



**DEPARTMENT OF THE NAVY**  
HEADQUARTERS UNITED STATES MARINE CORPS  
3000 MARINE CORPS PENTAGON  
WASHINGTON, DC 20350-3000

MCO 3440.9  
LF  
19 MAY 2014

MARINE CORPS ORDER 3440.9 Administrative Change

From: Commandant of the Marine Corps  
To: Distribution List

Subj: MARINE CORPS INSTALLATION EMERGENCY MANAGEMENT (IEM)  
PROGRAM

Ref: (a) MCO 5215.1K  
(b) SECNAV M-5210.1

Encl: (1) MCO 3440.9

1. Situation. Marine Corps installations, facilities, and personnel face a multitude of diverse threats and hazards. Providing direction for the utilization of resources, collaboration, and standardized planning of Marine Corps efforts is significant in saving lives, ensuring operational readiness and mission success.

2. Mission. Establish and maintain comprehensive Marine Corps IEM Program to protect Marine Corps installations, facilities, and personnel worldwide. Provide the synchronized planning, execution and management of efforts to prevent or minimize the effects of all-hazard incidents, to protect the force, to enable effective response and recovery efforts in coordination with federal, state and local responders on and off installations and ultimately allow freedom of maneuver in order to meet National Military Strategy requirements.

3. Execution. Change sponsor to reflect Installations and Logistics, Logistics Facilities (I&L, LF), represented by Marine Corps Installations Command (MCICOM).

4. Administration and Logistics

a. Directives issued by the Commandant of the Marine Corps (CMC) are published electronically and can be accessed online via the Marine Corps homepage at: <http://www.marines.mil>.

MAY 19 2014

b. Access to an online medium will suffice for directives that can be obtained from the Internet, CD-ROM, or other sources. For purposes of inspection, electronic files will suffice and need not be printed. For commands without access to the Internet, hard copy, and CD-ROM versions of Marine Corps directives can be obtained through Marine Corps Publications Distribution System (MCPDS).

c. Recommendations concerning the contents of this Order are invited. Such recommendations will be forwarded to the Assistant Deputy Commandant, Installations and Logistics (Facilities) via the appropriate chain of command.

d. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per reference (b) to ensure proper maintenance, use, accessibility, and preservation, regardless of format or medium.

5. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective the date signed.



W. M. FAULKNER  
Deputy Commandant for  
Installations and Logistics

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MCO 3440.9

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SEP 01 2010

MARINE CORPS ORDER 3440.9

From: Commandant of the Marine Corps  
To: Distribution List

Subj: MARINE CORPS INSTALLATION EMERGENCY MANAGEMENT (IEM) PROGRAM

- Ref:
- (a) DOD Instruction 6055.17, "DOD Installation Emergency Management (IEM) Program," January 13, 2009
  - (b) National Incident Management System, December 2008
  - (c) National Preparedness Guidelines, September 2007
  - (d) National Response Framework, January 2008
  - (e) Homeland Security Presidential Directive/HSPD-5, "Management of Domestic Incidents," February 28, 2003
  - (f) MCO P11000.11B
  - (g) MCO 3302.1E (NOTAL)
  - (h) MCO 3440.7A
  - (i) MCO 3440.8
  - (j) MCO 3501.36A
  - (k) MCO 4450.12A
  - (l) MCO 5090.2A w/Ch 2
  - (m) MCO 5100.29A w/Ch 1
  - (n) MCO 5530.14A
  - (o) MCO 6220.1
  - (p) 29 CFR 1910.120
  - (q) National Fire Protection Association Standard 472, "Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents," 2008 Edition
  - (r) National Fire Protection Association Standard 473, "Standard for Competence of EMS Personnel Responding to Hazardous Materials/Weapons of Mass Destruction Incidents," 2008 Edition
  - (s) Occupational Safety and Health Administration, "OSHA Best Practices for Hospital-Based First Receivers of Victims From Mass Casualty Incidents Involving the Release of Hazard Substances," January 2005
  - (t) Federal Information Processing Standards Publication 201-1, "Personal Identity Verification (PIV) of Federal Employees and Contractors," March 2006

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**SEP 01 2010**

- (u) Homeland Security Presidential Directive 12, "Policy for a Common Identification Standard for Federal Employees and Contractors," August 27, 2004
- (v) BUMED Instruction 3440.10
- (w) BUMED Instruction 6200.17
- (x) DOD Instruction 6200.03, "Public Health Emergency Management within the Department of Defense," March 2010
- (y) Joint Staff Integrated Vulnerability Assessment (JSIVA) (NOTAL)
- (z) SECNAV M-5214.1

Encl: (1) Glossary

Report Required: Installation Emergency Management (IEM) Program After Action Reports (Report Control Symbol EXEMPT), par. 3.c.(1)

1. Situation. Marine Corps installations face a multitude of diverse threats including natural hazards, human-caused events, and technologically caused events. Per references (a) through (z), providing critical direction for utilizing resources, collaborating, and planning to facilitate efforts in order to prepare for, respond to, and recover from "all-hazards" incidents is significant in saving lives, ensuring operational readiness and mission success. In accordance with reference (a), this Order:

a. Establishes policy, assigns responsibilities, and prescribes procedures for developing, implementing, and sustaining IEM Programs at Marine Corps installations worldwide for "all hazards" incidents.

b. Establishes the following Marine Corps IEM Program goals:

(1) Prepare for "all-hazards" incidents.

(2) Respond to "all-hazards" incidents to protect personnel and save lives.

(3) Recover from and restore operations after an "all-hazards" incident.

c. Aligns Marine Corps "all-hazards" response activities with references (b), through (d).

SEP 01 2010

d. Facilitates the alignment of the Marine Corps with the Department of Defense (DOD) and Secretary of the Navy (SECNAV) policy and guidance derived in part from reference (e).

2. Mission. Establish and maintain comprehensive Marine Corps IEM Programs on Marine Corps installations worldwide. Provide the integrated planning, execution and management of response efforts (designed or intended) to prepare for, respond to, and recover from the effects of an "all-hazard" incident, to include but not limited to, natural hazards, human-caused events, and technologically caused events to protect the force and allow freedom of maneuver to meet National Military Strategic requirements.

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. The Marine Corps establishes world-wide IEM Programs to protect personnel and government property; preserve Marine Corps mission readiness; embed the emergency management functions to prepare for, response to, and recover from "all-hazards" incidents in daily operations; and align Marine Corps IEM Program activities with references (b) through (d).

(2) Concept of Operations

(a) This Order is published to ensure effective command, control, and coordination by using common terminology and methodology in accordance with references (a) through (d).

(b) The IEM Program serves as the conduit within the Marine Corps for implementing the installation "all-hazards" preparedness requirements and guidelines directed by reference (a).

(c) The IEM Program supports all Mission Assurance (MA) program requirements to ensure coordinated and synchronized planning and execution efforts aboard the installation.

(d) HQMC will utilize an IEM working group (IEMWG) to provide planning guidance and policy for the IEM Program. Action items will be presented to the MA Operational Advisory Group (OAG) for endorsement and subsequent staffing to the Executive Steering Committee (ESC). The IEM Program working group may be combined with existing working groups (e.g., Antiterrorism Working Group (ATWG), Chemical, Biological, Radiological, Nuclear, and High Yield Explosive (CBRNE) Installation Protection Program (IPP) Working Group, Critical Infrastructure Protection Working Group (CIPWG)).

SEP 01 2010

(e) The IEM Program has three essential phases; preparedness, response, and recovery. Reference (a) provides detailed discussion of the topics/sub-element that make up each phase.

(f) Each IEM Program shall be coordinated with other protection related program plans including, but not limited to, references (f) through (o).

(g) Each IEM Program shall ensure procedural compliance with references (a) through (d), and be interoperable with the Incident Command System (ICS).

(h) Commanders may require extensive Federal, State, local, tribal, other service, private or host nation (HN) support to effectively respond to and recover from an "all-hazard" incident. Close liaison with these agencies and departments (e.g., Mutual Aid Agreement (MAA), Memorandum of Understanding (MOU), Memorandum of Agreement (MOA), Inter-Service Support Agreements (ISSA), and Status of Forces Agreement (SOFA)) is essential before an "all-hazard" incident to ensure that civil authorities are responsive in assisting the Commander in protecting Marine Corps resources.

(i) For procedures and policies at installations Outside the Continental United States (OCONUS), maintain consistency with national standards and guidelines to the greatest degree practical, except where compliance at such locations is mandated.

b. Subordinate Element Missions

(1) Deputy Commandant for Plans, Policies and Operations, (Security) (DC, PP&O (PS)) shall:

(a) Serve as the Office of Primary Responsibility (OPR) for the Marine Corps IEM Program.

(b) Participate in the DOD Emergency Management Steering Group (EMSG).

(c) Participate in appropriate Office of the Secretary of Defense (OSD)-level committees, meetings, and working groups to represent USMC IEM Program equity related to "all-hazards" incident response, MA, antiterrorism (AT), medical response, critical infrastructure protection (CIP), Chemical, Biological, Radiological, Nuclear, and High Yield Explosive (CBRNE) installation protection Program (IPP), and Pandemic Influenza (PI) issues.

SEP 01 2010

(d) Establish and lead the HQMC IEMWG. Meet at least quarterly to:

1. Recommend new and revised planning guidance and policy for all aspects of the IEM Program.

2. Provide technical review of IEM Program issues at the request of DOD.

(e) Provide IEM Program policy and oversight.

(f) Develop and implement a resource balanced Plan of Action and Milestone (POA&M) to ensure IEM Program initial operational capability (IOC) by January 13, 2011 and full operational capability (FOC) by January 13, 2014.

(g) Maintain this Order. Update annually, incorporating lessons learned and opportunities for improvement identified during exercises and risk management activities.

(h) Advocate for and develop budget estimates and submit Program objective memorandum (POM) requirements that cover IEM Program establishment; equipment, tactics, techniques and procedures; training; exercises; assessments; and sustaining activities to make it possible to execute the responsibilities prescribed in reference (a) and this Order.

(i) Designate, train and resource an IEM Program manager at HQMC to support emergency managers in administering the IEM Program.

(j) Coordinate with the Inspector General of the Marine Corps (IGMC) regarding integration of the provisions of this Order into the Automated Inspection Reporting System (AIRS) discrepancy listing, and provide subject-matter experts (SME) to augment the IGMC Inspection Staff.

(k) Coordinate with the HQMC Continuity of Operations (COOP) Program Manager regarding integration of the provisions of this Order into the HQMC COOP Plan.

(l) Coordinate the IEM Program with other protection related program plans including, but not limited to, references (f) through (o).

SEP 01 2010

(m) Develop and implement an IEM Program education and/or training program ensuring an appropriate level of competency for Commanders, responders, technicians and specialist, and the installation population. At a minimum, IEM Program education and/or training encompass the following:

1. Senior Leader Orientation. Develop, implement, and sustain a senior leader EM orientation Program providing senior leaders with the requisite knowledge to implement IEM Program policies, facilitate oversight of all aspects of IEM Programs at strategic and operational levels, and support preparedness, response, and recovery operations conducted at their commands.

2. IEM Program Manager and Installation EM Training. Ensure appropriate training of designated IEM Program Managers and installation emergency managers tasked with overseeing and implementing the IEM Program. IEM Program Managers shall be fully trained in appropriate National Incident Management System (NIMS), National Response Framework (NRF), ICS (e.g., ICS 100, ICS 200, ICS 700, ICS 800) and EM concepts and policies in order to fulfill the responsibilities of this role.

3. Emergency First-Responder and First-Provider Training. Ensure all Continental United States (CONUS) emergency responders and receivers receive appropriate ICS, emergency medical services (EMS), hazardous materials (HAZMAT), and task-specific training. All EMS and HAZMAT training will be accordance with references (p) through (s). Emergency first-responder and first-receivers training OCONUS must be consistent with appropriate HN first responders and receiving elements according to applicable agreements (e.g., SOFA)

4. Workplace Violence. Incorporate the Department of Homeland Security best practices regarding workplace violence into existing personal security awareness training.

5. Active Shooter Response. Incorporate civilian law enforcement best practices, to include response to the active shooter threat, into training certifications for law enforcement personnel.

6. Community Awareness. Ensure IEM Program community awareness and emergency preparedness information is made available to all assigned personnel, including family members upon indoctrination and on an annual basis or more frequently as the local threat situation dictates.



SEP 01 2010

7. New Equipment Training. Ensure as new IEM Program equipment is deployed, personnel assigned "all-hazards" response responsibilities requiring use of new equipment are trained in accordance with service policy and procedures regarding new equipment.

8. Homeland Security Exercise Evaluation Program (HSEEP). Ensure all IEM Program managers and installation emergency managers are familiar with HSEEP, a capabilities and performance-based exercise Program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

(n) Develop, implement and sustain an IEM Program exercise and evaluation Program. IEM Program exercises may be conducted in coordination with, or as a part of other tabletop, full-scale, or functional exercises (e.g., AT, CBRNE IPP, PI, CIP, and force protection exercises). Include a thorough and objective evaluation process. Annually design exercises to:

1. Test and exercise the IEM Program.
2. Clarify roles and responsibilities.
3. Exercise interagency coordination and communication.
4. Identify capability gaps.
5. Identify opportunities for improvement.
6. Identify resources and partnership arrangements essential to the IEM Program (e.g., MAA, MOU, MOA, ISSA, and SOFA).
7. Exercise mass warning and notification.
8. Exercise notification protocols, both internal (e.g., installation personnel, including tenant organizations, only) and external (e.g., with Higher Headquarters, State, local, and tribal governments, other Services and HN partners).
9. Exercise first-responders and first-receivers.
10. Exercise EM operators and specialist.
11. Exercise mass casualty response.

SEP 01 2010

12. Exercise active shooter response.

13. Exercise medical response.

14. Include multidiscipline and multijurisdictional "all-hazards" incidents.

(o) Develop and publish standards for credentialing and documentation that can authenticate and verify the certification and identification of designated responders in accordance with references (b), (t) and (u).

(p) Coordinate with DC I&L regarding policy authorizing installations to serve as receipt, staging, and storage (RSS) sites for Strategic National Stockpile (SNS) assets and as closed points of dispensing (PODs) capable of dispensing State, local, tribal, and territorial SNS assets. Installations are prohibited from serving as open PODs for SNS assets.

(q) Develop and publish policy identifying the HQMC agency serving as the contact or warning point (continuous warning point) for "all-hazards" incidents.

(2) Inspector General of the Marine Corps (IGMC) shall:

(a) Participate in the HQMC IEMWG.

(b) Coordinate with DC PPO (PS) regarding integration of the provisions of this Order into the AIRS discrepancy listing.

(c) Include IEM Program activities as part of Commanding General's Inspection Program (CGIP) functional area inspection.

(3) Deputy Commandant for Combat Development and Integration (DC, CD&I) shall:

(a) Participate in the HQMC IEMWG.

(b) Provide support to DC PPO (PS) in the development of the IEM Program training curriculum and educational materials.

(c) Provide support to DC PPO (PS) in the capabilities development, acquisition, and integration process for the IEM Program.

SEP 01 2010

(4) Deputy Commandant for Programs and Resources (DC, P&R)  
shall:

(a) Participate in the HQMC IEMWG.

(b) Provide support to DC PPO (PS) in the planning, Programming, and budgeting for the IEM Program requirements and execution.

(5) Deputy Commandant for Installations and Logistics (DC, I&L)  
shall:

(a) Participate in the HQMC IEMWG.

(b) Participate in annual Deputy Under Secretary of Defense for Installations and Environment (DUSD (I&E)) management reviews.

(c) Serve as the Marine Corps's focal point for environmental policy issues per reference (1).

(d) Provide environmental Program guidance to the IEM Program as appropriate.

(e) Program for environmental Program requirements, including oil and hazardous substances (OHS) spill preparedness and response.

(f) Establish policies to provide for sustainment of necessities (water, food, medical supplies, and shelter) during "all-hazards" incidents.

(g) Establish, maintain, and promulgate policies for packaging and transporting hazardous materials/goods and environmental samples.

(h) Coordinate with DC PP&O (PS) to ensure installation Commanders and other senior leaders have access to training and certification Programs consistent with the duties of the position established by this Order.

(i) Provide support to DC PPO (PS) with the development, implementation, and sustainment of a senior leader IEM orientation program.

(j) Develop and publish policy authorizing installations to serve as receipt, staging, and storage (RSS) sites for Strategic National Stockpile (SNS) assets and as closed points of dispensing

SEP 01 2010

(PODs) capable of dispensing State, local, tribal, and territorial SNS assets. Installations are prohibited from serving as open PODs for SNS assets.

(k) Provide training and certification programs to enhance recovery capabilities required by this Order for Public Works and similar installation personnel.

(l) Develop and publish policy authorizing procurement and /or reimbursement guidelines for necessary support resources for response and nonresponse (e.g., victims, evacuees, persons at shelters) personnel during "all-hazards" incidents (e.g., food and hydration service, sleeping, sanitation and showers, lighting units, fuel, vendors, equipment rentals, etc.)

(6) Director, Command, Control, Communications and Computers (C4) shall:

(a) Participate in the HQMC IEMWG.

(b) Ensure that IEM Program communications requirements and solutions meet all Federal, DOD, DON, and Marine Corps Orders and directives pertaining to communications and Chief Information Officer mandates.

(7) Director, Marine Corps Operational Test and Evaluation Activity (MCOTEA) shall:

(a) Participate in the HQMC IEMWG.

(b) Support future IEM Program capabilities through identification of appropriate defense science and technology (S&T) objectives.

(c) Integrate, sanction, and provide oversight to specialized IEM Program test and evaluation (T&E) assets.

(d) Submit to the Marine Corps and Oversight Council (MROC) IEM Program issues, including T&E of material solutions to support the rapid acquisition, fielding, and integration of both commercial off the shelf (COTS) and government off the shelf (GOTS) technology for IEM Program to forward to the Joint Requirements Oversight Council (JROC).

SEP 01 2010

(8) Commanding General, Marine Corps Systems Command (MCSC)  
shall:

(a) Participate in the HQMC IEMWG.

(b) Provide support to DC, PP&O (PS) with policy and procedures for the proper total life-cycle management (TLCM) of IEM Program equipment and facilities including acquisition, fielding, storage, and replacement functions.

(9) CMC (SJA) shall:

(a) Participate in the HQMC IEMWG.

(b) Provide legal support to DC, PP&O (PS) in the development, implementation, and execution of IEM Program policy.

(c) Assist in the preparation and performance of legal reviews of all HQMC support agreements before execution (e.g., MOA, MOU, ISSA, SOFA, etc.).

(10) Director, Safety Division (SD) shall:

(a) Participate in the HQMC IEMWG.

(b) Establish safety and occupational health policy applicable to IEM Program operations for inclusion in Marine Corps safety policy per reference (m).

(c) Submit safety resource requirements to support the IEM Program at headquarters and activity levels.

(d) Serve as the assessment sponsor for safety aspects of the IEM Program.

(e) Coordinate with SECNAV, OSD, and other federal agencies involved in safety and occupational health and relevant aspects of the IEM Program.

(11) Director, Health Services (HS) shall:

(a) Participate in the HQMC IEMWG.

(b) Provide Health Services Support (HSS) to the IEM Program.

SEP 01 2010

(c) Coordinate with the Bureau of Medicine and Surgery (BUMED), other elements of the Military Health System (MHS), and other Federal agencies to:

1. Augment IEM Program HSS with additional (non-organic) medical assets, as appropriate to the "all-hazards" incident.

2. Maintain disease and syndromic surveillance to identify, mitigate, and promptly treat the consequences of an "all-hazards" incident.

3. Identify best practices in medical response to "all-hazards" incidents and promote timely medical response and recovery.

4. Develop and implement clinical medical standards that include Mass Prophylaxis planning, Mass Casualty planning, education and IEM preparedness, response, recovery, and mitigation measures.

5. Coordinate mortuary affairs.

(d) Establish and maintain Marine Corps-wide HSS and public health goals and objectives for IEM Programs.

(e) In coordination with the DUSD I&E, promote language in the Defense Planning Guidance and the Defense Health Program to ensure sufficient resources are allocated in the budget process to carry out the provisions of this Order.

(f) Provide HSS and public health expertise to the DC PP&O (PS) for the IEM Program.

(g) Integrate public health EM Program initiatives with the Marine Corps IEM Program (e.g., "all-hazards" incident response, medical countermeasures (MCMs), public health emergencies, and medical surveillance).

(h) Provide HSS and public health policy pertaining to requests for assistance from foreign, Federal, State, local, and tribal governments before, during, or after an "all-hazards" incident.

SEP 01 2010

(i) Support DC, PP&O (PS) in identifying medical and public health IEM Program requirements for installation preparedness within an "all-hazards" framework and providing assistance to civil authorities during contingencies.

(12) Director, Public Affairs (PA) shall:

(a) Participate in the HQMC IEMWG.

(b) Coordinate IEM Program public affairs guidance (PAG) with Assistant Secretary of Defense for Public Affairs (ASD/PA) and forward to commanders for use as appropriate.

(c) Advise commanders on all PA issues associated with IEM Programs.

(d) Provide accurate and verifiable emergency public information (EPI) impacts and analysis as required.

(13) Command Responsibilities

(a) Commander, Marine Corps Bases; Commander Marine Corps Combat Development Command; Commander Marine Forces Reserve shall:

1. Participate in the HQMC IEMWG.

2. Develop, implement and sustain an IEM Program that is scalable, flexible, and adaptable to specific installation needs worldwide supporting preparation for, response to, and recovery from "all-hazards" incidents ensuring procedural compliance with references (a) through (d).

3. Apply IEM Program requirements and best practices as issued in references (a) and (q), consider applicable EM requirements and best practices issued by, for example, the Department of Homeland Security (DHS) and the National Fire Protection Association (NFPA).

4. Update the IEM Program annually and incorporate lessons learned and opportunities for improvement identified during exercises and risk management activities.

5. Coordinate the IEM Program with other protection related program plans including, but not limited to references (f) through (o).

SEP 01 2010

6. Collaborate and coordinate with State, local, and tribal governments; other Marine Corps agencies; other Services and HN emergency managers to achieve the highest possible level of IEM Program integration and interoperability.

7. Identify resources and partnership arrangements essential to the IEM Program (e.g., MAA, MOU, MOA, ISSA, and SOFA).

8. Coordinate with the Force Surgeon in the development of the IEM Program and employment of medical resource management activities.

9. Ensure that force health protection (FHP) and public health emergency preparedness are integrated into the IEM Program.

10. Support an IEM Program POA&M that supports IOC by January 13, 2011 and FOC by January 13, 2014.

11. Designate, train, and resource an IEM Program Manager at the headquarters level to support installation emergency managers in implementing their programs. Specific duties are outlined in reference (a).

12. Implement an IEM Program exercise and evaluation program. Specific requirements are outlined in reference (a).

13. Ensure an information dissemination process for "all-hazards" incidents is developed.

14. Ensure the medical response actions outlined in reference (a) are accounted for in the IEM Program.

15. Ensure effective fatality management and mortuary affairs.

c. Coordinating Instructions

(1) Ensure After-Action Reports (AAR) for all IEM Program exercises are submitted to the Marine Corps Center for Lessons Learned per the instructions at NIPRNET <http://www.mccl1.usmc.mil> or SIPRNET <https://www.mccl1.usmc.smil.mil>. This reporting requirement is exempt from reports control per reference (z), part IV, paragraph 7.j.

(2) Designate in writing all billets required to support the IEM Program and the installation emergency managers, (e.g.,



SEP 01 2010

Antiterrorism Officers (ATOs), CIP Specialist, CBRNE Protection Officers, PI planners).

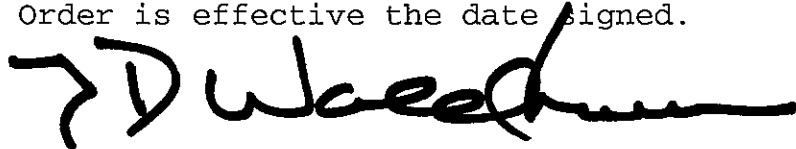
(3) Establish an IEM Program charter and maintain a record of minutes for committees, working groups, and councils for a minimum of two years.

4. Administration and Logistics. Recommendations concerning the contents of this Order may be forwarded to DC, PP&O (PS), via the appropriate chain of command.

5. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective the date signed.

A handwritten signature in black ink, appearing to read 'T. D. Waldhauser', with a large, stylized initial 'T' and 'W'.

T. D. WALDHAUSER  
Deputy Commandant for  
Plans, Policies and Operations

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SEP 01 2010

## GLOSSARY

ALL-HAZARDS - Any incident, natural or manmade, including those defined in reference (a) that warrants action to protect the life, property, health, and safety of military members, dependents, and civilians at risk, and minimize any disruptions of installation operations. (Source: DODI 6055.17, January 13, 2009, p.37)

COMMON OPERATING PICTURE - An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions. (Source: NIMS, December 2008, p. 137)

CREDENTIALING - The authentication and verification of the certification and identity of designated incident managers and emergency responders. (Source: NIMS, December 2008, p. 138)

EMERGENCY - Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. (Source: NIMS, December 2008, p. 138)

EMERGENCY OPERATIONS CENTER (EOC) - The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof. (Source: NIMS, December 2008, p. 139)

EMERGENCY PUBLIC INFORMATION (EPI) - Information that is disseminated primarily in anticipation of or during an emergency. In addition to providing situational information to the public, it frequently provides directive actions required to be taken by the general public. (Source: NIMS, December 2008, p. 139)

**SEP 01 2010**

HAZARD - Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome. (Source: NIMS, December 2008, p. 140)

INCIDENT - An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response. (Source: NIMS, December 2008, p. 140)

INCIDENT COMMAND SYSTEM (ICS) - A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations. (Source: NIMS, December 2008, p. 140)

INSTALLATION - Real DoD properties including bases, stations, forts (including National Guard and Federal Reserve Centers), depots, arsenals, plants (both contractor and Government operated), hospitals, terminals, and other special mission facilities, as well as those used primarily for military purposes. (Source: DoD 5200.08-R, April 9, 2007)

INTEROPERABILITY - Ability of systems, personnel, and equipment to provide and receive functionality, data, information and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together. Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real time, when needed, and when authorized. (Source: NIMS, December 2008, p. 141)

JURISDICTION - A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health). (Source: NIMS, December 2008, p. 142)

MITIGATION - Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect. (Source: NIMS, December 2008, p. 143)

MUTUAL AID AGREEMENT OR ASSISTANCE AGREEMENT - Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident. (Source: NIMS, December 2008, p. 143)

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) - A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment. (Source: NIMS, December 2008, p. 143)

NATIONAL RESPONSE FRAMEWORK (NRF) - A guide to how the Nation conducts all-hazards response. (Source: NIMS, December 2008, p. 144)

PREPAREDNESS - A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification. (Source: NIMS, December 2008, p. 145)

PREVENTION - Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. (Source: NIMS, December 2008, p. 145)

RECOVERY - The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents. (Source: NIMS, December 2008, p. 146)

RESOURCE TRACKING - A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations. (Source: NIMS, December 2008, p. 146)

RESOURCES - Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center. (Source: NIMS, December 2008, p. 146)

RESPONSE - Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural

SEP 01 2010

surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice. (Source: NIMS, December 2008, p. 146)

SPECIAL NEEDS POPULATION - A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures, who have limited English proficiency, or who are non-English-speaking; or who are transportation disadvantaged. (Source: NIMS, December 2008, p. 147)

THREAT - Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property. (Source: NIMS, December 2008, p. 148)

TRIBAL - Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians. (Source: NIMS, December 2008, p. 148)