



# Department of Defense

## INSTRUCTION

NUMBER 3025.23  
May 25, 2016

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USD(P)

SUBJECT: Domestic Defense Liaison with Civil Authorities

References: See Enclosure 1

1. PURPOSE. This instruction:

a. Establishes policy, assigns responsibilities, and prescribes procedures for DoD to provide liaison for defense support of civil authorities (DSCA), also known as civil support, in accordance with the authority in DoD Directive (DoDD) 5111.1 (Reference (a)) and Deputy Secretary of Defense (DepSecDef) Memorandum (Reference (b)). This includes facilitating DSCA through participation in integrated federal and U.S. Governmental incident and civil emergency response, deliberate events (e.g., National Special Security Events (NSSEs), Special Event Assessment Rating (SEAR) events), and supporting preparedness activities, pursuant to DoDD 3025.18 (Reference (c)).

b. Provides guidance for the use of DSCA liaison personnel, as described in the policy of this instruction.

2. APPLICABILITY. This instruction:

a. Applies to:

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

(2) The State National Guard when ordered to duty pursuant to section 502(f) of Title 32, U.S.C. (Reference (d)), as appropriate.

b. Does not apply to:

(1) Detailee support outside DoD provided in accordance with DoD Instruction (DoDI) 1000.17 (Reference (e)).

(2) DoD liaison personnel outside of DSCA mission sets (e.g., homeland defense, North American Aerospace Defense Command liaison personnel, or military law enforcement or counter-intelligence personnel working with other federal departments and agencies who are performing non-DSCA duties).

3. POLICY. It is DoD policy that:

a. For the purposes of this instruction, the words “disaster” and “incident,” or variations thereof, are used only in reference to domestic disasters or incidents within the United States, its territories, and protectorates.

b. DSCA liaison personnel may include:

(1) Defense coordinating officers (DCOs), defense coordinating element (DCE) staff members, emergency preparedness liaison officers (EPLOs), joint regional medical plans and operations officers (JRMPOs), or additional DSCA liaison personnel, as recommended by the Combatant Commanders (CCDRs) or other DoD Component heads with DSCA responsibilities and approved by the Secretary of Defense (SecDef), in support of:

(a) Preparedness activities, including planning, synchronization, and integration, with civil authorities in the United States, its territories, and protectorates.

(b) Coordination of DoD capabilities, including those of DoD Components and DoD installations, for incident and civil emergency response, deliberate events, and supporting preparedness activities.

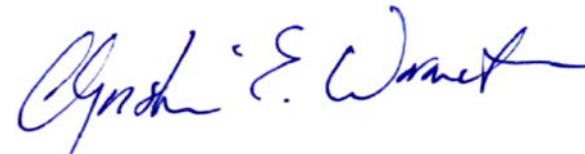
c. DoD will support national preparedness and provide DSCA, as directed by the President or SecDef, and pursuant to Reference (c) and Presidential Policy Directive-8 (Reference (f)). In support of these efforts, DoD officials will assign or attach DSCA liaison personnel to conduct liaison activities with designated departments and agencies to support planning, preparedness, and coordination of DoD response operations before and during deliberate events (e.g., NSSEs and SEAR events), disasters, including complex catastrophes, as defined by DepSecDef Memorandum (Reference (g)), and emergencies.

d. DSCA liaison personnel conducting liaison activities with organizations external to DoD will closely coordinate with the supporting organization and supported civil authorities, as appropriate, to ensure effective planning and coordination during incident and civil emergency response operations.

4. RESPONSIBILITIES. See Enclosure 2.

5. RELEASABILITY. **Cleared for public release.** This instruction is available on the Internet from the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

6. EFFECTIVE DATE. This instruction is effective May 25, 2016.



Christine E. Wormuth  
Under Secretary of Defense for Policy

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ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5111.1, “Under Secretary of Defense for Policy (USD(P)),” December 8, 1999
- (b) Deputy Secretary of Defense Memorandum, “Delegations of Authority,” November 30, 2006
- (c) DoD Directive 3025.18, “Defense Support of Civil Authorities (DSCA),” December 29, 2010, as amended
- (d) Section 502(f) of Title 32, United States Code
- (e) DoD Instruction 1000.17, “Detail of DoD Personnel to Duty Outside the Department of Defense,” October 30, 2013
- (f) Presidential Policy Directive-8, “National Preparedness,” March 30, 2011
- (g) Deputy Secretary of Defense Memorandum, “Definition of the Term Complex Catastrophe,” February, 19, 2013
- (h) Secretary of Defense Memorandum, “Combatant Command (COCOM) Civilian and Contractor Manpower Management,” June 29, 2011
- (i) DoD Instruction 1300.19, “DoD Joint Officer Management (JOM) Program,” March 4, 2014
- (j) DoD Instruction 8910.01, “Information Collection and Reporting,” May 19, 2014
- (k) DoD Instruction 8260.03, “The Global Force Management Data Initiative (GFM DI),” February 19, 2014
- (l) DoD Instruction 3025.16, “Defense Emergency Preparedness Liaison Officer (EPLO) Programs,” September 8, 2011
- (m) DoD Instruction 1215.06, “Uniform Reserve, Training, and Retirement Categories for the Reserve Components,” March 11, 2014, as amended
- (n) DoD Instruction 1215.13, “Reserve Component (RC) Member Participation Policy,” May 5, 2015
- (o) DoD Directive 5105.77, “National Guard Bureau (NGB),” October 30, 2015
- (p) DoD Directive 5105.83, “National Guard Joint Force Headquarters – State (NG JFHQs-State),” January 5, 2011, as amended
- (q) Unified Command Plan, April 6, 2011, as amended<sup>1</sup>
- (r) Joint Publication 1-02, “Department of Defense Dictionary of Military and Associated Terms,” current edition
- (s) Department of Homeland Security, “National Response Framework,” May 2013
- (t) DoD Directive 5200.27, “Acquisition of Information Concerning Persons and Organizations Not Affiliated with the Department of Defense,” January 7, 1980
- (u) DoD Instruction 5015.02, “DoD Records Management Program,” February 24, 2015
- (v) Department of Homeland Security, “National Incident Management System,” December 2008
- (w) DoD Instruction 6200.03, “Public Health Emergency Management within the Department of Defense,” March 5, 2010, as amended

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<sup>1</sup> Available on the SIPRNET at [https://intellipedia.intelink.sgov.gov/wiki/Unified\\_Command\\_Plan](https://intellipedia.intelink.sgov.gov/wiki/Unified_Command_Plan)

ENCLOSURE 2

RESPONSIBILITIES

1. ASSISTANT SECRETARY OF DEFENSE FOR HOMELAND DEFENSE AND GLOBAL SECURITY (ASD(HD&GS)). Under the authority, direction, and control of the Under Secretary of Defense for Policy (USD(P)), the ASD(HD&GS):

a. Develops, coordinates, and oversees the implementation of policy that governs DoD personnel performing duties with civil authorities for incident and civil emergency response, deliberate events, and supporting preparedness activities.

b. Develops, coordinates, and oversees the implementation of interagency agreements with the Military Departments, other DoD Components, or other government agencies, as required, to perform assigned responsibilities and functions.

c. Oversees the DoD organizational structures that coordinate for incident and civil emergency response, deliberate events, and supporting preparedness activities; supports organizational and manpower reviews, as necessary.

d. Coordinates the issuance of DoD domestic national planning guidance.

e. Develops, in coordination with the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) and the CJCS, any joint billets for liaison personnel with DSCA responsibilities in accordance with SecDef Memorandum (Reference (h)) and DoDI 1300.19 (Reference (i)).

2. ASSISTANT SECRETARY OF DEFENSE FOR HEALTH AFFAIRS (ASD(HA)). Under the authority, direction, and control of the USD(P&R), the ASD(HA) provides public health, veterinary (including food protection and agriculture), and medical subject matter expertise to the ASD(HD&GS) in support of DSCA.

3. ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE AFFAIRS (ASD(M&RA)). Under the authority, direction, and control of the USD(P&R), the ASD(M&RA):

a. Develops policy, in coordination with the CCDRs or other DoD Component heads with DSCA responsibilities and the Secretaries of the Military Departments, concerning program guidance for the management, selection criteria, and professional development of Reserve Component liaison personnel.

b. Advises and assists the ASD(HD&GS) on DoD policy for the employment and training of Reserve Component personnel.

4. DoD COMPONENT HEADS. The DoD Component heads, as appropriate:

- a. Coordinate the assignment of liaison personnel to conduct liaison activities with civil authorities with the ASD(HD&GS).
- b. Ensure that all plans for incident and civil emergency response, deliberate events, and supporting preparedness activities are synchronized and integrated with civil authorities, as appropriate, in coordination with the CCDRs with DSCA responsibilities, and pursuant to DoDI 8910.01 (Reference (j)).
- c. Support preparedness and incident response efforts of civil authorities along with other elements of national preparedness in accordance with Reference (f), in coordination with the CCDRs with DSCA responsibilities.
- d. Train, equip, and assign liaison personnel to meet identified DSCA requirements in support of incident and civil emergency response, deliberate events, and supporting preparedness activities.
- e. Support preparedness and incident response efforts by identifying all DoD capabilities or resources that are required during planning efforts in accordance with Reference (c) and the global force management process pursuant to DoDI 8260.03 (Reference (k)).

5. SECRETARIES OF THE MILITARY DEPARTMENTS. In addition to the responsibilities in section 4 of this enclosure, the Secretaries of the Military Departments:

- a. Manage the selection policy, procedures, and assignment of DSCA liaison personnel to conduct liaison activities with civil authorities for incident and civil emergency response, deliberate events, and supporting preparedness activities, in coordination with and in support of the CCDRs with DSCA responsibilities.
- b. Support domestic defense liaison requirements established by the CCDRs with DSCA responsibilities and approved by the SecDef:
  - (1) Program sufficient resources annually.
  - (2) Within fiscal constraints, ensure that positional funding and administration procedures support training, operations, and maintenance.
- c. Establish clearly defined roles, responsibilities, and program requirements for liaison positions (e.g., DCOs, EPLOs, and other DSCA liaison personnel) positioned at key federal departments and agencies for incident and civil emergency response, deliberate events, and supporting preparedness activities pursuant to Reference (c) and DoDI 3025.16 (Reference (l)),

in coordination with ASD(HD&GS), USD(P&R), and the CCDRs with DSCA responsibilities.

d. Support elements of national preparedness, in accordance with Reference (f) and other supporting DoD guidance, as appropriate.

e. Direct EPLO participation in incident and civil emergency response, deliberate events, and supporting preparedness activities and exercises with civil authorities, as appropriate, to meet the requirements of the supported CCDRs with DSCA responsibilities, Military Departments, and installations, pursuant to Reference (l) and this instruction.

f. Exercise activation, deployment, and employment processes and procedures in support of requirements coordinated by the CCDRs with DSCA responsibilities.

g. Assist the ASD(M&RA) to develop policy and program guidance for the management and employment of Reserve Component liaison personnel, pursuant to DoDI 1215.06 and DoDI 1215.13 (References (m) and (n)).

h. Activate EPLOs as required for operational employment.

i. Provide EPLOs to serve as liaison personnel with respective Military Service installations during incident and civil emergency response, deliberate events, and supporting preparedness activities.

j. Provide EPLOs, as appropriate, as subject matter experts on Military Service capabilities to civil authorities during preparedness activities, as defined by requirements coordinated by the CCDRs with DSCA responsibilities and pursuant to Reference (l).

k. Within resource constraints, ensure installation commanders and responsible civilian officials work with their Military Service component command in the development of regional incident and civil emergency response, deliberate events, and supporting preparedness activities, as necessary.

l. Participate in the process to validate and certify CCDR liaison requirements for current and future requests for joint DSCA liaison positions pursuant to References (h) and (i).

m. Activate EPLOs, as coordinated with the supported CCDR, for planning and exercises in accordance with established guidelines for Reserve Component participation in non-emergency events pursuant to References (m) and (n), as appropriate and within available resources.

6. CHIEF, NATIONAL GUARD BUREAU (NGB). In addition to the responsibilities in section 4 of this enclosure and DoDD 5105.77 (Reference (o)), the Chief, NGB:



a. Coordinates the participation of joint force headquarters-State (JFHQs-S) planners in regional and multi-State planning efforts in support of the CCDRs with DSCA responsibilities in accordance with DoDD 5105.83 (Reference (p)).

b. Assists in the coordination to synchronize and integrate State response plans.

c. Coordinates with the supported CCDR with DSCA responsibilities to facilitate integrated regional planning with Federal interagency and State and local government partners, as appropriate.

7. CJCS. In addition to the responsibilities in section 4 of this enclosure, the CJCS coordinates on requirements and personnel with the Secretaries of the Military Departments and the CCDRs with DSCA responsibilities.

8. CCDRs WITH DSCA RESPONSIBILITIES. In addition to the responsibilities in section 4 of this enclosure, the CCDRs with DSCA responsibilities:

a. Coordinate activities, including with DSCA liaison personnel, to support incident and civil emergency response, deliberate events, and supporting preparedness activities, pursuant to the Unified Command Plan (Reference (q)).

b. Provide prioritized liaison requirements to the Secretaries of the Military Departments for liaison personnel, including DCOs, DCEs, EPLOs, and JRMPOs, and other liaisons approved by the SecDef, within their areas of responsibility.

c. Support the Department of Homeland Security and other federal departments and agencies for regional planning and the production of all-hazard plans. Complex catastrophes will be prioritized during regional planning activities in accordance with Reference (g).

d. Coordinate with the Military Departments in the development of selection policy and procedures for DCOs, DCEs, JRMPOs, and other liaison personnel, as they relate to requirements coordinated by the CCDRs with DSCA responsibilities.

e. Recommend to the Military Departments training and equipping requirements for liaison personnel.

f. Consult and coordinate with civil authorities to provide DSCA liaison personnel as necessary to achieve unity of effort, as appropriate and within available resources, for incident and civil emergency response, deliberate events, and supporting preparedness activities.

g. Serve as coordinating authority, as defined by Joint Publication 1-02 (Reference (r)), between or among specific DoD functions and activities (e.g., functional Combatant Commands and Defense Agencies) related to domestic defense liaison with civil authorities, in areas not explicitly addressed by this instruction.

- h. Annually coordinate with Military Departments for EPLO support for planning and preparedness activities to make the most efficient use of Reserve Component officer availability.
- i. Coordinate installation information, access, and additional liaison activities directly with Military Departments via their respective Military Service component command.
- j. Identify enduring steady-state liaison requirements consistent with missions directed for the CCDRs with DSCA responsibilities. Submit these manpower requests in accordance with References (h) and (i).
- k. Provide JRMPOs, as appropriate, training, and subject matter expertise on DoD capabilities to civil authorities during preparedness activities, pursuant to Reference (c).
- l. Provide JRMPOs as subject matter experts and information on Military Service capabilities during civil emergency preparedness activities, as defined by requirements coordinated by the CCDRs with DSCA responsibilities and pursuant to Reference (c).
- m. Provide JRMPOs for planning and exercises in accordance with established guidelines for Reserve Component participation in non-emergency events.
- n. Share the DSCA responsibilities unique to Federal Emergency Management Agency (FEMA) Region IX through detailed coordination between U.S. Northern Command and U.S. Pacific Command.

ENCLOSURE 3

KEY LIAISON ELEMENTS AND PERSONNEL

1. GENERAL

a. DoD provides liaison personnel to promote unity of effort with civil authorities during incident and civil emergency response, deliberate events (e.g., NSSEs, and SEAR events), and supporting preparedness activities, in coordination with the DCOs in each FEMA region. Based on requirements coordinated by the CCDRs or other DoD Component heads with DSCA responsibilities, or in support of approved requests for assistance from civil authorities, liaison personnel may be positioned at the Federal, State, or local levels of government. Liaison personnel should coordinate engagements with civil authorities in support of DSCA activities with the respective DCO upon arrival in the FEMA region.

b. DSCA liaison personnel advise civil authorities on DoD capabilities, assist in planning and preparing DoD incident response, participate in training and exercises, facilitate the situational awareness of DoD Components, respond to information requests from civil authorities, and coordinate available DoD capabilities, as required.

c. DSCA liaison personnel:

(1) Are not assigned to the supported organization.

(2) Represent DoD and DoD interests as subject matter experts and are synchronized with and governed by requirements coordinated by the CCDR concerned, by another DoD Component head with DSCA responsibilities, or by their respective Military Service.

(3) In coordination with the appropriate DCO, may assist in coordinating DSCA.

2. DCO

a. General. The DCO:

(1) Through the CCDR with DSCA responsibilities, is the SecDef's primary liaison for DoD support within a FEMA region. As the primary DoD point of contact, the DCO is solely responsible for identifying and validating requests for DoD Component support for incident response in support of a lead federal agency (LFA), in accordance with Reference (c) and consistent with the National Response Framework (Reference (s)). DCOs are stationed permanently in each FEMA region and serve as the primary liaison for preparedness activities.

(2) Is a military or civilian official in the grade of O-6 or civilian equivalent and designated by the responsible DoD Component to coordinate DSCA activities in accordance with Reference (c).

(3) Directly supports:

(a) The FEMA federal coordinating officer (FCO) or the designated representative for another LFA, as appropriate.

(b) The federal emergency management community.

(4) Requires knowledge of DoD capabilities to support validated LFA requirements. The DCO must ensure that requests for DoD assistance are based on requirements that are validated in accordance with criteria provided in Reference (c).

(5) Coordinates DoD Component participation in planning efforts led by civil authorities, as directed by the CCDR with DSCA responsibilities.

(6) Supervises the DCE staff.

(7) Maintains appropriate command relationships with attached EPLOs during disaster response operations, as coordinated by the appropriate CCDR with DSCA responsibilities.

b. Preparedness Activities. The DCO:

(1) Acts as primary DoD liaison to the FEMA regional administrator in the DCO's assigned FEMA region.

(2) Assists Federal and State civil authorities to integrate DoD capabilities into their incident response plans. Works to refine, validate, and quantify requirements and potential time-phasing of DoD capabilities.

(3) Supports training and exercises with the FEMA regional headquarters staff.

(4) Maintains the readiness of the DCE by ensuring all assigned personnel are trained and prepared to deploy for incident and civil emergency response, deliberate events (e.g., NSSEs and SEAR events), and supporting preparedness activities.

(5) Coordinates and facilitates the participation of EPLOs, JRMPOs, and other DSCA liaison personnel into planning and preparedness activities, in coordination with the appropriate CCDR with DSCA responsibilities.

(6) Establishes and maintains relationships with each JFHQ-S to assist in coordinating planning efforts effectively.

(7) Identifies military capabilities on DoD installations in assigned regions that could be used to support incident response operations, when requested, in accordance with Reference (k).

(8) Develops and promotes relationships with federal, State, tribal, and local governmental and non-governmental organizations, and with private sector entities in the assigned FEMA region.

(9) Participates with the appropriate preparedness and planning groups in assigned FEMA regions (e.g., Federal Executive Board).

(10) Subject to applicable security requirements, maintains a database of information that, at a minimum:

(a) Identifies the location and capability of key federal and State resources.

(b) Lists key federal and State leaders and their contact information, pursuant to DoDD 5200.27 (Reference (t)).

(c) Identifies DoD Component capabilities that could support federal interagency emergency plans.

(d) Contains DoD installation leadership and key contact information and applicable agreements with local authorities to support the CCDRs with DSCA responsibilities.

c. Support of Incident Response Operations. The DCO:

(1) Serves as the primary DoD representative in the joint field office (JFO) as a member of the Unified Coordination Group, and as the primary DoD liaison to the FCO (unless a senior federal official from DoD is assigned) pursuant to References (c) and (s).

(2) Coordinates and validates requirements for DoD assistance with the FEMA FCO or other LFA-designated representative.

(3) Incorporates information and analysis from existing DoD plans into supported civil authority plans and operations as directed by the appropriate CCDR with DSCA responsibilities.

(4) Establishes the DCE to assist and enable DCO actions in support of a FEMA JFO or other designated LFA supporting the incident response.

(5) Maintains liaison with, and coordinates positioning of, attached EPLOs, JRMPOs, and other DSCA liaison personnel as coordinated by the CCDRs with DSCA responsibilities, as necessary, among military, State, and tribal organizations and other appropriate federal departments and agencies.

(6) Coordinates activities for attached EPLOs and JRMPOs, within their areas of responsibility, in support of requirements established by the CCDRs with DSCA responsibilities for NSSEs, SEAR events, incident responses, or LFA mission assignments.

(7) Coordinates DoD incident response efforts with JFHQs-S.

(8) Advises the FEMA FCO on appropriate DoD Component capabilities to develop requests for potential DoD support.

(9) Provides liaison with all applicable emergency support function (ESF) leads to coordinate and clarify ESF requirements and determine appropriate DoD capabilities, when requested.

(10) Notifies FEMA of approved requests for DoD Component assistance.

(11) Coordinates with the LFA to provide situational awareness and assessment of all anticipated DoD Component requirements through the military chain of command.

(12) Maintains a record, in accordance with DoDI 5015.02 (Reference (u)), of all mission requests (e.g., requests for assistance) to ensure each tasking is supported by a valid request or mission assignment number using the DoD DSCA Automated Support System (DDASS). The record must include estimated and actual costs of support for each mission.

(13) Facilitates the closeout of mission assignments and requests for assistance in coordination with DoD Components and the requesting agency upon the conclusion of support.

(14) Coordinates closely with the financial management entity of the CCDRs with DSCA responsibilities and Military Departments to facilitate reimbursement, as appropriate, from the LFA. Provides a consolidated support summary with overall reimbursement data to the CCDRs with DSCA responsibilities.

d. DCE. Stationed with the DCO in a FEMA region, the DCE supports the DCO for steady-state activities, and it can be augmented for incident response, deliberate events, and supporting preparedness activities. The effective integration of the DCE into the FEMA regional headquarters during steady-state activities and into the JFO during an incident response is key to unity of effort.

### 3. EPLO

#### a. General. EPLOs:

(1) Are assigned as senior-level Reserve members, as the term is defined in Reference (l), of the Military Departments (typically O-6 or O-5) who are subject to orders to active duty in support of DSCA.

(2) Are assigned by the Military Departments to conduct liaison activities at, among other places, FEMA national and regional response coordination centers, State emergency operations centers (EOCs), and the JFHQs-S in support of requirements established by the CCDRs with DSCA responsibilities.

(3) Are specially trained and experienced in national preparedness activities, including planning domestic military operations and the integration of DoD Component capabilities into training and exercises with civil authorities.

(4) Are knowledgeable of Military Service capabilities appropriate for DSCA.

(5) During pre-incident periods, conduct Military Service-specific training and provide liaison on behalf of their respective Military Departments.

(6) Participate in preparedness activities (including interagency DSCA exercises), as necessary, in coordination with the DCO and in support of requirements established by the CCDRs with DSCA responsibilities.

(7) When activated, provide liaison, as coordinated with the CCDRs with DSCA responsibilities, to facilitate DSCA pursuant to Reference (c).

(8) When assigned to support a State, provide liaison to the DCO and DCE during an incident response, as required by the appropriate CCDR with DSCA responsibilities.

(9) Are administered by their respective Military Service in accordance with Reference (l), as follows:

(a) Secretaries of the Military Departments activate and mobilize EPLOs for support to their own Military Services, as necessary, or at the request of the supported CCDRs with DSCA responsibilities. In cases of EPLO activations for support purely to the Military Departments, or outside of the EPLO's assigned region or State, Military Service component commands will notify the affected DCOs and CCDRs.

(b) The CCDRs with DSCA responsibilities identify to the Military Departments the requirements for the training and equipping of EPLOs for duty in FEMA regions and States. Military Departments will program training assembly periods and active-duty training days for EPLOs on an as-required basis to support preparedness training exercises necessary to satisfy these identified CCDR training requirements.

(c) Within individual States, EPLOs provide liaison with civil authorities and State National Guard entities in accordance with requirements coordinated by the CCDRs with DSCA responsibilities.

(d) Military Departments, in coordination with the CCDRs with DSCA responsibilities, will annually prioritize planning and preparedness activities in support of federal and State interagency partners as they program their allocated active duty days and related funding in support of their EPLOs.

b. Preparedness Activities. In coordination with their respective Military Departments and the DCO, EPLOs:

- (1) Build and maintain relationships with civil authorities that promote unity of effort.
- (2) Understand how to employ Military Department capabilities for DSCA.
- (3) Become familiar with State key resources and critical infrastructure.
- (4) Conduct key leader engagements with State emergency managers, planners, and other key emergency management personnel.
- (5) Establish and maintain relationships with key civil authorities, as well as DoD Component civilian and military officials. These can include officials in major DoD Component headquarters and subordinate units, FEMA regions, National Guard JFHQs-S, State EOCs, and State Joint Directors of Military Support. EPLOs should:
  - (a) Coordinate activities with State National Guard and DoD Component officials, in support of requirements coordinated by the CCDRs with DSCA responsibilities.
  - (b) Provide the DCO with the status of State National Guard and DoD Component activities conducted in support of requirements coordinated by the CCDR with DSCA responsibilities.
  - (c) Anticipate and analyze potential requests for assistance, including transition to CCDR authority of those that may begin under immediate response authority in accordance with Reference (c), and mutual aid agreement support.
- (6) Establish relationships with DoD Component and State National Guard officials as appropriate, including those at respective Military Department installations and facilities.
- (7) Provide liaison with other government agencies, non-government organizations, and the private sector in support of the Military Service component command, and the coordinated planning requirements of the CCDRs with DSCA responsibilities.
- (8) Assist federal, including FEMA regional, and State officials in creating plans (including the development of pre-scripted mission assignments) that address issues across the emergency management spectrum of prevent, protect, respond, mitigate, and recover.
- (9) Maintain familiarity with State and federal emergency management plans to understand and anticipate potential requests for DoD capabilities.
- (10) Represent their respective Military Departments at regional and State-level planning conferences, as coordinated with the Military Departments by the CCDRs with DSCA responsibilities.
- (11) Coordinate all essential travel and per diem funding in support of requirements coordinated by the CCDR with DSCA responsibilities with the appropriate Military Department.



(12) Conduct installation and base support information briefings to Federal installation commanders in an assigned State, in coordination with their respective Military Service component command, with essential travel and per diem funded by the appropriate Military Department.

(13) Participate in appropriate incident preparedness exercises with Federal departments and agencies, as well in DCO certification exercises, as coordinated by the CCDRs with DSCA responsibilities.

(14) Participate in national, federal, State, regional, and local exercises, as necessary, as coordinated by the CCDRs with DSCA responsibilities.

(15) Support FEMA regional steering committee meetings and exercises, in support of requirements coordinated by the appropriate CCDR with DSCA responsibilities.

(16) Participate in DoD Installation planning efforts with federal, State, tribal, and local organizations.

c. Support of Incident Response Operations. EPLOs:

(1) Anticipate and provide DCOs situational awareness of potential requests for DoD assistance.

(2) Coordinate with the DCO, respective Military Service component, and the joint task force for the arrival and integration of DoD Component forces to assist in their timely and effective employment.

(3) Serve as the subject matter experts to the supported DCO for DoD Component capabilities.

(4) Are proficient in national emergency management doctrine, including, but not limited to, Reference (s), the National Incident Management System (Reference (v)), Reference (f), and all supporting DoD policy guidance, doctrine, and orders.

(5) Establish and maintain relationships with key civil authorities, as well as DoD civilian and military officials. These can include officials in major DoD Component headquarters and subordinate units, FEMA regions, National Guard JFHQs-S, State EOCs, and State joint directors of support. EPLOs must:

(a) Coordinate activities with their respective State National Guard and DoD Component, in support of requirements established by the CCDRs with DSCA responsibilities, pursuant to Reference (c).

(b) Coordinate and advise the supported DCO on the status of respective DoD Components and their activities during civil emergency incidents, as synchronized with requirements established by the CCDRs with DSCA responsibilities.

4. JRMPOs

a. General. JRMPOs, through the DCO and in coordination with the appropriate CCDR's command surgeon:

(1) Assist in developing policies, procedures, and plans, which require a full understanding of medical risks, vulnerabilities, and emergency medical response capabilities.

(2) Develop mutually beneficial relationships with civil authorities to improve unity of effort, communication, and public health and medical response capabilities.

(3) Support the DCO, DCE, and, if required, the joint force commander in coordinating DoD public health and medical capabilities in support of approved LFA requests for assistance and requirements established by the CCDRs with DSCA responsibilities.

b. Preparedness Activities. Through the DCO, and in coordination with the appropriate CCDR's command surgeon, JRMPOs:

(1) Advise the DCO and Military Service component commands about DoD and non-DoD public health and medical assets within the area of regional responsibility.

(2) Serve as the DoD regional representative in the FEMA region for contingency health and medical service support for incident and civil emergency response, deliberate events, and supporting preparedness activities, in support of approved LFA requests for assistance and requirements established by the CCDRs with DSCA responsibilities.

(3) Provide medical planning expertise to civil authorities in training, exercises, and preparedness activities.

(4) Provide public health and medical expertise for the development of plans directed by the CCDRs with DSCA responsibilities.

(5) Must be familiar with DoD installations; public health emergency offices; elements of the National Disaster Medical System (NDMS), including federal coordinating centers; and metropolitan medical response systems and emergency action plans, to facilitate the development and improvement of appropriate plans and systems, including the NDMS.

(6) Build professional relationships with civil authorities.

(7) Establish and maintain a regional liaison network with:

(a) FEMA regional representatives.

(b) Department of Health and Human Services regional emergency coordinators.

- (c) U.S. Public Health Service officials.
- (d) State public health officials.
- (e) DoD and State National Guard medical elements.
- (f) Department of Veterans Affairs representatives.
- (g) Other agencies, as required.

(8) Participate in training and exercises in support of requirements coordinated by the CCDRs with DSCA responsibilities.

(9) Support FEMA regional steering committee meetings and exercises in support of requirements coordinated by the appropriate CCDR with DSCA responsibilities.

(10) Provide public health and medical planning and operations expertise to civil authorities in support of requirements coordinated by the CCDRs with DSCA responsibilities.

(11) Participate in FEMA regional planning efforts and in support of requirements established by the CCDRs with DSCA responsibilities.

(12) Participate in DoD installation planning efforts with federal, State, tribal, and local organizations. On DoD installations, coordinate with DoD public health emergency officers and medical emergency managers pursuant to DoDI 6200.03 (Reference (w)), as well as Federal Coordinating Center representatives.

c. Support of Incident Response Operations. Through the DCO, and in coordination with the appropriate CCDR's command surgeon, JRMPOs:

- (1) Provide support as a primary DoD public health and medical advisor to the DCO.
- (2) Provide public health and medical liaison to civil authorities, as required, and in support of requirements established by the CCDRs with DSCA responsibilities.
- (3) Coordinate DoD public health and medical capabilities with civil authorities in support of requirements established by the CCDRs with DSCA responsibilities.
- (4) Use appropriate public health and medical databases, and incorporate public health and medical data and information into the supported CCDR's common operational picture.
- (5) Coordinate public health and medical information, as appropriate, and in support of requirements established by the CCDRs with DSCA responsibilities.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

ASD(HA)	Assistant Secretary of Defense for Health Affairs
ASD(HD&GS)	Assistant Secretary of Defense for Homeland Defense and Global Security
ASD(M&RA)	Assistant Secretary of Defense for Manpower and Reserve Affairs
CCDR	Combatant Commander
CJCS	Chairman of the Joint Chiefs of Staff
DCE	defense coordinating element
DCO	defense coordinating officer
DDASS	DoD DSCA Automated Support System
DepSecDef	Deputy Secretary of Defense
DoDD	DoD Directive
DoDI	DoD Instruction
DSCA	defense support of civil authorities
EOC	emergency operations center
EPLO	emergency preparedness liaison officer
ESF	emergency support function
FCO	federal coordinating officer
FEMA	Federal Emergency Management Agency
JFHQ-S	one joint force headquarters-State
JFHQs-S	more than one joint force headquarters-State
JFO	joint field office
JRMPO	joint regional medical plans and operations officer
LFA	lead Federal agency
NDMS	National Disaster Medical System
NGB	National Guard Bureau
NSSE	National Special Security Event
SEAR	Special Event Assessment Rating
SecDef	Secretary of Defense
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

## PART II. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purposes of this instruction.

civil authorities. Defined in Reference (r).

civil emergency. Defined in Reference (r).

complex catastrophe. Defined in Reference (g).

DCE. Defined in Reference (r).

DCO. Defined in Reference (r).

detail. Defined in Reference (e).

DSCA. Defined in Reference (r).

EOC. Defined in Reference (r).

EPLO. Defined in Reference (r).

ESFs. Defined in Reference (r).

FEMA regions. Ten regions, as defined by FEMA, that ensure FEMA policies, programs, administrative and management guidance are implemented in a manner consistent with FEMA goals.

incident. Defined in Reference (r).

integrated regional planning. An operational planning process by which national-level planning for major incidents is informed by, and aligned with, regional, State, and local planning.

interagency. Defined in Reference (r).

LFA. Defined in Reference (r).

liaison. Defined in Reference (r).

mission assignment. Defined in Reference (r).

steady-state. A stable phase either before or after a crisis incident when decision-making, processes and procedures are more deliberate in nature and remain constant over a period of time.

unity of effort. Defined in Reference (r).