (SPOD) may be either a DOD or commercial facility and will be evaluated on its feasibility by the supported command in conjunction with U.S. Transportation Command as deployment estimates are developed. The reception process at the POD is made up of two functions; preparations to receive forces and conduct of POD operations.

- Preparations to receive forces includes establishing force protection measures, organizing areas to assemble and stage the arriving forces, and coordinating local contracted support as required.
- Reception operations include receiving personnel and cargo, preparing personnel and cargo for further movement, movement to a Base Support Installation and control of movement operations.

Base Support Installation (BSI). DoD response forces will require support once they debark transportation at the APOD/SPOD. Support for these forces is normally provided by a DoD installation that has been approved for use by the Secretary of Defense as a BSA. A BSI is a military installation of any service or agency designated by the Department of Defense, in or near an actual or projected domestic operational area to support DoD forces conducting civil support operations. A support relationship is established by a Joint Staff Execute Order to enable the supported command to receive necessary support from the BSI. The BSI serves in general support of the Combatant Commander conducting response operations. Support provided by a designated BSI may include, but is not limited to: command and control capabilities, communications support, general supply and maintenance, transportation, contracting, personnel and equipment reception/staging, facilities, civil engineering, health and other life support services to include billeting, food service, and Force Protection.

Joint Reception, Staging, Onward Movement, and Integration (JRSOI). JRSOI is the final phase of deployment and is the critical link between deployment and employment of response forces in the domestic operational area. Key to JRSOI is the reception of the forces at the POD and subsequent staging at the BSI. In order to maximize economy of force and focus the response force on civil support operations, the BSI is responsible for Joint Reception Staging (and onward movement, if required). This is executed in coordination with the deploying force commander, usually a Joint Task Force (JTF). The deploying force will utilize organic assets when possible to assist and expedite reception and staging operations. Depending on the size and scope of the deploying response force, the BSI may require additional equipment and personnel with specialized capabilities to conduct JRSOI. Installations must identify any shortfalls in

equipment, personnel, or other resources through their operational chain of command, including the RPA, the Regional Commander, and the supported Fleet Commander.

BSI Mission Requirements. Installations selected as BSI's will be expected to continue military mission operations plus those imposed by the BSI mission. Installation Commanders should be prepared to request personnel, material and equipment augmentation from the Regional Commander.

BSI Selection. Commands will not pre-designate BSI's or enter into agreements which automatically commit a certain Installations for BSI duties. Consideration of any Installation for BSI duties will be situation dependent and primary consideration will be given to preservation of military mission effectiveness. However, this does not preclude the Region or Installation EM Programs from providing capability information to DHS/FEMA for planning purposes.

BSI Planning Considerations. BSI's share common characteristics that can be used by EM Programs to anticipate designation of BSI's within the Regional area of responsibility. These common characteristics are:

- Outside the immediate disaster area, but within reasonable road or rail movement of the disaster site
- Airfield capable of supporting C-5, C-17, C-130 and C-141 fixed wing aircraft & helicopter operations
- Available areas for staging of equipment and supplies
- Office space or other shelters from which operational or logistics center can operate

During disaster operations, the Regional Commander, through the Regional EM, may nominate a BSI to assist federal recovery operations. Such designation and/or subsequent operations shall not affect the ability of the selected installation to resume a mission ready posture or degrade that posture during execution of the BSI mission. As a matter of policy, installations directly affected by the disaster shall not be considered for designation as a BSI except in extraordinary circumstances.

BSI Support Considerations. BSI operations and support for federal disaster recovery operations will, in addition to facilities support, engender requests for selected materials, supplies, services and equipment. A generic list of these requirements is provided below to assist and prepare potential sub-regions for BSI operations:

- Transportation (personnel and supply) to/from and in/around the operational areas (buses and trucks).
- Communications support, to include access to networks, computers, printers, and broadband internet access.
- Large open areas to serve as bivouac sites, messing, laundry and basic subsistence services (heads and showers).
- Supply and logistics support (food, water, ammunition, fuel, oil, repair parts, etc.).
- Medical Treatment Facility (MTF) support
- Emergency Medical Services (EMS) support
- Public Works/Civil Engineering support

- Airfield operations to receive and service military aircraft (helicopters and transport).
- Contracting and purchasing of supplies and services.
- Support maintenance of common type equipment.
- Administrative, logistical, and transportation support to FEMA's Urban Search and Rescue (USAR) teams (about 60 personnel with a total of 60,000 pounds of equipment and four working dogs) or other supported Federal response assets
- Forward assembly areas in/near the area of operations.

Incident Command System (ICS)

Note: Nothing within this section is intended to override existing event-specific command and control procedures or requirements, especially in the areas of health service support and radiological/nuclear accident/incident response.

Overview. As detailed in reference (s), the Incident Command System (ICS) is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in domestic incident management activities. It is used for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade, including acts of catastrophic terrorism. ICS is used by all levels of Federal, State, and Local government as well as by many private-sector and nongovernmental organizations.

ICS is usually organized around five major functional areas: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth functional area, Intelligence, may be established if deemed necessary by the Incident Commander, depending on the requirements of the situation at hand. The Incident Commander retains responsibility for these functions unless delegated to another individual. ICS may be expanded to include a Unified Command for complex responses that require multi-agency and/or multi-jurisdictional resources. Within ICS, the Safety Officer is part of the Command function and this task is usually performed by F&ES personnel (or ERT personnel).

ICS is used throughout the United States and is the recognized standard for on-scene incident management. ICS is specifically designed to allow response agencies to adopt an integrated organizational structure equal to the complexity and demand of single or multiple incidents without being hindered by jurisdictional boundaries. The use of ICS is mandated by references (a) and (s).

Concept. ICS is based on proven management principles, which contribute to the strength and efficiency of the overall system. ICS principles are implemented through a wide range of management features including the use of common terminology and clear text and a modular organizational structure. ICS emphasizes effective planning, including management by objectives and reliance on an Incident Action Plan (IAP).

ICS helps ensure full utilization of all incident resources by:

- Maintaining a manageable span of control
- Establishing predesignated incident locations and facilities
- Implementing resource management practices
- Ensuring integrated communications

The ICS features related to command structure include chain of command and unity of command as well as the unified command concept and transfer of command procedures. Formal transfer of command occurs whenever leadership changes. Through accountability and mobilization, ICS helps ensure that resources are on hand and ready. ICS supports responders and decision makers by providing the data they need through effective information and intelligence management.

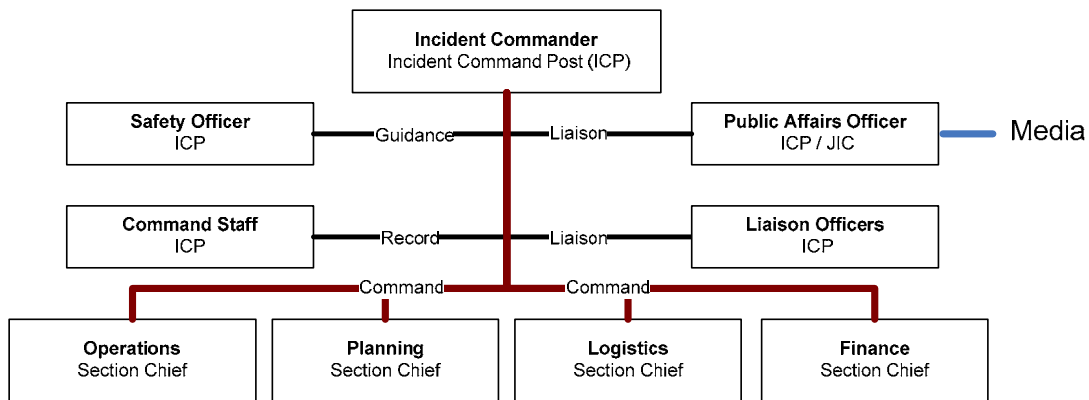
Common Terminology. ICS establishes common terminology allowing diverse incident management and support entities to work together. Common terminology helps to define: Organizational Functions: Major functions and functional units with incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent.

- **Resource Descriptions:** Major resources (personnel, facilities, and equipment/ supply items) are given common names and are "typed" or categorized by their capabilities. This helps to avoid confusion and to enhance interoperability.
- **Incident Facilities:** Common terminology is used to designate incident facilities.
- **Position Titles:** ICS management or supervisory positions are referred to by standardized titles, such as Officer, Chief, Director, Supervisor, or Leader.

Modular, Flexible Organization. The ICS organizational structure develops in the top-down, modular fashion shown in Figure 6-1 that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident. As incident complexity increases, the organization expands from the top down as functional responsibilities are delegated.

The ICS organizational structure is flexible. When needed, separate functional elements can be established and subdivided to enhance internal organizational management and external coordination. As the ICS organizational structure expands, the number of management positions also expands to adequately address the requirements of the incident. In ICS, only those functions or positions shown in Figure 6-1 which are necessary for a particular incident will be filled.

Figure 6-1: Incident Command System Structure



The Incident Commander (IC) is in charge of the incident site, and is responsible for all decisions to manage the incident, including tactical planning and execution. The IC shall have the capability and authority to:

- Assume command
- Assess the situation
- Implement the emergency management plan
- Determine and implement response strategies
- Determine need for outside assistance
- Activate resources

- Order evacuation of hazardous scene
- Oversee all incident response activities
- Declare that the incident is "over"

Management by Objectives. All levels of a growing ICS organization must have a clear understanding of the functional actions required to manage the incident. Management by objectives is an approach used to communicate functional actions throughout the entire ICS organization. It can be accomplished through the incident action planning process, which includes the following steps:

Step 1: Understand agency policy and direction.

Step 2: Assess incident situation.

Step 3: Establish incident objectives.

Step 4: Select appropriate strategy or strategies to achieve objectives.

Step 5: Perform tactical direction (applying tactics appropriate to the strategy, assigning the right resources, and monitoring their performance).

Step 6: Provide necessary follow-up (changing strategy or tactics, adding or subtracting resources, etc.).

Incident Action Plan (IAP). In ICS, considerable emphasis is placed on developing effective IAPs. An IAP is an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. An IAP includes the identification of operational resources and assignments and may include attachments that provide additional direction.

Every incident must have a verbal or written IAP. IAPs provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities. The plan may be oral or written except for hazardous materials incidents, which require a written IAP. At the simplest level, all Incident Action Plans must have four elements:

- What do we want to do?
- Who is responsible for doing it?
- How do we communicate with each other?
- What is the procedure if someone is injured?

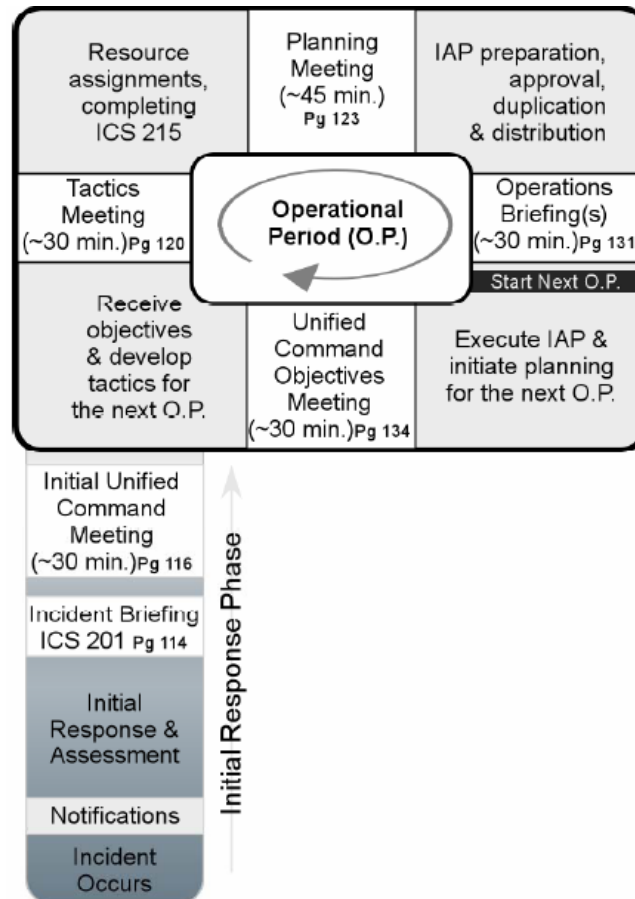
The purpose of this plan is to provide all incident supervisory personnel with direction for actions to be implemented during the operational period identified in the plan. IAPs include the measurable strategic operations to be achieved and are prepared around a timeframe called an Operational Period.

Operational Period. The Operational Period defines the complete planning cycle leading to the development of an approved IAP. The timing required for this cycle may be confused with a standard industrial "shift" cycle. It is possible and common for one Operational Period to contain two or more shift changes

A 24-hour Operational Period is considered an effective planning cycle for efficient response to technological hazards (i.e. – oil spill response) and CBRNE terrorism events. A shorter or longer operational period may be necessary for natural hazards and special events with specific time windows. Since most prolonged/extended response and recovery operations are done during the

daylight hours, this allows the people who are actively managing the operations to be involved in planning for what they will be managing tomorrow. The night shift can then prepare for implementation and dissemination of the approved IAP. Choosing a 12-hour Operational Period compresses the plan implementation cycle, leaving little room for evaluation of progress and modification of the plan in response to situation changes.

Figure 6-2: ICS Operational Period



This initial response phase includes: the initial observation and report by the person discovering the incident; the required internal and external notifications; immediate and continuous evaluation of the safety of possible responses; immediate steps to control the source; activation of local response resources; constant assessment of the situation (the source, size, potential, response actions and environmental conditions); and evaluation of the need or requirement to set up an ICS organization. The initial Incident Commander (IC) usually manages the response using a series of informal meetings and conversations to gather information from the initial response team and give direction to the response.

Depending on the size and/or impact of the incident, the demands on the IC can increase quickly and additional personnel can be assigned to critical tracking and communications functions. These initial assignments form the core of a response management organization, performing crucial ICS functions even before a formal ICS process is initiated. The ICS is designed to be

flexed to match the size, phase, and type of incident response required. Experience has shown that many responses will be completed without going beyond the initial response phase.

Figure 6-2 shows the Initial Response Phase as an on-ramp leading to the ICS planning cycle. If the initial Incident Commander determines that an ICS organization will be needed to manage the response, an Incident Briefing ends the Initial Response Phase and launches the ICS process. After this briefing, the completed Incident Briefing Form (ICS 201) is used by the Command Section to brief their assigned personnel and to begin managing, monitoring, and planning the continued response. The initial Unified Command Meeting should be held as soon after the Incident Briefing as possible. At this meeting, the Unified Command establishes jurisdictional limits, establishes the Operational Period to be used in the continued response, and agrees to the overall response objectives and priorities.

Manageable Span of Control. Another basic ICS feature concerns the supervisory structure of the organization. Span of control pertains to the number of individuals or resources that one supervisor can manage effectively during emergency response incidents or special events. Maintaining an effective span of control is particularly important on incidents where safety and accountability are a top priority. Span of control is the key to effective and efficient incident management. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span of control considerations. Maintaining adequate span of control throughout the ICS organization is very important. Effective span of control on incidents may vary from three (3) to seven (7), and a ratio of one (1) supervisor to five (5) reporting elements is recommended. If the number of reporting elements falls outside of these ranges, expansion or consolidation of the organization may be necessary. There may be exceptions, usually in lower-risk assignments or where resources work in close proximity to each other.

Predesignated Incident Locations and Facilities. Incident activities may be accomplished from a variety of operational locations and support facilities. Facilities will be identified and established by the Incident Commander depending on the requirements and complexity of the incident or event. It is important to know and understand the names and functions of the principal ICS facilities.

Incident Facilities Virtual Tour.

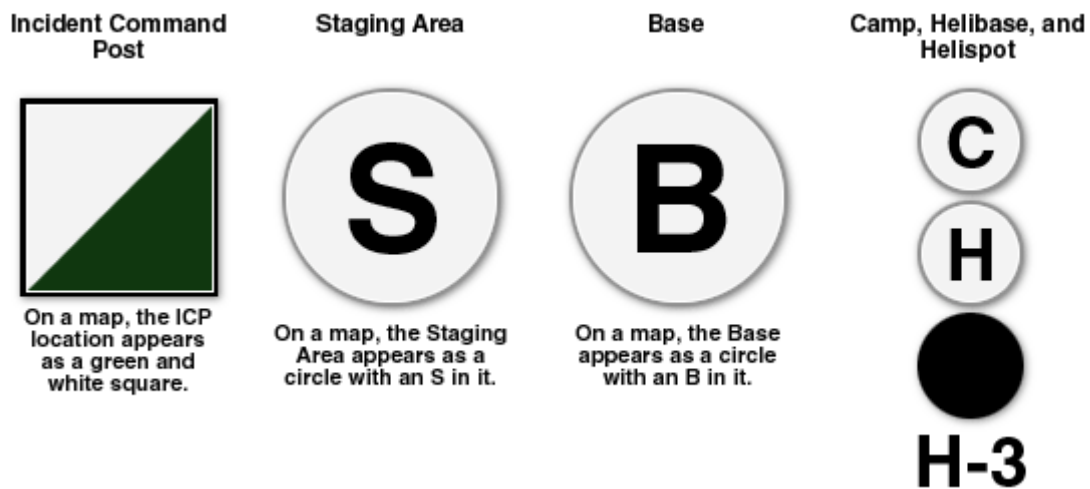
- The **Incident Command Post (ICP)** is the location from which the Incident Commander oversees all incident operations. There is generally only one ICP for each incident or event, but it may change locations during the event, which may involve the transfer of command procedures detailed below. Every incident or event must have some form of an Incident Command Post. The ICP may be located in a vehicle, trailer, tent, or within a building. The ICP will be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command. The ICP will be designated by the name of the incident, e.g., Trail Creek ICP.
- **Staging Areas** are temporary locations at an incident where personnel and equipment are kept while waiting for tactical assignments. The resources in the Staging Area are always in available status. Staging Areas should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone. There may

be more than one Staging Area at an incident. Staging Areas can be collocated with the ICP, Bases, Camps, Helibases, or Helispots.

- A **Base** is the location from which primary logistics and administrative functions are coordinated and administered. The Base may be collocated with the Incident Command Post. There is only one Base per incident, and it is designated by the incident name. The Base is established and managed by the Logistics Section. The resources in the Base are always out-of-service.
- A **Camp** is the location where resources may be kept to support incident operations if a Base is not accessible to all resources. Camps are temporary locations within the general incident area, which are equipped and staffed to provide food, water, sleeping areas, and sanitary services. Camps are designated by geographic location or number. Multiple Camps may be used, but not all incidents will have Camps.
- A **Helibase** is the location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fueling and maintenance. The Helibase is usually designated by the name of the incident, e.g. Trail Creek Helibase.
- **Helispots** are more temporary locations at the incident, where helicopters can safely land and take off. Multiple Helispots may be used.

Incident Facility Map Symbols. In ICS, it is important to be able to identify the map symbols associated with the basic incident facilities. The map symbols used to represent each of the six basic ICS facilities are shown in Figure 6-3.

Figure 6-3: Common ICS Map Symbols



Resource Management. ICS resources can be factored into two categories:

- **Tactical Resources:** Personnel and major items of equipment that are available or potentially available to the Operations function on assignment to incidents are called tactical resources.
- **Support Resources:** All other resources required to support the incident. Food, communications equipment, tents, supplies, and fleet vehicles are examples of support resources.

Tactical resources are always classified as one of the following:

- **Assigned:** Assigned resources are working on an assignment under the direction of a Supervisor.
 - **Available:** Available resources are assembled, have been issued their equipment, and are ready for immediate assignment.
 - **Out-Of-Service:** Out-of-service resources are not ready for available or assigned status.
- Maintaining an accurate and up-to-date picture of resource utilization is a critical component of resource management. Resource management includes processes for:
- Categorizing resources
 - Ordering resources
 - Dispatching resources
 - Tracking resources
 - Recovering resources

Resource management also includes processes for reimbursement for resources, as appropriate.

Integrated Communications. The use of a common communications plan is essential for ensuring that responders can communicate with one another during an incident. Communication equipment, procedures, and systems must operate across jurisdictions (interoperable). Developing an integrated voice and data communications system, including equipment, systems, and protocols, must occur prior to an incident. Effective ICS communications include three elements:

- **Modes:** The "hardware" systems that transfer information.
- **Planning:** Planning for the use of all available communications resources.
- **Networks:** The procedures and processes for transferring information internally and externally.

Chain of Command and Unity of Command. In the Incident Command System:

- **Chain of command** means that there is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.
- **Unity of command** means that every individual is accountable to only one designated supervisor to whom they report at the scene of an incident.

These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision. These principles do not apply to the exchange of information. Although orders must flow through the chain of command, members of the organization may directly communicate with each other to ask for or share information. The command function may be carried out in two ways:

- As a **Single Command** in which the Incident Commander will have complete responsibility for incident management. A Single Command may be simple, involving an Incident Commander and single resources, or it may be a complex organizational structure with an Incident Management Team.
- As a **Unified Command** in which responding agencies and/or jurisdictions with responsibility for the incident share incident management.

Unified Command Concept. A Unified Command may be needed for incidents involving:

- Multiple jurisdictions
- A single jurisdiction with multiple agencies sharing responsibility
- Multiple jurisdictions with multi-agency involvement

If a Unified Command is needed, Incident Commanders representing agencies or jurisdictions that share responsibility for the incident manage the response from a single Incident Command Post. A Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability. Under a Unified Command, a single, coordinated Incident Action Plan will direct all activities. The Incident Commanders will supervise a single Command and General Staff organization and speak with one voice.

Transfer of Command. The process of moving the responsibility for incident command from one Incident Commander to another is called **transfer of command**. Transfer of command may take place when:

- A more qualified person assumes command.
- The incident situation changes over time, resulting in a legal requirement to change command.
- Changing command makes good sense, e.g., an Incident Management Team takes command of an incident from a local jurisdictional unit due to increased incident complexity.
- There is normal turnover of personnel on long or extended incidents, i.e., to accommodate work/rest requirements.
- The incident response is concluded and incident responsibility is transferred back to the home agency.

The transfer of command process always includes a transfer of command briefing, which may be oral, written, or a combination of both.

Accountability. Effective accountability during incident operations is essential at all jurisdictional levels and within individual functional areas. Individuals must abide by their agency policies and guidelines and any applicable rules and regulations. The following guidelines must be adhered to:

- **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
- **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
- **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
- **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
- **Resource Tracking:** Supervisors must record and report resource status changes as they occur.

Mobilization. At any incident or event, the situation must be assessed and response planned. Resources must be organized, assigned and directed to accomplish the incident objectives. As they work, resources must be managed to adjust to changing conditions. Managing resources safely and effectively is the most important consideration at an incident. Therefore, personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

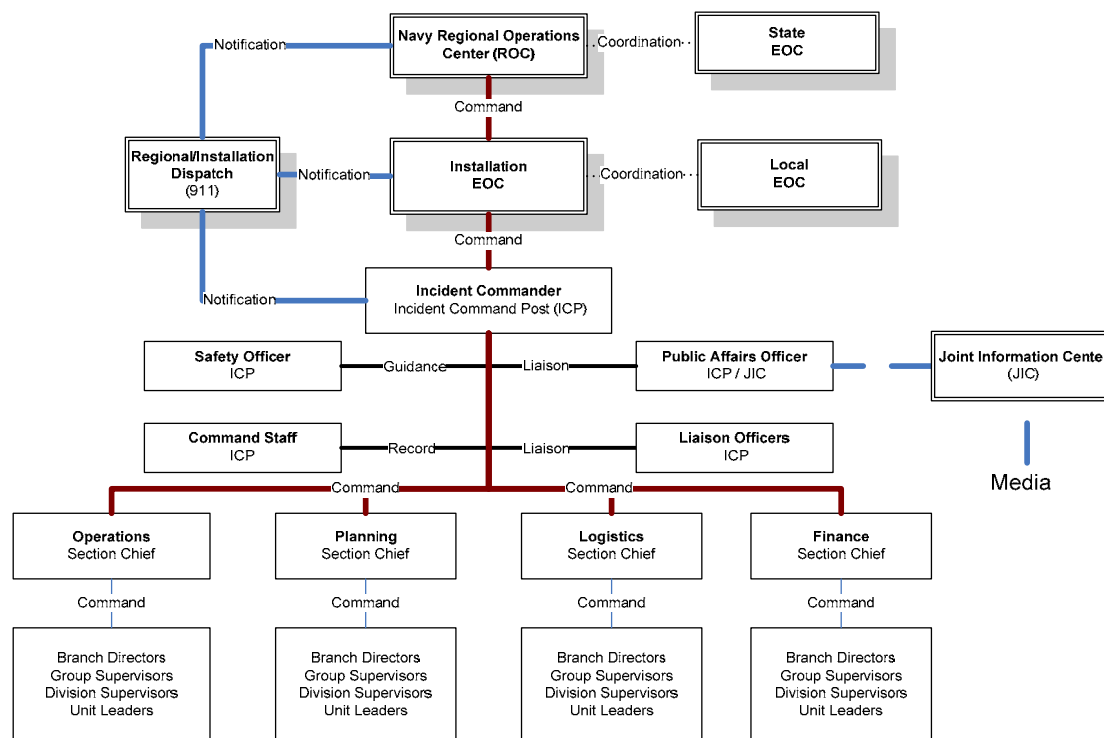
Information and Intelligence Management. The analysis and sharing of information and intelligence is an important component of ICS. The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence. Intelligence includes not only national security or other types of classified information, but also other operational information that may come from a variety of different sources, such as medical intelligence/syndromic surveillance, geospatial information, weather information.

Actions. Identify roles and responsibilities of IC in Regional and Installation EM Plans. As an incident grows in size or becomes more complex, a more highly qualified IC may be assigned by the responsible jurisdiction or agency. Depending on the type of incident and the authorities under which a response is coordinated, the IC could be any of the following individuals:

- Local emergency management, fire official, or law enforcement officer
- State emergency management, fire official, or law enforcement officer
- EPA or U.S. Coast Guard On-Scene Coordinator under an NCP response
- DHS Federal Coordinating Officer during an FRP response
- FBI/NCIS Special Agent-in-charge during a response to a terrorist incident
- On-Scene Commander during Naval Nuclear Propulsion Program emergencies

For known/overt emergencies resulting in CoM operations, the IC shall usually be the Senior Fire Official. For covert events involving unknown disease outbreak, the Installation Commander or designated representative will be the IC with direct guidance and counsel by the Regional PHEO. See Figure 6-4 as an example of the overall organizational construct.

Figure 6-4: ICS Organizational Construct



Hospital Emergency Incident Command System (HEICS). HEICS is the ICS format used within both the military and civil Health Service Support (HSS) and medical communities. HEICS is also compliant with reference (s), though the command structure and assignments are specific to the HSS/Medical-specific tasks.

Unified Command System (UCS)

Although a single Incident Commander normally handles the command function, an ICS organization may be expanded into a Unified Command (UC). The UC is a structure that brings together the "Incident Commanders" of all major organizations involved in the incident in order to coordinate an effective response while at the same time carrying out their own jurisdictional responsibilities. The UC links the organizations responding to the incident and provides a forum for these entities to make consensus decisions. Under the UC, the various jurisdictions and/or agencies and non-government responders may blend together throughout the operation to develop common strategy without relinquishing any agency's authority.

The UC is responsible for overall management of the incident. The UC directs incident activities, including development and implementation of overall objectives and strategies, and approves ordering and releasing of resources. Members of the UC work together to develop a common set of incident objectives and strategies, share information, maximize the use of available resources, and enhance the efficiency of the individual response organizations. The UCS provides an integrated span of control for single or multiple terrorist incidents involving the same senior representatives from Federal, Military, State, Local, and private agencies.

Multi-Agency Coordination Systems

A multi-agency coordination system is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities. The primary functions of multi-agency coordination systems are to support incident management policies and priorities, facilitate logistics support and resource tracking, inform resource allocation decisions using incident management priorities, coordinate incident related information, and coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies. Direct tactical and operational responsibility for conducting incident management activities rests with the Incident Command.

Overview. The support and coordination components consist of multiagency coordination centers (hereafter “operations centers”). Operations centers provide **central locations for operational information-sharing and resource coordination in support of on-scene efforts.**

The role of Operations centers are:

- Support and coordination
- Identifying resource shortages and issues
- Gathering and providing information
- Implementing multiagency coordination entity decisions

Regardless of the specific organizational structure used, operations centers should include the following core functions:

- **Coordination Section**
- **Communications Section**
- **Resource Management Section**
- **Information Management Section**

Concept of Operations. For purposes of this document, operations centers, such as Regional Operations Centers and Installation Emergency Operations Centers (EOCs), represent the physical location at which the coordination of information and resources to support incident management activities normally takes place. The Incident Command Post (ICP) located at or in the immediate vicinity of an incident site, although primarily focused on the tactical on-scene response, may perform an operations center-like function in smaller-scale incidents or during the initial phase of the response to larger, more complex events.

Standing operations centers, or those activated to support larger, more complex events, are typically established in a more central or permanently established facility; at a higher level of organization within a jurisdiction. Operations centers within the Navy are organized by jurisdiction (Combatant Command, Fleet, Numbered Fleet, CNI, Region, Installation, Medical Treatment Facility (MTF), Tenant Command). Departmental Operations Centers (DOCs) normally focus on internal agency incident management and response and are linked to and, in most cases, are physically represented in a higher level operations center. ICPs shall be linked to the Installation EOC and/or the Regional Operations Center to ensure effective and efficient incident management.

For complex incidents, operation centers shall be staffed by personnel representing multiple commands/agencies and functional disciplines and a wide variety of resources. For example, an Installation EOC established in response to a bioterrorism incident would include a mix of Emergency Management, Naval Security Forces, Fire & Emergency Services, Emergency Medical Services, Public Health, and Medical Treatment Facility providers (including representatives of Medical Treatment Facilities, Pharmaceutical Repositories, Laboratories, etc.).

Operations centers may be permanent organizations and facilities or may be established to meet temporary, short-term needs. The physical size, staffing, and equipping of an operations center will depend on the size of the jurisdiction, resources available, and anticipated incident management workload. Operations centers may be organized and staffed in a variety of ways. Regardless of the specific organizational structure used, operations centers should include the following core functions: coordination; communications; resource dispatch and tracking; and information collection, analysis, and dissemination. Operations centers may also support multi-agency coordination and joint information activities as discussed below.

On activation of an Installation EOC, communications and coordination must be established between the Incident Commander/Unified Commander and the Installation EOC, when they are not collocated. Supporting DOCs (such as Security), impacted Tenant Command EOCs, and the MTF EOC must also establish communications with the activated Installation EOC, either directly or through their parent organizations. Additionally, operations centers at all levels and across all functional areas must be capable of communicating appropriately with other operations centers during incidents, including those maintained by those State, Local, Other Service, and/or private (or Host Nation) agencies. Communications between operations centers must be reliable and contain built-in redundancies. The efficient functioning of operations centers most frequently depends on the existence of mutual-aid agreements and joint communications protocols among participating agencies. Such agreements have been discussed earlier within this standard.

When incidents cross disciplinary or jurisdictional boundaries or involve complex incident management scenarios, a multi-agency coordination entity, such as a Regional Operations Center or Installation EOC, may be used to facilitate incident management and policy coordination. The situation at hand and the needs of the jurisdictions involved will dictate how these multi-agency coordination entities conduct their business, as well as how they are structured. Multi-agency coordination entities typically consist of principals (or their designees) from organizations and agencies with direct incident management responsibility or with significant incident management support or resource responsibilities. Within the Navy, these principals include the Regional Commander, Installation Commander, MTF Commander, and major Tenant Commanders. These entities are sometimes referred to as crisis action teams, policy committees, incident management groups, executive teams, or other similar terms.

In most cases, the Regional Operations Center and the Installation EOCs serve a dual function as a multi-agency coordination entity. These entities provide strategic coordination during incidents. The principal functions and responsibilities of multi-agency coordination entities typically include the following:

- Ensuring that each agency involved in incident management activities is providing appropriate **situational awareness and resource status information**

- Establishing **priorities** between incidents and/or Area Commands in concert with the IC or UC(s) involved and supporting operations center(s)
- Acquiring and **allocating resources** required by incident management personnel in concert with the tactical priorities established by the IC or UC
- Anticipating and identifying **future resource requirements**
- Coordinating and resolving policy issues arising from the incident(s)
- Providing strategic coordination as required.

Following incidents, multi-agency coordination entities are also typically responsible for ensuring that improvements in plans, procedures, communications, staffing, and other capabilities necessary for improved incident management are acted on.

Organization. The following core functions of an operations center are aligned in five distinct sections based on reference (s).

- **Command.** The command function within the operations center has overall responsibility of the incident or event, sets strategic objectives and priorities, and supervises operations of the EM Team.
- **Coordination.** The Coordination Section maintains coordination between all aspects of the emergency response and recovery operations through the development of strategic objectives and priorities for the Command Section. The focus of the Coordination Section is coordinating inter-related efforts (such as casualty management efforts between the scene, EMS providers, mutual aid providers, receiving MTFs/Hospitals, the Information Management Section, the Family Assistance Center, and other aspects of Mass Care).
- **Communications.** The Communications Section establishes and maintains communications with the ICP, supported Category 1 personnel, supporting/supported operations centers, and response partners at the Federal, State, Local, Other Service, and/or private (or Host Nation) level. The Communications Section is responsible for verbal and written reports to higher headquarters.
- **Resource Management.** The Resource Management Section provides support to meet incident needs, including resources and other services needed to support the response plan to the incident. The financial aspects of the incident are monitored by this section, including the tracking and management of costs related to the incident and cost analyses. Management of mutual aid resources, volunteers, and donations is also included within this section.
- **Information Management.** The Information Management Section provides information and direction to the impacted Category 1 and Category 2-4 personnel, maintains incident management logs and reports, manages data-sharing via interoperability services, supports establishment and operation of the JIC and related Public Affairs efforts (including VIP management efforts), maintains all applicable websites or web logs for public use, maintains portals and related data sharing sites for either internal or public use, and performs data-mining activities via available networks. This section is also responsible for collection, analysis, and appropriate dissemination of intelligence, surveillance, and reconnaissance information, to include threat/hazard warnings.

Basic Functions of an Operations Center. The basic functions of an operations center may include the following.

- Receive, monitor and assess emergency information
- Receive, assess, track, and manage available resources
- Operate a message center to log and post all key emergency information
- Conduct preliminary damage assessment and maintain documentation on extent of damage
- Make policy decisions and proclaim local emergencies as needed
- Provide direction and control for center operations, set priorities, and establish strategies
- Provide direction for recovery assistance missions in response to the situations and available resources
- Keep senior, subordinate and tenant commands informed
- Keep local jurisdictions (Tenants, Installation, City/County, Region, and State) informed
- Develop and disseminate public information warnings and instructions
- Provide information to the news media
- Execute tactical operations to implement policy, strategies and missions, and monitor and adjust tactical operations as necessary
- Assess needs and coordinate evacuation and shelter operations
- Monitor, assess and track response units and resource requests
- Coordinate operations of all responding units, including all functional areas listed in Section 3
- Organize staging area and assignments for volunteer personnel
- Maintain security and access control of the operations center
- Provide for relief and necessities of response for operations center personnel

Essential Elements of Information (EEIs). EEIs are a compilation of generic information goals that have been established as a baseline information gathering reference. A sample of commonly used EEIs are listed below:

- Status of Category 1 personnel and supported CMFs
- Status/Accountability of Category 2-4 personnel
- Boundaries of the emergency area
- Social, economic, and political impacts
- Jurisdictional boundaries
- Status of transportation systems and critical transportation facilities
- Status of communications systems
- Access points to the emergency area
- Status of operating facilities
- Hazard-specific information
- Weather data affecting operations
- Seismic or other geophysical information
- Status of surveillance and reconnaissance activities
- Status of functional area activations & response
- Status of disaster or emergency declarations
- Major issues and activities of activated functional areas
- Resource shortfalls and status of critical resources
- Overall strategic priorities for response

- Volunteer & Donations Management
- Historical and demographic information
- Status of energy systems
- Estimates of potential impacts based on predictive modeling (as applicable)
- Status (statistics) on recovery programs (human services, infrastructure)
- Status and analysis of initial assessments (needs assessments and damage assessments, including Preliminary Damage Assessments)

Tiered Activation Concept. The CNI EOC, all Regional Operations Centers, and all Installation EOCs shall operate under four activations levels. Each activation level is task organized by the type of event which the EM Team is addressing. Though an immediate increase from Activation Level Normal/1 directly to Activation Level 4 may be warranted in many situations, some emergencies will require the capability for transitional activation moving steady up or down the scale. Examples of such incidents include covert biological terrorism, natural epidemics, and some natural/technological hazard events (such as fires, volcanoes, hurricanes, or winter storms).

Each Regional/Installation EM Program shall adopt these activation levels within their operations centers and include the appropriate level of detail to support this concept within their EM Plans. Personnel assignments should be done via title/position (vice solely individual names) whenever possible and must include a chain of succession for both sustained operations and times when the primary individual is unavailable per reference (b).

Activation Level Normal: Normal operations. No emergency incident exists sufficient to warrant activation of the operations center. Activation Level Normal supports FPCON Normal and FPCON Alpha operations, which may include support of Regional/Installation EMWG meetings, Regional/Installation Commander briefings, and Threat Working Group/ATWG meetings.

Activation Level 1 (Watch): Enhanced operations. No emergency incident exists sufficient to warrant activation of the operations center. Activation Level 1 supports FPCON Alpha and FPCON Bravo operations. There is no EM Program requirement for a 24/7 watch officer during Activation Level 1. Some Regions and/or Installations may have additional AT Program requirements based upon Combatant Commander or Fleet Commander requirements.

Typical causes for initiation and sustainment of Activation Level 1 include terrorism threat warnings, criminal/terrorism surveillance activities, special event planning, hurricane season/winter storm preparations, and similar events.

Activation Level 2 (Special): Specialized operations. Unique emergency condition exists sufficient to warrant special activation of the operations center. Activation Level 2 supports up to FPCON Charlie operations and results in increased situational awareness. There is no EM Program requirement for a 24/7 watch officer during Activation Level 2. Activation Level 2 simply provides additional planning and coordination support, including some specialized assistance from members of the EM Team. Notification will be made to those members of the EM Team who need to take action as part of their everyday responsibilities. Some Regions

and/or Installations may have additional AT Program requirements based upon Combatant Commander or Fleet Commander requirements.

Typical causes for initiation and sustainment of Activation Level 2 include bomb threats, biological threat warning, preliminary laboratory results indicative of a potential biological incident (terrorism or natural causes), special events, active hurricane warnings/watches posted 96-48 hours prior to landfall, and similar events.

Activation Level 3 (Partial Activation): Limited operations. Potential or actual emergency condition(s) exist sufficient to warrant partial activation of the operations center. Activation Level 3 supports up to FPCON Charlie operations and results in 24/7 situational awareness with establishment of defined operational period and associated reports. Primary operations center staff establish necessary organizational sections, establish communications with appropriate Federal, State, Local, Other Service, and/or private (or Host Nation) counterparts, and determine the current status of all emergency response and recovery resources.

Typical causes for initiation and sustainment of Activation Level 3 include any evacuation involving more than 10% of population, natural/technological emergencies having limited/partial impact on some or all of a population (i.e. – flooding, winter storms), landfall of tropical storms, expected landfall of hurricanes (within 24-36 hours), volcano warnings, moderate- to large-scale structural fires involving multiple agencies, small-scale wildfires involving mutual aid support, small-scale hazardous materials spill/release involving mutual aid or environmental spill response, National Special Security Events (NSSEs), and similar events.

Activation Level 4 (Full Activation): Full 24/7 operations. Potential or actual emergency condition(s) exist sufficient to warrant full activation of the operations center. Activation Level 4 supports up to FPCON Delta operations and results in 24/7 situational awareness with establishment of defined operational period and associated reports. Primary operations center staff and all assigned support personnel respond to the operations center. EM Team establishes all organizational sections, establish communications and initiate coordination with appropriate Federal, State, Local, Other Service, and/or private (or Host Nation) counterparts, begin information management support including establishment of a JIC, determine the current status of all emergency response and recovery resources, and initiate resource management support for subordinate operations centers and the IC/UC.

Typical causes for initiation and sustainment of Activation Level 4 include any evacuation involving more than 50% of population, earthquake, tsunami warning, tornados, expected landfall of hurricanes (within 24 hours or less), overt terrorism incident, moderate- to large-scale hazardous materials spill/release involving mutual aid or environmental spill response, all nuclear-related events, confirmed biological incident (terrorism or natural causes), wide-scale power blackouts, and similar events.

Public Health Emergency Officers (PHEO)

Under the provisions of reference (t), all Regions shall designate a PHEO in writing, who shall be a senior health professions military officer or DoD civilian employee affiliated with or supporting the Regional command. The PHEO should be a senior medical leader with experience and/or training in public health emergency management.

The PHEO is responsible for ascertaining the existence of cases suggesting a public health emergency, investigate all such cases for sources, recommend implementation of proper control measures, and define the distribution of the health condition.

Upon determining a public health emergency, the Regional Commander may declare a public health emergency on one or more military installations under his command in accordance with reference (t). Such declaration shall be immediately reported by the commander through the chain of command to the Secretary of Defense via an OPREP-3 Pinnacle (see Standard 12, Incident Reporting). It shall also be reported by the PHEO to the Surgeon General of the Navy, the senior medical officer of the supported Combatant Command, and to the Office of the Assistant Secretary of Defense for Health Affairs (OASD-HA). It shall also be reported to the CDC and to appropriate State and Local public health agencies, as directed by higher authority.

Additional guidance on PHEO requirements will be provided by Navy Medicine.

Military Biological Advisory Committee (MBAC)

In support of reference (t) and the incident management requirements assigned below to the Regional EM Programs, each Region shall establish and maintain a standing MBAC. The MBAC may be a standing committee of the Regional EMWG, or the combined Regional PSWG if one is established.

Mission. The mission of the MBAC is to evaluate the potential biological threat/hazard to the Region, supporting installations, and supported MEFs and recommend appropriate and legal courses of actions (COAs) to the Regional Commander in a timely and efficient manner.

Concept. The MBAC shall convene at the following times or in response to the following situations:

- Beginning of specific endemic disease seasons (such as influenza season)
- Upon the receipt of specific biological epidemic/endemic warnings from:
 - Centers for Disease Control and Prevention (CDC)
 - OASD(HA)
 - Headquarters, Regional, or Installation Navy Medicine activities
 - Designated military chain of command, to include the Combatant Commander, Navy staff, and/or the Fleet Commander
- Upon the receipt of specific and credible biological terrorism threat warnings/intelligence from:
 - Civilian or military public health, law enforcement, or intelligence communities

- o Designated military chain of command, to include the Combatant Commander, Navy staff, NCIS, and/or the Fleet Commander
- Upon the receipt of specific information related to the presumptive identification, confirmatory testing, and/or definitive analysis of a biological threat/hazard either onboard a supporting installation or with the potential to impact a supporting installation
 - o This category will include identification/testing information received via Federal and/or DoD environmental monitoring programs/efforts, including designated pilot programs

Results. The MBAC shall effort to determine the Population-At-Risk (PAR) based on the available intelligence, time/day of release, route(s) of exposure, meteorological data, GIS data, access control information, and population/demographic data. Determination of the PAR is vital to the development of containment and treatment COAs.

The MBAC's recommendations to the Regional Commander must include the extent of incident notification and reporting to the military chain of command and, if appropriate, civilian authorities. The recommendations should also address any immediate actions necessary to support the response to the identified threat/hazard, to include the appropriate activation level of the Regional Operations Center, sampling & evidence collection requirements, a rough order of magnitude projection, and any requirements for external assistance.

Information Classification. All recommendations as well as related data should be handled at no less than the Sensitive But Unclassified/For Official Use Only (FOUO) level and classified when appropriate based upon Combatant Commander, Fleet, or Regional guidance.

Participants. The MBAC shall be chaired by the Regional Public Safety Program Director and the vice chair shall be the assigned Regional PHEO. The Regional EM shall serve as the principal action officer for the Regional MBAC. At a minimum, the Regional MBAC will include the following:

- Regional Chief of Staff
- Regional Public Safety Program Director
- Regional Public Health Emergency Officer
- Regional Emergency Manager
- Supporting MTF Commander or Clinic OIC
- Regional Security Officer and/or Antiterrorism Officer (ATO)
- Regional Fire Chief
- Regional Public Affairs Officer
- Regional Environmental Coordinator

Representatives from supporting programs/organizations shall be included within the MBAC:

- NCIS
- Regional Judge Advocate General (JAG) or Legal Counsel
- Supporting Public Health Program(s)
- Threat Working Group (or equivalent) (may be represented by the Security Officer/ATO)
- Regional Occupational Safety and Health Program
- Regional Industrial Hygiene Program

- Regional Fleet & Family Services

If assigned, the following personnel should also participate or support the MBAC, as required:

- Regional Operations Center Manager
- Regional Operations Officer

The MBAC may also include Fleet Commander, Numbered Fleet Commander, Installation Commander, Tenant Command, and Other Service representatives and/or epidemiological and public health support from operational commands depending on the situation, operational environment, and supported missions of the Region. Civilian agency representation by the appropriate Federal, State, and/or Local jurisdictions, to include the local/regional Joint Terrorism Task Force (JTTF) and MMRS representatives, may be appropriate in some situations and procedures for such coordination must be established within the Regional/Installation EM Program, if authorized by the Regional Commander.

CNI EM shall provide additional guidance on the operation of the MBAC and related biological threat/hazard procedures during the implementation phase.

Emergency Management Team (EM Team)

Concept. The size and structure of the operations center will be primarily driven by the number of people required to carry out operations center functions during an emergency. The number of staff will be driven by the functions that the operations center is responsible for and the geographic area that the operations center serves.

The operations center staff should be military personnel and Department of Defense civilians, though in situations where military support is provided to local government emergency incidents, non-DOD civilian specialists and/or contractors may also be present. Security access may be an issue when uncleared personnel are present.

Watch Requirements. The Regional Operations Center or Installation EOC shall provide 24-hour designated contact or warning point, typically the appropriate Command Duty Officer or equivalent. U.S. Regions supporting CFFC shall maintain a 24/7 AT Watch Officer, who may stand watch within the Regional Operations Center or any other watchcenter/facility which provides uninterrupted access to the appropriate communications and reporting capabilities specified by CFFC. When an incident arises, the staff can be expanded rapidly in appropriate response to the incident.

CNI Emergency Operations Center (EOC)

CNI EM shall be responsible to establish, maintain, and operate the CNI EOC at the CNI Headquarters. The CNI EOC shall consist of a designated space(s) under the operational and administrative control of CNI.

Operation. The CNI EOC is responsible for coordination, communication, resource management, and information management in support of the Regional Operations Centers. Within this role, the focus of the CNI EOC shall be:

- 1) Supporting COOP efforts, including personnel accountability of all Category 1-5 personnel
- 2) Supporting Response & Recovery missions, especially financial management, DoD/Joint Staff coordination, and contracting support
- 3) Supporting DSCA missions, especially establishment and resource management support for Base Support Installations (BSI)
- 4) Identifying and resolving strategic policy issues related to a potential or actual incident

See Figure 6-5 for CNI EOC organization per reference (s).

Administration. The CNI EOC Manager shall be designated in writing and shall be responsible for the administration, maintenance, and routine operations and use of the CNI EOC. An alternate CNI EOC, with the minimum required equipment and supplies identified by the CNI EM (see Table 6-6), shall be designated and maintained.

The CNI EOC shall have a well-defined communications plan that shall include the capability to coordinate and communicate with the appropriate DoD and civil authorities. Standard operating procedures shall be developed and maintained for monitoring incident development and for resource management for the supported Regional Operations Centers. The CNI EOC shall employ incident management software compatible and interoperable with the incident management software utilized at the Regional and Installation levels.

In accordance with reference (a), the CNI EOC shall have personnel designated as members of the EM Team in writing. All members of the EM Team shall be trained and certified to complete the designated command & control and resource management tasks. CNI EOC personnel shall be identified as Category 5 personnel. Training and equipment details are identical to the requirements for the Regional Operations Center personnel as stated within Standards 8 and 9, respectively.

The EOC Development Guide in Appendix F may be used to assist in the physical development of the CNI EOC. The EOC assessment checklist in Appendix G may be used to assess the capability of the CNI EOC.

Figure 6-5: CNI EOC Structure

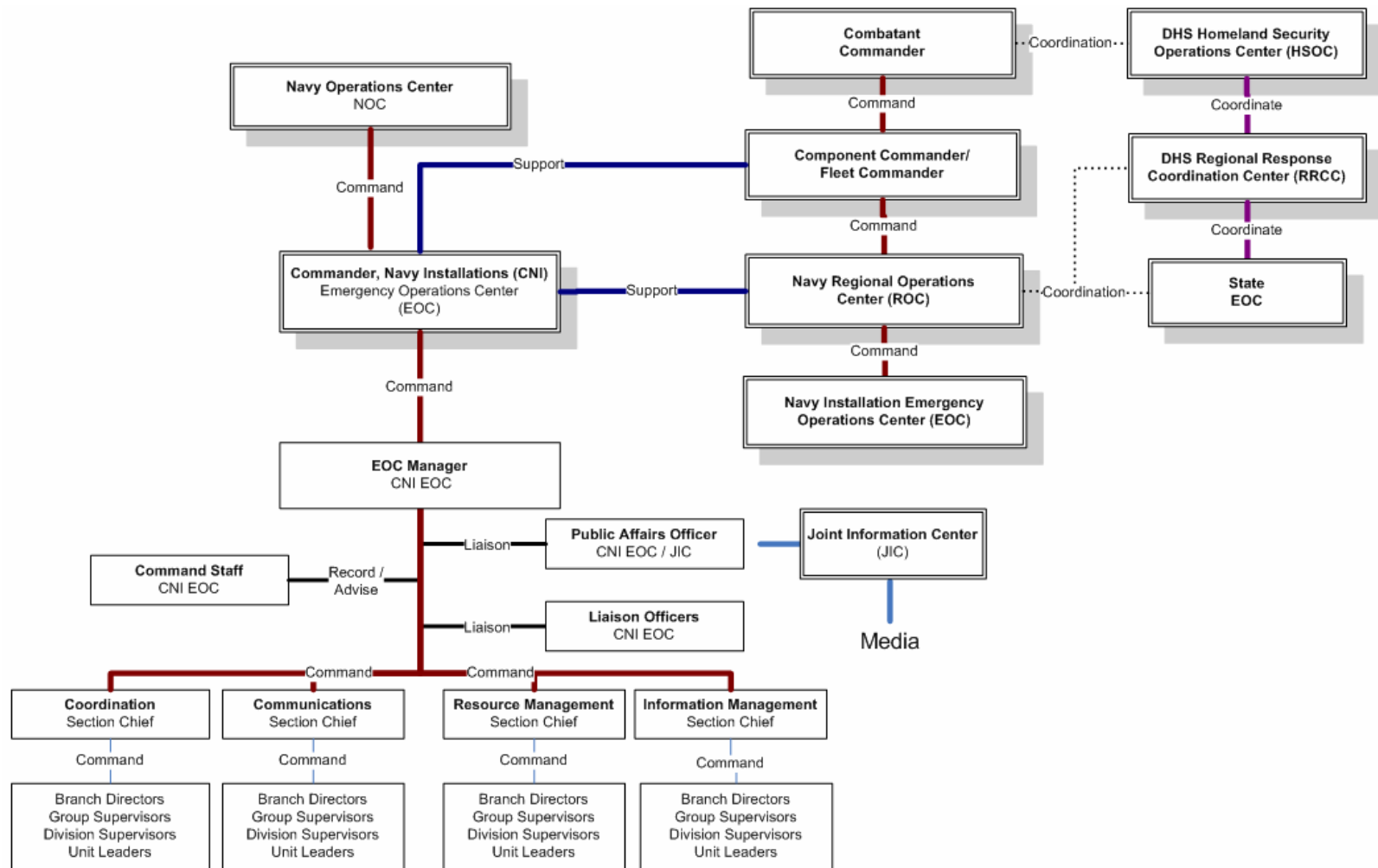


Table 6-1: CNI EOC Capabilities Matrix

	CNI EOC
Primary Space Requirement	Secure, Dedicated Space(s) w/ Separate Command Suite
Secondary Space Requirement	Shared Alternate ROC
Non-Secure Voice (Landline)	Multiple, Dedicated Phones (Dedicated Switch/Priority)
Secure Voice (Landline)	Multiple, Dedicated STU III/STE Phones
Non-Secure Voice (Radio)	Enterprise Land Mobile Radio System (ELMRS)
Secure Voice (Radio)	Enterprise Land Mobile Radio System (ELMRS)
Non-Secure/Secure Voice (Satellite)	No EM Program Requirement
Non-Secure Computer Systems	Dedicated NIPRNET Computers
Secure Computer Systems	Dedicated SIPRNET Computers
Decision Support System (DSS)*	DMIS (U.S. Only) / IM Software
Dispersion Modeling Systems*	HPAC/CATS-JACE
Geographical Information Systems (GIS)	3D Electronic Maps/Fully GIS capable
Scanner System	Dedicated Scanner
Non-Secure Video-Teleconference (VTC)	Dedicated Non-Secure VTC
Secure Video-Teleconference (VTC)	Secure VTC
Non-Secure Fax Machine	Non-Secure, Dedicated Fax Machine
Secure Fax Machine	Secure, Dedicated Fax Machine

CNI EOC	
Defense Message System (DMS)	Dedicated Access to Unclassified & Secure DMS
Video Displays	PowerPoint Projectors & Wall-Mounted Plasma/Flat-Screen TVs
Cable Access	Dedicated Cable Access (24/7)
Closed-Circuit TV (CCTV) Systems	Video Feed from AT CCTV Systems
Electrical Generator	Dedicated Generator capable of supporting full operational load operations
Legend	See Appendix F (EOC Development Guide) for detailed guidance on material requirements. *See Appendix E (Modeling, Simulation, and Incident Management Software Systems) for detailed descriptions of software.

Regional Operations Center

In accordance with reference (a), all Regional Commanders shall establish, maintain, and operate a Regional Operations Center within every Navy Region.

Concept. The Regional Operations Center is a NIMS-compliant multi-agency coordination system utilizing the Incident/Unified Command System's organizational structure delineated in references (a) and (s) to provide a collaboration point and operations center for Regional staff to support execution of the Regional EM Plan, the Regional AT Plan, other supporting plans, Defense Support to Civil Authorities (DSCA) missions, the Operational/ Contingency Plans of assigned Combatant, Component, & Fleet Commanders, and the National Response Plan.

The Regional Operations Center shall serve as the command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) point for a Regional Commander to gather information, gain situational awareness, and exercise control over assigned forces across the entirety of the Force Protection and Emergency Management timelines from early warning and detection of suspicious events through Regional/Installation response and recovery.

Pre-incident activities include, but are not limited to, intelligence gathering, suspicious incident tracking, Common Operational Picture (COP) development & input, resource management, coordination with Federal/DoD/State/Local/Private/Host Nation agencies & department, and implementation of pre-cautionary/preventive measures to deter/detect events and/or mitigate potential effects. Post-event activities include, but are not limited to, resource management, strategic guidance/direction, and coordination & liaison with Federal, DoD, State, Local, Other Service, and/or Private (or host nation) response and recovery assets while supporting subordinate installations during emergencies. The function of the Regional Operations Center is principally to establish strategic priorities for one or more incidents at the Installation level and allocate limited Regional/Installation resources among incident locations.

The Regional Operations Center is outfitted with a C4ISR capability appropriate to its strategic area of concern and the coordination requirements dictated by the size, scope, and complexity of the Region it supports. This C4ISR capability may include a robust communications suite (including secure means) suitable for a senior staff working across agencies and with Echelon 1 and 2 commands. The ROC contains a suite of command and control software for planning and managing incidents, tiered as before to meet the expected demands of the Region it supports. The Regional Operations Center should be able to view video or audio feeds redirected from supporting Multi-Regional/Regional/ Installation Dispatch Center(s) or the assigned Joint Harbor Operations Center (JHOC), but would not regularly control the radio nets or cameras.

The Regional Operations Center has no Emergency Management requirement to operate on a 24/7 basis or to be staffed during working hours. If ROC is a dedicated space, then it is a workspace dedicated to contingency operations as well as associated preparedness (EM) and prevention (AT) activities. Some Regional Operations Centers at smaller Regions (with fewer assigned assets and few/limited response capabilities) are shared-use spaces, which support a daily function possibly unrelated to Emergency Management or Force Protection, and which is

configured to support contingency operations only when required. All Regional Operations Centers either directly owning or supporting Installations with assigned, organic response capabilities would have the ability to support 24/7 operations for a limited duration during an emergency within the supported Region.

Per reference (b), activation of the Regional Operations Center shall follow the tiered activation concept described in this Standard. It would not be unusual for the Regional Operations Center to take some time to become fully established following a no-notice partial or full activation, due to the establishment of FPCON Delta, the strain on limited transportation resources/routes, and/or the dispersion of the Regional Operations Center staff during after-hours periods.

A Region may choose to staff the Regional Operations Center full-time with the Regional Duty Officer (RDO). In addition, U.S. Regions supporting CFFC may choose to locate the CFFC-directed AT Watch Officer in the Regional Operations Center with direct access to the CFFC-directed Command & Control suite (consisting of JPEN, ASOCC, DCTS, and secure VTC, see Standard 12 – Incident Notification for additional details) or may choose to route/provide those CFFC-directed capabilities to an existing or alternate location, possibly collocated with an existing 24/7 presence, such as the Multi-Regional/Regional Dispatch Center. Each Region will have one dedicated Regional Operations Center with an assigned alternate location. The alternate Regional Operations Center will have limited full-time capabilities.

Roles of Regional Operations Centers parallel those of the Installation EOC, with a proportionately larger responsibility for public information activities in places where the media are based. The Regional Operations Center should also play an important role in coordinating response and recovery efforts among the localities it directs. Response efforts will depend to some extent on effective mutual aid systems between Federal, State, Local, and/or Other Service (or Host Nation) operations centers.

The Regional Operations Center shall also support the Regional AT Program as agreed upon at the Regional level. Functions of the Regional Operations Center in support of the Regional AT Program may include:

- Capturing of open source suspicious activities in a common database
- Assessment of common suspicious activity threads
- Analysis of local incidents and events as they pertain to the security of or threat to an installation and its critical assets
- Development of potential enemy courses of action (COA) as well as possible friendly COA's.
- Development of a visual Common Operational Picture (COP)
- Issuance of alerts, warnings, notifications of impending threats based on latest available intelligence and incidents reported
- Issuance of orders to subordinate commands to implement:
 - o FPCON Change
 - o Implementation of Random Anti-Terrorism Measures (RAM)
 - o Additional FPCON measures
 - o Additional readiness or equipment support at designated locations
 - o Gate closures

- o Installation closures
- Collaboration with non-DoD agencies and organizations within the Regional AOR in order to assess potential threats and coordinate emergency responses.

Operation. The ROC is responsible for coordination and liaison with Federal, DoD, State, and/or Other Service (or Host Nation) response and recovery assets within their geographic area of responsibility. The Region may delegate liaison authority to Installations, if deemed necessary.

The mission of the ROC is to support the Installation EOC(s) during emergencies by providing strategic coordination. The ROC shall:

- Establish priorities between multiple incident locations in concert with the Installation Commanders involved
- Ensure that each agency involved in incident management activities is providing appropriate situational awareness and resource status information
- Acquire & allocate resources in concert with the priorities established by the one or more Installation Commander(s) (IC)
- Anticipate & identify future resource requirements
- Coordinate & resolve policy issues arising from the incident

The ROC executes operational control over all assigned Regional assets and may reallocate those assets on its own volition to support effected Installations during an emergency.

The EOC Development Guide in Appendix F may be used to assist in the physical development of the ROC. The EOC assessment checklist in Appendix G may be used to assess an ROC's capability.

Additional guidance on ROC operations will be provided by CNI during the implementation phase. See Figure 6-6 for ROC organization per reference (s).

Watch Requirements. The Regional Operations Center shall have a pre-designated 24/7 contact or warning point, typically the appropriate Command Duty Officer or equivalent. U.S. Regions supporting CFFC shall maintain a 24/7 AT Watch Officer, who may stand watch within the Regional Operations Center or any other watchcenter/facility which provides uninterrupted access to the appropriate communications and reporting capabilities specified by CFFC (see above). When an incident arises, the staff can be expanded rapidly in appropriate response to the incident.

Administration. A ROC Manager shall be designated in writing and shall be responsible for the administration, maintenance, and routine operations and use of the ROC. The ROC Manager and the Regional Emergency Manager should not be the same individual, especially onboard Group 1 and 2 Installations.

An alternate ROC, with the minimum required equipment and supplies identified by within Table 6-2, shall be designated and maintained within each Region. The ROC may be co-located with a Group 1 or Group 2 installation EOC, but must utilize an effective method for separating

Regional and Installation tasks during emergency operations in order for both staffs to meet their responsibilities.

The ROC shall employ the incident management capabilities shown in Table 6-2 as required for their operations. The ROC may have modeling & simulation capabilities shown in Table 6-2 depending on the availability of trained operators and the presence of Group 1 Installations within their area of responsibility. Table 6-2 provides an overview of the Modeling and Incident Management software utilized at ROCs and Group 1 EOCs. Additional software information may be found in Appendix E.

The ROC shall have a well-defined communications plan that may include the capability to communicate with civil authorities and standard operating procedures for monitoring incident development. The ROC should be co-located with the Regional Dispatch Center, if at all possible.

In accordance with references (a) and (b), all ROCs shall have personnel designated in writing and trained to complete the command and control tasks. Organizational information may be found in Table 12-1 in Standard 12. ROC personnel should be identified as Category 5 personnel. Training and equipment details are contained within Standards 8 and 9, respectively.

Figure 6-6: ROC Structure

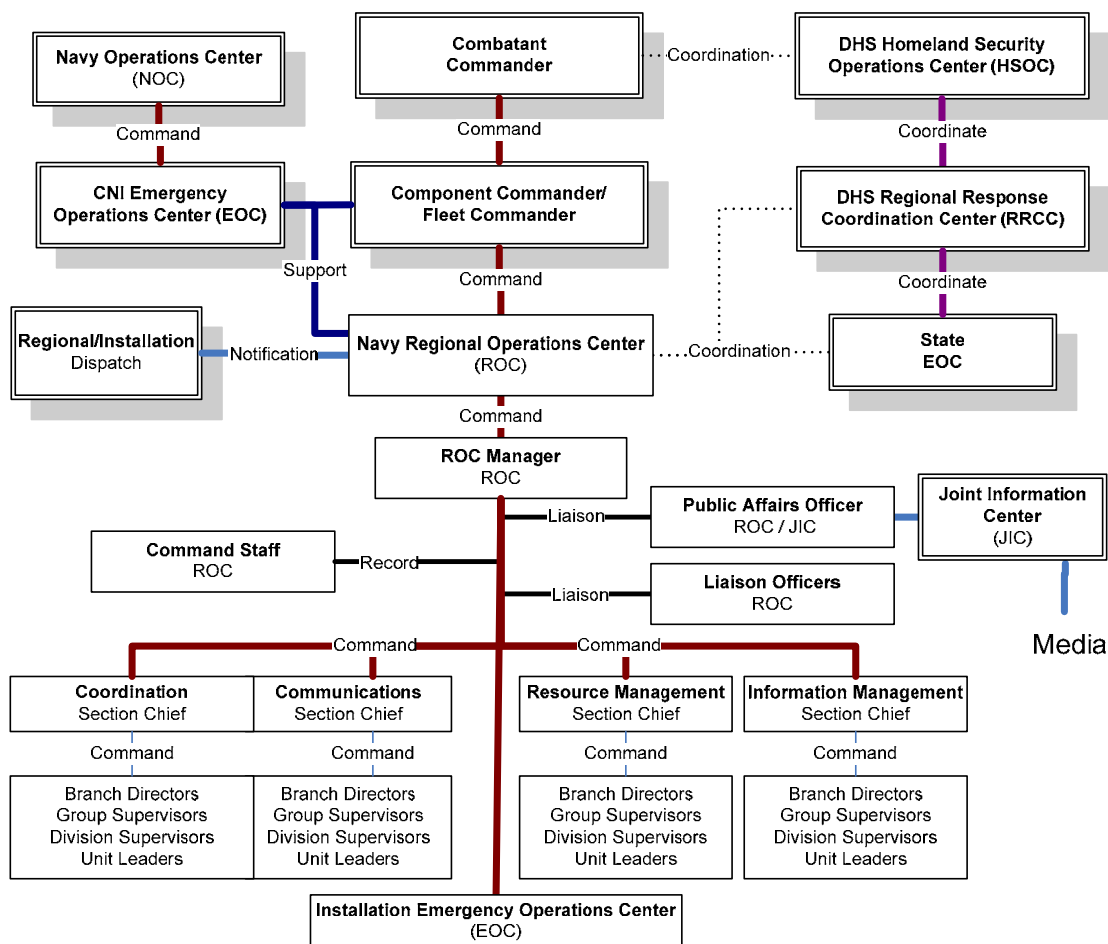


Table 6-2: ROC Capabilities Matrix

	ROC Supporting Group 1 Installation(s)	ROC Supporting Group 2 Installation(s)	ROC Supporting Group 3 Installation(s)
Primary Space Requirement	Secure, Dedicated Space(s) w/ Separate Command Suite	Dedicated Space	Shared Space
Secondary Space Requirement	Shared Alternate ROC	Shared Alternate ROC (Optional)	No EM Program Requirement
Non-Secure Voice (Landline)	Multiple, Dedicated Phones (Dedicated Switch/Priority)	Multiple, Dedicated Phones (Shared Switch)	Shared or Dedicated Phones
Secure Voice (Landline)	Multiple, Dedicated STU III/STE Phones	Multiple, Dedicated or Shared STU III/STE Phones	Single, Shared STU III/STE Phone
Non-Secure Voice (Radio)	Enterprise Land Mobile Radio System (ELMRS)	Enterprise Land Mobile Radio System (ELMRS)	No EM Program Requirement
Secure Voice (Radio)	Enterprise Land Mobile Radio System (ELMRS)	Enterprise Land Mobile Radio System (ELMRS)	No EM Program Requirement
Non-Secure/Secure Voice (Satellite)	No EM Program Requirement	No EM Program Requirement	No EM Program Requirement
Non-Secure Computer Systems	Dedicated NIPRNET Computers	Dedicated or Shared NIPRNET Computers	Shared NIPRNET Computers
Secure Computer Systems	Dedicated SIPRNET Computers	Dedicated or Shared SIPRNET Computers	No EM Program Requirement
Decision Support System (DSS)*	DMIS (U.S. Only) / IM Software	DMIS (U.S. Only) / IM Software	Paper-Based Decision Matrix
Dispersion Modeling Systems*	HPAC/CATS-JACE	ALOHA/CAMEO/MARPLOT (All Others)	ALOHA/CAMEO/MARPLOT (Optional)
Geographical Information Systems (GIS)	3D Electronic Maps/ Fully GIS capable	2D Electronic Maps	Paper-Based Maps
Scanner System	Dedicated Scanner	Dedicated or Shared Scanner	Shared Scanner (Optional)
Non-Secure Video-Teleconference (VTC)	Dedicated Non-Secure VTC	Dedicated or Shared Non-Secure VTC	Non-Secure VTC (Optional)
Secure Video-Teleconference (VTC)	Secure VTC	Secure VTC (Optional)	No EM Program Requirement
Non-Secure Fax Machine	Non-Secure, Dedicated Fax Machine	Non-Secure, Dedicated Fax Machine	Non-Secure, Shared Fax Machine
Secure Fax Machine	Secure, Dedicated Fax Machine	Secure, Dedicated or Shared Fax Machine	No EM Program Requirement

	ROC Supporting Group 1 Installation(s)	ROC Supporting Group 2 Installation(s)	ROC Supporting Group 3 Installation(s)
Defense Message System (DMS)	Dedicated Access to Unclassified & Secure DMS	Dedicated or Share Access to Unclassified DMS	Shared Access to Unclassified DMS
Video Displays	PowerPoint Projectors & Wall-Mounted Plasma/Flat-Screen TVs	PowerPoint Projectors & TVs	Shared PowerPoint Projector & Shared Access to TV/TVs
Cable Access	Dedicated Cable Access (24/7)	Dedicated or Shared Cable Access	Shared Cable Access
Closed-Circuit TV (CCTV) Systems	Video Feed from AT CCTV Systems	Video Feed from AT CCTV Systems	No EM Program Requirement
Electrical Generator	Dedicated Generator	Dedicated or Shared Generator	Shared Generator (Optional)
Legend	See Appendix F (EOC Development Guide) for detailed guidance on material requirements. *See Appendix E (Modeling, Simulation, and Incident Management Software Systems) for detailed descriptions of software.		

Installation Emergency Operations Center (EOC)

In accordance with reference (a), Installation Commanders shall establish, maintain, and operate an EOC onboard all Group 1, 2, and 3 Installations.

Concept. Each Installation EOC is a NIMS-compliant multi-agency coordination system utilizing the Incident/Unified Command System's organizational structure delineated in references (a) and (s) to provide a collaboration point and operations center for Installation staff to support execution of the Installation EM Plan, the Installation AT Plan, other supporting plans, Defense Support to Civil Authorities (DSCA) missions, the Operational/ Contingency Plans of assigned Combatant, Component, & Fleet Commanders, and the National Response Plan.

Each Installation has an EOC appropriate to the size, scope, location, and requirements of the specific Installation, as delineated within Standard 3. The mission of the Installation EOC is to support the Incident Commander (IC) or Unified Commander (UC) during emergencies with resource management support and establishing strategic/operational-level objectives, as necessary. The EOC is responsible for coordination and liaison with Local, Other Service, and/or private response and recovery assets. From the Installation EOC, the Installation Commander exercises operational control of installation forces and allocates resources. A significant variety of capability, reflecting the assigned Required Operational Capability Level (ROC Level) construct (see Standard 3), exists among Installation EOCs. A basic communication capability already exists at all Installations capable of notifying both higher and subordinate headquarters during times of emergency. When an Installation controls its own assigned response capabilities, such as Fire & Emergency Services, Emergency Medical Services, and other similar responders, then an additional communications capability must exist in order to link the Installation EOC with the assigned IC/UC as well as identified municipal response partners at the Local, Other Service, and/or private (or Host Nation) level and Federal, DoD, or State responders operating at the local level. The Installation EOC must also provide the Installation staff with the appropriate amount/type of collaboration space. Secure communications are highly desirable and required at higher priority installations.

Activation of the Installation EOC shall follow the tiered activation concept described in this Standard. An Installation EOC has no requirement to operate daily on a 24/7 basis or to be staffed during working hours every day. If an Installation EOC is a dedicated space, then it is a workspace dedicated to contingency operations as well as associated preparedness activities. Many Installation EOCs are shared-use spaces, which support a daily function possibly unrelated to Emergency Management or Force Protection, and which is configured to support contingency operations only when required. All Installation EOCs supporting assigned, organic response capabilities would have the ability to support 24/7 operations for a limited duration during an emergency.

Operation. The EOC is responsible for coordination and liaison with Local and/or private response and recovery assets adjoining or near Installation.

The mission of the Installation EOC is to support the Incident Commander (IC) during emergencies by setting strategic and operational-level objectives. The EOC should:

- Establish priorities between incidents and/or Area Commands in concert with the ICs involved
- Acquire & allocate resources in concert with the priorities established by the ICs
- Anticipate & identify future resource requirements
- Coordinate & resolve policy issues arising from the incident
- Coordinate with higher authorities
- Ensure that each agency involved in incident management activities is providing appropriate situational awareness and resource status information

The EOC executes operational control over all assigned Installation assets and may reallocate those assets on its own volition to support effected areas during an emergency.

Additional guidance on EOC operations will be provided by CNI during the implementation phase. See Figure 6-7 for EOC organization per reference (s).

Administration. Onboard Group 1 and Group 2 Installations, an EOC shall consist of dedicated or shared use space(s) under the operational and administrative control of the Installation EMO when activated. An EOC Manager shall be designated in writing and shall be responsible for the administration, maintenance, and routine operations and use of the EOC. The Installation EMO and the EOC Manager should not be the same individual, whenever possible.

Onboard Group 3 Installations, an EOC shall consist of one shared-use space under the operational and administrative control of the Installation EMO when activated. The Installation EMO shall serve as the EOC Manager. A Group 3 EOC is typically no more than a conference room utilized by the Command Staff to plan and execute an awareness level response in coordination with the Local, State, or Host Nation emergency management organization(s).

An alternate EOC, with the minimum required equipment and supplies shown in Figure 6-3, shall be designated and maintained onboard Group 1 and 2 installations. The EOC shall have a well-defined communications plan that may include the capability to communicate with civil authorities and standard operating procedures for monitoring incident development. The EOC should be co-located with the Installation Dispatch center, if one exists.

All overseas EOCs shall meet the requirements for a Base Defense Operations Center (BDOC) or Base Cluster Operations Center (BCOC) as set forth in reference (u).

Each Group 1 & designated Group 2 EOCs will also employ incident management software shown in Table 6-3 as required for their operations. Group 1 & designated Group 2 EOCs may have modeling & simulation capability depending on the availability of trained operators and additional response requirements (i.e. – nuclear propulsion/weapons) within their area of responsibility. Table 6-3 provides an overview of the Modeling and Incident Management software utilized at ROCs and designated EOCs. Additional software information may be found in Appendix E.

In accordance with references (a) and (b), all EOCs shall have an EM Team designated in writing and trained to complete the command and control tasks. Organizational information may be found in Tables 12-2 through 12-4 in Standard 12. EOC personnel should be identified as Category 5 personnel. Training and equipment details are contained within Standards 8 and 9, respectively.

The EOC Development Guide in Appendix F may be used to assist in the physical development of the EOC. The EOC assessment checklist in Appendix G may be used to assess an EOC's capability.

Figure 6-7: EOC Structure

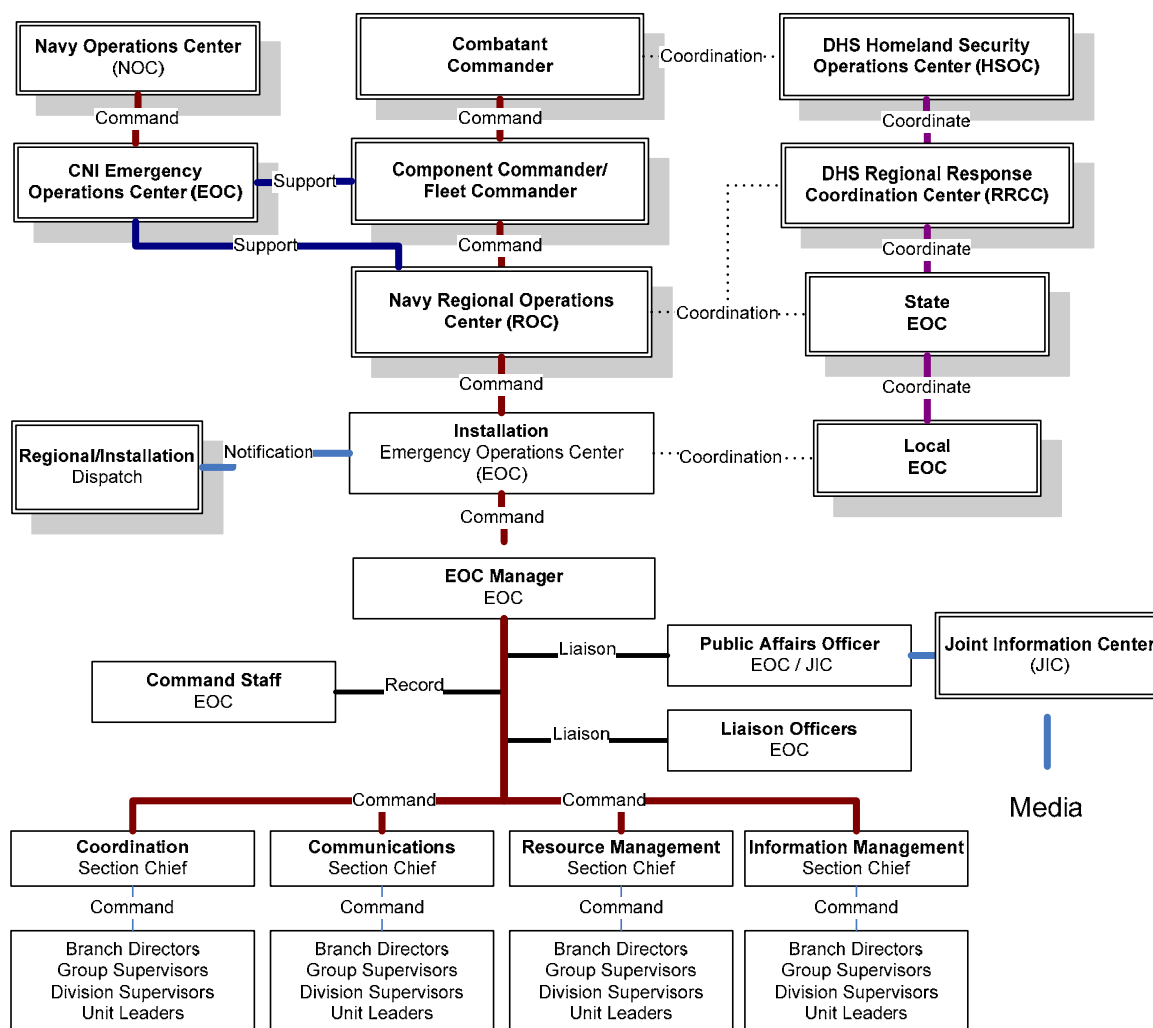


Table 6-3: EOC Capabilities Matrix

	Group 1 EOC	Group 2 EOC	Group 3 EOC
Primary Space Requirement	Secure, Dedicated Space(s) w/ Separate Command Suite	Dedicated Space	Shared Space
Secondary Space Requirement	Shared Alternate EOC	Shared Alternate EOC (Optional)	No EM Program Requirement
Non-Secure Voice (Landline)	Multiple, Dedicated Phones (Dedicated Switch/Priority)	Multiple, Dedicated Phones (Shared Switch)	Shared or Dedicated Phones
Secure Voice (Landline)	Multiple, Dedicated STU III/STE Phones	Multiple, Dedicated or Shared STU III/STE Phones	Single, Shared STU III/STE Phone
Non-Secure Voice (Radio)	Enterprise Land Mobile Radio System (ELMRS)	Enterprise Land Mobile Radio System (ELMRS)	As Determined by Region
Secure Voice (Radio)	Enterprise Land Mobile Radio System (ELMRS)	Enterprise Land Mobile Radio System (ELMRS)	No EM Program Requirement
Non-Secure/Secure Voice (Satellite)	No EM Program Requirement	No EM Program Requirement	No EM Program Requirement
Non-Secure Computer Systems	Dedicated NIPRNET Computers	Dedicated or Shared NIPRNET Computers	Shared NIPRNET Computers
Secure Computer Systems	Dedicated SIPRNET Computers	Dedicated or Shared SIPRNET Computers	No EM Program Requirement
Decision Support System (DSS)*	DMIS (U.S. Only) / IM Software	DMIS (U.S. Only) / IM Software	Paper-Based Decision Matrix
Dispersion Modeling Systems*	HPAC/CATS-JACE	ALOHA/CAMEO/MARPLOT	ALOHA/CAMEO/MARPLOT (Optional)
Geographical Information Systems (GIS)	3D Electronic Maps/ Fully GIS capable	2D Electronic Maps	Paper-Based Maps
Scanner System	Dedicated Scanner	Dedicated or Shared Scanner	Shared Scanner (Optional)
Non-Secure Video-Teleconference (VTC)	Dedicated Non-Secure VTC	Dedicated or Shared Non-Secure VTC	Non-Secure VTC (Optional)
Secure Video-Teleconference (VTC)	Secure VTC	Secure VTC (Optional)	No EM Program Requirement
Non-Secure Fax Machine	Non-Secure, Dedicated Fax Machine	Non-Secure, Dedicated Fax Machine	Non-Secure, Shared Fax Machine
Secure Fax Machine	Secure, Dedicated Fax Machine	Secure, Dedicated or Shared Fax Machine	No EM Program Requirement

	Group 1 EOC	Group 2 EOC	Group 3 EOC
Defense Message System (DMS)	Dedicated Access to Unclassified & Secure DMS	Dedicated or Share Access to Unclassified DMS	Shared Access to Unclassified DMS
Video Displays	PowerPoint Projectors & Wall- Mounted Plasma/Flat-Screen TVs	PowerPoint Projectors & TVs	Shared PowerPoint Projector & Shared Access to TV/TVs
Cable Access	Dedicated Cable Access (24/7)	Dedicated or Shared Cable Access	Shared Cable Access
Closed-Circuit TV (CCTV) Systems	Video Feed from AT CCTV Systems	Video Feed from AT CCTV Systems	No EM Program Requirement
Electrical Generator	Dedicated Generator	Dedicated or Shared Generator	Shared Generator (Optional)
Legend	See Appendix F (EOC Development Guide) for detailed guidance on material requirements. *See Table 6-1 & Appendix E (Modeling, Simulation, and Incident Management Software Systems) for detailed descriptions of software.		

Joint Harbor Operations Center (JHOC)

Overview. At select ports, a JHOC will be established and maintained within a USCG Sector Command Center (SCC). The JHOC will facilitate joint Navy-Coast Guard preparedness, planning, situational awareness, and response to emergencies or terrorist incidents, which may impact operational commands (such as ships, boats, submarines) or waterfront infrastructure within the geographic area defined by the USCG SCC. Wherever possible, other Federal, State, Local, and/or Other Service agencies that have responsibility for harbor security or harbor operations will be included in the JHOC.

Capability. The JHOC will leverage the sensor, detection, communication, and decision-making systems and personnel of each operational partner (USCG, etc) in order to produce an accurate and timely Common Operational Picture (COP) to detect, assess, warn, defend, and recover from threats/hazards, while enhancing Maritime Domain Awareness (MDA) in support of the Navy's Homeland Defense (HLD) mission. The JHOC acts as the waterside dispatch center able to see, listen to, and employ both Navy and USCG sensors, communications systems, command & control tools, and personnel.

Responsibility. The Regional/Installation EM Programs are responsible for resourcing the development, operations, and sustainment of supported JHOCs through the CNI CBB Process (see Standard 14). Regional/Installation EM Programs shall include the capability of the supported JHOC within their EM Plans and shall facilitate the inclusion of the JHOC within appropriate supporting plans, to include the Environmental Spill Response Plan.

Emergency Dispatch Centers

All Regional Commanders are encouraged to establish, maintain, and operate an Emergency Call-taking and Dispatch Center (Dispatch Center) at the Regional or multi-Regional level per reference (a). Installation Commanders may maintain a Dispatch center at the Installation level with Regional concurrence and when deemed necessary.

Overview. Dispatch Centers provide emergency call-taking, alarm monitoring, sensor monitoring, video monitoring/control, communications support, channel/frequency assignments/allocation, emergency notification to Category 1 personnel, mass warning to Category 2-4 personnel (public), Category 5 personnel dispatching, responder reach-back capability during emergencies, and notification of an emergency to the receiving MTFs/Hospitals. A Dispatch Center is a 24/7 operation that exists to receive notification of an emergency and then direct the correct responders (Category 5 personnel including Fire & Emergency Services, EMS, NSF, EOD, ERTs, Public Works, etc.), to the right place, with the right capability, as quickly as possible. Dispatch Centers are tactical level operations that direct the day-to-day movement of responders to all types of emergency and non-emergency incidents. Dispatch Centers are identified separately from Regional Operations Centers and Installation EOCs in reference (a), but should be co-located with these operations centers whenever possible.

Navy Dispatch is not required if emergency call-taking and dispatch of Category 5 personnel is provided by State, Local, Other Service, and/or private (or host nation) agencies or departments.

Navy Emergency Response Management System (NERMS). NERMS will geographically and functionally consolidate emergency call-taking and dispatch functions for Fire & Emergency Services, NSF, EMS, EOD, and EM functional areas. NERMS will also consolidate security alarm monitoring, sensor monitoring, and channel/frequency allocation during events. NERMS will consolidate these functions at two or more facilities nationwide for all of the Regions and Installations located within the Continental U.S. and Navy Region Hawaii while decreasing overall Dispatch Center manning requirements. Local operations will be maintained with a redundant, but simplified, dispatching capability within every Region and onboard designated Installations.

NERMS will employ three main components:

- Records Management System (RMS)
 - Records database centrally hosted for all first responders
 - Automatically updated with calls and updates other databases, including the National Fire Incident Reporting System (NFIRS)
- Computer Aided Dispatch (CAD)
 - Enhanced, Efficient & Effective (E3) dispatching
 - Automated incident/event tracking
 - Enhanced Graphic User Interface (GUI) with Geographical Information System (GIS) visual display that delivers spatial awareness
 - Unit availability and Automatic Vehicle Locator (AVL)
- Mobile Data Computers (MDC)
 - Delivers CAD to field first responder vehicles
 - Real time input to the RMS application
 - GIS Maps, AVL, & incident reports in designated vehicles used by Category 5 personnel

Navy National Dispatch Center (NDC). The Navy will establish two NDCs utilizing NERMS as required by reference (a). The two NDCs will eventually provide dispatch services to most or all U.S. Regions. The NDCs will receive all emergency calls, monitor all alarms, monitor all sensors, provide video monitoring, and dispatch all responders, as required by the situation. The NDCs are complimentary, although each will be designated as a primary Public Safety Answering Point (PSAP) for particular regions, and will support fail-over and transfer of responsibility from the alternate NDC.

The NDCs will use GIS-based CAD to efficiently and effectively identify the location of alarms and determine the correct first responder. AVLs will be used to manage field assets and improve coordination while providing dispatchers and operations centers with a Common Operating Picture (COP) of all response assets. MDCs in vehicles will provide responders with the COP and additional CAD information and allow field completion of applicable reports. The Enterprise Land Mobile Radio System (ELMRS, see below) will provide the digital, trunked, & mobile backbone for communications of both the alarm system and the responders. RMS will provide automatic logging of incidents and responses.

The NDCs are being established to significantly improve the standard of dispatch and raise it to the level of municipal operations, to centralize functionality in order to allow investment in upgrades at an economical rate, and to reduce the total number of Navy dispatchers. The NDCs will be staffed by professional dispatchers and will have support and management personnel commensurate with their significant size and importance.

Regional Dispatch Center (RDC). Legacy dispatch centers that consolidate dispatching functions at the Regional level. RDCs generally make some use of CAD and GIS. RDCs will be decommissioned as each Region is subsumed by the NDCs.

Local Dispatch Center (LDC). Legacy centers that provide dispatching at an installation or solely to one response component of an Installation. The LDCs will continue to exist to support Continuity of Operations (COOP) requirements after the installation is subsumed by the NDC. Alarms will be routed to the NDC, but can also be monitored in the LDC (one per installation following NERMS fielding), if connectivity to the NDC is lost. Additionally, video recording will occur at the LDC. Responders at the installations will be trained to operate the LDC as a collateral duty in case the COOP Plan is activated and support of Installation Mission Essential Functions (MEFs) is required.

Training & Certification. If Dispatch is established and operated by the Navy, the Dispatch staff should be civilian or military personnel who have received the appropriate DoD Telecommunicator training – Level I for Operators and Level II for Supervisor – and, when required, Emergency Medical Dispatcher (EMD) certification and training.

Role of Regional/Installation EM Program. Funding for all dispatch centers, regardless of operating sponsor, shall be provided via the EM function within the Public Safety core business area of the CNI Installation Core Business Model (see Standard 14 for additional details).

The Regional or Installation EM Program shall assume operational and administrative control of the RDC/LDC, respectively, through a phased transition from the current sponsor. This phased transition will include transfer of all supporting resources to execute all current operations, administration, and management of the RDC/LDC, to include programmed capability improvements and/or manpower changes, assigned personnel, and billet control authorities. The Regional/Installation EM Program shall not assume control of the RDC/LDC until all related authorities and resources have been transferred from the current program sponsor(s).

Once control and responsibility has been transferred, the RDC/LDC space shall consist of dedicated use space(s) under the operational and administrative control of the Regional EM/Installation EMO, respectively. A full-time Dispatch Manager shall be assigned in writing, trained & certified as appropriate, and report directly to the Regional EM/Installation EMO.

Mass Warning & Notification

Overview. All Regional and Installation emergency management shall develop capabilities to rapidly warn and notify personnel in the event of an emergency per reference (a). Per reference (a), Category 2 through 4 personnel must receive warning within 15 minutes of an event and Category 1 and 5 personnel must receive notification within 5 minutes of an event (all time constraints based on time from initial notification of event via 911 or similar emergency number). Outside the U.S., its territories and possessions, this task shall include warning and notification of sponsored family members (Category 2 personnel) living off-base. These capabilities should integrate with the mass warning and notification system(s) employed by the local community (or host nation). Mass warning and notification systems shall be constructed per reference (v).

Fielding Considerations. Multiple systems will likely be necessary to maximize the potential for reaching all required personnel. Further, cooperation with local authorities is of vital importance for bases with a significant on-base or nearby off-base family housing as they have access to radio and television emergency communication systems. The mass warning and notification requirements for each Region/Installation consist of three principal components.

- Region/Installation-wide voice announcing system, including exterior and interior speakers (commonly termed “Giant Voice”)
- Interactive, community notification systems capable of providing voice and/or data messages to multiple receivers (telephone, cellular phones, pagers, e-mail, web, etc) with an interactive method to record receipt of notification/warning and a call-prioritization method compatible with the modeling capability shown in Table 6-3 above
- An administrative broadcast across the computer system network consisting of a notice from a central location that would over-ride current computer applications, thus reaching all computer users nearly instantaneously.

The primary control location for the Regional/Installation mass warning and notification system (or “system of systems”) shall be the RDC/LDC (and eventually the two Navy NDCs), as the Dispatch Center already serves as a communications hub for Category 1 and 5 personnel.

Recognition and proper response to mass warnings and notifications is a crucial component of Public Awareness training for all categories of personnel (see Standards 2 & 8). This capability shall be routinely exercised as a part of all EM exercises (see Standard 10 for exercise requirements).

Warning Terminology. Effective warnings should use standard terminology that clearly communicates the immediacy, reliability, severity, and scope of the hazard and of the appropriate basic response. There are many different types of hazardous events with different time scales, which have been studied by different organizations. The result is a variety of warning terminologies. The principal agencies issuing warnings of natural hazards in the United States are the National Weather Service (NWS) and the U.S. Geological Survey (USGS). The NWS has developed the following terminology for specific natural hazards:

- **Warning:** The hazardous event is occurring or is imminent. The public should take immediate protective action.

- **Advisory:** An event, which is occurring or is imminent, is less severe than for a warning. It may cause inconvenience, but is not expected to be life- or property-threatening, if normal precautions are taken.
- **Watch:** Conditions are favorable for occurrence (development or movement) of the hazard. The public should stay alert.
- **Outlook:** The potential for a hazard exists, though the exact timing and severity is uncertain.
- **Statement:** Detailed follow-up information to warnings, advisories, watches, and outlooks is provided.
- **Forecast:** This is a prediction of what events are expected to occur. The range of predictability for hydrometeorological hazards extends from the short-term forecasts for one to two hours out to climatological forecasts for trends up to a year in advance.

The terms “Watch” and “Warning” have gained wide acceptance within the Federal, State, and Local EM community and the media and may be used to set specific response actions in motion.

The USGS provides similar public notices on escalating risk for seismic events, such as volcanoes, earthquakes, and landslides. Terms used to describe level of risk include:

- **Factual statement:** Report on current conditions of the volcano; does not anticipate future events. Such statements are revised when warranted by new developments.
- **Forecast:** Comparatively nonspecific statement about volcanic activity to occur, weeks to decades in advance. A forecast is based on projections of past eruptive activity or is used when monitoring data are not well understood.
- **Prediction:** Comparatively specific statement giving place, time, nature, and, ideally, size of an impending event.

An effective warning also needs to imply appropriate action based on prior public awareness training or specify appropriate action for the affected Category 2-4 personnel and family members.

Emergency Alert System (EAS). The EAS is a joint government-industry response to a Presidential requirement to have the capability to address the entire nation on very short notice in case of a national emergency. In 1994, EAS replaced the Emergency Broadcast System (EBS), which was in use since 1963. At the national level, EAS can only be activated through FEMA by the President or his constitutional successor. After the President has used the system, it may be used by Federal agencies to provide official information. In addition to national-level emergencies, EAS is used at the State and Local levels to provide emergency messages. Broadcast stations and cable systems are not required to rebroadcast State and local activations.

The Specific Area Message Encoding (SAME) technology utilized for EAS is also employed with the National Oceanic and Atmospheric Administration (NOAA) Weather Radio (NWR) system. USGS earthquake warnings are also released via NWR.

Currently all radio and television stations systems with 10,000 or more subscribers and all cable and wireless cable systems are mandated by the Federal Communications Commission (FCC) to have EAS equipment and to issue national alerts and conduct tests. Broadcast stations and cable

systems may elect to participate in national-level activations (stay on the air) or not participate (go off the air). According to FEMA, over 99 percent have elected to participate. All broadcast station and cable system participation in EAS at the State and local levels is at the discretion of the system's management. Therefore, these systems are not required to transmit State and Local emergency messages.

Coverage Requirements. Regional/Installation EM Programs are responsible for on-base public notification of CBRNE events, including detailed information on the shelter, shelter-in-place, safe haven, and evacuation recommendations or declarations. Overseas, Regional/Installation EM Programs are also responsible for those Category 2-4 personnel residing off-base.

Implementation Process. Implementation of mass notification systems requires the coordinated efforts of engineering, communications, and information technology personnel. Engineering assistance can be obtained from the cognizant NAVFAC Facilities Engineering Command (FEC) or the Naval Facilities Engineering Service Center (NFESC).

New Construction Requirements. Mass notification is required in all new inhabited buildings beginning with the FY 2004 construction program. Mass notification is required in existing primary gathering buildings and existing billeting when implementing a project exceeding the replacement cost threshold specified in reference (w). Facilities include leased, temporary, expeditionary and permanent structures on or outside of DOD installations.

Emergency Public Information (EPI). Public Affairs is responsible for notification and risk communication to the potentially effected public outside of the installation through the mandated use per reference (o) of a Joint Information Center (JIC) with the cognizance of CHINFO and OASD (PA). Please see the Emergency Public Information (EPI) overview within this Standard and in Appendix I of this manual.

Responder Communications

All Regional and Installation Commanders shall develop operable communications across the Category 5 functional areas per reference (a). Interoperable communications are highly recommended (see EM Standard 5). Commanders should pursue equipment and/or procedural-based solutions to interoperability challenges, including the use of liaison officers at the ROC, Installation EOC, and Incident Command Post (ICP) level whenever necessary. Interoperability with Medical Treatment Facility (MTF) EOCs is highly desirable, but is not a requirement funded/resourced by CNI.

Overview. One common concern facing emergency responders at a large-scale incident is communications. This includes both overload of normal communications systems and compatibility of equipment between different response agencies. Technical issues range from incompatible equipment, interference from cellular phones, overloading of cellular phone tower, and lack of adequate radio frequencies and channels available to emergency response agencies. Additional issues arise from a lack of a common radio language between functional areas and poor use of radio communications techniques (i.e. lengthy transmissions).

Interoperability/Compatibility. Recent emergencies demonstrate the importance of having a compatible radio system. Incompatible radio communication systems cause command personnel to send runners to communicate crucial information. Responders may have to use runners to carry messages from one command center to another, because the responding agencies use different emergency radio channels, different frequencies, and different radio systems. During the pre-planning process, Regional EMs and Installation EMOs must work to ensure radio compatibility of all possible responding agencies, both military and civilian.

In order to achieve effective communication in an emergency, all of these issues should be addressed to understand how to best utilize the communication systems. An efficient and comprehensive radio communications system should consist of the following:

- Dedicated channels with priority access at all times.
- The ability to communicate with multiple agencies.
- A large area of coverage with a minimum of dead zones, busy signals and the ability to communicate emergency situations (i.e. a radio button that transmits a signal to identify a responder's location, if they are unable to verbalize that they are in distress).

All responding personnel (Fire & Emergency Services, NSF, EMS, EOD, etc.) must be able to communicate with each other quickly and proficiently to maintain incident control. This includes inter-agency and intra-agency communications. For example, each of the Installations emergency response agencies need to be able to communicate within their department, between each department, and with the local civilian fire, police, and EMS agencies.

Each responder does not need to be able to communicate with every responder outside his or her agency. However, at least one responder, preferably an officer or senior official, needs to have the capability to communicate with all other officers or senior officials from other agencies. Each agency should be reminded to communicate with each other in plain English without codes and confine all communications to essential messages only. The establishment and use of Unified Command assists in the management of this issue. For additional information, please refer to ICS information within this Standard.

Other methods to increase communication interoperability during pre-planning stages include ascertaining that the installation has a cache, or stored supply, of portable radios which could provide communication to second-echelon arriving agencies.

ICP Communications Requirements. During large-scale events, an incident-based communication center should be established under the Logistics Section within the Service Branch of the ICS to ensure the coordination and communications for the many responding agencies throughout the incident. The center would be responsible for all tactical and support resources needed for every agency and for incident-established radio networks, on-site telephones, public address systems, off-site telephone and radio systems. Radio communications' networks should be divided as follows:

- **Command net:** Links all incident command staff members, branch directors, section chiefs, division supervisors, and operations center personnel, including the Installation Commander.

- **Tactical net:** Each operational function and geographic area will have its own tactical net. Examples are medical, staging, safety, and suppression.
- **Support net:** Handles the changing status of resources i.e. what resources are assigned, available, and out of service. When a resource's status has changed it is reported on the support net. This network also handles communications for support elements and other non-tactical issues.
- **Ground-to-air-net:** In large incidents, such as a hurricane response, volcanic eruptions, earthquakes, and CBRNE incidents, air support of helicopters may be used for security and transporting resources such as food, personnel, supplies and possibly patients. They require communications with the ground elements for landing zones and identification of possible hazards.

Enterprise Land Mobile Radio System (ELMRS). ELMRS is a narrow-banded, APCO-25 compliant, trunked radio system that provides encrypted coast-to-coast radio connectivity replacing all legacy Navy Public Safety and other non-tactical radios within Regions and Installations located within the U.S., its possessions and territories. ELMRS will be linked to municipal first responder radio systems, whenever possible. ELMRS will be fielded across the enterprise by the CNI Public Safety office and is not resourced directly by the Regions or Installations.

Alternate Means of Communications. Cellular phones, ham radio operators, and other commercial services can also be used as alternative methods of communications and should be included in the planning process. Responders using alternate forms of communication must keep in mind that these are not a secure means of communication. The Federal government is working with the commercial services industry to provide priority access services over cellular phone systems to a limited number of public officials across the country.

External Communication Requirements. The on-site ICP, the Medical Treatment Facility (MTF) EOC, the Installation EOC, and the Regional Operations Centers may require dedicated radio networks or phone lines to both civilian and military support agencies. These agencies may include the regional Poison Control Center, the Health Department, the Joint Information Center, the Joint Field Office, and other Federal/State/Local/Other Service/Private operation centers. Other networks that may have to be activated include linking EMS to the medical treatment facilities and/or hospital emergency departments.

Emergency Public Information

Emergency Public Information (EPI) includes both hazard and risk communication as well as all of the aspects of conventional public affairs. EPI is an interactive process not an event. The EPI process facilitates the exchange of information and opinion (real or perceived) among individuals, groups, or institutions. EPI needs to be proactive and engaging with stakeholders about their issues and concerns in order to communicate the complexities and uncertainties of risk.

EPI is a science-based approach for communicating effectively in high concern, sensitive, controversial, or emotionally charged situations. Public Affairs has a key role in communicating

risk to the public and other non-service members, such as the media, and shall be an integral part of the EPI development process.

The potential severity of large-scale emergencies necessitates an effective EPI process with all stakeholders to include Navy personnel, their families, the surrounding civilian communities, other Federal, State or local government agencies, general public and the media.

EPI Plans shall address the following if a significant event occurs:

- The role of crisis response
- How to identify applicable audiences
- The role of risk perception
- How to develop relevant risk messages
- Effective techniques for communicating complex risk information
- Responding to media

Detailed information on the role of Public Affairs in the EPI process may be found in Section 3 under the “Public Affairs” heading.

Joint Information Center (JIC)

A critical component of effective emergency management is an Emergency Public Information (EPI) capability closely integrated with the other elements of the Navy Installation EM Program. History has many times underscored the value of a practiced, integrated, proactive, and responsive public information as part of a comprehensive and effective EM Program. EPI is an ongoing process throughout the four phases of emergency management (preparedness, mitigation, response, and recovery) designed to engage and inform the array of publics potentially affected by an emergency.

EPI is implemented through the Joint Information Center (JIC). All Regional and Installation Commanders should designate at least one site nearby each installation or within each Fleet Concentration Area (FCA) for establishment of a JIC. The preferable site for a JIC, especially if it is jointly staffed with State, Local, and other authorities, is outside the installation boundaries. Locating the JIC outside installation boundaries is necessary to preserve the adequate exchange of public information when and if the installation is closed to the public during an emergency. When the JFO is activated, the JIC is an integral part of the JFO Coordination Staff (see Figure 6-8). In concept, the JIC level of activation, number of resources, etc. is scalable depending on the nature and extent of an emergency. For example, during a minor incident with minimal public concern, the JIC function might be served by a single spokesperson making predetermined notifications and serving as a point of contact for local governments and the media. For a more serious incident that has implications, or potential implications outside the installation, a full-scale JIC activation might be necessary. Determining installation or regional specific thresholds of JIC activation with staffing support is recommended during the preparedness and planning process. At installations without full-time public affairs staffing, designate staff to provide this function and provide them with training. In the event of an emergency, regional staff may provide staff augmentation.

It is not the responsibility of the Navy Installation EM Program to operate or maintain the JIC unless tasked directly by higher authority. The Navy Installation EM Program should ensure participation in the JIC by the Regional and/or Installation Public Affairs representatives. The JIC shall handle media demands and information control in the event of an emergency that involves multiple jurisdictions and/or the implementation of reference (o). The JIC shall serve as the designated central location that serves as the clearinghouse for the release of public information related to the federal response operations conducted during an emergency. Generally, each organization involved in the response activities will have representatives assigned to the JIC. The JIC concept was created to support “one-voice” information sharing with the public.

Regional and Installation Commanders should coordinate with local civilian community public affairs/information staffs to identify and update responsible points of contact, emergency protocols, and media expectations per reference (s). The designation of the JIC site should be a cooperative effort with State, Local, and other appropriate agencies and organizations. Overseas JIC operations may be significantly more difficult due to language and procedural barriers and must be coordinated with the appropriate Department of State officials.

A number of factors will contribute to the level of concern by the public in an emergency involving a Navy installation. Factors increasing the level of concern include a lack of familiarity with the threat (natural hazards versus man-made threats, such as terrorism), if the threat is controlled by others (versus self imposed, such as an individuals decision to live in a flood zone), and the potential for the threat to extend to the surrounding community. If an emergency becomes severe, expect public concern to be intense, expressed immediately, and for the demand for information to grow quickly and potentially exceed the capacity to provide it. To meet this situation, the EPI program is designed to help Regional and Installation Commands:

- Plan and prepare for public information before an emergency
- Develop and cultivate public contacts and connections
- Create public information as an integrated part of the ICS
- Treat the public and the media as a partner
- Identify and train spokespersons
- Link crisis and risk communication practices

EPI is based on the integration of complementary crisis communication and risk communication theories and techniques. In our context, crisis communication is the ability to communicate effectively with other government agencies, the media, and the general public by delivering accurate and timely information. Information designed to inform, educate, and guide the public in any necessary response actions they need to take to protect themselves, their families, and their communities. A recommendation to shelter-in-place is an example of crisis communication.

In concert with crisis communication, risk communication is an interactive process not an event. The risk communication process facilitates the exchange of information and opinion (real or perceived) among individuals, groups, or institutions. Risk communication needs to be proactive and engaging with stakeholders about their issues and concerns in order to communicate the complexities and uncertainties of risk. Risk communication should be the foundation of an effective emergency public information program during all phases of emergency management.

Many federal agencies are currently teaching, training, and implementing emergency public information practices based on this combination of crisis and risk communication principles.

The information contained in this section, in Section 3 under the “Public Affairs” heading, and Appendix I of this manual is intended to familiarize the reader with EPI concepts and to provide as much guidance and as many practical hands-on tools as possible. However, two things should be kept in mind.

1. Crisis and risk communication is a specialized field. Training opportunities are identified in the EM Program for members of the EPI Team to receive the recommended in-depth training needed.
2. The information provided here should be adapted and modified to meet the specific requirements and situations of each Region and Installation.

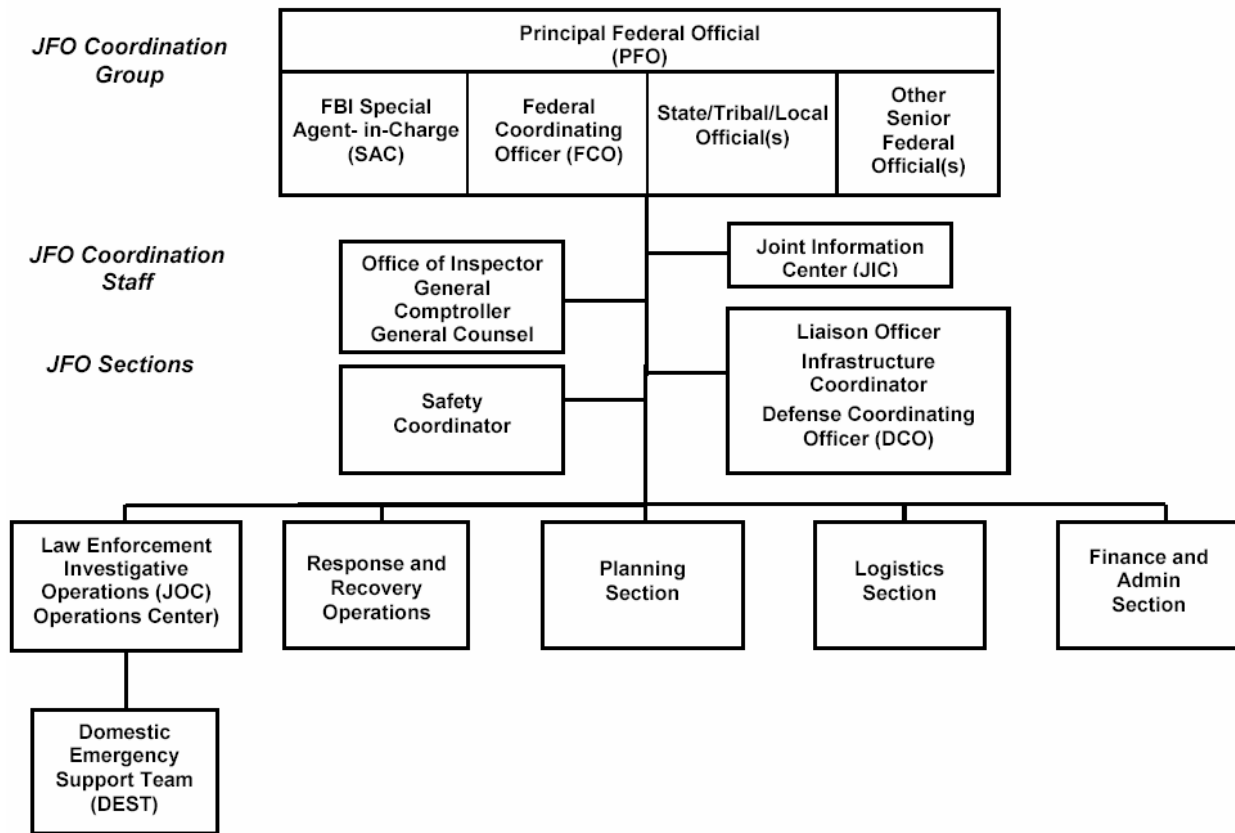
Joint Field Office (JFO)

In accordance with reference (o), the Consequence Management (CoM) operations of various Federal entities established at the local level should be collocated in a Joint Field Office (JFO). All Regional and Installation Commanders should designate at least one site on or nearby each installation for establishment of a JFO per reference (o).

It is not the responsibility of the Navy EM Program to operate or maintain the JFO unless tasked directly by higher authority. The Navy EM Program should ensure participation in the JFO by the Regional and/or Installation command representatives. The JFO shall handle interagency and/or multiple jurisdiction CoM command and control requirements for in the event of an emergency that involves the implementation of reference (o). The designation of the JFO site should be a cooperative effort with State and Local EM agencies and departments.

The site selection for the Joint Information Center (JIC) and the JFO should not be the same site. The JIC is for disseminating information to various sources on the incident or event. The JFO is established as a field office to improve the efficiency and effectiveness of Federal incident management activities. See Figure 6-8 for JFO organization per reference (o).

Figure 6-8: Joint Field Office Organization



Joint Field Office organization for Terrorist Incidents (National Response Plan)

Joint Operations Center (JOC)

In accordance with reference (o), the Crisis Management (CrM) operations of various Federal entities established at the local level should be collocated in a Joint Operations Center (JOC). When the JFO is activated, the JOC is an integral section of the JFO structure (see Figure 6-8).

The JOC is typically established by the law enforcement agency with primary jurisdiction to coordinate and direct law enforcement activities at the incident. The JOC ensures management and coordination of Local, State, and Federal investigative/law enforcement activities. The emphasis of the JOC is on the investigation, intelligence collection, and prosecution of a criminal act, whether threatened or occurred. This emphasis includes managing unique tactical issues inherent to a crisis situation (e.g., a hostage situation, terrorist threat). The JOC is responsible for managing operational security (OPSEC) to ensure that sensitive or classified information is not inadvertently released.

It is not the responsibility of the Navy EM Program to operate or maintain the JOC unless tasked directly by higher authority. NSF should ensure participation at the JOC, as requested by Federal authorities and with the consent of the local NCIS representative, if available. See Figure 6-8 for organizational relationship between the JOC and the JFO.

Standard 7: Planning

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) NTTP 3-11.24 Multiservice Tactics, Techniques, and Procedures for NBC Aspects of Consequence Management (July 2001)
- (c) Department of Transportation North American Emergency Response Guide (NAERG)
- (d) National Fire Protection Association (NFPA) Hazardous Materials Response Guidebook (4th Edition)
- (e) National Response Plan (December 2004)
- (f) National Incident Management System (1 March 2004)
- (g) National Fire Protection Association (NFPA) Standard 1600 “National Preparedness Standard on Disaster/Emergency Management and Business Continuity Programs” (5 February 2004)
- (h) Federal Management Regulations (FMR): Part 102-74, Facility Management guidelines; and FMR Part 102-80, Safety and Environmental Management; and Subpart C, Part 102-80.80, Accident and Fire Prevention
- (i) Occupational Safety and Health Administration (OSHA) Standards for General Industry, 29 CFR 1910.38, Emergency Action Plans
- (j) DoD Instruction 2000.16(Series) DoD Antiterrorism Standards (14 June 2001)
- (k) DOD Directive 3025.14, Protection and Evacuation of U.S. Citizens and Designated Aliens in Danger Areas Abroad (Noncombatant Evacuation Operations) (5 November 1990)
- (l) Joint Publication 3-07.5 Joint Tactics, Techniques, and Procedures for Noncombatant Evacuation Operations (30 September 1997)
- (m) OPNAV Instruction 3300.55(Series) Navy Combating Terrorism Program Standards (9 April 2001)
- (n) OPNAVINST 5530.14(Series) Navy Physical Security (10 Dec 98)

Scope. The Navy Installation EM Program shall establish proper planning standards and procedures for all Regions and Installations per reference (a).

Action. Regional EMs will prepare a Regional EM plan and the Regional EM Plan must be signed by the Regional Commander. Installation EMOs shall develop an Installation EM Plan when required by the Regional Commander and these Installation-level EM Plans should be signed by the Installation Commander. Installation and Regional Emergency Public Information (EPI) plans shall also be prepared (see Appendix I for guidance) as an annex of the Regional/Installation EM Plans.

All EM Plans shall be reviewed, and updated as necessary, on an annual basis and as conditions warrant. Elements within each EM Plan must be included into applicable Regional and Installation-specific EM exercises.

All EM Plans must be consistent with applicable Regional/Installation AT, Mass Casualty, NEO, COOP, and CIP plans. The need for consistent guidance balanced between the EM and AT Plans is critical to the successful response to and recovery from an emergency. These two plans represent concurrent efforts at Consequence Management (CoM) and Crisis Management (CrM), as defined within Standard 12. In accordance with reference (a), all EM Plans should also be coordinated with Federal, State, Local, Other Service, and/or private (or host nation) response and/or recovery partners.

Fleet-Regional-Installation Relationship. Commanders may coordinate the use of deployable assets on a case-by-case basis given concurrence by the unit(s) operational and administrative commanders.

Commanders are encouraged to capitalize on existing resources, especially those resident onboard afloat, expeditionary, and/or mobile units. Afloat units moored pier side or undergoing availability are an integral part of the EM Programs at Navy Installations because they have significant resources dedicated to damage control, which may be applicable in response to all hazards/threats including CBRNE terrorism events.

Current CBR Defense doctrine utilized by warfighting units may not be appropriate or applicable for non-warfare CBRNE events, especially those involving both civilian and military response personnel. Detection, protection, and decontamination assets may be available from non-deployed units, depending upon unit mission requirements. Prior coordination is necessary for accessing and utilizing these critical resources.

Emergency Management Planning

Overview. The centerpiece of an effective EM Program is the EM Plan. The EM Plan must define the scope of *preparedness* activities necessary to make the EM Plan more than a mere piece of paper. Organization, training, equipment issues, and exercises depend entirely upon a viable EM Plan. The EM Plan facilitates *response* and *short-term recovery* (which set the stage for successful *long-term recovery*). Response actions are time-sensitive, with little allowance for delay or "mid-course corrections," and some post-disaster recovery issues, such as rebuilding and placement of temporary housing, also must be addressed quickly. Advance planning ensures that this process is able to be properly managed and executed. The EM Plan must also be flexible enough for use in all emergencies, including unforeseen events, yet provide a Region or Installation with an emergency management "bottom line." From there, a Region or Installation may proceed confidently with long-term *mitigation* efforts directed at specific hazards. Or a Region or Installation may devote more resources to risk-based *preparedness* measures (e.g., specialized training, equipment, and planning). Whatever the initiative, an all-hazard EM Plan establishes a known destination to work towards during execution of the EM Program.

An Emergency Management Plan (EM Plan):

- Provides the concept of operations for response to and recovery from all identified hazards based upon a common emergency management and incident management construct
- Assigns responsibility to organizations and individuals for carrying out specific actions at projected times and places in an emergency that exceeds the capability or routine responsibility of any one agency (i.e. – Navy Fire, NSF, EMS).
- Sets forth lines of authority and organizational relationships and demonstrates how all actions will be coordinated.
- Describes how people and property will be protected in emergencies.
- Defines the political, military, social, and geographic situation
- Identifies personnel, equipment, facilities, supplies, and other resources available within the Region or Installation or by agreement with other jurisdictions for use during response and recovery operations.

As an unclassified document, an EM Plan also cites its legal basis, states its purpose and objectives, defines the plan development and maintenance processes, and acknowledges assumptions.

Detailed EM planning guidance may be found within Appendix C. Additional planning guidance for HAZMAT and CBRN hazards may be found in Appendix G of reference (b). Response guidance may be found in references (c) and (d). Additional planning guidance will be provided as needed by CNI to Regional and Installation emergency management during the implementation phase.

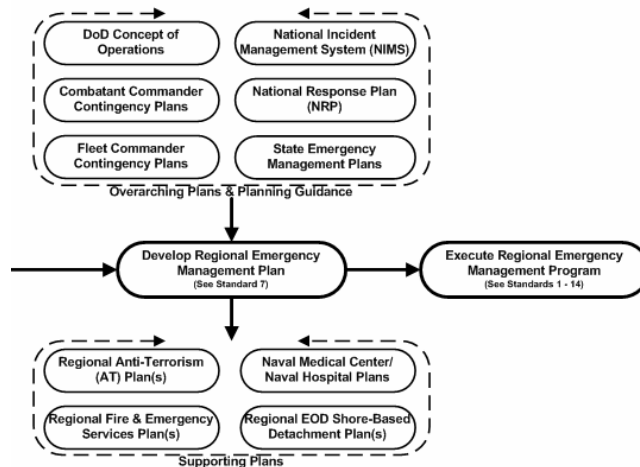
Regional Emergency Management (EM) Plans. Regional EM Programs provide assistance to Installations whose capabilities are overwhelmed by an emergency, control specific response and recovery assets located at the Regional-level, and coordinate with Federal, State, Local, Other Service, and/or private (or Host Nation) representatives when additional assets are required to perform response and recovery tasks.

The Regional EM Plan is the framework within which all Installation EM Plans are developed as shown in Figure 7-1 (see Figure Program-1 in the introduction of the Program Standards for additional details on how Regional EM planning fits with the other actions directed by this manual). The Regional EM Plan is developed by the Regional EM with the assistance and guidance of the Regional EMWG. The Regional EM Plan supports the Fleet Commander's contingency and emergency management plans, which in turn support the contingency plans of the theater Combatant Commander and the overarching DoD concepts of operations set forth by various DoD and Joint offices.

The Regional EM Plan is also the method through which Federal, State, and Host Nation assets are mobilized in support of response and recovery operations. Therefore the Regional EM Plan must support the applicable State EM Plans (often more than one State with each Region) and applicable components of the NRP (reference e). The Regional EM Plan meets the requirements of NIMS (reference f) and reference (g) for a comprehensive emergency management plan for the Region's jurisdiction. As such, the Regional EM Plan ensures that all assigned Installations

are able to mobilize as a unified emergency organization to respond to and recover from identified hazards/threats.

Figure 7-1: Regional Planning Concept



As the Regional EM Plan is developed, the concept of operations, as well as the associated preparedness, response, and recovery tasks, detailed within the EM Plan must also be adopted by the supporting plans, which include, but are not limited to, the Regional AT Plan, Regional Fire & Emergency Services Plan(s) (if function is regionalized), Regional EOD Shore-Based Detachment Plan(s), and supporting plans maintained by Navy Medicine activities. Per reference (g), supporting plans may include the strategic and business plans associated with the Public Safety programs and applicable functional areas. Other associated COOP Plans, CIP Plans, Naval Nuclear Propulsion Program (NNPP) emergency plans, evacuation plans, mitigation plans, mass care plans, sheltering plans, and any other plan supporting one of the functions or functional areas detailed within the Regional EM Plan. The Regional EM Plan should combine relevant/applicable mitigation, response, and recovery plans into a single, comprehensive EM Plan.

An outline of a sample Regional EM Plan included in Appendix A. This format is based upon FEMA and NIMS (reference f) guidance and is mandatory for all approved Regional EM Plans. The 3 sections to a Regional EM Plan are the: Base Plan, Functional Annexes, Hazard-Specific Appendices. Each Regional EM Plan will also incorporate necessary forms and a glossary in the general appendices.

Installation Emergency Management (EM) Plans. Installation EM Programs develop Installation EM Plans to effectively and efficiently prepare for, mitigate the potential effects of, respond to, and recover from emergencies resulting from identified hazards/threats utilizing all available organic, Regional, and external resources. Depending on the nature and size of the emergency, Regional and mutual aid assistance may be required in order to complete all response and recovery tasks. This requirement to coordinate with Local, Other Service, and/or private (or Host Nation) representatives (and those Federal or State assets operating at the local level) means that the Installation EM Plan must be compatible and supportive of not only with the plans of the Installation's military chain of command, but simultaneously integrate with the broad variety of emergency management-related plans at the Local level as shown in Figure 7-2

(see Figure Program-3 in the introduction of the Program Standards for additional details on how Installation EM planning fits with the other actions directed by this manual).

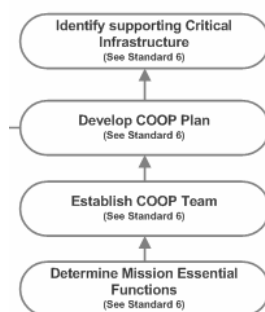
Figure 7-2: Installation Planning Concept



The Installation Plan is developed by the Installation EMO with the assistance and guidance of the Installation EMWG. The Installation EM Plan supports the Regional EM Plan and Local emergency management plans as explained above. The Installation EM Plan focuses on the measures and actions that are vital for protecting assigned personnel, sustaining critical operations for up to twelve (12) hours, and restoring essential operations as quickly as possible. To do so, the development of the Installation EM Plan requires that the Installation EMO, with the assistance of the Installation EMWG, complete the personnel categorization, resource inventory, and assessments shown above in order to effectively identify, prioritize, and manage all available resources within the plan. Critical tasks to be addressed at the Installation level include: mass warning and notification, public awareness training, evacuation/shelter/ shelter-in-place planning, and provision of emergency public information (EPI).

As detailed in the Regional EM Plan discussion above, the Installation EM Plan will have a direct impact on multiple supporting plans, which must be appropriately updated and/or modified to support the overarching concept of operations provided by the EM Program. An additional requirement at the Installation level is the development, approval, maintenance, and execution of a COOP Plan(s) in support of the Mission Essential Functions (MEFs) supported by the Installation as shown in Figure 7-3. Additional details on the COOP Planning Concept may be found in this standard, Standard 6, and in Appendix P.

Figure 7-3: COOP Planning Concept



An outline of a sample Installation EM Plan included in Appendix B. Each Installation's planning team should assess its own need for functional annexes. The primary concern is that all important activities be covered properly in the plan.

Regional and Installation Emergency Public Information (EPI) Plans. Each Region and Installation shall prepare an Emergency Public Information (EPI) Plan as an Annex to the Regional/Installation EM Plan. Preparation for emergency public information is a key component to an effective response. These plans will be consistent with the EPI portions of Section 1, Section 3, and Appendix I of this document. The body of this annex should focus on mitigation, response, and recovery functions. However, preparedness and training activities related to EPI should also be specified. The case-specific requirements of each Region or Installation will require more or less emphasis and detail, depending on location-specific circumstances.

Tenant Command Emergency Action Plan (Tenant EAP). Tenant Commands onboard Navy Installations shall coordinate with the host installation's EM Program as outlined in host-tenant agreements or applicable ISSA/MOU/MOAs. Per reference (a), coordination shall include active participation in EM preparedness, mitigation, response, and recovery efforts, as required by Regional and/or Installation EM Program(s).

The Tenant EAP focuses on the measures and actions that are vital for protecting assigned personnel with the tenant command, which includes coordination/support of the COOP Plan in order to sustain/restore MEFs. Critical tasks to be addressed at the Tenant Command level include: integration with Regional/Installation mass warning and notification, completion/participation in public awareness training, evacuation/shelter-in-place planning, coordination with Regional/Installation evacuation/safe haven/shelter/shelter-in-place procedures, and integration with Regional/Installation EM Plans.

Reference (h) requires federal agencies to implement certain facility management procedures at each Federal facility, to include training employees in emergency procedures (Subpart B 102-74.15) and determining a Designated Official, usually the highest ranking official of the primary occupant agency or a designee selected by mutual agreement of occupant agency officials. Designated Officials are responsible for the development of Tenant EAP and the staffing and training of the occupant emergency organization.

Reference (i) requires certain worksites to have an emergency action plan that covers the designated actions employers and employees must take to ensure employee safety from all expected/likely hazards, including CBRNE terrorist events. Those designated actions should include procedures for sheltering-in-place (remaining in the building) as well as for evacuating buildings. A properly developed and executed Tenant EAP meets this requirement.

The Tenant EAP in Appendix D provides guidance and a template format for emergency plan development. For most tenant commands, the requirements for emergency planning can be satisfied with a simple Tenant EAP, which should contain, as a minimum, the following elements:

- Assignment of responsibilities in the event of an emergency (e.g., emergency coordinator, fire marshal or warden, etc.)
- Procedures and telephone numbers for reporting fires and other emergencies.
- A communication plan that includes details regarding: how each facility will be notified of CBRNE events that occur in its area; who in the facility will make the decision to evacuate vs. implement shelter-in-place procedures; how employees in the facility will be notified; how employees away from the facility will be notified; and for shelter-in-place scenarios, who will give the "all clear" signal to return to work or make the decision to subsequently evacuate.
- A facility emergency evacuation plan that specifies an assembly point away from the building.
- A shelter-in-place plan, which includes designated areas for sheltering-in-place and guidelines for employees to prepare their own emergency supply kits.

- Instructions for the preservation or removal of valuable or classified property and materials, if applicable, and whether this can be accomplished without undue risk to personnel.
- Procedures for personnel who must remain at their posts after an initial evacuation in order to secure or operate critical equipment or perform essential duties.
- Procedures to account for personnel after an emergency evacuation has been completed or after shelter-in-place has occurred.
- Points of contact that can provide additional information or explanation of emergency plan duties.
- Resources for employees to obtain additional emergency preparedness information, to include the family emergency preparedness guides including within Appendix N of this manual.

Commanding Officers (COs) and Officers-in-Charge (OIC) of tenant commands shall identify a “Designated Official” for each overall facility, which may include one or more buildings or structures. COs/OICs shall cooperate in the development, implementation, and maintenance of the Tenant EAP and the establishment, staffing and training of an occupant emergency organization.

COs, OICs, and/or Designated Officials shall:

- Develop and maintain a Tenant EAP containing the applicable elements listed above. For tenant commands that already have emergency plans in place, those plans shall be updated as needed to incorporate these elements.
- Large facilities or those with special considerations (e.g., child development centers or significant quantities of hazardous materials) will require more detailed EAPs. Tenant Commands that routinely host afloat or deployable units/commands shall ensure that plans for shore and afloat units are mutually supporting. Planning support is available from Regional and Installation EM Programs.
- Provide appropriate occupant emergency plan training to all employees.
- Maintain an occupant emergency organization.
 - At small facilities, the Officer of the Day (OOD) and duty section may satisfy this requirement.
 - Large facilities or facilities with multiple agencies located in large buildings may require a sizable occupant emergency organization to support their EAP during normal working hours. This organization may be independent of or integrated with the normal duty section requirements and may members from other agencies/tenants.
- Conduct drills in accordance with the level of risk to the facility.

Continuity of Operations (COOP) Planning

COOP planning involves identifying and documenting Mission Essential Functions (MEFs) and supporting Critical Mission Facilities (CMFs). The COOP Plan is built on the results of a thorough vulnerability assessment as described in Standard 6 (COOP) and Appendix P. The four principal components of a COOP Plan are:

- **Continuity of Operations:** maintaining operation of MEFs without degrading service; relocation of MEFs to Emergency Relocation Sites (ERS), protecting personnel and critical infrastructure; controlling response and recovery teams access to controlled spaces or facilities.
- **Response:** notification, activation, mobilization of response teams; response expertise from all working levels of the installation. (Considered within the Navy EM Program as addressed in full by the Regional/Installation EM Plans.)
- **Recovery:** recovery and restoration of operational capabilities of MEFs.
- **Reconstitution:** restoration of MEFs and associated CMFs to its pre-event design and function.

COOP Planning Factors. While COOP Plans cannot provide for all possible events or execution variables, it is necessary to develop as comprehensive a plan as possible.

COOP plans should address the following planning factors and phases.

- COOP plans will account for both notice and no-notice events during both duty and non-duty-hour scenarios.
- In the event of a event with prior notice, use COOP planning elements to maintain continuity of operations, to include relocating MEFs to an ERS.
- In the event of a no-notice event, initial efforts will concentrate on maintaining the identified MEFs and reconstituting operational capabilities.

MEFs and associated CMFs must be able to sustain operations for up to 12 hours or less at the primary site, depending on the speed and efficacy of MEF relocation to the ERS. MEFs should plan on the use of subordinate headquarters as the designated ERS, if available.

Planning considerations for the ERS includes:

- Must be operational no later than 12 hours after activation
- Must be able to maintain sustained operations for up to 30 days
- Should take maximum advantage of existing organizational field infrastructures

Navy Regional/Installation COOP Plans will address both the relocation and the reconstitution of MEFs during a crisis. Consider the following areas during COOP initial planning, development, and subsequent revision:

- Specify COOP timing criteria (execution standards) for resuming essential functions after interruptions.
- Compatibility of Emergency Action Procedures (EAP) and COOP plans.
- COOP Plans will direct MEFs/CMFs, Regional Operations Centers, and Installation EOCs to consider COOP implementation.

- Maintaining all necessary files, documents, computer software, and databases required to carryout COOP plans for immediate use by emergency staffs.
- Identify critical requirements and procurement needs.
- Develop logistics plans to sustain operations at the ERS.
- Coordinate logistics requirements with supporting units. If necessary, use commercial transportation to meet mission criteria.
- Outline the decision-making procedures for implementing COOP plans. This should include outlining the procedures for organizational advisories, alerts, and COOP plan activation.
- Describe organizational structure, succession to command, and delegation of authority to appropriate staff.
- Establish personnel manning requirements and procedures to ensure sufficient, qualified personnel are available throughout the duration of the emergency.
- List mission essential documents and equipment. Ensure documents and equipment are readily available at the alternate site or transported, as necessary, to the ERS.
- Identify any higher headquarters reporting requirements.
- Describe possible shortfalls and limiting factors.
- Establish training requirements and procedures to train or identify qualified personnel to fill COOP positions critical to maintaining command and control during emergencies, including personnel designated to staff the ERS.

Implementing COOP Plans. Take the following actions if an emergency requires the implementation of the COOP Plan.

- Bring each ERS to a degree of preparedness consistent with pre-planned actions to meet conditions.
- If the MEF's primary site becomes inoperative, the ERS should automatically assume their responsibilities.
- Report relocation of MEFs to the appropriate Operational and Administrative chain of command via OPREP-3 voice or message report as well as any other directed communications procedures.
- An activated ERS will monitor the status of the commands above them in their chain of command to ensure readiness to assume COOP responsibilities.

Classifying COOP Plans. Classify COOP plans according to content as required by applicable security guidance.

COOP Plan Review. All MEFs and associated CMFs are required to review their COOP plan annually and submit all changes to the supporting Regional/Installation EM Programs.

Additional details on the COOP Program are provided in Standard 6. Detailed planning guidance may be found in Appendix P (COOP Planning Guide).

Critical Infrastructure Protection (CIP) Planning

Planning Considerations. The Navy will evaluate and use existing DoD and Navy doctrine, plans, policies, instructions, and MOU/MOA/ISSAs as the basis for integrating CIP tasks. Navy AT and EM Programs will evaluate their functional documents to determine whether they adequately address CIP responsibilities and appropriately update them. The evaluation will identify risks and vulnerabilities to the Navy created by our reliance on other Service, government, or civil sector infrastructures (e.g., oil and gas pipelines or electricity). The evaluation should also identify tools to reduce the risks and vulnerabilities.

In accordance with reference (j), host installation and tenant commands are required to develop and submit to higher authority, when requested, local plans for CIP remediation and mitigation, CIP tabletop and actual exercises, and local CIP best practices. CIP is the identification, assessment, and assurance of cyber and physical infrastructure that support capabilities and requirements vital to the execution of the National Military Strategy.

Non-Combatant Evacuation Operations (NEO) Planning

Per reference (k), a NEO Plan involves evacuation of nonessential military personnel, selected host-nation citizens, and third country nationals, whose lives are in danger in a host foreign nation, to an appropriate safe haven and/or the United States. The Department of State (DOS) is responsible for NEO. Forward-based Navy forces may be tasked to implement NEO. The geographic combatant commanders are responsible for planning and conducting NEOs to assist the DOS (see Standard 6 for additional details).

Impact. Regional EMs, especially those located overseas or whose Region includes a Sea Port of Debarkation (SPOD), should consider the impact of NEO and the potential for repatriation (REPAT) operations and be prepared to respond to the needs of evacuees until transportation and berthing can be arranged. Designated Regional EM Plans and subordinate Installation EM Plans must incorporate the execution of NEO and/or REPAT operations. Considerations include evacuation route management, sheltering, and impact on local/State resources and cognizant agencies.

References (k) and (l) provide specific guidance for the reception and onward movement of DoD noncombatants arriving at Navy facilities. Designated Regional/Installation EM Programs shall ensure that their respective EM Plans have a well-defined NEO component within their EM Plans, as shown in Appendices A and B, to address the following requirements:

- Establishment, operations, and support for Emergency Processing Centers
- Provision of food, water, medicinals, medical care, temporary lodging, and other aspects of mass care (see Section 3 – Mass Care) to designated personnel
- Transportation planning and management for emergency transportation between port(s) of entry, Emergency Processing Center(s), feeding and temporary lodging facilities, medical centers, and commercial transportation terminals

Provision of security/law enforcement in coordination with port of entry security forces, the Department of State, DoD Police, and the FBI should be addressed within the Regional AT Plan.

Supporting Plans

Antiterrorism (AT) Plan. The AT Plan describes site-specific AT measures based upon references (j), (m), and (n). AT programs include tenets of counter-surveillance and counterintelligence and identify an appropriate organization as the focal point for the integration of local and/or host nation intelligence, counterintelligence, and criminal intelligence information into AT operations.

The AT Plan addresses the following key elements:

- Terrorism Threat Assessment
- Vulnerability Assessment
- Risk Assessment
- AT Physical Security measures
- NSF Incident Response measures
- NSF Crisis Management measures
- NSF Consequence Management measures

The Joint Staff J34 AT planning template may be used as a guide in preparing the AT plan.

Navy Medicine Emergency Management (EM) Plan. Navy Medicine facilities, including Medical Treatment Facilities (MTFs), Branch Medical Clinic (BMCs), and Naval Ambulatory Care Clinic (NACCs), are required by Navy Medicine to develop EM Plans. Like the Regional and Installation EM Plans, these EM Plans are based upon applicable Federal and DoD guidance. These EM Plans address the MTF/Clinic's preparedness, response, and recovery capabilities, including:

- MTF/Clinic EM organization
- MTF/Clinic training requirements
- MTF/Clinic equipment requirements
- MTF/Clinic exercise & evaluation requirements
- MTF/Clinic EOC requirements & procedures
- Casualty decontamination procedures for those facilities designated to receive contaminated casualties
- Procedures for managing self-referred patients
- Capabilities & procedures for on-scene casualty triage, treatment, and/or transport (if provided)
- Syndromic surveillance procedures
- Activation procedures for the Strategic National Stockpile (SNS) and associated Regional, State, and Local pharmaceutical stockpiles/caches
- Pharmaceutical management procedures
- Detailed PHEO guidance (experience, qualifications, certifications, training)
- Role within Mortuary Affairs operations

Mass Casualty Plan. The Mass Casualty Plan is developed and maintained by the MTF or Clinic. The plan should address where patients will be sent by priority and where medical support requests will be forwarded in the event of an emergency. Events that result in a large number of casualties more than likely will exceed the capabilities of the supporting MTF or Clinic. The Department of Homeland Security (DHS), the Department of Veterans Affairs (VA), and the Department of Health and Human Services' Centers for Disease Control and Prevention (CDC) are engaged in preparations for assisting State and local authorities in responding to mass casualty needs during a major disaster, either from natural, technological, or terrorism causes.

CDC has issued grants to State Health Departments to increase preparedness for bioterrorism and other large scale events. The planning requirements for these events include preparation for mass fatalities and mass casualties. Installation planning for mass fatalities and mass casualties should include State and Local health officials. Local and regional medical centers will be engaged in an event early on and will bring to bear all assets available. A cooperative effort between installations and civilian medical authorities is crucial to a successful mass casualty plan.

DHS has developed a Mass Casualty Incident Response Plan within the framework of reference (e). In accordance with references (e) and (f), responsibility for response rests with local authorities and, when requested, the State. In a major event, however, it is assumed that Local and State resources will be quickly overwhelmed. Given the assumed large number of casualties, the DHS will establish pre-defined "Push Packages" designed to provide assistance to State and local authorities in seven critical areas: Mass Care, Search and Rescue, Decontamination, Medical Support, Prophylaxis, Casualty Transportation, and Public Information.

High Value Asset Sortie Plan. Installations that host fleet units should consider the potential impact of high value asset sortie in the event of a CBRNE incident and incorporate sortie guidance in the EM Plan.

Physical Security Construction Standards

There are ongoing efforts to update existing standards and to establish new standards to keep abreast of the dynamic threat environment. These efforts include the identification and application of innovative technologies to combat the emerging threat.

Contact the NAVFAC Engineering Innovation and Criteria Office (EICO) to obtain copies of the documents and current criteria relating to physical security construction standards. Additional information may be found in Standard 11 under "Design and Construction" and Section 3 of this manual under "Public Works."

Standard 8: Training

Background. Training is a critical pillar of a Regional and Installation EM Program along with organization, equipment and exercises. Training is necessary to optimize command and control, protect all categories of installation personnel from hazards and ensure emergency response personnel can safely and effectively perform assigned tasks during an event.

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) OPNAV Instruction 5100.23(Series) Navy Occupational Safety and Health (NAVOSH) Program Manual (15 July 2002)
- (c) DoD Instruction 6055.6(Series) DoD Fire and Emergency Services Program (10 Oct 2000)
- (d) OPNAV Instruction 11320.23(Series) Shore Activities Fire Protection and Emergency Service Program (25 April 2001)
- (e) National Fire Protection Association (NFPA) Standard 472 “Standard for Professional Competence of Responders to Hazardous Materials Incidents” (31 January 2002)
- (f) National Fire Protection Association (NFPA) Standard 471 “Recommended Practice for Responding to Hazardous Materials Incidents” (31 Jan 2002)
- (g) National Fire Protection Association (NFPA) Standard 473 “Standard for Competencies for EMS Personnel Responding to Hazardous Materials Incidents” (7 February 1997)

Scope. The Navy Installation EM Program shall establish minimum training standards per reference (a). These training standards shall focus on the requirements for Category 1 personnel to maintain critical operations, for Category 2-4 personnel to gain hazard awareness & understanding of warning and response procedures, and for Category 5 personnel to conduct safe and effective operations at their appropriate level of training.

Strategy. The CNO provides policy for implementing and supporting the DON Strategic Goals regarding Human Resources, Education, and Training via the Navy Education and Training Command (NETC).

Regional EMs and/or Installation EMOs shall tailor their training programs to meet their specific mission requirements and incorporate their Regional/Installations capabilities and resources. All personnel will receive required training through identified military, government civilian, local/state agencies, and contractors unless otherwise noted. Training will include realistic exercises (see Standard 10) demonstrating the level of proficiency required for training and evaluation purposes.

Category 1 personnel will attend the required courses to meet the proficiencies needed to accomplish mission essential functions and perform those required functions while wearing the designated PPE, if appropriate.

Action. Regional EMs and/or Installation EMOs shall develop a comprehensive training plan for Category 1-5 personnel designated in the EM Program.

Training Funding. The following functional areas are required to execute the appropriate level of Category 5 personnel training for their assigned personnel and have independent resource processes to complete this task:

- Navy Fire & Emergency Services (F&ES)
- Hazardous Materials Response (HAZMAT) Teams (when resourced by Navy F&ES)
- Emergency Medical Services (when resourced by Navy F&ES)
- Naval Security Forces (NSF)
- Public Works
- Public Affairs
- Meteorological and Oceanography (METOC) support
- Environmental

Navy Medicine is responsible for all aspects and costs of training, certifying, and maintaining the proficiency of their assigned personnel, to include assigned Health Service Support (HSS), Industrial Hygiene (IH), and Occupational Safety and Health (OSH) personnel.

Detailed guidance on sustainment may be found in Section 3 under each respective functional area. The Regional EM and/or Installation EMO are responsible for the training and direct costs (minus personnel costs such as overtime) of other Category 5 personnel assigned response and/or recovery tasks with the Regional/Installation EM Plans.

Common Training Requirements

Training Development. The Regional EM and Installation EMO are responsible for identifying training requirements, developing a training plan, and executing the training plan.

The Regional EM and/or Installation EMO can acquire formal training using Navy and other resources stated in Table 8-6. Resources available for developing informal training include computer-based training (CBT), websites and correspondence. This training must include both initial and recurring training. Additional on-line training resources are detailed in Section 3 under “Emergency Management.” Training plans should include identified Category 1 & 5 personnel from tenant commands.

Tracking and Reporting. The Regional Emergency Manager and/or Installation EMO must develop a mechanism to track all training identified in the EM Program and implement it as part of their EM plan. The mechanism must include all Category 1 and 5 personnel and their assigned duties. It must also include training history, certifications, progress reports, and rotation dates. Tracking is required to ensure proper qualifications are maintained and to monitor personnel for transfer replacement.

The use of the Enterprise Safety and Management System (ESAMS) shall be used, when available, for all tracking, recording, and maintaining of applicable safety training requirements, such as the respiratory protection training for Respiratory Protection Program Managers (RPPM), supervisory personnel, and users, per reference (b).

Training Resources. Table 8-5 provides primary and secondary sources of training for the Regional EMs and Installation EMOs to meet specific training requirements. Table 8-6 provides specific training contact information that will enable EM personnel to schedule training, meet training requirements, and maintain current certifications.

Training Methods. Public awareness training will normally be accomplished by video or web-based training and may be augmented with written materials, i.e. newspaper articles, posters, and refrigerator magnets. FEMA courses, both self-study and classroom, will be the preferred method for ICS training. Responder training will be accomplished in the most cost effective manner using a combination of web-based, classroom and field training.

Recurring Training. All training programs must identify recurring training requirements and the periodicity for and method of providing such training.

Category 1 Personnel Training

Training requirements for this category of personnel will depend on mission requirements. Much of it may be accomplished through awareness training, as discussed below, but must focus on the nature of the event and the actions they will need to sustain the mission. Some Category 1 (Critical Operations) personnel may be required to receive training in protective equipment that will allow them to continue Mission Essential Functions (MEFs) or relocate to a safer environment. Planning for these personnel should involve identifying the mission, determining how critical the mission is during and after an event, and developing a protection strategy accordingly.

Task-Specific Training. If issued protective equipment, the equipment shall meet all requirements of Level C (Class 3) PPE with a NIOSH CBRN-approved Air Purifying Respirator (APR). Therefore, the identified Category 1 personnel must complete a NFPA 471-compliant HAZMAT Awareness certification course, a Basic ICS certification course, CBRN respirator user training, and receive standardized training on those HAZMAT Operations level tasks that they are assigned to complete in the course of their duties. All Category 1 personnel should receive training on Regional/Installation COOP Plan as part of their task specific training.

Public Awareness Training. All Category 1 personnel are required to complete public awareness training that addresses hazard awareness, the Regional/Installation mass warning and notification system, evacuation, sheltering, shelter-in-place, and safe haven procedures. This training will normally be accomplished by video or web-based training.

Training requirements are outlined within Table 8-1 for Regions and Tables 8-2 through 8-4 for Installation Groups 1-3 with training details (i.e. – preferred training method, training source) located in Table 8-5.

Category 2-4 Personnel Training

Category 2-4 personnel are non-essential to emergency operations; however, these personnel should become familiar with and understand the potential for emergencies that could impact the Region/Installation. It is important for these personnel to be able to respond quickly to instructions issued by the appropriate authorities.

Public Awareness Training. Public Awareness training is the most important and the only training that Category 2-4 personnel receive. All Category 2-4 personnel are required to complete public awareness training that addresses hazard awareness, the Regional/Installation mass warning and notification system, evacuation, sheltering, shelter-in-place, and safe haven procedures. This training will normally be accomplished by video or web-based training and may be augmented with written materials, i.e. newspaper articles, posters, and refrigerator magnets.

Training requirements are outlined within Table 8-1 for Regions and Tables 8-2 through 8-4 for Installation Groups 1-3 with training details (i.e. – preferred training method, training source) located in Table 8-5.

Category 5 Personnel Training

Category 5 personnel will be required to receive the most comprehensive training of any group since they are the backbone of an effective emergency response. The most important training element for this group is personnel protection. Category 5 personnel must be well trained in operations and procedures that will enable them to work in the safest environment possible. If the responder cannot perform the mission, others are put in danger.

This section identifies specific training requirements and recommendations in order to ensure that the EM Program has properly trained personnel necessary to prepare for, respond to, and recover from an incident. While designed for emergency HAZMAT response, the following training has applicability to emergency lifesaving in CBRNE incidents. All responders shall receive additional training to meet applicable US DOT, EPA, OSHA, and other state, local, or provincial occupational health and safety requirements. Members assigned to these positions should complete required training as soon as possible after being assigned.

Public Awareness Training. All Category 5 personnel are required to complete task specific training that addresses hazard awareness, the Regional/Installation mass warning and notification system, evacuation, sheltering, shelter-in-place, and safe haven procedures.

National Incident Management System (NIMS). All Category 5 personnel are required to complete the FEMA IS-700 course by December 2006. This course is mandated by DHS for all Federal response personnel, including those personnel within all operations centers. IS-700 may be found on the web at <http://training.fema.gov/EMIWeb/IS/crslist.asp>.

National Response Plan (NRP). All Category 5 personnel are required to complete the FEMA IS-800 course by December 2006. This course is mandated by DHS for all Federal response

personnel, including those personnel within all operations centers. IS-800 may be found on the web at <http://training.fema.gov/EMIWeb/IS/crslist.asp>.

Continuity of Operations (COOP) Training. Personnel assigned to the COOP Team must complete the FEMA IS-546 and IS-547 courses. Both courses may be found on the web at <http://training.fema.gov/EMIWeb/IS/crslist.asp>.

Emergency Management Training. CNI, in coordination with NETC, shall establish a professional training continuum for EM personnel, to include appropriate task training and certification and certification within the civilian emergency management community. The training continuum will include a professional training course(s) which will result in the award of the Emergency Management Specialist Navy Enlisted Classification (NEC) or Naval Officer Billet Classification (NOBC) codes established per reference (a).

The Emergency Management Specialist course shall focus of professional skills unavailable through existing Regional/Installation training programs and shall include applicable portions of the FEMA Advanced Professional Series modified to provide the Navy's concept of operations. The course should consist of modular, mobile, and/or virtual components to ensure the participation from active duty, reserve component, Navy civilian, and contractor personnel requiring the course. See Section 3 (EM) for additional EM-specific training requirements.

ROC/EOC Personnel Training. All Regional EMs and Installation EMOs (supported by the ROC/EOC Manager, when assigned) shall develop and execute a training program for ROC/EOC personnel. Training for these personnel shall include Incident Command System (ICS), EOC, and task specific training. The task specific training should include computer and software familiarization, training in position duties, and stand-up/turnover procedures.

Risk Communication. All Category 5 personnel shall receive training and information related to the risk they may be exposed to during the response and recovery phases of an emergency. This training must also include complete and detailed explanations on protective equipment and procedures designed to protect Category 5 personnel during an emergency.

Hot/Warm Zone Operations. Training for HAZMAT team personnel that are expected to operate in the hot zone during a HAZMAT event shall result in a HAZMAT responder certification recognized by DoD and International Fire Service Accreditation College (IFSAC) in accordance with references (c) and (d). All other Category 5 personnel operating in the Hot and/or Warm Zones or the Warm Zone-Cold Zone boundary will also receive DoD IFSAC HAZMAT certifications in order to (a) promote commonality of training sources/resources, (b) align with existing DoD-sponsored training programs managed by the Air Force Civil Engineering Support Agency (AFCEA), and (c) reduce unnecessary duplication of effort and waste of limited resources. All HAZMAT training accredited by IFSAC meets the requirements established by references (a) through (f).

Specialized Training. Specialized training requirements (i.e. - debris clearance, damage assessment, technical rescue operations) must be identified in Regional and Installation EM Plans and programmed accordingly by the responsible functional area.

Fire/HAZMAT Training Requirements

Training programs shall support the DoD Fire Fighting Certification Program (FFCP) requirements and meet the objectives of NFPA codes, standards, recommended practices, and guides. Training programs shall ensure that Fire & Emergency Services (F&ES) personnel remain competent to provide fire and emergency services required by the installation.

The Department of the Air Force shall accommodate training requirements of other DoD Components. The Louis F. Garland Fire Academy is designated as the Joint DoD Fire Academy. DoD Components may also use the National Fire Academy and other agencies for specialized, advanced, and executive-level training when courses are not available from DoD sources.

Live-fire training areas that meet applicable Federal, State, and Local environmental standards shall be developed by Navy Installations at appropriate locations to provide realistic proficiency training at a reasonable cost. Consideration shall be given to creating regional training facilities for closely located DoD installations and for cooperative arrangements with public sector fire departments.

The Navy Fire & Emergency Services Program is responsible for ensuring that all DoD and contract Navy F&ES personnel (U.S. only) meet the US DOT Emergency Medical Technician – Basic national standard curriculum level and the DoD IFSAC Hazardous Materials Operations level. Training shall be provided and documented for all personnel assigned F&ES duties through an on-the-job training program, in conformance with the objectives outlined in the DoD FFCP. Structural and aircraft rescue and firefighting (ARFF) fire departments shall cross-train F&ES personnel assigned to be mutually supporting.

The DoD FFCP shall certify all DoD civilian, contract and military F&ES personnel. Certification is a qualification standard as outlined in the Office of Personnel Management Operating Manual for General Schedule Positions.

References (c) and (d) outline the specific certification requirements in order to maintain system integrity and program standardization. Only the DoD Components are authorized and required to achieve accreditation. This authority and responsibility cannot be delegated to subordinate commands or activities and DoD installations/fire departments are not authorized to become accredited entities outside of the DoD system. All DoD GS-081 civilian, military, and contractor F&ES personnel shall participate in the DoD FFCP.

The Air Force Civil Engineering Support Agency (AFCESA) is the DoD executive agency (EA) responsible for oversight of the DoD Firefighter Certification Program (FFCP). (They do not provide training they manage the certifications.) Training is provided locally with public service agencies (e.g., community colleges, universities, academies) with participation of fire departments. The training provided by these agencies must comply with the IFSAC and National Professional Qualification System (ProBoard) criteria, which basically mirror OSHA training standards. The certification program is the avenue for obtaining professional qualifications for firefighters. Most fire departments have certified instructors on-board to teach the various HAZMAT levels (awareness, operations, techniques, specifications) and can be used as an

additional resource. Their training must also follow federal and state guidelines and be tested through IFSAC for proper accreditation.

Note: It is important that DoD Fire Fighters attend hazardous materials emergency response training designed to prepare them for the certification test (administered through the DoD Fire Fighter Certification Program).

The following responder levels are defined in references (e) and (f).

Level I Responder (HAZMAT Awareness Level). Responders at the awareness level are those persons who, in the course of their normal duties, can be the first on the scene of an emergency involving hazardous materials. Responders at the awareness level are expected to recognize the presence of hazardous materials, protect themselves, call for trained personnel, and secure the area. The Level I responder shall be able to analyze the incident, and initiate the response as defined in reference (e).

Level II Responder (HAZMAT Operations Level). Responders at the operations level are those persons who respond to released or potential released of hazardous materials as part of the initial response to the incident for the purpose of protecting nearby persons, the environment, or property from the effects of the release. They should be trained to respond in a defensive fashion to control the release from a safe distance and keep it from spreading. The Level II responder shall be able to analyze the incident, plan the response, initiate the response, and evaluate progress of the response as defined in reference (e).

Level III Responder (HAZMAT Technician Level). HAZMAT Technicians are those persons who respond to releases or potential releases of hazardous materials for the purpose of controlling the release. HAZMAT Technicians are expected to use specialized chemical protective clothing and specialized control equipment. The Level III responder shall be able to analyze the incident, plan the response, initiate the response, evaluate progress, and terminate the incident as defined in reference (e).

Level IV Responder (HAZMAT Specialist Level). HAZMAT Specialists have a similar role to the HAZMAT Technician except that a specialized knowledge of the CBRNE agents and materials, personal protective equipment criteria, and detection procedures is expected.

Level V Responder (HAZMAT Incident Commander Level). The Incident Commander (IC) is that person who is responsible for all decisions relating to the management of the incident. The IC is in charge of the incident site. The Level V responder shall be able to analyze the incident, plan the response, implement the response, evaluate progress, and terminate the incident as defined in reference (e).

EMS Training Requirements

Emergency Medical Technician – Basic (EMT-B). The Emergency Medical Technician (EMT) – Basic course currently ranges in length from 120 to 131 hours and is based upon the 1994 US DOT National Standard Curriculum for EMT – Basic. This course involves didactic and practical training, as well as field internship. Successful course completion requires the student to complete a state administered written examination with a passing score of 70%, and a state administered practical examination. Certification as an EMT – Basic within the US usually requires a valid affiliation with an approved EMS operational program that is operating under the direction of a Medical Director. This affiliation requirement can be met through membership with a jurisdictional EMS operational program, or an institution, agency, corporation, or other entity that is licensed by the State as a commercial service.

Once obtained, an EMT – Basic certification must be maintained according to the certification regulations of the certifying agency. During the certification process, the individual must complete 24 hours of approved continuing education, twelve of which must be a 12-hour EMT – Basic skills course. The remaining 12 hours are to be broken down into four hours each of medical, trauma and local option training. Those individuals possessing EMT – Basic training that do not have a valid affiliation may continue to re-certify their EMT – Basic, but are prohibited from practicing in most States. Local community colleges, the State Fire and EMS Training Agency, and some public high schools offer EMT – Basic training.

EMS/HM Level I Responders. All personnel at EMS/HM Level I, in addition to their BLS or ALS certification, shall be trained to meet at least the responder HAZMAT awareness level as defined in reference (g). EMS personnel at EMS/HM level I are those persons who, in the course of their normal duties, might be called to perform patient care activities in the cold zone at a hazardous materials incident. The EMS/HM level I responder shall provide care to those individuals who no longer pose a significant risk of secondary contamination. The EMS/HM Level I responder shall be able to analyze the incident, plan a response, implement the planned response and terminate the incident as defined in reference (g).

EMS/HM Level II Responders. All personnel at EMS/HM Level II shall be certified to the EMT basic level or higher and shall meet all competencies for EMS/HM Level I in addition to requirements for Level II.

The EMS/HM Level II responder shall perform and /or coordinate patient care activities and medical support of hazardous materials response personnel in the warm zone. EMS/HM Level II responder personnel might be required to provide care to those individuals who still pose significant risk of secondary contamination. The EMS/HM Level II responder shall be able to analyze the incident, plan a response, implement the planned response and terminate the incident as defined in reference (g).

Training requirements are outlined within Table 8-1 for Regions and Tables 8-2 through 8-4 for Installation Groups 1-3 with training details (i.e. – preferred training method, training source) located in Table 8-5.

Training Tables. Tables 8-1 through 8-4 provide a list of recommended training for various functional areas involved in a response. This table should not be considered an all-inclusive list of requirements, but rather a guide to be thoroughly examined on the basis of Regional and Installation needs. The three tables are divided by group designation. Group-Specific guidance may be found in Section 2. Functional area guidance may be found in Section 3.

Nothing in Tables 8-1 through 8-4 mandates development of a specific capability, only the training required to develop such a capability correctly if such a capability is required by the Regional and/or Installation EM Plan.

Table 8-1: Regional Response Organization Training

Job Position	Training Requirements																		
	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level 1 – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV – DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NFPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Category 1																			
Category 1 (Critical Operations) with Collective Protection	X				X					X ¹							X	X	
Category 1 (Critical Operations) with Individual Protection	X				X					X ¹							X	X	
Category 1 (Critical Operations) without Protective Equipment	X				X												X	X	
Category 1 (Essential Operations) with Individual Protection	X				X					X ¹							X	X	
Category 1 (Essential Operations) without Protective Equipment	X				X												X	X	
Category 2, 3, 4 Personnel																			

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Job Position \ Training Requirements	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level 1 – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NFPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Non-emergency Essential	RESPONSIBILITY OF HOST INSTALLATION																		
Category 5 (On-Scene)																			
Responders	NONE ASSIGNED																		
Category 5 (ROC)																			
Regional EM	X	X	X	X	X	X	O		P								X	X	X
ROC Manager	X	X	X	X	X												X		X
ROC Staff*	X	X	P	X	O												X		X
Regional Commander	X	O	O	X	O												X		X
Executive Officer*	X	O	O	X	O												X		X
Chief of Staff*	X	O	O	X	O												X		X
Command Duty Officer (CDO)*	X	P	O	X	O												X		X
Security Representative*	X	X	P	X	P												X		X
Fire-Rescue Representative*	X	X	X	X	P												X		X

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Job Position \ Training Requirements	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level I – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NEPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
EMS Representative*	X	X	X	X													R		R
Finance Officer/ Comptroller*	X	R	O	R													R		R
Preventive Medicine*	X	R	O	R													R		R
Public Works*	X	R	O	R													R		R
METOC/Hazard Prediction*	X	R	O	R													R		R
Occupational Safety*	X	R	O	R													R		R
Industrial Hygiene*	X	R	O	R													R		R
Environmental Program*	X	R	O	R													R		R
JAG/Legal*	X	R	O	R													R		R
Intelligence*	X	R	O	R													R		R
Public Affairs*	X	R	O	R												X	R		R
Supply/Logistics Support*	X	R	O	R															
Mortuary Affairs*	X	R	O	R													R		R

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Job Position	Training Requirements																		
	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level I – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NFPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Mass Care Coordinator*	X	R	O	R												X	R		R
Fleet & Family Services*	X	R	O	R												R	R		R
Category 5 (Dispatch)																			
Dispatch Staff*	X											X					X		R
Category 5 (JIC)																			
Joint Information Center Staff	X															X	X		X
Category 5 (Shelter)																			
Shelter Manager*	X	P	O														X	X	
Legend	X = Required Training (if representative/function present onboard Installation) R = Required when assigned to specific duties P = Preferred Training (if more than one person present in particular functional area AND possible within fiscal and manning constraints) O = Optional Assignment, (notable benefit to response organization if assignment made – manning dependent) * = If assigned to Region																		

Table 8-2: Group 1 - Response Organization Training

Training Requirements Job Position	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level I – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NFPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Category 1																			
Category 1 (Critical Operations) with Collective Protection	X				X					X ¹							X	X	
Category 1 (Critical Operations) with Individual Protection	X				X					X ¹							X	X	
Category 1 (Critical Operations) without Protective Equipment	X				X												X	X	
Category 1 (Essential Operations) with Individual Protection	X				X					X ¹							X	X	
Category 1 (Essential Operations) without Protective Equipment	X				X												X	X	
Category 2, 3, 4 Personnel																			
Non-emergency Essential																		X	
Category 5 (Scene)																			
Incident Commander	X	X	X	P	X	X	P		X		P		X				X	X	
HAZMAT Technicians	X	X	X		X	X	X	O	R		X		X				X		
EOD Technicians	X	X	X		X	X	X		O		O						X		

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Job Position \ Training Requirements	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level 1 – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NFPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Fire-Rescue Personnel	X	X	X		X	X							X				X		
Team Decon Corridor	X	X			X	X											X		
Casualty Decon Corridor	X	X			X	X											X		
Naval Security Force	X	O	O		X					X ¹							X		
HAZMAT Team Medical Rep	X	P	O		X								X	X	X		X		
Medical Triage Team (On Scene)*	X	O											X	X	X		X		
Emergency Medical Services (EMS)*	X	O											X	X	X		X		
Mortuary Affairs Team *	X	P			X					X ¹							X		
Debris Clearance Team*	X	P			X					X ¹							X		
Damage Assessment Team*	X	P			X					X ¹							X		
Mass Care Management Team*	X	P			X	O											X		
Emergency Management Staff*	X	X	X	X	X	X	O		P								X		X
Emergency Response Teams**	X	X	X	O	X	X	O		P		O		O				X		

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Job Position	Training Requirements																		
	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level I – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NEPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Evidence Collection & Recovery Teams***	X	X	X		X	X	X				X						X		
Category 5 (ROC)																			
Emergency Management Officer	X	X	X	X	X	X	P		P								X	X	X
EOC Manager	X	X	X	X	X												X		X
EOC Staff*	X	X	P	X	O												X		X
Installation EM Staff*	X	X	P	X	O												X		X
Commanding Officer	X	O	O	X	O												X		X
Executive Officer*	X	O	O	X	O												X		X
Chief of Staff*	X	O	O	X	O												X		X
Command Duty Officer (CDO)*	X	P	O	X	O												X		X
Security Representative*	X	X	P	X	P												X		X
Fire-Rescue Representative*	X	X	X	X	P												X		X
EMS Representative*	X	X	X	X													R		R

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Training Requirements Job Position	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level I – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NEPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Finance Officer/ Comptroller*	X	R	O	R													R		R
Preventive Medicine*	X	R	O	R													R		R
Public Works*	X	R	O	R													R		R
METOC/Hazard Prediction*	X	R	O	R													R		R
Occupational Safety*	X	R	O	R													R		R
Industrial Hygiene*	X	R	O	R													R		R
Environmental Program*	X	R	O	R													R		R
JAG/Legal*	X	R	O	R													R		R
Intelligence*	X	R	O	R													R		R
Public Affairs*	X	R	O	R												X	R		R
Supply/Logistics Support*	X	R	O	R															
Mortuary Affairs*	X	R	O	R													R		R
Mass Care Coordinator*	X	R	O	R												X	R		R

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Job Position	Training Requirements																		
	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level I – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NEPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Fleet & Family Services*	X	R	O	R												R	R		R
Category 5 (Dispatch)																			
Dispatch Staff*	X											X					X		R
Category 5 (JIC)																			
Joint Information Center Staff	X															X	X		X
Category 5 (Shelter)																			
Shelter Manager*	X	P	O														X	X	
Legend	X = Required Training (if representative/function present onboard Installation) X¹ = Required Training for the Operations-level tasks assigned (does not require certification at the Operations-level) R = Required when assigned to specific duties P = Preferred Training (if more than one person present in particular functional area AND possible within fiscal and manning constraints) O = Optional Assignment, (notable benefit to response organization if assignment made – manning dependent) * = If assigned to Region or Installation ** = Emergency Response Teams, usually employed overseas, may perform functions typically assigned to HAZMAT teams and must meet all requisite training & equipment requirements. Required equipment list represents requirements to perform offensive operations in a contaminated environment. *** = Evidence Collection & Recovery Teams, employed in remote overseas locations only, may perform functions as the HAZMAT Technician level in up to Level B PPE and must meet all requisite training & equipment requirements.																		

Table 8-3: Group 2 - Response Organization Training

Training Requirements Job Position	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level I – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NFPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Category 1																			
Category 1 (Critical Operations) with Collective Protection	X				X					X ¹							X	X	
Category 1 (Critical Operations) with Individual Protection	X				X					X ¹							X	X	
Category 1 (Critical Operations) without Protective Equipment	X				X												X	X	
Category 1 (Essential Operations) with Individual Protection	X				X					X ¹							X	X	
Category 1 (Essential Operations) without Protective Equipment	X				X												X	X	
Category 2, 3, 4 Personnel																			
Non-emergency Essential																		X	
Category 5 (Scene)																			
Incident Commander	X	X	X	P	X	X	P	O	X		P		X				X	X	
Fire-Rescue Personnel	X	X	X		X	X	O	O					X				X		
Casualty Decon Corridor	X	X			X	X											X		

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Job Position \ Training Requirements	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level I – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NFPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Naval Security Force	X	O	O		X					X ¹							X		
Medical Triage Team (On Scene)*	X	O											X	X	X		X		
Emergency Medical Services (EMS)*	X	O											X	X	X		X		
Mortuary Affairs Team *	X	P			X					X ¹							X		
Debris Clearance Team*	X	P			X					X ¹							X		
Damage Assessment Team*	X	P			X					X ¹							X		
Mass Care Management Team*	X	P			X	O											X		
Emergency Management Staff*	X	X	X	X	X	P			P								X		X
Emergency Response Teams**	X	X	X	O	X	X			P		O		O				X		
Evidence Collection & Recovery Teams***	X	X	X		X	X					X						X		
Category 5 (ROC)																			
Emergency Management Officer	X	X	X	X	X	X			P								X	X	
EOC Manager	X	X	X	X	X												X		

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Job Position \ Training Requirements	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level I – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NEPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
EOC Staff*	X	X	P	X	O												X		
Installation EM Staff*	X	X	P	X	O												X		
Commanding Officer	X	O	O	X	O												X		
Executive Officer*	X	O	O	X	O												X		
Command Duty Officer (CDO)*	X	R	O	X	O												X		
Security Representative*	X	X	P	X	X					X ¹							X		
Fire-Rescue Representative*	X	X	X	X	X	X	O		O				X				X		
EMS Representative*	X	X	X	X									X	X	P		X		
Finance Officer/ Comptroller*	X	R	O	R													X		X
Preventive Medicine*	X	R	O	R													X		
Public Works*	X	R	O	R													X		
METOC/Hazard Prediction*	X	R	O	R												X	X		
Occupational Safety*	X	R	O	R													X		

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Job Position	Training Requirements																		
	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level 1 – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NEPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Industrial Hygiene*	X	R	O	R													X		
Environmental Program*	X	R	O	R													X		
JAG/Legal*	X	R	O	R													X		
Intelligence*	X	R	O	R													X		
Public Affairs*	X	R	O	R													X		
Supply/Logistics Support*	X	R	O	R													X		
Mortuary Affairs*	X	R	O	R													X		
Mass Care Coordinator*	X	R	O	R													X		
Fleet & Family Services*	X	R	O	R													X		X
Category 5 (Dispatch)																			
Dispatch Staff*	X											X					X		R
Category 5 (JIC)																			
Joint Information Center Staff	X															X	X		X

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Job Position	Training Requirements																		
	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level 1 – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NFPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Category 5 (Shelter)																			
Shelter Manager*		X	P	O													X	X	
Legend	X = Required Training (if representative/function present onboard Installation) X¹ = Required Training for the Operations-level tasks assigned (does not require certification at the Operations-level) R = Required when assigned to specific duties P = Preferred Training (if more than one person present in particular functional area AND possible within fiscal and manning constraints) O = Optional Assignment, (notable benefit to response organization if assignment made – manning dependent) * = If assigned to Region or Installation ** = Emergency Response Teams, usually employed overseas, may perform functions typically assigned to HAZMAT teams and must meet all requisite training & equipment requirements. Required equipment list represents requirements to perform offensive operations in a contaminated environment. *** = Evidence Collection & Recovery Teams, employed in remote overseas locations only, may perform functions as the HAZMAT Technician level in up to Level B PPE and must meet all requisite training & equipment requirements.																		

Table 8-4: Group 3 - Response Organization Training

Job Position	Training Requirements																		
	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level 1 – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NFPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Category 1 Personnel																			
Category 1 Personnel	NONE ASSIGNED																		
Category 2, 3, 4 Personnel																			
Non-emergency Essential																		X	
Category 5 (Scene)																			
Incident Commander	X	X	X	P	X	X			X				X			X	X		
Fire-Rescue Personnel	X	X	X		X	X							X				X		
Naval Security Force	X	O	O		X					X ¹							X		
Category 5 (ROC)																			
Emergency Management Officer	X	X	X	X	X											X	X		X
Commanding Officer	X	O	O	X	O												X		X
Executive Officer*	X	O	O	X	O												X		X

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Job Position	Training Requirements																		
	ICS – Basic	ICS - Intermediate	ICS - Advanced	ICS - EOC	HAZMAT Level I – DoD IFSAC Awareness	HAZMAT Level II – DoD IFSAC Operations	HAZMAT Level III – DoD IFSAC Technician	HAZMAT Level IV - DoD IFSAC Specialist	HAZMAT Level V – DoD IFSAC Incident Commander	HAZMAT Level II - NEPA 472 Operations-Level Tasks	HAZMAT Packaging & Handling Course	DoD Telecommunicator I (Operator) / Level II (Supervisor)	Emergency Medical Technician – Basic	EMS/HM Level I - Awareness	EMS/HM Level -II - Operations	Emergency Public Information Training	Task Specific Training	Public Awareness	EOC Training
Command Duty Officer (CDO)*	X	R	O	X	O												X		X
Security Representative*	X	X	P	X	P												X		X
Fire-Rescue Representative*	X	X	X	X	P												X		X
Other Command Staff*	R	R	O	R	O												R		R
Category 5 (Dispatch)																			
Dispatch Staff*	X											X					X		R
Category 5 (JIC)																			
Joint Information Center Staff	NONE ASSIGNED																		
Category 5 (Shelter)																			
Shelter Manager*	NONE ASSIGNED																		
Legend	X = Required Training (if representative/function present onboard Installation) X ¹ = Required Training for the Operations-level tasks assigned (does not require certification at the Operations-level) R = Required when assigned to specific duties P = Preferred Training (if more than one person present in particular functional area AND possible within fiscal and manning constraints) O = Optional Assignment, (notable benefit to response organization if assignment made – manning dependent) * = If assigned to Region or Installation																		

Table 8-5: Response Organization Training Sources

TRAINING REQUIREMENT	SOURCE	RECOMMENDED METHOD	PREFERRED SOURCE	ALTERNATE SOURCE
Incident Command System – Basic	FEMA	WEB / CBT	DHS/FEMA Emergency Management Institute – IS-100 Basic ICS http://training.fema.gov/emiweb/IS/is100.asp IS-100.LE Basic ICS for Law Enforcement http://training.fema.gov/emiweb/IS/is100LE.asp IS-100.PW Basic ICS for Public Works http://training.fema.gov/emiweb/IS/is100PW.asp Leadership of Response components should also complete IS-200. http://training.fema.gov/emiweb/IS.is200.asp	Regional/Installation Fire and Emergency Services (F&ES) ** Local U.S. Coast Guard District Office, State Fire Academy, local agency, College, or University
Incident Command System – Intermediate*	FEMA	CLASS	EMI – G195 Incident Command System, Intermediate conducted by State Representative	Regional/Installation Fire and Emergency Services (F&ES) ** Local U.S. Coast Guard District Office, State Fire Academy, local agency, College, or University
Incident Command System – Advanced *	FEMA	CLASS & FIELD	EMI – G196 Incident Command System, Advanced conducted by State Representative.	Regional/Installation Fire and Emergency Services (F&ES) *** Local U.S. Coast Guard District Office, State Fire Academy, local agency, College, or University
Incident Command System – EOC*	FEMA	CLASS	EMI – G191 Incident Command System / Emergency Operations Center Interface, conducted by State Representative.	Regional/Installation Fire and Emergency Services (F&ES) ** Local U.S. Coast Guard District Office, State Fire Academy, local agency, College, or University
HAZMAT Level I – DoD IFSAC Awareness	IFSAC	CbT or CLASS	Regional/Installation Fire and Emergency Services (F&ES)	*** Local IFSAC approved course
HAZMAT Level II – DoD IFSAC Operations	IFSAC	Cbt & CLASS	Regional/Installation Fire and Emergency Services (F&ES)	*** Local IFSAC approved course
HAZMAT Level III – DoD IFSAC Technician	IFSAC	CLASS / FIELD	Regional/Installation Fire and Emergency Services (F&ES)	*** Local IFSAC approved course

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

TRAINING REQUIREMENT	SOURCE	RECOMMENDED METHOD	PREFERRED SOURCE	ALTERNATE SOURCE
HAZMAT Level IV – DoD IFSAC Specialist	IFSAC	CLASS / FIELD	Regional/Installation Fire and Emergency Services (F&ES)	*** Local IFSAC approved course
HAZMAT Level V – DoD IFSAC IC	IFSAC	CLASS /FIELD	Regional/Installation Fire and Emergency Services (F&ES)	*** Local IFSAC approved course
EMS/HM Level I – Awareness *	NFPA	CLASS & FIELD	** Local/State Fire Academy via local Agency, College or University	Regional/Installation Fire and Emergency Services (F&ES)
EMS/HM Level II – Operations *	NFPA	CLASS & FIELD	** Local/State Fire Academy via local College or University	Regional/Installation Fire and Emergency Services (F&ES)
HAZMAT Packaging & Handling Course	OSHA	CLASS	CANTRAC – Catalog of Navy Training Courses	** Local agency, or Fire Academy via local College or University
Dispatcher Training	ASTM	WEB / CLASS	TBD	TBD
Emergency Medical Technician – Basic *	DOT	CLASS & FIELD	** DoD, State, or Local EMS Training Facility	** Local/State Fire Academy via local College or University
Public Awareness	FEMA	VIDEO / WEB / CBT	TBD	TBD
eb-based Training atellite Broadcast Course CBT = Computer Based Training (or CD-ROM Based Training) CLASS = Classroom Instruction IG= Instructor Guide FIELD = Outside Hands-on Training request training services through NAVFAC F&ES, if instructor is not available in local area ends on the source of the curriculum that the instructor uses but MUST meet NFPA 471, 472, and 473 requirements. All courses are dependant on specific site ilities, resources, and requirements. ends on the source of the curriculum that the Instructor uses but MUST meet NFPA 471, 472, 29CFR 1910.120, International Fire Service Accreditation Congress ts. 8-5 for Training Resource information				

Table 8-6: Training Resources

Training Source	Contact Information
Military	
Naval Education and Training Command (Includes Navy Formal Schoolhouse Training)	250 Dallas Street Pensacola, FL 32508-5220 https://www.netc.navy.mil/
Naval School, Civil Engineer Corps Officers	805-982-2093 https://www.cecos.navy.mil or direct for risk communication training https://www.cecos.navy.mil/coursedetail.cfm?courseid=67 or http://www-nehc.med.navy.mil/HERC/index.htm
Navy Occupational Safety and Health (NAVOSH) and Environmental Training Center	Administration Office (757) 445-8778 or DSN 565-8778 www.safetycenter.navy.mil/training/default.htm
Navy Environmental Health Center (NEHC)	www-nehc.med.navy.mil/index.htm
Navy E-Learning	www.navylearning.navy.mil/ or direct http://at-awareness.org/
Navy Fleet Training Toolbox	https://www.fleettraining.navy.mil Username: fleet Password: training
Navy Knowledge Online	https://wwwa.nko.navy.mil/portal/index.jhtml
Air Force Civil Engineer Support Agency (AFCESA)	HQ AFCESA/CEXF 139 Barnes Drive Suite 1 Tyndall AFB, FL 32409 DSN 523-6185 Commercial (850) 283-6185 http://www.afcesa.af.mil/cex/fire/index.asp
U.S. Army Medical Research Institute for Infectious Diseases (USAMRIID)	Chemical Casualty Care Division Attn: MCMR-UV-ZM 3100 Ricketts Point Road Aberdeen Proving Ground, MD 21010-5400 (410) 436-2230/3393 or DSN 584-2230/3393 http://ccc.apgea.army.mil/default.htm

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

U.S. Army Research, Development, & Acquisition Command (RDECOM) – formerly SBCCOM	(410) 436-3674 http://hld.sbccom.army.mil
U.S. Army Technical Escort Unit School	http://teu.sbccom.army.mil/escort.htm
U.S. Coast Guard	http://www.uscg.mil
U.S. Army Center for Health Promotion and Preventative Medicine (USACHPPM)	1 (800) 222-9698 http://chppm-www.apgea.army.mil or direct for risk communication training http://chppm-www.apgea.army.mil/risk
Emergency and Risk Communication, Centers for Disease Control and Prevention, U.S. Department of Health and Human Services	http://www.cdc.gov/communication/emergency/erc_overview.htm
Defense Visual Information – Defense Automated Visual Information System/Defense Instructional Technology Information System (DAVIS/DITIS)	http://dodimagery.afis.osd.mil/davis/
Federal	
Department of Homeland Security	Washington, D.C. 20528 http://www.dhs.gov
Federal Emergency Management Agency (FEMA)	500 C Street SW Washington, D.C. 20472 Phone: (202) 566-1600 http://www.fema.gov
Emergency Management Institute (EMI)	16825 South Seton Avenue Emmitsburg, MD 21727 Phone: (310) 447-1000 Fax: (301) 447-1052 http://training.fema.gov/emiweb/

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

U.S. Fire Administration – National Fire Academy (NFA)	16825 South Seton Avenue Emmitsburg, MD 21727 Phone: (310) 447-1000 Fax: (301) 447-1346 http://www.usfa.fema.gov/fire-service/nfa/nfa.shtm
Office of Domestic Preparedness (ODP)	(800) 368-6498 http://www.ojp.usdoj.gov/odp
U.S. Dept. of Labor – Occupational Safety & Health Administration (OSHA)	OSHA Training Institute (847) 297-4913 www.osha.gov
Defense Threat Reduction Agency (DTRA)	8725 John J. Kingman Road MSC 6201 Fort Belvoir, Virginia 22060-6201 (703) 767-5870 DSN: 427-5870 http://www.dtra.mil/index.html
State/Local	
Texas A&M Emergency Services Institute (TEEX)	Firefield Office (979) 845-7641 www.teex-esti.com
Dept. of Energy (DOE), National Center for Exercise Excellence, Nevada Test Site	ODP Helpline (800) 368-6498 Counter-Terrorism Operations Support (CTOS) Registration Desk (702) 295-3224 Military Information (702) 630-0823
American Heart Association	American Heart Association (800) 242-8721 http://www.americanheart.org
American Red Cross	American Red Cross http://www.redcross.org/

Standard 9: Equipment

Background. A large amount of disparate equipment has been purchased both before and after the terrorism events of September 2001 (World Trade Center & Pentagon attacks) and October 2001 (Anthrax attacks). This equipment has been purchased under a variety of Federal, DoD, Joint, Navy, Regional, and Installation disaster preparedness, Antiterrorism, and emergency preparedness programs. The lack of equipment standardization and an established sustainment procedure has resulted in preparedness gaps and unmaintained equipment sets that diminish the overall response capability of the Region and Installation.

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) NWP 3-11 Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical (NBC) Defense Operations (June 2002)
- (c) NTTP 3-11.23 Multiservice Procedures for Nuclear, Biological, and Chemical (NBC) Defense of Theater Fixed Sites, Ports, and Airfields (September 2000)
- (d) SECNAV Instruction 3400.4(Series) Department of the Navy (DON) Installation Chemical, Biological, Radiological, Nuclear and High-Yield Explosive (CBRNE) Emergency Response Guidelines (8 June 2004)
- (e) DoD Instruction 2000.18(Series) Department of Defense Installation Chemical, Biological, Radiological, Nuclear and High-Yield Explosive (CBRNE) Emergency Response Guidelines (4 Dec 2002)
- (f) Office of the Assistant Secretary of Defense Memorandum "Procurement of Chemical and Biological Defense Equipment" (12 March 04)
- (g) Occupational Safety and Health Administration (OSHA) Hazardous Waste Operations and Emergency Response (29 CFR 1910.120)
- (h) OPNAV Instruction 5100.23(Series) Navy Occupational Safety and Health (NAVOSH) Program Manual (15 Jul 2002)
- (i) NFPA Standard 1994 "Protective Ensembles for Chemical/Biological Terrorism Incidents" (2 August 2001)
- (j) National Fire Protection Association (NFPA) Standard 471 "Recommended Practice for Responding to Hazardous Materials Incidents" (31 Jan 2002)
- (k) National Fire Protection Association (NFPA) Standard 472 "Standard for Professional Competence of Responders to Hazardous Materials Incidents" (31 January 2002)
- (l) Office of the Assistant Secretary of Defense for Nuclear and Chemical and Biological Defense Programs Memorandum "M40 and MCU-2/P Masks Used for Non-Military Operations" (19 December 2003)
- (m) 10 U.S. Code 172
- (n) Technical Support Working Group (TSWG) "Best Practices and Guidelines for Mass Personnel Decontamination" (Second Edition, September 2004)
- (o) National Fire Protection Association (NFPA) Standard 1 "Uniform Fire CodeTM" (2003 Edition)

- (p) National Fire Protection Association (NFPA) Standard 101 “Life Safety Code” (2003 Edition)
- (q) National Fire Protection Association (NFPA) Standard 430 “Code for Storage of Liquid and Solid Oxidizers” (2000 Edition)

Scope. This instruction establishes equipment standards necessary to support the response requirements set forth in Standard 12 of reference (a). The Navy Installation EM Program equipment standards focus on the requirements for Category 1 personnel to maintain critical operations and for Category 5 personnel to conduct safe and effective operations at their appropriate level of training and response capability.

The following equipment guidelines and standards apply solely to Consequence Management (CoM) operations and the employment of Naval Security Forces and other appropriate personnel in Crisis Management (CrM) operations on the scene of a terrorism incident or an accident. For the purposes of Standard 9, guidance related to CoM operations will include all preparatory and concurrent CrM operations. These guidelines and standards do not apply to combat operations and combat support functions, which are covered by references (b) and (c).

Action. Regions and Installations are responsible for identifying and categorizing personnel, determining mission requirements and developing a program for procuring and distributing appropriate equipment, and providing necessary training for such personnel. NAVFAC shall be responsible for ensuring that approved equipment lists and the appropriate Tables of Allowance (TOA) are developed and maintained for Regions and Installation under the administrative control of CNI.

Medical equipment and materials, including pharmaceuticals, shall be the responsibility of the Bureau of Medicine under the direction of the Surgeon General of the Navy (OPNAV N093). Navy Regions and Installations should ensure, whenever possible, that EM equipment is interoperable with equipment used by mutual aid partners in the outside communities (see EM Standard 5).

Standardized Equipment List (SEL). The mission of the Interagency Board for Equipment Standardization and Interoperability (IAB) is to establish and coordinate local, state and federal standardization, interoperability, and responder safety to prepare for, respond to, mitigate, and recover from any incident by identifying requirements for CBRNE incident response equipment. The Selected Equipment List (SEL), updated annually, provides voluntary guidelines for developing and acquiring such equipment.

NAVFAC shall review the SEL when developing their approved equipment lists and Tables of Allowance (TOA) for specific installations. The intent is to promote interoperability and standardization among the response community by using SEL-compliant equipment.

The SEL is organized into categories of:

- Personal Protective Equipment

- Operational Equipment
- Interoperable Communications and Information Systems
- Detection
- Decontamination
- Medical

Equipment Standards

Overview. No equipment shall be provided to a user without the appropriate training on how to properly use and maintain the equipment and how to employ the equipment within the context of an event for which the user is trained and, as appropriate, certified to respond to or recover from within an EM context.

EM equipment standards shall include both Government-off-the-shelf (GOTS) and Commercial-off-the-shelf (COTS) solutions to equipment requirements.

- GOTS equipment utilized detect the presence of, to protect against the effects of, or remove/reduce the hazard of Chemical, Biological, Radiological, Nuclear (CBRN) agents shall be procured, maintained, employed, and inventoried per applicable Joint Chemical Biological Defense Program (JCBDP), Joint Requirements Office (JRO), Joint Program Executive Office (JPEO), and Navy guidance, including reference (a).
- COTS equipment utilized within the scope of the EM Program, including CBRNE events, shall meet applicable OSHA, National Institute for Occupational Safety and Health (NIOSH), and NFPA standards, guidelines, and criteria as well as all applicable Federal and DOD standards and guidelines per references (a), (d), and (e). The DoD Non-Standard Equipment Review Panel (NSERP) shall serve as a basis for the selection of CBRNE-related COTS equipment. COTS equipment validation for use by military Services shall be completed as required by reference (f).

GOTS CBRN equipment shall be centrally coordinated with NAVSEA by NAVFAC. The InterAgency Board's (IAB) Selected Equipment List (SEL) shall serve as a basis for the selection of CBRNE-related COTS equipment by NAVFAC. Maintenance and life cycle management costs of assigned equipment must be included in appropriate budget submissions and be considered during initial procurement of the equipment.

Equipment breakdown, failure, or misuse immediately exposes the worker to the hazard(s). Many protective devices, through misapplication or improper maintenance, can become ineffective without the knowledge of the wearer and can have potentially serious consequences. For this reason, proper equipment selection, maintenance, employee training (including equipment limitations), and mandatory enforcement of equipment use are key elements of an effective equipment program.

Resource Considerations. The primary assumption in the development of these equipment standards is that the Regional and/or Installation Fire & Emergency Services, HAZMAT, NSF, EOD, and associated existing functional areas are operating with the proper non-CBRN-specific

equipment requirements appropriate for their particular job and assignment, such as structural firefighter clothing, conventional 30 or 60 minute SCBAs, EOD protective equipment, ballistic vests, weapons, and proper medical equipment and material.

The EM Program is **not** responsible for employment and maintenance of PPE or any other equipment utilized during routine operations (i.e. – Structural firefighting ensembles, non-CBRNE-specific HAZMAT team equipment, firefighting SCBAs, physical security equipment, or any other equipment utilized on a routine basis by any responder).

Equipment Standard 1: Category 1 Personnel. Category 1 personnel will be provided with PPE only as delineated by the Implementation Plan (see Standard 3). Once the requisite PPE is issued, the designated personnel will require the appropriate level of equipment-based and operational training. Category 1 personnel may be outfitted only with Level C (Class 3) PPE and NIOSH CBRN-certified APRs or with Category 1-specific equipment fielded by the Joint Chemical-Biological Defense Program (JCBDP) and/or Joint Program Executive Office for Chemical-Biological Defense (JPEO-CBD) (see Standard 14 for more details on Joint requirements).

Equipment Standard 2: Escape Respirators. Escape respirators or escape masks of any type shall not be procured by Navy Regions and Installations without the specific, written permission of CNI and the written concurrence of OPNAV N09F (NAVOSH).

Equipment Standard 3: Category 2-4 Personnel. Protective equipment of any type will not be procured for Category 2-4 personnel unless required in writing by the theater Combatant Commander or higher authority. In those cases where protective equipment is employed for these non-essential and/or non-U.S. personnel, the Regional EM shall forward the appropriate requirements documentation to the CNI EM and the NAVFAC CBRN Program Manager. The Regional EM shall include a written estimate of immediate and recurring resource requirements, both material and manpower, to support such protective equipment.

Equipment Standard 4: Category 5 Personnel. The following equipment standards were developed as guidelines to support each level of responder as well as the primary teams that those responders may be tasked to support.

Equipment Standard 5: Personal Protective Equipment (PPE). Navy policy is that installations provide, use, and maintain PPE when competent authority determines that its use is necessary and that such use will lessen the likelihood of occupational injuries and/or illnesses. The Regional EM shall be responsible for supervising the procurement of all Category 5 PPE within their geographical area of responsibility. The Regional EM shall be assisted by detailed guidance provided as required by NAVFAC. The Regional EM shall utilize Installation EMOs and assigned personnel, if any, to assist in the ordering, management, issue, and storage of such equipment. Installation EMOs are responsible for ensuring that assigned Category 5 personnel properly employ and maintain assigned EM-related PPE.

Selection of the appropriate PPE is a complex process. Key factors involved in this selection process are identification of the hazards, or suspected hazards; their potential routes of exposure to employees (inhalation, skin absorption, ingestion, and eye or skin contact); and the performance of the PPE materials (and seams) in providing a barrier to these hazards. The amount of protection provided by PPE is material-hazard specific. Protective equipment materials will protect well against some hazardous substances and poorly, or not at all, against others. In many instances, protective equipment materials cannot be found which will provide continuous protection from a particular hazardous substance. In these cases, the breakthrough time of the protective material must exceed the work durations.

The level of respiratory and personal protection that a specific responder will require is primarily dependent on the nature of the task that the responder is assigned to complete during the incident. Table 9-1 illustrates the level of protection in relation to level of operational training. Tables 9-3 through 9-6 links the level of protection to the position and duties assigned to the identified individual or team.

The issue of respiratory and personal protection shall abide by all requirements delineated within references (g) and (h). Selection of respiratory protection shall be consistent with the policy and procedures provided by reference (h).

Per Appendix B of reference (g), PPE is divided into four levels described in the following tables based on the degree of protection afforded. The levels are as follows:

- Level A - To be selected when the greatest level of skin, respiratory, and eye protection is required.
- Level B – To be selected when the highest level of respiratory protection is necessary, but a lesser level of skin protection is required.
- Level C – To be selected when the concentration(s) and type(s) of airborne substance(s) is known, the criteria for using air purifying respirators are met, and a lesser level of skin protection is required.
- Level D – Consists of a work uniform affording minimal protection from nuisance contamination only.

Reference (h) provides guidance for respirator selection for each level/class of protective ensemble.

Per reference (i), NFPA has established standards for chemical and biological protective ensembles, which are more stringent than the above OSHA-defined protective ensemble levels. Based upon references (a) and (d), all Regions and Installations shall adhere to NFPA Standards when such standards exist and material solutions meeting those standards are available for procurement.

If equipment meeting the appropriate OSHA-defined protective ensemble level (for example, Level C PPE) has already been procured prior to new protective ensemble(s) being available for procurement at the higher NFPA-defined standard, then the existing protective ensemble will continue to be utilized until the end of its service life and will then be replaced with the

protective ensemble meeting the NFPA-defined standard.

Per reference (i), protective ensembles are divided into three classes based on the degree of protection provided. The **classes** are as follows:

- Class 1 - To be selected when the identity or concentration of the vapor or liquid agent is unknown, or when it is necessary to provide vapor protection, or when liquid contact is expected and no direct skin contact can be permitted as exposure of personnel at these levels will result in the substantial possibility of immediate death, immediate serious incapacitation, or the ability to escape will be severely impaired.
- Class 2 – To be selected when it is necessary to provide sufficient vapor protection for the intended operation, when direct contact of liquid droplets is probable, and when victims are not ambulatory but symptomatic.
- Class 3 – To be selected when it is necessary to provide sufficient liquid protection for the intended operation, when direct contact of liquid droplets is possible, and when victims are impaired but ambulatory. Use of Class 3 ensembles requires that the concentration(s) and type(s) of airborne substance(s) are known and the criteria for using air purifying respirators are met.

Throughout this manual, personal protective equipment requirements will often be written as Level X (Class X) ensemble (i.e. – Level A (Class 1)). This association does not intend to signify that these two sets of criteria are identical; only that if **Level** X PPE is currently being employed or considered for procurement, then the appropriate **Class** of NFPA 1994 ensemble would be that which is shown in parenthesis.

Per reference (j), NFPA has defined five levels of responders based upon training and certification based on reference (k). Table 9-1 relates these five responder levels to the associated minimum equipment and training requirements and whether the requirements of this level apply to only civilian personnel, only military personnel, or both.

Table 9-1: Category 5 Personnel – Training/Equipment Requirements by Responder Level

Emergency Response Organization Levels (Parallel to OSHA Training Standards)		Military/ Civilian	Minimum Equipment and Training Requirements
Level 1	Responder Awareness Level: Witnesses and/or discovers a HAZMAT release.	Both	Equip and train to operate in an environment requiring Level D protection (as defined in OSHA Standards, Title 29).
Level 2	Responder Operations Level: Responds to HAZMAT release in defensive manner without trying to stop release.	Both	Equip and train to operate in an environment requiring Level C (Class 3) protective ensemble, with full-face Air Purifying Respirator (APR) or up to Level B (Class 2) protective ensemble with Self-Contained Breathing Apparatus (SCBA).
		Japan/Korea/ Bahrain only	Equip and train to operate in MOPP Level 4 protection*.
Level 3	HAZMAT Technician: Responds aggressively to stop HAZMAT release.	Both	Equip and train to operate in an environment requiring Level A (Class 1) protective ensemble with SCBA.
Level 4	HAZMAT Specialist: Responds with and in support of HAZMAT technician, but has specific knowledge of HAZMAT substances.	Both	Equip and train to operate in an environment requiring Level A (Class 1) protective ensemble with SCBA.
Level 5	Incident Commander: Assumes control of the incident scene beyond the responder awareness level.	Both	Equip and train to command tactical-level emergency response operations involving hazardous materials.
Note	* Military IPE (known as Mission Oriented Protective Posture) is not equivalent to Level C because JSLIST does not pass penetration standards established by reference (i), MCU-2/P or M-40A1 masks do not pass penetration testing established by NIOSH CBRN standard for APRs, and C2/C2A1 canisters do not pass multiple filtration standards established by NIOSH CBRN standard for APRs (see reference (l))		

All personal protective clothing and equipment as well as respiratory protective equipment shall be sized to fit the individual and be of safe design and construction for the work to be performed. Federal agencies and standards organizations have developed standards and specifications for the design and use of PPE and devices. Activities shall only use those items that have been recognized and approved.

Upon approval by NIOSH, CBRN-approved respirators are listed on the NIOSH National Personal Protective Technology Laboratory (NPPTL) website and then included in the NIOSH Certified Equipment List (CEL), when it is periodically updated. Website addresses for NIOSH NPPTL and NIOSH CEL are located at the following website addresses:

www.cdc.gov/niosh/npptl/default.html and www.cdc.gov/niosh/npptl/topics/respirators/cel/.

Additional equipment may be approved in the future through the use of Federal specifications, American National Standards Institute (ANSI) specifications and recognized approval authority, such as Underwriter's Laboratories (UL), Factory Mutual (FM), or American Society of Testing and Materials (ASTM).

Notable Exemptions. Where the safety and health of the contractor's employees are affected, the contractor is responsible directly to OSHA or appropriate state office where OSHA has approved a state plan. Per reference (h), contractors are responsible for providing their own respiratory protection programs and respiratory protective equipment.

By the authority granted by Section 172 of reference (m), explosive safety is exempt from the requirements of this instruction. However, this instruction does apply to occupational safety and health issues in explosives and ordnance areas, such as the evaluation of exposure to hazardous materials.

Further guidance on OSH policies and procedures may be found in reference (h).

Equipment Standard 6: Individual Protective Equipment (IPE). Military IPE, commonly referred to as Mission Oriented Protective Posture (MOPP) gear, consists of a complete ensemble of suit, gloves, overboots, gas mask (either MCU-2/P or M-40A1 series), and C2 or C2A1 filter canisters.

Based upon reference (l), the EM Program does not intend to field military IPE to Navy Regions and Installations for use during CoM operations within the U.S., its territories and possessions, or within any overseas location where the use of military IPE is not specifically mandated in writing by the appropriate theater Combatant Commander or higher authority.

The employment of military IPE by Navy Regions and Installations during CoM operations is not permitted unless required in writing by the theater Combatant Commander or higher authority. In these specific cases where employment of military IPE is mandated, the Regional EM shall forward the appropriate requirements documentation to the CNI EM and the NAVFAC CBRN Program Manager. The Regional EM shall include a written estimate of immediate and recurring resource requirements, both material and manpower, to support such equipment. It is not expected that U.S. civilian personnel, including contractors and dependents, will employ military IPE before or during CoM operations.

Combat units and combat personnel temporarily assigned to meet urgent domestic or foreign consequence management requirements shall continue to employ military-specific CBRN respiratory protection capabilities, which is considered appropriate for the delayed response times and large-scale, sustained operations that these forces are called upon to conduct in support of civil authorities.

Navy Regions and Installations supporting specific overseas theaters must comply with written guidance by their assigned theater Combatant Commander with regards to the employment of military IPE by their assigned military personnel. In accordance with references (b) and (c), the use of military IPE is specified for all combat operations and combat support functions.

Seven levels of MOPP have been defined ranging from MOPP Ready (prepared to use MOPP gear within 2 hours) and MOPP Modified (prepared to use MOPP gear within 2 hours and are

able to operate within an overpressure system such as a building or vehicle that offers some protection against liquid agents and vapor threats) to MOPP 4 (maximum protection in protective respiratory mask and chemical protective over-garments). MOPP levels ashore do **not** match MOPP levels afloat. IPE for MOPP Zero through MOPP 4 ashore is described in Table 9-2.

Table 9-2: Military IPE Levels (Ashore)

Mission Orientated Protective Posture (MOPP)	
MOPP Zero	
Mask	Carried
Overgarment	Available
Vinyl Overboot	Available
Gloves	Available
Helmet Protective Cover	Available
MOPP 1	
Mask	Carried
Overgarment	Worn
Vinyl Overboot	Carried
Gloves	Carried
Helmet Protective Cover	Available
MOPP 2	
Mask	Carried
Overgarment	Worn
Vinyl Overboot	Worn
Gloves	Carried
Helmet Protective Cover	Worn
MOPP 3	
Mask	Worn
Overgarment	Worn
Vinyl Overboot	Worn
Gloves	Carried
Helmet Protective Cover	Worn
MOPP 4	
Mask	Worn
Overgarment	Worn
Vinyl Overboot	Worn
Gloves	Worn
Helmet Protective Cover	Worn
Note	* Military IPE (known as Mission Oriented Protective Posture) is not equivalent to Level C because JSLIST does not pass penetration standards established by reference (i), MCU-2/P or M-40A1 masks do not pass penetration testing established by NIOSH CBRN standard for APRs, and C2/C2A1 canisters do not pass multiple filtration standards established by NIOSH CBRN standard for APRs (see reference (1)).

Equipment Standard 7: Collective Protection. Fixed or transportable collective protection systems are developed and fielded through the JCBDP, JRO, and/or JPEO. The EM Program does not intend to field collective protection systems to Navy Regions and Installations for use during CoM operations.

Collective protection equipment may be fielded to Navy Regions and Installations through two specific methods. Collective equipment may be fielded by the JCBDP, JRO, and/or JPEO (see Standard 14 for more details on Joint requirements) as part of a larger DoD or Joint mandate. In addition, theater Combatant Commanders or higher authority may require the employment of such systems by designated Installations. In these specific cases where employment of collective protection systems is mandated, the Regional EM shall forward the appropriate requirements documentation to the CNI EM and the NAVFAC CBRN Program Manager. The Regional EM shall include a written estimate of immediate and recurring resource requirements, both material and manpower, to support such equipment.

Equipment Standard 8: Fixed Detection Equipment. Fixed detection systems for CBRN agents may include, but are not limited to, Joint Portal Shield, Dry Filter Units (DFU), and M-22 Advanced Chemical Agent Detector Alarms (ACADA), and other systems developed and fielded through the JCBDP. The EM Program will not field fixed detection systems to Navy Regions and Installations for use during CoM operations.

Fixed detection equipment may be fielded to Navy Regions and Installations through two specific methods. Fixed detection equipment may be fielded by the JCBDP, JRO, and/or JPEO as part of a larger DoD or Joint mandate. In addition, theater Combatant Commanders or higher authority may require the employment of such systems by designated Installations. In these specific cases where employment of fixed detection systems is mandated, the Regional EM shall forward the appropriate requirements documentation to the CNI EM and the NAVFAC CBRN Program Manager. The Regional EM shall include a written estimate of immediate and recurring resource requirements, both material and manpower, to support such equipment.

Equipment Standard 9: Portable Detection Equipment. Presumptive identification systems consist of both military and civilian systems. Only presumptive identification systems will be fielded through the EM Program. Presumptive identification systems for CBRN agents or materials during CoM operations shall only be used by response personnel trained to HAZMAT technician standards delineated in reference (k). This restriction does not apply to those operations under the control of NAVSEA 08R.

No confirmatory testing (RAPIDS, HAPSITE, SENSIR IR) or definitive analysis (advanced laboratory) capabilities are being fielded to Navy Regions or Installations as part of the EM Program. Navy Regions and Installations shall utilize existing Federal, State, Local, Other Service, and/or Private (or Host Nation) capabilities in addition to coordinating with afloat/deployable confirmatory testing capabilities currently fielded to units such as the Navy Environmental Preventive Medicine Units (NEPMUs) and Carrier Strike Groups.

Equipment Standard 10: Decontamination. All decontamination equipment employed during CoM operations shall utilize either water alone or soap & water together. Casualty decontamination operations shall be conducted per reference (n). Detailed team and casualty decontamination requirements and procedures are found in Appendix K.

Use of Chemical Decontaminants. No chemical decontaminants will be purchased or used without written approval from NAVFAC CBRN Program Manager or designated NAVFAC staff. The only exceptions to this restriction shall be those overseas installations that are required by Theater Combatant Commanders to employ chemical decontaminants in support of wartime missions.

All usage of chemical decontaminants, whether for Combat Support or Consequence Management operations, shall meet the following criteria:

- (1) All chemical decontaminants shall be used and stored in accordance with requirements stated in the Material Safety Data Sheet supplied by the chemical's manufacturer and shall be included in the installation Hazardous Material Information System (HMIS) in accordance with reference (h).
- (2) Any usage of chemical decontaminants shall require training in the proper handling and usage of the decontaminant chemicals, including the selection of PPE. Training shall include mixing of the chemicals, application and clean-up operations. Training with water or other simulants is not acceptable as it does not establish proficiency in chemical handling or PPE use with the actual chemicals.
- (3) All chemical decontaminants shall be segregated from other response equipment that could be damaged by accidental release of decontaminant chemicals.
- (4) Unless a written waiver is granted by NAVFAC CBRN Program Manager or designated NAVFAC staff, storage facilities for chemical decontaminants shall meet requirements of references (o) and (p).
- (5) Unless a written waiver is granted by NAVFAC CBRN Program Manager or designated NAVFAC staff, storage facilities for oxidizing decontaminants chemicals, such chlorine based chemical decontaminants, shall meet requirements of reference (q).

Equipment Standard 11: Warehousing & Storage. It is not expected that all Installations will require warehousing capability for EM equipment. A number of Group 1 and Group 2 Installations may require warehousing of EM equipment due to the requirements of the EM Program, the assigned theater Combatant Commander, and/or a DoD or Joint program.

Any warehouse or storage facility utilized for storing or issuing EM equipment must comply with all criteria contained within all applicable Unified Facilities Criteria (UFC).

Equipment Requirements. Tables 9-3 through 9-6 match the EM Program’s organizational structure to equipment requirements by both Region/Installation group designation and personnel category. These tables serve as a useful tool for Regional EMs and Installation EMOs in determining the required equipage to complete each assigned task.

When used together, Tables 9-3 through 9-6 provide Regional and Installation emergency management with the suggested equipment solution sets based on a Region or Installation’s unique resource set and required EM capability. Regional EMs must work with the CNI EM Program Manager and designated NAVFAC CBRN Program representatives in identifying consolidated Regional requirements and matching these requirements to the latest approved TOA. Group-Specific guidance may be found in Section 2. Functional area guidance may be found in Section 3.

Note: Nothing in Tables 9-3 through 9-6 mandates development of a specific capability, only the equipment required to field such a capability correctly if such a capability is required by the Regional and/or Installation EM Plan.

Table 9-3: Regional – Response Organization Equipment

Equipment Requirements Functional Areas or Positions	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Category 1																	
Category 1 (Critical Operations) with Collective Protection		+	+														
Category 1 (Critical Operations) with Individual Protection		+	+														

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Equipment Requirements	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Category 1 (Critical Operations) without Protective Equipment																	
Category 1 (Essential Operations) with Individual Protection		+	+														
Category 1 (Essential Operations) without Protective Equipment																	
Category 2,3,4																	
Non-emergency Essential																	
Category 5 (On Scene)																	
Responders	NONE ASSIGNED																
Category 5 (ROC)																	
Regional EM	+																
ROC Manager																	
ROC Staff*																	
Regional EM Staff*																	
Regional Commander																	
Executive Officer*																	

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Equipment Requirements	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Chief of Staff*																	
Command Duty Officer (CDO)*																	
Security Representative*																	
Fire-Rescue Representative*																	
EMS Representative*																	
Finance Officer/ Comptroller*																	
Preventive Medicine*																	
Public Works*																	
METOC/Hazard Prediction*																	
Occupational Safety*																	
Industrial Hygiene*																	
Environmental Program*																	
JAG/Legal*																	
Intelligence*																	
Public Affairs*																	
Supply/Logistics Support*																	
Mortuary Affairs*																	
Mass Care Coordinator*																	
Fleet & Family Services*																	
Category 5 (Dispatch)																	

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Equipment Requirements	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Dispatch Staff																	
Category 5 (JIC)																	
Joint Information Center Staff*																	
Category 5 (Shelter)																	
Shelter Manager*	+																
Legend	+ = Required Equipment S = Substitution. Requirement for APR may be substituted with employment of PAPR, if desired. (Funding dependent.) D = On-Scene Decontamination Team Personnel only (including assigned Security Forces) E = MOPP Gear for use by designated military personnel as directed by Theater Combatant Commanders (Bahrain, Korea, Japan) * = If assigned to Region																

NOTE: * Military IPE (known as Mission Oriented Protective Posture) is not equivalent to Level C because JSLIST does not pass penetration standards established by reference (i), MCU-2/P or M-40A1 masks do not pass penetration testing established by NIOSH CBRN standard for APRs, and C2/C2A1 canisters do not pass multiple filtration standards established by NIOSH CBRN standard for APRs (see reference (l)).

Table 9-4: Group 1 – Response Organization Equipment

Equipment Requirements Functional Areas or Positions	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Category 1																	
Category 1 (Critical Operations) with Collective Protection		+	+														
Category 1 (Critical Operations) with Individual Protection		+	+														
Category 1 (Critical Operations) without Protective Equipment																	
Category 1 (Essential Operations) with Individual Protection		+	+														
Category 1 (Essential Operations) without Protective Equipment																	
Category 2,3,4																	
Non-emergency Essential																	
Category 5 (On Scene)																	
Incident Command Post Staff	+																

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Equipment Requirements Functional Areas or Positions	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
HAZMAT Technicians	+	+	S	+			+	+	+	+	+	+	+	+			
EOD Technicians	+	+	S	+	E	E	+	+	+	+	+	+	+	+			
Fire-Rescue Personnel	+	+	+	S			+	+							+		
Team Decon Corridor	+	+		D			+	+								+	
Casualty Decon Corridor	+	+		D			+	+									+
Naval Security Force	+	+	+	D	E	E											
HAZMAT Team Medical Representative(s)	+	+	+														
Medical Triage Team (On-Scene)*	+	+	+														
Emergency Medical Services (EMS)*	+	+	+														
Mortuary Affairs Team*	+	+	+	S													
Debris Clearance Team*	+	+	+														
Damage Assessment Team*	+	+	+														
Mass Care Management Team*	+																
Emergency Management Staff*	+	+	+														
Emergency Response Teams**	+	+	+	S			+	+	+	+	+	+	+	+	+	+	+

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Equipment Requirements Functional Areas or Positions	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Evidence Collection & Recovery Teams***	+	+	+				+	+									
Category 5 (EOC)																	
Emergency Management Officer	+																
EOC Manager																	
EOC Staff*																	
Installation EM Staff*																	
Commanding Officer																	
Executive Officer*																	
Chief of Staff*																	
Command Duty Officer (CDO)*																	
Security Representative*																	
Fire-Rescue Representative*																	
EMS Representative*																	
Finance Officer/ Comptroller*																	
Preventive Medicine*																	
Public Works*																	
METOC/Hazard Prediction*																	
Occupational Safety*																	
Industrial Hygiene*																	

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Equipment Requirements Functional Areas or Positions	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Environmental Program*																	
JAG/Legal*																	
Intelligence*																	
Public Affairs*																	
Supply/Logistics Support*																	
Mortuary Affairs*																	
Mass Care Coordinator*																	
Fleet & Family Services*																	
Category 5 (Dispatch)																	
Dispatch Staff*																	
Category 5 (JIC)																	
Joint Information Center Staff*																	
Category 5 (Shelter)																	
Shelter Manager*	+																

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Equipment Requirements		Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Functional Areas or Positions																		
Legend		+ = Required Equipment S = Substitution. Requirement for APR may be substituted with employment of PAPR, if desired. (Funding dependent.) D = On-Scene Decontamination Team Personnel only (including assigned Security Forces) E = MOPP Gear for use by designated military personnel as directed by Theater Combatant Commanders (Bahrain, Korea, Japan) * = If assigned to Region or Installation ** = Emergency Response Teams, usually employed overseas, may perform functions typically assigned to HAZMAT teams and must meet all requisite training & equipment requirements. Required equipment list represents requirements to perform offensive operations in a contaminated environment. *** = Evidence Collection & Recovery Teams, employed in remote overseas locations only, may perform functions as the HAZMAT Technician level in up to Level B PPE and must meet all requisite training & equipment requirements.																

NOTE: * Military IPE (known as Mission Oriented Protective Posture) is not equivalent to Level C because JSLIST does not pass penetration standards established by reference (i), MCU-2/P or M-40A1 masks do not pass penetration testing established by NIOSH CBRN standard for APRs, and C2/C2A1 canisters do not pass multiple filtration standards established by NIOSH CBRN standard for APRs (see reference (l)).

Table 9-5: Group 2 – Response Organization Equipment

Equipment Requirements Functional Areas or Positions	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Category 1																	
Category 1 (Critical Operations) with Collective Protection		+	+														
Category 1 (Critical Operations) with Individual Protection		+	+														
Category 1 (Critical Operations) without Protective Equipment																	
Category 1 (Essential Operations) with Individual Protection		+	+														
Category 1 (Essential Operations) without Protective Equipment																	
Category 2,3,4																	
Non-emergency Essential																	
Category 5 (On Scene)																	
Incident Command Post Staff	+																

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Equipment Requirements Functional Areas or Positions	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Fire-Rescue Personnel	+	+	+	S			+	+							+		
Casualty Decon Corridor	+	+		D			+	+									+
Naval Security Force	+	+	+	D	E	E											
Medical Triage Team (On-Scene)*	+	+	+														
Emergency Medical Services (EMS)*	+	+	+														
Mortuary Affairs Team*	+	+	+	S													
Debris Clearance Team*	+	+	+														
Damage Assessment Team*	+	+	+														
Mass Care Management Team*	+																
Emergency Management Staff*	+	+	+														
Emergency Response Teams**	+	+	+	S			+	+	+	+	+	+	+	+	+	+	+
Evidence Collection & Recovery Teams***	+	+	+				+	+									
Category 5 (EOC)																	
Emergency Management Officer	+																
EOC Manager																	
EOC Staff*																	

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Equipment Requirements Functional Areas or Positions	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Installation EM Staff*																	
Commanding Officer																	
Executive Officer*																	
Chief of Staff*																	
Command Duty Officer (CDO)*																	
Security Representative*																	
Fire-Rescue Representative*																	
EMS Representative*																	
Finance Officer/ Comptroller*																	
Preventive Medicine*																	
Public Works*																	
METOC/Hazard Prediction*																	
Occupational Safety*																	
Industrial Hygiene*																	
Environmental Program*																	
JAG/Legal*																	
Intelligence*																	
Public Affairs*																	
Supply/Logistics Support*																	
Mortuary Affairs*																	
Mass Care Coordinator*																	

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Equipment Requirements	Functional Areas or Positions	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
	Fleet & Family Services*																	
	Category 5 (Dispatch)																	
	Dispatch Staff*																	
	Category 5 (JIC)																	
	Joint Information Center Staff*																	
	Category 5 (Shelter)																	
	Shelter Manager*	+																
Legend	+ = Required Equipment S = Substitution. Requirement for APR may be substituted with employment of PAPR, if desired. (Funding dependent.) D = On-Scene Decontamination Team Personnel only (including assigned Security Forces) E = MOPP Gear for use by designated military personnel as directed by Theater Combatant Commanders (Bahrain, Korea, Japan) * = If assigned to Region or Installation ** = Emergency Response Teams, usually employed overseas, may perform functions typically assigned to HAZMAT teams and must meet all requisite training & equipment requirements. Required equipment list represents requirements to perform offensive operations in a contaminated environment. ** = Evidence Collection & Recovery Teams, employed in remote overseas locations only, may perform functions as the HAZMAT Technician level in up to Level B PPE and must meet all requisite training & equipment requirements.																	

NOTE: * Military IPE (known as Mission Oriented Protective Posture) is not equivalent to Level C because JSLIST does not pass penetration standards established by reference (i), MCU-2/P or M-40A1 masks do not pass penetration testing established by NIOSH CBRN standard for APRs, and C2/C2A1 canisters do not pass multiple filtration standards established by NIOSH CBRN standard for APRs (see reference (l)).

Table 9-6: Group 3 – Response Organization Equipment

Equipment Requirements Functional Areas or Positions	Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Category 1																	
Category 1 Personnel	NONE ASSIGNED																
Category 2,3,4																	
Non-emergency Essential																	
Category 5 (On Scene)																	
Incident Command Post Staff*	+																
Fire-Rescue Personnel*	+	+	+												+		
Naval Security Force*	+	+	+		E	E											
Category 5 (EOC)																	
Emergency Management Officer	+																
Commanding Officer																	
Executive Officer*																	
Command Duty Officer (CDO)*																	

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Equipment Requirements Functional Areas or Positions		Level D PPE (based on assigned tasks)	Level C (Class 3) PPE w/ boots, gloves, & helmet	Level C Respiratory Protection – MSA Millennium APR	Level C Respiratory Protection – 3M RRPAS PAPR	Military JSLIST w/ assoc. IPE*	Military MCU-2A/P with second skin or M-40A1 Series Gas Mask w/ C2A1 Filter	Level B (Class 2) PPE	Level B Respiratory Protection – 3.0 SCBA	Level A (Class 1) PPE	Level A Respiratory Protection – 4.5 SCBA	Portable Point Detection - Chemical	Portable Point Detection - Biological	Portable Point Detection - Radiological	Sampling Equipment	Casualty Extract Equip.	Team Decon System	Casualty Decon System
Security Representative*																		
Fire-Rescue Representative*																		
Other Command Staff*																		
Category 5 (Dispatch)																		
Dispatch Staff*		+																
Category 5 (JIC)																		
Joint Information Center Staff		NONE ASSIGNED																
Category 5 (Shelter)																		
Shelter Manager		NONE ASSIGNED																
Legend	+ = Required Equipment E = MOPP Gear for use by designated military personnel as directed by Theater Combatant Commanders (Bahrain, Korea, Japan) * = If assigned to Region or Installation																	

NOTE: * Military IPE (known as Mission Oriented Protective Posture) is not equivalent to Level C because JSLIST does not pass penetration standards established by NFPA 1994, MCU-2/P or M-40A1 masks do not pass penetration testing established by NIOSH CBRN standard for APRs, and C2/C2A1 canisters do not pass multiple filtration standards established by NIOSH CBRN standard for APRs (see reference (1)).

Standard 10: Exercise and Evaluation

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) National Fire Protection Association (NFPA) Standard 1600 “National Preparedness Standard on Disaster/Emergency Management and Business Continuity Programs” (5 February 2004)
- (c) DoD Instruction 2000.16, DoD Antiterrorism Standards (14 June 2001)
- (d) DHS/FEMA Independent Study Course #139 (IS-139)
- (e) CJCS Manual 3500.03A Joint Training Manual for the Armed Forces of the United States (1 September 2002)

Scope. In accordance with (a), (b), (c), exercise and evaluation activities are to be carried out on a periodic basis to review and evaluate plans, programs, and response capabilities. The exercise and evaluation program also is utilized to assess lessons learned and validate plan revisions, as appropriate.

Overview. Exercises shall be performance-based and require demonstration, practical application, and evaluation of proficiency for the discrete, essential tasks that enable the EM Program’s mission and functions to be successfully accomplished. Operations-based exercises such as drills and Field Training Exercises (FTXs) are designed to validate personnel and equipment performance in achieving critical tasks. Functional areas supporting the Regional/ Installation EM Program must also participate in realistic exercises, including multidisciplinary and multi-jurisdictional events with Federal, State, Local, Other Service, and/or private (or Host Nation) interaction in order to validate plans, practice essential skills, improve integration, and promote interoperability.

Exercise Types. There are four types of exercises include in these guidelines: Drills, Table Top Exercises (TTX), Command Post Exercises (CPX), and Field Training Exercises (FTX). In addition to these exercises, the concept of a pre-exercise orientation seminar is discussed as delineated in references (b) and (d).

Exercises should be organized to increase in complexity—for example, from Tabletop Exercises (TTX) to Command Post Exercises (CPX) to a Field Training Exercise (FTX). Each type of exercise builds on previous exercises using more sophisticated simulation techniques and requiring more preparation time, personnel, and planning.

This cycle of EM Program exercises does not limit or modify the existing exercise requirements of existing programs, such as AT, Fire and Emergency Services, and Navy Medicine. Regions and Installations shall continue to conduct the regularly scheduled, often

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

annually recurring, exercises currently mandated for their existing programs while ensuring that these exercises support the Regional and Installation EM Plans as required.

Orientation Seminar. An **orientation seminar** is an overview or introduction. Its purpose is to familiarize participants with roles, plans, procedures, or equipment. It can also be used to resolve questions of coordination and assignment of responsibilities.

Table 10-1: Orientation Seminar Overview

Orientation Seminar Characteristics	
Format	The orientation seminar is a very low-stress event, usually presented as an informal discussion in a group setting. There is little or no simulation. A variety of seminar formats can be used, including: ▪ Lecture. ▪ Discussion. ▪ Slide or video presentation. ▪ Computer demonstration. ▪ Panel discussion. ▪ Guest lecturers.
Applications	The orientation seminar can be used for a wide variety of purposes, including: ▪ Discussing a topic or problem in a group setting. ▪ Introducing something new (e.g., policies and plans). ▪ Explaining existing plans to new personnel who require an explanation of the Regional/Installation EM Plan and their role at the their assigned location; orientation to operational plans as they relate to emergencies). ▪ Introducing a cycle of exercises.
Leadership	Orientations are led by a facilitator, who presents information and guides discussion. The facilitator should have some leadership skills, but very little other training is required.
Participants	A seminar may be cross-functional—involving one or two participants for each function or service being discussed (e.g., Regional/Installation leadership, policy, coordination, and operations staff). Or, it may be geared to several people from a single department.
Facilities	A conference room or any other fixed facility may be used, depending on the purposes of the orientation.
Time	Orientations should last a maximum of 1 to 2 hours.
Preparation	An orientation is quite simple to prepare (two weeks' preparation time is usually sufficient) and conduct.

Drill. A **drill** is a coordinated, supervised exercise activity, normally used to test a single specific operation or function. With a drill, there is no attempt to coordinate organizations or fully activate the ROC or EOC. Its role in an exercise program is to practice and

perfect one small part of the response plan and help prepare for more extensive exercises, in which several functions will be coordinated and tested.

Table 10-2: Drill Overview

Drill Characteristics	
Format	A drill involves actual field or facility response for an EOC operation. It should be as realistic as possible, employing any equipment or apparatus for the function being drilled.
Applications	Drills are used to test a specific operation. They are also used to provide training with new equipment, to develop new policies or procedures, or to practice and maintain current skills. Drills are a routine part of the daily job and organizational training in the field, in a facility, or at the operations centers. Some examples of drills run by different organizations are listed below: ▪ Operations Centers: Call-down/activation procedures ▪ Public Works: Locating and placing road barriers under time constraints ▪ Selected Responders: Activation and mobilization drill ▪ HAZMAT: Evacuation and isolation of spill area and valve system shutoff
Leadership	A drill can be led by a manager, supervisor, department head, or exercise designer. Staff must have a good understanding of the single function being tested.
Participants	The number of participants depends on the function being tested. Coordination, operations, and response personnel could be included.
Facilities	Drills can be conducted within a facility, in the field, or at the EOC or other operating center.
Time	1 to 2 hours is usually required.
Preparation	Preparation may take as little as 5 minutes or about a month. Participants usually need a short orientation beforehand.

Tabletop Exercise. A **Tabletop Exercise (TTX)** is a facilitated analysis of an emergency situation in an informal, stress-free environment. It is designed to elicit constructive discussion as participants examine and resolve problems based on existing operational plans and identify where those plans need to be refined. An example of a Tabletop Exercise is provided in the FEMA Tool Box, available at <http://training.fema.gov/EMIWeb/priv/g139.htm>.

Table 10-3: Tabletop Exercise (TTX) Overview

Tabletop Exercise Characteristics	
Format	The exercise begins with the reading of a short narrative, which sets the stage for the hypothetical emergency. Then, the facilitator may stimulate discussion in two ways: ▪ Problem statements: Problem statements (describing major or detailed events) may be addressed either to individual participants or to participating departments or agencies. Recipients of problem statements then discuss the actions they might take in response. ▪ Simulated messages: These messages are more specific than problem statements. Again, the recipients discuss their responses. In either case, the discussion generated by the problem focuses on roles (how the participants would respond in a real emergency), plans, coordination, the effect of decisions on other organizations, and similar concerns. Often maps, charts, and packets of materials are used to add to the realism of the exercise.
Applications	TTXs have several important applications. They: ▪ Lend themselves to low-stress discussion of coordination and policy. ▪ Provide a good environment for problem solving. ▪ Provide an opportunity for key personnel to become acquainted with one another, their interrelated roles, and their respective responsibilities.
Leadership	A facilitator leads the tabletop discussion. This person decides who gets a message or problem statement, calls on others to participate, asks questions, and guides the participants toward sound decisions.
Participants	The objectives of the exercise dictate who should participate. The TTX may involve many people and many organizations—essentially anyone who can learn from or contribute to the planned discussion items. This may include all entities that have a policy, planning, or response role.
Facilities	A TTX requires a large conference room where participants can surround a table.
Time	A TTX usually lasts from 1 to 4 hours. Discussion times are open-ended, and participants are encouraged to take their time in arriving at in-depth decisions—without time pressure.
Preparation	It typically takes about a month to prepare for a TTX. Preparation also usually requires at least one

orientation seminar and one or more drills.

Command Post Exercise. A **Command Post Exercise (CPX)** is a fully simulated interactive exercise that tests the capability of an organization to respond to a simulated event, short of moving real people and equipment to an actual site. The exercise tests multiple functions of the organization’s operational plan. It is a coordinated response to a situation in a time-pressured, realistic simulation. An example of a Command Post Exercise is provided in the FEMA Tool Box, available at <http://training.fema.gov/EMIWeb/priv/g139.htm>.

Table 10-4: Command Post Exercise (CPX) Overview

Command Post Exercise (CPX) Characteristics	
Format	This is an interactive exercise—similar to a Field Training Exercise (FTX) without the equipment. It simulates an incident in the most realistic manner possible short of moving resources to an actual site. A CPX is: ▪ <i>Geared for policy, coordination, and operations personnel</i>—the “players” in the exercise—who practice responding in a realistic way to carefully planned and sequenced messages given to them by “simulators.” The messages reflect ongoing events and problems that might actually occur in a real emergency. ▪ <i>A stressful exercise</i> because players respond in real time, with on-the-spot decisions and actions. All of the participants’ decisions and actions generate real responses and consequences from other players. ▪ <i>Complex</i>—Messages must be carefully scripted to cause participants to make decisions and act on them. This complexity makes the CPX more difficult to design than a tabletop exercise.
Applications	CPXs make it possible to test several functions and exercise several agencies or departments without incurring the cost of a full-scale exercise. In some instances, taking part in a CPX may serve as a full-scale exercise for a participating organization (e.g., a Medical Treatment Facility may conduct its own FTX as part of a Regional/Installation CPX).
Leadership and	CPXs are complex in their organization of leadership and the assignment of roles. The following general roles are used:

Participants	▪ Controller: Manages and directs the exercise ▪ Players: Participants who respond as they would in a real emergency (Players should include policy makers; may include coordinators and operational personnel directing field activities.) ▪ Simulators: Assume external roles and deliver planned messages to the players ▪ Evaluators: Observers who assess performance
Facilities	It is usually conducted in the Regional Operations Center, Installation EOC, Medical Treatment Facility EOC, Regional/Installation Dispatch, the Incident Command Post (ICP), and/or other operating centers (such as the Naval Nuclear Propulsion Program's Emergency Command Centers). Ideally, people gather where they would actually operate in an emergency. Players and simulators are often seated in separate areas or rooms. Realism is achieved by the use of telephones, radios, televisions, and maps.
Time	A CPX requires from 3 to 8 hours, although it can run a full day or even longer.
Preparation	Plan on 4-6 months to prepare for a CPX, for several reasons: ▪ Staff members need considerable experience with the functions being tested. ▪ The exercise should be preceded by lower-level exercises, as needed. ▪ Controller, evaluators, and simulators require training. ▪ The exercise may require a significant allocation of resources and a major commitment from organizational leaders.

Field Training Exercise. A **Field Training Exercise (FTX)** simulates a real event as closely as possible. It is an exercise designed to evaluate the operational capability of emergency management systems in a highly stressful environment that simulates actual response conditions. To accomplish this realism, it requires the mobilization and actual movement of emergency personnel, equipment, and resources. The FTX should test and evaluate most functions of the Regional and/or Installation EM Plan(s).

Table 10-5: Field Training Exercise (FTX) Overview

Field Training Exercise (FTX) Characteristics	
Format	The exercise begins with a description of the event, communicated to responders in the same manner as would occur in a real event. Personnel conducting the field component must proceed to their assigned locations, where they see a “visual narrative” in the form of a mock emergency (e.g., a plane crash with victims, a “burning” building, a simulated chemical spill on a highway, or a terrorist attack). From then on, actions taken at the scene serve as input to the simulation taking place at the Regional Operations Center, Installation EOC, Medical Treatment Facility EOC, Regional/Installation Dispatch Center, and/or Incident Command Post (ICP).
Applications	FTXs are the ultimate in functional area evaluation. Because they are expensive and time consuming, it is important that they be reserved for the highest priority installations, hazards, and functional areas.
Leadership and Participants	One or more controllers manage the exercise, and evaluators are required. All levels of personnel take part in a FTX: ▪ Policy personnel ▪ Coordination personnel ▪ Operations personnel ▪ Field personnel
Facilities	The event unfolds in a realistic setting. The ROC, Installation EOC, Medical Treatment Facility EOC, Regional/Installation Dispatch Center, and Incident Command Post (ICP) are activated and supporting Federal, State, Local, Other Service, Private (and/or host nation) command centers may support the exercise.
Time	A full-scale exercise may be designed to be as short as 2 to 4 hours, or to last as long as 1 or more days.
Preparation	Preparation for a FTX requires an extensive investment of time, effort, and resources – usually 6 months to 1 year to develop a complete exercise package. This timeframe includes multiple drills and a preparatory TTX and CPX. In addition, personnel and equipment from participating agencies must be committed for a prolonged period of time.

The following table briefly compares the key characteristics of the five types of exercise program activities.

Table 10-6: Exercise Component Overview

Comparison of Key Activity Characteristics					
	Orientation	Drill	Tabletop Exercise (TTX)	Command Post Exercise (CPX)	Field Training Exercise (FTX)
Format	Informal discussion in group setting Various presentation methods	Actual field or facility response Actual equipment	Narrative presentation Problem statements or simulated messages Group discussion No time pressures	Interactive, complex Players respond to messages (events/problems) provided by simulators. Realistic but no actual equipment. Conducted in real time; stressful	Realistic event announcement Personnel gather at assigned site Visual narrative (enactment) Actions at scene serve as input to ROC/EOC/ICP simulation
Leaders	Facilitator	Manager, supervisor, department head, or designer	Facilitator	Controller	Controller(s)

Navy Installation Emergency Management Program Manual (CNI 3440.17)
23 January 2006

Participants	Single agency/department, or cross-functional	Personnel for the function being tested May include coordination, operations, response personnel	Anyone with a policy, planning, or response role for the type of situation used	Players (policy, coordination, and operations personnel) Simulators Evaluators	All levels of personnel (policy, coordination, operations, field) Evaluators
Locations	Conference room	Facility, field, Regional Operations Center, Installation EOC, MTF EOC, or other facility	Large conference room	All Command & Control Nodes (Regional Operations Center, Installation EOC, MTF EOC, Dispatch Center, ICP) (multiple rooms)	Realistic setting All Command & Control Nodes
Duration	1–2 hours	1–2 hours	1–4 hours	3–8 hours or longer	2 hours to 1 or more days
Preparation	2 weeks	1 month Participants need orientation	1 month Preceded by orientation and 1 or more drills	4-6 months Preceded by simpler exercises	6 months to 1 year Including preparatory drills, tabletops, functional exercises

Goals. The goals of the EM Exercise and Evaluation program are to enhance training, increase proficiency, and validate/test the capability of an installation to prepare for, mitigate, respond to, and initiate recovery from all natural and man-made hazards identified within the hazard assessment. The EM Exercise and Evaluation program provides information needed to validate the EM plan and identify or establish training requirements. Exercises are a venue to ensure that the components of the plan are executable and the resources needed are available, adequate, and trained to standards.

Exercise Schedule. The exercise schedule will be defined within a three year rotating calendar. Though this exercise cycle should be based on the existing fiscal year construct, the requirements may be met over any identified 12 month period per Regional guidance.

Per reference (b) and as modified by reference (a), all Regions and Installations shall perform, at a minimum, one TTX per year and report completion of exercise(s) to the next higher echelon. This TTX shall include a required AAR and lessons learned report.

In addition, Group 1 and 2 Installations shall complete a TTX and CPX, in that order, during the second year and a TTX, CPX, and FTX, in that order, during the third year. Group 3 Installations shall complete a standardized warning and evacuation/sheltering FTX once every exercise cycle.

Table 10-7: Exercise Requirements

		Three Year Exercise Cycle		
Group	Priority	Year 1	Year 2	Year 3
Regional	High	TTX	TTX ➔ CPX	TTX ➔ CPX ➔ FTX*
1	High	TTX	TTX ➔ CPX	TTX ➔ CPX ➔ FTX
2	Medium	TTX	TTX ➔ CPX	TTX ➔ CPX ➔ FTX**
3	Low	Annual TTX with a FTX once every three years***		
Notes:	* Regional FTX shall be completed in conjunction with the FTX of one or more of the assigned Group 1 or Group 2 Installations. ** Group 2 Installations may either actively participate in an existing Regional and/or Installation FTX or conduct their own FTX on the third year of the exercise cycle, as directed by the Regional Commander. *** Group 3 Installations shall utilize a template design and should coordinate with civil (or host nation) EM agencies and departments for their standardized warning and evacuation/sheltering FTX.			

Exercise requirements by group for a three year exercise cycle.

The three year exercise schedule shown in Table 10-7 shall be phased into operation based on the Implementation Plan. The exercise schedule should be staggered to the greatest extent possible in order to avoid every assigned installation performing their exercises at the same time.

Exercise Design & Evaluation. Exercise scenarios should be realistic and address the full range of potential natural and man-made emergencies, including CBRNE terrorism. EM exercises may be combined with multiple existing exercise requirements provided that the resulting event exercises three or more functional areas (see Section 3) simultaneously, in addition to the personnel assigned to the EM staff and the EOC (and ROC, where applicable). Exercises should include appropriate representatives from Federal, State, Local, Other Service, and/or private (or host nation) agencies and departments, whenever possible. When authorized post-event by the next higher echelon, actual management of a real-life emergency may meet some or all of the EM exercise requirements within this standard.

Exercise design and evaluation shall be performed per CNI guidance. Regions and Group 1 Installations should receive external, objective exercise design and evaluation support due to the increased scope and complexity of their assigned EM mission and capabilities. This exercise design and evaluation function may be completed utilizing contract support, Regional personnel, Other Service or U.S. Government support, or a combination these options. Group 2 Installations shall request Regional assistance in design and evaluation of their assigned exercises. Group 3 Installations shall utilize a template design for their annual TTX requirements and conduct a self-evaluation. Regions shall program accordingly.

JCS J34 CBRNE Exercise Scenario CD Set may be used to facilitate exercise development or conduct individual scenario-based training

Exercise Planning. A Plan of Action and Milestones (POA&M) is constructed at the Initial Planning Conference to form the framework around which the exercise cycle is built. Reference (e) contains a detailed description of the stages and tasks of a typical major exercise.

Execution. A centralized control environment is the recommended means to present a synchronized, coherent, and realistic event for participants at all levels.

Designate members of an Exercise Control Group (ECG). The ECG has the overall responsibility to provide the control environment (information, guidance, and coordination) for execution planning in accordance with training objectives and doctrine.

The ECG should provide:

- Initial and follow-on intelligence and information
- Guidance and orders from higher authority
- Coordination with supporting agencies to resolve operational, support and transportation limitations
- Information/coordination with other agencies
 - Exercises should involve participants from all emergency response functions on the installation, including response assets of the local community according to standing agreements. If participation by local agencies is not practical, develop and use scripted exercise scenarios to simulate their involvement.

Exercise Analysis. A collection and analysis team, consisting of a designated group of Subject Matter Experts (SMEs) and selected augmentees from the Region, other Installations, or outside agencies, should lead the effort of collecting and analyzing data and providing feedback to the Commander and staff concerning their actions during the event. The collection and analysis team consists of an evaluation team that observes the participants and an analysis team that consolidates and coordinates the overall evaluation of the exercise.

The evaluation team provides feedback informally throughout all phases of the exercise through individual and functional after-action reviews and the formal exercise After Action Report (AAR). The evaluation team observes and records event activities, including collection of relevant training audience products. Evaluators provide feedback and observations to the analysis team.

The analysis team consolidates and coordinates the evaluator observations to identify potential deficiencies. From this analysis, the evaluation team determines key AAR issues. The analysis team maintains a database of observations, relevant Command products, messages, and overlays for analysis and review by the SMEs and select augmentees. The team collects, analyzes, and assesses additional areas or systems to identify specific areas of interest for overall improvement.

The collection and analysis team may prepare a post exercise report for presentation to the Commander, depending on the scope of the exercise and local requirements. If presented, the post exercise report should include:

- (1) Executive Summary.
- (2) Introduction/Summary of the event/exercise.
- (3) Detailed recap and analysis of performance of key focus/functional areas that were evaluated.
- (4) Glossary of local terms/acronyms.
- (5) Tabular attachments to include the CMP and the Facilitated AAR (After Action Reviews) briefing slides.

Prior to the formal AAR, the Collection and Analysis team should review the overall evaluation with the Commander.

Exercise Evaluation. All exercises, regardless of type, shall include proper preparation and review of an After Action Report (AAR).

The after action report should be prepared and submitted to the next higher echelon as soon as possible. The AAR should be a product of all the participants, with representation from all elements of the exercise participants being given the opportunity for input. The ideal situation is to get feedback from the evaluators early, so the commanders and other staff can do a complete internal review and determine what lessons learned are to be gained and to develop a game plan for making any necessary adjustment to plans, processes and procedures.

AARs shall be maintained for a minimum of 2 years at the Installation level; same for Regional-level exercise. AARs should result in lessons learned that are prioritized based on CNI guidance and incorporated into existing EM Programs.

Use of Simulation Tools. Modeling & Simulation (M&S) systems may bring further complexity and increased realism to a CPX or FTX, but are resource intensive and must be operated by trained users. Software information may be found in Appendix E.

Standard 11: Prevention & Mitigation

Background. Prevention includes actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. Within the Navy, the role of prevention is assigned to Force Protection and/or Antiterrorism programs as well as the Navy's Bureau of Medicine and Surgery (BUMED). Within this manual, this principle is incorporated into this Mitigation standard.

Mitigation actions involve lasting, often permanent, reduction of exposure to, probability of, or potential loss from hazard events. They tend to focus on where and how to build. Mitigation measures also include the use of modeling and simulation tools to evaluate potential mitigation strategies. Mitigation examples include: zoning and building code requirements for rebuilding in high-hazard areas; floodplain buyouts; and analyses of floodplain and other hazard-related data to determine where it is safe to build in normal times, to open shelters in emergencies, or to locate temporary housing in the aftermath of a disaster.

Mitigation also can involve educating businesses and the public on simple measures they can take to reduce loss and injury, like fastening bookshelves, water heaters, and file cabinets to walls to keep them from falling during earthquakes. Cost-effective mitigation measures are the key to reducing disaster losses in the long term. In hazard-prone areas, mitigation can break the cycle of having to rebuild and rebuild again with every recurrence of floods, hurricanes, or earthquakes. Where there is a willingness to mitigate, opportunities can be found. Ongoing efforts might include: educating the private sector about what it can do to mitigate at home and at work; reaching out to planning, zoning, and development agencies to ensure that hazard conditions are considered in comprehensive plans, construction permits, building codes, design approvals, etc.; and creating inventories of existing structures and their vulnerabilities, to aid mitigation planning. There is also a need for planning to take advantage of mitigation opportunities in the aftermath of an emergency or disaster, when hazard awareness is high, funds may become available (with associated requirements for mitigation), and disruption of the *status quo* makes it possible to rethink design and location of some facilities and infrastructure. Attention to mitigation opportunities can make safer communities for everyone.

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) DoD Handbook 0-2000.12-H(Series) Protection of DoD Personnel and Assets from Acts of Terrorism (5 April 2001)
- (c) Unified Facilities Criteria (UFC) 4-010-01 DoD Minimum Antiterrorism Standards for Buildings (July 2002)
- (d) Unified Facilities Criteria (UFC) 4-010-10 DoD Minimum Antiterrorism Standoff Distances for Buildings (July 2002)
- (e) Unified Facilities Criteria (UFC) 4-021-01 Design and O&M: Mass Notification System (December 2002)
- (f) TM 5-853-1/2/3 DoD Security Engineering Manual (May 1994)
- (g) American Red Cross (ARC) Guidelines for Storm Shelters, ARC 4496 (January 2002)
- (h) National Response Plan (December 2004)
- (i) American Red Cross Disaster Services Program “Foundations of the Disaster Services Program” (ARC 3000) (June 2003)
- (j) American Red Cross Disaster Services Program “Mass Care: Preparedness and Operations” (ARC 3041) (April 1987)
- (k) Statement of Understanding between the Federal Emergency Management Agency and the American Red Cross (1 October 1997)
- (l) NTTP 3-11.25 Multiservice Tactics, Techniques, and Procedures for Contamination Avoidance and NBC Warning and Reporting System (September 2002)

Scope. In accordance with reference (a), this instruction establishes guidelines and tools for use by Regional and Installation emergency management. The mitigation tools will assist in the identification of sites where mitigation efforts may nullify or diminish the effects of identified natural and man-made hazards, including CBRNE events.

Design and Construction

Facility standards adopted by the DoD in (b) are designed to reduce the vulnerability of personnel and facilities to acts of terrorism, and to minimize the damage and assist recovery from attacks. These physical security and construction standards apply to buildings or portions of buildings owned, leased, privatized or otherwise occupied, managed or controlled by or for the DoD.

In accordance with (b), Regional and Installation Commanders shall utilize relevant Unified Facilities Criteria (UFCs) to mitigate the structural effects of natural and man-made hazards. Specifically, references (c) through (e) are directly relevant to these mitigation efforts. Reference (c) established minimum construction standards for mail facilities. The Regional Engineer shall be responsible for overseeing design and construction of facilities and installations within the Region.

Where DoD Component standards, such as those prescribed by theater Combatant Commanders, address unique requirements, incorporate those standards in accordance with their implementing directives, but not to the exclusion of reference (c).

A team consisting of AT, EM, NAVOSH, intelligence, security, safety, industrial health, and facility engineering personnel shall assist in:

- Identifying project requirements to facilitate the development of supporting operational procedures.
- Obtaining adequate resources to prudently enhance protection of an installation or facility.

NAVFAC is developing design and construction criteria for improving the security of waterfront facilities. The criteria include requirements for site-specific combinations of security components. Additional information pertaining to waterfront security may be obtained from NAVFAC Engineering Innovation and Criteria Office. Specialized physical security and AT facility engineering assistance can be obtained from the cognizant NAVFAC Facilities Engineering Command (FEC).

The standards may be supplemented where more stringent local standards apply, or where local commanders dictate additional measures. For guidance on increasing the protective measures beyond these standards, see reference (f). Critical facilities that must remain mission operational during periods of national crises or terrorist attack should be designed to higher levels of protection than those provided by reference (c). Guidance for these facility requirements can be found in reference (f).

Mail room standards. All installations that handle mail shall adopt and adhere to U.S. Postal Service (USPS) and NAVSUP guidance to mitigate mail system vulnerabilities and threats. Reference (c) established minimum construction standards for mail facilities.

Evacuation and Shelter

Regional and Installation emergency management shall develop plans and procedures to direct to evacuation, safe haven, move to shelter, or shelter-in-place (hereafter “evacuation and shelter”) Category 2 through 4 personnel. Per reference (j), evacuation, rather than procurement and employment of protective equipment, is the primary means of addressing hazards faced by Category 2 through 4 personnel. In accordance with (k), when shelter-in-place procedures are utilized, the goal shall be to protect at least 90% of personnel within 15 minutes.

Mitigation measures may include planning for and developing capabilities to conduct evacuation, identify & employ safe haven, develop & employ shelters, and shelter-in-place procedures. Such planning should be based upon reference (g), ESF #6 of reference (h) and applicable American Red Cross (ARC) guidance detailed within references (i) through (k). In overseas locations, evacuations will follow established U.S. Department of State (DOS) evacuation procedures available via the appropriate U.S. Embassy. DOD evacuation procedures are not provided within this document due to the

presence of unique guidance for each of the Host Nations supporting the presence of Navy Installations overseas.

The following evacuation and shelter guidelines are consistent with ESF #6 of reference (h). State and Local governments within the United States use these guidelines in developing and executing evacuation and shelter plans. Shelter locations and evacuation routes shall be determined and identified in advance. There are four options for protecting personnel: shelter-in-place, shelter, safe haven, and evacuation.

(1) SHELTER-IN-PLACE consists of a temporary, protective position within a structure or vehicle during an emergency. This location is neither certified nor insured and is staffed only by those personnel present.

(2) A SHELTER is a publicly identified, certified, supplied, staffed, and insured facility where the endangered population may seek temporary protection for a limited duration.

(3) A SAFE HAVEN is a pre-designated facility that is not publicly identified for use as temporary protection. This location is usually not certified, insured, supplied, or regularly staffed.

(4) During an EVACUATION, an endangered population is directed to use specified evacuation routes and transportation methods to depart a threatened area/location. Evacuation planning must include provisions for assisting people without transportation or with special needs.

The basis upon which option to implement depends upon several factors. The type, severity, expected duration of the hazard, meteorological conditions, PPE availability, type and condition of “shelters,” and type of supplies available all should be considered in determining the appropriation protection action to take. Information from vulnerability and risk assessments and modeling and simulations must also be considered in selecting options for sheltering and evacuation.

Nothing in this Standard mandates the development of shelters onboard a particular Installation group. The requirement to designate and maintain shelters onboard an Installation must be based on the Installation EM Plan and applicable Regional EM guidance. Establishment of shelters may have significant costs in terms of funding and manpower and should only be established when adequate shelter options are not available through Federal, State, Local, Other Service, and/or private (or Host Nation) agencies.

Shelter-in-place. In emergencies with limited to no warning time, sheltering-in-place within the individual’s workplace or residence is the preferred method. The following considerations should be addressed in determining the appropriate shelter action:

- Consider the conditions for employing shelter-in-place (i.e. – chemical incident)
- Identify shelter-in-place requirements onboard the Installation
- Establish procedures for warning personnel to shelter-in-place

- Establish procedures for sounding “all clear” to release personnel
- Determine needs for emergency supplies (i.e. - water & food)
- Designate shelter-in-place wardens, if appropriate
- Coordinate plans with local authorities

Shelter-in-place procedures include:

- Shut and lock all windows and doors
- Turn off all air handling equipment (heating, ventilation, and/or air conditioning)
- Move to a pre-determined sheltering room (or rooms)
- Seal any windows and/or vents
- Seal the door(s) around the top, bottom and sides
- Turn on a TV or radio and listen for further instructions
- When the “all clear” is announced, open windows and doors, turn on ventilation systems and go outside until the building’s air has been exchanged with the now clean outdoor air

Shelter. In emergencies with a moderate warning time, employment of designated shelters is the preferred protection strategy. Regions and Installations within the U.S. are not required or resourced to develop, maintain, and operate shelters. The predominate resource for shelter development, management, and operation within the U.S. is the American Red Cross (ARC). Every effort should be made to coordinate shelter needs (estimated shelter population(s), identification of special needs, etc) with the appropriate State, Local, and/or private agencies, to include the ARC and other applicable non-governmental organizations.

The following considerations should be addressed in determining the appropriate shelter action:

- Consider the conditions for employing shelters (i.e. – tornado)
- Identify shelter space onboard the Installation and within the local community
 - Preferred solution is utilization of established shelters within the local community
- Establish procedures for moving personnel to shelter
- Establish procedures for maintaining communications with designated shelter
- Determine needs for shelter management supplies (i.e. - water, food, medical supplies)
- Designate & train shelter managers
- Coordinate plans with local authorities

Shelter Management Team. The Shelter Management Team is defined in Appendix M and is responsible for identification of sheltering resources, the establishment of shelters, training of shelter staff, and actual shelter operations. Shelter operations are vital to evacuation operations, both in the local area (for those who cannot or will not evacuate) and the receiving relocation site(s) where the evacuees will relocate to for some period of time. The provision for food, water, medicinals, and security are the critical factors in successful shelter operations.

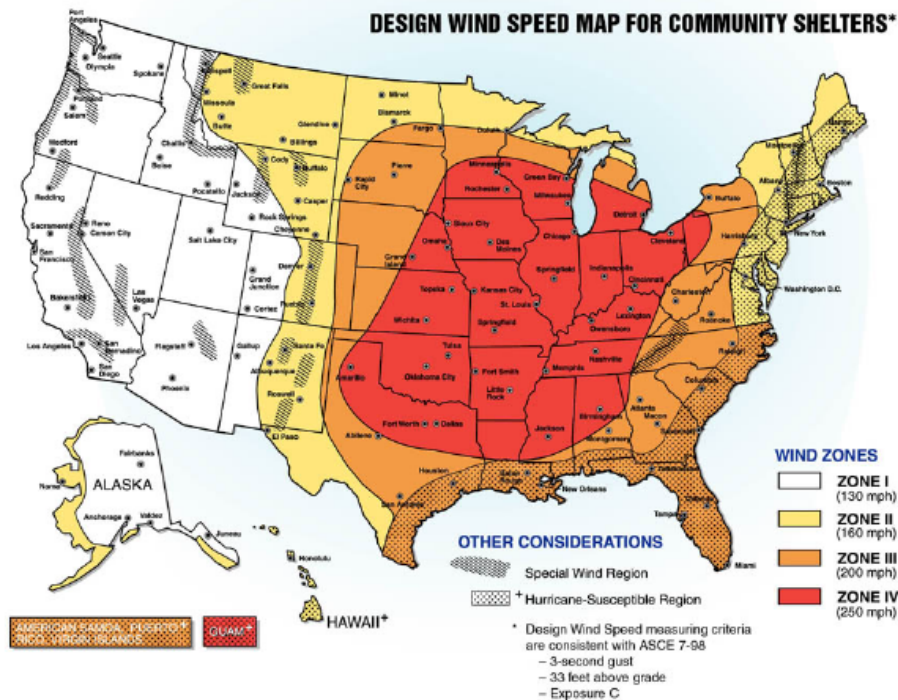
Table 11-1 provides the fifteen (15) key points used by ARC in evaluating the location and structural integrity of a hurricane shelter.

Figure 11-1 provides wind speed figures for use in shelter design and construction as well as EM planning.

Table 11-1: American Red Cross Hurricane Shelter Evaluation Points

Storm Surge	Building Condition	Roof Construction
Flooding	Exterior Wall Construction	Wind/Debris Exposure
HAZMAT	Roof Span	Wind Design Verification
Lay-Down Hazards	Roof Drainage	Windows/Doors
Load Pat	Interior "Safe Space"	Emergency Generator

Figure 11-1: FEMA Design Wind Speed Map for Community Shelters (U.S. Only)



Shelters and designated shelter-in-place locations should be managed according to reference (g). This includes monitoring and managing shelter supplies and equipment. Additional guidance may be found in the Shelter Management Guide in Appendix M.

Safe Haven. A safe haven is a pre-designated facility that is not publicly identified for use until immediately prior to or during an actual incident. A safe haven is temporary protection. It may be identified in evacuation/shelter plans, but is used only for expedient sheltering purposes during large-scale incidents such as hurricanes, earthquakes, and tsunamis. This location is usually not certified, insured, supplied, or regularly staffed, which places even more emphasis on the need for family preparedness (see Standard 6 and Appendix N) for the provision of food, water, medicinals, and urgent needs for at least 72 hours.

Under these circumstances, safe haven should be considered a short term duration protective measure. Post-event evacuation or movement to designated shelters of personnel utilizing safe havens may require significant transportation and management assets.

Evacuation. In emergencies with a significant warning time, evacuation of all or designated personnel categories or geographic locations is the preferred protection strategy.

Role of the Evacuation Management Team. The safe evacuation of threatened populations when endangered by a catastrophic event is one of the principle reasons for developing an EM Plan. The thorough identification of at-risk populations, transportation and sheltering resources, evacuation routes and potential bottlenecks and choke points, and the establishment of the evacuation management team. The evacuation management team is responsible for coordination of evacuation operations and coordination of all associated safe haven and shelter operations as well as the return of displaced personnel to the primary location or relocation to a secondary location or locations. The evacuation management team must plan for small-scale evacuations, such as limited evacuation of designated facilities or specific geographic locations, as well as large-scale Regional and/or Installation evacuations.

Evacuation Procedures. Evacuation procedures must address Category 1 through 5 personnel as well as the movement of operational units/commands, tenant commands, and limited emergency response/recovery equipment. The evacuation procedures must be integrated with the COOP Plan and the movement of Category 1 personnel to a designated Emergency Relocation Site (ERS) and/or sustained operations of the limited number of Critical Mission Facilities (CMFs), which must delay in their relocation or which are not capable of relocation. Evacuation procedures shall address the evacuation of Category 2-4 personnel without independent transportation means and special needs persons with either physical or mental handicaps, including registration and tracking of disabled persons throughout the evacuation cycle.

Evacuation Planning. Evacuation planning will include identifying the present population/demographics, projected population/ demographics, special needs populations and locations, specific at-risk populations (those living within storm-surge areas, floodplains, mobile homes, etc.), Category 1 personnel and associated CMFs, pre-designated ERSs, locations (primary and alternate) of all operations centers, tenant command requirements, operational unit/command requirements, Fleet sortie procedures, and Category 5 personnel locations and material requirements in order to understand the complete evacuation requirements.

The evacuation planning process includes identifying the available transportation networks and the capabilities and limitations of each of these transportation methods, especially the carrying-capacity of proposed evacuation routes and existing or potential traffic bottlenecks or blockages caused either by traffic congestion or natural occurrences such as rising waters. It is important to keep in mind that destructive weather and seismic

events may limit or completely eliminate some transportation methods, especially bridges, ferries, tunnels, and some mass transit systems.

Evacuation plans must incorporate:

- Procedures and systems for warning personnel to evacuate (see Standard 6 – Mass Warning & Notification)
- Procedures for personnel accountability
- Procedures for route marking, including the use of pre-event signs and signals, and for establishing “reverse laning” (turning all lanes on both sides of the road to travel in the same direction away from the hazard area) for increased traffic capacity
- Procedures and resources for the removal of debris and disabled vehicles from the evacuation routes
- Procedures for special needs populations
- Procedures for personnel who do not speak English
- Procedures and policy for dealing with the evacuation of animals and livestock (if applicable)
- Security of the evacuated area to prevent theft/looting
- Response to unrelated emergencies (traffic accidents, structural fires, etc) during the evacuation must also be identified with evacuation planning.

Two additional critical factors within evacuation planning are the need for Category 5 personnel to supervise/facilitate evacuation routes, especially the reverse-laning of major roadways, and the need for employees of commercial firms and/or government-operated transportation and utility operations to continue operation of these systems simultaneous with an evacuation of their families, friends, and coworkers. If these personnel are ordered to evacuate or self-evacuate based on media reporting, then the transportation method or utilities which they operated may not be available and may result in a severe transportation bottleneck.

The use of evacuation wardens and/or members of established CERTs (see Standard 6 – CERT) may be a valuable addition to the ability of the evacuation management team to execute a successful evacuation, especially on installations without a significant number of Category 5 personnel to manage evacuation operations.

Evacuation planning must address the use of travel-trailers, campers, motorhomes, buses, motorcycles, bicycles, and boats during the evacuation. The use of some or all of these transportation methods during certain emergencies, especially those involving flooding, high winds, multiple aftershocks, or volcanic eruption, may be unadvisable and result in blocking the progress of the evacuation. Emergency Public Information broadcasts must include any prohibitions on the use of these transportation methods.

Evacuation Orders. The timely issuance of evacuation orders directly impacts upon the successful evacuation of all designated personnel. In determining the proper timeframe to issue evacuation orders, consider the weather, traffic, shelter, geographic, and political conditions at the evacuation site, on the designated evacuation route(s), and at the

receiving relocation site(s). Pre-event evacuation route management with Federal, State, Local, Other Service, and/or private (or Host Nation) agencies plays a critical role in the management of evacuation operations, as does the pre-event designation of relocation site(s) and coordination with external shelter and safe haven providers.

Evacuation orders should start when school is not in session and when there is at least eight (8) hours of daylight included in the evacuation time allowed.

Clearance Time. Clearance time refers to the time required to clear all evacuees from the evacuation routes and complete movement to shelter, safe haven, or the designated receiving relocation site(s). Clearance time begins with the evacuation order, continues as the first evacuating vehicle enters the transportation network, and ends when the last evacuating vehicle reaches its destination.

Clearance time includes the time required by evacuees to secure their homes and prepare to leave (mobilization time), the time spent by evacuees traveling along the road network (travel time), and the time spent by evacuees waiting along the road network due to traffic congestion (delay time). Clearance time does not refer to the time a single vehicle spends traveling on the road network.

Clearance time is based on a set of assumed conditions and behavioral responses. It is likely that an actual emergency will differ from any simulated emergency for which clearance times are calculated for. Key assumptions guiding this analysis are grouped into five areas:

- Population Data
- Emergency Scenarios
- Timeliness of the Evacuation Order
- Behavioral Characteristic of the Evacuating Population
- Roadway Network and Traffic Control Assumptions
- Evacuation Zones

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

- Wide enough to accommodate the number of evacuating personnel
- Clear and unobstructed at all times
- Unlikely to expose evacuating personnel to additional hazards

Use of Evacuation Zones. Evacuation (vulnerability) zones provide a foundation to model traffic movements from one geographic area to another. It is necessary to include storm-surge modeling in the development of the evacuation zones as well as maintain these zone models as information changes or is refined based upon exercises or real events.

Evacuation zones are designed to meet several functions: (1) In coastal areas they must reflect the areas in each storm scenario which will need to be evacuated due to storm-

surge inundation; (2) They should relate as closely as possible to available population data information, such as enumeration districts, census tracts, zip code areas, transportation analysis zones, etc.; and (3) They need to be describable in a manner that persons in the area will be able to understand.

Assembly Areas. Designate assembly areas where personnel should gather after evacuating. The designated assembly areas must be provided to all personnel. This requirement extends from a single facility “rally point” for a building evacuation to both physical (another installation or designated facility) and electronic (off-site phone number, interactive notification system, website, or collaborative portal) “rally points” for a large-scale evacuation from an Installation, City, State, or Region.

Establish a method for accounting for non-employees such as suppliers and visitors. Both suppliers and visitors should be made aware of the command’s decision to shelter-in-place, move to shelter, move to safe haven, or evacuation, if directed by the Regional/Installation Commander. Establish procedures for further evacuation in case the incident expands or a second incident occurs.

Personnel Accountability. Establish procedure for obtaining an accurate count of all assigned Category 1-5 personnel, including family members, post-evacuation. A complete muster, including the names and last known locations of personnel not accounted for, shall be provided to the Installation EOC for forwarding via the Regional Operations Center to the CNI EOC. Daily accountability (muster) reports are due to the CNI EOC post-evacuation and shall continue until the CNI EOC terminates the reporting requirement.

Personnel accountability information required by the CNI EOC includes all the information shown in Table 11-2 below.

Table 11-2: Personnel Accountability Information

Initial Post-Evacuation Report	Additional Evacuation Report Requirements (after 48 hours)
Name	Medical Status of Navy Employee
SSN	Medical Status of Dependents
Rate/Rank/Grade	Have you received Evacuation TAD Orders?
Primary telephone number	Do you have transportation?
Secondary telephone number	Do you have school age children?
E-mail address	Are they enrolled in school?
Dependent 1	What is the city and state of the temporary school?
Dependent 2	Do you have access to your bank account?
Dependent 3	Are you getting direct deposit?
Dependent 4	
Address before the crisis (permanent address on file)	
Relocation Site Address	
Type of Housing at Relocation Site	
Telephone Contact Number at Relocation Site	
Current Location of dependents, if different than Navy employee	
Type of Housing for dependents at Relocation Site, if different than Navy employee	

Family Preparedness. Consider ways to help employees prepare their families for emergencies. This will increase their personal safety and help the facility get back up and running. Those who are prepared at home will be better able to carry out their responsibilities at work. See Standard 6 (Family Preparedness), Appendix N, and Appendix O for additional information.

Training. Ensure that public awareness training for Category 1-5 personnel addresses the shelter plan, shelter-in-place plan, and the mass warning and notification systems. Regional & Installation emergency management is responsible for training and equipping (if required) of evacuation wardens, shelter managers, shelter-in-place wardens, and any other personnel designated in writing to support evacuation/shelter plans.

Awareness. Provide emergency information such as checklists and evacuation maps, post evacuation maps in strategic locations and on the appropriate websites (as authorized), and consider the information needs of visitors and others who visit the installation.

Exercises. Exercises should be planned, executed, and evaluated on a regular basis depending on local conditions. Lessons learned should be incorporated into the Regional and/or Installation evacuation/shelter plans.

Participation. Some non-governmental personnel may choose **not** to evacuate, shelter, or shelter in place. Therefore, it is important to develop Installation evacuation/shelter plans with base population to maximize cooperation and participation in the plan. Determine if all employees will shelter or if some will leave the building before evacuation/shelter procedures are put in place.

Modeling Systems

Dispersion Models. When planning for emergency response, EM personnel must coordinate and manage a variety of information, including complex hazard information, weather data, demographics, community conditions, and available personnel and resources. During the response phase, the Regional and Installation emergency management will usually rely upon specialized capabilities at METOC Detachments or National assets (DTRA, NMLOC) to provide accurate and reliable information within a very short timeframe. In some cases, this modeling capability may be located at the ROC or even the more capable Group 1 EOCs.

The models embedded in these systems are excellent decision support tools, but only provide an estimate of the way in which the events are unfolding. No dispersion model can predict with complete accuracy the absolute behavior of agents or meteorological conditions. Regional and Installation emergency management must understand that dispersion models are only one factor among many that must go into the decision-making process. Dispersion models are not a “silver bullet” and must be used judiciously during an actual event.

Dispersion models provide visual representation of probable effects based on provided agent and weather data. The output of such models is a valuable tool for the Incident Commander (IC) to employ in deciding hazard control zone boundaries and evacuation requirements. Dispersion models should not be used as a tool to visually communicate the hazard to the effected population due to the psychological impact, the margin for error within the model, and the significant number of assumptions & data sets that go into developing the model.

Dispersion modeling is a great tool for examining planning scenarios and conducting exercise design & execution. The information obtained from models may also be used to complement vulnerability and risk assessments.

Modeling assistance is available from Navy Meteorological and Oceanographic (METOC) detachments. Functional area guidance for METOC detachments is located in Section 3.

Modeling & Simulation Tool Set. Table 11-3 provides an overview of the CBRNE M&S Systems that are available to Regional and Installation emergency management. These software systems provide down hazard prediction results for CBRNE and HAZMAT events. CAMEO and ALOHA were designed for incident commanders to use on scene at the event. HPAC and CATS were designed for operations centers to use in support of the Incident Commander. Detailed M&S information may be found in Appendix E. Contact information for model/program access is found in Appendix R.

Table 11-3: Modeling & Simulation Tools

Program	Use	Operator	Training Source	Equipment Requirements	Program Source
HPAC	Detailed downwind hazard prediction	ROC, Group 1 EOC, METOC, or DTRA Ops Center	DTRA, NLMOC, & METOC	Standalone or networked laptop plus call in capability with NLMOC, DTRA, & JTF-CS.	DTRA (Free for HPAC)
CATS	Assessment of hazards/ impact of event	ROC, Group 1 EOC, METOC, or DTRA Ops Center	DTRA	Standalone or networked laptop plus call in capability with NLMOC, DTRA, & JTF-CS. Requires ArcView software package to run (\$4.5k/license).	DTRA (Free for CATS)
CAMEO	Incident site management of HAZMAT emergencies	Incident Command Staff	EPA & state/ local EPA/ HAZMAT reps.	Standalone or networked laptop	EPA (Free)
ALOHA	Incident site downwind hazard prediction	Incident Command Staff	EPA & state/ local EPA/ HAZMAT reps.	Standalone or networked laptop	EPA (Free)
NARAC	Detailed downwind hazard prediction	Naval Nuclear Propulsion Program & Nuclear Weapons Programs	National Atmospheric Release Advisory Center	Networked system with dedicated access to NARAC	NARAC
SEE	Exercise, modeling, & simulation tool	Training & Exercise staff	DTRA	Standalone or networked laptops/ workstations	DTRA (Free)
Legend	HPAC = Hazard Prediction and Assessment Capability CATS = Consequence Assessment Tool Set-Joint Assessment of Catastrophic Events CAMEO® = Computer-Aided Management of Emergency Operations ALOHA = Area Locations of Hazardous Atmospheres NARAC = National Atmospheric Release Advisory Center SEE = Synthetic Exercise Environment				

Standard 12: Response

Background. The onset of an emergency creates a need for time-sensitive actions to save lives and property, as well as for action to begin stabilizing the situation so that the Region and Installation can regroup. Such response actions include notifying emergency management personnel of the crisis, warning and evacuating or sheltering the population if possible, keeping the population informed, rescuing individuals and providing medical treatment, maintaining the rule of law, assessing damage, addressing mitigation issues that arise from response activities, and even requesting help from outside the Region or Installation.

All response standards must be consistent with existing OSHA, NIOSH, NFPA standards, guidelines, and criteria. Response standards shall focus on the first 6-12 hours post-event, while acknowledging the longer response periods possible during specific events (earthquake, hurricane, terrorism, etc.) or in specific areas (overseas, remote U.S.).

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) Homeland Security Presidential Directive (HSPD) 5 “Management of Domestic Incidents” (28 February 2003)
- (c) National Incident Management System (NIMS) (1 March 2004)
- (d) National Response Plan (December 2004)
- (e) Deputy Secretary of Defense Memorandum “Initial National Response Plan” (26 January 2004)
- (f) National Fire Protection Association (NFPA) Standard 1600 “National Preparedness Standard on Disaster/Emergency Management and Business Continuity Programs” (5 February 2004)
- (g) Presidential Decision Directive 39 “U.S. Policy on Counterterrorism” (21 June 1995)
- (h) OPNAV Instruction 5100.23(Series) Navy Occupational Safety and Health (NAVOSH) Program Manual (15 Jul 2002)
- (i) OPNAV Instruction 5102.1(Series) Mishap Investigation and Reporting (6 December 1997)
- (j) National Fire Protection Association (NFPA) Standard 1561 “Standard on Fire Department Incident Management System” (2002 Edition)
- (k) National Fire Protection Association (NFPA) Standard 1500 “Fire Department Occupational Safety and Health Program”(2002 Edition)
- (l) National Fire Protection Association (NFPA) Standard 471 “Recommended Practice for Responding to Hazardous Materials Incidents” (31 Jan 2002)
- (m) OPNAV Instruction 3100.6(Series) Special Incident Reporting (OPREP-3, Navy Blue and Unit SITREP) Procedures
- (n) ALNAV Message 078/00 “Blue Dart Terrorist Threat Warning Procedures”
- (o) SECNAV Instruction 3400.4 Department of the Navy (DON) Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Emergency Response Guidelines (8 June 2004)

- (p) Public Law 106-390 “The Robert T. Stafford Disaster Relief and Emergency Assistance Act” (30 October 2000)
- (q) 40 Code of Federal Regulations (CFR) 300 “National Oil and Hazardous Substances Pollution Contingency Plan
- (r) DoD Instruction 6055.6(Series) DoD Fire and Emergency Services Program (10 Oct 2000)
- (s) Department of Transportation North American Emergency Response Guide (NAERG)
- (t) Technical Support Working Group (TSWG) “Best Practices and Guidelines for Mass Personnel Decontamination” (Second Edition, September 2004)
- (u) National Fire Protection Association (NFPA) Handbook Supplement 10 “Set Of Standards For Decontamination, Inspection, Repair, and Storage” (1997)

Scope. The Navy Installation EM Program shall establish common response standards for all Category 5 personnel as required by reference (a).

Note: While preservation of evidence is highly desirable in many cases, actions to recover and/or preserve evidence shall not compromise the safety of any personnel.

Operational Environment

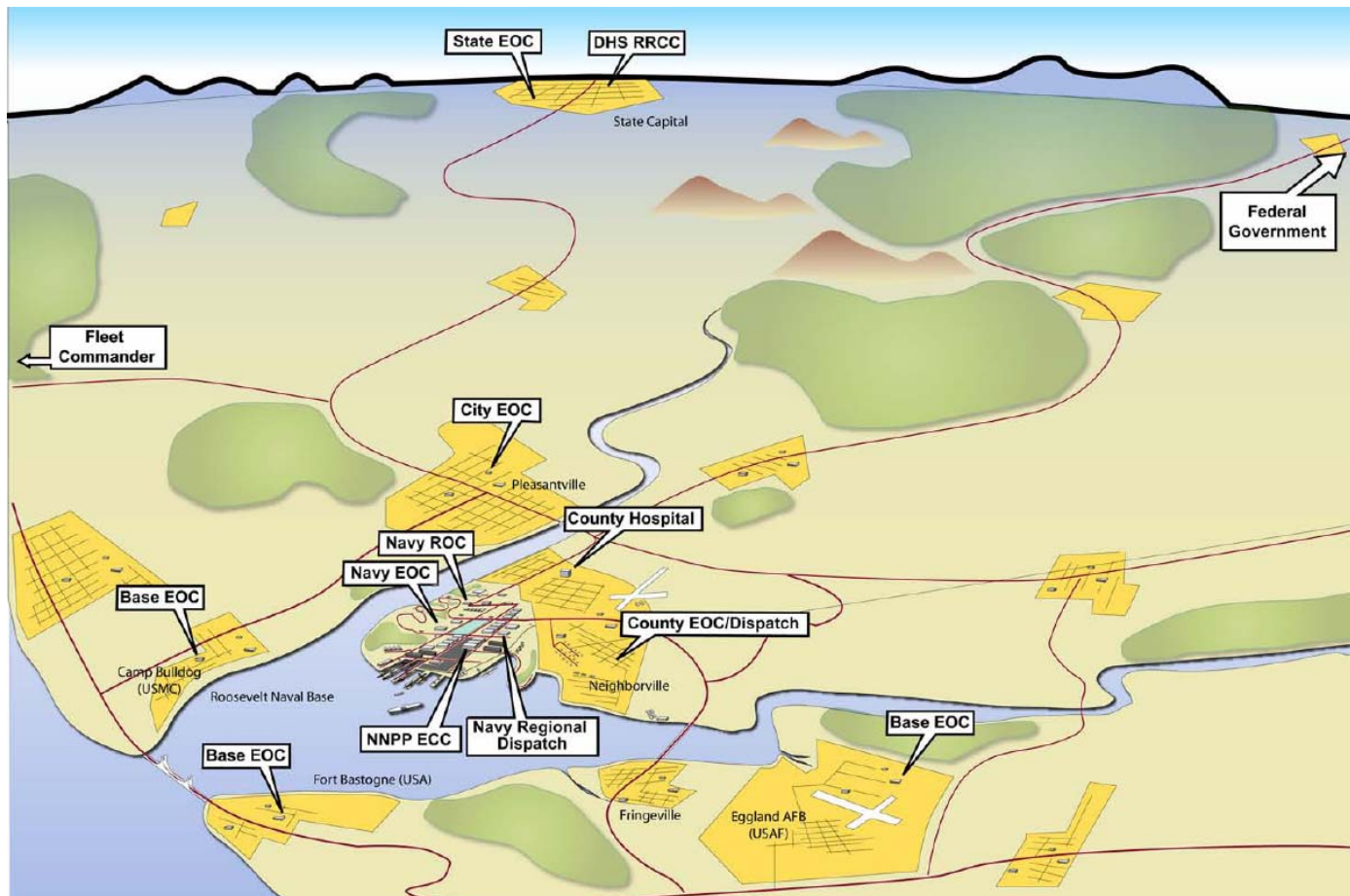
Defining the Operational Environment. The operational environment in which the Navy Installation EM Program is employed is diverse and cannot effectively be condensed into a single description. The operational environment includes a wide array of political and geographic environments, each having a unique mix of natural, technological, and terrorism hazards. In order to ensure a common reference point within incident management discussions, it is important to define the operational environment as best as possible so that the concept of operations (CONOPs) described below may be put in an agreed-upon scope and context understood by all parties.

Operational Area. Figure 12-1 represents a notional operational area within the U.S. This operational area is shown as having multiple jurisdictions (Federal, State, County, City, Navy, Air Force, Army, and Marine Corps) in close proximity. Each of these jurisdictions has one or more agencies responsible for EM-related functions (such as an EM Agency, hospital, fire service, and/or law enforcement agency) with whom the Regional and Installation EM Programs located on the fictional *Roosevelt Naval Base*.

Shared Assets. As shown in Figure 12-2, each jurisdiction maintains some or all of the command & control, response, and recovery assets it requires to successfully execute the jurisdiction's EM plan. Many of the assets are unique to only one or two jurisdictions (such as the hospitals, the HAZMAT response capabilities, and the EOD/Bomb Squad capabilities) yet may be required by neighboring jurisdictions should an emergency occur due to any hazard/threat (see Figure 12-4 for hazard/threat representation).

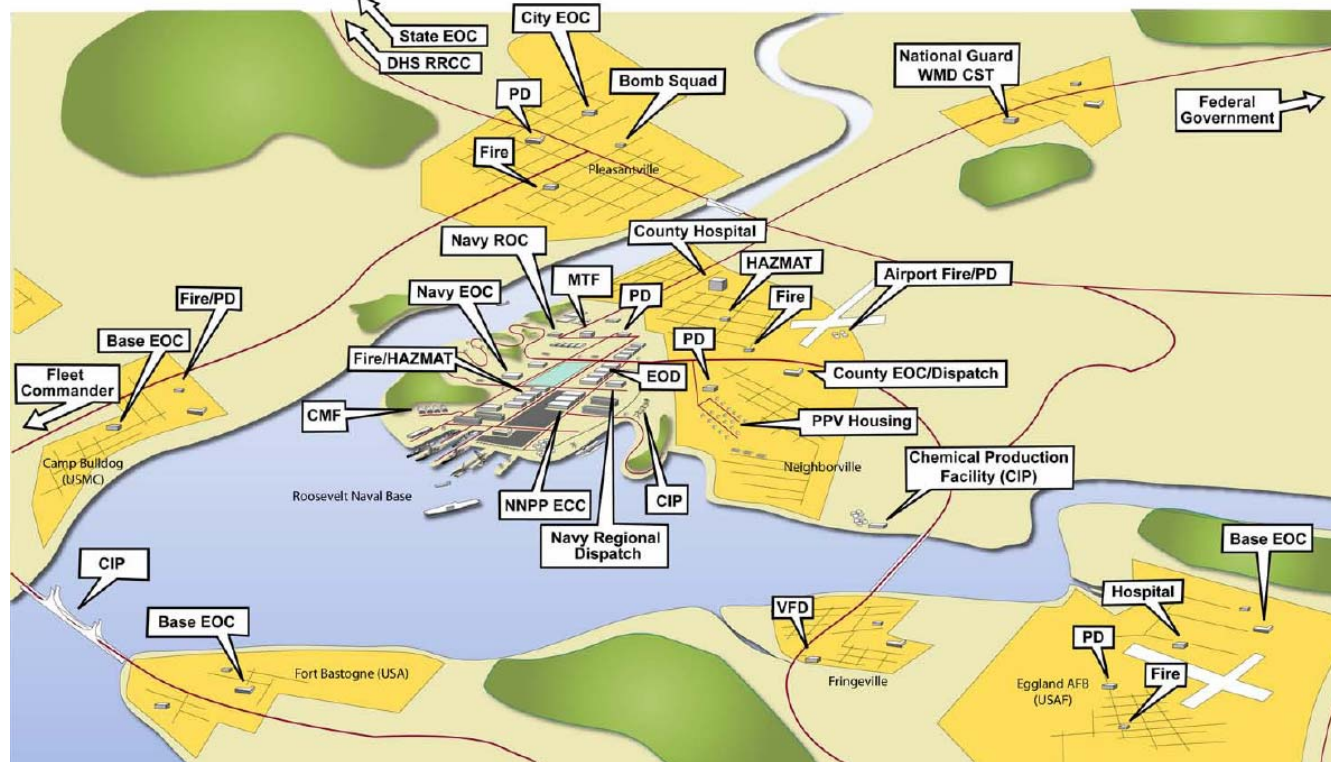
Operational Concept. The goal of the Regional and Installation EM Programs is to develop common standards, common terminology, and a common process for meeting the compatible priorities of the Navy and the surrounding jurisdictions through the established and commonly understood processes of emergency management. Each of these jurisdictions have their own distinct command & control and incident management requirements, but they must be able to effectively communicate and operate together at the local level, including the ability to use common terminology, exchange data across disparate information systems, and mutually support the efforts of other jurisdictions while maintaining necessary services and capabilities for their own jurisdiction.

Figure 12-1: Incident Management - Regional View



DHS RRCC	Department of Homeland Security (DHS) Regional Response Coordination Center (RRCC)
EOC	Emergency Operations Center
Navy ROC	Navy Regional Operations Center
NNPP ECC	Naval Nuclear Propulsion Program (NNPP) Emergency Command Center (ECC)

Figure 12-2: Incident Management - Local View



DHS RRCC	Department of Homeland Security (DHS) Regional Response Coordination Center (RRCC)
EOC	Emergency Operations Center
Navy ROC	Navy Regional Operations Center
NNPP ECC	Naval Nuclear Propulsion Program (NNPP) Emergency Command Center (ECC)
WMD CST	Army or Air Force National Guard's Weapons of Mass Destruction (WMD) Civil Support Team
CMF	Critical Mission Facility (associated with one or more Mission Essential Functions (MEFs))
CIP	Critical Infrastructure Protection concern
MTF	Medical Treatment Facility
PD	Police Department
HAZMAT	Hazardous Materials Response Team
VFD	Volunteer Fire Department
PPV	Public-Private Venture (Navy partnership with public or private enterprise to turn over operations and maintenance of select facilities, including housing)

Figure 12-3 highlights the overlap of capabilities and resources at the installation level. Our fictional city of *Neighborville* has additional medical, law enforcement, fire service, and HAZMAT resources, which may be available through mutual aid to assist the installation during an emergency and which also provides essential services for the installation population residing in either PPV housing (see legend for Figure 12-2) or in the local community. Three specific examples of the mutual interdependence shown in Figure 12-3 are:

- In the case shown in Figure 12-3, the city has the only nearby airport. This airport may serve as a principal means for evacuation and/or as the primary port of entry for response and recovery assets provided by the Federal or State government.
- The critical infrastructure located on the installation may also support the local community, as may the critical infrastructure in the local community support the installation.
- The county hospital located in *Neighborville* may provide significant additional medical capability to augment the capabilities at the installation's medical treatment facility. Through programs such as the Metropolitan Medical Response System (MMRS), these two medical facilities may be able to team together prior to the event with other local medical resources to better allocate limited medical capabilities across the entire metropolitan area shown in Figure 12-3.

Figure 12-3: Incident Management – Installation View



See legend for Figure 12-2.

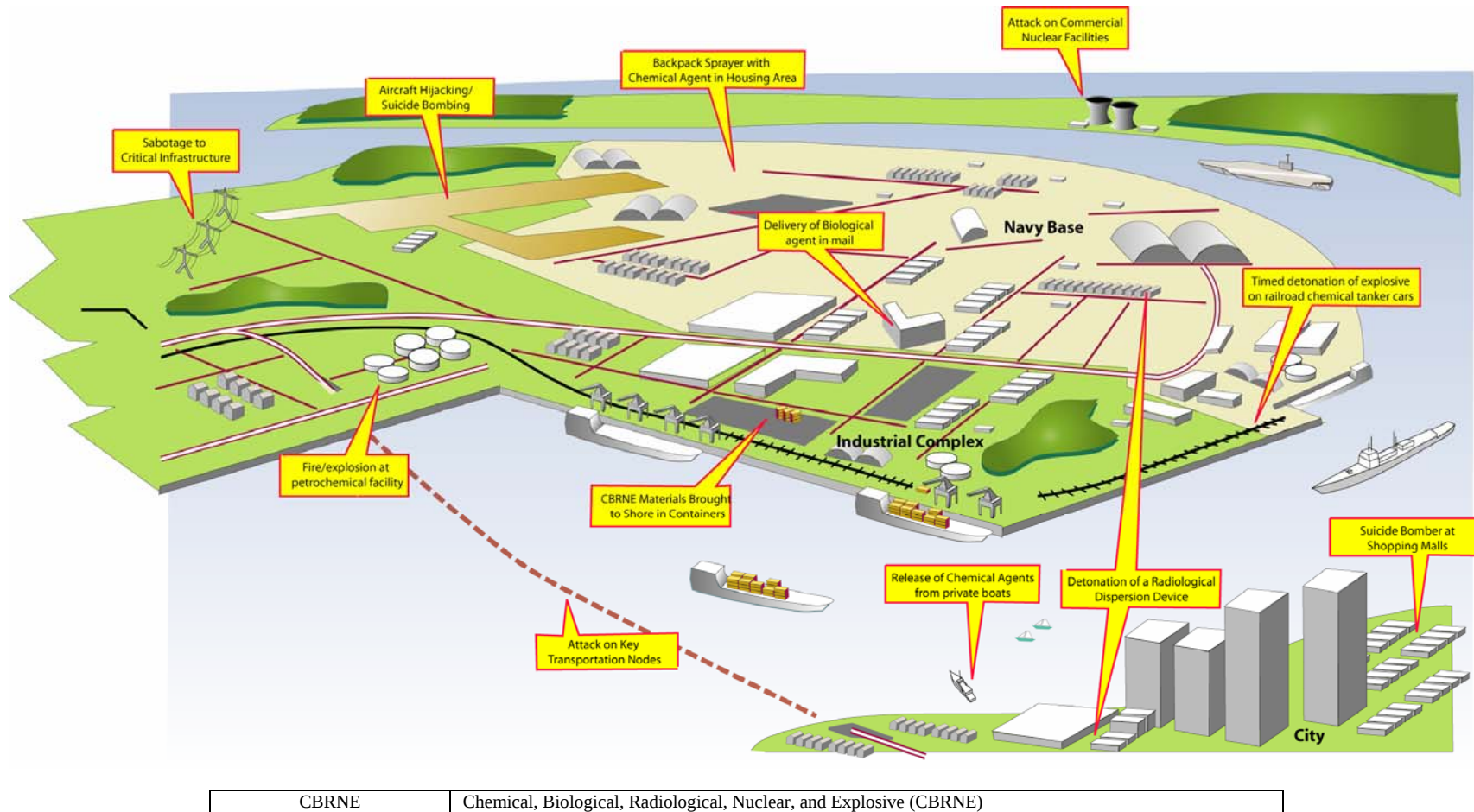
Hazard/Threat Environment

Defining the Hazard/Threat Environment. The hazards and/or threats facing the Region and Installation within the operational environment defined above are detailed in Standard 4 of this Section with additional guidance contained within Section 4. Figure 12-4 provides a graphic representation of some of the technological and terrorism hazards that may impact a Region and its supporting installations. Many of the hazards represented within Figure 12-4, such as the loss of critical infrastructure, damage to or loss of power generating capability, or loss of primary transportation systems, may also result from the impact of natural hazards, such as destructive weather and earthquakes.

Impact. Each of the hazards shown below represent a different set of challenges to the EM organization, as they impact command & control capabilities, warning capabilities, evacuation procedures, response capabilities, the availability of mutual aid, changes in Force Protection Condition (FPCON), sortie/mobility of operational units, and access to definitive medical care. In addition, many of these hazards may result in considerable psychological impact to all assigned personnel, especially those with family members in the local community.

Operational Concept. The ability to plan individually for every eventuality shown in Figure 12-4 does not exist within the shore community or the civilian community and both communities have therefore adopted the concept of all-hazards emergency management in order to develop, exercise, and maintain those common principles of command & control, mass warning & notification, public awareness, first & emergency responders, and definitive medical care to all hazards and threats, regardless of cause.

Figure 12-4: Hazard/Threat Environment (U.S. and Overseas)



Policy

Overview. Reference (b) directed the Secretary of Homeland Security to develop the National Incident Management System (NIMS) (see reference (c)). Reference (c) provides a nationwide template for Federal, State, and Local governments as well as private sector and non-governmental entities to work together efficiently and effectively to prepare for, mitigate the potential effects of, respond to, and recover from domestic incidents regardless of the cause, the source, size or complexity, including acts of catastrophic terrorism.

NIMS represents a core set of doctrine, concepts, principals, terminology and organizational principles to enable an effective, efficient and collaborative incident management system at all levels. Reference (b) requires all Federal agencies to adopt the NIMS and use it in developing their individual domestic preparedness, prevention, response and mitigation plans, programs and activities, as well as in support of all actions taken to support State and Local entities.

NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context. Six major components make up this systems approach. Each is addressed in a separate chapter of the document. Of the six components, the concepts and practices for Command and Management and Preparedness are the most fully developed, reflecting their regular use by many jurisdictional levels and agencies responsible for incident management across the country. Resource Management, Communications and Information Management, Supporting Technologies, and Ongoing Management and Maintenance, introduce many concepts and requirements that are also integral to the NIMS but that will require further collaborative development and refinement over time.

Reference (b) also requires the Secretary of DHS to develop a National Response Plan (NRP) (see reference (d)) to integrate all Federal domestic prevention, preparedness, response and recovery plans into a single all-disciplines, all-hazards plan. All Services are required to comply with the NRP per reference (e).

Policy. The common command and management construct identified in the National Incident Management System (NIMS) (see reference (c)) shall be used for all EM events covered by this instruction. This construct shall utilize the Incident Command System (ICS) and Unified Command System (UCS) as specified within reference (c) and recommended within reference (f). This construct shall also identify the six principal elements utilized during response to an emergency: Regional Operations Center, Installation Emergency Operations Center (EOC), Regional/Installation Dispatch Center(s), Medical Treatment Facility (MTF) EOC, Incident Command Post (ICP), and the assigned Category 5 personnel.

Impact. Nothing in the use of the ICS or UCS relieves or detracts in any way from the responsibility and authority afforded to the Regional/Installation Commander. ICS and UCS are merely the commonly accepted and, in the case of Hazardous Materials (HAZMAT) and CBRNE incidents, the legally required method of tactical control of a large number of diverse response elements, many times from disparate organizations or municipalities, in a complex and hazardous environment. It is vital to the success of ICS that common terminology and common action sets are utilized both inside and outside the perimeter of the installation.

Crisis Management (CrM)/Consequence Management (CoM). Per reference (g), CrM operations consist of those measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism. U.S. law assigns primary authority to the Federal Government to prevent or respond to terrorism. State and local governments provide assistance as required. CrM involves post-incident roles including the collection of evidence, securing the crime scene, and protecting responders from secondary devices or follow-on attacks.

Per reference (g), CoM operations consist of measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses and individuals affected by the consequences of terrorism. U.S. Federal law assigns primary authority to the States to respond to the consequences of terrorism. The Federal Government provides CoM assistance as required through DHS.

References (c) and (d) consolidate these two components of CrM and CoM into a single integrated and comprehensive emergency management program. See the Federal Response overview below for additional information of the application of reference (NRP) in the civilian theater.

Response Timeline. As responders initially assess the incident and make a determination that the magnitude will overwhelm Installation and Local resources, the Installation Commander may deem it necessary to request assistance from higher levels. Group 1 and 2 Installation Commanders must be prepared to address the CoM issues in the interim (4-6+ Hours) while waiting for Navy, Joint, DoD, and, when necessary, Federal assistance. Group 3 Installations shall be reliant upon Federal, State, and Local (or Host Nation) assistance immediately post-event.

Geographical Caveat. As defined within Standard 3, there are three defined groups of installations. Installations may be further defined by their location – U.S., remote U.S., and Overseas. Remote U.S. is a term used to define an Installation (or an entire Region), which due to its remote location in relation to other U.S. or Host Nation response assets, may require additional capability to adequately respond to and recover from a terrorism event. In some cases, this remote nature may actually decrease the risk of specific

events occurring, but – in most cases – this remote nature increases the time that the Installation (or Region) may have to survive independent of outside assistance; especially qualified assistance trained to equivalent standards as Navy Category 5 personnel. In these cases of Remote U.S. or Overseas Regions and/or Installations, additional response capabilities may be required in order to ensure continuation of mission essential functions

Mishap Investigations, Reporting and Record Keeping

Mishaps as defined in references (h) and (i) that result in damage to Navy facilities and equipment, or occupational injuries, illnesses or deaths to Navy personnel degrade operational readiness and increase operational costs.

Reference (i) describes procedures that apply to Navy mishap investigation, reporting and recordkeeping requirements for shore on-duty Navy personnel and Navy shore operational mishaps.

Responder Protection

Personnel Accountability. Communications regarding the accountability of all responders during an incident is essential and a major part of ICS. All scene operations must be conducted with a firefighter accountability system in place. It is the responsibility of the IC, sector officers, and accountability officers to have a constant and accurate knowledge of where their personnel are operating. A personnel accountability system that tracks personnel both by location and function is absolutely essential.

References (j) through (l) all address the need for establishing an accountability system. They recommend that the incident management system used by the department include a standard personnel identification system to maintain accountability for each individual engaged in activities at a scene through a personnel accountability system. The system needs to have the ability to provide a rapid accounting of all individuals at the scene at all times. The system also needs to be able to track movement of personnel such as those entering and leaving the Hot Zone and any other area where special protective equipment is required.

In addition, each Category 5 individual using a Self Contained Breathing Apparatus (SCBA) is required to have a personal alert safety system (PASS) device. This device needs to be activated when the individual is involved in firefighting, rescue or other hazardous duties. PASS devices are designed to set off an audible alarm when the user becomes motionless for 30 seconds. The alarm is manufactured so that any movement by the user resets the alarm. Also, the user can manually activate the PASS device alarm whenever assistance is required. The devices are not designed to be heard outside a building, but they are intended to alert nearby personnel or officers that someone is missing, lost, or trapped. Another important part of the accountability system includes periodical accountability checks ("roll call") known as Personnel Accountability Reports (PAR). This is a reporting system that enables the IC to perform status checks of all personnel at designated times and intervals during the incident. Examples include conducting surveys at major milestones during the incident (e.g., after evacuation) and at set, pre-determined, times to ensure all downrange personnel are accounted for. Along with a verbal communication, written documentation must coincide each time a PAR survey is completed. The accountability officer under the safety sector needs to fill out a PAR sheet, which includes the name of the accountability officer, a list of the command teams and personnel names, as well as the number of teams and their duties, the time of the PAR survey, if all personnel are accounted for, and any other relevant information.

An audible evacuation system is also required that notifies all emergency response personnel to evacuate an area where an imminent hazard condition exists. An emergency evacuation is ordered when an extremely serious emergency has occurred or is about to happen. Examples of such emergencies are missing responders, explosions, and structural collapse. Unlike a withdrawal, an emergency evacuation requires that responders leave behind all equipment and the IC conducts a roll call or a head count. An emergency evacuation is a rare event in emergency response, and thus confusion and delay usually occur when it is ordered. For this reason, a prearranged audible signal

should be sounded to alert downrange personnel of an emergency evacuation. All assigned Category 5 personnel who are assigned downrange assignments should be trained to evacuate the building at the sound of the signal. Examples of signals include a special tone on the radio channel or various apparatus horn blasts or sirens. Once the signal sounds, a radio message describing the emergency would follow, and then personnel should gather with their team where a PAR survey should follow to ensure all team members are accounted for after the evacuation.

Heat Stress. Mandatory levels of protection for responders require full or partially encapsulating ensembles of PPE. These protective ensembles serve to prevent bodily absorption of harmful CBRN agents via skin, eye and respiratory contact. Protective ensembles can rapidly become hot, heavy and restrictive even under mild to moderate activity. While guarding against exposure to harmful CBRN agents, the protective ensemble also prevents dissipation of normal body heat. As a consequence, heat and sweat accumulate inside the PPE ensemble becoming, first, a source of discomfort, then a distraction that could impair job performance, and finally result in a serious and possibly life-threatening heat-related injury or illness. All heat stress management and monitoring will be conducted in accordance with applicable portions of reference (h).

Confined Space Entry. Entry into a confined space shall not be performed during a CBRNE incident without the order of the IC. The IC shall not order such an entry except in the case of an imminent loss of a mission-essential facility, or to prevent loss of life and, where possible, shall consult with the Confined Space Program Manager prior to making the decision to send personnel into a confined space. All confined space entries will be conducted in accordance with applicable portions of reference (h).

Personal Protective Equipment. Respiratory and personal protection equipment is addressed in Standard 9.

Secondary Device Management. Terrorist attacks may include secondary devices especially designed to target responder, media, or bystanders or response and recovery-related infrastructure. All responders should assume that a secondary device will be present on the scene of a terrorist incident. The primary responsibility for secondary device management lies with EOD Detachments with support from NSF.

Resource Management

Overview. Resource management involves coordinating and overseeing the application of tools, processes, and systems that provide incident managers with timely and appropriate resources during an incident. Resources include personnel, teams, facilities, equipment, and supplies. Resource management coordination activities take place within operations centers and incident command posts. When they are established, multiagency coordination entities may also prioritize and coordinate resource allocation and distribution during incidents.

Resource management involves four primary tasks:

- Establishing systems for describing, inventorying, requesting, and tracking resources
- Activating these systems prior to and during an incident
- Dispatching resources prior to and during an incident
- Deactivating or recalling resources during or after incidents

The basic concepts and principles that guide the resource management processes used in reference (c) allow these tasks to be conducted effectively. By standardizing the procedures, methodologies, and functions involved in these processes, the NIMS ensures that resources move quickly and efficiently to support incident managers and emergency responders.

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

- Provides a uniform method of identifying, acquiring, allocating, and tracking resources
- Uses effective mutual-aid and donor assistance and is enabled by the standardized classification of kinds and types of resources required to support the incident management organization
- Uses a credentialing system tied to uniform training and certification standards to ensure that requested personnel resources are successfully integrated into ongoing incident operations

This resource management function is the responsibility of the Regional Operations Center and supported Installation EOCs, as well as specific elements of the ICS structure. Resource management should encompass resources contributed by private-sector and non-governmental organizations.

Principles. Five key principles underpin effective resource management:

- **Advance Planning.** Preparedness organizations work together in advance of an incident to develop plans for managing and employing resources in a variety of possible emergency circumstances.
- **Resource Identification and Ordering.** Resource managers use standardized processes and methodologies to order, identify, mobilize, dispatch, and track the resources required to support incident management activities. Resource managers

perform these tasks either at an IC's request or in accordance with planning requirements.

- **Categorizing Resources.** Resources are categorized by size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within jurisdictions, across jurisdictions, and between governmental and non-governmental entities more efficient and ensures that ICs receive resources appropriate to their needs. Facilitating the development and issuance of national standards for "typing" resources and "certifying" personnel will be the responsibility of the NIMS Integration Center (see Standard 12 – Federal Response).
- **Use of Agreements.** Pre-incident support agreements among all parties providing or requesting resources are necessary to enable effective and efficient resource management during incident operations. Formal pre-incident agreements between parties, both governmental and non-governmental, that might provide or request resources are established to ensure the employment of standardized, interoperable equipment, and other incident resources during incident operations.
- **Effective Management of Resources.** Resource managers use validated practices to perform key resource management tasks systematically and efficiently. Examples include the following:

- **Acquisition Procedures.** Used to obtain resources to support operational requirements. Preparedness organizations develop tools and related standardized processes to support acquisition activities. Examples include mission tasking, contracting, drawing from existing stocks, and making small purchases.
- **Management Information Systems.** Used to collect, update, and process data; track resources; and display their readiness status. These tools enhance information flow and provide realtime data in a fast-paced environment where different jurisdictions and functional agencies managing different aspects of the incident life cycle must coordinate their efforts. Examples include geographical information systems (GISs), resource tracking systems, transportation tracking systems, inventory management systems, and reporting systems.
- **Ordering, Mobilization, Dispatching, and Demobilization Protocols.** Used to request resources, prioritize requests, activate and dispatch resources to incidents, and return resources to normal status. Preparedness organizations develop standard protocols for use within their jurisdictions. Examples include tracking systems that identify the location and status of mobilized or dispatched resources and procedures to "demobilize" resources and return them to their original locations and status.

Managing Resources. To implement these concepts and principles in performing the primary tasks of resource management the Navy Installation EM Program includes standardized procedures, methodologies, and functions in its resource management processes per reference (c). These processes reflect functional considerations, geographic factors, and validated practices within and across disciplines and are continually adjusted as new lessons are learned. The basic foundation for resource management provided in

this discussion will be expanded and refined over time in a collaborative cross-jurisdictional, cross-disciplinary effort led by the NIMS Integration Center (see Standard 12 – Federal Response).

The Navy Installation EM Program uses eight processes for managing resources:

- 1) **Identifying and Typing Resources.** Resource typing entails categorizing by capability the resources that incident managers commonly request, deploy, and employ. Measurable standards identifying the capabilities and performance levels of resources serve as the basis for categories. Resource users at all levels identify these standards and then type resources on a consensus basis, with a national-level entity taking the coordinating lead. Resource kinds may be divided into subcategories (types) to define more precisely the resource capabilities needed to meet specific requirements. Resource typing is a continuous process designed to be as simple as possible to facilitate frequent use and accuracy in obtaining needed resources (see reference (c) for additional details). To allow resources to be deployed and used on a national basis, the NIMS Integration Center (see Standard 12 – Federal Response) is responsible for defining national resource typing standards.
- 2) **Certifying and Credentialing Personnel.** Personnel certification entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions. Credentialing involves providing documentation that can authenticate and verify the certification and identity of designated incident managers and emergency responders. This system helps ensure that personnel representing various jurisdictional levels and functional disciplines possess a minimum common level of training, currency, experience, physical and medical fitness, and capability for the incident management or emergency responder position they are tasked to fill.
- 3) **Inventorying Resources.** Resource managers use various resource inventory systems to assess the availability of assets provided by public, private, and volunteer organizations. Preparedness organizations enter all resources available for deployment into resource tracking systems maintained at local, State, regional, and national levels. The data are then made available to Dispatch Centers and operations centers. A key aspect of the inventorying process is determining whether or not the primary use organization needs to warehouse items prior to an incident. Resource managers make this decision by considering the urgency of the need, whether there are sufficient quantities of required items on hand, and/or whether they can be produced quickly enough to meet demand. Another important part of the process is managing inventories with shelf-life or special maintenance considerations. Resource managers must build sufficient funding into their budgets for periodic replenishments, preventive maintenance, and capital improvements.
- 4) **Identifying Resource Requirements.** Resource managers identify, refine, and validate resource requirements throughout the incident life cycle. This process involves accurately identifying (1) what and how much is needed, (2) where and when it is needed, and (3) who will be receiving or using it. Resources to be

identified in this way include supplies, equipment, facilities, and incident management personnel and/or emergency response teams. If a requestor is unable to describe an item by resource type or classification system, resource managers provide technical advice to enable the requirements to be defined and translated into a specification. Because resource availability and requirements will constantly change as the incident evolves, all entities participating in an operation must coordinate closely in this process. Coordination begins at the earliest possible point in the incident life cycle.

- 5) **Ordering and Acquiring Resources.** Requests for items that the IC cannot obtain locally are submitted through the Installation EOC using standardized resource-ordering procedures. If the supporting Installation EOC is unable to fill the order locally, the order is forwarded to the Regional Operations Center for resolution.
- 6) **Mobilizing Resources.** Incident personnel begin mobilizing when notified through established channels. At the time of notification, they are given the date, time, and place of departure; mode of transportation to the incident; estimated date and time of arrival; reporting location (address, contact name, and phone number); anticipated incident assignment; anticipated duration of deployment; resource order number; incident number; and applicable cost and funding codes. The resource tracking and mobilization processes are directly linked. When resources arrive on scene, they must formally check in. This starts the on-scene in-processing and validates the order requirements. Notification that the resource has arrived is sent back through the system. For resource managers, the mobilization process may include equipping, training, and/or inoculating personnel; designating assembly points that have facilities suitable for logistical support; and obtaining transportation to deliver resources to the incident most quickly, in line with priorities and budgets. Operations centers take direction from standard interagency mobilization guidelines at the Federal and DoD levels. Managers should plan and prepare for the demobilization process well in advance, often at the same time they begin the resource mobilization process. Early planning for demobilization facilitates accountability and makes transportation of resources as efficient, costs as low, and delivery as fast as possible.
- 7) **Tracking and Reporting Resources.** Resource tracking is a standardized, integrated process conducted throughout the life cycle of an incident by all agencies at all levels. This process provides incident managers with a clear picture of where resources are located, helps staff prepare to receive resources, protects the safety of personnel and security of supplies and equipment, and enables the coordination of movement of personnel, equipment, and supplies. Resource managers use established procedures to track resources continuously from mobilization through demobilization. Ideally, these managers would display this real-time information in a centralized database accessible to all response partners, allowing total visibility of assets. Managers follow all required procedures for acquiring and managing resources, including reconciliation, accounting, auditing, and inventorying.

- 8) **Recovering Resources.** Recovery involves the final disposition of all resources. During this process, resources are rehabilitated, replenished, disposed of, and retrograded:
- a. **Nonexpendable Resources.** These are fully accounted for at the incident site and again when they are returned to the unit that issued them. The issuing unit then restores the resources to fully functional capability and readies them for the next mobilization. Broken and/or lost items should be replaced through the Supply Unit, by the organization with invoicing responsibility for the incident, or as defined in preincident agreements. In the case of human resources, adequate rest and recuperation time and facilities are provided. Mobilization guides developed at each jurisdictional level and within functional agencies provide appropriate rest and recuperation time guidelines. Important occupational health and mental health issues must also be addressed, including monitoring how such events affect emergency responders over time.
 - b. **Expendable Resources.** These are also fully accounted for. Restocking occurs at the point from which a resource was issued. The incident management organization bears the costs of expendable resources, as authorized in preplanned financial agreements concluded by preparedness organizations. Returned resources that are not in restorable condition—whether expendable or nonexpendable—must be declared as excess according to established regulations and policies of the controlling entity. Waste management is of special note in the process of recovering resources. Resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) are dealt with according to established regulations and policies.
- 9) **Reimbursement.** Reimbursement provides a mechanism to fund critical needs that arise from incident-specific activities. Reimbursement processes also play an important role in establishing and maintaining the readiness of resources. Processes and procedures must be in place to ensure that resource providers are reimbursed in a timely manner. These must include mechanisms for collecting bills, validating costs against the scope of the work, ensuring that proper authorities are involved, and accessing reimbursement programs, such as the Public Assistance Program and the Emergency Relief Program.

Resource Typing System. Resource typing is a standardized process for identifying resources in order to facilitate resource sharing across disparate organizations utilizing different terminology, such as the Local Governments and the Navy.

Each **resource** is tied to a specific requirement identified in reference (d) (such as firefighting, search and rescue, engineering services, mass care, etc). This requirement is termed a **category**. The resource is further defined by the **kind** of resource it is (such as equipment, team, individual, etc.). The minimum capabilities of the resource are then tiered, if necessary, into a specific **type** (Type I, Type II, Type III, and so on) with a Type I resource representing increased capabilities when compared to a Type II/III/IV resource

of the same category and kind. Each type has an associated **component** and **metric** to further refine the capability that the resource can provide.

DHS/FEMA, through the NIMS Integration Center, is responsible for the development of standardized resource typing definitions for all foreseeable response and recovery resources required to successfully manage any emergency. This effort is the National Mutual Aid and Resource Management Initiative. These resource typing definitions will extend to every level of the response, to include Federal, DoD, State, Local, and private (when applicable) resources.

It is important for Regional and Installation EM Programs to participate in the resource typing process, when possible. Once the resource type definitions are accepted and in use, the resource typing definitions will be the standard methodology for requesting resources and answering request for resources from civilian response partners.

Volunteer & Donations Management. Volunteer and Donations Management refers to those volunteer services and donated goods provided by unaffiliated volunteer services or individuals and donated goods which are unsolicited and for which no established resource requirements may exist.

Per reference (d) and (f), all Regional/Installation EM Plans must establish procedures for organizing and coordinating the receipt of unsolicited services and/or goods in a manner that does not interfere with ongoing response and recovery efforts. Regions and Installations shall look primary to those private and/or non-governmental organizations with established volunteer and/or donation management experience/expertise to receive and ensure proper utilization of these services and/or goods.

Donations Management Team. A donations management team consists of one or two persons trained and experienced in all aspects of donations management. The team would be deployed to an emergency after impact to assist in the organization and operations of Regional/Installation donations management. This team must possess an operational knowledge of all relevant aspects of donations coordination, including management of solicited and unsolicited funds, goods, and services from concerned citizens and private organizations following a catastrophic disaster situation.

Response Organization

The emergency response organization for any emergency shall be comprised of the following elements as a minimum: Regional Operations Center, EOC, Dispatch, ICP, and the assigned Category 5 personnel.

Tables 12-1 through 12-4 show the recommended assignment and distribution of regional and installation personnel in support of both the command & control and response missions. Manning and administrative organization may result in different personnel titles or the absence of specific personnel due to regionalization or manning shortfalls. It is the intent of these charts to present the notional organizational structure only. It should not be considered an all-inclusive requirement, but rather a guideline to be thoroughly examined on the basis of Regional and Installation needs. Table 12-1 represents the Regional organization and Tables 12-2 through 12-4 are divided by group designation.

Group-Specific guidance may be found in Section 2. Functional area guidance may be found in Section 3. Dark shaded training & equipment requirements are those requirements **not** available for designated personnel under the Navy Installation EM Program.

Nothing in Tables 12-1 through 12-4 mandates development of a specific capability, only the most efficient organizational structure in which these capabilities may be utilized during an emergency if such a capability is required by the Regional & Installation EM Plan.

Table 12-1: Regional Response Organization (Recommended)

	Regional Operations Center	Joint Information Center	Emergency Operations Center	Regional/Installation Dispatch	Incident Command Post	Hot Zone – Survey/ Detect	Hot Zone – Secondary Device Search/Render Safe Operations	Warm Zone – Team Decon	Warm Zone – Casualty Decon	Warm Zone – Casualty Decon Security/Evidence Preservation	Cold Zone – Entry/Exit Control	Cold Zone – Inner Perimeter	Cold Zone – Evacuation per IC	Cold Zone – Traffic Control	Cold Zone – Shelter Management	Cold Zone – Casualty Triage	Cold Zone – Casualty Transport	Cold Zone – Responder Staging	MTF Emergency Operations Center
Category 1 Personnel																			
Category 1 Personnel	NOT APPLICABLE																		
Category 2, 3, & 4 Personnel																			
Non-emergency Essential	NOT APPLICABLE																		
Category 5 (On-Scene)																			
	NOT APPLICABLE																		
Category 5 (EOC)																			
Regional Commander	X																		
Chief of Staff	X																		
Public Safety Program Manager	X																		
Regional Emergency Manager	X																		
Regional Security Officer	X									L									
Regional Fire Chief*	X																		
Medical Representative/ PHEO*	X																		L
Occupational Safety Officer*	X																		
Industrial Hygiene Officer*	X																		
Environmental Program Manager*	X																		

	Regional Operations Center	Joint Information Center	Emergency Operations Center	Regional/Installation Dispatch	Incident Command Post	Hot Zone – Survey/ Detect	Hot Zone – Secondary Device Search/Render Safe Operations	Warm Zone – Team Decon	Warm Zone – Casualty Decon	Warm Zone – Casualty Decon Security/Evidence Preservation	Cold Zone – Entry/Exit Control	Cold Zone – Inner Perimeter	Cold Zone – Evacuation per IC	Cold Zone – Traffic Control	Cold Zone – Shelter Management	Cold Zone – Casualty Triage	Cold Zone – Casualty Transport	Cold Zone – Responder Staging	MTF Emergency Operations Center
JAG/Legal Counsel*	X																		
Public Affairs Officer*	P	X																	
METOC /Hazard Prediction Rep.*	X																		
Mass Care Coordinator*	X																		
CACO Coordinator*	X	P																	
Comptroller*	X																		
Regional Port/Air Ops Officer*	X																		
Regional Engineer/ Public Works Officer*	X																		
NCIS Representative*	X									P									
Communications Officer*	X																		
IT Support*	X																		
Community Programs Liaison*	X																		
Category 5 (Dispatch)																			
Dispatch Staff				X															
Category 5 (JIC)																			
Joint Information Center Staff		X																	
Legend	X = Recommended Assignment (if representative/function present onboard Installation) L = Liaison Responsibility (individuals should maintain physical or virtual liaison with identified position)																		

		Regional Operations Center
		Joint Information Center
		Emergency Operations Center
		Regional/Installation Dispatch
		Incident Command Post
		Hot Zone – Survey/ Detect
		Hot Zone – Secondary Device Search/Render Safe Operations
		Warm Zone – Team Decon
		Warm Zone – Casualty Decon
		Warm Zone – Casualty Decon Security/Evidence Preservation
		Cold Zone – Entry/Exit Control
		Cold Zone – Inner Perimeter
		Cold Zone – Evacuation per IC
		Cold Zone – Traffic Control
		Cold Zone – Shelter Management
		Cold Zone – Casualty Triage
		Cold Zone – Casualty Transport
		Cold Zone – Responder Staging
		MTF Emergency Operations Center
	P = Preferred Secondary Assignment (if more than one personnel present in particular functional area) O = Optional Assignment (notable benefit to response organization if assignment made – manning dependent) D = As determined by scope of assignment * If assigned to Installation	

Table 12-2: Group 1 - Installation Response Organization (Recommended)

	Regional Operations Center	Joint Information Center	Emergency Operations Center	Regional/Installation Dispatch	Incident Command Post	Hot Zone – Survey/ Detect	Hot Zone – Secondary Device Search/Render Safe Operations	Warm Zone – Team Decon	Warm Zone – Casualty Decon	Warm Zone – Casualty Decon Security/Evidence Preservation	Cold Zone – Entry/Exit Control	Cold Zone – Inner Perimeter	Cold Zone – Evacuation per IC	Cold Zone – Traffic Control	Cold Zone – Shelter Management	Cold Zone – Casualty Triage	Cold Zone – Casualty Transport	Cold Zone – Responder Staging	MTF Emergency Operations Center
Category 1 Personnel																			
Category 1 Personnel	NOT APPLICABLE																		
Category 2, 3, & 4 Personnel																			
Non-emergency Essential	NOT APPLICABLE																		
Category 5 (On-Scene)																			
Incident Commander					X														L
HAZMAT Technicians						X													
EOD Technicians						X	X												
Fire-Rescue Personnel					X				X							O	O	X	
Team Decon Corridor								X											
Casualty Decon Corridor									X										
Naval Security Force					X					X	X	X	X	X					
HAZMAT Team Medical Representative(s)																		X	
Medical Triage Team (On-Scene)*																X			
Emergency Medical Services (EMS)*																X	X		
Mortuary Affairs Team*																		X	
Debris Clearance Team*																		X	

	Regional Operations Center	Joint Information Center	Emergency Operations Center	Regional/Installation Dispatch	Incident Command Post	Hot Zone – Survey/ Detect	Hot Zone – Secondary Device Search/Render Safe Operations	Warm Zone – Team Decon	Warm Zone – Casualty Decon	Warm Zone – Casualty Decon Security/Evidence Preservation	Cold Zone – Entry/Exit Control	Cold Zone – Inner Perimeter	Cold Zone – Evacuation per IC	Cold Zone – Traffic Control	Cold Zone – Shelter Management	Cold Zone – Casualty Triage	Cold Zone – Casualty Transport	Cold Zone – Responder Staging	MTF Emergency Operations Center
Damage Assessment Team*																		X	
Mass Care Management Team*															X				
Emergency Management Staff*					P														P
Emergency Response Teams**					D	D		D	D		D				D	D	D	D	
Evidence Collection & Recovery Teams***					D					D	D	D							
Category 5 (EOC)																			
Emergency Management Officer			X																
EOC Staff*			X																
Commanding Officer			X																
Executive Officer*			X																
Command Duty Officer (CDO)*			X																
Security Representative*			X																
Fire-Rescue Representative*			X																
EMS Representative*			X																
Finance Officer/ Comptroller*			X																
Preventive Medicine*			X																
Public Works*			X																
METOC/Hazard Prediction*			X																
Occupational Safety*			X																

	Regional Operations Center	Joint Information Center	Emergency Operations Center	Regional/Installation Dispatch	Incident Command Post	Hot Zone – Survey/ Detect	Hot Zone – Secondary Device Search/Render Safe Operations	Warm Zone – Team Decon	Warm Zone – Casualty Decon	Warm Zone – Casualty Decon Security/Evidence Preservation	Cold Zone – Entry/Exit Control	Cold Zone – Inner Perimeter	Cold Zone – Evacuation per IC	Cold Zone – Traffic Control	Cold Zone – Shelter Management	Cold Zone – Casualty Triage	Cold Zone – Casualty Transport	Cold Zone – Responder Staging	MTF Emergency Operations Center
Industrial Hygiene*			X																
Environmental Program*			X																
JAG/Legal*			X																
Intelligence*			X																
Public Affairs*			P																
Mortuary Affairs*			X																
Mass Care Coordinator*			X																
Fleet & Family Services*			X																
Category 5 (Dispatch)																			
Dispatch Staff				X															
Category 5 (JIC)																			
Joint Information Center Staff		X																	
Legend	X = Recommended Assignment (if representative/function present onboard Installation) L = Liaison Responsibility (individuals should maintain physical or virtual liaison with identified position) P = Preferred Secondary Assignment (if more than one personnel present in particular functional area) O = Optional Assignment (notable benefit to response organization if assignment made – manning dependent) D = As determined by scope of assignment * If assigned to Installation ** = Emergency Response Teams, usually employed overseas, may perform functions typically assigned to HAZMAT																		

	Regional Operations Center
	Joint Information Center
	Emergency Operations Center
	Regional/Installation Dispatch
	Incident Command Post
	Hot Zone – Survey/ Detect
	Hot Zone – Secondary Device Search/Render Safe Operations
	Warm Zone – Team Decon
	Warm Zone – Casualty Decon
	Warm Zone – Casualty Decon Security/Evidence Preservation
	Cold Zone – Entry/Exit Control
	Cold Zone – Inner Perimeter
	Cold Zone – Evacuation per IC
	Cold Zone – Traffic Control
	Cold Zone – Shelter Management
	Cold Zone – Casualty Triage
	Cold Zone – Casualty Transport
	Cold Zone – Responder Staging
	MTF Emergency Operations Center
	teams and must meet all requisite training & equipment requirements. Required equipment list represents requirements to perform offensive operations in a contaminated environment. *** = Evidence Collection & Recovery Teams, employed in remote overseas locations only, may perform functions as the HAZMAT Technician level in up to Level B PPE and must meet all requisite training & equipment requirements.

Table 12-3: Group 2 - Installation Response Organization (Recommended)

	Regional Operations Center	Joint Information Center	Emergency Operations Center	Regional/Installation Dispatch	Incident Command Post	Hot Zone – Survey/ Detect	Hot Zone – Secondary Device Search/Render Safe Operations	Warm Zone – Team Decon	Warm Zone – Casualty Decon	Warm Zone – Casualty Decon Security/Evidence Preservation	Cold Zone – Entry/Exit Control	Cold Zone – Inner Perimeter	Cold Zone – Evacuation per IC	Cold Zone – Traffic Control	Cold Zone – Shelter Management	Cold Zone – Casualty Triage	Cold Zone – Casualty Transport	Cold Zone – Responder Staging	MTF Emergency Operations Center
Category 1 Personnel																			
Category 1 Personnel	NOT APPLICABLE																		
Category 2, 3, & 4 Personnel																			
Non-emergency Essential	NOT APPLICABLE																		
Category 5 (On-Scene)																			
Incident Commander					X														L
Fire-Rescue Personnel					X				X							O	O	X	
Casualty Decon Corridor									X										
Naval Security Force					X					X	X	X	X	X					
Medical Triage Team (On-Scene)*																X			
Emergency Medical Services (EMS)*																X	X		
Mortuary Affairs Team*																		X	
Debris Clearance Team*																		X	
Damage Assessment Team*																		X	
Mass Care Management Team*															X				
Emergency Management Staff*					P														P
Emergency Response Teams**					D				D		D				D	D	D	D	

	Regional Operations Center	Joint Information Center	Emergency Operations Center	Regional/Installation Dispatch	Incident Command Post	Hot Zone – Survey/ Detect	Hot Zone – Secondary Device Search/Render Safe Operations	Warm Zone – Team Decon	Warm Zone – Casualty Decon	Warm Zone – Casualty Decon Security/Evidence Preservation	Cold Zone – Entry/Exit Control	Cold Zone – Inner Perimeter	Cold Zone – Evacuation per IC	Cold Zone – Traffic Control	Cold Zone – Shelter Management	Cold Zone – Casualty Triage	Cold Zone – Casualty Transport	Cold Zone – Responder Staging	MTF Emergency Operations Center
Evidence Collection & Recovery Teams***					D					D	D	D							
Category 5 (EOC)																			
Emergency Management Officer			X																
EOC Staff*			X																
Commanding Officer			X																
Executive Officer*			X																
Command Duty Officer (CDO)*			X																
Security Representative*			X																
Fire-Rescue Representative*			X																
EMS Representative*			X																
Finance Officer/ Comptroller*			X																
Preventive Medicine*			X																
Public Works*			X																
METOC/Hazard Prediction*			X																
Occupational Safety*			X																
Industrial Hygiene*			X																
Environmental Program*			X																
JAG/Legal*			X																
Intelligence*			X																

	Regional Operations Center	Joint Information Center	Emergency Operations Center	Regional/Installation Dispatch	Incident Command Post	Hot Zone – Survey/ Detect	Hot Zone – Secondary Device Search/Render Safe Operations	Warm Zone – Team Decon	Warm Zone – Casualty Decon	Warm Zone – Casualty Decon Security/Evidence Preservation	Cold Zone – Entry/Exit Control	Cold Zone – Inner Perimeter	Cold Zone – Evacuation per IC	Cold Zone – Traffic Control	Cold Zone – Shelter Management	Cold Zone – Casualty Triage	Cold Zone – Casualty Transport	Cold Zone – Responder Staging	MTF Emergency Operations Center
Public Affairs*			P																
Mortuary Affairs*			X																
Mass Care Coordinator*			X																
Fleet & Family Services*			X																
Category 5 (Dispatch)																			
Dispatch Staff				X															
Category 5 (JIC)																			
Joint Information Center Staff		X																	
Legend	X = Recommended Assignment (if representative/function present onboard Installation) L = Liaison Responsibility (individuals should maintain physical or virtual liaison with identified position) P = Preferred Secondary Assignment (if more than one personnel present in particular functional area) O = Optional Assignment (notable benefit to response organization if assignment made – manning dependent) D = As determined by scope of assignment * If assigned to Installation ** = Emergency Response Teams, usually employed overseas, may perform functions typically assigned to HAZMAT teams and must meet all requisite training & equipment requirements. Required equipment list represents requirements to perform offensive operations in a contaminated environment. *** = Evidence Collection & Recovery Teams, employed in remote overseas locations only, may perform functions as the HAZMAT Technician level in up to Level B PPE and must meet all requisite training & equipment requirements.																		

Table 12-4: Group 3 - Installation Response Organization (Recommended)

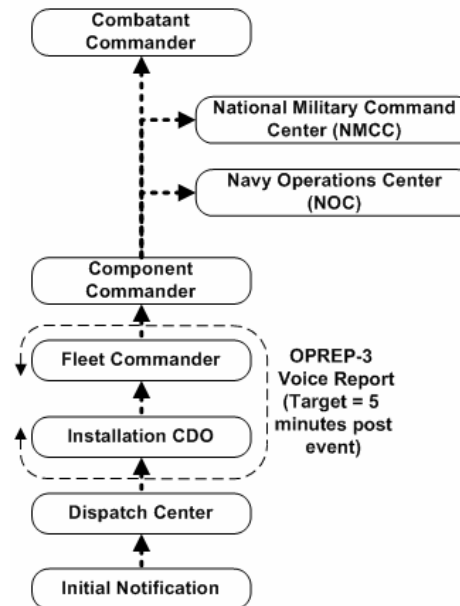
	Regional Operations Center	Joint Information Center	Emergency Operations Center	Regional/Installation Dispatch	Incident Command Post	Hot Zone – Survey/ Detect	Hot Zone – Secondary Device Search/Render Safe Operations	Warm Zone – Team Decon	Warm Zone – Casualty Decon	Warm Zone – Casualty Decon Security/Evidence Preservation	Cold Zone – Entry/Exit Control	Cold Zone – Inner Perimeter	Cold Zone – Evacuation per IC	Cold Zone – Traffic Control	Cold Zone – Shelter Management	Cold Zone – Casualty Triage	Cold Zone – Casualty Transport	Cold Zone – Responder Staging	MTF Emergency Operations Center*
Category 1 Personnel																			
Category 1 Personnel	NOT APPLICABLE																		
Category 2, 3, & 4 Personnel																			
Non-emergency Essential	NONE ASSIGNED																		
Category 5 (On-Scene)																			
Incident Commander					X														L
Fire-Rescue Personnel*					X											O	O	X	
Naval Security Force*					X					X	X	X	X	X					
Category 5 (EOC)																			
Emergency Management Officer			X																
Commanding Officer			X																
Executive Officer*			X																
Command Duty Officer (CDO)*			X																
Security Representative*			X																
Fire-Rescue Representative*			X																
Other Command Staff*			X																
Category 5																			

	Regional Operations Center
	Joint Information Center
	Emergency Operations Center
	Regional/Installation Dispatch
	Incident Command Post
	Hot Zone – Survey/ Detect
	Hot Zone – Secondary Device Search/Render Safe Operations
	Warm Zone – Team Decon
	Warm Zone – Casualty Decon
	Warm Zone – Casualty Decon Security/Evidence Preservation
	Cold Zone – Entry/Exit Control
	Cold Zone – Inner Perimeter
	Cold Zone – Evacuation per IC
	Cold Zone – Traffic Control
	Cold Zone – Shelter Management
	Cold Zone – Casualty Triage
	Cold Zone – Casualty Transport
	Cold Zone – Responder Staging
	MTF Emergency Operations Center*
(Dispatch)	
Dispatch Staff	NONE ASSIGNED
Category 5 (JIC)	
Joint Information Center Staff	NONE ASSIGNED
Legend	X = Recommended Assignment (if representative/function present onboard Installation) L = Liaison Responsibility (individuals should maintain physical or virtual liaison with identified position) P = Preferred Secondary Assignment (if more than one personnel present in particular functional area) O = Optional Assignment (notable benefit to response organization if assignment made – manning dependent) D = As determined by scope of assignment * If assigned to Installation

Incident Reporting

Operational Reports (OPREP). In accordance with reference (m), the effected Installation will submit an OPREP-3 report where national-level interest has been determined. In the event of a terrorist CBRNE incident, the installation will send an OPREP-3 (flag word PINNACLE) report directly to the National Military Command Center (NMCC) and to the supported Combatant Commander. The goal is to make initial voice reports within 5 minutes of an incident as shown in Figure 12-5, with a message report submitted within 20 minutes of the incident as shown in Figure 12-6. The initial report must not be delayed to gain additional information. Follow-up reports can be submitted as additional information becomes available. Situational Reports (SITREP) may be used as follow-on reports depending on the severity and scope of the emergency.

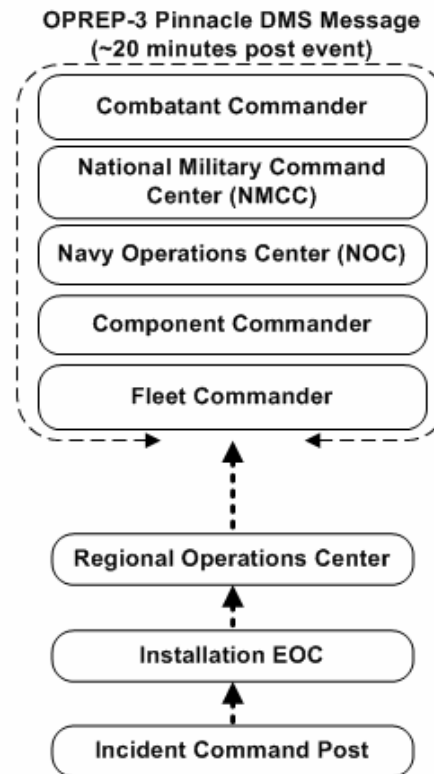
Figure 12-5: Initial OPREP-3 Voice Report



The installation will submit voice reports sequentially to the Combatant Commander, NMCC, and the reporting unit's parent service (Navy Operations Center), and intermediate superior command(s). Conference calls or concurrent telephone calls should be considered if no delays are encountered and security can be maintained. Contact information for NMCC is found in the appendices.

Submit OPREP-3 reports IMMEDIATE or FLASH precedence (depending on scope of emergency) as soon as possible after an event or incident has occurred. Message Address: JOINT STAFF WASHINGTON DC//J3 NMCC//.

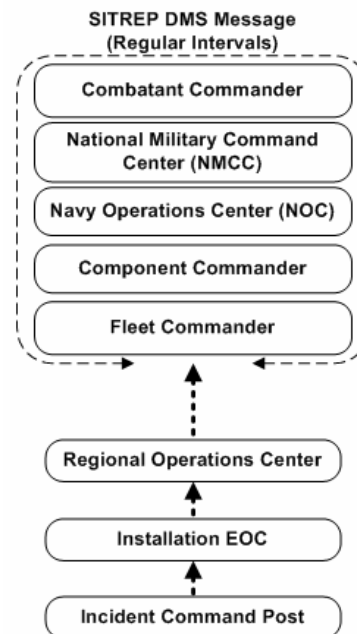
Figure 12-6: Initial OPREP-3 Pinnacle Message



The installation will continue to submit update OPREP-3 Pinnacle reports as directed. The Combatant Commander or NMCC may choose to downgrade the code word level of the reports once the scale, scope, and impact of the incident has been evaluated. Once the incident has stabilized to the satisfaction of the National-level chain of command, the reporting Region may be authorized to terminate OPREP-3 reporting and shift to Situation Report (SITREP) reporting procedures or submit a final end-of-incident OPREP-3 or

SITREP message. The list of addressees may expand or contract as appropriate to the incident and the National-level interest in the incident. See Figure 12-7 for an example of the SITREP message flow.

Figure 12-7: Follow-on SITREP Messages



Note: Nothing within these procedures is intended to override existing event-specific reporting procedures or requirements, especially in the areas of health service support and radiological/nuclear accident/incident response.

Blue Dart Messages. The “Blue Dart” message system is used upon receipt of time-critical terrorist threat warning information affecting a person, unit, or installation. See reference (n). “Blue Dart” messages will be disseminated when intelligence indicates that a specific, imminent, and credible terrorist threat exists which identifies a target, time, and type of attack. Regional or individual unit commanders may use the “Blue Dart” up, down, and laterally within the reporting chain to inform of credible terrorism intelligence gained from regional or local sources.

Commands which receive an initial “Blue Dart” message will notify the threatened person, unit, or installation within 10 minutes. If the intended recipient does not have the capability to receive classified information, provide basic unclassified threat information to the threatened element by the fastest means possible, and provide classified information later via a secure means.

All “Blue Dart” messages require acknowledgement by action addressees by immediate message within 30 minutes of receipt, with subsequent updates detailing any modifications or defensive actions to be taken. Messages from regional/unit commanders will be addressed through the chain of command to: DIRNAVCRIMINSERV WASHINGTON DC//MTAC/24// with info CNO WASHINGTON DC//N312/N34//

Note: Do not confuse “Blue Dart” messages with MTAC spot report messages used for non-specific terrorism warnings to Navy and Marine Corps commands.

Incident Notification

Overview. The Incident Notification process utilized by the Navy Installation EM Program is based on satisfying the requirements set forth by Federal, DoD, Joint, and Navy policy while enabling rapid access to the Region/Installation's response partners in the civilian community. The key requirements for notification of the military chain of command of a potential or actual incident are derived from reference (m) and applicable theater-specific Combatant Commander and Fleet Commander guidance. Reference (c) describes the operational components of the notification process for the civilian authorities, while reference (d) provides the command structure within the Federal, State, and Local response partners.

Construct. The following construct is based primarily on the incident notification process for U.S. Regions & Installations as represented in Figures 12-8 through 12-15. Figure 12-16 represents similar processes for the overseas Regions & Installations.

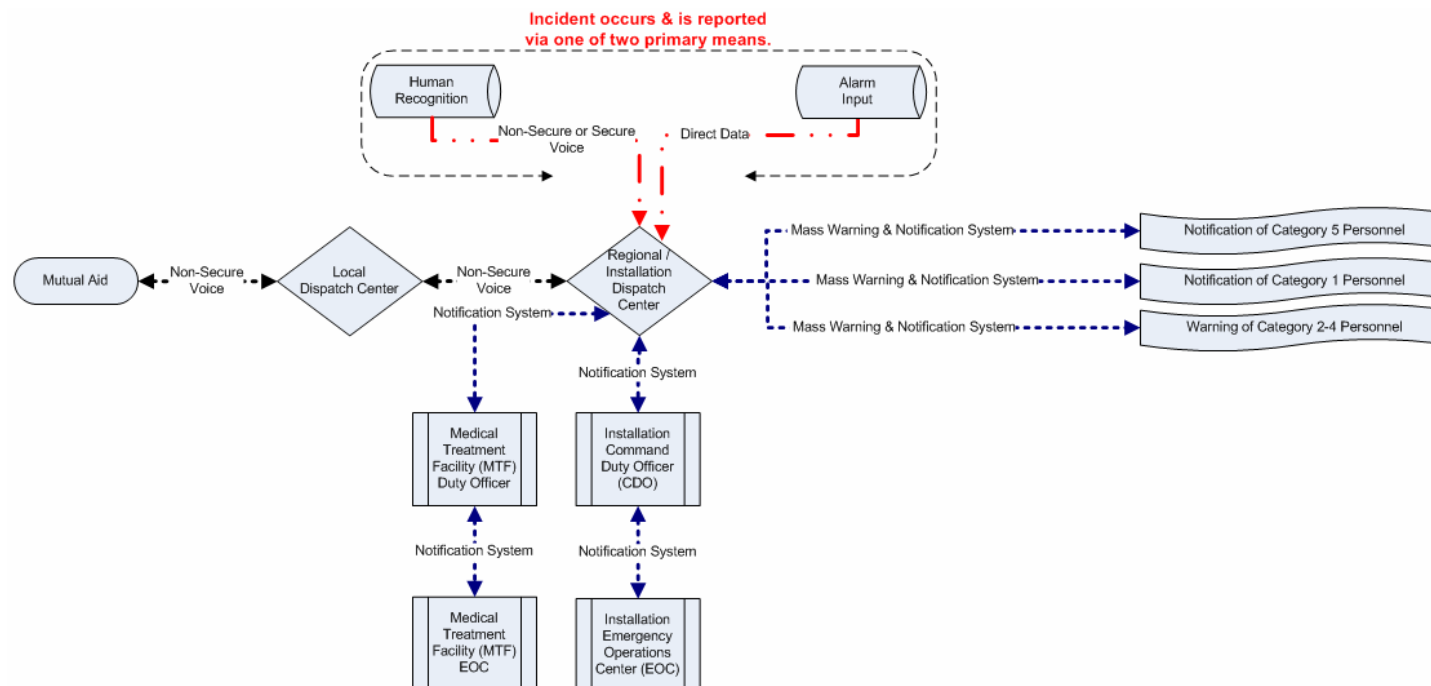
The following incident notification process flow is based upon an overt/known event recognized immediately by community members and/or by a sensor/detector, if the installation is so equipped. A covert/unknown may significantly distort or interrupt this process, though the fundamental concepts and processes provide adequate detail for planning purposes. The following construct is based upon several key components shown in Figure 12-8:

- 1) Presence of a Regional or Installation Dispatch Center with emergency call-taking, alarm monitoring, and mass warning & notification capabilities.
- 2) Permission and capability of Regional/Installation Dispatch Center to automatically notify and dispatch designated Category 5 personnel and response capabilities to perform a wide array of potential actions to protect personnel, sustain critical operations, and quickly restore essential services based upon specific indicators or warnings of a potential or actual incident.
- 3) Permission and capability of Regional/Installation Dispatch Center to automatically notify Category 1 personnel to take specific, pre-determined actions in response to a potential or actual hazard, to include employment of specialized collective and/or individual protection capabilities, when such capabilities exist, based upon specific indicators or warnings of a potential or actual incident.
- 4) Permission and capability of Regional/Installation Dispatch Center to automatically warning the Regional/Installation's Category 2 through 4 personnel, including tenant commands, afloat units, temporary duty personnel, visitors, students, and guests, of a potential or actual incident as well as initiate the appropriate protective actions, to include shelter-in-place, movement to shelter, movement to safe haven, or evacuation, based on specific, pre-determined action sets based upon specific indicators or warnings of a potential or actual incident.
- 5) Permission and capability of Regional/Installation Dispatch Center to automatically request assistance from civilian response partners through established support agreements such as MAAs based upon specific indicators or warnings of a

potential or actual incident requiring such assistance or when directed to request such assistance by the appropriate leadership of the responding Category 5 personnel.

- 6) Permission and capability of Regional/Installation Dispatch Center to automatically notify the Installation Command Duty Officer (CDO) or equivalent based upon specific indicators or warnings of a potential or actual incident.
- 7) Permission and capability of Regional/Installation Dispatch Center to automatically notify the Medical Treatment Facility (MTF) or associated clinic Duty Officer based upon specific indicators or warnings of a potential or actual incident.
- 8) Permission and capability of Installation CDO or equivalent to activate the Installation EOC notification procedures and take specific, pre-determined actions based on available information.
- 9) Permission and capability of the MTF/Clinic Duty Officer to activate the MTF/Clinic EOC notification procedures and take specific, pre-determined actions based on available information.

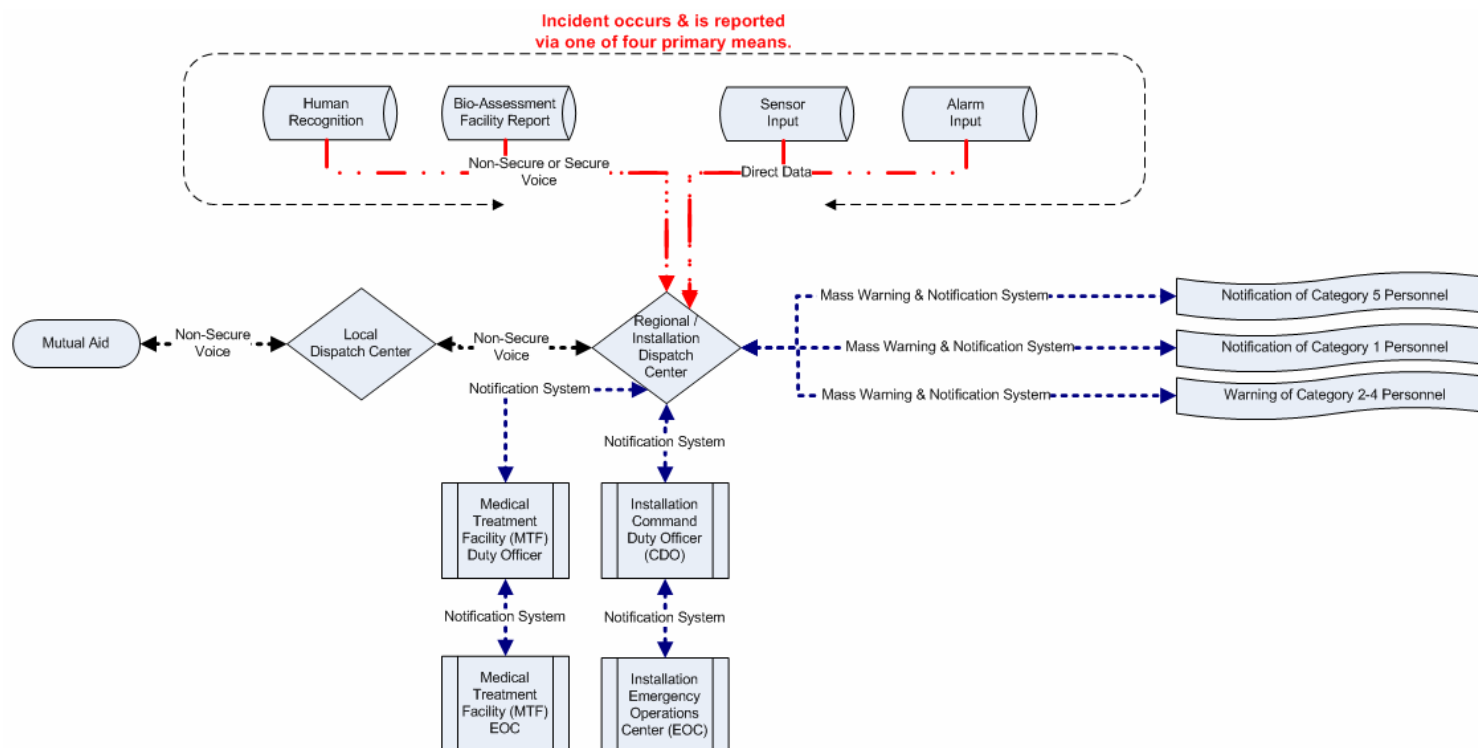
Figure 12-8: Incident Notification Process – Initial Notification (Traditional Notification Methods)



In addition, some Regions and Installations may have additional detection or sensor inputs into the Regional/Installation Dispatch Center as shown in Figure 12-9. In this figure, the term “Bio-Assessment Facility,” which is unique to the JPMG IPP construct, is

interchangeable with any designated laboratory within DoD or the Centers for Disease Control and Prevention (CDC) Laboratory Response Network (LRN). Though each of these different laboratory capabilities have distinctly different levels of capability and reliability, this interchanging of terms is only in reference to a type of input and does not imply the same level of capability. Alternately, the initiation method may be provided by syndromic surveillance of the effected population referring to the appropriate MTF or civilian hospital (see Navy Medicine guidance for additional detail on laboratory and syndromic surveillance procedures).

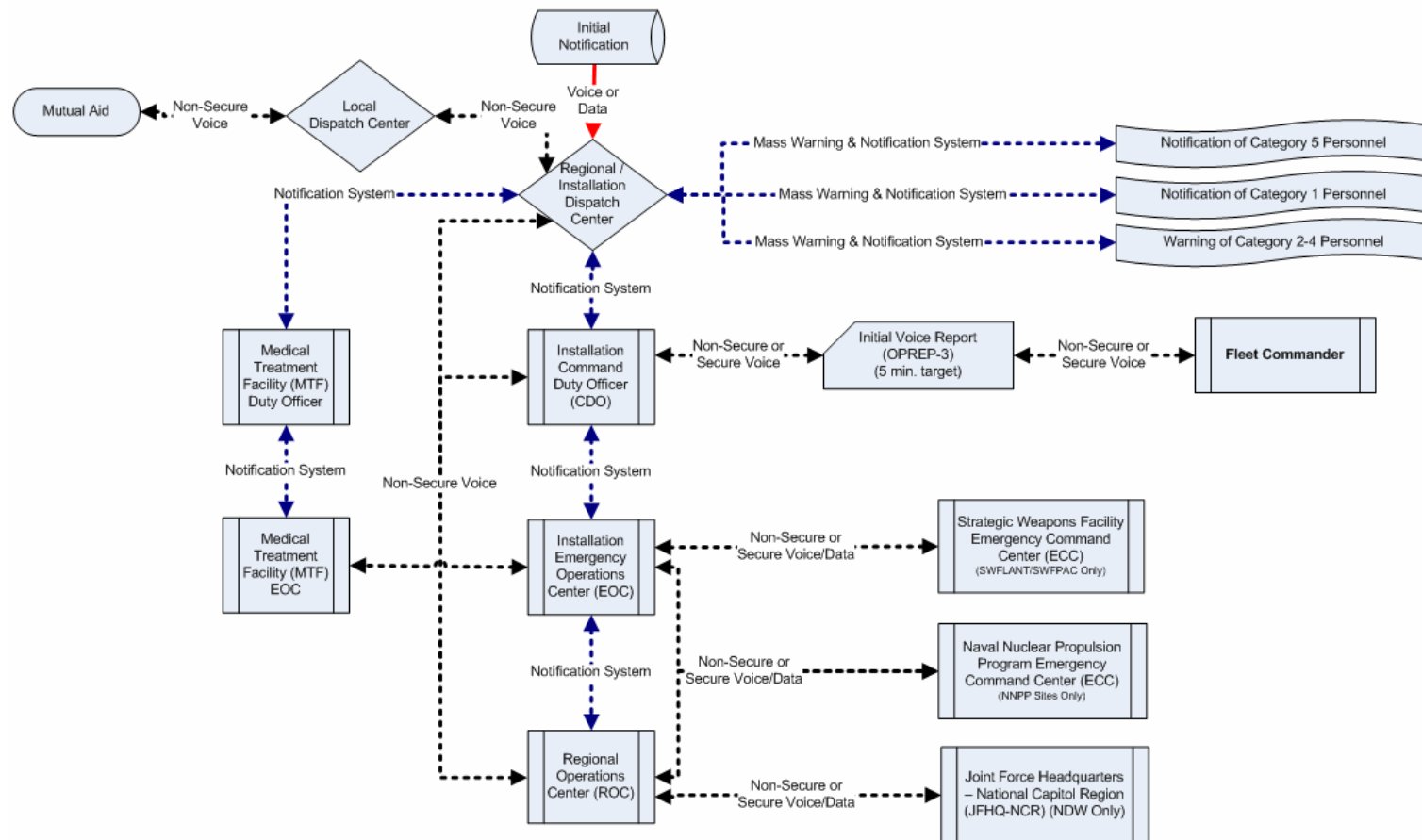
Figure 12-9: Incident Notification Process – Initial Notification (With Additional Detection Inputs)



Based upon the 9 assumptions stated above concerning the initial notification process, the next steps in the response phase focus on the coordination and information exchange between the various operations centers. During this time, the designated Category 5 personnel are responding to the scene, beginning the employment of the Incident Command System (ICS), establishing the Incident Command Post (ICP), evaluating the scene(s), beginning their Incident Action Plan (IAP) development, and determining their initial

resource requirements, including the need for dispatch of addition Installation, Mutual Aid, Regional, and/or Navy assets (see Standard 12 – Response Concept of Operations for additional detail).

Figure 12-10: Incident Notification Process – Operation Center Coordination



As shown in Figure 12-10, the Installation CDO has activated the Installation EOC at the proper activation level (see Standard 6 ROC/EOC guidance for information on activation levels) based upon the indicators and warnings of a potential or actual event and made the initial OPREP-3 voice report to the supported Fleet Commander. The MTF/Clinic Duty Officer has taken similar actions to activate the MTF EOC at the appropriate level. The Installation EOC has initiated notification procedures for the Regional Operations

Center via the Regional/Installation Dispatch Center and the full-time Antiterrorism (AT) Program AT Watch Officer. The Installation EOC, MTF EOC, and the Regional Operations Center have begun communicating via non-secure or secure voice, depending on operational requirements and capabilities. For those installations which support a Strategic Weapons Facility (SWF) or are a designated Naval Nuclear Propulsion Program (NNPP) site, the Installation EOC, at a minimum, and, when necessary, the Regional Operations Center must establish communications, exchange all relevant information, and coordinate response and recovery actions with the established Emergency Command Centers (ECCs) onboard these installations. The Regional Operations Center within Naval District Washington also has specific requirements for communication and coordination with the standing Joint Force Headquarters – National Capitol Region (JFHQ-NCR) and the multiple local, state, and regional operations centers in the NCR area.

Figure 12-11: Incident Notification Process – OPREP Reporting

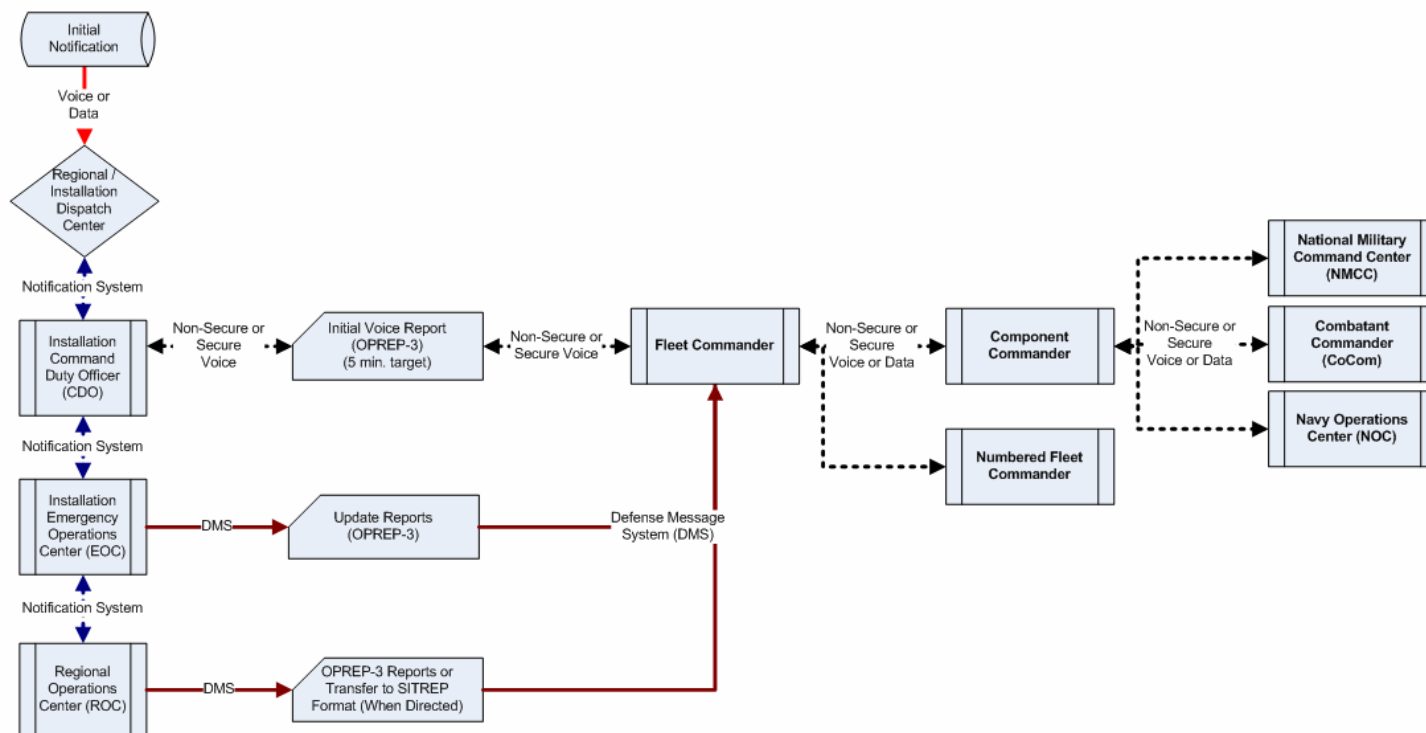


Figure 12-11 ties in the incident reporting requirements identified in this standard to the overall incident notification process. The Installation CDO is responsible for the initial voice report to the supported Fleet Commander. The Fleet Commander is responsible for

notifying the Component Commander (usually a dual designation of the Fleet Commander), which will then notify senior headquarters (National Military Command Center (NMCC) and the Navy Operations Center (NOC)) as well as the Combatant Commander (CoCom). The Fleet Commander may notify the Numbered Fleet Commander immediately or only when the Numbered Fleet Commander may be directly impacted, depending on Fleet protocols. The Installation EOC is then responsible for follow-on written OPREP-3 reports. In most cases, the Regional Operations Center, once fully established, will then assume responsibility for the OPREP-3 reporting and the transition to SITREP reporting throughout the remainder of the incident. Message reporting is usually the responsibility of the Communications Section Chief in the Regional Operations Center and Installation EOC.

As shown in Figure 12-10, incident notification of the local response partners is often via non-secure voice from the Regional/Installation Dispatch Center to the Local Dispatch Center(s) with whom the Region/Installation have signed, written support agreements. Figure 12-12, though, focuses on the continued notification and information sharing/exchange process that goes beyond the first few minutes of the incident.

Figure 12-12 shows the incident notification and information exchange flow between the Navy incident management components to the civilian and Other Service (Army, Air Force, and Marine Corps) response partners during an incident. Regional/Installation Dispatch Centers, MTF EOCs, Installation EOCs, and the Regional Operations Center are shown to represent all aspects of the strategic and operational-level information flow. The Incident Command Post (ICP) is not shown here as the information the ICP generates is passed through the Installation EOC and/or Regional Operations Center before being released into this process.

Not all Regions, Installations, or MTFs have compatible or operable Incident Management software systems, but the use of the DHS-sponsored Disaster Management Interoperability Service (DMIS) information-sharing/exchange backbone permits the diverse software systems to share information utilizing the Common Alerting Protocol (CAP) present in most Incident Management software systems. While using DMIS, the originator of the data or information retains control of what information is shared, when it is shared, and to whom it is shared. The use of DMIS permits incident notification and information exchange across the primary Federal, State, Local, and Other Service response partners without the standardization of equipment or software; only the standardization of terminology and procedures is necessary to achieve interoperability in this realm with these response partners.

Figure 12-12: Incident Notification Process – Coordination with Civilian and Other Service Response Partners

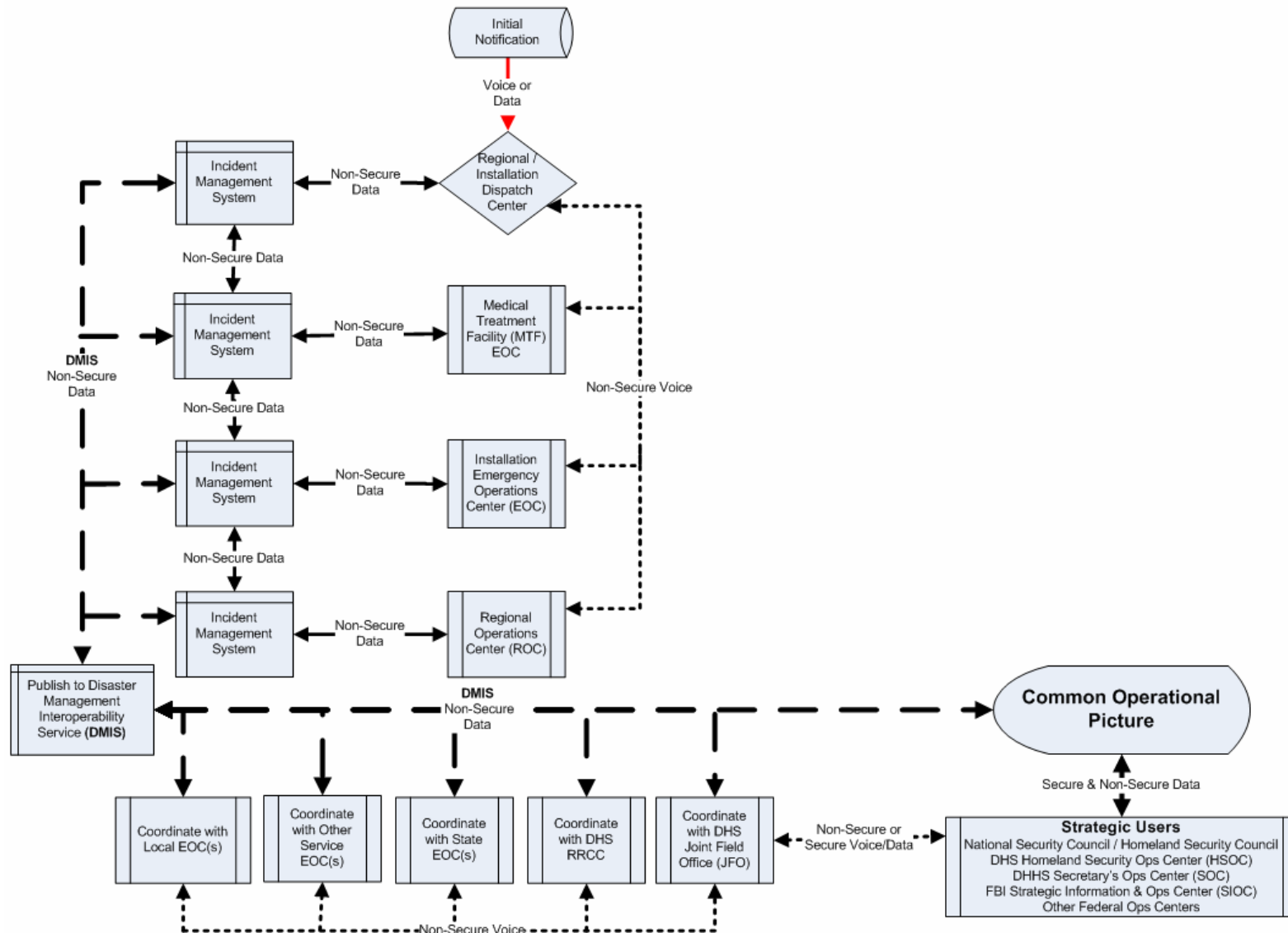
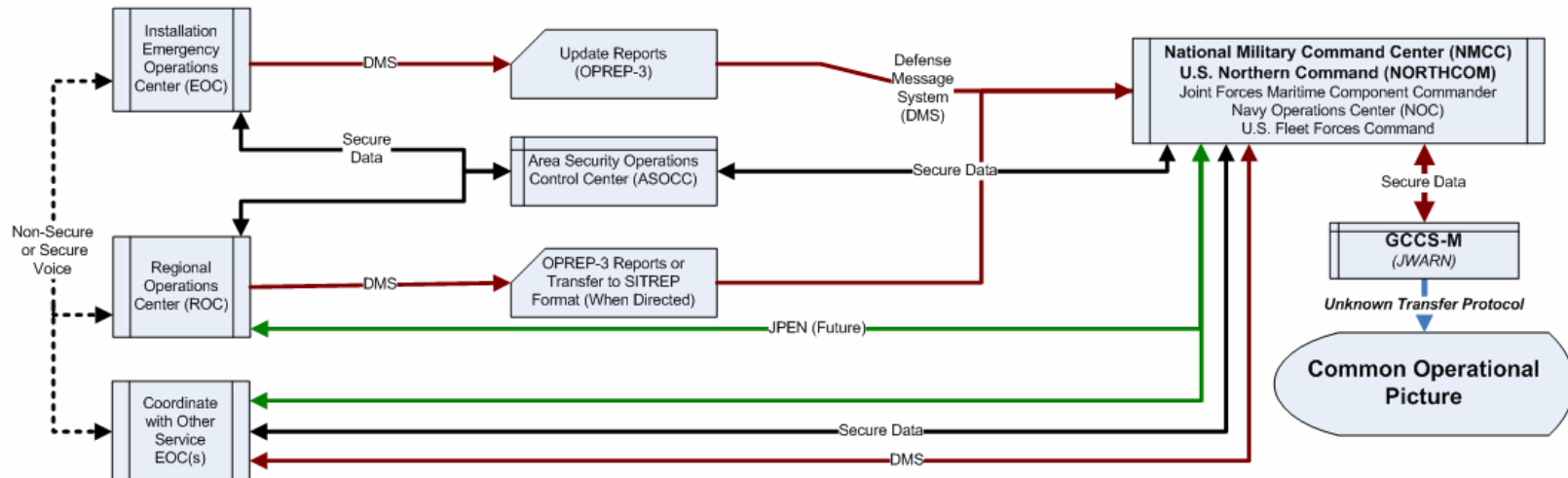


Figure 12-13 shows the future incident notification and information exchange processes for those Regions and Installations within the NORTHCOM area of responsibility (AOR). This construct will be fielded to support AT requirements, but will also provide enhanced connectivity and interoperability between the Navy's incident management structure and the assigned military chain of command and supported Combatant Commander. Once these capabilities are in place, the Navy will be able to reduce duplication of effort across the entire range of incident notification, incident reporting, and information sharing/ exchange functions performed by the operations centers.

Figure 12-13: Incident Notification Process – Future Notification Process (NORTHCOM AOR Only)



Figures 12-14 and 12-15 put all of the above incident notification, incident reporting, and information sharing/exchange processes together into a single, comprehensive picture. Figure 12-14 shows the process with traditional notification methods explained above and Figure 12-15 shows the process with the additional detection methods being fielded via specialized DoD and Joint programs to a limited number of Navy Regions and Installations. Within this diagram, the CNI EOC and similar supporting operations centers are not shown only to reduce the complexity of the diagram. The upper-level operations centers, such as the Regional Operations Center, CNI EOC, Fleet/Component Commander, CNO, Navy Operations Center (NOC), and other senior headquarters shall complete most of their briefings and information exchange via Groove (an information sharing/exchange system), while the operations centers at the Regional, MTF, State, Local, and Installation levels will continue to exchange data with DMIS.

Finally, Figure 12-16 shows the comparable incident notification, incident reporting, and information sharing/exchange processes at an overseas Region and supporting Installations. All notification, coordination, and information sharing/exchange with Host Nation

Figure 12-15: Incident Notification Process (NORTHCOM AOR with Additional Detection Inputs)

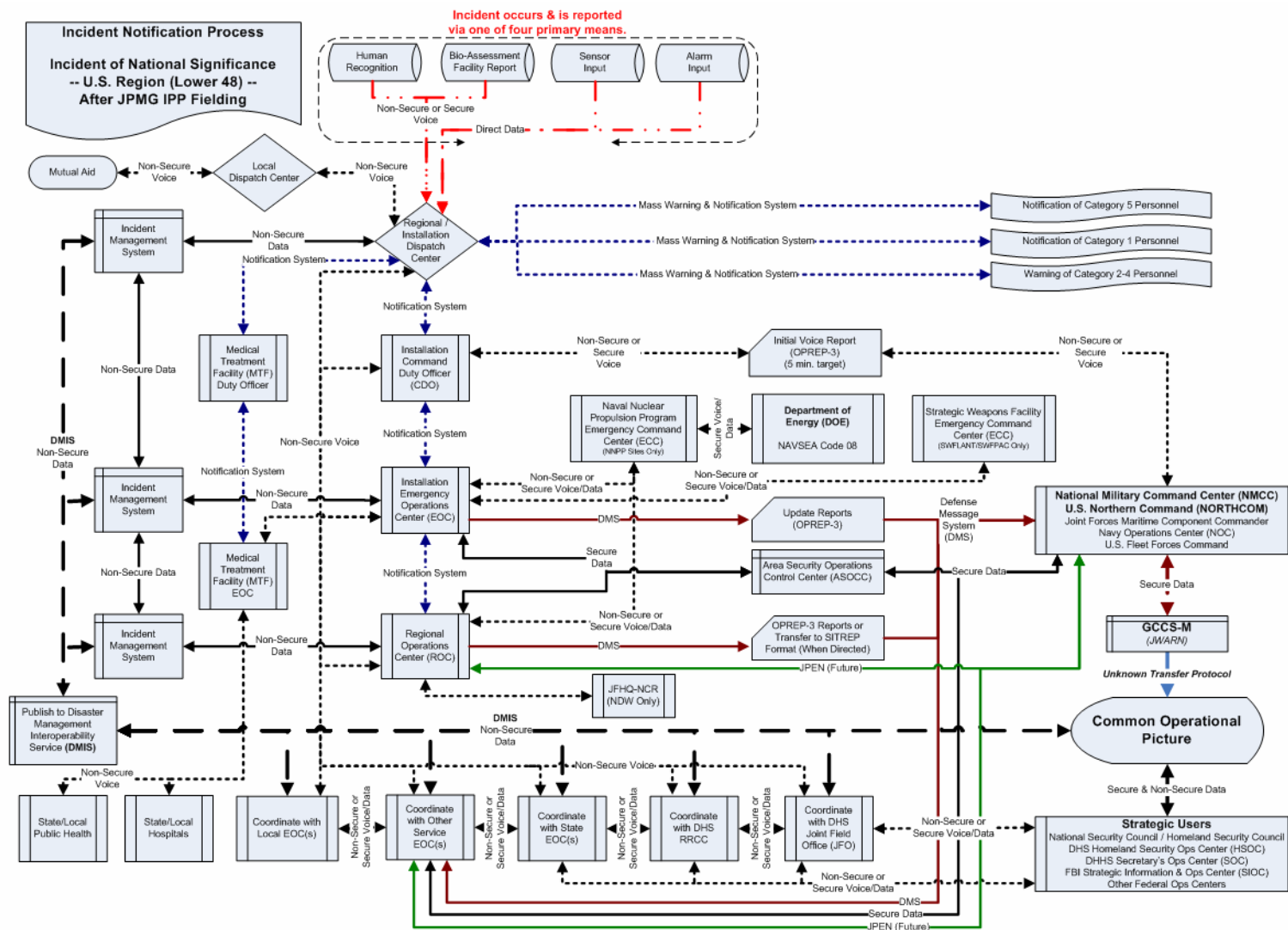
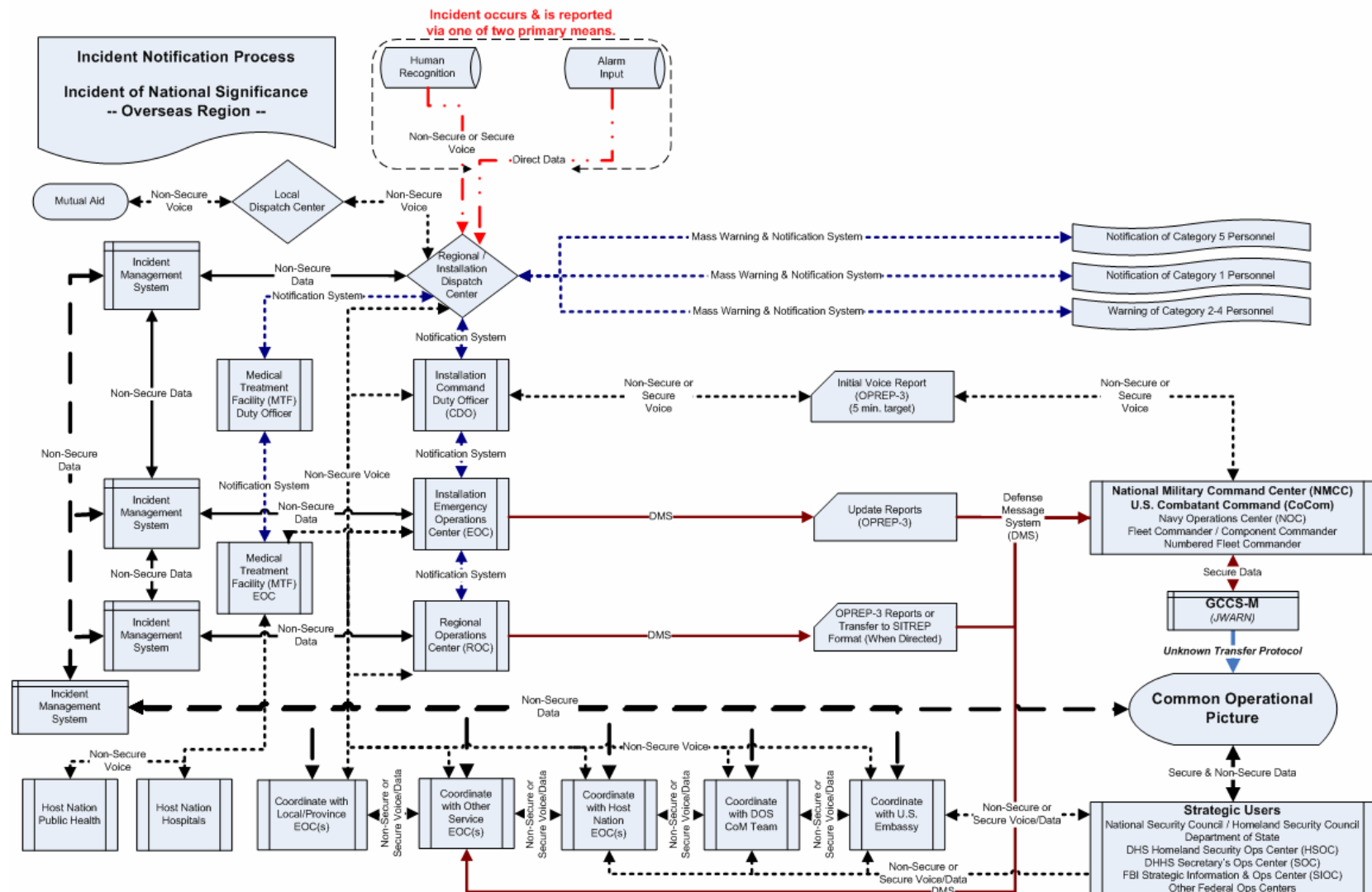


Figure 12-16: Incident Notification Process (Overseas Region)



Incident Management

Overview. The Incident Management process utilized by the Navy Installation EM Program is based on satisfying the requirements set forth by Federal, DoD, Joint, and Navy policy while enabling rapid access to the Region/Installation's response partners in the civilian community. Reference (c) describes the operational components of the incident management process for the civilian responders, while reference (d) provides the incident management structure and response capabilities within the Federal, State, and Local response partners.

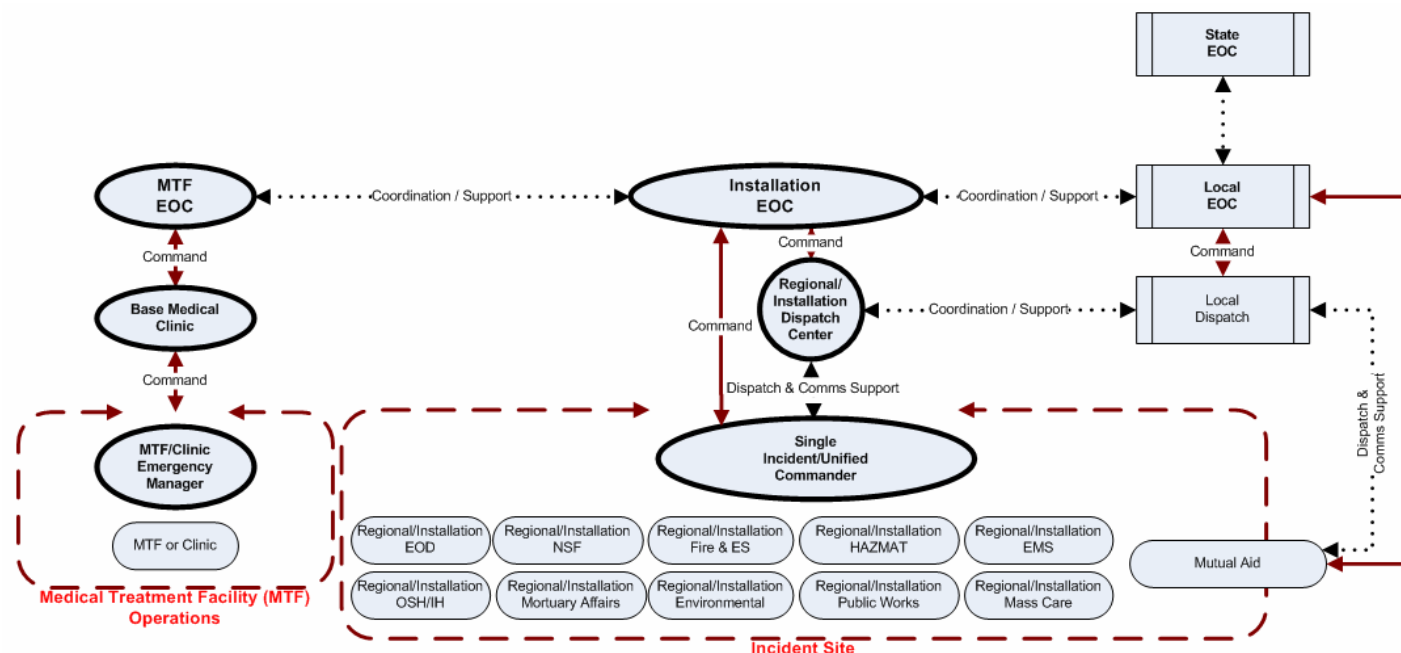
Construct. The following construct is based primarily on the incident management process for U.S. Regions & Installations as represented in Figures 12-17 through 12-19. Figure 12-20 represents a similar process flow for the overseas Regions & Installations.

The following incident management process flow is based upon an overt/known event recognized immediately by community members and/or by a sensor/detector, if the installation is so equipped. A covert/unknown may significantly distort or interrupt this process, though the fundamental concepts and processes provide adequate detail for planning purposes. The following construct is based upon several key components shown in Figure 12-17:

- 1) Regionalization of some or all of the functional area responsible for incident response and/or management.
- 2) Permission and capability of Regional/Installation Dispatch Center to automatically notify and dispatch designated Category 5 personnel and response capabilities to perform a wide array of potential actions to protect personnel, sustain critical operations, and quickly restore essential services based upon specific indicators or warnings of a potential or actual incident.
- 3) Permission and capability of Regional/Installation Dispatch Center to automatically request assistance from civilian response partners through established support agreements such as MAAs based upon specific indicators or warnings of a potential or actual incident requiring such assistance or when directed to request such assistance by the appropriate leadership of the responding Category 5 personnel.
- 4) Permission and capability of Regional/Installation Dispatch Center to automatically notify the Medical Treatment Facility (MTF) or associated clinic Duty Officer or equivalent based upon specific indicators or warnings of a potential or actual incident.
- 5) Existence of a receiving MTF or clinic supporting the Installation.
- 6) Existence of the capability for the MTF or clinic to activate and staff an MTF EOC.
- 7) Existence of a 24/7 Local Dispatch capability within the community.
- 8) Existence of a 24/7 Local EOC or Local EOC point of contact (watch officer).
- 9) Existence of a 24/7 State EOC or State EOC point of contact (watch officer).

- 10) Permission and capability of Installation CDO or equivalent to activate the Installation EOC notification procedures and take specific, pre-determined actions based on available information.

Figure 12-17: Incident Management Process – Installation Level (U.S.)

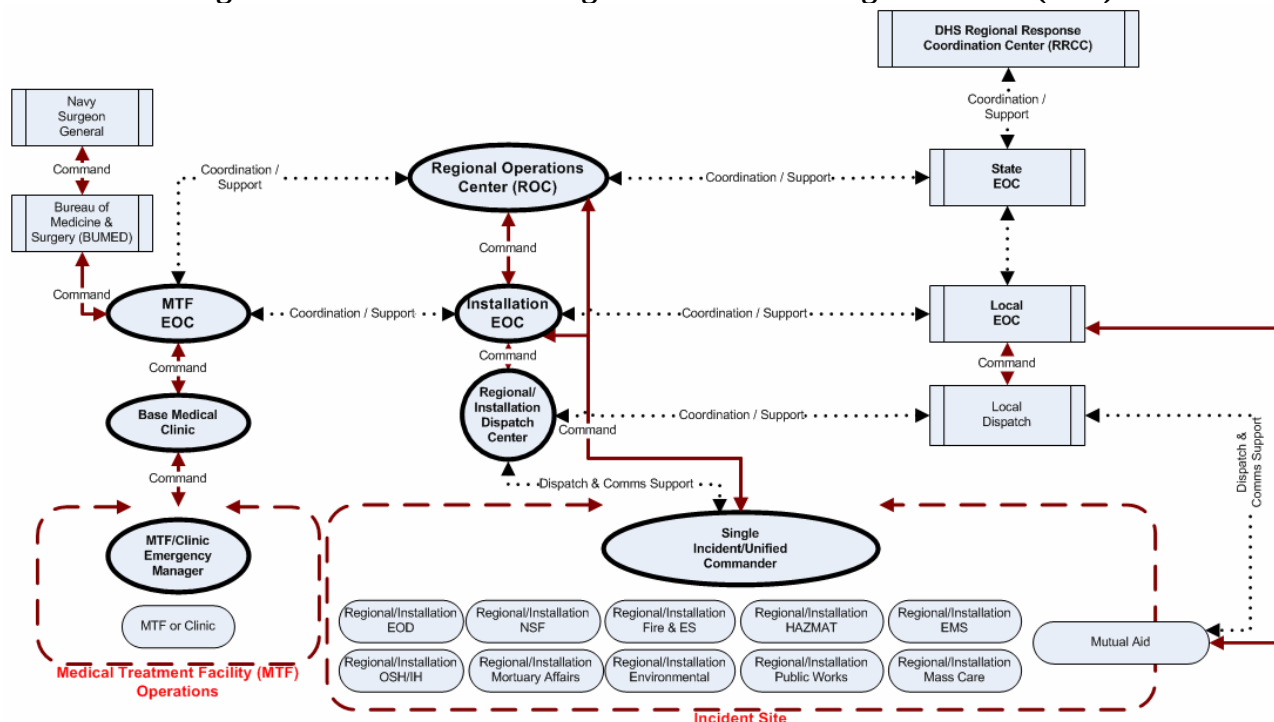


In Figure 12-17, the Regional/Installation Dispatch Center has received notification that a potential or actual event has occurred recurring the response by multiple agencies (see Incident Notification above). Either at the time of notification or soon thereafter, the Regional/Installation Dispatch Center has either reached an automatic decision point requiring the request for mutual aid support from the Local response partners or has been requested by the initial Incident Commander (IC) to activate mutual aid for one or more functional areas or requirements. On scene, the senior most qualified, trained, certified, and experienced official has assumed Incident Command and notified the Regional/Installation Dispatch Center that command has been assumed from the initial Incident Commander (first arriving unit, typically).

The Regional/Installation Dispatch Center has contacted the Local Dispatch, initiated the appropriate activation level for the Installation EOC either directly or via the Installation CDO, and contacted the MTF/Clinic Duty Officer to begin MTF/Clinic preparations. The MTF/Clinic Duty Officer has either immediately or been ordered to by his/her chain of command to commence similar activation of the MTF/Clinic EOC. Within Figure 12-17 and the following incident management diagrams, all potential on-scene responders are shown, although not all responders are required for every incident.

In Figure 12-18, the Installation EOC and MTF/Clinic EOC have both reached their appropriate activation level based upon the scope, complexity, and impact of the incident. In this model, both operations centers have either reached an automatic decision point to activate the next level of support or decided to activate the next level because they may be overwhelmed by the incident at hand. The Regional Operations Center, once activated, may initiate coordination with the appropriate State EOC. The State EOC has contacted the DHS Regional Response Coordination Center (RRCC) to notify the Federal response partner about the incident. The single Incident Commander has begun to receive assistance from multiple jurisdictions and/or multiple agencies and has transitioned to the Unified Command System (UCS). In this model, the incident is located onboard and directly impacts the installation and the Navy official (most likely the Senior Fire Official in this particular scenario) has assumed Unified Command with the support of the civilian and military response partners.

Figure 12-18: Incident Management Process – Regional Level (U.S.)



In Figure 12-19, the Regional Operations Center has established communications with the appropriate senior headquarters (for the details of this process, see Incident Notification above). The MTF EOC's chain of command has also notified their respective chain of command. The scope, complexity, and/or impact of the incident has initiated a Federal response under the National Response Plan (NRP) (see reference (d)) and the designation of the event as an Incident of National Significance (INS). This Federal response has initiated the stand-up of a forward command and coordination element. The type and title of this Federal element will be determined by whether the Federal Government is solely providing Federal-to-Federal assistance or assistance to the State and Local Governments as well. For this model, it is assumed that most incidents involving such substantial mutual aid support and resources from civilian and military response partners that the State has decided that they have been overwhelmed by the incident (hence the activation of the NRP) will require Federal assistance to not only the Federal entity, in this case the Navy, but also to the State and Local response organizations.

Figure 12-19: Incident Management & Reporting (U.S.)

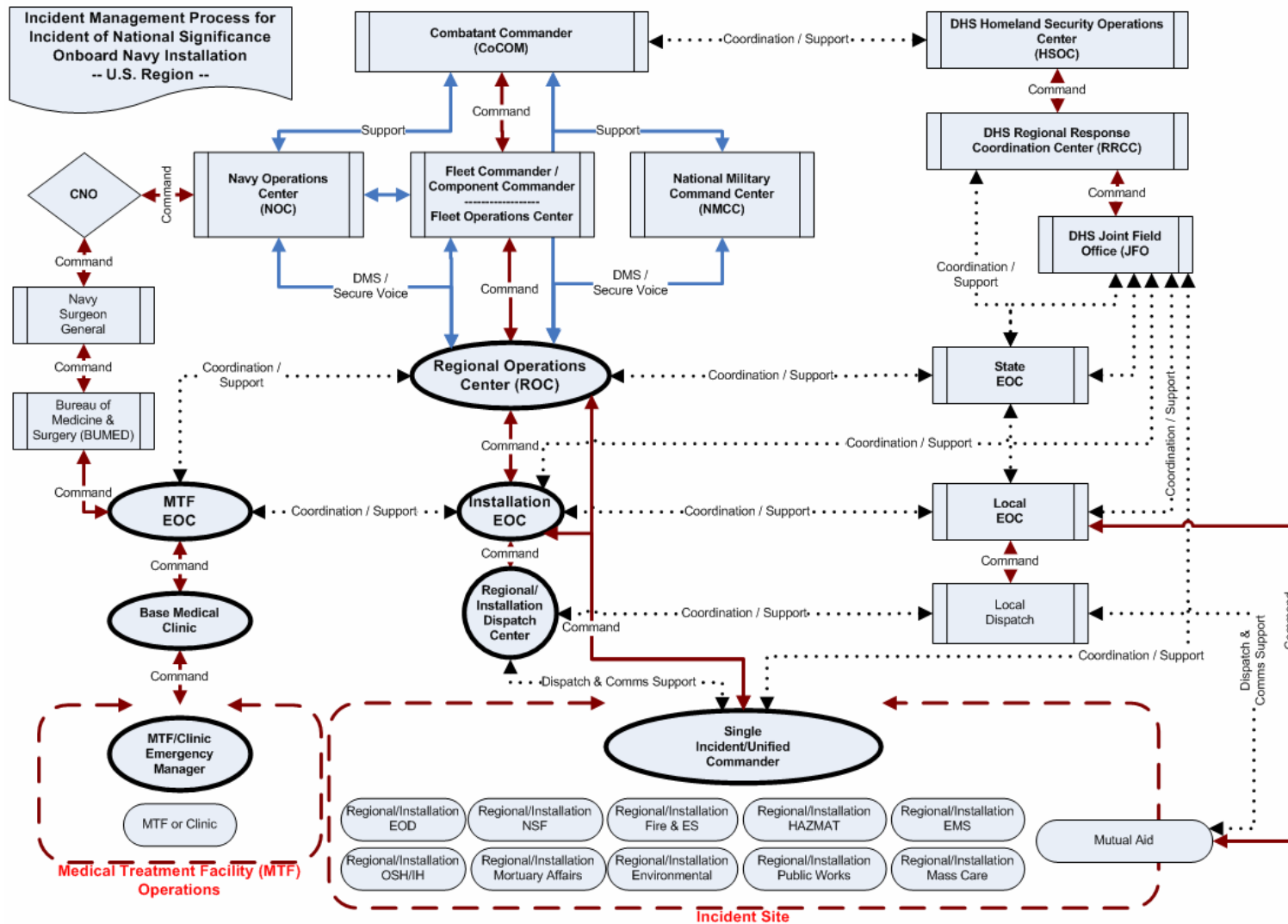
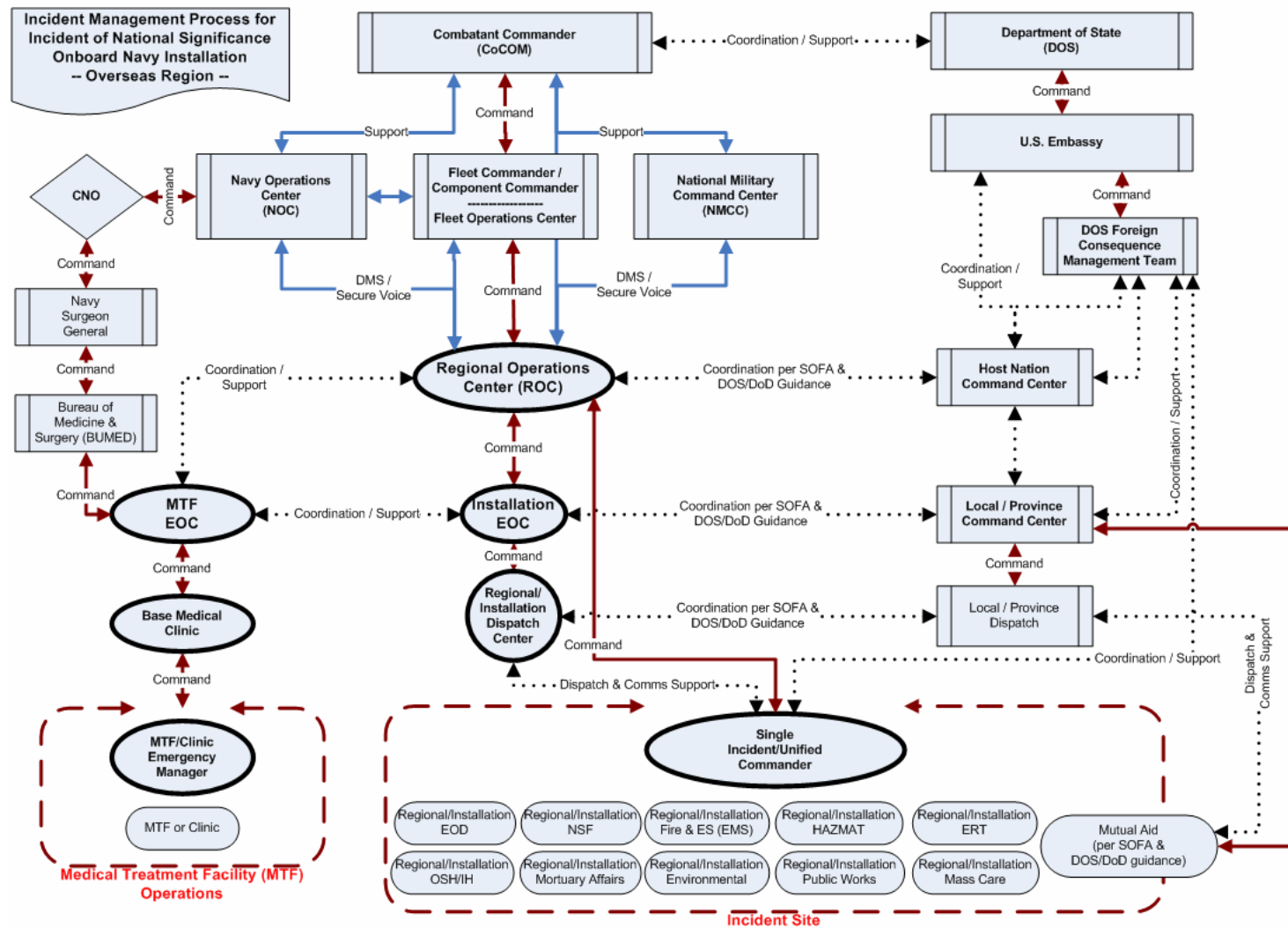


Figure 12-20: Incident Management & Reporting (Overseas)



Response Concept of Operations

Natural Hazard Concept of Operations. The concept of operations (CONOPs) for response to a natural hazard such as destructive weather, seismic, temperature-related, or water-related hazards, is extremely diverse and is as challenging as any CBRNE Terrorism event described in detail below.

The Navy Installation EM Program provides the necessary organization, planning tools, training structure, equipment issue & maintenance methodology, exercise program, and sustainment guidance to properly identify, evaluate, prepare for, mitigate the potential effects of, respond to, and recover from these hazards.

All Regional and Installation Commands are encouraged to seek out and engage Federal, State, Local, Other Service, and/or private (or Host Nation) emergency management agencies and departments for assistance in identifying hazards within their geographical area and developing capabilities to effectively response to and recover from these identified hazards. Not all geographical areas will be susceptible to the same hazards. See Standard 4 for additional information on this assessment process.

Group-Specific guidance may be found in Section 2. Functional area guidance may be found in Section 3. Hazard-specific guidance in provided in Section 4.

Man-Made (Technological) Hazard Concept of Operations. The CONOPs for response to man-made (or technological) hazards such as multiple casualty incidents, blackouts, transportation accidents, and dam/levee & structural collapse, are based upon the same fundamental concepts provide below in the CBRNE Terrorism CONOPs.

The Navy Installation EM Program provides the necessary organization, planning tools, training structure, equipment issue & maintenance methodology, exercise program, and sustainment guidance to properly identify, evaluate, prepare for, mitigate the potential effects of, respond to, and recover from these hazards.

All Regional and Installation Commands are encouraged to seek out and engage Federal, State, Local, Other Service, and/or private (or Host Nation) emergency management agencies and departments for assistance in identifying hazards within their geographical area and developing capabilities to effectively response to and recover from these identified hazards. Not all geographical areas will be susceptible to the same hazards. See Standard 4 for additional information on this assessment process.

Group-Specific guidance may be found in Section 2. Functional area guidance may be found in Section 3. Hazard-specific guidance in provided in Section 4.

CBRNE Terrorism Concept of Operations. The CONOPs for response to the consequences of terrorism-related events, especially those involving CBRNE agents or materials, is the most complicated of all multi-agency and/or multi-jurisdictional events. This complexity is due not only to the scope of potential consequences, but also the

global impact of such events on the national economy and national security of the United States.

Therefore, the Navy Installation EM Program addresses this hazard area with a great deal more in-depth policy and procedures than other, potentially more physically devastating emergencies in order to ensure a consistent, safe, and legal approach to responding to and recovering from terrorist events.

The Navy Installation EM Program provides the necessary organization, planning tools, training structure, equipment issue & maintenance methodology, exercise program, and sustainment guidance to properly identify, evaluate, prepare for, mitigate the potential effects of, respond to, and recover from small to moderate scale events within the jurisdiction of Navy Regions and Installations.

As with all other hazards, Regional and Installation Commands are encouraged to seek out and engage Federal, State, Local, Other Service, and/or private (or Host Nation) emergency management agencies and departments for assistance in identifying hazards within their geographical area and developing capabilities to effectively response to and recover from these identified hazards. Terrorism has global reach and impact and all Regional or Installation Commanders shall properly address terrorism consequence management. See Standard 4 for additional information on this assessment process.

Group-Specific guidance may be found in Section 2. Functional area guidance may be found in Section 3. Hazard-specific guidance is provided in Section 4.

Decontamination. Decontamination guidance and resource requirements for CBRNE-related events may be found in Appendix K.

Sampling & Evidence Collection. Sampling & evidence collection guidance for criminal and terrorist incidents may be found in Appendix L.

Geographical Caveat. As defined within Standard 3, there are three defined groups of installations. Installations may be further defined by their location – U.S., remote U.S., and Overseas. Remote U.S. is a term used to define an Installation (or an entire Region), which due to its remote location in relation to other U.S. or Host Nation response assets, may require additional capability to adequately respond to and recover from a terrorism event. In some cases, this remote nature may actually decrease the risk of an event occurring, but – in most cases – this remote nature increases the time that the Installation (or Region) may have to survive independent of outside assistance; especially qualified assistance trained to equivalent standards as Navy Category 5 personnel.

CBRNE Terrorism Scope. Combined civil-military CBRNE terrorism response and recovery operations are required by references (a), (d), and (o) to abide fully with OSHA, environmental, and legal requirements – including the use of NIMS by all agencies and departments – and to utilize established multi-service and allied-compatible TTPs when applicable.

CBRNE terrorism may involve the use of typical CBR agents or materials (including chemical and biological warfare agents) as well as non-traditional agents, TIMs, improvised or manufactured nuclear weapons, or improvised or manufactured explosive or incendiary devices. Employment of such agents or materials by international, transnational, or domestic terrorist organizations, including such use by lone/individuals, constitutes a criminal act within the U.S., its territories and possessions, and U.S. government property overseas (see legal issues addressed within Standard 1).

Unlike CBR warfare, in which it is assumed that hostile nations will use an established order of battle and maintain specific weaponized agents or materials, CBRNE terrorism capitalizes on the principles of asymmetrical warfare, which include targets of opportunity in developed countries and the psychological factors of terrorism on a civilian population. CBRNE terrorism events are divided into two principal event types:

- (1) Known/overt events: Disclosed/discovered release resulting in a defined scene developed during a short, defined time period (example: explosive point source, open air release of TIC during authorized, legal transportation).
- (2) Covert events: Undisclosed/undiscovered release of a CBR agent/material where notification of the event occurs through routine medical surveillance of the civilian and/or military population; a defined scene may or may not ever be established, depending on epidemiological and criminal investigation results.

Terrorism Response Concept. Response to a CBRNE terrorism incident is described below. There are three critical differences between the concepts described within most DoD manuals and the approved concepts and procedures for the Navy Installation EM Program including:

- 1) **No** authorized use of structural firefighting clothing and standard-issue SCBA to conduct rescue of victims in the contaminated environment.
 - i. **Exemption.** Unless fire hazards are present and the IC's risk-based evaluation of the scene require employment of structural firefighting clothing by some or all of the supporting responders.
- 2) **No** authorized operations by NSF within the designated Hot Zone with Warm Zone operations limited to supporting the casualty decontamination corridor.
 - i. **Exemption.** Unless a specially trained, certified, and equipped Evidence Collection & Recovery Team (ECRT) has been approved by CNI and established at the Regional level.
- 3) **No** authorized decontamination of equipment, with the exception of emergency equipment required to support additional, physically-separated incident sites.

Event Type. The term CBRNE is used throughout this manual and others with regards to terrorism. The term does not, however, imply or indicate that these five sets of agents or materials are equal in terms of impact, inherent dangers, or response methodology. Since chemical weapons – especially weaponized agents like Sarin – have been employed in previous terrorist events (i.e. – Tokyo subway) and present a clear and definable scene

(compared to a covert biological event), chemical weapons have become the default exercise set within the U.S.

All CBRNE agents and materials are capable of developing an overt event as defined above. Since overt events are the most easily categorized and serve as the most commonly managed scenario of this type, the EM Program will focus on this type of operation. See the “Response Action Guide” in Appendix J and the “Terrorism” portion of Section 4 for additional response guidance.

Time Considerations. A terrorism event may occur anywhere, at any time. Therefore it is important to keep in mind the limitations of Category 5 personnel, especially those personnel that do not maintain a 24 hour/7 day a week (24/7) presence onboard the Installation (i.e. – Command Staff, Safety, some Medical personnel, Public Works, etc.). In addition, many Category 1 personnel do not maintain a 24/7 presence at their operating location and may require immediate guidance and/or transportation to specific locations within the Installation in order to perform or complete their assigned mission essential functions. Another variable is represented by the civilian population (Category 2-4) – especially those personnel with residences onboard the Installation – which varies greatly depending on time of day and day of the week.

This factor is very noticeable within the available plume and consequence models described in Standard 11. These models, when providing potential effected population figures, utilize night-time census figures and do not currently have the ability to incorporate a moving population base due to work requirements and consumer travel. Lastly, the “FPCON Delta” problem is a unique time constraint to terrorist events as the Antiterrorism procedures call for securing entry and exit from an Installation post-event. As the gates close, the movement of both unaffected and effected personnel comes to a halt. The movement restriction includes the mutual aid response community from Federal, State, Local, Other Service, and/or private (or Host Nation) agencies and departments.

There are 14 elements of a successful consequence management effort at the Incident Command level. These 14 elements are:

- Site Assessment
- Scene Safety
 - Including establishment of Hazard/Contamination Control Zones
- Self Protection
 - Including PPE selection and employment
- Command and Control
- Victim Rescue
- Decontamination of Victims and Responders
- Communication and Coordination
- Casualty Management and Treatment Facilities
- Crime Scene Preservation and Management
- Hazard Identification and Mitigation

- Resource Coordination and Sustaining Incident Management
- Media Control
- Weather and Environmental Concerns
- Public Welfare and Information

See Appendix J for the “Response Action Guide” for more details on the response process and agent/material specific response considerations. See the “Terrorism” portion of Section 4 for additional information.

In addition to these incident command-level elements, the following issues must be successfully addressed at the Installation-level (in approximate order of execution):

- Initial Notification of Event
- Notification of selected Category 5 Personnel
- Impact of uncontrolled movement of contaminated casualties (“Self-Referrals”)
- Mass Warning of Category 2-4 Personnel
- Notification of Category 1 Personnel
- Initial Incident Reporting to Higher Headquarters
- Casualty Flow Control at Military Treatment Facilities/Clinics
- Activation of the Installation EOC
- Evacuation/Shelter/Shelter-in-Place
- Follow-on Incident Reporting to Higher Headquarters
- Establishment of Staging Areas
- Coordination with Local responders
- Casualty Tracking
- Activation of the Regional Operations Center
- Employment of Category 5 personnel
- Incident Modeling
- Establishment of Rehab capability
- Establishment of Mass Care capability
- Agent Confirmatory Testing
- Shelter Management
- Evacuation Route Management

Terrorism Response Concept (Group 1)

Notional Scenario. The timeline of a possible response scenario varies dramatically based upon delays in initial incident notification, type & impact of event, time of day, and communications capabilities, among other prominent factors. The following series of response graphics describe a notional response only and the results may not be typical of any specific installation.

These graphics are solely designed to provide a visual understanding of the possible flow of an overt event within the U.S. meeting the following parameters: chemical agent (either warfare agent or TIM), small to moderate event with approximately 100-150 personnel potentially exposed, occurring within the boundaries of a Group 1 Installation during working hours, and exposure confined within a structure (such as a training facility or galley).

Assumptions. Since the notional installation is a Group 1, assumptions include Navy-owned/operated Regional and/or Installation Emergency Call-taking & Dispatch, a single or multiple Military Treatment Facility and/or Civilian Hospital(s) (termed “Hospital” for slides) onboard and nearby the effected installation, significant number of trained & prepared responders (including NSF, Navy Fire & Emergency Services, HAZMAT, EMS, EOD, Mass Care team, Rehab team, Group 1 Installation EOC), and a well-developed mutual aid capability.

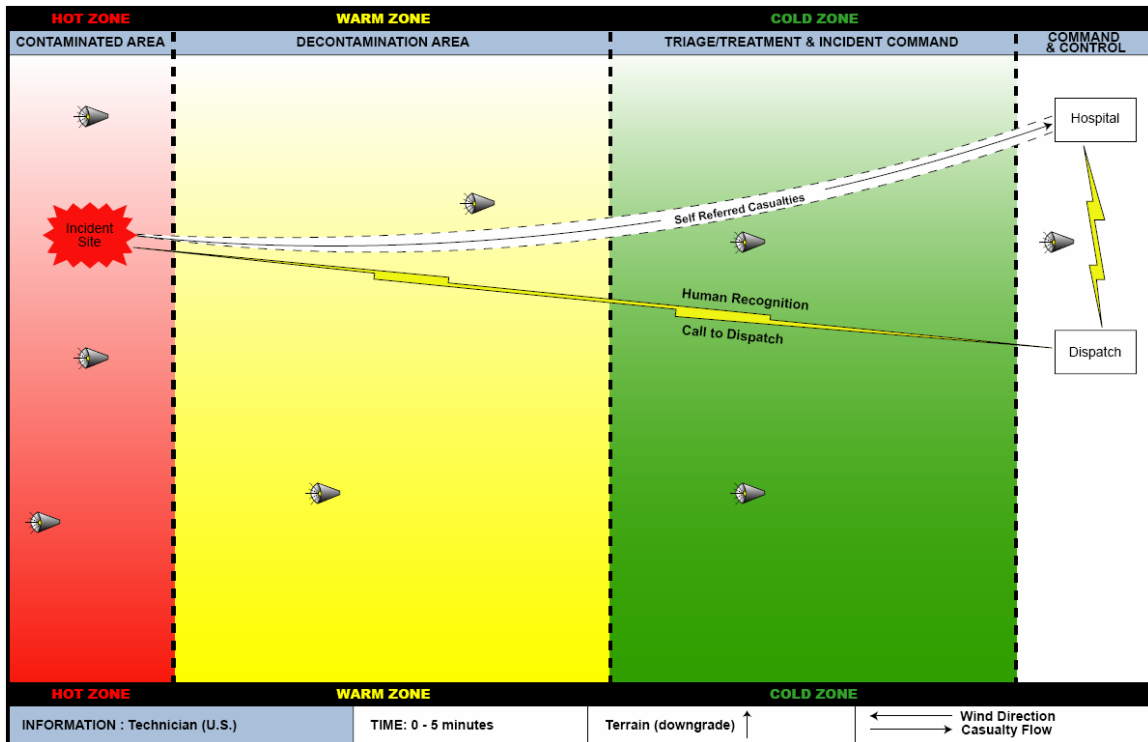
Legend. The titles at the top of the graphic indicate the hot, warm, and cold zone distinctions with the intent of each zone listed immediately underneath the titles.

The legend at the bottom of each graphic provides the following information (from left to right): approximate time since incident occurred, terrain downgrade (always from the bottom to the top of the graphic), wind direction (always from right to left in the graphic), and casualty flow (always from left to right in the graphic).

The unshaded area to the far right of each graphic represents both the Hospital/Medical Treatment Facility/Clinic either onboard or outside the Installation boundaries and the communications flow between the Regional or Installation Dispatch and the responders, the local community’s responders & EOC, the Installation EOC, and higher authorities for both the civilian and military communities.

The gray “speakers” scattered throughout the graphics indicate mass warning systems (or “system of systems”). Lightning bolt graphics between command & control and operational units represent communication paths via a mix of non-secure and secure radio, landline, satellite, and other communications means (i.e. – runners). Unlabeled lines originating at the incident site from left to right indicate the flow of casualties. In the first slide of each series, this line represents the flow of self-referral casualties directly to a local Hospital without the benefit of decontamination, triage, stabilization, or other medical treatment.

Figure 12-21A: Notional Response Graphic (Group 1, U.S., 0-5 min.)

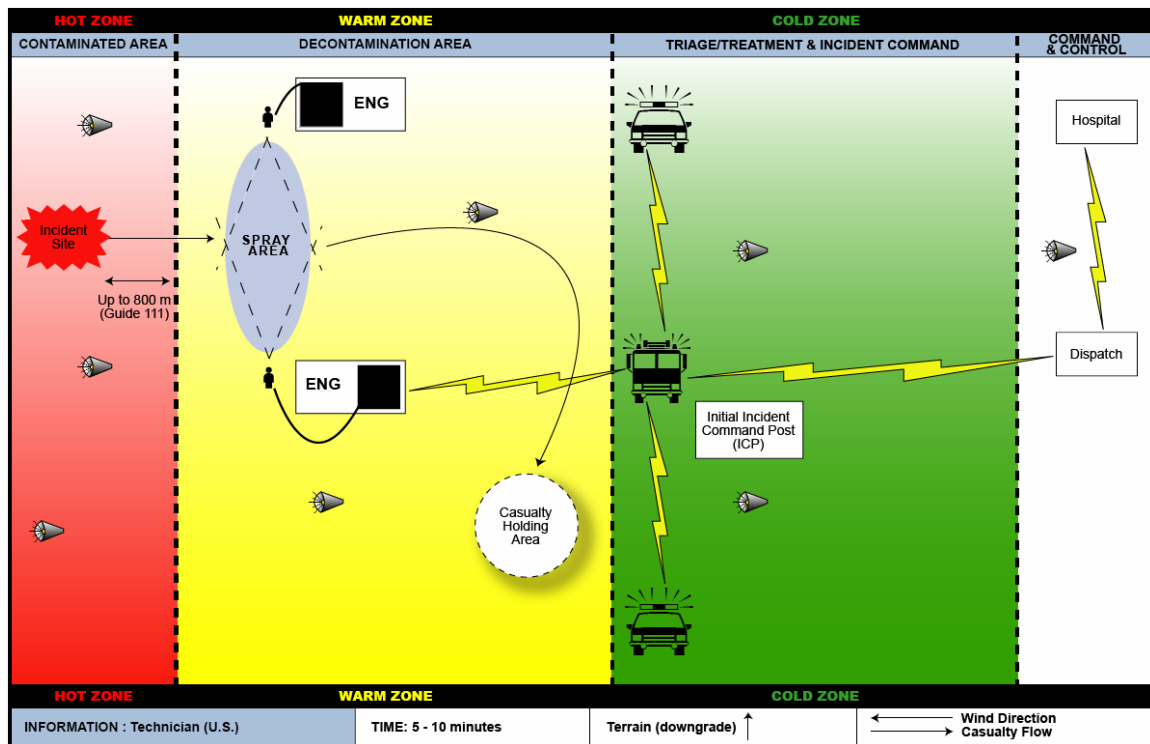


The response to a terrorist incident onboard a Group 1 installation is conducted at the Technician level.

In the first 5 minutes of the incident, Dispatch should receive the first notification calls from the incident site via 911 (or the local equivalent). Casualties, both contaminated and uncontaminated, begin to “self-refer” to either nearby Hospitals (quick acting agent with immediate casualties on-scene) and/or to homes, offices, and other gathering places (slower acting agents with delayed effects or due to psychological effects of a witnessed or visualized event).

Dispatch should begin notification of selected Category 5 personnel (NSF, Navy Fire & Emergency Services, HAZMAT, EMS, Hospital, and/or EOD) and mass warning of effected population once notified of an incident with the appropriate level of clarity and detail. Depending upon Regional/Installation protocol, dispatch may notify NSF to respond on-scene and evaluate the possible incident, which may cause delay in dispatch of further Category 5 personnel and notification to the Hospital of possible inbound self-referrals. This delay may be warranted depending on the quality of the report(s) received by dispatch.

Figure 12-21B: Notional Response Graphic (Group 1, U.S., 5-10 min.)

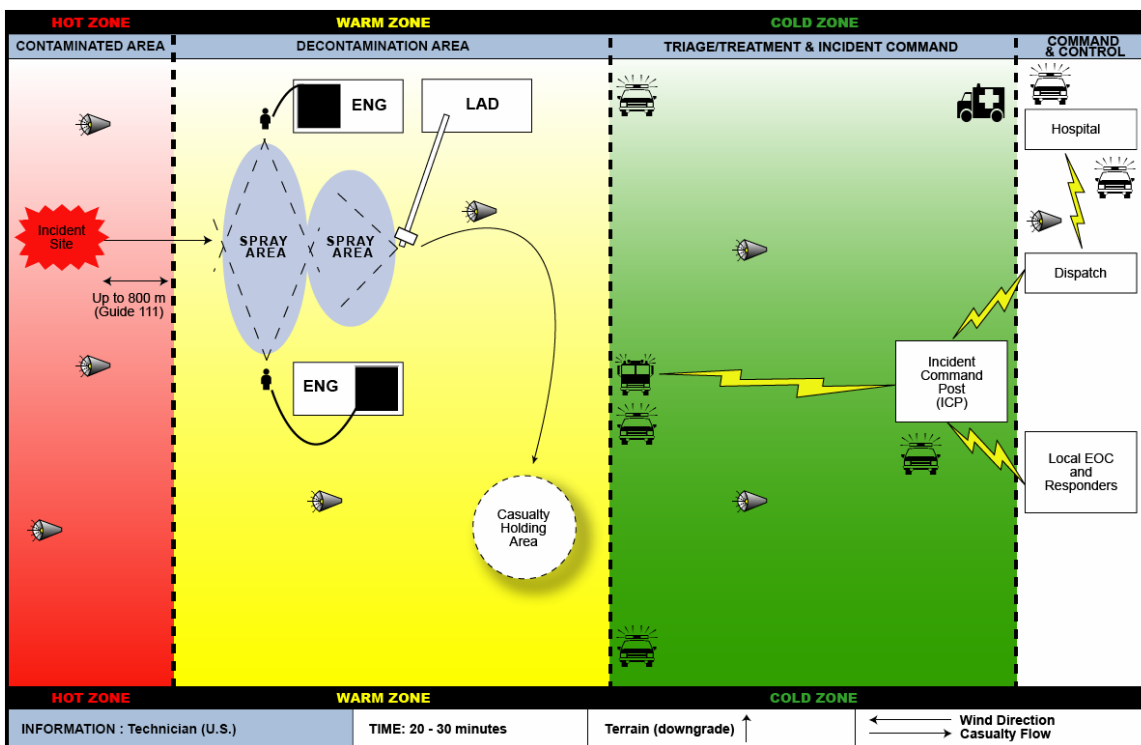


Approximately 5 to 10 minutes after the incident occurs, the first NSF personnel begin to arrive on-scene and evaluate the incident. Due to the HAZMAT Awareness certification, ICS certification, and Operations-level task training received by NSF prior to the event, NSF are able to recognize the scope and impact of the incident and relay this information to dispatch. NSF personnel also observe the incident area for possible secondary devices and for possible suspects. Dispatch then relays appropriate information to Navy Fire & Emergency Services units responding to the scene. Dispatch notifies the Command Duty Officer (CDO) who decides to activate the Installation EOC and make the initial voice OPREP-3 Pinnacle (or Navy Blue depending upon incident severity, scale, and/or impact) reports to the NMCC, Combatant Commander, and Fleet Commander with follow-on reports to Fleet and Regional representatives. The CDO also notifies nearby military installations, if any, and receives additional guidance from the Installation Commander.

As Navy Fire & Emergency Services responds on-scene, they conduct the initial site assessment and begin the necessary scene safety procedures, including the establishment of hazard/contamination control zones based upon references (r) and (s). Site safety procedures also include a visual assessment of the scene to look for secondary devices. Navy Fire & Emergency Services establishes initial casualty decontamination utilizing the procedures in reference (t). Navy Fire & Emergency Services, with the assistance of NSF, establish and maintain a Casualty Holding Area within the Warm Zone while awaiting arrival of EMS units and establishment of a triage, treatment, and transport capability.

NSF supports on-scene efforts by enforcing entry/exit control and casualty holding area as determined by the Incident Commander (IC) – usually the senior fire official on-scene. NSF begins efforts to preserve evidence on-scene.

Figure 12-21C: Notional Response Graphic (Group 1, U.S., 20-30 min.)



Approximately 20 to 30 minutes after the incident occurs, the Incident Command Post (ICP) has been formally established – usually by the senior fire official on-scene. All on-scene responders are now working for a single IC and are mutually supporting response efforts in appropriate PPE as determined by the IC.

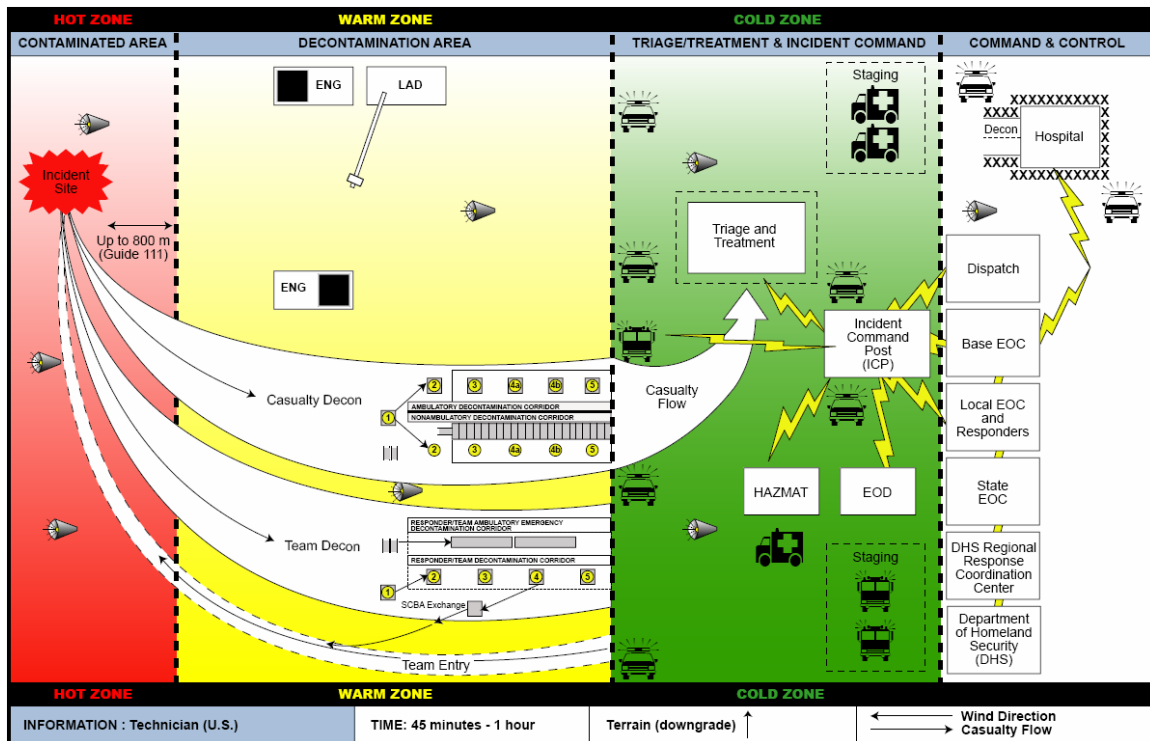
The ICP is now in direct contact with both the Regional/Installation Dispatch Center and the local mutual aid responders. The ICP has refined the boundaries of the hazard/contamination control zones based on information gained from casualties and bystanders sharing information about the incident and from visual observation of the incident site. The ICP continues site assessment process, with special emphasis on possible secondary devices and the scope and type of the agent(s) or material(s) involved in the incident.

Additional Navy Fire & Emergency Services and mutual aid apparatus staging at IC-designated staging area. As Navy Fire & Emergency Services continues casualty decontamination utilizing the procedures in reference (t), NSF continues to support on-scene efforts by enforcing entry/exit control at the Cold Zone/Warm Zone boundary and casualty holding area as determined by the IC. NSF conducting evacuation of surrounding areas and ensuring traffic control for movement of personnel enroute to shelter or safe haven or for evacuation. NSF and Hospital security personnel begin to

establish control of casualties arriving at the Hospital. NSF protect ICP staff and continue evidence preservation efforts.

EMS is staging in IC-designated staging area and has begun the formation of a designated triage and treatment area. Hospital has begun efforts to establish casualty decontamination corridor at a designated receiving site.

Figure 12-21D: Notional Response Graphic (Group 1, U.S., 45-60 min.)



Approximately 45 minutes to 1 hour after the incident occurs, the ICP has established contact with the activated Installation EOC and continues contact with local mutual aid responders. The Local EOC has notified the State EOC, which has in turn notified the Department of Homeland Security (DHS) Regional Response Coordination Center (RRCC). The DHS RRCC has notified the Homeland Security Operations Center (HSOC), which has in turn notified the Interagency Incident Management Group, to include the President of the United States, Homeland Security Council, and/or the National Security Council. The cognizant Region has begun activation of the Navy Regional Operations Center. The CDO or another designated Installation EOC watchstander submits the appropriate follow-on written OPREP-3 Pinnacle (or Navy Blue, depending upon incident severity, scale, and/or impact) reports to the NMCC, Combatant Commander, Fleet Commander, Region, and other designated recipients.

Navy Fire & Emergency Services, with considerable support from the established casualty decontamination team and/or mutual aid responders, has established the casualty decontamination corridor and begun decontamination of all casualties in the casualty

holding area. Designated, trained, and equipped casualty decontamination team conduct decontamination operations for ambulatory and non-ambulatory casualties in Level C PPE with PAPRs. Designated, trained, and equipped NSF support casualty decontamination corridor operations in Level C PPE with PAPRs. Initial casualty decontamination equipment is left in place unless required by the EOC to shift to a second, physically separated incident site, in which case the equipment is decontaminated utilizing the procedures outline in reference (u). Navy Fire & Emergency Services and mutual aid apparatus continue to stage at IC-designated staging area and are controlled through the Staging Officer with the concurrence of the appropriate Fire Suppression/Rescue/HAZMAT Section/Branch/Group/Division.

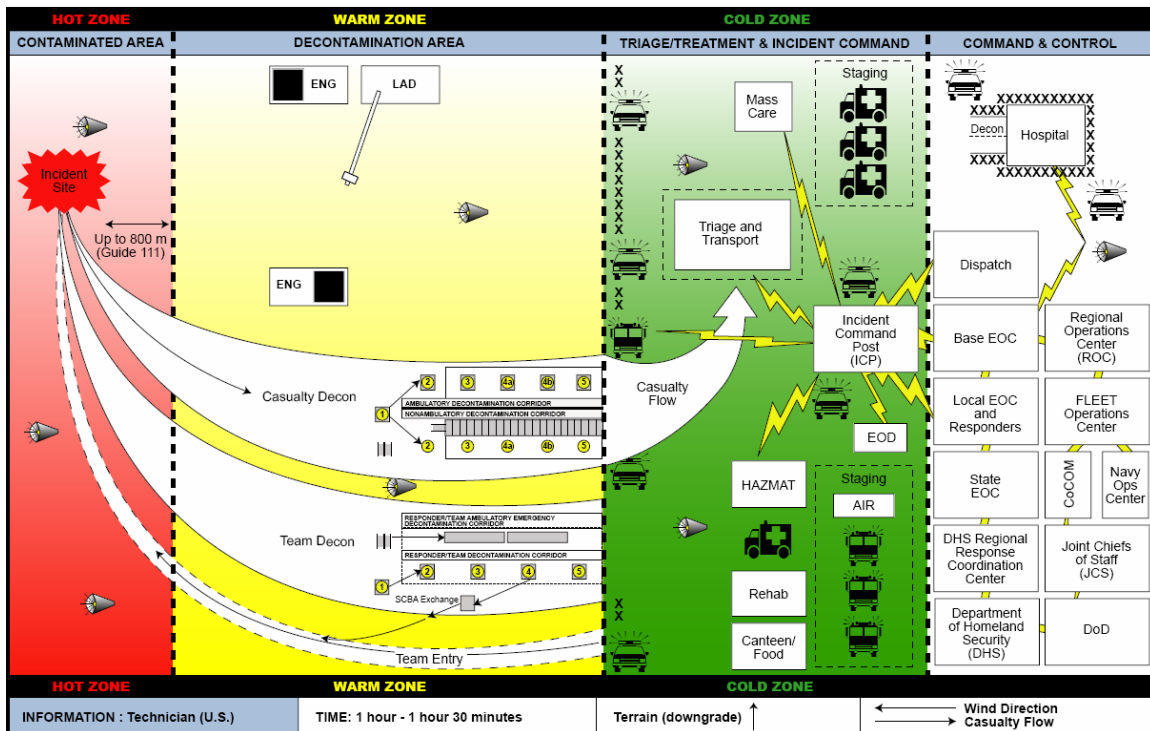
The HAZMAT team has completed initial medical screening of the entry team and has begun the first entry in Level A or the appropriate level of PPE, as determined by the IC. The HAZMAT team along with Navy Fire & Emergency Services has established the team decontamination corridor and is prepared to receive the entry team. EOD team has arrived and supports goals directed by the IC and requested by the HAZMAT team and NSF.

NSF continues to enforce entry/exit control at the Cold Zone/Warm Zone boundary, conduct traffic control operations, protect ICP staff, and evidence preservation efforts. NSF and Hospital security personnel have established control of casualties arriving at the Hospital.

EMS continues to stage in IC-designated staging area and is controlled through the Transportation Officer with the concurrence of the Medical Section/Branch/Group/Division. Triage and treatment area is receiving decontaminated casualties and prioritizing casualties according to the START triage system. Casualty tracking on-scene includes the provision of overall number of personnel per category to the ICP for relay to the EOC and provision of individual names to Mass Care, when that capability is stood up and if resources allow for detailed accounting.

Hospital has established casualty decontamination corridor at designated receiving site and begun receiving self-referral casualties via decontamination corridor and EMS transported patients via designated “clean” receiving area.

Figure 12-21E: Notional Response Graphic (Group 1, U.S., 60-90 min.)



Approximately 1 hour to 1 hour & 30 minutes after the incident occurs, the ICP continues contact with local mutual aid responders. The Installation EOC has established contact with the activated Navy Regional Operations Center. The Navy Regional Operations Center has notified the Fleet Operations Center, which has in turn notified both the cognizant Combatant Commander (NORTHCOM within the Continental U.S. and Puerto Rico) and the Navy Operations Center (NOC) at the Pentagon. The Combatant Commander (CoCOM) has notified the Joint Chiefs of Staff (JCS) via the National Military Command Center (NMCC), which has in turn notified the appropriate DoD representatives.

Navy Fire & Emergency Services and the casualty decontamination team continues casualty decontamination efforts as additional non-ambulatory casualties are removed during casualty extract, if permitted through reduced PPE requirements established by the IC. Compressed air recharging capability is brought to designated operating area, if available, in order to recharge clean SCBA bottles expended by Navy Fire & Emergency Services and EOD Detachment personnel and mutual aid responders. Navy Fire and mutual aid apparatus continue to stage at IC-designated staging area and are controlled through the Staging Officer with the concurrence of the appropriate Fire Suppression/Rescue/HAZMAT Section/Branch/ Group/Division.

The HAZMAT team has completed initial entry into the hot zone and conducted presumptive identification of the agent(s) or material(s) involved in the incident. The presumptive identification information has been provided to the IC thru the Operations Section Chief. The HAZMAT team maintains the team decontamination corridor and is

prepared to receive the second and third entry teams. EOD continues to support goals directed by the IC and requested by the HAZMAT team and NSF.

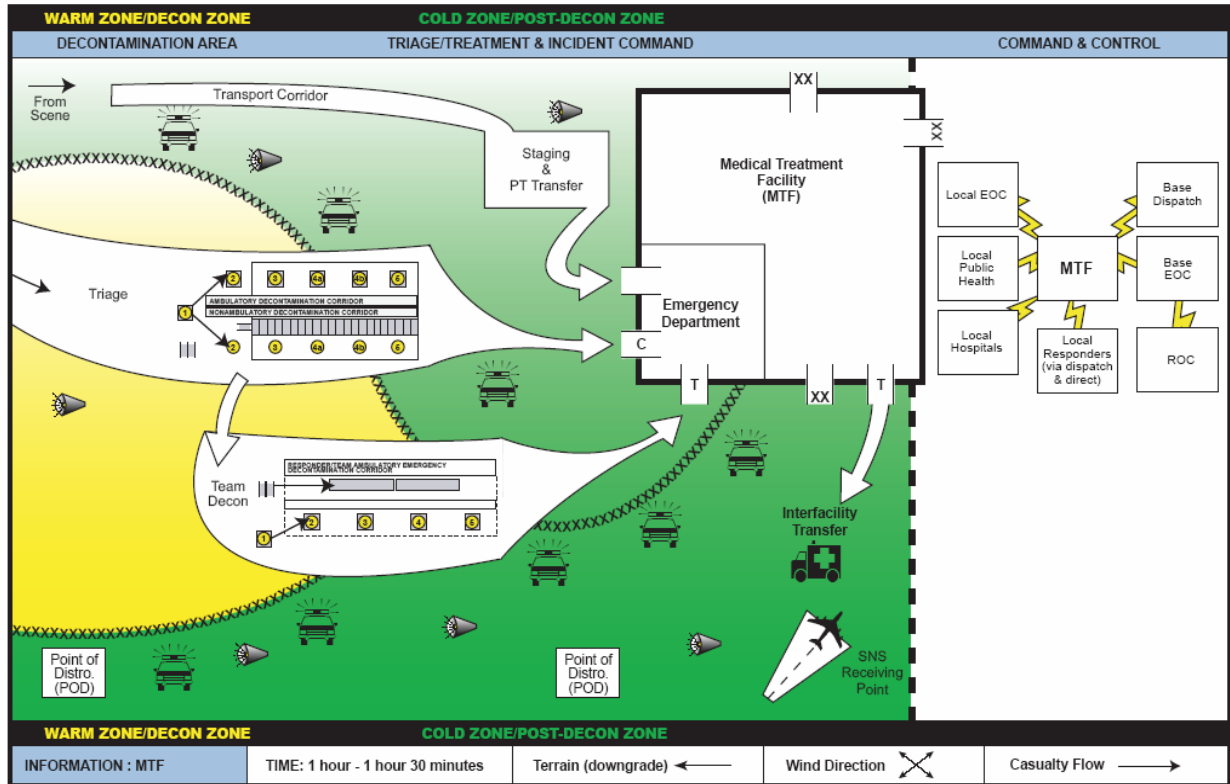
NSF continues to enforce entry/exit control at the Cold Zone/Warm Zone boundary, conduct traffic control operations, protect ICP staff, and evidence preservation efforts. NSF and Hospital security personnel maintain control of casualties arriving at the Hospital. Hospital maintains casualty decontamination corridor at designated receiving site and continues receiving all casualties.

EMS continues to stage in IC-designated staging area and is controlled through the Transportation Officer with the concurrence of the Medical Section/Branch/Group/Division. Triage and treatment area is receiving decontaminated casualties and prioritizing casualties according to the START triage system. Casualty tracking on-scene continues.

Mass care team has arrived and begun consolidation of individual names for release to family members and provision of temporary water, food, clothing, shelter, & other support services for displaced personnel.

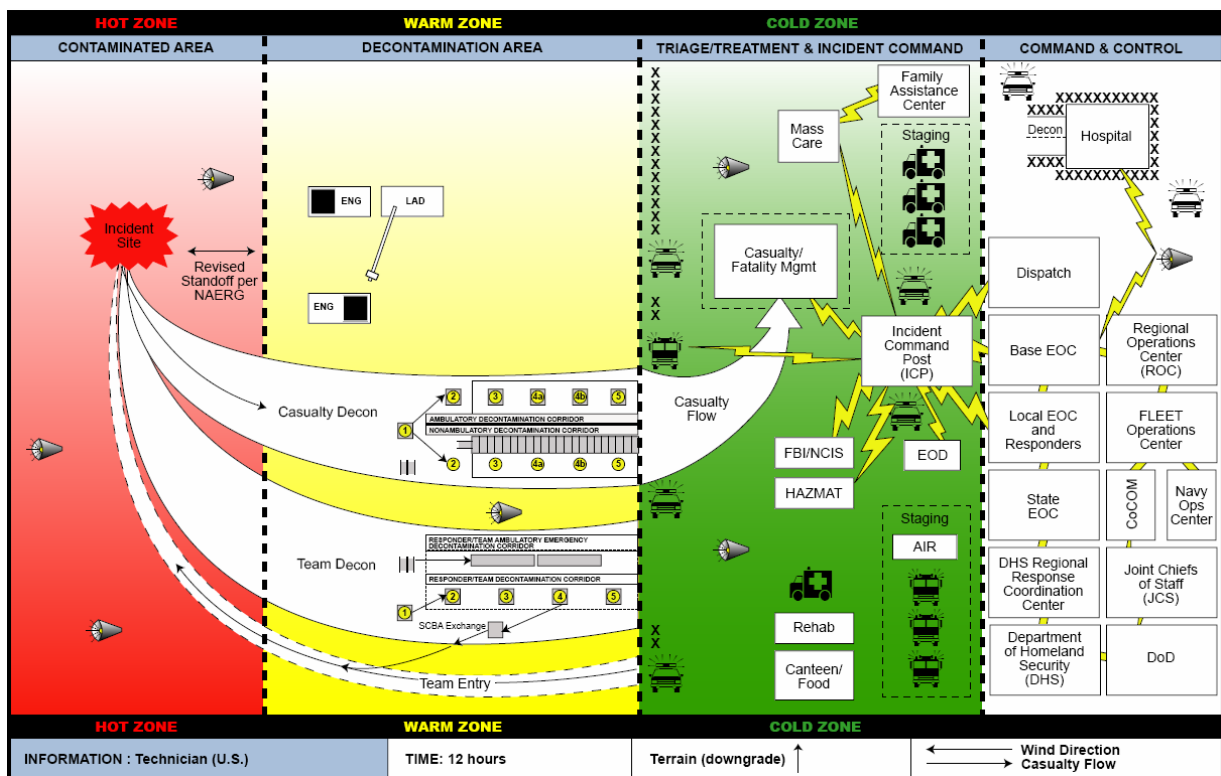
Rehabilitation team has arrived along with mobile canteen to provide water, shelter, food, & other support services for Category 5 personnel on-scene.

Figure 12-21F: Notional Response Graphic (MTF, U.S., 60-90 min.)



The Hospital/Medical Treatment Facility (MTF) has established a casualty decontamination corridor at designated receiving site and begun receiving self-referral casualties via the MTF decontamination corridor and EMS transported patients via a designated “clean” receiving area. The Hospital/MTF has established the MTF EOC and established communications with the Local EOC, Installation EOC, Regional Operations Center, other Local Hospitals thru their EOCs, any supporting civilian and/or military responders, the EMS units transporting decontaminated casualties from the scene, and the appropriate Public Health agency. The Hospital/MTF has initiated interfacility transport of non-contaminated, non-critical patients who had been admitted or were being treated prior to the event to supporting medical facilities, if such an option is necessary and available. The Hospital/MTF has begun coordination with civilian authorities for access to the Strategic National Stockpile (SNS) or similar Federal, State, and/or Local pharmaceutical and equipment caches to augment/access necessary material support.

Figure 12-21G: Notional Response Graphic (Group 1, U.S., 12 hours post-event)



From 1 hour 30 minutes to up to 12 hours after the incident occurs, the ICP continues contact with local mutual aid responders. The quantity and quality of the hazard has been determined through the assistance of the FBI Joint Terrorism Task Force (JTTF), National Guard Weapons of Mass Destruction (WMD) Civil Support Team (CST), and/or State/Local/Other Service confirmatory testing capability. Based on this information, the standoff distance to the incident site has been modified to reflect the extent of the hazard.

Further downrange operations in support of evidence collection by Federal authorities, casualty/fatality management operations, and sustainment of critical operations and limited essential services are augmented by additional DoD, State, Local, and/or private HAZMAT personnel, as all available Navy resources are at or nearing their operational limits.

Mass Care operations have expanded to include activation of a Family Assistance Center (with satellite locations as appropriate), multiple shelter operations within the local community, and management of the displaced population. Personnel accountability actions within the displaced personnel have begun and accountability information is being provided to higher headquarters.

Fatality management operations, if necessary, have begun under the supervision of the supporting medical examiner/coroner as well as designated mortuary affairs personnel from DoD components, if available.

Terrorism Response Concept (Group 2)

Notional Scenario. The timeline of a possible response scenario varies dramatically based upon delays in initial incident notification, type & impact of event, time of day, and communications capabilities, among other prominent factors. The following series of response graphics describe a notional response only and the results may not be typical of any specific installation.

These graphics are solely designed to provide a visual understanding of the possible flow of an overt event within the U.S. meeting the following parameters: chemical agent (either warfare agent or TIM), small to moderate event with approximately 100-150 personnel potentially exposed, occurring within the boundaries of a Group 2 Installation during working hours, and exposure confined within a structure (such as a training facility or galley).

Assumptions. Since the notional installation is a Group 2, assumptions include either Regional Navy Dispatch or Dispatch by Local/State/Federal agency, a single Military Treatment Facility or multiple Civilian Hospital(s) (termed “Hospital” for slides) nearby the effected installation, small to moderate number of trained & prepared Navy responders (including NSF, Navy Fire & Emergency Services, Group 2 Installation EOC), EMS provided by Navy/Mutual Aid/Private agency, and a modest mutual aid capability.

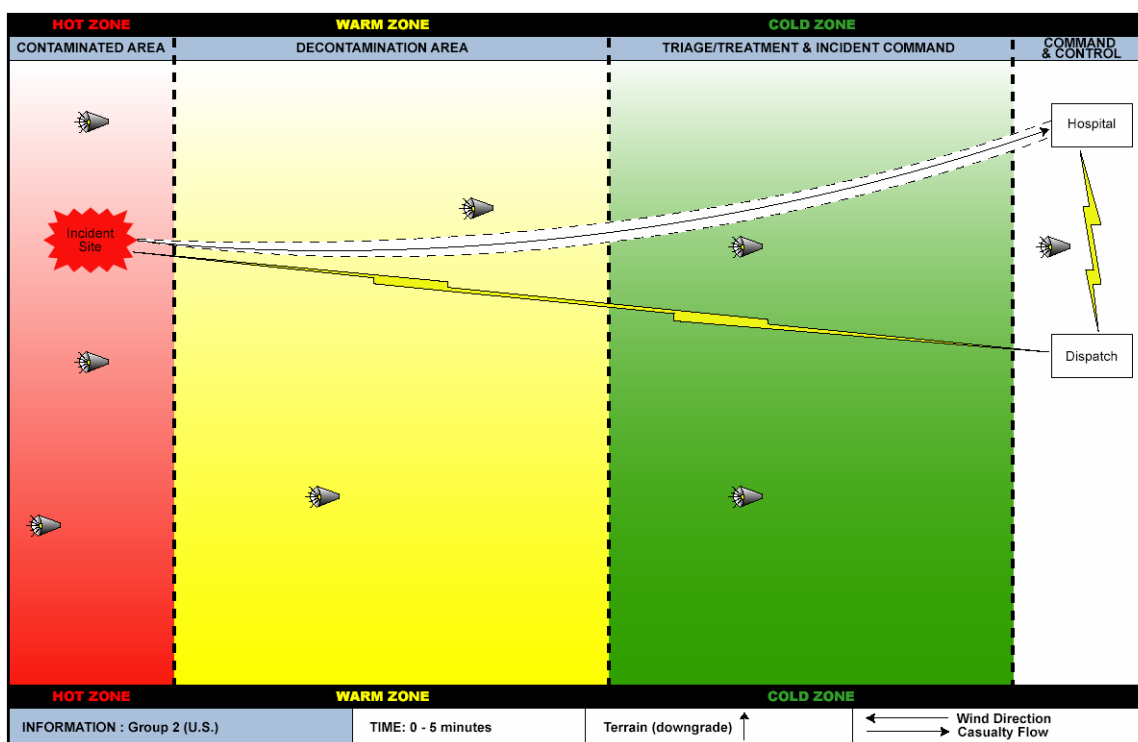
Legend. The titles at the top of the graphic indicate the hot, warm, and cold zone distinctions with the intent of each zone listed immediately underneath the titles.

The legend at the bottom of each graphic provides the following information (from left to right): approximate time since incident occurred, terrain downgrade (always from the bottom to the top of the graphic), wind direction (always from right to left in the graphic), and casualty flow (always from left to right in the graphic).

The unshaded area to the far right of each graphic represents both the Hospital/Medical Treatment Facility/Clinic either onboard or outside the Installation boundaries and the communications flow between the Regional or Installation Dispatch and the responders, the local community’s responders & EOC, the Installation EOC, and higher authorities for both the civilian and military communities.

The gray “speakers” scattered throughout the graphics indicate mass warning systems (or “system of systems”). Lightning bolt graphics between command & control and operational units represent communication paths via a mix of non-secure and secure radio, landline, satellite, and other communications means (i.e. – runners). Unlabeled lines originating at the incident site from left to right indicate the flow of casualties. In the first slide of each series, this line represents the flow of self-referral casualties directly to a local Hospital without the benefit of decontamination, triage, stabilization, or other medical treatment.

Figure 12-22A: Notional Response Graphics (Group 2, U.S., 0-5 min.)

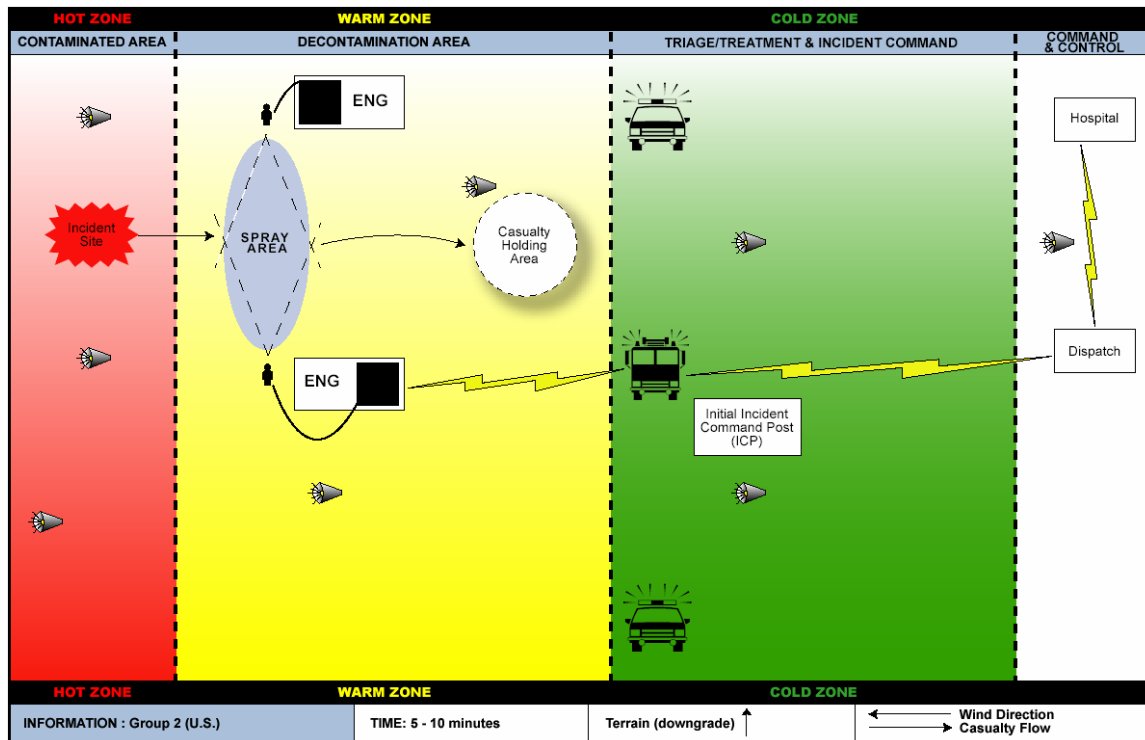


The response to a terrorist incident onboard a Group 2 installation is conducted at the Operations level.

In the first 5 minutes of the incident, the Dispatch Center should receive the first notification calls from the incident site via 911 (or the local equivalent). Casualties, both contaminated and uncontaminated, begin to “self-refer” to either nearby Hospitals (quick acting agent with immediate casualties on-scene) and/or to homes, offices, and other gathering places (slower acting agents with delayed effects or due to psychological effects of a witnessed or visualized event).

Dispatch should begin notification of selected Category 5 personnel (NSF, Navy Fire & Emergency Services, EMS, Hospital(s), and mutual aid responders) and mass warning of effected population once notified of an incident with the appropriate level of clarity and detail. Depending upon Regional/Installation protocol, dispatch may notify NSF to respond on-scene and evaluate the possible incident, which may cause delay in dispatch of further Category 5 personnel and notification to the Hospital of possible inbound self-referrals. This delay may be warranted depending on the quality of the report(s) received by dispatch.

Figure 12-22B: Notional Response Graphics (Group 2, U.S., 5-10 min.)

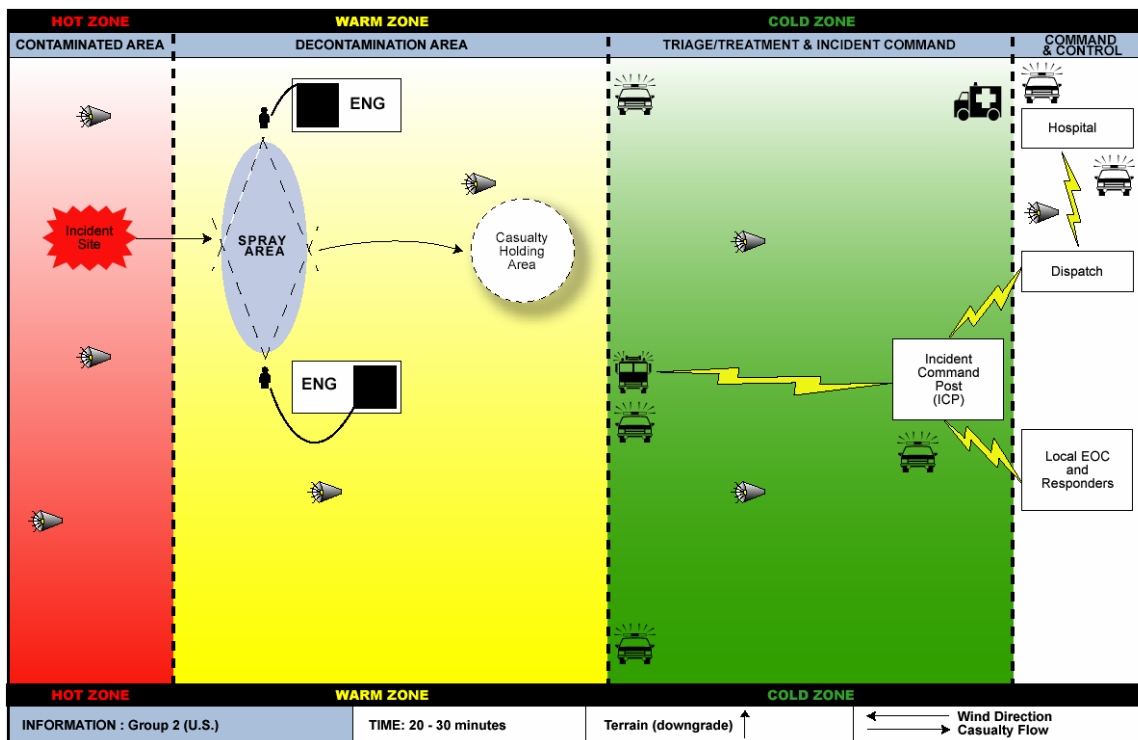


Approximately 5 to 10 minutes after the incident occurs, the first NSF personnel begin to arrive on-scene and evaluate the incident. Due to the HAZMAT Awareness certification, ICS certification, and Operations-level task training received by NSF prior to the event, NSF are able to recognize the scope and impact of the incident and relay this information to dispatch. NSF personnel also observe the incident area for possible secondary devices and for possible suspects. Dispatch then relays appropriate information to Navy Fire & Emergency Services and mutual aid units responding to the scene. Dispatch notifies the Command Duty Officer (CDO) who decides to activate the Installation EOC and make the initial voice OPREP-3 Pinnacle (or Navy Blue depending upon incident severity, scale, and/or impact) reports to the NMCC, Combatant Commander, and Fleet Commander with follow-on reports to Fleet and Regional representatives. The CDO also notifies nearby military installations, if any, and receives additional guidance from the Installation Commander.

As Navy Fire & Emergency Services responds on-scene, they conduct the initial site assessment and begin the necessary scene safety procedures, including the establishment of hazard/contamination control zones based upon references (r) and (s). Site safety procedures also include a visual assessment of the scene to look for secondary devices. Navy Fire & Emergency Services establishes initial casualty decontamination utilizing the procedures in reference (t). Navy Fire & Emergency Services, with the assistance of NSF, establish and maintain a Casualty Holding Area within the Warm Zone while awaiting arrival of EMS units and establishment of a triage, treatment, and transport capability.

NSF supports on-scene efforts by enforcing entry/exit control and casualty holding area as determined by the Incident Commander (IC) – usually the senior fire official on-scene. NSF begins efforts to preserve evidence on-scene.

Figure 12-22C: Notional Response Graphics (Group 2, U.S., 20-30 min.)



Approximately 20 to 30 minutes after the incident occurs, the Incident Command Post (ICP) has been formally established – usually by the senior fire official on-scene. All on-scene responders are now working for a single IC and are mutually supporting response efforts in appropriate PPE as determined by the IC.

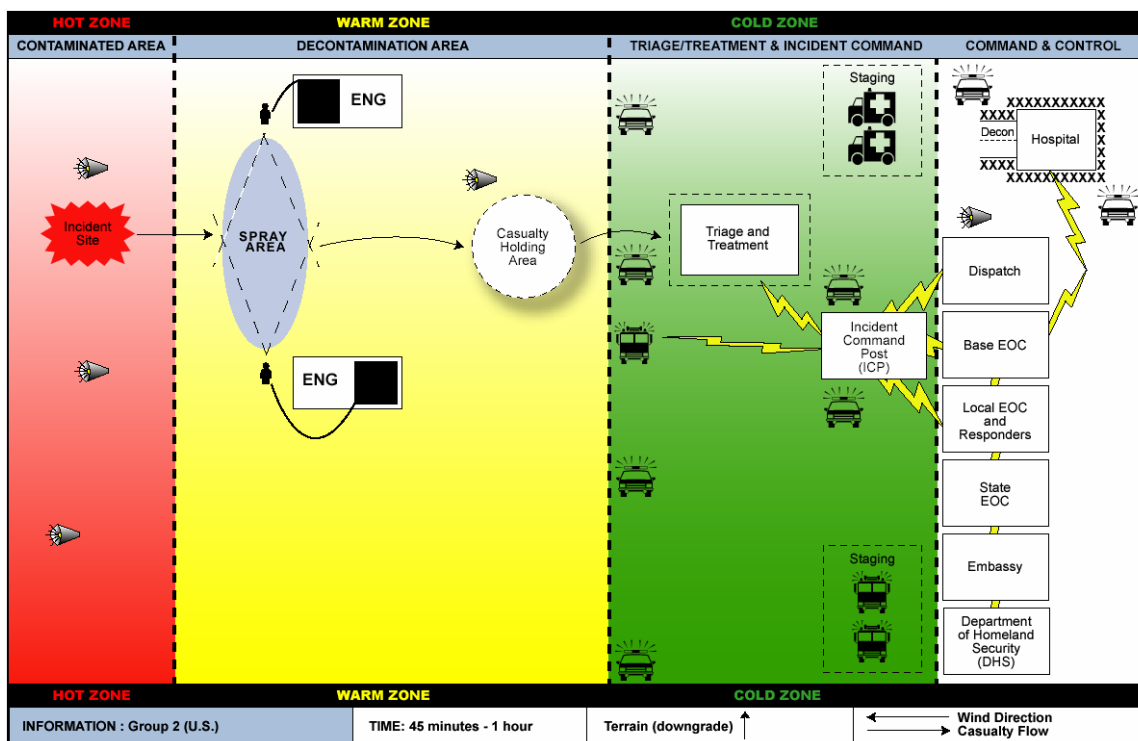
The ICP is now in direct contact with both the Regional/Installation Dispatch Center and the local mutual aid responders. The ICP has refined the boundaries of the hazard/contamination control zones based on information gained from casualties and bystanders sharing information about the incident and from visual observation of the incident site. The ICP continues site assessment process, with special emphasis on possible secondary devices and the scope and type of the agent(s) or material(s) involved in the incident.

Additional Navy Fire & Emergency Services and mutual aid apparatus staging at IC-designated staging area. As Navy Fire & Emergency Services continues casualty decontamination utilizing the procedures in reference (t), NSF continues to support on-scene efforts by enforcing entry/exit control at the Cold Zone/Warm Zone boundary and casualty holding area as determined by the IC. NSF conducting evacuation of surrounding areas and ensuring traffic control for movement of personnel enroute to shelter or safe haven or for evacuation. NSF and/or Hospital security personnel begin to

establish control of casualties arriving at the Hospital. NSF protect ICP staff and continue evidence preservation efforts.

Navy, mutual aid, or private EMS is staging in IC-designated staging area and has begun the formation of a designated triage and treatment area. Hospital has begun efforts to establish casualty decontamination corridor at a designated receiving site.

Figure 12-22D: Notional Response Graphics (Group 2, U.S., 45-60 min.)



Approximately 45 minutes to 1 hour after the incident occurs, the ICP has established contact with the activated Installation EOC and continues contact with local mutual aid responders. The Local EOC has notified the State EOC, which has in turn notified the Department of Homeland Security (DHS) Regional Response Coordination Center (RRCC). The DHS RRCC has notified the Homeland Security Operations Center (HSOC), which has in turn notified the Interagency Incident Management Group, to include the President of the United States, Homeland Security Council, and/or the National Security Council. The cognizant Region has begun activation of the Navy Regional Operations Center. The CDO or another designated Installation EOC watchstander submits the appropriate follow-on written OPREP-3 Pinnacle (or Navy Blue, depending upon incident severity, scale, and/or impact) reports to the NMCC, Combatant Commander, Fleet Commander, Region, and other designated recipients.

Navy Fire & Emergency Services continues to employ initial casualty decontamination utilizing the procedures in reference (t). Designated, trained, and equipped NSF support casualty decontamination operations in Level C PPE with PAPRs. Navy Fire &

Emergency Services and mutual aid apparatus continue to stage at IC-designated staging area and are controlled through the Staging Officer with the concurrence of the appropriate Fire Suppression/Rescue Section/Branch/Group/Division.

Notable Exceptions.

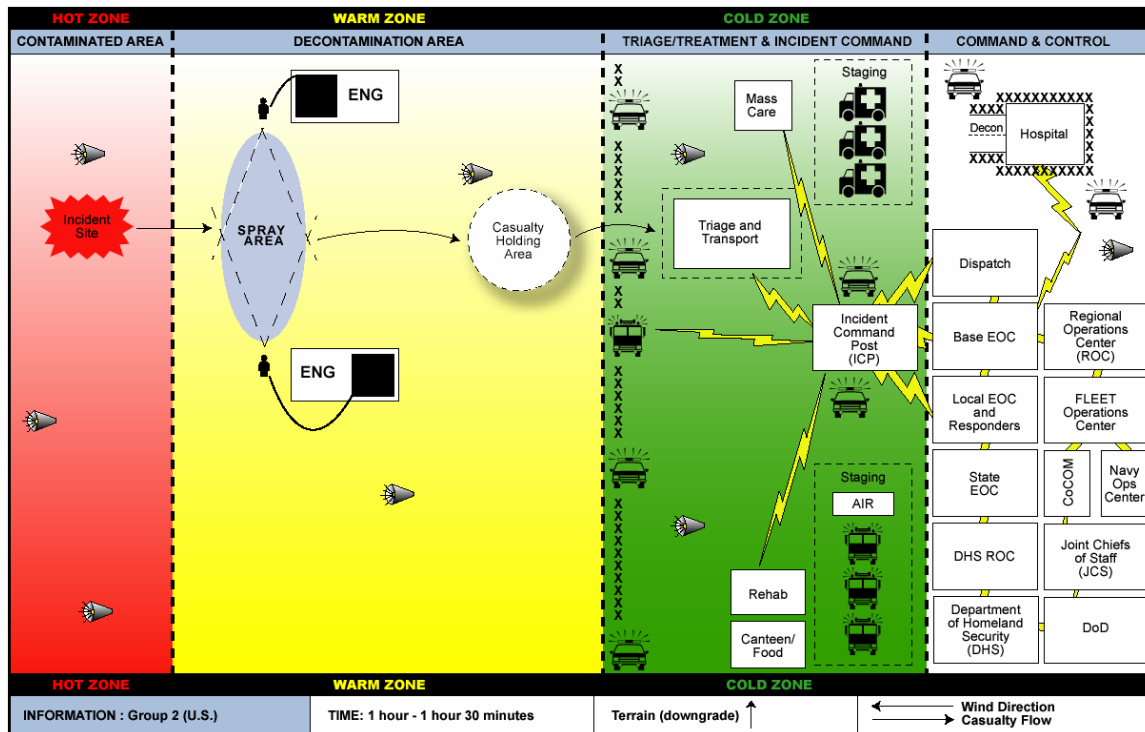
- If the Installation supports a more robust casualty decontamination capability (with organic and/or mutual aid personnel), then the casualty decontamination corridor shall conduct operations as outlined in the Group 1 response concepts above.
- If mutual aid HAZMAT team is available to support the incident, then the mutual aid HAZMAT team should conduct operations as outlined in the Group 1 response concepts above.
- If mutual aid EOD support is available to support the incident, then the mutual aid EOD team should conduct operations as outlined in the Group 2 response concepts above.

NSF continues to enforce entry/exit control at the Cold Zone/Warm Zone boundary, conduct traffic control operations, protect ICP staff, and evidence preservation efforts. NSF and/or Hospital security personnel have established control of casualties arriving at the Hospital.

Navy, mutual aid, or private EMS continues to stage in IC-designated staging area and are controlled through the Transportation Officer with the concurrence of the Medical Section/Branch/Group/ Division. Triage and treatment area is receiving decontaminated casualties and prioritizing casualties according to the START triage system. Casualty tracking on-scene includes the provision of overall number of personnel per category to the ICP for relay to the EOC and provision of individual names to Mass Care (if available), when that capability is stood up and if resources allow for detailed accounting.

Hospital has established casualty decontamination corridor at designated receiving site and begun receiving self-referral casualties via decontamination corridor and EMS transported patients via designated “clean” receiving area.

Figure 12-22E: Notional Response Graphics (Group 2, U.S., 60-90 min.)



Approximately 1 hour to 1 hour & 30 minutes after the incident occurs, the ICP continues contact with local mutual aid responders. The Installation EOC has established contact with the activated Navy Regional Operations Center. The Navy Regional Operations Center has notified the Fleet Operations Center, which has in turn notified both the cognizant Combatant Commander (NORTHCOM within the Continental U.S. and Puerto Rico) and the Navy Operations Center (NOC) at the Pentagon. The Combatant Commander (CoCOM) has notified the Joint Chiefs of Staff (JCS) via the National Military Command Center (NMCC), which has in turn notified the appropriate DoD representatives.

Navy Fire & Emergency Services continues casualty decontamination efforts utilizing the procedures in reference (t) as additional non-ambulatory casualties are removed during casualty extract, if permitted through reduced PPE requirements established by the IC. Compressed air recharging capability brought to designated operating area, if available, in order to recharge clean SCBA bottles expended by Fire personnel and mutual aid responders. Navy Fire and mutual aid apparatus continue to stage at IC-designated staging area and are controlled through the Staging Officer with the concurrence of the appropriate Fire Suppression/Rescue Section/Branch/Group/ Division.

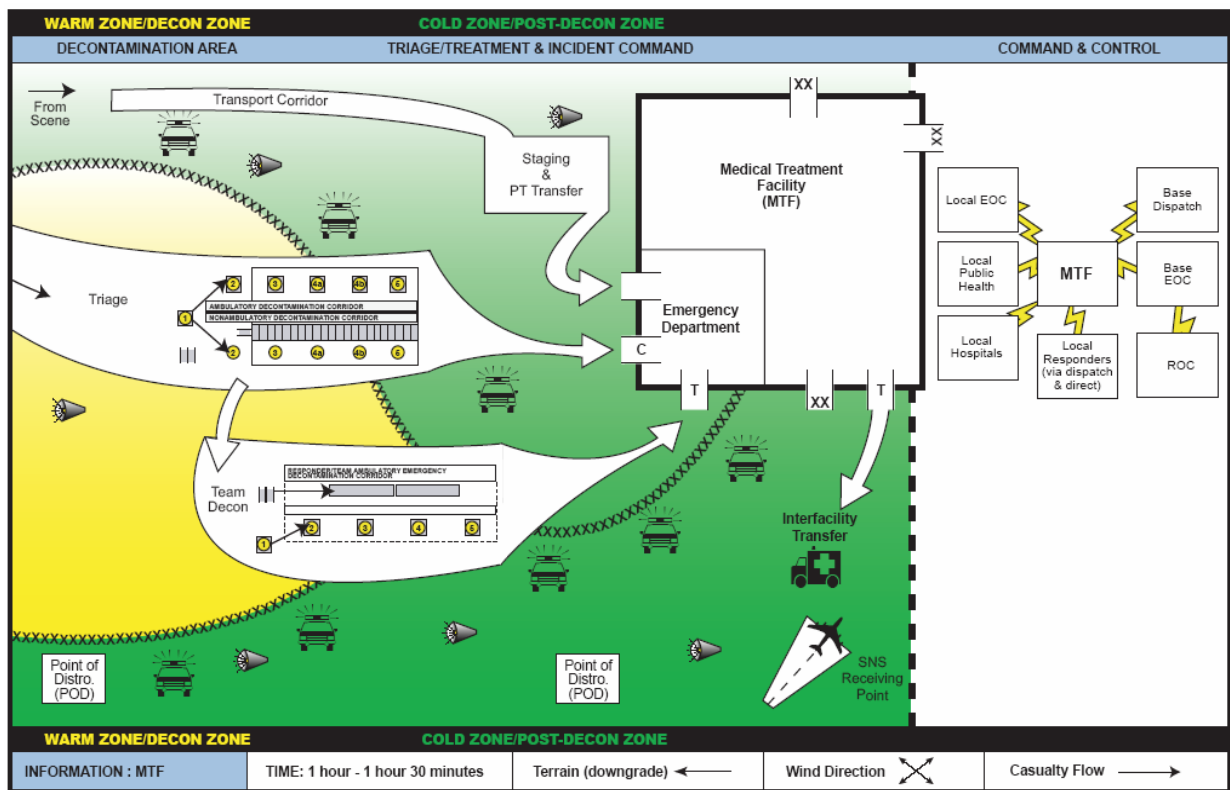
NSF continues to enforce entry/exit control at the Cold Zone/Warm Zone boundary, conduct traffic control operations, protect ICP staff, and evidence preservation efforts. NSF and/or Hospital security personnel maintain control of casualties arriving at the Hospital. Hospital maintains casualty decontamination corridor at designated receiving site and continues receiving all casualties.

Navy, mutual aid, or private EMS continues to stage in IC-designated staging area and are controlled through the Transportation Officer with the concurrence of the Medical Section/Branch/Group/Division. Triage and treatment area is receiving decontaminated casualties and prioritizing casualties according to the START triage system. Casualty tracking on-scene continues.

Mass care team has arrived, if available, and begun consolidation of individual names for release to family members and provision of temporary water, food, clothing, shelter, & other support services for displaced personnel.

Navy, mutual aid, or volunteer Rehabilitation team has arrived along with mobile canteen to provide water, shelter, food, & other support services for Category 5 personnel on-scene.

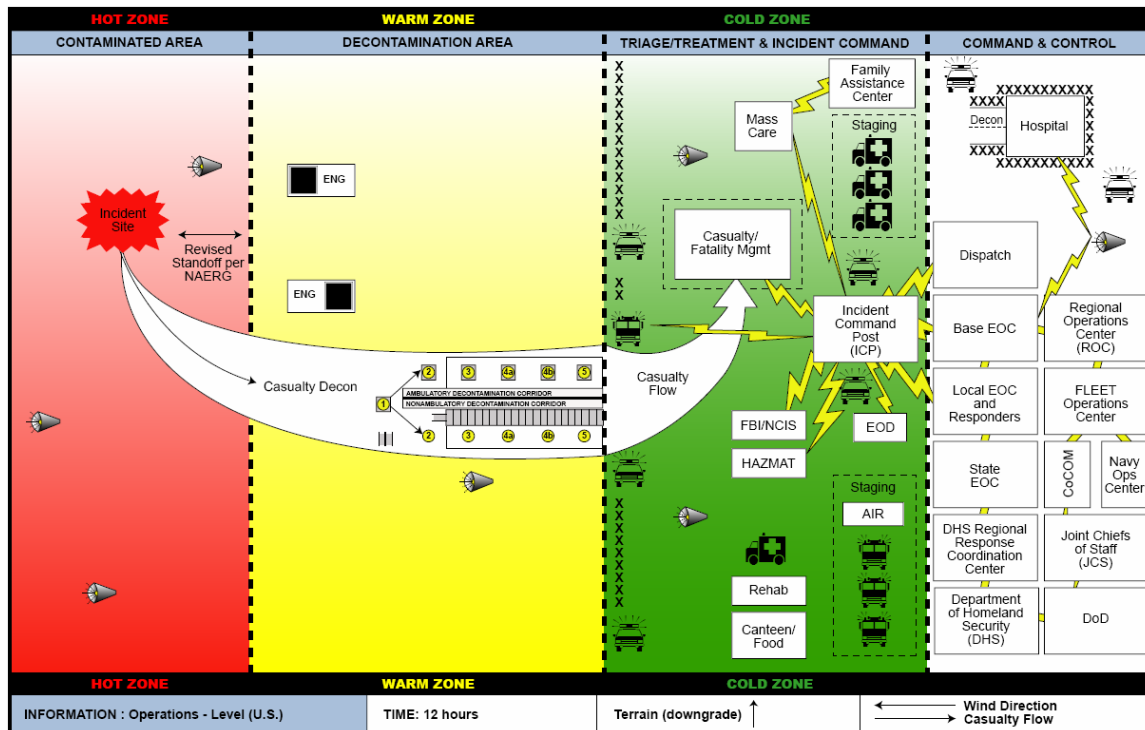
Figure 12-22F: Notional Response Graphic (MTF, U.S., 60-90 min.)



The Hospital/Medical Treatment Facility (MTF) has established a casualty decontamination corridor at designated receiving site and begun receiving self-referral casualties via the MTF decontamination corridor and EMS transported patients via a designated “clean” receiving area. The Hospital/MTF has established the MTF EOC and established communications with the Local EOC, Installation EOC, Regional Operations Center, other Local Hospitals thru their EOCs, any supporting civilian and/or military responders, the EMS units transporting decontaminated casualties from the scene, and the

appropriate Public Health agency. The Hospital/MTF has initiated interfacility transport of non-contaminated, non-critical patients who had been admitted or were being treated prior to the event to supporting medical facilities, if such an option is necessary and available. The Hospital/MTF has begun coordination with civilian authorities for access to the Strategic National Stockpile (SNS) or similar Federal, State, and/or Local pharmaceutical and equipment caches to augment/access necessary material support.

Figure 12-22G: Notional Response Graphic (Group 1, U.S., 12 hours post-event)



Between 1 hour 30 minutes to up to 12 hours after the incident occurs, the ICP continues contact with local mutual aid responders.

If necessary, HAZMAT teams from the surrounding jurisdictions begin initial entries to classify and quantify the downrange hazards. The quantity and quality of the hazard is determined through the assistance of the FBI Joint Terrorism Task Force (JTTF), National Guard Weapons of Mass Destruction (WMD) Civil Support Team (CST), and/or State/Local/Other Service confirmatory testing capability. Based on this information, the standoff distance to the incident site may be modified to reflect the extent of the hazard.

Further downrange operations in support of evidence collection by Federal authorities, casualty/fatality management operations, and sustainment of critical operations and limited essential services are performed by external DoD, State, Local, and/or private HAZMAT personnel.

Mass Care operations have expanded to include activation of a Family Assistance Center (with satellite locations as appropriate), multiple shelter operations within the local

community, and management of the displaced population. Personnel accountability actions within the displaced personnel have begun and accountability information is being provided to higher headquarters.

Fatality management operations, if necessary, have begun under the supervision of the supporting medical examiner/coroner as well as designated mortuary affairs personnel from DoD components, if available.

Terrorism Response Concept (Group 3)

Notional Scenario. The timeline of a possible response scenario varies dramatically based upon delays in initial incident notification, type & impact of event, time of day, and communications capabilities, among other prominent factors. The following series of response graphics describe a notional response only and the results may not be typical of any specific installation.

These graphics are solely designed to provide a visual understanding of the possible flow of an overt event within the U.S. meeting the following parameters: chemical agent (either warfare agent or TIM), small to moderate event with approximately 100-150 personnel potentially exposed, occurring within the boundaries of a Group 3 Installation during working hours, and exposure confined within a structure (such as a training facility or galley).

Assumptions. Since the notional installation is a Group 3, assumptions include either a Regional Navy Dispatch Center or Dispatch by Local/State/Federal agency (if required due to the presence of NSF and/or Navy Fire & Emergency Services), single Civilian Hospital (termed “Hospital” for slide) nearby the effected installation, minimal Navy responders (possibly including NSF or Fire with Group 3 Installation EOC), EMS provided by Private/Local/State/Federal agency, and a modest mutual aid capability.

Group 3 response is primarily dependent upon the State/Local/Host Nation’s emergency management capability for planning assistance, hazard identification, mass warning, incident management, incident response, and recovery operations.

Legend. The titles at the top of the graphic indicate the hot, warm, and cold zone distinctions with the intent of each zone listed immediately underneath the titles.

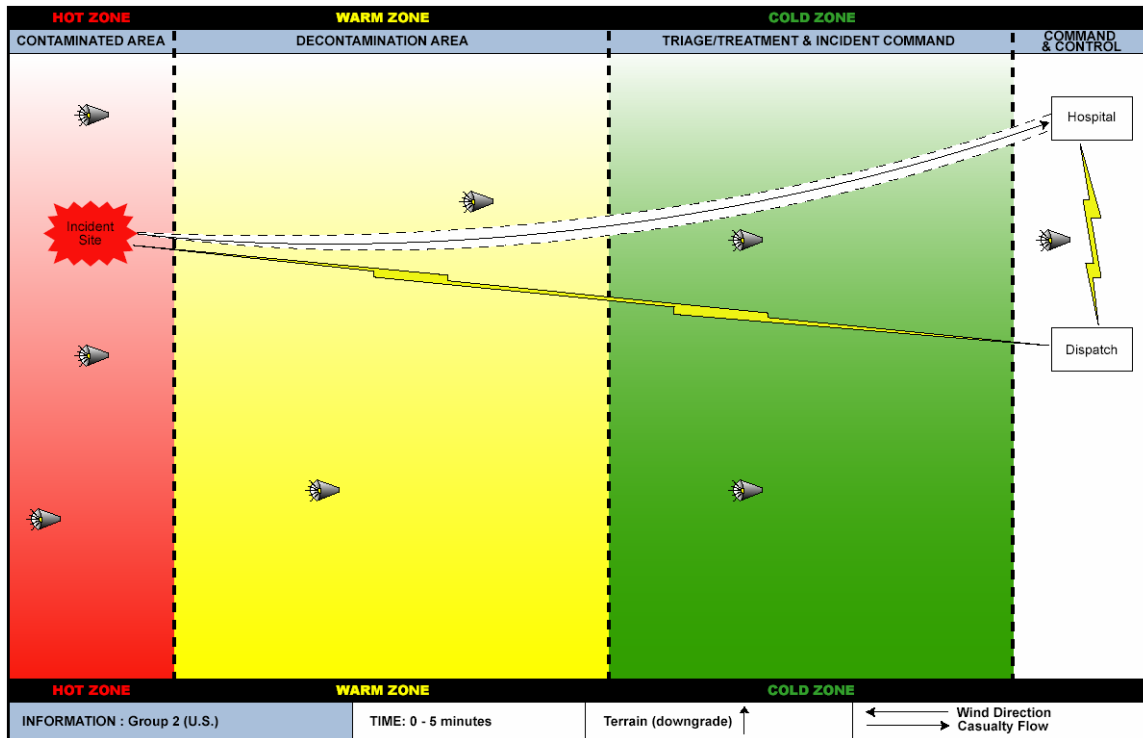
The legend at the bottom of each graphic provides the following information (from left to right): approximate time since incident occurred, terrain downgrade (always from the bottom to the top of the graphic), wind direction (always from right to left in the graphic), and casualty flow (always from left to right in the graphic).

The unshaded area to the far right of each graphic represents both the Hospital/Medical Treatment Facility/Clinic either onboard or outside the Installation boundaries and the communications flow between the Regional or Installation Dispatch and the responders, the local community’s responders & EOC, the Installation EOC, and higher authorities for both the civilian and military communities.

The gray “speakers” scattered throughout the graphics indicate mass warning systems (or “system of systems”). Lightning bolt graphics between command & control and operational units represent communication paths via a mix of non-secure and secure radio, landline, satellite, and other communications means (i.e. – runners). Unlabeled lines originating at the incident site from left to right indicate the flow of casualties. In the first slide of each series, this line represents the flow of self-referral casualties directly

to a local Hospital without the benefit of decontamination, triage, stabilization, or other medical treatment.

Figure 12-23: Notional Response Graphics (Group 2, U.S., 0-5 min.)



The response to a terrorist incident onboard a Group 3 installation is conducted at the Awareness level. The Group 3 installation should make every effort to integrate its minimal response capability with the local community. Group 3 Installations shall immediately advise Regional headquarters of State/Local/Host Nation warnings and actual incidents. Personnel onboard Group 3 Installations should notify Regional and/or Local Dispatch via 911 (or local emergency number) if an incident should occur onboard the installation.

Notable Exceptions.

- If the Installation supports a more robust response capability at any level (NSF, Navy Fire & Emergency Services, casualty decontamination capability, etc. with organic and/or mutual aid personnel), then the response should incorporate the relevant portions of the Group 1 and/or Group 2 response concepts above.

Overseas Response. The response to terrorism incident onboard a Navy Installation overseas presents many unique challenges at all levels of emergency management. Due to the significant differences between Host Nation laws, procedures, levels of support, and response capabilities, it is not the intent of this instruction to cover every possible contingency or challenge. CNI and NAVFAC Emergency Management and CBRNE Program representatives are available to assist Regional EMs in addressing these issues on a case-by-case basis. When overarching guidance from CNI may assist one or more overseas Region, then CNI Emergency Management Functional Manager shall be responsible for promulgating such guidance to all appropriate parties.

The following slides are meant to demonstrate possible overseas response scenarios onboard Group 1 and Group 2 Installations. All slides are based on the same notional scenario and assumptions detailed within the Group 1 and Group 2 response concepts discussed above.

Figure 12-24A: Notional Response Graphics (Group 1, Overseas, 0-60 min.)

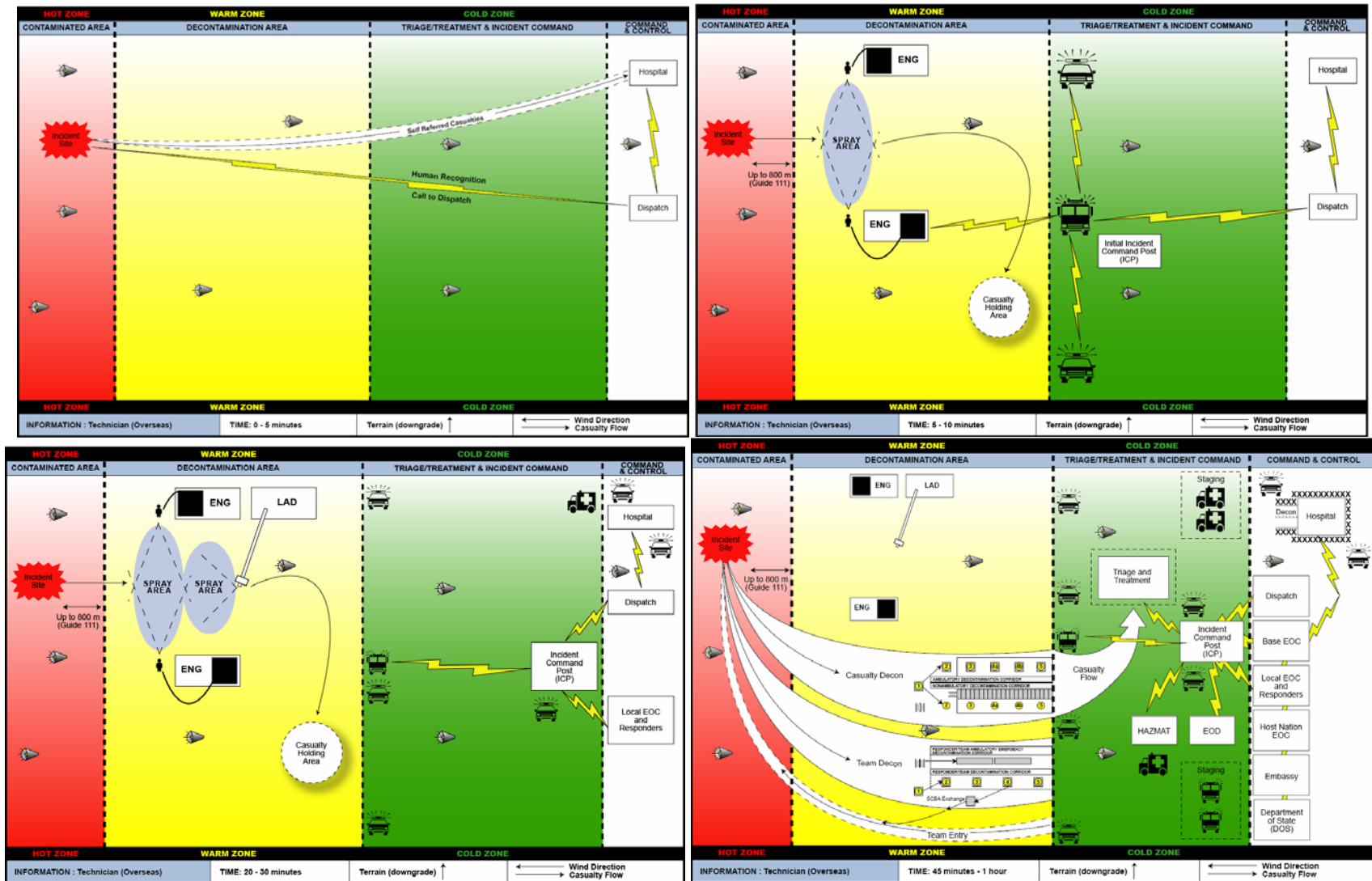


Figure 12-24B: Notional Response Graphics (Group 2, U.S., 60-90 min.)

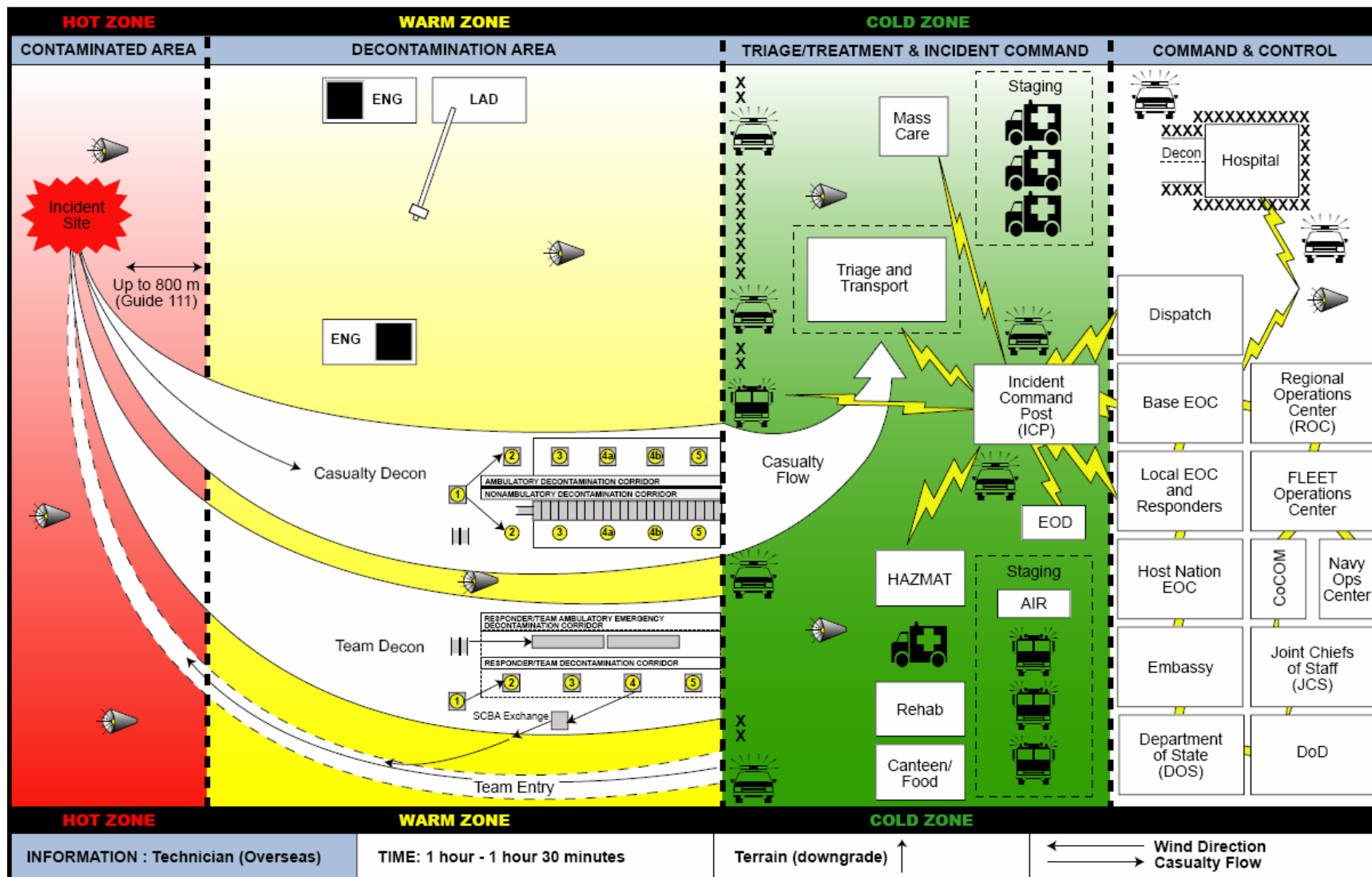


Figure 12-24C: Notional Response Graphics (Group 2, U.S., 12 hours post-event)

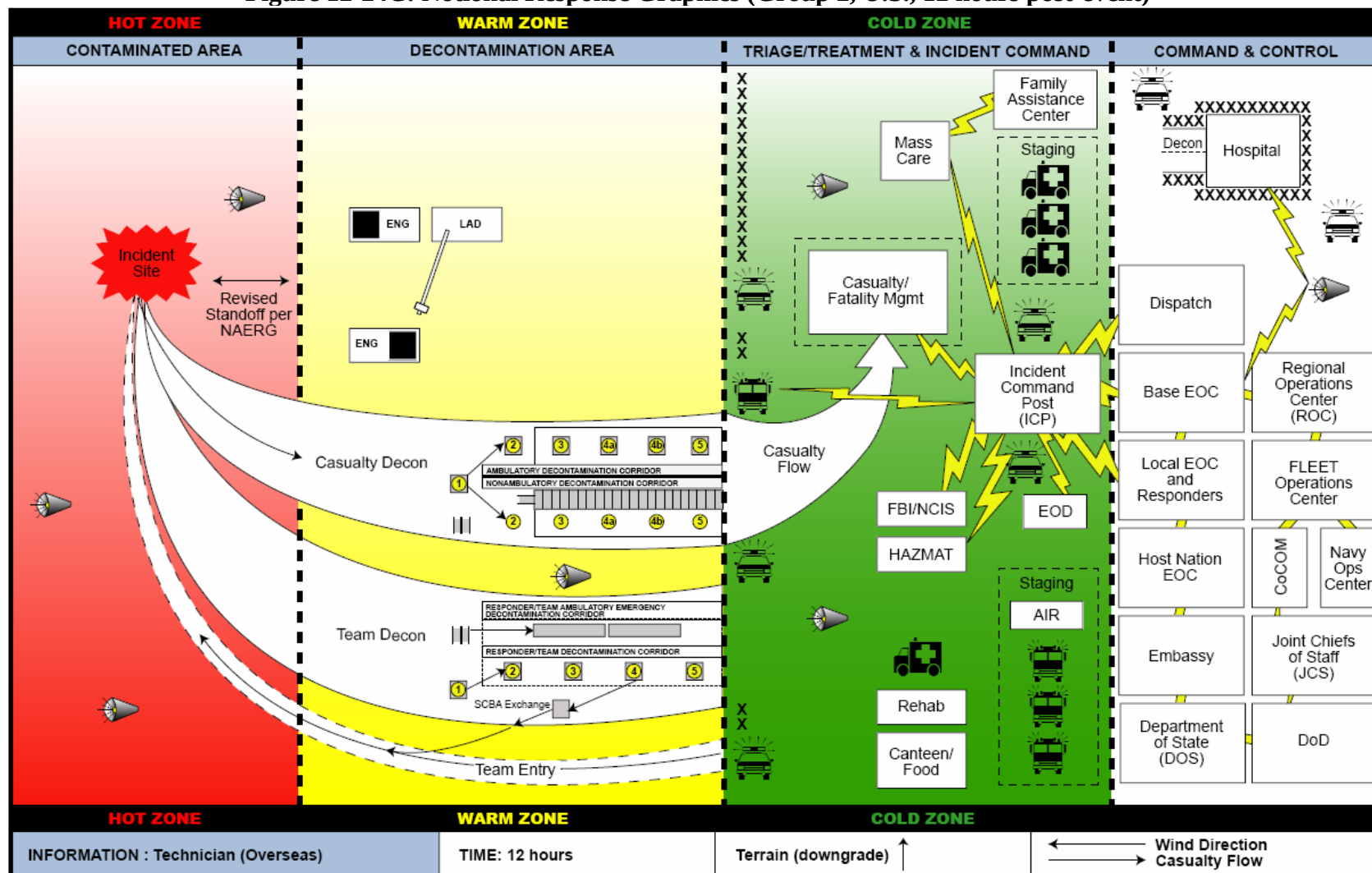


Figure 12-25A: Notional Response Graphics (Group 2, Overseas, 0-60 min.)

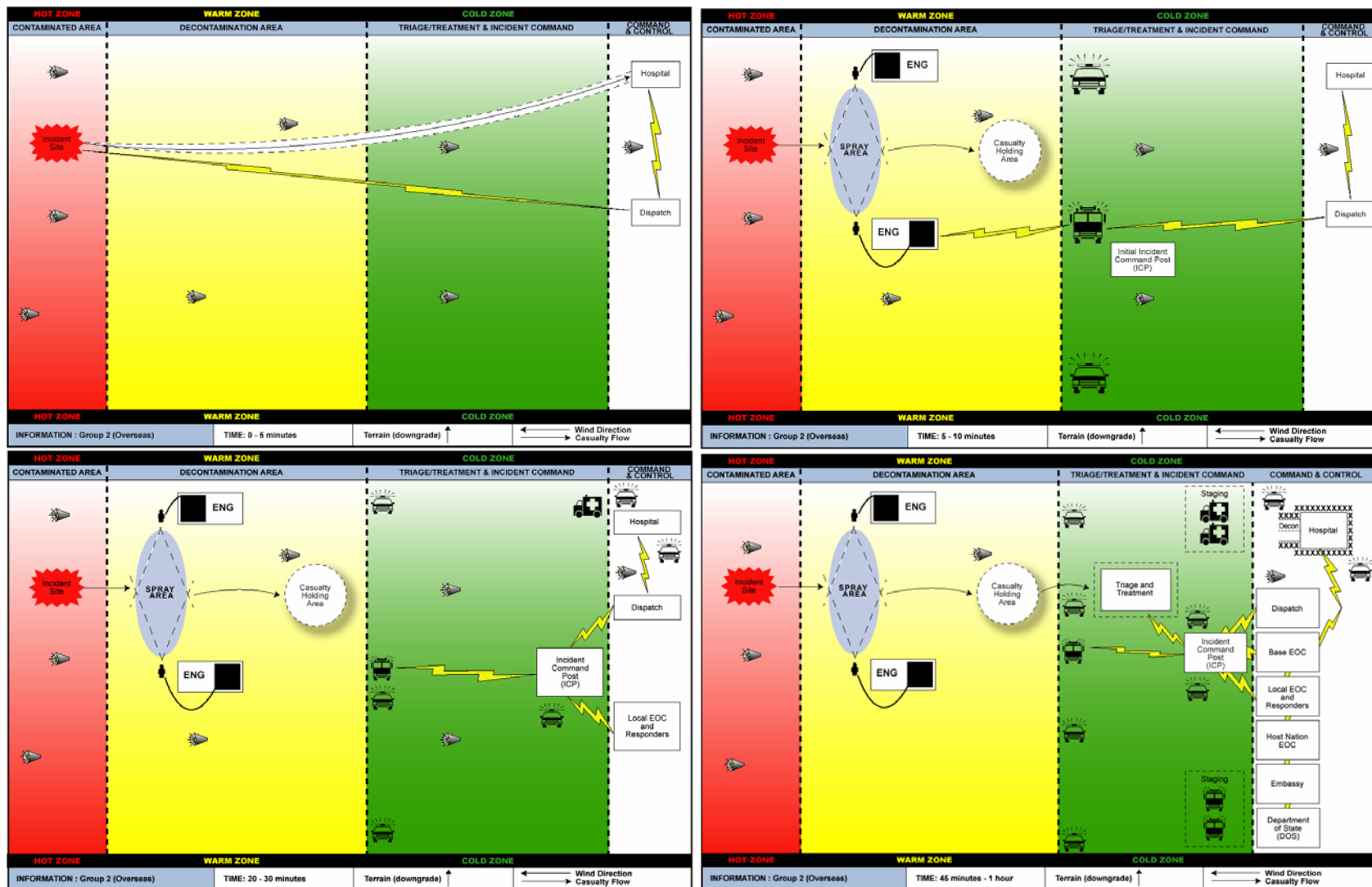


Figure 12-25B: Notional Response Graphics (Group 2, U.S., 60-90 min.)

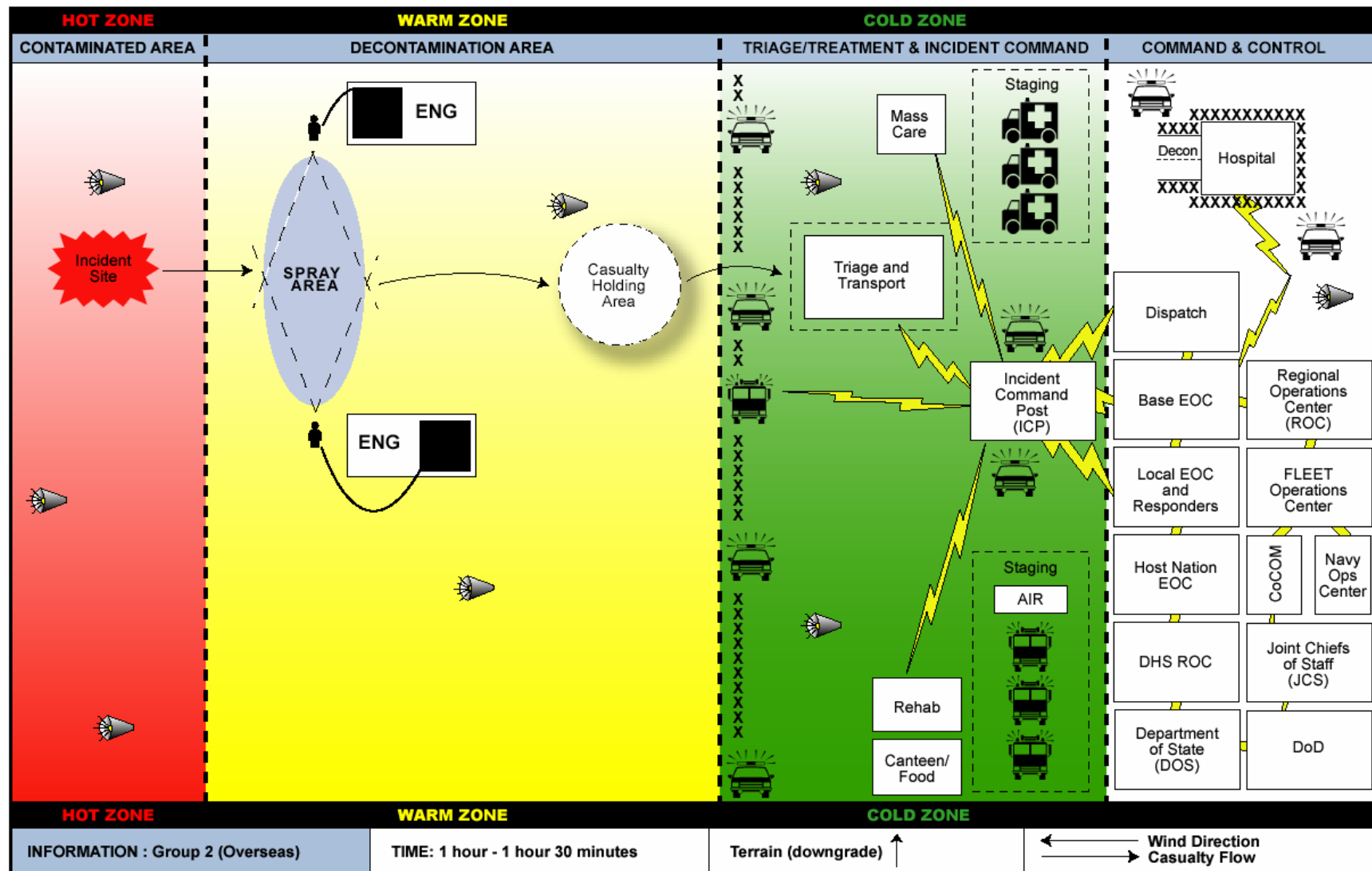
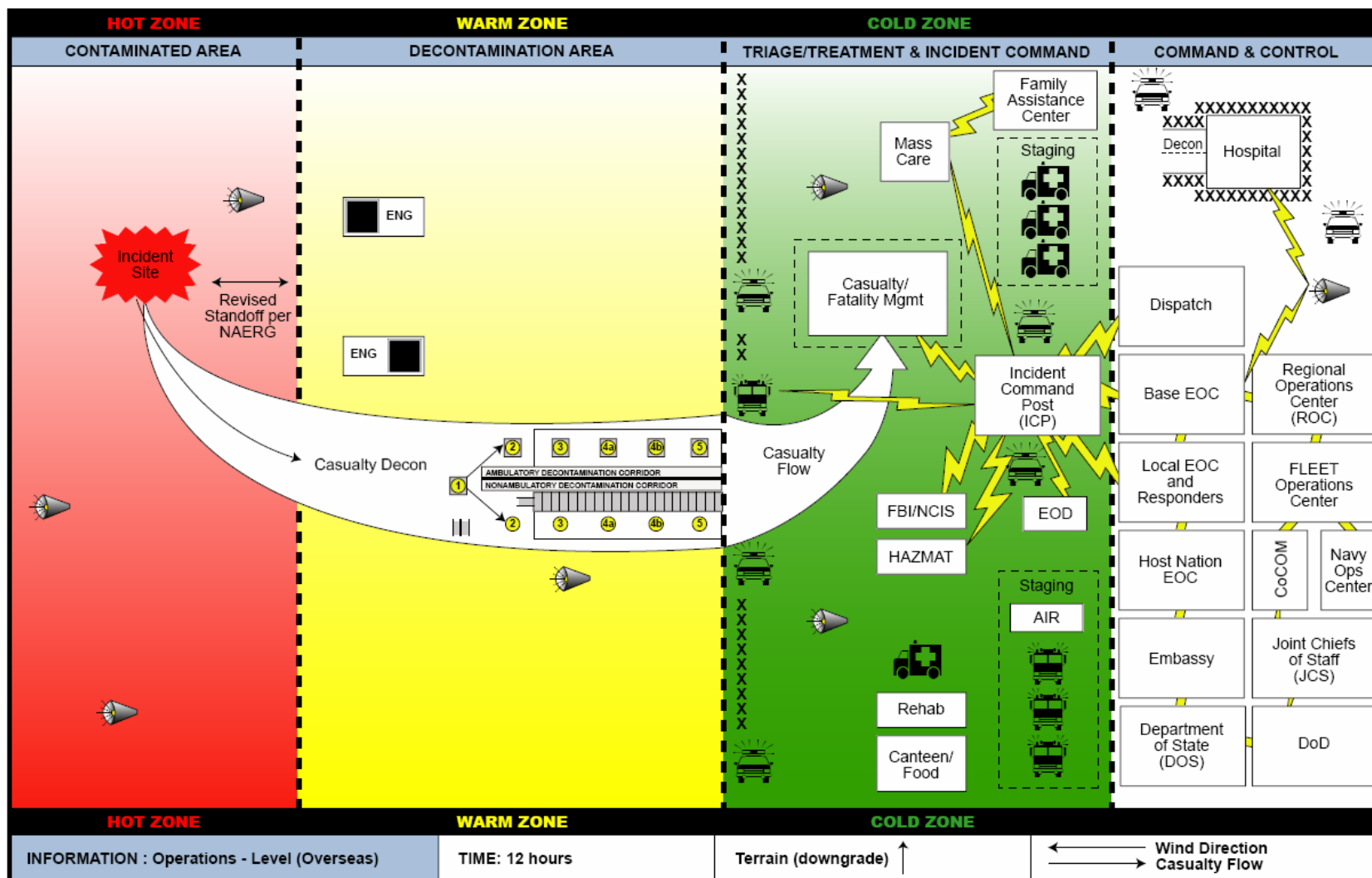


Figure 12-25C: Notional Response Graphics (Group 2, U.S., 12 hours post-event)



Federal Response

Stafford Act

Overview. The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288) (reference (p)) outlines how the Federal government will assist Local and State governments when a disaster or emergency overwhelms their ability to respond effectively to save lives; protect public health, safety, and property; and restore their communities.

Reference (p) provides the authority for the Federal government to respond to disasters and emergencies in order to provide assistance to save lives and protect public health, safety, and property. Under reference (p), the President is authorized to:

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

Title III: Disaster Assistance Administration

Reference (p) gives the President the authority to declare that an emergency or a major disaster exists, provided that the governor of the affected State(s) has requested a declaration. Title III of reference (p) authorizes the President to:

- Direct any Federal agency, with or without reimbursement, to use its available personnel, equipment, supplies, facilities, and other resources in support of State and local disaster assistance efforts;
- Appoint a Federal Coordinating Officer to operate in the affected area; and
- Form emergency support teams of Federal personnel to be deployed in an area affected by a major disaster or emergency to assist the Federal Coordinating Officer.

Title III of reference (p) also sets forth authorized forms of assistance to be given in a major disaster or emergency area.

Title IV: Federal Disaster Assistance Programs

Reference (p) allows the President to authorize any Federal agency to repair or reconstruct any Federally-owned facility that is damaged or destroyed by any major disaster. The President may:

- Make contributions to State or local governments to help repair or reconstruct public facilities, as well as issue grants to help repair or reconstruct private nonprofit educational, utility, emergency, medical, and custodial care facilities;
- Provide, either by purchase or lease, temporary housing for those who require it as a result of a major disaster;
- Provide assistance on a temporary basis in the form of mortgage or rental payments to, or on behalf of those who, as a result of financial hardship caused by a major disaster, have received written notice of dispossession or eviction;

- Make grants to States for the purpose of State-issued grants to individuals or families to meet disaster-related necessary expenses or serious needs; and
- Make loans to any local government that suffers a substantial loss of tax and other revenues as a result of a major disaster, has demonstrated a need for financial assistance, as well as sets forth the procedures for administration of such loans.

Additional relief programs for major disaster areas including distribution of food coupons and food commodities, relocation assistance, legal services, crisis counseling assistance and training, emergency communications, emergency public transportation, and fire suppression grants also are provided for under reference (p).

Title V: Economic Recovery for Disaster Areas

A State governor may request assistance from the President for economic recovery under the Stafford Act, provided that the governor designates a Recovery Planning Council for such area. The purpose of this council is to provide cooperative planning for development, restoration of employment base, and continued coordination of Federal aid programs for long-range restoration and rehabilitation of normal commercial, industrial, and other economic activities. Reference (p) authorizes the President to provide funds to any Recovery Planning Council as well as authorizes the appropriation of not in excess of \$250 million to carry out the provisions of this title.

Title VI: Miscellaneous

Reference (p) authorizes the President to prescribe such rules and regulations as may be necessary and proper to carry out any of the provisions of reference (p).

Stafford Act Amendments

Amendments to reference (p) streamline Federal disaster assistance, devolve some Federal program administration and management to States, authorize pre-disaster mitigation, and increase mitigation funds for States that have approved State and local mitigation plans.

National Incident Management System (NIMS)

Overview. Mandated by reference (b), the National Incident Management System (NIMS) (reference (c)) was published on March 1, 2004. NIMS establishes standardized incident management processes, protocols, and procedures that all responders—Federal, state, tribal, and local—will use to prepare for, prevent, respond to, and recovery from domestic incidents, regardless of cause, size or complexity, including acts of catastrophic terrorism.

NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes to enable effective, efficient, and collaborative incident management at all levels. It is not an operational incident management or resource allocation plan. The National Response Plan (NRP) (reference (d)), using the comprehensive framework provided by NIMS, will provide the structure and mechanism for national-level policy and operational direction for Federal support to State, local and

tribal incident managers and for exercising direct Federal authorities and responsibilities as appropriate under the law.

Reference (b) requires all Federal departments and agencies to adopt NIMS and to use it in their individual domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation programs and activities, as well as in support of all actions taken to assist State, local, or tribal entities. The directive also requires Federal departments and agencies to make adoption of NIMS by State and local organizations a condition for Federal preparedness assistance (through grants, contracts, and other activities) beginning in FY 2005.

The NIMS Integration Center will publish, on an ongoing basis, additional standards, guidelines, and compliance protocols for the aspects of NIMS not yet fully developed.

Key features of NIMS:

- **Incident Command System (ICS).** NIMS establishes ICS as a standard incident management organization with five functional areas—command, operations, planning, logistics, and finance/administration—for management of all major incidents. To ensure further coordination, and during incidents involving multiple jurisdictions or agencies, the principle of unified command has been universally incorporated into NIMS. This unified command not only coordinates the efforts of many jurisdictions, but provides for and assures joint decisions on objectives, strategies, plans, priorities, and public communications.
- **Communications and Information Management.** Standardized communications during an incident are essential and NIMS prescribes interoperable communications systems for both incident and information management.
- **Preparedness.** NIMS preparedness measures including planning, training, exercises, qualification and certification, equipment acquisition and certification, and publication management. All of these serve to ensure that pre-incident actions are standardized and consistent with mutually-agreed doctrine.
- **Joint Information System (JIS).** NIMS organizational measures enhance the public communication effort. The Joint Information System provides the public with timely and accurate incident information and unified public messages. This system employs Joint Information Centers (JIC) and brings incident communicators together during an incident to develop, coordinate, and deliver a unified message. This will ensure that Federal, state, and local levels of government are releasing the same information during an incident.
- **NIMS Integration Center (NIC).** To ensure that NIMS remains an accurate and effective management tool, the NIC will be established by the Secretary of Homeland Security to assess proposed changes to NIMS, capture, and evaluate

lessons learned, and employ best practices. The NIC will provide strategic direction and oversight of NIMS, supporting both routine maintenance and continuous refinement of the system and its components over the long term. The NIC will develop and facilitate national standards for NIMS education and training, first responder communications and equipment, typing of resources, qualification and credentialing of incident management and responder personnel, and standardization of equipment maintenance and resources.

National Response Plan (NRP)

Background. With reference (b), the President directed the development of a new National Response Plan (NRP) (reference (d)) to align Federal coordination structures, capabilities and resources into a unified, all-discipline, all-hazards approach to domestic incident management.

The NRP provides the structures and mechanisms for the coordination of Federal support to State, local, and tribal incident managers and for exercising direct Federal authorities and responsibilities. The NRP incorporates relevant portions of, and, upon full implementation, supersedes the following plans:

- The Initial National Response Plan (INRP);
- The Federal Response Plan (FRP);
- The U.S. Government Interagency Domestic Terrorism Concept of Operations Plan (CONPLAN); and
- The Federal Radiological Emergency Response Plan (FRERP).

NRP Overview. The NRP is an all-hazards plan that provides the structure and mechanisms for national-level policy and operational coordination for domestic incident management. Developed to align Federal coordination structures, capabilities, and resources into a unified approach to domestic incident management, the NRP can be partially or fully implemented in the context of a threat, anticipation of a significant event, or in the response to a significant event. Selective implementation through the activation of one or more of the system's components allows maximum flexibility in meeting the unique operational and information-sharing requirements of the situation at hand and enabling effective interaction between various Federal and non-Federal entities. Nothing in this plan alters or impedes the ability of Federal, State, local, or tribal departments and agencies to carry out their specific authorities or perform their responsibilities under all applicable laws.

NRP Scope. The NRP covers the full range of complex and constantly changing requirements in anticipation of, or in response to, threats or acts of terrorism, major disasters, and other emergencies.

NRP Applicability. The NRP is applicable to all Federal departments and agencies that may be requested to provide assistance in actual or potential Incidents of National Significance that require a coordinated and effective response by an appropriate combination of Federal, State, local, tribal, private sector, and nongovernmental entities.

NRP Implementation. The NRP is effective upon issuance with a phased implementation process during the first year. During the first 120 days of this implementation process, the INRP, FRP, CONPLAN, and FRERP remain in effect. After 120 days, the NRP is to be fully implemented, and the INRP, FRP, CONPLAN, and FRERP are superseded. Other existing plans, namely the NCP, remain in effect, and will be modified to align with the NRP.

Multi-Agency Coordination. The NRP establishes multi-agency coordinating structures at the field, regional and headquarters level. New coordinating mechanisms include:

- The Homeland Security Operations Center (HSOC) is the primary national-level multi-agency situational awareness and operational coordination center for domestic incident management. The HSOC integrates daily incident reporting, intelligence, and other pertinent information, in addition to maintaining daily threat monitoring and situational awareness. The HSOC includes representatives from DHS elements and other Federal departments and agencies, including:
 - National Response Coordination Center (NRCC). The NRCC, a functional component of the HSOC, is a multi-agency center that provides overall Federal response coordination.
 - Regional Response Coordination Center (RRCC). At the regional level, the RRCC coordinates regional response efforts and implements local Federal program support until a Joint Field Office is established.
- The Interagency Incident Management Group (IIMG) is a group of senior level Federal interagency representatives who provide recommendations to the Secretary of Homeland Security during a potential or actual Incident of National Significance. The IIMG membership is flexible and can be tailored or task-organized to provide the appropriate subject matter expertise required for the specific threat or incident.
- The Joint Field Office (JFO) is a temporary Federal facility established to unify the Federal assistance effort at the State and local level, coordinating the provisions of Federal resource assistance to the affected jurisdiction(s) through incident command structures during national incidents. The JFO serves as the hub for Federal, State, tribal, and local executives with responsibility for incident oversight, direction and/or assistance to effectively conduct and coordinate prevention, preparedness, response, and recovery actions.
- The Principal Federal Official (PFO), when appointed, serves as the Secretary's representative locally during an Incidents of National Significance. The PFO ensures overall coordination of Federal domestic incident management activities and consistency of Federal interagency communications to the public. Providing strategic guidance to Federal entities, the PFO coordinates with the HSOC and IIMG for real-time incident information.

Organization. The NRP is organized as follows:

- **The Base Plan.** Describes the structure and processes comprising a national approach to domestic incident management and designed to integrate the efforts and resources of Federal, State, local, tribal, private-sector, and nongovernmental organizations. The Base Plan includes planning assumptions, roles and responsibilities, concept of operations, incident management actions, and plan maintenance instructions.
- **The Appendixes.** Provide other relevant, more detailed supporting information, including terms, definitions, acronyms, authorities, and a compendium of national interagency plans.
- **The Emergency Support Function (ESF) Annexes.** Group capabilities and resources into functions most likely needed during an incident. The ESF Annexes describe the responsibilities of primary and support agencies that are involved providing support to a State or other Federal agencies during Incidents of National Significance.
- **The Support Annexes.** Provide guidance and describe the functional processes and administrative requirements necessary to ensure efficient and effective implementation of NRP incident management objectives.
- **The Incident Annexes.** Address contingency or hazard situations requiring specialized application of the NRP. The Incident Annexes describe the missions, policies, responsibilities, and coordination processes that govern the interaction of public and private entities engaged in incident management and emergency response operations across a spectrum of potential hazards. These annexes are typically augmented by a variety of supporting plans and operational supplements.

NRP Emergency Support Function (ESFs) Annexes. The ESF Annexes detail the missions, policies, structures, and responsibilities of Federal agencies for coordinating resource and programmatic support to States, tribes, and other Federal agencies or other jurisdictions and entities during Incidents of National Significance. There are 15 ESFs:

- ESF #1 - Transportation
- ESF #2 - Communications
- ESF #3 - Public Works and Engineering
- ESF #4 - Firefighting
- ESF #5 - Emergency Management
- ESF #6 - Mass Care, Housing, and Human Services
- ESF #7 - Resource Support
- ESF #8 - Public Health and Medical Services
- ESF #9 - Urban Search and Rescue
- ESF #10 - Oil and Hazardous Materials Response
- ESF #11 - Agriculture and Natural Resources
- ESF #12 - Energy
- ESF #13 - Public Safety and Security
- ESF #14 - Long-term Community Recovery and Mitigation
- ESF #15 - External Affairs

Emergency Support Function #1—Transportation

ESF #1 assists Federal agencies, State, local, and tribal governmental entities and volunteer organizations requiring transportation for an actual or potential Incident of National Significance. ESF #1 also acts as the coordination point between response and restoration operations of the transportation infrastructure. The Department of Transportation (DOT) is the primary agency for ESF #1. Support offered by ESF #1 includes, but is not limited to, the following:

- Assessing the damage to the transportation infrastructure on the regional and national level, and coordinating the clearance and restoration of this infrastructure;
- Participating in the design and execution of alternative transportation services for areas impacted by an emergency or disaster; and
- Processing and coordinating requests for Federal and civil transportation as directed under the NRP.
 - Through the Department of Transportation (DOT)'s coordination role, ESF #1 integrates the DOT responsibility for Emergency Management of the Transportation System (EMTS) in the prevention/mitigation, preparedness, recovery, infrastructure restoration, safety, and security of the Nation and its transportation system. EMTS provides a structure for managing and coordinating the complex operations of the transportation system. This includes deployment of resources into and out of the incident area and the coordination of transportation recovery, restoration, and safety/security. EMTS also provides a means of facilitating or restricting the movement of personnel and goods as necessary.

Emergency Support Function #2—Communications

ESF #2 ensures the provision of Federal telecommunications support to Federal, State, local, tribal, and private-sector response efforts during an Incident of National Significance. This ESF enhances the specifications of the National Plan for Telecommunications Support in Non-Wartime Emergencies, more often referred to as the National Telecommunications Support Plan. Department of Homeland Security/Information Analysis and Infrastructure Protection/National Communications System (DHS/IAIP/NCS) is the primary agency for ESF #2.

ESF #2 coordinates Federal actions to provide the required temporary National Security and Emergency Preparedness (NS/EP) telecommunications, and the restoration of telecommunications infrastructure. Where appropriate, services may be provided under provisions of the DHS/IAIP/NCS National-Level Programs, including the Shared Resources (SHARES) High-Frequency Radio Program, Telecommunications Service Priority (TSP) Program, Government Emergency Telecommunications Service (GETS), and Wireless Priority Service (WPS). ESF #2 supports all Federal departments and agencies that may require telecommunications services or whose telecommunications assets may be employed during an Incident of National Significance.

Emergency Support Function #3—Public Works and Engineering

ESF #3 provides lifesaving or life-protecting assistance to augment efforts of the affected State(s) and local response efforts following a major or catastrophic disaster. Department of Defense (DoD)/U.S. Army Corps of Engineers is the primary agency for providing ESF #3 technical assistance, engineering, and construction management resources and support during response activities. DHS/Emergency Preparedness and Response/Federal Emergency Management Agency (DHS/EPR/FEMA) is the primary agency for providing ESF #3 recovery resources and support, including assistance under the DHS/EPR/FEMA Stafford Act Public Assistance Program.

Public works and engineering support includes technical advice and evaluations, engineering services, construction management and inspection, emergency contracting, provision of emergency power, emergency repair of wastewater and solid waste facilities, and real estate support.

Some of the activities within the scope of ESF #3 include:

- Emergency clearance of debris for reconnaissance of the damage areas and passage of emergency personnel and equipment;
- Temporary construction of emergency access routes, which includes streets, roads, bridges, ports, waterways, airfields, and any other facilities necessary for passage of rescue personnel;
- Emergency restoration of critical public services and facilities, including supply of adequate amounts of potable water, temporary restoration of water supply systems, and the provision of water for firefighting;
- Emergency demolition or stabilization of damaged structures and facilities designated by State or local governments;
- Technical assistance and damage assessment, including structural inspectors; and
- Implementation of FEMA's Public Assistance Program.

Emergency Support Function #4—Firefighting

ESF #4 provides resources to detect and suppress wildland, rural, and urban fires resulting from, or occurring coincidentally with an Incident of National Significance. In addition, ESF #4 provides personnel, equipment and supplies in support of State, local, and tribal agencies involved in rural and urban firefighting operations. The U.S. Department of Agriculture, (USDA, Forest Service) is the primary agency for ESF #4. Any requests for firefighting assistance and resources will be transmitted from the JFO to the appropriate Geographic Area Coordination Center. For resources beyond those available within the geographic area, the requests will be sent to the National Interagency Coordination Center at Boise, Idaho.

When there are national-level shortages of firefighting resources, resolution will be pursued by the NRCC and, when necessary, by the IIMG. The Incident Command System is the mechanism by which the actual firefighting operations are conducted. Assessment information will be transmitted through established fire suppression intelligence channels and directly between the national-level and regional-level ESFs according to ESF #5—Emergency Management procedures.

Emergency Support Function #5—Emergency Management

ESF #5 is responsible for supporting overall activities of the Federal Government for domestic incident management. ESF #5 provides the core management and administrative functions in support of the NRCC, RRCC, and JFO operations. DHS/EPR/FEMA is the primary agency for ESF #5.

ESF #5 activities include those functions that are critical to support and facilitate multi-agency planning and coordination for operations involving potential and actual Incidents of National Significance. This includes alert and notification, deployment and staffing of DHS emergency response teams, incident action planning, coordination of operations, logistics and material, direction and control, information management, facilitation of requests for Federal assistance, resource acquisition and management (to include allocation and tracking), worker safety and health, facilities management, financial management, and other support as required.

Emergency Support Function #6—Mass Care, Housing, and Human Services

ESF #6 supports State, regional, local, and tribal government and nongovernmental organization (NGO) efforts to address the non-medical mass care, housing, and human services needs of individuals and/or families impacted by Incidents of National Significance. Examples of these three primary functions include: the coordination of bulk distribution of emergency relief supplies; the provision of assistance for short- and long-term housing needs of victims; and the provision of victim-related recovery efforts such as counseling. DHS/EPR/FEMA and the American Red Cross (ARC) are the primary organizations for ESF #6.

For the purposes of the NRP, the ARC functions as an ESF primary organization in coordinating the use of Federal mass care resources in the context of Incidents of National Significance. For the purposes of ESF #6, any reference to Federal departments and agencies with respect to responsibilities and activities in responding to an Incident of National Significance includes the ARC. ARC independently provides mass care services to disaster victims as part of a broad program of disaster relief, as outlined in charter provisions enacted by Congress. The responsibilities assigned to the ARC as the primary agency for ESF #6 at no time will supersede those responsibilities assigned to the ARC by its congressional charter.

Emergency Support Function #7—Resource Support

ESF #7 assists in providing resource support to Federal, State, local, and tribal governments prior to, during, and/or after Incidents of National Significance. The General Services Administration (GSA) is the primary agency for ESF #7. ESF #7 provides resource support consisting of: emergency relief supplies, facility space, office equipment, office supplies, telecommunications, contracting services, transportation services (in coordination with ESF #1—Transportation), security services, and personnel required to support immediate response activities. ESF #7 also provides for requirements not specifically identified in the other ESFs including excess and surplus property.

Resource support may continue until the disposition of excess and surplus property, if any, is completed.

Emergency Support Function #8—Public Health and Medical Services

ESF #8 provides the mechanism for coordinated Federal assistance to supplement State, local, and tribal resources in response to public health and medical care needs (to include veterinary and/or animal health issues when appropriate) for potential or actual Incidents of National Significance and/or during a developing potential medical situation. The Department of Health and Human Services (HHS) is the primary agency for ESF #8. ESF #8 resources can be activated through the Robert T. Stafford Act or the Public Health Service Act (pending the availability of funds) for the purposes of Federal-to-Federal support or in accordance with the memorandum for Federal mutual aid included in the NRP Financial Management Support Annex.

ESF #8 provides supplemental assistance to State, local, and tribal governments in identifying and meeting the health and medical needs of victims of an Incident of National Significance. This support is categorized in four core functional areas: assessment of public health/medical needs (including behavioral health; public health surveillance; medical care personnel; and medical equipment and supplies).

Additional function areas of ESF #8 include: patient evacuation; patient care; safety and security of human drugs, biologics, medical devices, and veterinary drugs; blood and blood products; food safety and security; agriculture safety and security; worker health/safety, all-hazard public health and medical consultation, technical assistance, and support; behavioral health care; public health and medical information; vector control; potable water/wastewater and solid waste disposal; victim identification/mortuary services; and protection of animal health.

Emergency Support Function #9—Urban Search and Rescue

ESF #9 rapidly deploys components of the National Urban Search and Rescue (US&R) Response System to provide specialized life-saving assistance to State, local, and tribal authorities in the event an Incident of National Significance. The US&R Response System is an integrated system of US&R task forces, Incident Support Teams, and technical specialists. US&R activities include locating, extricating, and providing on-site medical treatment to victims trapped in collapsed structures. DHS/EPR/FEMA is the primary agency for ESF #9. DHS/EPR/FEMA may activate the National US&R Response System for any actual or potential Incident of National Significance likely to result in collapsed structures that may overwhelm existing State and local US&R resources. Activation is dependant upon the nature and magnitude of the event, the suddenness of onset, and the existence of US&R resources in the affected area.

Emergency Support Function #10—Oil and Hazardous Materials Response

ESF #10 provides Federal support to State and local governments in response to an actual or potential discharge and/or uncontrolled release during Incidents of National Significance, when activated. The primary agencies for ESF #10 are the Environmental Protection Agency (EPA) and the Department of Homeland Security/U.S. Coast Guard

(DHS/USCG). The Federal Government may also respond to oil and hazardous materials Incidents of National Significance under the National Oil and Hazardous Substances Pollution Contingency Plan (NCP) without activating ESF #10.

ESF #10 provides for a coordinated response to actual or potential oil and hazardous materials incidents by placing the hazard-specific response mechanisms of the NCP within the broader National Response Plan (NRP) coordination. It includes the appropriate response and recovery actions to prepare for, prevent, minimize, or mitigate a threat to public health, welfare, or the environment.

The NCP activates the response powers and responsibilities created by the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), as amended; the authorities established by section 311 of the Clean Water Act, as amended; and the Oil Pollution Act. Under the NCP, an On-scene Coordinator, designated by EPA, the U.S. Coast Guard, DoD, or the Department of Energy (DOE), would undertake response actions.

Emergency Support Function #11—Agriculture and Natural Resources

ESF #11 supports State, local, and tribal authorities and other Federal agency efforts to address: (1) provision of nutrition assistance; (2) control and eradication of an outbreak of a highly contagious or economically devastating animal/zoonotic disease, highly infective exotic plant disease, or economically devastating plant pest infestation; (3) assurance of food safety and food security [under Department of Agriculture (USDA) jurisdictions and authorities], and (4) protection of natural and cultural resources and historic properties (NCH) resources prior to, during, or after an Incident of National Significance. USDA is the primary agency for ESF #11.

ESF #11 includes four primary functions:

- Provision of nutrition assistance by the Food and Nutrition Service (FNS): Includes determining nutrition assistance needs, obtaining appropriate food supplies, arranging for delivery of the supplies, and authorizing disaster food stamps.
- Animal and plant disease and pest response: Includes implementing an integrated Federal, State, local, and tribal response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, an outbreak of a highly infective exotic plant disease, or an economically devastating plant pest infestation. It ensures, in coordination with ESF #8 – Public Health and Medical Services, that animal/veterinary/ wildlife issues in natural disasters are supported.
- Assurance of the safety and security of the commercial food supply: Includes the inspection and verification of food safety aspects of slaughter and processing plants, products in distribution and retail sites, and import facilities at ports of entry; laboratory analysis of food samples; control of products suspected to be adulterated; plant closures; food-borne disease surveillance; and field investigations.
- Protection of NCH resources: Includes appropriate response actions to conserve, rehabilitate, recover, and restore NCH resources.

Emergency Support Function #12—Energy

ESF #12 is intended to restore damaged energy systems and components during a potential or actual Incident of National Significance. The Department of Energy (DOE) is the primary agency for ESF #12. ESF #12 collects, evaluates, and shares information on energy system damage and estimations on the impact of energy system outages within affected areas. The term “energy” includes producing, refining, transporting, generating, transmitting, conserving, building, distributing, and maintaining energy systems and system components.

ESF #12 provides information concerning the energy restoration process such as projected schedules, percent completion of restoration, geographic information on the restoration, and other information as appropriate.

Emergency Support Function #13—Public Safety and Security

ESF #13 provides a mechanism for coordinating and providing Federal support for non-investigative/non-criminal law enforcement, public safety, and security capabilities and resources during Incidents of National Significance. ESF #13 supports incident management requirements including force and critical infrastructure protection, security planning and technical assistance, and public safety for both pre-incident and post-incident situations. This ESF generally is activated in situations requiring extensive assistance to provide public safety and security and where State and local government resources have been overwhelmed or are inadequate, or pre-incident or post-incident situations that require protective solutions or capabilities unique to the Federal Government.

Through ESF #13, Federal resources supplement resources of other Federal agencies or State, local, or tribal entities when requested or required, and are integrated into the incident command structure using National Incident Management System (NIMS) principles and protocols. DHS and the Department of Justice are the primary agencies for ESF #13.

Emergency Support Function #14—Long-term Community Recovery & Mitigation

ESF #14 provides a framework for Federal Government support to State, regional, local, and tribal governments, nongovernmental organizations, and the private sector designed to enable community recovery from the long-term consequences of an Incident of National Significance. This support consists of available programs and resources of Federal departments and agencies to enable community recovery, especially long-term community recovery, and to reduce or eliminate risk from future incidents, where feasible.

ESF #14 will most likely be activated for large-scale or catastrophic incidents that require Federal assistance to address significant long-term impacts in the affected area (e.g., impacts on housing, businesses and employment, community infrastructure, and social services). Six Federal entities are designated as primary agencies for ESF #14: USDA,

the Department of Commerce, DHS, the Department of Housing and Urban Development, the Department of the Treasury, and the Small Business Administration.

Emergency Support Function #15—External Affairs

ESF #15 ensures that sufficient Federal assets are deployed to the field during an Incident of National Significance to provide accurate, coordinated, and timely information to the affected audiences, including governments, media, the private sector, and the local populace. ESF #15 applies to all Federal departments and agencies that may require public affairs support or whose public affairs assets may be employed during an Incident of National Significance. The provisions of the ESF apply to Incidents of National Significance, National Contingency Plan responses, and any other events designated by the DHS Assistant Secretary for Public Affairs where significant interagency coordination is necessary.

ESF #15 is organized into the following functional components:

- Public Affairs;
- Community Relations;
- Congressional Affairs;
- International Affairs;
- State and Local Coordination; and
- Tribal Affairs.

The Department of Homeland Security/Emergency Preparedness and Response/Federal Emergency Management Agency (DHS/EPR/FEMA) is the primary Federal agency for ESF #15.

NRP Incident Annexes Overview. The Incident Annexes address contingency or hazard situations requiring specialized application of the NRP. The annexes in the sections that follow address the following situations:

- Biological Incident
- Catastrophic Incident
- Cyber Incident
- Food and Agriculture Incident (to be published in a subsequent version of the NRP)
- Nuclear/Radiological Incident
- Oil and Hazardous Materials Incident
- Terrorism Incident Law Enforcement and Investigation

The Biological Incident Annex outlines the actions, roles, and responsibilities associated with response to a disease outbreak of known or unknown origin requiring Federal assistance. Actions described in this annex take place with or without a Presidential Stafford Act declaration or a public health emergency declaration by the Secretary of Health and Human Services. This annex applies only to Incidents of National Significance. This annex outlines biological incident response actions including threat assessment notification procedures, laboratory testing, joint investigative/response procedures, and activities related to recovery.

The Catastrophic Incident Annex establishes the context and overarching strategy for implementing and coordinating an accelerated, proactive national response to a catastrophic incident. A more detailed and operationally specific NRP Catastrophic Incident Supplement that is designated “For Official Use Only” will be approved and published separately.

The Cyber Incident Annex discusses policies, organization, actions, and responsibilities for a coordinated, multidisciplinary, broad-based approach to prepare for, respond to, and recover from, cyber Incidents of National Significance impacting critical national processes and the national economy.

The Food and Agriculture Incident Annex is being developed and will be published in a subsequent version of the NRP.

The Nuclear/Radiological Incident Annex provides an organized and integrated capability for timely, coordinated response by Federal agencies to terrorist incidents involving nuclear or radioactive materials (Incidents of National Significance), and accidents or incidents involving such material that may or may not rise to the level of an Incident of National Significance. The DHS is responsible for overall coordination of all actual and potential Incidents of National Significance, including terrorist incidents involving nuclear materials. This annex describes how the coordinating agencies and cooperating agencies support DHS’s overall coordination of the response to a nuclear/radiological Incident of National Significance. In addition, this annex describes how the coordinating agencies lead the response to incidents of lesser severity where Nuclear/radiological incidents of “lesser severity” are considered below the threshold of an Incident of National Significance, as determined by DHS, and vary from lost radiography sources or discovery of orphan radiological sources to incidents/emergencies at nuclear power plants below the classification of General Emergency, as defined by the cognizant regulatory agency (e.g., DOE or NRC).

The Oil and Hazardous Materials Incident Annex describes roles, responsibilities, and coordinating mechanisms for managing certain oil and hazardous materials (where “hazardous materials” means hazardous substances, pollutants, and contaminants as defined by the NCP (reference (q)) pollution incidents that are determined to be Incidents of National Significance. This annex addresses those oil and hazardous materials Incidents of National Significance that are managed through concurrent implementation of references (d) and (q), but are not ESF #10 – Oil and Hazardous Materials Response activations. Procedures for oil and hazardous material Incidents of National Significance for which ESF #10 is activated are addressed in the ESF #10 Annex.

The purpose of the Terrorism Incident Law Enforcement and Investigation Annex is to facilitate an effective Federal law enforcement and investigative response to all threats or acts of terrorism within the United States, regardless of whether they are deemed credible and/or whether they escalate to an Incident of National Significance. To accomplish this, the annex establishes a structure for a systematic, coordinated, unified, timely, and

effective national law enforcement and investigative response to threats or acts of terrorism within the United States.

NRP Support Annexes Overview. The Support Annexes describe the framework through which Federal departments and agencies; State, local, and tribal entities; the private sector; volunteer organizations; and NGOs such as the American Red Cross coordinate and execute the common functional processes and administrative requirements necessary to ensure efficient and effective incident management. During an incident, there are numerous procedures and administrative functions that are required to support incident management. The actions described in the Support Annexes are not limited to particular types of events, but are overarching in nature and applicable to nearly every type of incident. In addition, they may support several ESFs. The annexes address the following areas:

- Financial Management
- International Coordination
- Logistics Management
- Private-Sector Coordination
- Public Affairs
- Science and Technology
- Tribal Relations
- Volunteer and Donations Management
- Worker Safety and Health

The Financial Management Support Annex provides basic financial management guidance for all participants in NRP activities. This includes guidance for all departments and agencies providing assistance in response to major disasters or emergencies declared by the President under the Stafford Act as well as for departments and agencies that request/provide Federal-to-Federal support in Incidents of National Significance that do not involve the Stafford Act. The processes and procedures described in the Financial Management Support Annex ensure that funds are provided expeditiously and that financial operations are conducted in accordance with established Federal law, policies, regulations, and standards.

The International Coordination Support Annex provides guidance on carrying out responsibilities for international coordination in support of the Federal Government's response to a domestic Incident of National Significance. The International Coordination Support Annex supplements the NRP. The role of the Department of State (DOS) within the NRP is to fully support Federal, State, local, and tribal authorities in effective incident management and preparedness planning. An Incident of National Significance will likely have international and diplomatic impacts and implications that call for coordination and consultations with foreign governments and international organizations. An incident may also require direct bilateral and multilateral actions on foreign affairs issues related to the incident, for which DOS has independent and sole responsibility. DOS's lead foreign policy role in supporting U.S. Government agencies and managing the international aspects of a domestic incident contributes to a more agile overall U.S. Government incident management capability.

The Logistics Management Support Annex provides an overview of the framework through which the overall logistics management function operates for Incidents of National Significance and describes how Federal resources fit into this framework. It also describes how the ESFs interact to provide support to the affected population as well as support to the incident management effort. This annex provides an overview of logistics management functions, roles, and responsibilities.

The Private-Sector Coordination Support Annex describes the policies, responsibilities, and concept of operations for Federal incident management activities involving the private sector during Incidents of National Significance. In this context, the annex further describes the activities necessary to ensure effective coordination and integration with the private sector, including the Nation's critical infrastructure, key resources, and other business and industry components.

The Public Affairs Support Annex describes the interagency policies and procedures used to rapidly mobilize Federal assets to prepare and deliver coordinated and sustained messages to the public in response to Incidents of National Significance and other major domestic emergencies.

The Science and Technology Support Annex describes the national framework through which the Department of Homeland Security/Science and Technology Directorate (DHS/S&T) coordinates with other Federal agencies, in consultation with State, local, and tribal entities and the private sector, to leverage the Nation's scientific and technical resources to prepare for, respond to, and recover from events considered to be Incidents of National Significance. It ensures that policymakers and responders at all levels receive coordinated, consistent, accurate, and timely scientific and technical information, analysis, advice, and technology support.

The Tribal Relations Support Annex describes the policies, responsibilities, and concept of operations for effective coordination and interaction of Federal incident management activities with those of tribal governments and communities during potential or actual Incidents of National Significance. The processes and functions described in this annex help facilitate the delivery of incident management programs, resources, and support to tribal governments and individuals.

The Volunteer and Donations Management Support Annex describes the coordinating processes used to ensure the most efficient and effective utilization of unaffiliated volunteers and unsolicited donated goods during Incidents of National Significance.

The Worker Safety and Health Support Annex provides guidelines for implementing worker safety and health support functions during potential or actual Incidents of National Significance. This annex describes the actions needed to ensure that threats to responder safety and health are anticipated, recognized, evaluated, and controlled consistently so that responders are properly protected during incident management operations.

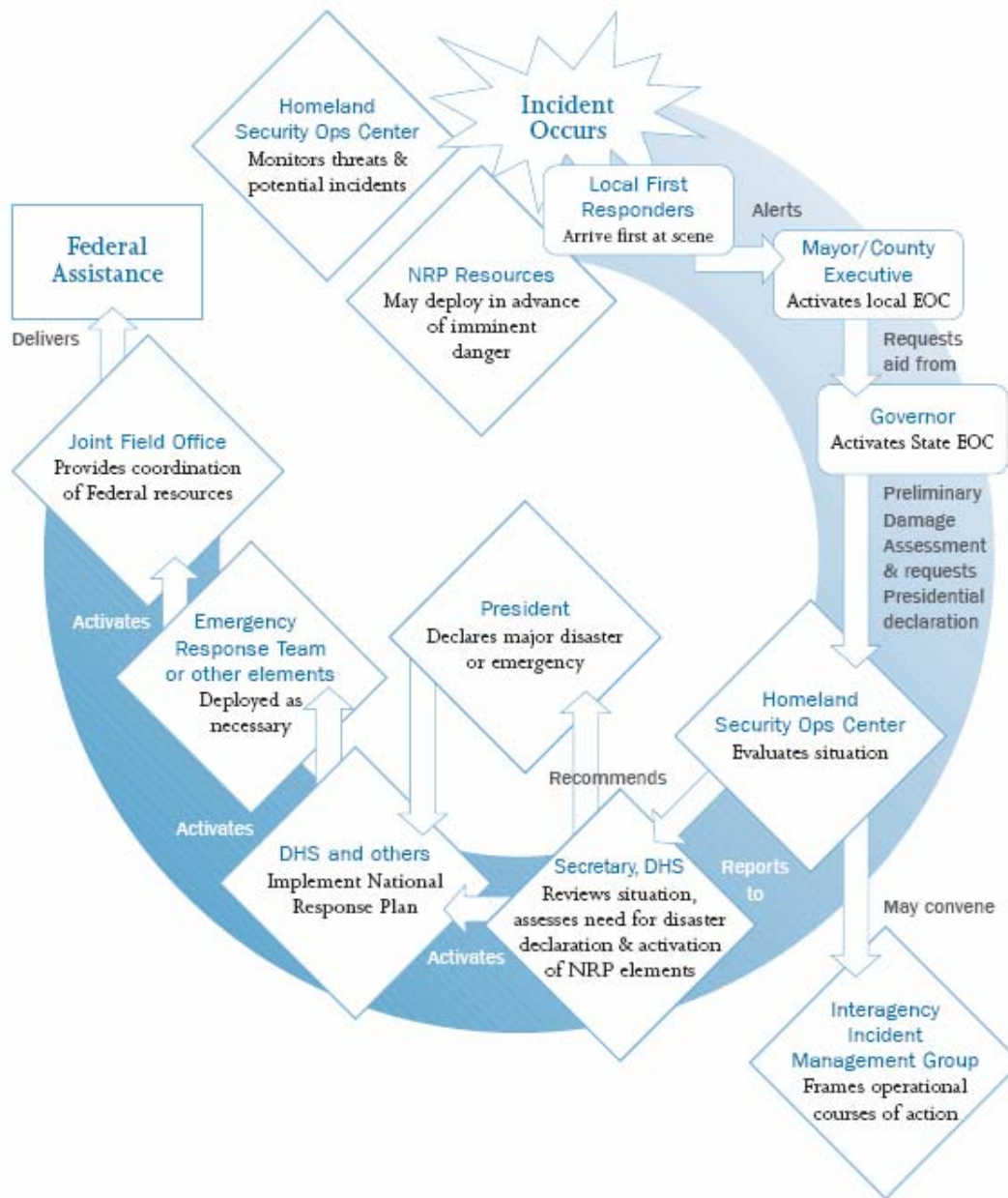
Request for Assistance (RFA) Process. Under the NRP (reference (d)), there are three possible paths for a RFA to flow from the PFO to DoD. Process #1 is used both prior to and during activation of reference (d). Process #1 may also be used prior to a Presidential Disaster Declaration under the Stafford Act (reference (p)). In process #1, the Department of Homeland Security (DHS) requests DoD assistance from JDOMS. Upon approval by the Secretary of Defense, JDOMS issues an Execution Order (EXORD) to the theater Combatant Commander (either U.S. Northern Command (NORTHCOM) or U.S. Pacific Command (PACOM)) to provide specific assistance to the appropriate civil authorities. Within the NORTHCOM area of responsibility (AOR), JDOMS may be required to send an initial EXORD to the U.S. Joint Forces Command (JFCOM) in order to task Service-owned and operated assets (such as Regional/Installation personnel, operational Fleet units, etc) to report to NORTHCOM for further employment. The theater Combatant Commander then provides assigned forces with mission assignment(s) (MA) in support of the RFA.

Once reference (d) has been activated and the JFO has been established, process #2 becomes the standard method for addressing civil RFAs. Process #2 consists of an RFA from the FCO to the DCO. The DCO refers the request to the theater Combatant Commander, which passes all new RFAs to JDOMS for approval. Upon JDOMS approval, the theater Combatant Commander provides mission assignments to attached units and/or JDOMS directs JFCOM to provide the necessary forces to the theater Combatant Commander to support the RFA.

If a JTF has been established by the theater Combatant Commander, then process #3 is utilized, which is identical to process #2 with the exception that the DCO must communicate the RFA to the JTF. The JTF is then responsible for communicating new RFAs to the supported theater Combatant Commander.

See Figure 12-26 for an overview of the entire Federal assistance process to State and Local governments.

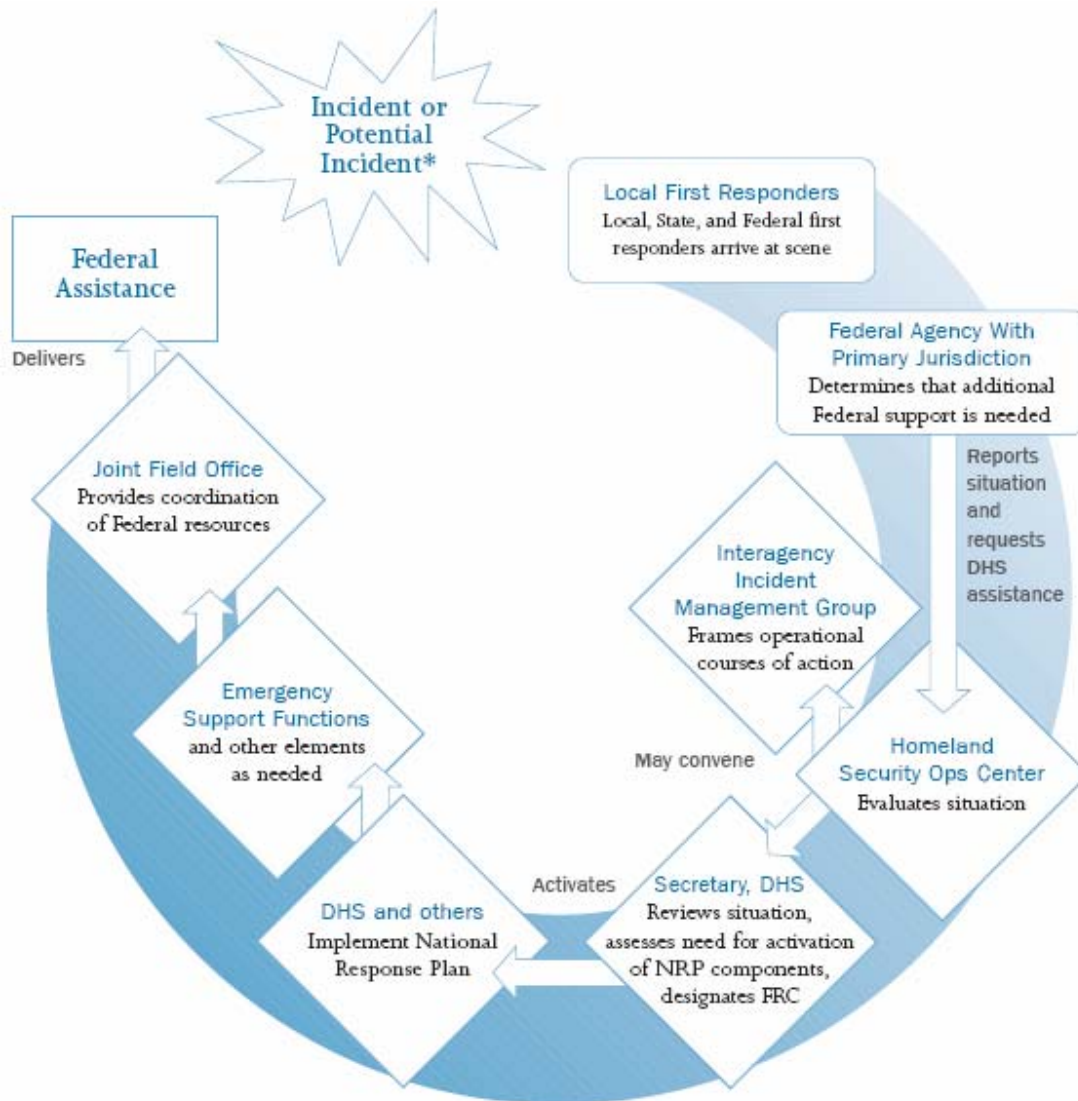
Figure 12-26: Provision of Federal Assistance to State/Local Authorities under the National Response Plan (NRP)



Federal Requests for Assistance. Under reference (d), Federal Departments and Agencies, including DoD Components, may request assistance from another Federal Department. Within this process, the Federal Department or Agency with primary jurisdiction (i.e. – Installation Commander onboard a Navy Installation) determines if additional Federal support is required and then requests such support through their designated entry point into the Homeland Security Operations Center (HSOC). In the case of Navy Installations within the NORTHCOM or PACOM AORs, the Installation provides the RFA to the supported Region. The Region provides the RFA to their operational chain of command (Fleet Commander then Component Commander then

Combatant Commander). The supported theater Combatant Commander (NORTHCOM or PACOM) then provides the request to DHS based upon their specific procedures for such requests. DHS, via the HSOC, may then provide necessary support via reference (d). See Figure 12-27 for a graphic example of this process.

Figure 12-27: Provision of Federal Assistance to one or more Federal Departments/Agencies under the National Response Plan (NRP)



Requests for support under existing, approved Memoranda of Understanding (MOU) or Agreement (MOA) do not require utilization or activation of reference (d). Actions taken in support of these approved MOU/MOA shall utilize the notification, activation, deployment, command, deactivation, and reimbursement procedures/methods detailed in the applicable MOU/MOA.

National Contingency Plan (NCP)

Overview. Officially known as the National Oil and Hazardous Substances Pollution Contingency Plan, (reference (q)) was created by the EPA to put into effect the response powers and responsibilities created by CERCLA and the Clean Water Act. The NCP was developed to ensure the resources and expertise of the Federal Government would be immediately available for those oil and hazardous substance incidents requiring national or regional response. The plan provides a framework for efficient management of cleanup activities. Three activities are required by the NCP: planning and coordination, on-scene operations, and communications. The EPA and U.S. Coast Guard share the responsibility of pollution cleanup activities in the Inland and Coastal zones, respectively. Federal planning and coordination are conducted at the national, regional, and local levels. Each level is required to develop and maintain oil and hazardous substance pollution contingency plans for their areas of responsibility.

Basic Plan. The NCP describes the basic mechanisms and structures by which the Federal government will plan for, prepare for and respond to oil and hazardous substance releases. The NCP establishes the National Response Team (NRT) to plan and coordinate responses to major discharges of oil and hazardous substances, coordinate a national program of preparedness, planning and response, and facilitate research to improve response activities. EPA serves as the NRT Chair; U.S. Coast Guard serves as the Vice Chair. The plan also establishes Regional Response Teams (RRTs) to coordinate preparedness, planning, and response at the regional level. In addition, the NCP defines the objectives, authority, and scope of other contingency plans including regional and area contingency plans. The NCP requires that spills of oil and hazardous substances be reported to the National Response Center (NRC), the central clearinghouse for all pollution incident reporting. The NCP also authorizes the pre-designated On-Scene Coordinator (OSC) to direct all Federal, state, local and private response activities at the site of a discharge. If a response is to an oil spill, the lead agency will be either the EPA or the USCG, depending upon the location of the spill—inland or coastal. If a response is to a hazardous substance release, the lead agency may either be EPA, U.S. Coast Guard, or DoD, again depending upon the location.

For oil spills, the NCP establishes the national priorities for responding to such spills. Under the plan, the OSC determines whether a spill poses a substantial threat to the public health or welfare, and if so directs all Federal, state, local and private response and recovery actions. The OSC also may enlist the support of other Federal agencies or special teams. In the event of a worst-case discharge, the National Strike Force Coordination Center (NSFCC) may assist in coordinating the acquisition of needed response personnel and equipment. For hazardous substance removals, the NCP authorizes the lead agency or OSC to initiate an appropriate removal or mitigation action. Decisions of action are based on threats to human or animal populations, contamination of drinking water supplies or sensitive ecosystems, high levels of hazardous substances in soils, weather conditions that may cause migration or release of hazardous substances, the threat of fire or explosion or other significant factors affecting the health or welfare of the

public or the environment. The new NRP integrates, but does not supersede elements of the NCP.

National Disaster Medical System (NDMS). The NDMS establishes a single integrated national medical response capability for assisting local and State authorities in dealing with the health effects of major domestic natural disasters and terrorist incidents, and providing support to the DoD and Department of Veteran Affairs (DVA) medical systems in caring for casualties evacuated back to the U.S. from overseas armed conflicts. As a cooperative asset-sharing program, NDMS brings together Federal government agencies (DHHS, DoD, FEMA and DVA), local and State governments, and private businesses and civilian volunteers.

The NDMS is a comprehensive medical system designed to provide acute care for mass casualties from the civil and military sectors. While it may be activated under the NRP, it may also be activated by the Office of the Assistant Secretary of Defense for Health Affairs (OASD-HA) for a military contingency in which military casualties are expected to exceed the capability of DoD and DVA medical systems.

Medical response is federalized upon NDMS activation. The Department of Health and Human Services (DHHS) has the lead for medical response that includes the following:

- Assessment of health and medical needs
- Health/medical equipment and supplies
- Medical care personnel, largely composed of private citizens, to include:
 - Disaster Medical Assistance Team (DMAT). DMATs are community-based volunteer groups affiliated with NDMS. Each consists of approximately 100 persons, including medical professionals and support staff, who possess a variety of health/medical skills. DMATs perform triage and provide austere medical care, casualty clearing/staging at the disaster site, and patient reception at the local NDMS reception area.
 - Disaster Mortuary Team (DMORT). DMORTs work under the guidance of local authorities to provide technical assistance and personnel to recover, identify, and process fatalities. DMORTs establish temporary morgue facilities, identify victims, conduct forensic dental pathology and forensic anthropology, and process, prepare and transfer remains.
 - Veterinary Medical Assistance Team (VMAT). The VMATs work under the guidance of local authorities to provide technical assistance and veterinary services.
 - National Medical Response Teams-Weapons of Mass Destruction (NMRT-WMD). Three level-1 DMATs have been configured into highly specialized, nationally deployable sub-units. They deploy to a hazardous material environment to provide medical and decontamination services, and to assist Federal agencies. The NMRT-WMD is configured to travel by ground or air and is fully self-contained except for the water required for decontamination purposes.

The DOD has the lead responsibility for patient evacuation during an emergency or disaster involving NDMS. This responsibility involves providing patient movement from the disaster area using all types of transportation, although patient evacuation will primarily rely on aeromedical evacuation. DoD and DVA have joint lead on providing definitive medical care under NDMS.

Military treatment facilities (MTFs) may be assigned as Federal Coordinating Centers (FCC) for NDMS. Each FCC is responsible for a geographic area, usually 50 miles in radius, with at least 200 hospital beds, a major airport, a Federal medical facility to provide support, and adequate transportation for patient reception and distribution. All NDMS FCCs are associated with either a DoD MTF or a Veterans Administration Medical Center (VAMC). The NDMS FCC Guide describes the FCC's role in the planning, exercising, and operations of a local plan to receive and provide definitive care to casualties evacuated to the area as part of NDMS. Military MTFs other than FCCs are alerted of NDMS activation by their respective FCCs. MTFs support NDMS with patient care services under conditions similar to an emergency management plan or mass casualty situation. The FCC will regulate patients to the MTFs.

Urban Search and Rescue (US&R) Task Forces. The National US&R Response System, established under the authority of FEMA, is a framework for structuring local responders into integrated disaster response task forces. These task forces, complete with tools, equipment, required skills, and techniques, can be deployed by FEMA for the rescue of victims of structural collapse. There are 28 FEMA US&R Task Forces within the U.S. Each team is trained and equipped by FEMA to handle structural collapse and urban search and rescue operations. US&R involves the location, rescue (extrication), and initial medical stabilization of victims trapped in confined spaces. Structural collapse is most often the cause of victims being trapped, but victims may also be trapped in transportation accidents, mines and collapsed trenches. Urban search-and-rescue is considered a "multi-hazard" discipline, as it may be needed for a variety of emergencies or disasters, including natural disasters, technological accidents, terrorist activities, and hazardous materials releases.

National Response Center (NRC). The NRC is a joint effort of the USCG, FBI, FEMA, EPA, NRC, GSA, DOJ, DHS, DOS, DOE, DOA, DOC, DOI, DOT, DOL, DoD, and DHHS. The NRC is the entry point for the CBRNE Incident hot line. The NRC receives basic incident information and links the caller to DHS, DoD and FBI CBRNE and terrorism experts. These and other Federal agencies can be accessed within a few minutes to provide technical assistance during a potential CBRNE incident. The NRC also serves as an emergency resource for first responders to request technical assistance during an incident. The hot line's intended users include trained responders, including MTF Providers and ROC/EOC staff. The NRC Hotline is 1-800-424-8802.

Standard 13: Recovery

Background. Recovery is the effort to restore infrastructure and the social and economic life of a community to normal, but it should incorporate mitigation as a goal. For the short term, recovery may mean bringing necessary lifeline systems (e.g., power, communication, water and sewage, and transportation) up to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter) and ensuring that the societal needs of individuals and the community are met (e.g., maintain the rule of law, provide crisis counseling, demonstrate that people do care and that help is becoming available). Once some stability is achieved, the Region and Installation can begin recovery efforts for the long term, restoring economic activity and rebuilding community facilities and family housing with attention to long-term mitigation needs.

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) OPNAV Instruction 5090.1(Series) Environmental and Natural Resources Program Manual (17 Oct 2002)
- (c) DoD Directive 5030.41(Series), Oil and Hazardous Substances Pollution Prevention and Contingency Program (26 September 1978)
- (d) Department of Justice's Office of Justice Programs "Coping after Terrorism: A Guide to Healing and Recovery" (September 2001)

Scope. The Navy Installation EM Program establishes common recovery standards for Category 5 personnel as required by (a). Recovery operations must be consistent with existing OSHA regulations and NFPA standards. Navy Environmental and Natural Resources Program representatives shall ensure that all recovery efforts are in compliance with (b) and applicable EPA guidelines.

Recovery efforts may quickly exhaust Regional and Installation EM capabilities and require the capabilities of Federal, State, Local, Other Service, and/or Private (or Host Nation) EM, Public Works (PW), Environmental, and Mass Care-related agencies and departments. Special attention and planning must be focused on the fiscal and logistical impact of recovery efforts, especially those events requiring long-term displacement of the population, decontamination, restoration, and/or environmental remediation of effected areas.

Strategy. The focus of Recovery is on restoring mission capability and essential public and government services interrupted by the event. It is assumed that Federal, State, Private, Host Nation and other outside agencies will provide assistance during this stage as Regions and Installations do not have all the inherent capabilities required to successfully recover from a moderate- to large-scale event.

The role of Regional and Installation EM within the recovery phase is resource management. Regional/Installation EM should concentrate on the coordination between different recovery specialties, to include PW, Environmental, Safety, Medical, and Mass

Care, vice attempting to develop expertise in these specialty areas. Table 13-1 provides a prioritized list of principal recovery tasks associated with a moderate- to large-scale event.

Depending upon the Region's access to the resources available via the Federal Government via the NRP, the Regional EM should identify requirements either directly to the Federal Resource Coordinator or through the appropriate conduit to the PFO for resource assistance, especially within ESFs #3 (Public Works and Engineering), 6 (Mass Care, Housing, and Human Services), 8 (Public Health and Medical Services), 10 (Oil and Hazardous Materials Response), and 14 (Long-term Community Recovery and Mitigation).

For the short term, the Incident Commander shall review the event and the situation report for actions that responders can take to mitigate the consequences of the event. The area will have been sealed off and access control points established by the security personnel. Public Works should institute measures to mitigate physical structure damages in the short term if the threat exists. If circumstances warrant, medical personnel should issue health advisories in accordance with the circumstances surrounding the event. Public affairs should be prepared to advise the general public to communicate risk and provide information on measures being taken by the Commander to remediate the situation (see "Public Affairs" in Section 3). Public Works should also ensure continued and/or increased access to debris and trash removal services as well as restoration of sewage treatment & removal, water treatment & provision of water services to both recovery efforts and the community, and power generation & distribution to both recovery efforts and the community.

A key component of recovery operations is the provision of Mass Care (see Section 3) to the displaced or affected populace, especially Category 2-4 personnel. The establishment and integration of a Family Assistance Center (FAC), with appropriate satellite locations depending upon the dispersion/concentration of personnel, is critical to short-term and long-term recovery of the community. The FAC should first concentrate on the provision of basic mass care – shelter, food, water, personal medications – and reuniting family members and unit members. The FAC's long-term tasks are to provide legal assistance, medical assistance, counselors, childcare options, chaplain support, and ombudsman support. The FAC should also have capabilities to assist family members in communicating with deployed personnel advising them on their health and safety. The FAC should be in a central location for the collection and distribution of relief supplies. It should also provide current community recovery information, such as the locations of food, water, gasoline, etc. The center should establish a 24-hour information hotline and distribute the number(s) via local media and to other commands to ensure personnel receive accurate and timely reports concerning recovery efforts.

NAVFAC has technical responsibility for all long term remediation operations. The Navy Environmental Health Center (see appendices for contact information) may assist in short term remediation to assure personnel are not exposed to hazards. Long term remediation requires negotiations with environmental regulatory agencies with NAVFAC

as the technical agent and contracting agent for the work. The Regional Environmental Program Manager serves as the local coordinator for all environmental remediation activities.

Table 13-1: Prioritized Recovery Tasks

PRIORITY	TASKS	TIMELINE
1	Transportation (Short-Term)	Days 1-4 to 1 month+
	Communications	Days 1-2 to 2 months+
	Casualty Management	Days 1-15
	Search and Rescue (SAR)	Days 1-15
2	Shelter Management	Days 1-15+
	Survival – Food/Water/Medicines	Days 1-15+
	Special Needs Population Care	Days 1-15+
	Fatality Management	Day 4 to 1 month
	Animal Rescue/Care	Day 5 to 1 month
3	Damage Assessment	Days 1-2 (Rapid) to 2 weeks
	Public Health	Ongoing to 6 months+
	Temporary Facilities	Ongoing to 6 months+
	Resources/Funding	Ongoing to 6 months+
4	Debris Management	1-6 months+
	Utility Reconstruction	1-6 months+
	Building Code Review & Permits	1-6 months+
	Transportation (Long-Term)	1-6 months+
5	Community Reconstruction	1-5 years
	Business Reconstruction	1-5 years
	Mental Health	Ongoing
	Recovery Plan Review	-

Support Organizations. During Recovery operations and the subsequent remediation of an event, assistance will be needed by various support organizations. These include tenant commands and local and national authorities. Some of the issues that will need to be addressed are continuing risk communication concerns and psychological support for responders, installation/tenant command employees, people who live on base, and the local community. A residential advisory board, including local authorities and installation personnel, may need to be formed to address the concerns of above.

In addition to Fleet and Family Services, the organizations that are integral to planning for and participating in recovery operations include the American Red Cross (ARC), Chaplain, the OSH and IH communities, and the MTF/Clinic. These organizations are critical in carrying out a successful recovery for individuals and families.

Psychological Considerations. To mitigate the psychological affects of a terrorist event or a significant accident or incident, the Installation EMOs should institute good public awareness campaign for assigned personnel. Public awareness & risk communication efforts should be standardized at the Regional level, if possible. Communicating risk is a positive approach to minimizing psychological affects of such events. Following an event, early intervention and statements by command leadership and technical experts can instill confidence in the command's response to the incident. Reference (d) and relevant sections of this document provides practical guidance on the provision of Emergency Public Information (EPI).

Disasters also have emotional and psychological impact on responders and recovery personnel. Recovery planning must include participation of mental health services. As with the general population, these services need to be available and provided early in the course of the disaster. Many who seek medical care during emergencies suffer from psychosomatic ailments.

Emergency Public Information. The need for emergency public information does not end immediately after the response phase of an emergency has been terminated by the ROC/EOC. There is a continued need to exchange information with the full range of affected publics during the recovery phase. Regions and Installations shall continue communication during recovery operations by providing pertinent information such as conveying impacts and analyses of the incident. Additionally, installations and regional commands shall provide opportunities for stakeholders to provide information on community impacts, lesson learned, and other relevant information from the community, supporting Local, State, and Federal agencies, the media, and members of the general public.

Damage Assessment. Public Works may conduct physical damage assessments, if such a capability exists within the supporting Facilities Engineering Command (FEC). All Regions with a supporting FEC should develop an organic damage assessment capability and limited debris clearance capabilities, whenever possible. These capabilities should support short-term (less than 2 weeks in duration) recovery efforts and initial damage assessments, resource projections, and recovery planning requirements.

CMFs and essential operations are assessed early in the assessment process to determine if the systems can be returned on line rapidly. The damage assessment should not only include critical and essential facilities for mission requirements, but include other office, industrial, and residential structures for Navy personnel, contractors, and supported family members.

Post-disaster damage assessments serve several purposes including determination of which facilities and structures are safe for the occupants to re-enter and the requirements for extended displacement of some or all of the population, which will drive temporary and long-term housing requirements.

Personal Safety. Safety during the recovery process is crucial to successful operations. Recovery personnel shall be equipped with appropriate personal protective equipment (PPE) as determined by the Incident Commander with the advice of Regional/Installation Safety and/or Environmental personnel. Because of the difficulty in performing recovery operations in PPE, the Incident Commander must plan for work-rest rotation of recovery personnel and the need to request for additional resources required to sustain recovery operations. See Standard 12 for specific PPE selection guidance and Standard 9 for detailed equipment information.

Personnel. A moderate- to large-scale emergency will be labor intensive, so commanders must ascertain the quantities and capabilities of healthcare and response/recovery personnel and resources. The Incident Command staff must ensure that personnel who provide part-time support to different agencies are not counted twice in the inventory of resources. Some emergencies (especially a biological incident) may last for weeks resulting in an exhausted workforce. Plan for rest and recuperation within the recovery plan mandated by reference (c). Responders and recovery personnel must have adequate personal protective equipment, medical and psychological support, and training.

In preparing for an event, vaccination/immunization of key healthcare and response/recovery personnel should be conducted in accordance with Navy policy and should be closely monitored by the Regional and Installation Commanders through their supporting MTF or BMC. Ensure that critical personnel listings, such as those required for specific force protection conditions, identify and permit access to those personnel required for post-event actions.

Sustainment planning includes maintaining food, water, power, heat, security, and shelter, as well as efforts to maintain general public health and safety. Coordinate with local authorities to advise the community on actions to take to assure its protection, such as restriction of movement (ROM) orders, closures of businesses and schools, cancellation of public gatherings, and establishment of no-entry zones or evacuation routes.

Health/Environmental Considerations. Long term environmental remediation measures are much more complex and require coordination and cooperation with jurisdictional regulatory agencies and may include Federal and State health and environmental officials.

The Incident Commander shall conduct a health/environmental assessment involving medical, environmental, and industrial hygiene personnel, and which includes the following:

- The nature of the release
- The pathways of human exposure
- Long and short-term health effects associated with hazardous substances identified at the incident site
- Comparison of existing morbidity and mortality data on diseases suspected to be associated with the observed levels of potential human exposure.

- Medical, industrial hygiene, environment and safety personnel shall be involved in the selection and establishment of acceptable reoccupancy standards and providing assessment and documentation of such prior to Navy personnel returning to work or residences in previously contaminated work areas.

MTF commanders may be able to consult and request assistance from Navy Medicine activities, including the Navy Medical Research Center and Navy Environmental Health Center (NEHC).

Decontamination. Decontamination during the recovery phase is a long term, complex operation and must address resource management, safety, long-term health issues, environmental concerns, and effect on mission accomplishment. The Regional Environmental Program Manager is responsible for coordinating decontamination activities carried out by the designated functional area (PW, Environmental, etc).

There are many methods for handling contaminated soil, water, and sediment per reference (c). Short-term recovery planning should concentrate on temporary containment of contamination (including used decontamination equipment and solutions) and isolation of contaminated items and areas.

Decontamination of equipment, terrain, or facilities contaminated due to terrorism events shall not be carried out by Navy personnel. Refer to Appendix K for details on response decontamination operations. The Regional Environmental Program Manager shall coordinate with the appropriate Federal agencies, including, but not limited to the Environmental Protection Agency, to effect decontamination and remediation of equipment or a site contaminated by a terrorist event or an accident.

Remediation & Retrograde Operations. Restoration begins upon completion of the survey for contamination and continues until all contamination has been removed or remediated. The scope and duration of the remediation depends on the agent or material. The post-event assessment will include medical, environmental, public works

Retrograde movement consists of the redeployment of personnel and equipment and begins as soon as objectives are accomplished or the need for response forces diminishes. Goals for contaminated material retrograde are mission support, protection of forces and resources from CBRN hazards, and the control of contamination.

Commanders shall establish the relative priority among these goals in view of the circumstances at hand, in particular, mission requirements and the nature and extent of contamination. Emergency conditions may warrant increased risks and require a robust protective posture to limit contamination hazards and mitigate their effects.

The safety of personnel is a significant concern during the retrograde of equipment with potential, residual, or low-level CBRN contamination. Any equipment present in the attack or downwind hazard areas should be assumed to possess residual contamination consistent with the nature of the agent or material used. Given the limitations of

decontamination technology, some equipment may require extensive weathering, or even destruction, to be safe. Residual contamination risks include potential vapor and contact hazards, which increases as contaminated equipment is consolidated, maintained, or prepared for shipment, if required.

The safe retrograde and long-term disposition of equipment with residual contamination requires a thorough understanding of the associated risks and the minimum time necessary to mitigate those risks. The significant time requirements for agent weathering must be addresses within retrograde planning.

Remediation operations follow neutralization and removal of CBRN contamination. Imminent threats to personnel or the environment should be alleviated during neutralization and/or removal operations so remediation operations will normally take place in a non-emergency setting.

Remediation is normally performed by civilian environmental consultant firms under contract to the Service and/or under the supervision of the EPA, depending on the nature of the event. Funding for contract support would be provided through installation (O&M) accounts, unless special appropriations are received.

Standard 14: Sustainment

References.

- (a) OPNAV Instruction 3440.17(Series) Navy Installation Emergency Management (EM) Program (22 July 2005)
- (b) National Fire Protection Association (NFPA) Standard 1600 “National Preparedness Standard on Disaster/Emergency Management and Business Continuity Programs” (5 February 2004)
- (c) DoD Integrated Product and Process Handbook (August 1998)
- (d) CNI Public Safety Program Manager’s Handbook (1st Edition)
- (e) DoD Directive 5000.1 Defense Acquisition System (12 May 2003)
- (f) DoD Directive 5000.2 Operation of the Defense Acquisition System (12 May 2003)
- (g) CJCS Instruction 3170.01D, Joint Capabilities Integration and Development System (JCIDS) (12 March 2004)
- (h) CJCS Manual 3170.01, Operation of the Joint Capabilities Integration and Development System (12 March 2004)

Scope. Programming, budgeting, and resourcing procedures shall be established at the Region and installation to identify and program the necessary resources to develop and sustain EM Program requirements per references (a) and (b).

Shore Installation Management (SIM)

The establishment of Commander, Navy Installations (CNI) is the latest step in improving the efficiency and effectiveness of Shore Installation Management (SIM) functions. The centralization of functions from the divesting claimants will facilitate the establishment of common operational standards, promote new efficiencies through promulgation of best practices, and the implementation of Navy-wide SIM policies. The goal is to provide a single focused installation manager and unified SIM program and policy actions throughout the Navy.

Integrated Process Team (IPT). Per reference (c), the IPT concept is a management technique that simultaneously integrates all essential management activities through the use of multi-disciplinary teams to optimize the management, program development, implementation, and sustainment processes. The IPT is collectively responsible for delivering defined management and business processes in support of the development and execution of the EM function within the Public Safety core business area.

The EM IPT consists of representatives from each Regional EM Program and is chaired by one of the Regional EMs. The EM IPT is responsible for defining the business and management processes related to the EM function, including the development and periodic review of the EM function, associated sub-functions, and associated components. The EM IPT is responsible for identifying and validating EM Program requirements, developing and validating program metrics, identifying new EM Program

requirements, developing and validating performance metrics and assessments, developing ROC Level and Capability Output Level (COL) descriptions, and providing representative costing and risks for each defined COL. The EM IPT is also responsible for identifying and promulgating best business practices and program benchmarks.

The CNI Business Office, CNI Public Safety Program Director, and CNI EM provide tasking to the EM IPT related to business and management process development, review of program policy and guidance, and issues related to customer feedback. At the direction of the CNI Public Safety Program Director and/or the CNI EM, the EM IPT shall assist in the development of the Human Capital Strategy and related business/strategy plans for the EM functional area.

Installation Core Business Model. CNI oversees the management of a broad variety of installation support functions that comprise the Installation Core Business Model. The Installation Core Business Model was initially developed by the Installation Management Accounting Project (IMAP) to provide more accurate and consistent accounting at the installation level within the Standard Accounting and Reporting System/Field Level (STARS/FL). Official accounting is now provided by the Resource Management Knowledge System (RMKS). This model provides standardized terminology and necessary program detail for shore services and support business areas, functions, and sub-functions which utilize CNI resources. The model in Figure 14-1 is structured into three key areas:

- Operating Forces Support, including Port and Air Operations, Supply and Weapons
- Community Support, including Personnel Support and Housing
- Base Support, including Facility Support, Environmental, Public Safety, and Command and Staff.

Figure 14-2 provides additional details of the Public Safety Core Business Area, including assigned functions and the sub-functions assigned to each function.

Refer to reference (d) for additional guidance on SIM and the Public Safety Core Business Area.

Figure 14-1: Installation Core Business Model

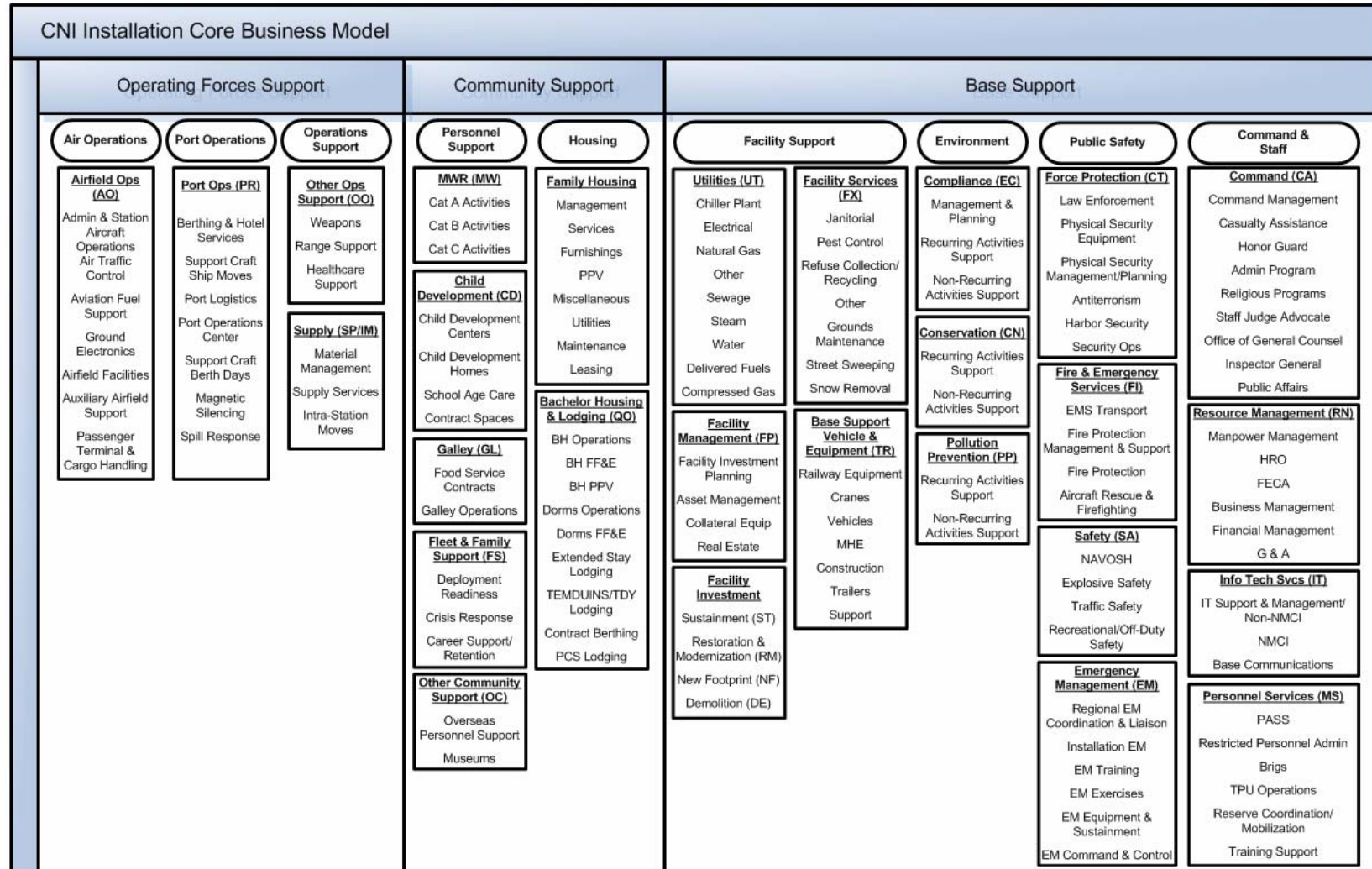
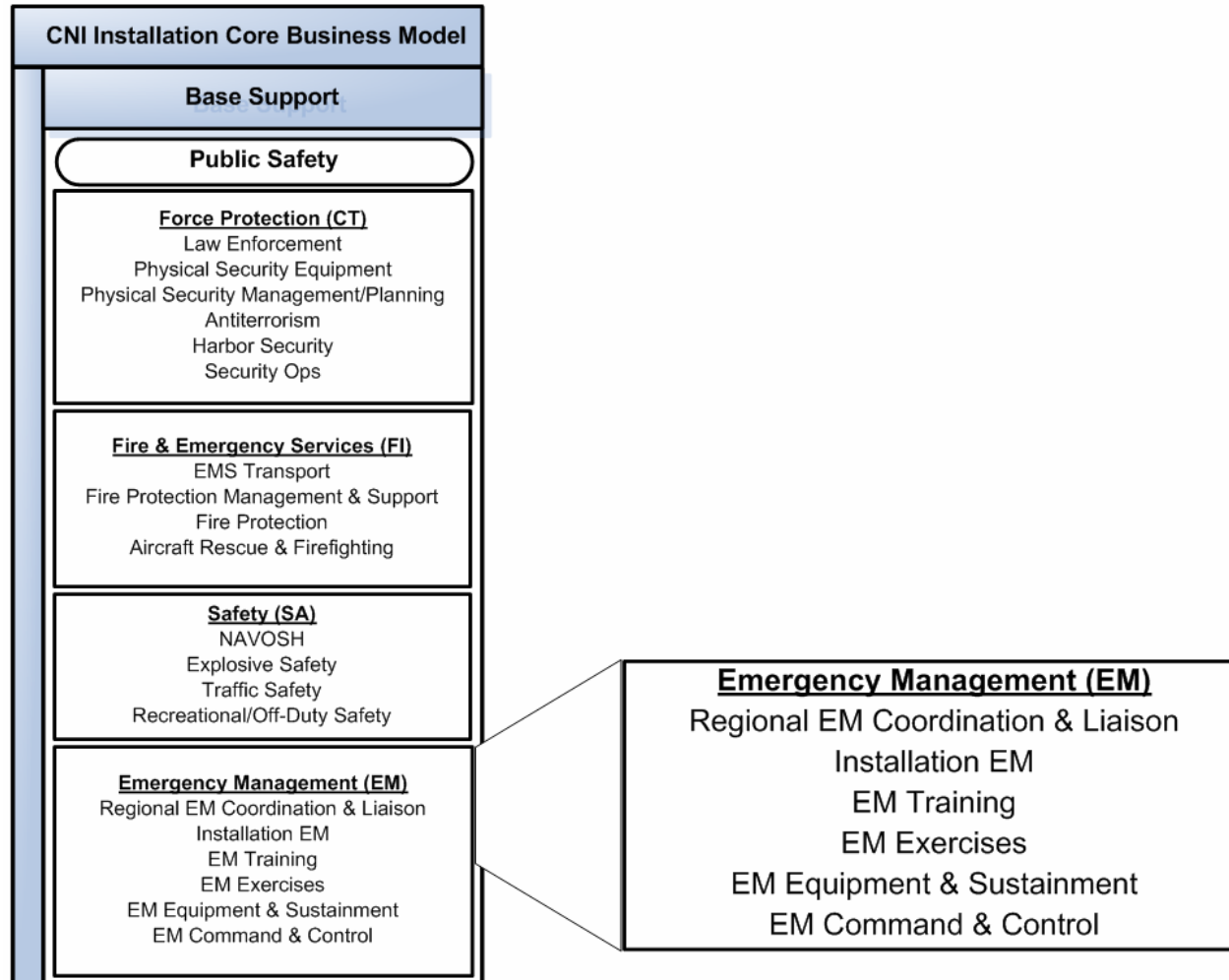


Figure 14-2: Installation Core Business Model (Public Safety)



The EM Program is principally resourced through the Emergency Management function within the Public Safety Core Business Area. Additional resources are provided within this core business area to specific functional areas, including Fire & Emergency Services and Naval Security Forces. Other functional areas derive their support from their individual resource sponsors, including EOD Detachments and BUMED-sponsored areas, and must comply with the programming and budgeting procedures provided by their resource sponsors. The following definitions were developed by the CNI-sponsored Emergency Management Integrated process Team (EM IPT) in February 2004:

Function: Emergency Management

A Function that consists of activities conducted under an all-hazards emergency management program to protect and sustain Navy forces and mission capabilities, and to assist civil authorities. These activities include mitigation, preparedness, response and recovery for disasters and emergencies that threaten Navy forces or civilian communities.

Subfunction: Regional Emergency Management Coordination and Liaison

A Subfunction that consists of activities conducted principally to coordinate emergency management issues at the regional level, communicate with higher echelons of the Navy, provide liaison with other military services and the civil government (host governments as applicable), develop emergency management policy and procedures, oversee exercise programs, set standards for training programs, and assess the effectiveness of local emergency management efforts. [Note: In the U.S. and territories, this subfunction includes Military Support to Civil Authorities (MSCA), and efforts to coordinate the Navy Emergency Preparedness Liaison Officer program, a NAVRESFOR-funded effort that provides reserve officers for liaison with state and Federal governments.]

Subfunction: Installation Emergency Management

A Subfunction that consists of activities conducted principally to coordinate emergency management efforts at the installation level, including general program coordination and oversight, development of local plans and procedures, assessment of local efforts, cooperative efforts with representatives from supported/tenant commands, and cooperative efforts with local communities (including mutual support agreements). [Note: In regions with fleet concentration areas, or in smaller regions, this function may be conducted at the regional level, and combined with Regional Emergency Management Coordination and Liaison activities.]

Subfunction: Emergency Management Training

A Subfunction that consists of activities conducted principally to train emergency management personnel, responders, installation populations and other personnel in the principles, techniques and procedures for all hazards disaster and emergency management and response.

Subfunction: Emergency Management Exercises

A Subfunction that consists of exercises conducted principally to practice and assess emergency response and recovery abilities. Includes exercise development, execution, operation of exercise control cells, and after-action evaluations.

Subfunction: Emergency Management Equipment and Sustainment

A Subfunction that consists of activities conducted principally to procure, maintain, operate and sustain specialized emergency management equipment (such as Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) detection, protective and response equipment; emergency shelters; and general warning and alerting systems).

Subfunction: Emergency Management Command and Control

A Subfunction that consists of activities conducted principally to support emergency management command and control, which include regional and emergency operations centers, and other emergency management-related C4ISR (command, control, communications, computers, intelligence, surveillance and reconnaissance) capabilities.

Budget Process

Resource Allocation and Budget Process. A cyclic process containing three distinct, interrelated phases: planning, programming, and budgeting. The Planning, Programming Budgeting Execution System (PPBES) establishes the process for deciding on future programs and examining prior decisions in light of current conditions. The PPBES provides commanders with the best mix of forces, equipment, and support to carry out national policies within given fiscal constraints.

PPBES submission is followed by:

- (1) Enactment, in which Congress reviews the President's budget and enacts authorization and appropriation legislation,
- (2) Apportionment, in which the Office of Management and Budget (OMB) allocates funds to DoD and other federal agencies, and
- (3) Execution, which involves obligating funds, and is the critical phase for commanders and installation managers.

The PPBES is a continuous, calendar-driven process; execution of the current year budget occurs at the same time as enactment of the next year's budget and programming for the following years. Managers must understand where they are in the budget cycle to avoid a mismatch between program requirements and available funding.

As CNI is the program sponsor for both CBR Defense and Emergency Management onboard Navy Regions and Installations, CNI is responsible for identifying CBR/NBC funding and JCBDP equipment requirements in accordance with established priorities and policies for inclusion in the Joint NBC Defense POM.

Navy organizations with budgetary responsibility shall identify funding needed to implement the EM Program based on requirements necessary to save lives, limit damage, and continue the assigned mission. In addition to guidance in this Instruction and other references, the basis for identifying specific funding requirements for installations and regions are threat, vulnerability, and capability assessments; training needs; equipment shortfalls; and lessons learned from exercises and evaluations.

When preparing funding requests, include justification for the funding, priority for the funding, and impact if the funding is not received. Coordinate funding requirements with OMN, Operational Maintenance Navy. R&D and procurement is an OSD Budget responsibility.

Submit funding requests within established due dates. The budget cycle has very stringent timelines, and requirements that are submitted late will not be considered for funding during that budget cycle.

Common Output Level Standards (COLS). CNI uses a graduated, four-tiered system of Common Output Level Standards (COLS) for describing outputs or delivery of shore services and support in each program area (such as Base Support), as well as for each of the underlying functions and sub-functions that are included in each program area (such as the functions of Public Safety under Base Support). The standards and metrics for these COLS are developed by Regional representatives on the EM IPT. Each level of capability defines the quantity, frequency, and/or quality of service delivered to the customers (operational chain of command) by the identified function (such as Emergency Management). These levels were previously known as Capability Levels (CLs).

Capabilities-Based Budgeting (CBB). CBB is an annual, output-based, and zero-based analysis and resourcing tool, which provides increased visibility of capability output from resource investment by CNI. CBB is based upon what level of service and capabilities a specific function or business area will be able to provide with the effective utilization of available resources. The ROC Level and COLS descriptors provided by the EM IPT and validated by the Installation Management Working Group (IMWG) identify the risks/consequences of delivering services and maintaining/developing capabilities at four, graduated output levels. Identifying the associated risks with each resourcing decision provides Navy leadership with detailed information to more intelligently select the level of service (output) compatible with both the operational requirements identified by the Fleet Commanders and the fiscal requirements and resources provided to CNI.

Requirements Generation & Validation

CNI is the program sponsor for both CBR Defense and Emergency Management onboard Navy Regions and Installations. The Fleets (OPCON) develop the requirements and CNI (ADCON) resources these requirements per Navy guidance.

OPNAV N81, in coordination with OPNAV N767 and CFFC N8, are responsible for the review and consolidation of all warfighter requirements, including all CBRN Defense requirements.

Joint Chemical Biological Defense Program. The Joint Chemical Biological Defense Program (JCBDP) was created by Public Law 103-160 to coordinate and integrate CB defense material and systems support to the warfighting forces. The CBDP consolidates all service CBDP funding into a single OSD account for Research, Development, Test

and Evaluation (RDTE) and procurement, and supports Joint CBDP training and doctrine development. Services still maintain separate Operations and Maintenance (O&M) accounts for service-specific CBDP equipment, manpower, and training.

The Joint Requirements Office (JRO) (Joint Staff J-8) was established in 2002 to replace the CB Defense Joint Service Integration Group (JSIG). The JRO-Chemical, Biological, Radiological, and Nuclear (CBRN) Defense office coordinates with the combatant commanders and services to develop joint CBRN defense capabilities through simulation and technology demonstrations. These efforts are documented in a Joint CBRN Defense Modernization Plan that is validated by the Joint Requirements Oversight Council (JROC).

DoD Acquisition Policy. Reference (e) governs DoD acquisition programs. Its objectives are:

- Achieving interoperability within and among U.S. Forces and coalition partners;
- Rapid and effective transition from science and technology to products;
- Rapid and effective transition from acquisition to deployment and fielding;
- Integrated and effective operational support; and
- Effective management.

Reference (f) establishes a management framework for translating mission needs and technological opportunities into acquisition programs. It establishes a general acquisition management approach while recognizing that every technology project and acquisition program will require tailoring to reflect its unique attributes.

Joint Capabilities Integration & Development System (JCIDS). Reference (g) reflects the procedures and guidance that supports the requirements generation process and provides the foundation for the transition to a process founded on joint concepts and integrated architectures. Reference (h) is the JCIDS companion manual which sets forth guidelines and procedures for operation of the JCIDS to include the conduct of JCIDS analysis.

The JCIDS process, along with the Defense Acquisition System and the Planning, Programming, and Budgeting System (PPBS), are the principal decision support processes for transforming the military forces according to the future DoD vision. Ensuring that military forces are properly equipped and supported to perform across the range of military operations is the primary focus of the JCIDS process. JCIDS implements a capabilities-based approach that better leverages the expertise of all government agencies, industry and academia to identify improvements to existing capabilities and to develop new warfighting capabilities. It is a collaborative process that utilizes joint concepts and integrated architectures to identify prioritized capability gaps and integrated doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) solutions (materiel and non-materiel) to resolve those gaps.

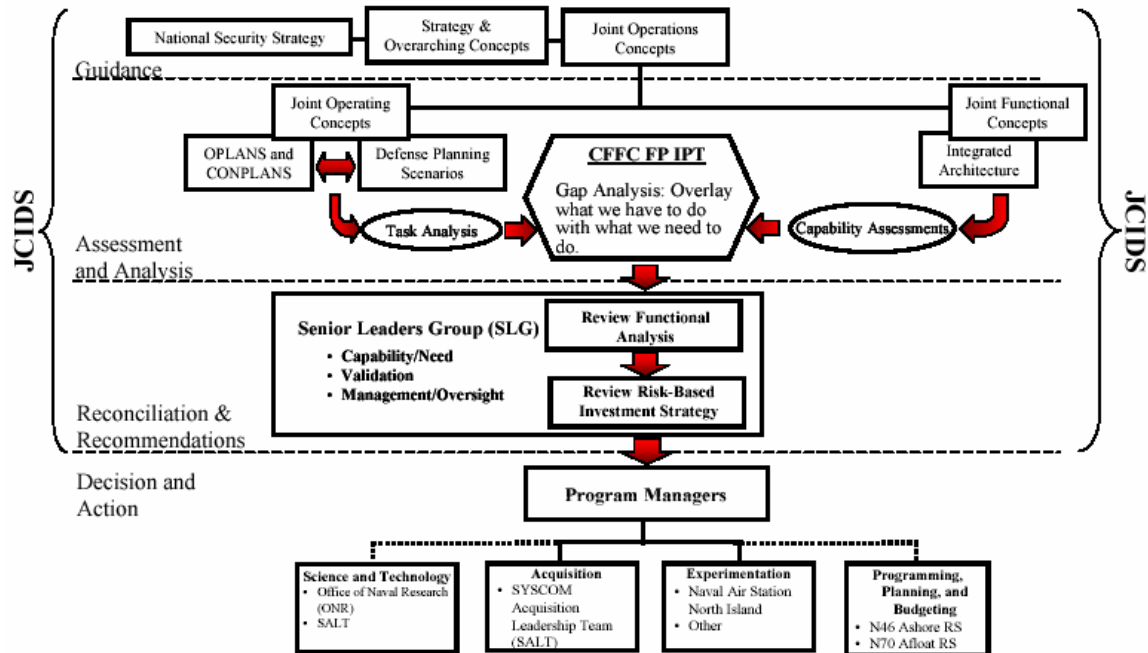
The JCIDS analysis is a multi-step process encompassing the identification of critical functional tasks, assessment of the capability to perform the tasks, and determination of potential solutions to capability gaps. Specifically, the JCIDS analysis includes three separate analyses:

- Functional Area Analysis (FAA)
- Functional Needs Analysis (FNA)
- Functional Solution Analysis (FSA)

The FAA identifies the operational tasks and the conditions and standards associated with each task. The analysis uses the national strategies, joint operating concepts, joint functional concepts, integrated architectures, and the Universal Joint Task List (UJTL)/Service task lists as input. The output is the tasks to be reviewed in the follow-on functional needs analysis. The FNA assesses the ability of the current and programmed joint/service capabilities to accomplish the tasks that the FAA identified under the full range of operating conditions and to the designated standards. Using the tasks identified in the FAA as primary input, the FNA produces a list of capability gaps or shortcomings that require solutions and indicates the time frame in which those solutions are needed. The FSA is an operationally based assessment of all potential DOTMLPF approaches to solving one or more of the capability gaps identified in the FNA. Potential solutions are identified, including (in order of priority) integrated DOTMLPF changes that leverage existing materiel capabilities; product improvements to existing materiel or facilities; adoption of interagency or foreign materiel solutions; and finally, initiation of new materiel programs.

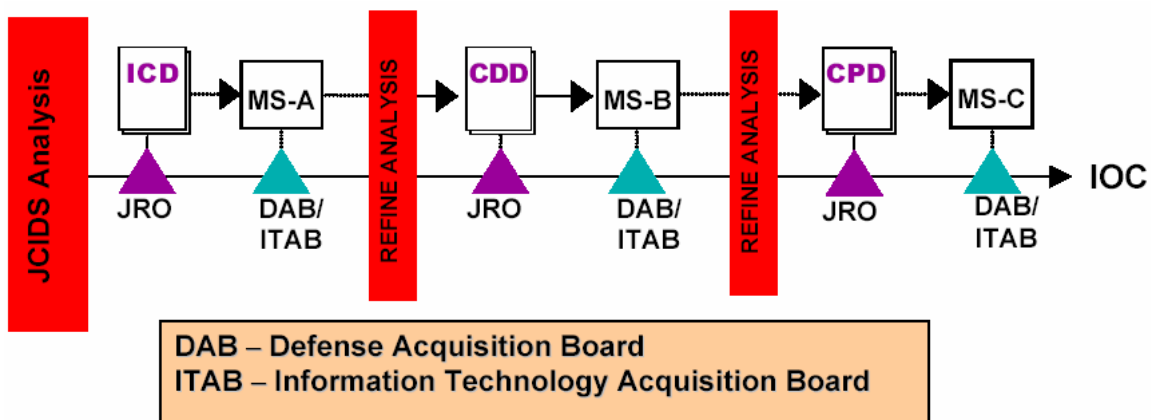
Figure 14-2 shows the JCIDS process as developed for anti-terrorism/force protection ashore. The results of the JCIDS analysis including capability gaps and prioritized solutions are sent to the Senior Leaders Group (SLG) for validation and approval. Once approved, the results are forwarded to the appropriate program managers for execution.

Figure 14-3: JCIDS Process



JCIDS supports key acquisition decision points. A simplified depiction of the relationship between the JCIDS process and acquisition milestones is shown in Figure 14-3. JCIDS supports the development and production of systems, family of systems, and system of systems within materiel programs through the drafting of key acquisition documents, including the Initial Capabilities Document (ICD), Capability Development Document (CDD) and Capability Production Document (CPD). Services and other DoD components may develop ideas and concepts leading to draft ICDs, CDDs, CPDs, and Capstone Requirements Documents (CRDs).

Figure 14-4: JCIDS Process & Acquisition Decisions



Program Mangers have the responsibility of ensuring that the results of the JCIDS analysis are incorporated into the acquisition decision process. Regardless of the initial acquisition milestone, Program Managers will generate an ICD in all cases to define the capability in a joint context, review the options to provide the capability, and ensure that all DOTMLPF alternatives, impacts and constraints have been adequately considered. All initiatives transitioning to the acquisition process will have a corresponding validated and approved CDD and/or CPD prior to entering Milestone B or C, respectively.

This page intentionally left blank.