



# Defense Logistics Agency **INSTRUCTION**

DLAI 6055.17  
Effective June 23, 2015

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DS-S

SUBJECT: DLA Emergency Management (EM) Program

References: Refer to Enclosure 1.

1. PURPOSE. The purpose of this instruction is to:
  - a. Comply with DoD Instruction 6055.17, DoD Installation Emergency Management (IEM) Program, (Reference (a)).
  - b. Establish policy, assign responsibilities, and prescribe procedures for implementing and sustaining an EM Program at DLA Installations and hosted facilities (as defined therein) and non-DLA hosted sites within the Agency.
  - c. Build, sustain, and improve the capability to prevent, protect against, mitigate, respond to, and recover from all hazards, natural disasters, acts of terrorism, or man-made disasters.
2. APPLICABILITY. This Instruction applies to all DLA activities.
3. DEFINITIONS. Refer to Glossary.
4. POLICY. It is DLA policy to protect DLA personnel, property, and recover and restore operations after an emergency.
5. RESPONSIBILITIES. Refer to Enclosure 2.
6. PROCEDURES. Refer to Enclosure 3 and the DLA EM Program Guide (Reference (u)).

7. INTERNAL CONTROLS. DLA EM Program Manager will maintain records of DoD IEM Program Reviews, Office of Secretary of Defense EM Steering Group (EMSG) meetings, DLA EM Working Group (EMWG) minutes, other working groups, and Field Activity assessments including Emergency Management Program Reviews, and EM areas from DLA Security Program Reviews (SPR).

8. RELEASEABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DLA Issuances Website.

9. EFFECTIVE DATE. This Instruction:

a. Is effective on June 23, 2015.

b. Must be reissued, cancelled, or certified current within 5 years of its publication in accordance with DLAI 5025.01, DLA Issuance Program. If not, it will expire effective June 23, 2025 and be removed from the DLA Issuances Website.

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## ENCLOSURE 1

### REFERENCES

- (a) DoD Instruction 6055.17, "DoD Installation Emergency Management (IEM) Program," January 13, 2009, Incorporating Change 1, November 19, 2010
- (b) DoD Instruction 6055.06, "DoD Fire and Emergency Services (F&ES) Program," December 21, 2006
- (c) E.O. 13347, U.S. Department of Homeland Security, "Individuals with Disabilities in Emergency Preparedness," July 26, 2004
- (d) DoD Instruction 2000.16, "DoD Antiterrorism (AT) Standards," October 2, 2006, Incorporating Change 2, December 8, 2006
- (e) DoD Instruction 2000.12, "DoD Antiterrorism (AT) Program," March 1, 2012 incorporating Change 1, September 9, 2013
- (f) DoD Directive 3020.40, "DoD Policy and Responsibilities for Critical Infrastructure," January 14, 2010, Incorporating Change 2, September 21, 2002
- (g) DoD Instruction 1342.22, "Military Family Readiness," July 3, 2012
- (h) DoD 5200.08-R, "Physical Security Program," 9 April 2007, Incorporating Change 1, 27 May 2009
- (i) DoD Instruction 6200.03, "Public Health Emergency Management within the Department of Defense" 5 March 2010, Incorporating Change 2, 2 October 2013
- (j) DoD Instruction 3020.52, "DoD Installation Chemical, Biological, Radiological, Nuclear and High-Yield Explosives Preparedness Standards," May 18, 2012
- (k) DLA Instruction 6101, "Continuity of Operations," November 3, 2009
- (l) (FOUO) DLA Instruction 6308, "Antiterrorism Program," March 9, 2012
- (m) (FOUO) NORTHCOM 10-222, "USNORTHCOM Force Protection (FP) Mission and Antiterrorism (AT) Program," September 30, 2013
- (n) U.S. Department of Homeland Security, "National Response Framework," 2<sup>nd</sup> Edition, May 2013
- (o) U.S. Department of Homeland Security, "National Preparedness Guidelines," September 2007
- (p) U.S. Department of Homeland Security, "National Incident Management System," December 2008
- (q) National Fire Protection Association (NFPA) 1600, "Standard on Disaster/Emergency Management and Business Continuity Programs," 2013 Edition
- (r) National Fire Protection Association (NFPA), "Emergency Evacuation Planning Guide for People with Disabilities," June 2007
- (s) U.S. Department of Homeland Security, Homeland Security Exercise and Evaluation Program (HSEEP), April 2013
- (t) Emergency Support Functions (ESF) and Support Annexes, Coordinating Federal Assistance In Support of the National Response Framework (NRF), 2<sup>nd</sup> Edition, May 2013
- (u) DLA Emergency Management Program Guide (IEMPG), July 2012 (To be converted to a Manual)
- (v) Interagency Security Committee, "Occupant Emergency Programs: An Interagency Security Committee Guide," March 2013

## ENCLOSURE 2

### RESPONSIBILITIES

1. The Director, DLA Installation Support, under the authority, direction and control of the Director, DLA must:

- a. Establish an all-hazard DLA IEM Program.
- b. Appoint an EM Program Manager for DLA and assign the EM Program Manager to Security and Emergency Services to ensure continued EM coordination with DoD, Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), National Oceanic and Atmospheric Administration (NOAA), other Government agencies, and DLA Law Enforcement (LE), Antiterrorism (AT), Fire and Emergency Services (F&ES), Physical Security, Safety, Facility, DLA Intelligence, and Operations disciplines.
- c. Ensure DLA compliance with DoD IEM Program policy/instruction in accordance with Reference (a).
- d. Appoint in writing the DLA Occupational Health Program Manager (DS-O) to advise on medical and public health issues pertaining to the DLA EM Program.
- e. Ensure completion of emergency family assistance planning in accordance with Reference (g).
- f. Ensure representation in Deputy Under Secretary of Defense for Installations and Environment (DUSD (I&E)) Annual Management Reviews.
- g. Ensure policy, procedures, and resources are available for total life-cycle management (TLCM) of IEM equipment and facilities.
- h. Resource the IEM Program as necessary to ensure compliance with applicable regulations through appropriate programming channels.
- i. Local augmentation of this instruction is authorized.
- j. Implement standardized multi-level training and guidance for DLA Installations to ensure full participation in the respective IEM Program.

2. The Staff Director, Security and Emergency Services (S&ES), DLA must:

- a. Oversee the implementation of a comprehensive, aligned, and standardized all-hazard DLA IEMP focused on command involvement that establishes policy, assigns responsibilities, trains, educates, and enhances awareness.

- b. Manage, and provide technical support to the IEM Program to ensure DLA compliance, alignment, and standardization with DoD EM policy.
- c. Appoint in writing, train, and resource an EM Program Manager.
- d. Assist in planning, programming, and budgeting for IEM Program requirements, and executing IEM programs within DoD guidance and fiscal policies.
- e. Ensure policy, procedures, and resources are available for TLMCM of IEM Program equipment and facilities, training, drills, exercises, and evaluations.
- f. Develop the DLA IEM Program, in accordance with the policies and direction provided by the DoD, DHS, FEMA, NOAA, National Response Framework, NIMS, the Incident Command System (ICS), and this Instruction.
- g. Serve as the primary agent for developing, implementing, managing, sustaining, and improving the IEM Program.
- h. Serve as the single point of contact and principle coordinator for NIMS and ICS implementation.
- i. Facilitate the establishment of a DLA EMWG comprised, at a minimum, of the EM Program Manager and DLA IEMs.
- j. Utilize the FEMA NIMS and ICS terminology and organizational structure to manage all inter-agency emergency incidents and planned events (recurring/special) at the installation level.
- k. Meet and maintain the multi-level requirements and objectives for full operational capability (FOC) outlined in Reference (a).
- l. Provide appropriate ICS organization, terminology, and procedures identified in the FEMA on-line Learning Center ICS courses and the DLA IEM Program Manual for emergency responders.
- m. Ensure current guidance is available annually for the planning, coordination, reporting and execution of DLA installation/host facility S&ES exercises by providing the DLA Exercise Plan to DLA Installation Support Site Directors.
- n. Ensure a request for information (RFI) is submitted to each DLA Installation Support (DS) Site Director of a DLA Installation soliciting their schedule of S&ES exercises for the following fiscal year (FY) and a brief summary of their anticipated scenarios.

3. DLA EM Program Manager must:

- a. Serve as the DLA point of contact for IEM Program related matters.

b. Develop and recommend IEM Program policy, guidelines, procedures, and planning guidance for the agency including developing, implementing, and maintaining policy that establishes and sustains the IEM Program within legislation; Executive Orders; and National, DoD, DHS, FEMA, NOAA, and Agency policy.

c. Maintain files concerning DoD IEM Program Reviews, DoD EMSG meetings, DLA EMWG minutes, other working groups, and Field Activity assessments including EM Program Reviews, and EM elements of SPRs where the EM Program Manager is an active member. Ensure AT Vulnerability Assessment (VA) is reviewed as needed.

d. Unless otherwise mandated by higher directive, perform Agency EM Program Reviews, sample all DLA Installations, validate status of the IEM Program, and submit a report summarizing the results, recommended best practices, and corrective action(s) to the Staff Director, S&ES. At least annually, initiate an installation self-inspection review maintaining a record of findings and tracking corrective actions. At least triennially, physically review implementation and sustainment of the DLA IEM Program at DLA Installations for execution performance and submit a report summarizing the results to the Staff Director, S&ES.

e. Maintain EM Program Review results and recommended corrective action(s) from Higher Headquarters management reviews such as the DUSD (I&E). Maintain results in accordance with the DLA Records Management Program.

f. Support the IEM Program to other DoD components, as necessary.

g. Develop and maintain the DLA EM Program Manual that establishes, defines, and describes how the IEM Program will be implemented, monitored, and sustained, while providing guidance to IEMs.

h. Develop and provide guidance regarding the techniques, training, and procedures for conducting self-assessments in the DLA EM Program Manual.

i. Ensure the IEM Program, EM planning guides, procedures, instructions, lesson plans, education, and training is standardized across the agency by overseeing the development, implementation, and review of programs.

j. Ensure the IEM Program is aligned with the DoD, National Response Framework, NIMS, ICS, ESFs, and the National Preparedness Guidance by overseeing the development, implementation, and review of programs.

k. Serve as the office of primary responsibility for the IEM Program Instruction and DLA EM Program Manual. Update the IEM Program Instruction and DLA EM Program Manual in accordance with DLA Issuance Program unless substantive changes or mission changes require earlier update.

l. Maintain a copy of IEM appointment memos.

m. Ensure the DLA EM Program Manual establishes standardized mandated EM training and education for IEMs and other DLA personnel commensurate with their respective responsibilities. Ensure EM is integrated into other elements of training for emergency responders, critical personnel, essential personnel, and other personnel as defined in Reference (a).

n. Work with DLA Acquisition and the DLA activities to ensure DLA contract requirements properly reflect EM responsibilities and are included in contracts when applicable.

o. Consolidate the annual exercise plans from each DLA Installation for presentation to the Staff Director, S&ES.

p. Review and update, annually as needed, exercise guidance provided to the DLA installations.

q. Maintain coordination with:

(1) The DoD EMSG

(2) DLA Senior Leadership, PLFA/Installation/Regional Commanders

(3) DLA J and D Codes

(4) DLA Office of the Inspector General (OIG)

(5) DLA Office of General Counsel

(6) DLA Transaction and Disposition Services

(7) DLA Installation Support Site Directors particularly those supporting DLA Installations

(8) DLA S&ES Disciplines: AT, LE, F&ES, CBRNE, and Physical Security (PS).

(9) DLA Mission Assurance Working Group (MAWG), Continuity of Operations Program (COOP), and DLA Defense Critical Infrastructure Program (DCIP)

(10) DLA Disability Advisory Council (DAC)

(11) Union Representation

(12) Other Federal Agencies, Military Services and State, Tribal, and local governments as applicable.

r. Establish EM Program Review assessments of the IEM Program for compliance with requirements and effectiveness of execution. EM Program Reviews may be combined with other program reviews such as VA and SPRs.



s. Represent DLA in Annual Emergency Management Program reviews performed by the DUSD (I&E) and monitored by Under Secretary of Defense for Acquisition, Technology, and Logistics (USD (AT&L)).

t. Perform EM update briefings to the DUSD (I&E) as requested.

u. Participate and represent DLA as a voting member of the DoD EMSG.

4. The Heads of J/D Codes must:

a. Comply with IEM Program requirements where DLA is the host or with host installation EM program requirements where DLA is a tenant on a military installation.

b. Ensure the integration of installation EM measures into both special and routine operations, plans, and procedures for which they are responsible.

c. Support installation level exercises when appropriate.

5. JLOC Exercise Team must:

a. Provide Staff Director, S&ES an opportunity to review and coordinate on the DLA Director's Joint Training guidance.

b. Incorporate DLA Installation Support exercise plan into the overall DLA Director's Joint Training Guidance.

6. Commanders and Directors of DLA hosted locations must:

a. Provide for the alignment and standardization of the IEM Program with the DHS, (FEMA), National Response Framework (NRF), National Incident Management System (NIMS), Incident Command System (ICS), National Preparedness Guidelines, Emergency Support Functions (ESF), as well as other Federal Agencies, Military Services, State, Tribal, and other local governments.

b. Develop standardized procedures for implementing, maintaining, and sustaining the IEM Program for all-hazards at their installations/facilities through policy and delegated responsibilities.

c. Implement an IEM Program using the procedures for Installation Commanders as outlined in Reference (a), Enclosures 3-7, National Response Framework, National Preparedness Guidelines, ESF and support annexes, NIMS, and ICS.

d. Plan, coordinate, report, execute, and evaluate all hazard exercises at their locations. Exercises and drills will be used for training and evaluating plans and procedures.

e. If desired, delegate emergency management program authority to the Site Director, DLA Installation Support at their locations for the purpose of developing, implementing, and reviewing of the IEM program.

f. Utilize the DLA EM Program Manual to standardize the IEM Program across the Enterprise.

g. Address unique local training requirements through the local IEM to the DLA EMWG to ascertain if other activities have the same requirements, to maintain alignment and standardization, to allow other activities to consider the unique training, encourage growth in the EM training curriculum, and ensure the training requirement is incorporated into the DLA EM Program Manual.

h. Provide management support, resources, staff, plans, and programs for their installation and subordinate unit IEM Programs.

i. Ensure policy, procedures, and resources are available for training, drills, exercises, evaluations, and TLCM of IEM Program equipment and facilities.

j. In accordance with reference (c) consider, in emergency preparedness planning;

(1) The unique needs of agency employees with disabilities and individuals with disabilities whom the agency serves;

(2) Encourage, including through the provision of technical assistance, as appropriate, consideration of the unique needs of employees and individuals with disabilities served; and

(3) Facilitate cooperation among all organizations and individuals in the implementation of emergency preparedness plans as they relate to individuals with disabilities by ensuring local Disability Program Coordinator provides assistance and input to all emergency plans.

k. Designate in writing an IEM. Forward a copy of the designation letter to the EM Program Manager.

l. Establish an Installation EMWG.

m. Program, establish, resource, and sustain an Emergency Operations Center (EOC) on their installation.

n. Develop capabilities to rapidly warn and notify personnel in the event of an emergency per Reference (a), NIMS, and National Fire Protection Agency (NFPA) 1600 (Mass Warning and Notification System).

(1) All Installations shall develop mass warning and notification capabilities with the ability to send warnings to the installation personnel (protected populace) immediately, but no longer than 10 minutes after incident notification and command verification.

(2) The mass warning system and notification must give response direction using intelligible voice communications, visible signals, text, text messaging, computer notification, email notification, tactile, or other communication methods.

(3) All mass warning and notification systems shall be tested on no less than a monthly basis, unless restricted by local ordinances.

o. Implement the DLA Installation Support exercise and evaluation program at their installation to:

(1) Ensure installation exercises are properly programmed, resourced, planned, and executed.

(2) Support the Installation EMWG in the development of the installation annual exercise plan.

(3) When appropriate, DLA Installations are encouraged to participate in DoD, State, County, Local, and /or National level exercises relevant to EM, AT, PS, CBRNE as a way to improve and maintain relationships. Examples include National Earthquake “Great Shake-out” and National Hurricane exercises. Careful consideration is warranted to ensure maximum benefit to the DLA workforce.

(4) Validate or identify gaps in interoperability, DLA installations are encouraged to include Federal, State, Tribal, and local governments in an annual joint “all-hazards” exercise.

(5) Where support agreements such as Memorandums of Understanding, Memorandums of Agreement, and Mutual Aid Agreements exist, exercise them at a minimum, annually.

(6) Establish EETs in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) ensuring subject matter experts are trained and active members of the EETs.

(7) Provide After Action Reports to the EM Program Manager within 30 days of completion of a full-scale exercise or real event.

p. For those installations with dispatch capability, ensure Enhanced 911 is available with recording capability through direct support (Government-owned, and Government-operated).

q. Ensure IEMs develop, maintain, and manage the IEM Program for their activity, and serve as the focal point for emergency management matters, and program for their requirements.

r. Program and budget for all IEM Program personnel, equipment, training, facilities, materials, and technology.

s. Ensure appropriate emergency management training and awareness is provided as required by Reference (a).

t. Ensure visitors are provided basic emergency response procedures. Examples include emergency cards, brochures, briefings, etc.

u. When initial training is not provided for new EM equipment, S&ES personnel that have completed an accredited instructor course may develop localized procedures, training criteria, and lesson plans using the equipment provider's written instructions and manuals. Accredited instructors may develop written instructions and manuals when they do not exist for new EM equipment.

v. Ensure emergency military family assistance plans are developed and exercised as required in Reference (i).

7. Commanders/Directors of DLA organizations who are not on DLA hosted installations or have activities not on DLA hosted installations must ensure their organizations develop EM plans and/or procedures in accordance with guidance required by their host, as resources are available. At a minimum each organization should develop an Occupant Emergency Plan (OEP) IAW Reference (v), containing policies, procedures, responsibilities, and clearly identifying a designated official (i.e. highest ranking official of the occupant agency), emergency coordinators, and any appropriate advisors.

8. Site Directors, DLA Installation Support must:

a. Support the Installation Commander/PLFA Commanders/Directors Installation Emergency Management Program.

b. Exercise Planning.

(1) Ensure Installation Commanders review and approve the annual exercise plan.

(2) DLA Installation Support at San Joaquin (DS-FJ) and DLA Installation Support at Susquehanna (DS-FS) will coordinate exercise plans through DLA Installation Support Distribution (DS-FD).

(3) DLA Installation Support Distribution Site Director will review plans with the Commander, DLA Distribution.

(4) Provide exercise plan status to Director, DLA Installation Support as requested.

9. Installation Chiefs, DS Security Services or Security & Emergency Services (S&ES) must:

a. Support the Installation EM in the development, implementation, and sustainment of the IEM Program.

b. Support the Installation EMWG.

c. Exercise Planning.

(1) Support the development of the installation exercise plan by ensuring full participation from AT, LE, F&ES, CBRNE, EM, and PS; and soliciting participation from other DS and non-DS organizations (i.e., safety, facilities, environmental, etc.).

(2) Ensure inclusion of all S&ES elements (LE, AT, CBRNE, F&ES, and PS) in exercise plans and conduct exercises as required by relevant DoD, USNORTHCOM, or DLA Instructions.

(3) Ensure active shooter objectives are included in at least one scheduled exercise annually. AT will be the focal point for the development of this exercise. Every effort will be made to include the workforce.

(4) Submit approved annual exercise schedule to the EM Program Manager not later than (NLT) 1 May.

(5) Track exercise plan, progress and report status to the DS Site Director as required.

(6) Incorporate other supporting organizations to participate i.e. Safety, Installation Management, tenant organizations, MWR, Public Affairs, etc.

(7) Include AT/Security exercise resource requirements in annual Combating Terrorism Budget proposals and track with the appropriate codes.

(8) Ensure an after action report is completed and published within 30 days of exercise and that all action items are tracked to completion. Provide copy to EM Program Manager.

10. DLA IEMs must:

a. Develop, maintain, manage, align, and standardize the installation's IEM Program and its Annexes, Appendixes, procedures, training aids, etc., as applicable and as defined in Reference (a), this instruction, and DLA EM Program Manual. As appropriate, the Headquarters Complex and Battle Creek IEMs develop their IEM all-hazards plans/OEP IAW Reference (v), procedures, instructions, and lesson plans in accordance with their host plans or the DLA EM Program Manual.

b. Serve as the Installation Commander and Site Director's focal point for all EM matters.

c. Adopt and implement the DLA standardized NIMS and ICS into the activity's IEM Program, Annexes, Appendixes, procedures, instructions, lesson plans, and training. Coordinate final drafts with all DLA IEMs to ensure standardization.

d. Serve as a voting member and work within the DLA EMWG to ensure IEM Programs are aligned with national and DoD guidance, and standardized across the Enterprise.

e. At a minimum, annually review and update the installation's IEM Program, Annexes, Appendixes, procedures, instructions, hazard analysis, training; and coordinate with the other IEMs for standardization.

f. Annually brief senior leaders on EM status covering items such as risk management, exercises, training, etc.

g. Coordinate with local disability program manager to ensure emergency response plans address the unique needs of agency employees with disabilities and individuals with disabilities whom the agency serves.

h. Establish and manage an Installation EMWG that meets at least quarterly, and performs the functions outlined in the DLA EM Program Manual. Where applicable, the IEM will be an active member of their host installation's local EMWG.

i. Employ resource and risk management activities to coordinate the prioritization and allocation of resources, and develop and maintain an inventory of incident management assets as an Appendix to the IEM Program.

j. Develop resource management objectives and procedures as outlined in the DLA EM Program Manual.

k. Conduct an annual self-assessment in accordance with the DLA EM Program Manual, and every three years participate in a Higher Headquarters EM Program Review such as the DUSD (I&E) Annual Management Review, the Joint Staff Integrated Vulnerability Assessment (JSIVA), and/or the DLA EM Program Review, VA, or SPR.

l. Provide information for data calls in support of Higher Headquarters reviews such as the DUSD (I&E) quarterly IEM Program review of DoD component IEM Programs.

m. Collaborate and coordinate, as applicable, with State, local, and tribal governments, Military Departments, and other Federal Agencies to achieve the highest level of IEM Program integration and interoperability. IEMs that are tenants on a Military Installation or Federal Property will collaborate and coordinate with the host IEM. Where DLA performs the function of host on Federal Property, the DLA IEM will collaborate and coordinate for integration and interoperability.

n. Attend local emergency planning committee meetings.

o. Exercise Planning.

(1) Facilitate the Installation EMWG in developing the annual exercise schedule and submit to the Chief, S&ES NLT 15 April for presentation to the DS Site Director and submission to the EM Program Manager NLT 1 May annually.

(2) Coordinate "all-hazards" exercises with all organizations, activities, programs, and functions on the installation such as DLA Operations/Command and Control Center (CCC) (except for McNamara Complex), AT, PS, LE, and F&ES, COOP, DCIP, CBRNE, Safety, Family Readiness, Tenants, and DLA Public Affairs (DP). Coordinate with Union Officials as required by local agreement.

(3) Ensure all interaction with local media is coordinated through site specific Public Affairs Office (PAO).

(4) Ensure Operations Security (OPSEC) reviews are conducted prior to information release to the media or the public. If local media participates in an exercise, ensure the information they intend on releasing has been properly reviewed by local OPSEC program manager and does not contain critical information.

(5) Coordinate the integration of tabletop, full-scale, or functional exercises with other DS Offices and non-DS program areas (e.g., AT, CBRNE, LE, F&ES, COOP, CIP, Safety, Facilities Management, Family Readiness, etc.).

(6) Focus exercises on hazards identified in hazard/risk analysis.

(7) Ensure a budget and resources proposal is developed in support of the exercise plan and presented to Chief S&ES.

(8) Develop and train EETs in accordance with the DLA EM Program Manual. Use the EETs to evaluate the activity's capabilities to respond using "all-hazards" EM approach. Where an IEM is a tenant on a Military Installation, the IEM will be an active member of the host EET.

(9) Complete After Action Reports within 45 days of completion of the exercise and provide to EM Program Manager for inclusion in the DLA Joint Lessons Learned Information System (JLLIS).

(10) Manage Corrective Action Plans developed from the After Action Reports to ensure all observations/recommendations are addressed.

p. Training.

(1) Develop training curriculum and educational materials to ensure an appropriate level of competency for installation commanders, responders, technicians and specialists, and the installation population including visitors. Training should encompass at a minimum; Senior Leader Orientation, IEM, Emergency First Responder and First Receivers, and Community Awareness.

(2) Encourage senior leaders to complete emergency management awareness training provided online by FEMA. (ICS 100.b, 200.b, 700.a, 800.b)

(3) Develop site specific senior leader awareness training incorporating NIMS/ICS and local hazard/threat analysis. Brief leadership annually or earlier if warranted.

(4) Complete IEM training requirements and standard mandated curriculum outlined in the DLA EM Program Manual, including FEMA on-line training courses for National Response Framework, NIMS, ICS, HSEEP, and emergency management concepts and policies; an accredited instructor course such as a military Academic Instructor Course (AIC); and required pre-requisite training for certification courses within three years of assignment.

q. When applicable, work with appropriate personnel to ensure local contract requirements properly reflect emergency management responsibilities.

r. Maintain records in accordance with the DLA Records Management Program and the DLA EM Program Manual.

s. Review IEM-related support agreements including, Mutual Aid Agreements, Inter-Service Support Agreements (ISSAs), etc.

t. Plan, program, and budget for Emergency Management requirements and execute the DLA IEM Program.

u. Develop installation implementation plans utilizing the DLA implementation plan(s) as a template, and update implementation plans as DoD and DLA release new EM requirements.

v. Maintain a close working relationship with other disciplines (i.e. AT, PS, CBRNE, Safety, etc.) to ensure efficient planning and execution of the IEM Program.

w. Coordinate the IEM Plan and annual review closely with other programs and security disciplines, to ensure that all aspects of operations and force protection are incorporated.

11. The DLA EMWG must comply with the DLA EMWG Charter as approved by the Staff Director, Security and Emergency Services.

12. DLA Installation EMWGs must:

a. Develop and comply with the Installation EMWG Charter.

b. Establish and maintain records (files/minutes) from the working group meetings in accordance with the DLA Records Management Program.

c. Ensure the Installation EMWG is chaired by the installation commander or commander's representative (DLA Installation Support, Site Directors may represent installation commanders). Installation EMWG members will include the IEM and representatives from AT, CBRNE, Medical (where applicable), Safety, Public Health (when available), DLA Logistics Operations (J3), DLA General Counsel (DG), Law Enforcement, Fire Departments and Emergency Services, Security, DLA Public Affairs (PA), DLA Information Security (INFOSEC)/OPSEC, DLA Information Operations (J6), tenant and subordinate commands and units.

d. Meet at least quarterly.

e. May combine with other working groups, i.e. Antiterrorism Working Group (ATWG).

f. Ensure the DLA activity associated with establishing and maintaining the IEMP is complying with DoD Directives; aligning the IEM Program with the National Response Framework, NIMS, and ICS; and standardizing the IEM Plan in accordance with the DLA EM Program Manual.

g. Perform and document the Risk Management Process annually or more frequently, based on threats or hazards. The process will include a Hazard/Threat Assessment, a VA that is



coordinated with the Antiterrorism Officer (ATO), and a Capability Assessment. ATO will obtain commander approval of VA recommendations/results and ensure input into Mission Assurance Risk Management System (MARMS). NOTE: MARMS is replacing the Core VA Management Program.

h. Conduct an exercise planning workshop to assess how well the previous year's exercise plan was executed, review changes to the installation hazard/threat analysis, review available training guidance, develop annual exercise plan, and more broadly draft two additional years to establish a long range exercise plan. Some hazards/threats may require multiple years of planning to accomplish.

13. DLA Occupational Health Program Manager (DS-O) must advise on medical and public health issues pertaining to the DLA IEM Program.

14. DLA Family Support Program Managers must establish emergency family assistance plans to address requirements outlined in Reference (g).

15. DLA Disability Advisory Council must advise the Emergency Management Program Manager on disability and access and functional needs pertaining to the DLA IEM Program.

16. PLFA EEO Disability Program Coordinators must advise installation emergency managers on local disability and access and functional needs to ensure appropriate actions are included in emergency response plans.

17. Outside the Contiguous United States DLA Activities must adhere to host and Combatant Command (COCOM) emergency management guidance.

## ENCLOSURE 3

### PROCEDURES

#### 1. Emergency Management Planning.

a. Consider protecting personnel, maintaining operations, and resuming operations as quickly and efficiently as possible in all pre-planning processes and risk assessments.

b. Shall be employed during mission planning, support, execution, and throughout the acquisition process.

c. Will be incorporated into day-to-day activities to ensure a seamless transition to emergency operations.

d. Shall be integrated into all aspects of planning and execution of DLA operations to assist in the protection of DLA core capabilities and intentions by improving the capability to prevent, protect against, mitigate, respond to, and recover from natural disasters, acts of terrorism, or other man-made disasters.

e. Is an integral process of force protection and will be applied throughout DLA to assist in protecting service members, civilian employees, family members, facilities, equipment, and visitors at all locations and in all situations.

#### f. Installation Emergency Management Plans.

(1) DLA Installations will develop their Installation Emergency Management Plans in accordance with the DLA EM Program Manual.

(2) Complete annual risk management process (Hazard/Threat Assessment, VA, and Capability Assessment) to identify hazard/threat analysis, vulnerabilities, capabilities to ensure planning, and proper utilization of resources.

(3) DLA activities that are tenants on military installations will develop their EM all-hazards plan, procedures, annexes, etc., as resources are available, in accordance with guidance provided by their host. At a minimum, OEPs will be developed for buildings occupied by DLA activities regardless the number of DLA personnel. If host guidance, formats, and templates are not available, DLA activities will develop their plan or procedures in accordance with the DLA EM Program Manual until such time host guidance, formats, and templates are available. Host Military Installation IEM guidance takes precedence over the DLA EM Program Manual.

(4) Stand-alone activities will develop their EM all-hazards plan, as resources are available, in accordance with PLFA guidance in support agreements with the nearest military installation, other federal agencies, State, and local governments.

(5) Installation Emergency Management Plans will be coordinated with other protection-related program plans including, but not limited to AT, PS, CBRNE, LE, F&ES, Family Readiness, information security, Equal Employment Opportunity (EEO) Disability Program, Safety, Environmental, and hazardous materials (HAZMAT) personnel.

## 2. Preparedness.

### a. Training.

(1) Develop standardized education and training curriculum to support the DLA mission, create awareness, foster preparedness, and enhance the skills of personnel assigned EM functions or responsibilities. This includes senior leadership, all assigned personnel, tenants, contractors, visitors, and community awareness.

(2) Develop multi-level training as outlined in the DLA EM Program Manual.

(3) Monitor training status as required in the DLA EM Program Manual.

(4) Ensure senior leaders (i.e. PLFA Commanders/Directors) are briefed annually on emergency management status. Include awareness training on NIMS/ICS.

(5) Encourage senior leader EM awareness through online training (ICS 100, 200, 700, 800).

(6) Make standardized community awareness and emergency preparedness training information available to all personnel, including family members, upon indoctrination and on an annual basis or more frequently as the local threat situation dictates.

(7) Develop initial EET training in accordance with the FEMA HSEEP and DoD established requirements.

(8) Develop newcomer orientation training and installation training materials.

(9) Develop visitor awareness materials that cover basic emergency procedures for identified threats and hazards and ensure they are made available to all visitors.

(10) Consider combining EM training with training required by other discipline programs to enhance efficiency.

(11) Make the maximum use of pre-developed training and awareness materials developed by the DoD, Federal Agencies, Military Services, and other activities in support of EM programs, to include but not limited to, the DHS, FEMA, NOAA, NFPA, State, and local governments, etc.

(12) Develop localized or pre-developed training and awareness materials as needed.

(13) When initial training is not provided for new EM equipment, IEMs that have completed an accredited instructor course may develop localized procedures, training criteria, and lesson using the equipment provider's written instructions and manuals.

(14) Make maximum use of EM Program Manual approved standardized formats, templates, forms, and lesson plans developed by DoD, DHS, FEMA, NOAA, NFPA, and the DLA EMWG.

(15) Utilize the DLA EMWG to coordinate, encourage, and assist in development of standardized and aligned training aids and curriculums with all DLA IEMs.

b. Exercises and Evaluations.

(1) Staff Director, Security and Emergency Services.

(a) Brief the Director, DLA Installation Support on the proposed DLA Installation Exercise Plan and obtain approval of the Plan NLT 20 May annually.

(b) Provide a list of planned exercises for the upcoming fiscal year to the Joint Logistics Operations Center (JLOC) Exercise team NLT 30 May annually. Coordination with the JLOC will enhance installation opportunities for inclusion in National Level and COCOM exercises, and consolidate DoD requirements for reporting and types including EM, AT, PS, F&ES, LE, and Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE). This process will also provide the JLOC information needed for Senior Leader awareness such as inclusion in the annual training guidance and morning updates.

(c) Review and coordinate on the DLA Directors Joint Training Guidance NLT 30 June annually.

(2) Emergency Management Program Manager.

(a) Brief to the Staff Director, S&ES the proposed exercise plan for all DLA installations NLT 15 May annually.

(b) Collect After Action Reports for full scale exercises and real events within 30 days of the exercise or event and submit to DLA Joint Lessons Learned program.

(3) Installation Emergency Manager

(a) Prepare and complete an encompassing all-hazards annual exercise plan that meets requirements outlined in AT, CBRNE, and IEMP. Plan period covers the federal fiscal year, 1 October thru 30 September.

(b) Exercises will be used for training and evaluating plans and procedures.

(c) Utilize the DLA EM Program Manual to guide exercises.

(d) Utilize, as needed, HSEEP toolkit/process to complete the planning and execution of exercises.

(e) Utilize the Installation EMWG to conduct an exercise planning workshop to assess how well the previous year's exercise plan was executed, review changes to the installation hazard/threat analysis, review available training guidance, develop annual exercise plan, and draft plans for the two succeeding years to establish a long range exercise plan. Some hazards/threats may require multiple years of planning to accomplish.

(f) Utilize the format found in the DLA EM Program Manual to submit your annual schedule.

(g) In accordance with Reference (a) and agency guidance, schedule, at a minimum, one Full Scale Exercise (FSE), one Table Top Exercise (TTX), two Mass Warning Notification exercises, and two Shelter-in-Place exercises per year. Mass Warning Notification and/or Shelter-in-Place exercises can be incorporated into the full scale exercise. Combine the different S&ES disciplines training and exercise requirements, such as EM, AT, PS, LE, F&ES, CBRNE, etc., into the exercises. Include other DS offices, Non-DS offices (i.e. safety, environmental, facilities, etc.) and workforce when possible.

(h) Submit approved annual Exercise schedule to the EM Program Manager NLT 1 May using the format found at attachment 3 of DTM 13-017, DLA Installation Support Exercise and Evaluation Program. This instruction takes precedence over the DLA EM Program Guide for exercise requirements.

(i) Notify the EM Program Manager when an exercise date is changed and provide the new date.

(j) Develop and forward a copy of the exercise DLA Installation Support Situation Manual for discussion based exercises and a DLA Installation Support Exercise Plan (EXPLAN) for operations based exercises to the DS EM Program Manager a minimum 15 days prior to the exercise.

(k) Provide short synopsis of the outcome of exercises within 10 days of the end of the exercise (ENDEX) to the EM Program Manager. Synopsis can be provided via email and should provide: date of exercise, name of exercise, key players, and brief explanation of actions that occurred. This is not the after action report.

(l) Develop After Action Report best practices, lessons learned, and opportunities for improvement identified during drills, exercises, events, risk management activities, and real-world incidents as outlined in the DLA EM Program Manual. Include all relevant offices in the development to ensure all functions are represented. Submit After Action Reports within 30 days of exercise or event to the EM Program Manager for inclusion in the DLA Joint Lessons Learned Information System (JLLIS)

(m) Develop a Corrective Action Plan (CAP) from the After Action Report and utilize it to incorporate best practices and lessons learned into local EM plans, procedures,

instructions, and training curriculums. Equipment and training gaps discovered during the Risk Management Process will be incorporated into the appropriate budget process. After Action Reports will be shared with other DLA activities and the DLA Joint Lessons Learned Program.

(n) DS-FJ (San Joaquin) and DS-FS (Susquehanna) will coordinate exercise plans with DS-FD (Distribution)

(4) Where DLA is a tenant:

(a) Will continue to comply with host requirements.

(b) When a host installation plans to execute an exercise that may impact DLA Operations, the DLA tenant will notify DS-D, DLA EM Program Manager and JLOC Current Operations Battle Captain providing the date(s) of the exercise, a description of the exercise (Exercise scenario), and anticipated impact on DLA Operations.

(5) All Installation Emergency Management Plans and procedures, training processes, instructions, exercises, drills, and results will be continuously evaluated and updated in accordance with a Risk Management Process such as the process outlined in the DLA EM Program Manual. Best Practices and lessons learned will be captured in an After Action Report.

(6) Exercise Planning Timelines:

(a) NLT 1 April annually. Staff Director, DLA Installation Support, Security and Emergency Services (DS-S) submits RFI to Site Directors for Annual Exercise Plan.

(b) NLT 1 May annually. Installations submit approved plans to EM Program Manager.

(c) NLT 15 May annually. EM Program Manager briefs Staff Director, DS-S the Installation Exercise Plans.

(d) NLT 20 May annually. Staff Director, DS-S briefs Director, Installation Support the Installation Exercise Plans.

(e) NLT 30 May annually. Staff Director, DS-S submits installation exercise plans to JLOC, Exercise Team (J311).

(f) 1 October annually. Installation execute plan.

(7) Annually (As directed by DLA J8). Include EM budget requirements in Program Budget Review (PBR) process.

### 3. Incident Response.

a. Measures will be developed for incident response to all-hazards identified in the risk management process. Specific response planning considerations include:

(1) Continuity of operations planning that identifies mission essential functions and personnel, procedures, and resources as well as contact information of stakeholders to be notified, critical and time-sensitive applications, alternative work sites, processes, and functions to be maintained while the installation is recovering.

(2) Evacuation management and mass care planning that addresses mass care concept, family assistance, sheltering-in-place, lockdown, local and remote safe havens, civilian shelter, personnel accountability, disability and access and functional needs management, and animal needs management if applicable.

(3) Family Assistance Center crisis and mass casualty to establish procedures to integrate victim and family services in response to the full spectrum of crisis or catastrophic events.

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

(5) Appropriate dynamic protocol to allow non-DLA first responders to access the installation in an emergency.

b. Command, Control and Communications.

(1) Installations will develop a well-defined communication plan as outlined in Reference (a) and the DLA EM Program Manual.

(2) DLA Installations will establish EOC's to support on-scene response during an escalating incident. DLA Host Activities are not required to have an EOC but are encouraged to establish a location to manage incidents. All EOC's will have standard operating procedures for monitoring incident development and provide:

(a) Common Operating Picture

(b) Interoperable Communications

(c) Continuous Warning Point

(d) Mass Warning and Notification - (Giant Voice, Public Address, Indoor Mass Notification, Individual Mass Notification (AtHoc))

(e) Communicate CBRNE Detection Incidents

4. Recovery.

a. Recovery activities often extend long after the incident itself. Short-term actions seek to restore lifeline systems (e.g., power, communication, water, sewage, and transportation) and ensure the needs of individual and the community are met (e.g., maintain the rule of law, provide crisis counseling, demonstrate that people do care and that help is coming).

- b. To support the recovery phase, installations will:
  - (1) Establish a Recovery Working Group (RWG)
  - (2) Conduct Damage Assessments
  - (3) Identify Recovery Priorities
  - (4) Conduct Recovery Planning
  - (5) Provide disaster mental health services through existing Employee Assistance Programs
  - (6) Ensure Effective Fatality Management and Mortuary Affairs



## GLOSSARY

### PART I. ABBREVIATIONS AND ACROYNMS

Additional acronyms are provided in the DoD associated references, DoDI 6055.17, the DLA IEM Program Manual, and the DoD Joint Acronyms and Abbreviations.

|                       |   |
|-----------------------|---|
| <u>AT</u>             | Antiterrorism   |
| <u>CBRNE</u>          | Chemical, Biological, Radiological, Nuclear, Explosive              |
| <u>COOP</u>           | Continuity of Operations  |
| <u>COCOM</u>          | Combatant Command   |
| <u>DAC</u>            | Disability Advisory Council   |
| <u>DCIP</u>           | Defense Critical Infrastructure Protection Program                  |
| <u>DHS</u>            | Department of Homeland Security                                     |
| <u>DLA</u>            | Defense Logistics Agency  |
| <u>DODI</u>           | Department of Defense Instruction                                   |
| <u>DUSD (I&amp;E)</u> | Deputy Under Secretary of Defense for Installations and Environment |
| <u>EET</u>            | Exercise Evaluation Team  |
| <u>EM</u>             | Emergency Management  |
| <u>EMSG</u>           | Emergency Management Steering Group                                 |
| <u>EMWG</u>           | Emergency Management Working Group                                  |
| <u>EOC</u>            | Emergency Operations Center   |
| <u>ESF</u>            | Emergency Support Functions   |
| <u>EXPLAN</u>         | Exercise Plan   |
| <u>FA</u>             | Field Activity  |
| <u>F&amp;ES</u>       | Fire and Emergency Services   |
| <u>FEMA</u>           | Federal Emergency Management Agency                                 |
| <u>FSE</u>            | Full Scale Exercise   |
| <u>HAZMAT</u>         | Hazardous Materials   |
| <u>HSEEP</u>          | Homeland Security Exercise Evaluation Program                       |
| <u>ICS</u>            | Incident Command System   |
| <u>IEM</u>            | Installation Emergency Manager                                      |
| <u>JLOC</u>           | Joint Logistics Operation Center                                    |
| <u>MARMS</u>          | Mission Assurance Risk Management System                            |
| <u>NFPA</u>           | National Fire Protection Association                                |
| <u>NIMS</u>           | National Incident Management System                                 |

|                       |  |
|-----------------------|--|
| <u>NOAA</u>           | National Oceanic and Atmospheric Administration                      |
| <u>OEP</u>            | Occupant Emergency Plan  |
| <u>OPSEC</u>          | Operations Security  |
| <u>PLFA</u>           | Primary Level Field Activity   |
| <u>PS</u>             | Physical Security  |
| <u>SPR</u>            | Security Program Review  |
| <u>TLCM</u>           | Total Life-Cycle Management  |
| <u>TTX</u>            | Table Top Exercise   |
| <u>USD (AT&amp;L)</u> | Under Secretary of Defense for Acquisition, Technology and Logistics |
| <u>USD (P)</u>        | Under Secretary of Defense for Policy                                |
| <u>VA</u>             | Vulnerability Assessment   |

## PART II. DEFINITIONS

Additional definitions are provided in the DoD associated references, EM Program Manual, and the DoD Joint Publication 1-02, “Department of Defense Dictionary of Military and Associated Terms.”

After Action Report. The AAR summarizes key exercise-related evaluation information, including the exercise overview and analysis of objectives and core capabilities.

All-Hazards. Any incident, natural or man-made, including those defined in the EM Program Guide, which warrants action to protect the life, property, health, and safety of personnel, or to minimize disruption of operations.

Base. A locality from which operations are projected or supported. An area or locality containing installations that provides logistics or other support.

Common Operating Picture. A continuously updated overview of an incident compiled throughout an incident’s life cycle from standard data (meaning standard data elements, definitions, etc.) shared between integrated and compatible systems (meaning systems that can talk to each other) for communication, information management, and intelligence and information sharing. The common operating picture facilitates collaborative planning and assists all echelons to achieve situational awareness. The common operating picture provides consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and nongovernmental entities.

Discussion Based Exercise. Include seminars, workshops, TTXs, and games. These types of exercises can be used to familiarize players with, or develop new, plans, policies, agreements, and procedures. Discussion-based exercises focus on strategic, policy-oriented issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track towards meeting exercise objectives.

DLA Installation Emergency Manager (IEM). An IEM physically located at a DLA installation or activity. The IEM possesses experience in emergency management, planning, and technical instruction; is eligible for a minimum of a Secret clearance; and should have at least 2 years retention at DLA. Experience in Security, Law Enforcement, Antiterrorism, Physical Security, and familiarity with Logistical Operations is recommended. For the purpose of this instruction DLA Headquarters Complex and Battle Creek are referred to as DLA installations.

DLA Installations and Hosted facilities. For the purpose of emergency management the following are considered DLA Installation and Host Facilities: Columbus, Richmond, San Joaquin, Susquehanna, Hart-Dole-Inouye Federal Center (Battle Creek) and DLA HQ McNamara Complex and are incorporated into the DLA Installation Emergency Management Program based on mission, size, and number of assigned personnel, tenants, and agencies.

Drill. Disciplined repetition form of training used to teach and perfect a specific skill or procedure. Personnel repeatedly evacuating a building to a pre-designated location are an example of repetition drill training. A drill can be utilized to test suspected vulnerabilities and AT intelligence processes.

Emergency Management (EM). A subset of incident management. The coordination and integration of all activities necessary to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, or mitigate against threatened or actual natural disasters, acts of terrorism, or other man-made disasters.

Employees. DoD personnel, affiliates, and contractors working in support of DLA.

Emergency Management Program Review. An assessment of the effectiveness of the IEM Program conducted by the EM Program Manager, and may include a team of representatives from Antiterrorism, Security, Law Enforcement, CBRNE, Safety, and other key personnel from the organization being reviewed. The EM Program Review targets the development, implementation, alignment, and standardization of pre-incident planning, mitigation, emergency response, recovery, and plan flexibility. The EM Program Review team uses the formatted process outlined in the EM Program Guide to prepare and present a report to the commander, director, or manager of the activity that reflects best practices, findings and recommended corrective action(s).

Enterprise. The business organization of DLA.

Full Scale Exercise (FSE). Typically the most complex and resource-intensive type of exercise. They involve multiple agencies, organizations, and jurisdictions and validate many facets of preparedness. FSEs often include many players operating under cooperative systems such as the Incident Command System (ICS) or Unified Command. In an FSE, events are projected through an exercise scenario with event updates that drive activity at the operational level. FSEs are usually conducted in a real-time, stressful environment that is intended to mirror a real incident. Personnel and resources may be mobilized and deployed to the scene, where actions are performed as if a real incident had occurred. The FSE simulates reality by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.

Functional Exercise. Designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions. FEs are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions. In FEs, events are projected through an exercise scenario with event updates that drive activity typically at the management level. An FE is conducted in a realistic, real-time environment; however, movement of personnel and equipment is usually simulated.

Homeland Security Exercise Evaluation Program (HSEEP). A capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

Host. A Military Service or Federal Agency that permits, either by written agreement or official invitation, another or multiple Military Services, Federal Agencies, or contractor representatives to operate, under specified conditions, within the Military Service's or Federal Agency's controlled borders.

Installation. A grouping of facilities, located in the same vicinity, which support particular functions. Installations may be elements of a base. See also **Base**.

Installation Commander. The individual responsible for all operations performed by an installation.

Installation Emergency Management (IEM) Program Guide (to be converted to a manual). A handbook of information providing specific detailed instructions, procedures, templates, and formats for the development, standardization, and sustainment of the DLA IEM Program. The DLA IEM Program Manual is developed and maintained by the DLA EM Program Manager.

Operations Based Exercise. Used to validate plans, policies, agreements, and procedures; clarify roles and responsibilities; and identify resource gaps. Operations-based exercises are characterized by actual reaction to an exercise scenario, such as initiating communications or mobilizing personnel and resource.

Mass Warning Notification System. Notification system used to warn all personnel regardless of their location on the installation. Must give response directions using intelligible voice communications, visible signals, text, text messaging, computer notification, email notification, tactile, or other communication methods.

Table Top Exercise (TTX). Intended to generate discussion of various issues regarding a hypothetical, simulated emergency. TTXs can be used to enhance general awareness, validate plans and procedures, rehearse concepts, and/or assess the types of systems needed to guide the prevention of, protection from, mitigation of, response to, and recovery from a defined incident. Generally, TTXs are aimed at facilitating conceptual understanding, identifying strengths and areas for improvement, and/or achieving changes in perceptions. During a TTX, players are encouraged to discuss issues in depth, collaboratively examining areas of concern and solving problems.

Tenant unit, agency, or activity. A unit, agency, or activity of one command that occupies facilities on an installation of another command and receives support services from that garrison.