

APPENDIX 7

MILITARY SUPPORT TO SPECIAL EVENTS

APPENDIX 7-1: 10 U.S.C. § 422 – Use of funds for certain incidental purposes

Sec. 422. - Use of funds for certain incidental purposes

(a) Counterintelligence official reception and representation expenses. The Secretary of Defense may use funds available to the Department of Defense for counterintelligence programs to pay the expenses of hosting foreign officials in the United States under the auspices of the Department of Defense for consultation on counterintelligence matters.

(b) Promotional items for recruitment purposes. The Secretary of Defense may use funds available for an intelligence element of the Department of Defense to purchase promotional items of nominal value for use in the recruitment of individuals for employment by that element.

APPENDIX 7-2: 10 U.S.C. § 2012 - Support and Services for Eligible Organizations and Activities Outside the Department of Defense

Sec. 2012. - Support and services for eligible organizations and activities outside Department of Defense

(a) Authority To Provide Services and Support. -

Under regulations prescribed by the Secretary of Defense, the Secretary of a military department may in accordance with this section authorize units or individual members of the armed forces under that Secretary's jurisdiction to provide support and services to non-Department of Defense organizations and activities specified in subsection (e), but only if -

- (1) such assistance is authorized by a provision of law (other than this section); or
- (2) the provision of such assistance is incidental to military training.

(b) Scope of Covered Activities Subject to Section. -

This section does not -

- (1) apply to the provision by the Secretary concerned, under regulations prescribed by the Secretary of Defense, of customary community relations and public affairs activities conducted in accordance with Department of Defense policy; or
- (2) prohibit the Secretary concerned from encouraging members of the armed forces under the Secretary's jurisdiction to provide volunteer support for community relations activities under regulations prescribed by the Secretary of Defense.

(c) Requirement for Specific Request. -

Assistance under subsection (a) may only be provided if -

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(1) the assistance is requested by a responsible official of the organization to which the assistance is to be provided; and

(2) the assistance is not reasonably available from a commercial entity or (if so available) the official submitting the request for assistance certifies that the commercial entity that would otherwise provide such services has agreed to the provision of such services by the armed forces.

(d) Relationship to Military Training. -

(1) Assistance under subsection (a) may only be provided if the following requirements are met:

(A) The provision of such assistance -

(i) in the case of assistance by a unit, will accomplish valid unit training requirements; and

(ii) in the case of assistance by an individual member, will involve tasks directly related to the specific military occupational specialty of the member.

(B) The provision of such assistance will not adversely affect the quality of training or otherwise interfere with the ability of a member or unit of the armed forces to perform the military functions of the member or unit.

(C) The provision of such assistance will not result in a significant increase in the cost of the training.

(2) Subparagraph (A)(i) of paragraph (1) does not apply in a case in which the assistance to be provided consists primarily of military manpower and the total amount of such assistance in the case of a particular project does not exceed 100 man-hours.

(e) Eligible Entities. -

The following organizations and activities are eligible for assistance under this section:

(1) Any Federal, regional, State, or local governmental entity.

(2) Youth and charitable organizations specified in section [508](#) of title [32](#).

(3) Any other entity as may be approved by the Secretary of Defense on a case-by-case basis.

(f) Regulations. -

The Secretary of Defense shall prescribe regulations governing the provision of assistance under this section. The regulations shall include the following:

(1) Rules governing the types of assistance that may be provided.

(2) Procedures governing the delivery of assistance that ensure, to the maximum extent practicable, that such assistance is provided in conjunction with, rather than separate from, civilian efforts.

(3) Procedures for appropriate coordination with civilian officials to ensure that the assistance -

(A) meets a valid need; and

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(B) does not duplicate other available public services.

(4) Procedures to ensure that Department of Defense resources are not applied exclusively to the program receiving the assistance.

(g) Treatment of Member's Participation in Provision of Support or Services. -

(1) The Secretary of a military department may not require or request a member of the armed forces to submit for consideration by a selection board (including a promotion board, command selection board, or any other kind of selection board) evidence of the member's participation in the provision of support and services to non-Department of Defense organizations and activities under this section or the member's involvement in, or support of, other community relations and public affairs activities of the armed forces.

(2) Paragraph (1) does not prevent a selection board from considering material submitted voluntarily by a member of the armed forces which provides evidence of the participation of that member or another member in activities described in that paragraph.

(h) Advisory Councils. -

(1) The Secretary of Defense shall encourage the establishment of advisory councils at regional, State, and local levels, as appropriate, in order to obtain recommendations and guidance concerning assistance under this section from persons who are knowledgeable about regional, State, and local conditions and needs.

(2) The advisory councils should include officials from relevant military organizations, representatives of appropriate local, State, and Federal agencies, representatives of civic and social service organizations, business representatives, and labor representatives.

(3) The Federal Advisory Committee Act (5 U.S.C. App.) shall not apply to such councils.

(i) Construction of Provision. -

Nothing in this section shall be construed as authorizing -

(1) the use of the armed forces for civilian law enforcement purposes or for response to natural or manmade disasters; or

(2) the use of Department of Defense personnel or resources for any program, project, or activity that is prohibited by law.

(j) Oversight and Cost Accounting. -

The Secretary of Defense shall establish a program to improve the oversight and cost accounting of training projects conducted in accordance with this section. The program shall include measures to accomplish the following:

(1) Ensure that each project that is proposed to be conducted in accordance with this section (regardless of whether additional funding from the Secretary of Defense is sought) is requested in writing, reviewed for full compliance with this section, and approved in advance of initiation by the Secretary of the military department concerned and, in the case of a project that seeks additional funding from the Secretary of Defense, by the Secretary of Defense.

- (2) Ensure that each project that is conducted in accordance with this section is required to provide, within a specified period following completion of the project, an after-action report to the Secretary of Defense.
- (3) Require that each application for a project to be conducted in accordance with this section include an analysis and certification that the proposed project would not result in a significant increase in the cost of training (as determined in accordance with procedures prescribed by the Secretary of Defense).
- (4) Determine the total program cost for each project, including both those costs that are borne by the military departments from their own accounts and those costs that are borne by defense-wide accounts.
- (5) Provide for oversight of project execution to ensure that a training project under this section is carried out in accordance with the proposal for that project as approved

Source: <http://www4.law.cornell.edu/uscode/10/2012.html>

APPENDIX 7-3: 10 U.S.C. § 2554 - PROVISION OF SUPPORT FOR CERTAIN SPORTING EVENTS

Sec. 2554. - Equipment and other services: Boy Scout Jamborees

- (a) The Secretary of Defense is hereby authorized, under such regulations as he may prescribe, to lend to the Boy Scouts of America, for the use and accommodation of Scouts, Scouters, and officials who attend any national or world Boy Scout Jamboree, such cots, blankets, commissary equipment, flags, refrigerators, and other equipment and without reimbursement, furnish services and expendable medical supplies, as may be necessary or useful to the extent that items are in stock and items or services are available.
- (b) Such equipment is authorized to be delivered at such time prior to the holding of any national or world Boy Scout Jamboree, and to be returned at such time after the close of any such jamboree, as may be agreed upon by the Secretary of Defense and the Boy Scouts of America. No expense shall be incurred by the United States Government for the delivery, return, rehabilitation, or replacement of such equipment.
- (c) The Secretary of Defense, before delivering such property, shall take from the Boy Scouts of America, good and sufficient bond for the safe return of such property in good order and condition, and the whole without expense to the United States.
- (d) The Secretary of Defense is hereby authorized under such regulations as he may prescribe, to provide, without expense to the United States Government, transportation from the United States or military commands overseas, and return, on vessels of the Military Sealift Command or aircraft of the Air Mobility Command for
 - (1) those Boy Scouts, Scouters, and officials certified by the Boy Scouts of America, as representing the Boy Scouts of America at any national or world Boy Scout Jamboree, and
 - (2) the equipment and property of such Boy Scouts, Scouters, and officials and the property loaned to the Boy Scouts of America, by the Secretary of Defense pursuant to this section to the extent that such transportation will not interfere with the requirements of military operations.
- (e) Before furnishing any transportation under subsection (d), the Secretary of Defense shall take from the Boy Scouts of America, a good and sufficient bond for the reimbursement to the United States by the Boy Scouts of America, of the actual costs of transportation furnished under this section.

(f) Amounts paid to the United States to reimburse it for expenses incurred under subsection (b) and for the actual costs of transportation furnished under subsection (d) shall be credited to the current applicable appropriations or funds to which such expenses and costs were charged and shall be available for the same purposes as such appropriations or funds.

(g) In the case of a Boy Scout Jamboree held on a military installation, the Secretary of Defense may provide personnel services and logistical support at the military installation in addition to the support authorized under subsections (a) and (d).

(h) Other departments of the Federal Government are authorized, under such regulations as may be prescribed by the Secretary thereof, to provide to the Boy Scouts of America, equipment and other services, under the same conditions and restrictions prescribed in the preceding subsections for the Secretary of Defense

Source: <http://www4.law.cornell.edu/uscode/10/2554.html>

APPENDIX 7-4: HSPD 7 – CRITICAL INFRASTRUCTURE IDENTIFICATION, PRIORITIZATION, AND PROTECTION

Purpose

(1) This directive establishes a national policy for Federal departments and agencies to identify and prioritize United States critical infrastructure and key resources and to protect them from terrorist attacks.

Background

(2) Terrorists seek to destroy, incapacitate, or exploit critical infrastructure and key resources across the United States to threaten national security, cause mass casualties, weaken our economy, and damage public morale and confidence.

(3) America's open and technologically complex society includes a wide array of critical infrastructure and key resources that are potential terrorist targets. The majority of these are owned and operated by the private sector and State or local governments. These critical infrastructures and key resources are both physical and cyber-based and span all sectors of the economy.

(4) Critical infrastructure and key resources provide the essential services that underpin American society. The Nation possesses numerous key resources, whose exploitation or destruction by terrorists could cause catastrophic health effects or mass casualties comparable to those from the use of a weapon of mass destruction, or could profoundly affect our national prestige and morale. In addition, there is critical infrastructure so vital that its incapacitation, exploitation, or destruction, through terrorist attack, could have a debilitating effect on security and economic well-being.

(5) While it is not possible to protect or eliminate the vulnerability of all critical infrastructure and key resources throughout the country, strategic improvements in security can make it more difficult for attacks to succeed and can lessen the impact of attacks that may occur. In addition to strategic security enhancements, tactical security improvements can be rapidly implemented to deter, mitigate, or neutralize potential attacks.

Definitions

(6) In this directive:

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- (a) The term "critical infrastructure" has the meaning given to that term in section 1016(e) of the USA PATRIOT Act of 2001 (42 U.S.C. 5195c(e)).
- (b) The term "key resources" has the meaning given that term in section 2(9) of the Homeland Security Act of 2002 (6 U.S.C. 101(9)).
- (c) The term "the Department" means the Department of Homeland Security.
- (d) The term "Federal departments and agencies" means those executive departments enumerated in 5 U.S.C. 101, and the Department of Homeland Security; independent establishments as defined by 5 U.S.C. 104(1); Government corporations as defined by 5 U.S.C. 103(1); and the United States Postal Service.
- (e) The terms "State," and "local government," when used in a geographical sense, have the same meanings given to those terms in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101).
- (f) The term "the Secretary" means the Secretary of Homeland Security.
- (g) The term "Sector-Specific Agency" means a Federal department or agency responsible for infrastructure protection activities in a designated critical infrastructure sector or key resources category. Sector-Specific Agencies will conduct their activities under this directive in accordance with guidance provided by the Secretary.
- (h) The terms "protect" and "secure" mean reducing the vulnerability of critical infrastructure or key resources in order to deter, mitigate, or neutralize terrorist attacks.

Policy

- (7) It is the policy of the United States to enhance the protection of our Nation's critical infrastructure and key resources against terrorist acts that could:
 - (a) cause catastrophic health effects or mass casualties comparable to those from the use of a weapon of mass destruction;
 - (b) impair Federal departments and agencies' abilities to perform essential missions, or to ensure the public's health and safety;
 - (c) undermine State and local government capacities to maintain order and to deliver minimum essential public services;
 - (d) damage the private sector's capability to ensure the orderly functioning of the economy and delivery of essential services;
 - (e) have a negative effect on the economy through the cascading disruption of other critical infrastructure and key resources; or
 - (f) undermine the public's morale and confidence in our national economic and political institutions.
- (8) Federal departments and agencies will identify, prioritize, and coordinate the protection of critical infrastructure and key resources in order to prevent, deter, and mitigate the effects of deliberate efforts to destroy, incapacitate, or exploit them. Federal departments and agencies will work with State and local governments and the private sector to accomplish this objective.

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(9) Federal departments and agencies will ensure that homeland security programs do not diminish the overall economic security of the United States.

(10) Federal departments and agencies will appropriately protect information associated with carrying out this directive, including handling voluntarily provided information and information that would facilitate terrorist targeting of critical infrastructure and key resources consistent with the Homeland Security Act of 2002 and other applicable legal authorities.

(11) Federal departments and agencies shall implement this directive in a manner consistent with applicable provisions of law, including those protecting the rights of United States persons.

Roles and Responsibilities of the Secretary

(12) In carrying out the functions assigned in the Homeland Security Act of 2002, the Secretary shall be responsible for coordinating the overall national effort to enhance the protection of the critical infrastructure and key resources of the United States. The Secretary shall serve as the principal Federal official to lead, integrate, and coordinate implementation of efforts among Federal departments and agencies, State and local governments, and the private sector to protect critical infrastructure and key resources.

(13) Consistent with this directive, the Secretary will identify, prioritize, and coordinate the protection of critical infrastructure and key resources with an emphasis on critical infrastructure and key resources that could be exploited to cause catastrophic health effects or mass casualties comparable to those from the use of a weapon of mass destruction.

(14) The Secretary will establish uniform policies, approaches, guidelines, and methodologies for integrating Federal infrastructure protection and risk management activities within and across sectors along with metrics and criteria for related programs and activities.

(15) The Secretary shall coordinate protection activities for each of the following critical infrastructure sectors: information technology; telecommunications; chemical; transportation systems, including mass transit, aviation, maritime, ground/surface, and rail and pipeline systems; emergency services; and postal and shipping. The Department shall coordinate with appropriate departments and agencies to ensure the protection of other key resources including dams, government facilities, and commercial facilities. In addition, in its role as overall cross-sector coordinator, the Department shall also evaluate the need for and coordinate the coverage of additional critical infrastructure and key resources categories over time, as appropriate.

(16) The Secretary will continue to maintain an organization to serve as a focal point for the security of cyberspace. The organization will facilitate interactions and collaborations between and among Federal departments and agencies, State and local governments, the private sector, academia and international organizations. To the extent permitted by law, Federal departments and agencies with cyber expertise, including but not limited to the Departments of Justice, Commerce, the Treasury, Defense, Energy, and State, and the Central Intelligence Agency, will collaborate with and support the organization in accomplishing its mission. The organization's mission includes analysis, warning, information sharing, vulnerability reduction, mitigation, and aiding national recovery efforts for critical infrastructure information systems. The organization will support the Department of Justice and other law enforcement agencies in their continuing missions to investigate and prosecute threats to and attacks against cyberspace, to the extent permitted by law.

(17) The Secretary will work closely with other Federal departments and agencies, State and local governments, and the private sector in accomplishing the objectives of this directive.

Roles and Responsibilities of Sector-Specific Federal Agencies

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(18) Recognizing that each infrastructure sector possesses its own unique characteristics and operating models, there are designated Sector-Specific Agencies, including:

- (a) Department of Agriculture -- agriculture, food (meat, poultry, egg products);
- (b) Health and Human Services -- public health, healthcare, and food (other than meat, poultry, egg products);
- (c) Environmental Protection Agency -- drinking water and water treatment systems;
- (d) Department of Energy -- energy, including the production refining, storage, and distribution of oil and gas, and electric power except for commercial nuclear power facilities;
- (e) Department of the Treasury -- banking and finance;
- (f) Department of the Interior -- national monuments and icons; and
- (g) Department of Defense -- defense industrial base.

(19) In accordance with guidance provided by the Secretary, Sector-Specific Agencies shall:

- (a) collaborate with all relevant Federal departments and agencies, State and local governments, and the private sector, including with key persons and entities in their infrastructure sector;
- (b) conduct or facilitate vulnerability assessments of the sector; and
- (c) encourage risk management strategies to protect against and mitigate the effects of attacks against critical infrastructure and key resources.

(20) Nothing in this directive alters, or impedes the ability to carry out, the authorities of the Federal departments and agencies to perform their responsibilities under law and consistent with applicable legal authorities and presidential guidance.

(21) Federal departments and agencies shall cooperate with the Department in implementing this directive, consistent with the Homeland Security Act of 2002 and other applicable legal authorities.

Roles and Responsibilities of Other Departments, Agencies, and Offices

(22) In addition to the responsibilities given the Department and Sector-Specific Agencies, there are special functions of various Federal departments and agencies and components of the Executive Office of the President related to critical infrastructure and key resources protection.

- (a) The Department of State, in conjunction with the Department, and the Departments of Justice, Commerce, Defense, the Treasury and other appropriate agencies, will work with foreign countries and international organizations to strengthen the protection of United States critical infrastructure and key resources.
- (b) The Department of Justice, including the Federal Bureau of Investigation, will reduce domestic terrorist threats, and investigate and prosecute actual or attempted terrorist attacks on, sabotage of, or disruptions of critical infrastructure and key resources. The Attorney General and the Secretary shall use applicable statutory authority and attendant mechanisms for cooperation and coordination, including but not limited to those established by presidential directive.

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(c) The Department of Commerce, in coordination with the Department, will work with private sector, research, academic, and government organizations to improve technology for cyber systems and promote other critical infrastructure efforts, including using its authority under the Defense Production Act to assure the timely availability of industrial products, materials, and services to meet homeland security requirements.

(d) A Critical Infrastructure Protection Policy Coordinating Committee will advise the Homeland Security Council on interagency policy related to physical and cyber infrastructure protection. This PCC will be chaired by a Federal officer or employee designated by the Assistant to the President for Homeland Security.

(e) The Office of Science and Technology Policy, in coordination with the Department, will coordinate interagency research and development to enhance the protection of critical infrastructure and key resources.

(f) The Office of Management and Budget (OMB) shall oversee the implementation of government-wide policies, principles, standards, and guidelines for Federal government computer security programs. The Director of OMB will ensure the operation of a central Federal information security incident center consistent with the requirements of the Federal Information Security Management Act of 2002.

(g) Consistent with the E-Government Act of 2002, the Chief Information Officers Council shall be the principal interagency forum for improving agency practices related to the design, acquisition, development, modernization, use, operation, sharing, and performance of information resources of Federal departments and agencies.

(h) The Department of Transportation and the Department will collaborate on all matters relating to transportation security and transportation infrastructure protection. The Department of Transportation is responsible for operating the national air space system. The Department of Transportation and the Department will collaborate in regulating the transportation of hazardous materials by all modes (including pipelines).

(i) All Federal departments and agencies shall work with the sectors relevant to their responsibilities to reduce the consequences of catastrophic failures not caused by terrorism.

(23) The heads of all Federal departments and agencies will coordinate and cooperate with the Secretary as appropriate and consistent with their own responsibilities for protecting critical infrastructure and key resources.

(24) All Federal department and agency heads are responsible for the identification, prioritization, assessment, remediation, and protection of their respective internal critical infrastructure and key resources. Consistent with the Federal Information Security Management Act of 2002, agencies will identify and provide information security protections commensurate with the risk and magnitude of the harm resulting from the unauthorized access, use, disclosure, disruption, modification, or destruction of information.

Coordination with the Private Sector

(25) In accordance with applicable laws or regulations, the Department and the Sector-Specific Agencies will collaborate with appropriate private sector entities and continue to encourage the development of information sharing and analysis mechanisms. Additionally, the Department and Sector-Specific Agencies shall collaborate with the private sector and continue to support sector-coordinating mechanisms:

(a) to identify, prioritize, and coordinate the protection of critical infrastructure and key resources; and

(b) to facilitate sharing of information about physical and cyber threats, vulnerabilities, incidents, potential protective measures, and best practices.

National Special Security Events

(26) The Secretary, after consultation with the Homeland Security Council, shall be responsible for designating events as "National Special Security Events" (NSSEs). This directive supersedes language in previous presidential directives regarding the designation of NSSEs that is inconsistent herewith.

Implementation

(27) Consistent with the Homeland Security Act of 2002, the Secretary shall produce a comprehensive, integrated National Plan for Critical Infrastructure and Key Resources Protection to outline national goals, objectives, milestones, and key initiatives within 1 year from the issuance of this directive. The Plan shall include, in addition to other Homeland Security-related elements as the Secretary deems appropriate, the following elements:

- (a) a strategy to identify, prioritize, and coordinate the protection of critical infrastructure and key resources, including how the Department intends to work with Federal departments and agencies, State and local governments, the private sector, and foreign countries and international organizations;
- (b) a summary of activities to be undertaken in order to: define and prioritize, reduce the vulnerability of, and coordinate the protection of critical infrastructure and key resources;
- (c) a summary of initiatives for sharing critical infrastructure and key resources information and for providing critical infrastructure and key resources threat warning data to State and local governments and the private sector; and
- (d) coordination and integration, as appropriate, with other Federal emergency management and preparedness activities including the National Response Plan and applicable national preparedness goals.

(28) The Secretary, consistent with the Homeland Security Act of 2002 and other applicable legal authorities and presidential guidance, shall establish appropriate systems, mechanisms, and procedures to share homeland security information relevant to threats and vulnerabilities in national critical infrastructure and key resources with other Federal departments and agencies, State and local governments, and the private sector in a timely manner.

(29) The Secretary will continue to work with the Nuclear Regulatory Commission and, as appropriate, the Department of Energy in order to ensure the necessary protection of:

- (a) commercial nuclear reactors for generating electric power and non-power nuclear reactors used for research, testing, and training;
- (b) nuclear materials in medical, industrial, and academic settings and facilities that fabricate nuclear fuel; and
- (c) the transportation, storage, and disposal of nuclear materials and waste.

(30) In coordination with the Director of the Office of Science and Technology Policy, the Secretary shall prepare on an annual basis a Federal Research and Development Plan in support of this directive.

(31) The Secretary will collaborate with other appropriate Federal departments and agencies to develop a program, consistent with applicable law, to geospatially map, image, analyze, and sort critical infrastructure and key resources by utilizing commercial satellite and airborne systems, and existing capabilities within other agencies. National technical means should be considered as an option of last resort. The Secretary, with advice from the Director of Central Intelligence, the Secretaries of Defense and the Interior, and the heads of other appropriate Federal departments and agencies, shall develop mechanisms for accomplishing this initiative. The Attorney General shall provide legal advice as necessary.

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(32) The Secretary will utilize existing, and develop new, capabilities as needed to model comprehensively the potential implications of terrorist exploitation of vulnerabilities in critical infrastructure and key resources, placing specific focus on densely populated areas. Agencies with relevant modeling capabilities shall cooperate with the Secretary to develop appropriate mechanisms for accomplishing this initiative.

(33) The Secretary will develop a national indications and warnings architecture for infrastructure protection and capabilities that will facilitate:

- (a) an understanding of baseline infrastructure operations;
- (b) the identification of indicators and precursors to an attack; and
- (c) a surge capacity for detecting and analyzing patterns of potential attacks.

In developing a national indications and warnings architecture, the Department will work with Federal, State, local, and non-governmental entities to develop an integrated view of physical and cyber infrastructure and key resources.

(34) By July 2004, the heads of all Federal departments and agencies shall develop and submit to the Director of the OMB for approval plans for protecting the physical and cyber critical infrastructure and key resources that they own or operate. These plans shall address identification, prioritization, protection, and contingency planning, including the recovery and reconstitution of essential capabilities.

(35) On an annual basis, the Sector-Specific Agencies shall report to the Secretary on their efforts to identify, prioritize, and coordinate the protection of critical infrastructure and key resources in their respective sectors. The report shall be submitted within 1 year from the issuance of this directive and on an annual basis thereafter.

(36) The Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs will lead a national security and emergency preparedness communications policy review, with the heads of the appropriate Federal departments and agencies, related to convergence and next generation architecture. Within 6 months after the issuance of this directive, the Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs shall submit for my consideration any recommended changes to such policy.

(37) This directive supersedes [Presidential Decision Directive/NSC-63](#) of May 22, 1998 ("Critical Infrastructure Protection"), and any Presidential directives issued prior to this directive to the extent of any inconsistency. Moreover, the Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs shall jointly submit for my consideration a Presidential directive to make changes in Presidential directives issued prior to this date that conform such directives to this directive.

(38) This directive is intended only to improve the internal management of the executive branch of the Federal Government, and it is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity, against the United States, its departments, agencies, or other entities, its officers or employees, or any other person.

GEORGE W. BUSH

APPENDIX 7-5: DODD 1100.20 - Support and Services for Eligible Organizations and Activities Outside the Department of Defense

Department of Defense DIRECTIVE

NUMBER 1100.4
August 20, 1954

Certified Current as of November 21, 2003

SUBJECT: Guidance for Manpower Programs

References:(a) DoD Directive 1100.2, "Preparation, Evaluation and Administration of Manpower Programs," August 20, 1953

1. PURPOSE

1.1. In accordance with reference (a), the Assistant Secretary of Defense (Manpower and Personnel) will issue each fiscal year guidance to be used by the Services in the preparation and administration of their manpower programs and will review such programs, military and civilian. This guidance will include the strengths to be used for programming and such detailed information, policies, and instructions as are pertinent to the fiscal year program under development.

1.2. The purpose of this Directive is to prescribe the continuing general manpower policies upon guidance such guidance shall be based.

2. OBJECTIVE

Accomplish approved national military objectives with a minimum of manpower so organized and employed as to provide maximum effectiveness and combat power. To this end, each Service shall seek optimum personnel utilization, maintain a high level of personnel performance and morale, and accomplish missions with a minimum number of personnel.

3. MANPOWER REQUIREMENTS

3.1. Each Service shall undertake only such programs as are actually essential, and shall program manpower requirements at the minimum necessary to achieve specific vital objectives.

3.2. Each Service shall program within the strengths confirmed by the Secretary of Defense with first priority assigned to major combat forces. Major combat units will be manned in accordance with Joint Chiefs of Staff guidance as approved by the Secretary of Defense. Remaining forces will be manned, within approved total strengths, adequately to support combat forces.

3.3. In areas which require military personnel only, manpower requirements shall be based upon applicable manning documents, with authorized strengths held to a minimum consistent with assigned tasks and missions. Civilian requirements will be determined on the basis of planning and workload factors with strengths maintained at the minimum necessary to accomplish the required tasks. In areas which require both military and civilian personnel, manpower requirements shall be determined as a total.

3.4. The highest practicable proportion of Operating Forces to total forces will be maintained. Within the Operating Forces emphasis will be placed on reducing support-type positions.

4. PERSONNEL UTILIZATION

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4.1. Management improvement programs will be pursued with a view toward correlating job requirements and personnel qualifications, preventing non-essential or marginal employment, and maintaining the grade requirement of each space consistent with the responsibility thereof.

4.2. Civilian personnel will be used in positions which do not require military incumbents for reasons of law, training, security, discipline, rotation, or combat readiness, which do not require a military background for successful performance of the duties involved, and which do not entail unusual hours not normally associated or compatible with civilian employment.

4.3. Maximum stability of personnel assignment and minimum rotation or turnover will be maintained to the extent consistent with requirements of training readiness, and morale. Voluntary enlistment and reenlistment will be emphasized and encouraged, in order to increase the level of training, experience, and combat readiness of our forces, and minimize involuntary induction.

4.4. Optimum performance, standards and discipline will be sought at all levels. To this end, command authority will be maintained commensurate with responsibility. Officer and noncommissioned officer responsibility and prestige will be safe-guarded by avoidance of over-centralization, over-supervision, or over-management.

4.5. No policy including fiscal policy will be established without full evaluation of its effect on morale and effectiveness of personnel. Manning levels of staffs, headquarters, attache posts, and similar assignments will be maintained at lowest practicable levels.

4.6. Travel time and costs will be maintained at lowest levels consistent with other requirements. The number of personnel in non-available status will be held as low as feasible. Specifically, time awaiting transportation, assignment, or trial will be minimized.

4.7. Indigenous personnel will be utilized to the maximum extent practicable consistent with security and the necessity of maintaining a high state of readiness.

4.8. Necessary steps will be taken to avoid all types of dual staffing of positions.

5. FACILITIES AND MATERIEL

In planning the establishment, activation, transfer, deployment or redeployment of units, consideration will be given to availability of facilities, present or planned, for housing, training and support. The phasing of personnel, facilities, equipment, and materiel will be coordinated.

6. TRAINING

6.1. Training programs will be based on the planned force structure, numbers of personnel presently qualified in each category, and the estimated gains and losses in each occupational category. Training time, costs, and overhead will be maintained as low as is consistent with training requirements. Large fluctuations in training loads will be avoided insofar as feasible.

6.2. In connection with the continuous review of standards and requirements for various types of specialties, emphasis will be given to training needs in critical specialties requiring extended training periods. Stress will be placed on utilizing to best advantage the quality of manpower actually available, particularly mentally qualified and motivated personnel with the required standards for training in special categories. Periods of productive service must be established which will give adequate return for cost of training.

6.3. Training in formal or technical schools will be utilized only to the extent to which training requirements exist which cannot be adequately or profitably met by on-the-job training. Formal training should be followed as soon as feasible by on-the-job application of learned skills.

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6.4. Advanced training for short-term or non-career personnel and post-graduate instruction for officers will be limited to areas meeting definite needs of the Services.

6.5. Training facilities should be utilized at maximum practicable efficiency. The length of each course should be minimized to that required to accomplish the primary missions. The input of students should be phased to avoid peak loads, and overall load stabilized so as to permit minimum feasible overhead.

7. RESERVE FORCES

7.1. The Reserve components programs will be prepared in accordance with existing laws, on the basis of mobilization requirement, and the feasibility of meeting these requirements in the year programmed.

7.2. Personnel having a remaining Ready Reserve service obligation on release from active duty shall be informed immediately prior to such release of their duty, as prescribed by the Universal Military Training and Service Act, as amended, to participate in an accredited training program in the Ready Reserve. Such personnel shall, if qualified, and if a mobilization requirement exists in an available unit, be transferred upon their release from active duty to such unit of the Ready Reserve of the appropriate Reserve component for the remainder of their Ready Reserve service obligation unless sooner released because of availability of replacements.

7.3. Personnel participation in Reserve training program in a drill pay status will be limited to those personnel for whom mobilization requirements exist and who have been determined to be available upon mobilization.

7.4. Every effort will be made to reduce the turnover of personnel in Reserve units and to bring enlisted-officer ratios, and pay grade distribution within each into balance with requirements.

7.5. Emphasis will be placed on improving the training given the Reservists both as to quality and level of instruction and by improved administration within units.

/S/

Secretary of Defense

APPENDIX 7-6: DODD 2000.15 - Support to Special Events

Department of Defense DIRECTIVE

NUMBER 2000.15
November 21, 1994

Certified Current as of December 8, 2003

USD(P&R)

SUBJECT: Support to Special Events

References:

- (a) Assistant Secretary of Defense Memorandum, "DoD Defense Support to International Special Events," August 12, 1993 (hereby canceled)
- (b) Deputy Secretary of Defense Memorandum, "DoD Support to International Sporting Events," February 20, 1990 (hereby canceled)
- (c) Deputy Secretary of Defense Memorandum, "DoD Support to the 1990 Goodwill Games," October 24, 1988 (hereby canceled)
- (d) Secretary of Defense Memorandum, "DoD Support to International Sporting Events Held in the United States," July 11, 1988 (hereby canceled)

(e) through (h), see enclosure 1

1. PURPOSE

This Directive:

1.1. Supersedes references (a) through (g).

1.2. Establishes policy and assigns responsibilities for managing DoD support to international and national special events.

2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff and the Defense Agencies (hereafter referred to collectively as "the DoD Components"). The term "Military Departments," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps (including their National Guard and Reserve components).

3. DEFINITIONS

3.1. Special Event. A planned program of athletic competition and related activities involving participants from the United States and/or other nations. Historic examples of such events are the Olympic Games, the Pan American Games, the World University Games, and the International Special Olympics. The Secretary of Defense may also designate non-athletic international or national events to receive support in accordance with this Directive. Historic examples of such non-athletic special events include Summits, World's Fairs, and the Universal Postal Union Congress.

3.2. Support. Support may include equipment, personnel, technical or managerial advice, or guidance. Support may be funded on a reimbursable basis or by specific appropriation.

4. POLICY

It is DoD policy that:

4.1. DoD resources may be used to provide support for international and national special events as authorized by law.

4.2. The Department of Defense may support such events with personnel and equipment, barring interference with primary DoD mission accomplishment, and in accordance with applicable laws and regulations.

4.3. Security-related support for the event shall have precedence over logistics assistance; however, logistics assistance may be provided if deemed appropriate and necessary, contingent on authorizing statutes and local community capabilities.

4.4. Support may either be on a reimbursable basis in accordance with DoD 7000.14-R, Volume 2, (reference (h)), or with appropriations specifically provided. The Department of Defense shall be considered the supplier of last resort.

4.5. Such support shall be provided in the most efficient manner. The central coordination and management function is deemed necessary and is assigned to the Office of the Under Secretary of Defense for Personnel and Readiness (USD(P&R)). The DoD Components shall neither offer nor provide direct support to public and private organizations involved in sponsoring events covered by this Directive.

5. RESPONSIBILITIES

APPENDIX 7: SPECIAL EVENTS

5.1. The Under Secretary of Defense for Personnel and Readiness shall manage all DoD support and activities for international and national special events and shall, in accordance with law and regulations, do the following:

5.1.1. Represent the Department of Defense with other Federal Agencies, State and local governments, and private organizers in planning and managing DoD support to international special events.

5.1.2. Develop policies, plans, and procedures for the delivery of DoD support to special events.

5.1.3. Manage the delivery of DoD personnel and equipment assets to special event organizers, State and local governments, and other bodies authorized to receive DoD support.

5.1.4. Manage the expenditure of appropriated funds or acquire reimbursement as directed by applicable laws and regulations.

5.1.5. Obtain materials, services, facilities, and equipment to be used for special event support activities through contracting or established supply channels operated by the Department of Defense or other Federal Agencies.

5.1.6. Establish and operate a system for delivering DoD assets to authorized recipients and for recovering loaned assets at the conclusion of the event.

5.1.7. Maintain a system for the management, storage, and maintenance of DoD equipment for use in special events, and maintain internal controls to ensure the security and accountability of DoD assets at all times.

5.1.8. Ensure the agency authorized to accept DoD assets provides a surety bond or other suitable insurance protection to cover the cost of lost, stolen, or damaged DoD property.

5.1.9. Establish and maintain effective liaison with the DoD Components for the timely exchange of information about special event projects.

5.1.10. Provide support to other events as directed by the Secretary of Defense.

5.2. The Heads of the DoD Components shall designate a Special Events Coordinator. The Coordinator shall notify the USD(P&R) of the designation within 90 days. The Coordinator shall be responsible for providing timely information and technical support to USD(P&R), to include ensuring that equipment and personnel resources are made available when requested by USD(P&R), within the constraints of operational requirements and the impact on readiness.

5.3. The Secretaries of the Military Departments shall assign Military Service personnel to USD(P&R) to support international special events. These assignments may be on a short-term basis for specific events, within the constraints of operational requirements and the impact on readiness.

6. EFFECTIVE DATE

This Directive is effective immediately.

/S/
John M. Deutch
Deputy Secretary of Defense

Enclosures - 1

E1. References, continued

E1. ENCLOSURE 1
REFERENCES, continued

APPENDIX 7: SPECIAL EVENTS

- (e) Deputy Secretary of Defense Memorandum, "DoD Support to the 1988 Winter and Summer Olympic Games," July 25, 1986 (hereby canceled)
- (f) Secretary of Defense Memorandum, "DoD Support to the 1987 Pan American Games," February 24, 1986 (hereby canceled)
- (g) Secretary of Defense Memorandum, "1984 Los Angeles Summer Olympic Games," September 27, 1982 (hereby canceled)
- (h) DoD 7000.14-R, "Department of Defense Financial Management Regulation," Volume 2A & 2B, "Budget Formulation and Presentation," June 1993

APPENDIX 7-7: IRT POLICY

See next page.



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON DC 20310-0111

March 28, 2000

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Innovative Readiness Training (IRT)

I am forwarding for your implementation the Army's policy and procedures for IRT projects (Civil Military Programs), outlined at the enclosure, as described in the DoD Directive 1100.20, Support and Services for Eligible Organizations and Activities Outside the Department of Defense, dated January 30, 1997. Please ensure subordinate units or staff elements that plan, manage or execute IRT projects receive and adhere to this guidance.

The Army point of contact for this policy is Lieutenant Colonel John Sone, at (703) 692-4125, DSN 222-4125, or e-mail at John.Sone@HQDA.Army.mil.

Patrick T. Henry
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

Enclosure

DISTRIBUTION:
DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS
DIRECTOR, ARMY NATIONAL GUARD
CHIEF, ARMY RESERVE

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U. S. ARMY EUROPE AND SEVENTH ARMY
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U. S. ARMY MATERIEL COMMAND
U. S. ARMY TRAINING AND DOCTRINE COMMAND
U. S. ARMY CORPS OF ENGINEERS
U. S. ARMY PACIFIC
U. S. ARMY MEDICAL/SURGEON GENERAL
U. S. ARMY MILITARY DISTRICT OF WASHINGTON

CF:
OASD(RA)

Printed on Recycled Paper

HQDA POLICY FOR INNOVATIVE READINESS TRAINING

POLICY. IRT projects can create excellent partnerships between the requesting community organizations and the military. This training mission alternative for meeting mobilization readiness requirements can enhance morale and contribute to military recruiting and retention.

However, the primary goal of IRT is to accomplish military readiness training. Benefits to the community must be incidental. Therefore, units of the Army may be used to assist eligible organizations and activities in addressing community and civic needs of the United States, its territories and possessions and the Commonwealth of Puerto Rico when such assistance is incidental to military training and is authorized by law. Commanders must ensure that IRT does not result in task over-training.

Support and services provided shall protect military readiness, avoid competition with the private sector, and be coordinated with other Services and Army components to avoid duplication. Assistance may be provided if requested by an official of an eligible organization as specified by Section 508, Title 32, United States Code, the assistance is not available from a commercial entity, the support accomplishes mission essential training requirements that prepare Army units for operations in support of the National Military Strategy, the support provided is related to an individual soldier's military occupational specialty (MOS), and the support does not result in an increase in the cost of training. IRT projects will be planned events that are incorporated into future unit training plans and budgets and should not increase the cost of unit training.

The requirement that unit assistance accomplish a mission essential training requirement does not apply where the assistance to be provided consists primarily of military manpower and the total amount of assistance does not exceed 100 man hours. In these instances, most manpower requests will be met by volunteers, and any assistance other than manpower will be extremely limited. Army vehicles may be used, but only to provide transportation of personnel to and from the work site. The use of Army aircraft is prohibited.

GUIDANCE. Commanders exercising approval authority must ensure that IRT requests comply with the guidance provided in Section 2012, Title 10, United States Code, DOD Directive 1100.20, and the following DOD implementing guidance memoranda: subject: Policy Memorandum for Department of Defense (DoD) Innovative Readiness Training (DoDD 1100.20), dated August 21, 1998 (Tab A); and subject: Support and Services for Eligible Organizations Outside the Department of Defense, dated July 13, 1999 (Tab B).

IRT REQUESTS THAT REQUIRE APPROVAL BY OASD (RA). IRT projects requests that: (1) seek additional funding from OSD; and/or (2) seek support or services for any non-governmental organization (Federal, regional, state or local) which are not youth/charitable organizations specified in 32 USC 508, or (3) seek to reallocate IRT funds to another IRT project require OASD (RA) approval. MACOMs will revalidate annually all ongoing IRT requests that require approval by OASD (RA) to ensure compliance with Office of the Assistant Secretary of Defense for Reserve Affairs (OASD/RA) policy and guidance. Major Army Commands (MACOMs) will do this by submitting the approved IRT request with any changes that may have occurred during the fiscal year, through this office to OASD (RA). Additionally, MACOMs will forward requests for Civil Military Programs received directly from requestors for proposals which lack a military unit sponsor.

APPROVAL AUTHORITY OF ARMY FUNDED IRT PROJECTS NOT REQUIRING OASD (RA) APPROVAL. The authority to approve IRT projects submitted by qualifying non-DOD entities under Section 2012, Title 10, United States Code, and DOD Directive 1100.20 (i.e., Federal, regional, state, or local governmental entities, or youth/charitable organizations specified in 32 USC 508), is delegated to commanders of Major Commands (MACOMs). To streamline the approval process, the Army National Guard and Office, Chief Army Reserve will be considered MACOMs for approval and reporting of Reserve Components IRT projects. Approval authority may be further delegated to commanders of major subordinate commands, but may not be delegated further.

PROCESSING OF IRT PROJECT REQUESTS THAT ARE ARMY FUNDED AND DO NOT REQUIRE OASD (RA) APPROVAL. All IRT projects must be requested in writing, reviewed for full compliance with appropriate guidance, and approved in advance of initiation by the approval authority. Tab A contains the forms required to request IRT project approval. IRT packages require review and endorsement by the Staff Judge Advocate/Legal Officer; U. S. Property and Fiscal Officer or Federal Budget Officer; and Plans, Operations and Training officials. Additional endorsements may be required, when applicable, from medical, nursing, or dental officials; adjutant general of the project state; or inter-governmental agencies. Each packet must also include a cost analysis of the proposed project identifying the total program cost for each project, including costs that are borne by the military departments from their own accounts and those costs borne by defense wide accounts. The requesting commander must certify that the project will not increase the cost of the training above the amount the event would cost if it were conducted independent of an IRT project. All IRT submission packets must be approved by a general officer.

OASD(RA) requires that all IRT projects be tracked. Therefore, MACOMs will maintain a tracking log for all IRT approved at the MACOM or lower level, by fiscal

year. MACOMs will provide a copy of this log to OASA(M&RA) electronically upon request.

AFTER ACTION REPORTS/OTHER REQUIRED REPORTS. An After Action Report (AAR) must be completed for every IRT project. Forward all AARs through the chain of command and this office to OASD (RA) within 60 days of the project's completion. Follow the format in paragraph G of the OASD (RA) guidelines (Tab A). The mailing address for this office is: The Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), ATTN: SAMR-RAMRT, 111 Army Pentagon, Washington, DC 20310-0111. Additionally, the Army National Guard and Office, Chief Army Reserve will provide IRT approvals and AARs to Forces Command (FORSCOM), U. S. Army Pacific (USARPAC), or U. S. Army Special Operations Command (USASOC) as appropriate. In keeping with their training readiness oversight responsibilities as force providers and to ensure the Army is meeting the intent of Congress and the Department of Defense, FORSCOM, USARPAC, and USASOC will report to this office by September 30th each year an evaluation of the value of the training received by Army units and individuals conducting IRT projects. This office will use those reports to provide feedback, guidance, and policy.

ARMY FUNDED IRT PROJECTS CROSSING MULTIPLE YEARS THAT DO NOT REQUIRE OASD (RA) APPROVAL. Multiple IRT project requests may be packaged as a single IRT project and receive one approval when the request is from single organization and the support that will be provided comes from a single approval authority.

ARMY FUNDED MULTIPLE IRT PROJECTS THAT DO NOT REQUIRE OASD (RA) APPROVAL. A single approval is required for multiple IRT projects from a requesting organization that uses the same unit of the same training requirement. The units will submit an AAR after completion of each project. The requesting authority will revalidate the project before the beginning of each new fiscal year, and specifically address any changes to (1) eligibility of the requesting organization, (2) environmental considerations, and (3) statements of non-competition.

ARMY FUNDED LONG-TERM ASSOCIATION WITH QUALIFYING NON-DOD AGENCIES. Units may execute a memorandum of understanding (MOU) with qualified non-DOD Agencies for an extend period of time provided that (1) the MOU includes as an enclosure the "Request for Approval to Conduct the Following Civil-Military FYXX Training," (2) the unit submits an AAR after the completion of each project, and (3) the requesting unit revalidates the project before the beginning of each new fiscal year addressing eligibility of requesting organizations, environmental considerations and statements of non-competition.

Enclosures



ASSISTANT SECRETARY OF DEFENSE
1500 DEFENSE PENTAGON
WASHINGTON, DC 20301-1500

P 8 JUL 1999

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (MANPOWER &
RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE NAVY (MANPOWER &
RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE AIR FORCE
(MANPOWER, RESERVE AFFAIRS, INSTALLATIONS &
ENVIRONMENT)

SUBJECT: Policy Memorandum for Department of Defense (DoD) Innovative Readiness
Training (DoDD 1100.20, "Support and Services for Eligible Organizations Outside
the Department of Defense.")

This policy memorandum supplements the August 21, 1998, policy memorandum (same
subject) and specifically outlines several Department procedural guidelines for the Innovative
Readiness Training (IRT) program (attached). Please ensure that this memorandum has the
broadest possible dissemination prior to this year's August 31 deadline for the submission of
project proposals for fiscal year 2000.

In addition, I would like to recognize the efforts of the Air Force team for the timely
publication of AF Instruction 36-2250 (Civil-Military Innovative Readiness Training, March 1,
1999) – a job well done! DoDD 1100.20 (January 10, 1997) requires the military departments to
promulgate guidance consistent with this directive.

As you are aware, the Innovative Readiness Training program provides valuable training
for your commands, and your support of the program ensures continued success. If you have any
questions, please contact my program manager, Col Diana Fleek at (703) 693-8618 (DSN 223),
Fax (703) 697-6072, or email: dfleek@osd.pentagon.mil.


Charles L. Cragin
Acting

Attachment:
As stated

cc:
Mr. Smyser, DoD General Counsel

Tab B



**DEPARTMENT OF DEFENSE INNOVATIVE READINESS TRAINING (IRT)
POLICY MEMORANDUM**

Eligible Entities (10 U.S.C. 2012(e)(3))

- Before ASD/RA designates any organization eligible to receive support and services, a service or component must submit a complete IRT package and OSD General Counsel must find the proposal without legal objection.

-- Packages must include the organization's bylaws and evidence of the organization's non-profit tax status. Tax documents that are more than 10 years old must have a re-certification letter.

-- ASD/RA designation letters will specify the fiscal year for which the project is approved and project name(s).

- ASD/RA may request that the Inspector General designate the IRT program as "high risk", vulnerable to fraud, waste and abuse. Such a request may result in an investigation or audit of the program.

IRT Operations & Maintenance (O&M) Funding Expenditures

- IRT O&M funds are authorized for expendable readiness training items only. They may include, but are not limited to: fuel; equipment lease; travel; training supplies; and incidental costs to support the training not normally provided for a deployment.

-- IRT O&M funds are not authorized for the payment of civilian manpower contracts (i.e., contracting a civilian labor force to perform duties related to readiness training activities).

IRT O&M Funded Equipment and Related Item Accountability

- IRT project managers are solely responsible for establishing life-cycle equipment management, maintaining property books, and making the final disposition of all equipment and related items after completion of the project.

-- Project managers should establish procedures that allow surplus items to be recycled through other IRT program offices for continued use within the IRT program.

- Project managers will submit equipment listings to OASD/RA upon request.

Submission of Packages Requesting IRT Funding

- IRT program managers shall submit project packages that request IRT funds for the next fiscal year to arrive at OASD/RA no later than 31 February each year, beginning with FY01 submissions.

-- The service or component chief must endorse these packages annually, stating that there is no significant increase in training costs associated with the conduct of the projects.

-- Lead agents for multi-service projects (e.g., Task Force Grizzly, REEF-EX, Operation Alaskan Road) must ensure that participating units submit requests through their chain of command prior to authorizing those units to train.

--- All units participating in multi-service projects (see above examples) will follow these guidelines even if they are not requesting additional funding from OASD/RA.

Submission of Packages Requesting Authorization Without Additional Funding

- IRT program managers may submit projects that do not request additional funding beyond that already approved from OASD/RA through their chain of command anytime throughout the year.

-- These project submissions must have flag or general officer signature but do not require the service or component chief endorsement cover letter.

- All project submissions must include service or component contributions in O&M and P&A amounts until units submit specific after action reports.



ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1500

21 AUG 1998

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (MANPOWER &
RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE NAVY (MANPOWER &
RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE AIR FORCE
(MANPOWER, RESERVE AFFAIRS, INSTALLATIONS &
ENVIRONMENT)

SUBJECT: Policy Memorandum for Department of Defense (DoD) Innovative Readiness Training (DoDD 1100.20, "Support and Services for Eligible Organizations Outside the Department of Defense.")

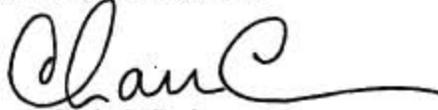
This policy memorandum outlines the Department Guidelines for the Innovative Readiness (IRT) Program for FY 99 and beyond. As you are well aware, this program offers invaluable opportunities for our military units and individuals to conduct readiness training that enhances relationships with local civilian communities and offers real-world training situations.

The March 12, 1998 Government Accounting Office (GAO) report titled, "Civil Military Programs: Stronger Oversight of the Innovative Readiness Training Program Needed for Better Compliance" (GAO Code 703219/OSD Case 1534) made the following recommendations to the Department IRT program: stronger adherence to oversight procedures already in place is needed; modifications to those procedures are necessary, and more specific guidance on determining training cost should be established.

In accordance with the implementing language for IRT (Title 10 U. S. Code, Section 2012, "Support and Services for Eligible Organizations and Activities Outside Department of Defense"), the provision of assistance will not result in a significant increase in the cost of the training. Therefore, each Service and Component will account for total project costs of every IRT project, in After Action Reports submitted through command channels to OASD/RA. In addition, each Service and Component is responsible for determining if participation in an IRT project will significantly increase the cost of that training.

The attached DoD Directive, guidelines, project submission form, and Service/Component Cover letter establish the policy for ensuring that your IRT program is in concert with the GAO recommendations.

The Innovative Readiness Training Program provides valuable training opportunities for your commands. Your continued support of the program will ensure its success. If you have any questions, please contact me or my program manager, Col Diana Fleek at (703) 693-8618 (DSN 223), Fax (703) 697-6072, or email: dfleek@osd.pentagon.mil.

A handwritten signature in black ink, appearing to read "Chanc", with a long horizontal flourish extending to the right.

Charles L. Cragin
Acting

Attachments:
As stated

cc:
Mr. Smyser, DoD General Counsel

SUBJECT: Innovative Readiness Training (IRT) Program Guidelines from the Office of the Assistant Secretary of Defense for Reserve Affairs

General

These guidelines apply to any IRT project conducted under the authority of Section 2012 of Title 10, U.S. Code and DoD Directive 1100.20, dated January 30, 1997. A General/Flag Officer level signature is required on all project submissions. Each State and Organization have unique and specific legal requirements, therefore a legal review must be accomplished for each project to ensure that these legal requirements are satisfied. DoD and military leadership must ensure that they afford only the best support and services to the civilians they serve.

A. PROGRAM TITLE: Civil-Military Innovative Readiness Training (IRT). This program is a partnership between requesting community organizations and the military, therefore resource support is a "shared" responsibility. Individual IRT Projects provide commanders another option to meet their mobilization readiness requirements, enhancing morale and contributing to military recruiting and retention. As in overseas deployments, these projects should be incorporated into future unit training plans and budgets.

B. FUNCTIONAL AREAS: Engineering, Medical/Healthcare/Human Services, Transportation

C. AUTHORITY: Department of Defense Directive 1100.20, "Support and Services for Eligible Organizations and Activities Outside the Department of Defense," January 30, 1997.

D. TERM AND CONDITIONS: Approval to execute these projects is based on the following terms:

All IRT project submissions shall: [Note the following 9 factors cover both guidelines (1-4) and requirements (5-9)]

1. Consist of activities **essential** to the accomplishment of military readiness training and offer **incidental** benefits to the community in which the training activities occur.
2. Provide support and services that: (a) in the case of assistance by a unit, will accomplish valid unit training requirements; and, (b) in the case of assistance by an individual member, will involve tasks directly related to the specific military occupational specialty of the member and fall within the member's scope of duties.
3. Be conducted in a Federally-funded training status under Title 10 or Title 32, U.S.C. **NOTE:** The Federal Tort Claims Act applies to personnel operating within the scope of his or her duty for approved IRT projects for members in Title 10 or Title 32 status.
4. Not endorse, or favor any non-governmental entity (whether profit or non-profit), commercial venture, religion, sect, religious or sectarian group, or quasi-religious or ideological movement.
5. Identify a military officer responsible for conducting each project who will be responsible for:
 - (a) Obtaining all required documents for package submission, and
 - (b) Coordinating with other Service/Component POCs participating in the project (to include gathering final project costs for After Action Reports).
6. Include certification of non-competition with other available public and private sector service organizations.
7. Include review and endorsement by the military:
 - (a) Staff Judge Advocate/Legal Officer

APPENDIX 7: SPECIAL EVENTS

(b) United States Property and Fiscal Officer (USPFO) or Federal Budget Officer responsible for obligating and disbursing federal funding to verify that:

- [1] supplies and equipment items are on the GSA schedule or local purchase and that the prices are fair and reasonable
 - [2] estimated cost for each project is delineated by Operation and Maintenance (O&M) and Pay and Allowances (P&A) for each Service or Component participating
 - [3] fiscal accountability be in accordance with current comptroller directives
- (c) Plans, Operations and/or Training officials
- (d) Medical, Nursing, or Dental officials (if applicable) for regulation compliance
- (e) Adjutant General of the project state(s)
- (f) Inter-governmental agencies (if applicable)

8. Include (if applicable):

- (a) Appropriate Environmental Protection Documentation
- (b) Coordination with the Army Corps of Engineers
- (c) Land Use Agreements

9. Identify emergency evacuation of civilians (if applicable) by other than military vehicles, except in the event of a life threatening emergency or other exigent circumstance as authorized by Military Service Regulation.

All Medical IRT project submissions shall:

1. Identify the Federal, regional, state, or local governmental Civilian Health Organization (CHO) governing entity that agrees to all medical/healthcare procedures and activities performed by military personnel. The CHO shall conform to all applicable federal, state, and local laws that regulate healthcare delivery within the state or territory, and all state practice acts specific to the participating healthcare professionals. Military personnel shall follow the military regulations specific to the healthcare professionals participating, however, if there is a difference between the state practice acts and military regulations, the strictest application shall apply to the military healthcare personnel participating.

The CHO Lead is to provide an on-site supervisor for each exercise.

- (a) The CHO shall certify that these projects:
 - [1] Accommodate an identified **underserved healthcare need** that is not being met by current public or private sector assistance.
 - (The CHO shall provide a description of the criteria they use to identify the medically underserved community and the specific services they require.)**
 - [2] Are provided in a manner that does not compete with private sector medical/dental/healthcare assistance in the underserved area.

(b) The CHO verifies and documents the responsible agent (whether military or civilian) ensuring compliance for each operational site for the following:

[1] Medical waste handling and disposal

[2] Clinical Laboratory Improvement Act (CLIA)

[3] Credentialing/Privileging of Military Health Care Providers to include Basic Life Support and, if applicable, Advance Trauma/Cardiac requirement - The strictest requirement applies [4] Emergency evacuation of a "real Life incident"

[5] Follow-up care of patients for continuity of care

[6] Handling of patients' records for continuity of care and privacy act issues

2. Be conducted when all participating military personnel:

(a) In direct contact with the patient population, use universal body substance isolation precautions as developed by the Center for Disease Control and Occupational Safety and Health.

(b) Have completed required immunizations (to include the Hepatitis B series) IAW their service regulations.

(c) Have a current negative Human Immunodeficiency Virus (HIV) test IAW their service regulations.

E. PROGRAM MANAGEMENT: The DoD program sponsor is the Office of the Assistant Secretary of Defense for Reserve Affairs, responsible for policy and guidance oversight.

1. OASD/RA will not approve incomplete package submissions.

2. Organizations may not conduct projects without OASD/RA approval.

3. OASD/RA will provide Memorandums of Agreement (MOAs) to organizations at the beginning of each FY after overall project approvals.

F. FUNDING AND COST ACCOUNTING:

1. OASD/RA may allocate supplemental funds to Service and Component Fiscal Points of Contact (POCs).

2. Project Lead Agents are responsible for **identifying all funds and Fiscal POCs** to receive the funding.

(NOTE: Services and Components cannot transfer the OASD/RA programmed MILPERS funding from one Service/Component to another, therefore OASD/RA must be able to program to the correct source at the start of the fiscal year)

3. Project Lead Agents are responsible for reporting **total project cost** to OASD/RA, using **After Action Reports (AARs)** as described, below.

4. Services and Components are responsible for identifying a procedure that determines whether conducting the IRT project causes a "significant increase in the cost of training " (DoDD1100.20, para D4b(3)).

G. AFTER ACTION REPORTS FOR OASD/RA

1. Forward to OASD/RA no later than 60 days after project completion.
2. Participating units shall forward their AAR information to project Lead Agents no later than 30 days after project completion.
3. Use the following format for mandatory information:

- (a) Identify project name with location(s) and date(s).
- (b) Identify the number of military participants in each grade category by Service/Component and Unit. For example:

Grade Category	Service/Component	Number of Participants	Unit(s)
Enlisted	AFRC	20	Red Horse
Officer	MARFORRES	2	4 th FSSG

- (c) Identify the type of service(s) with numerical data. For example:

Type of Service	Numerical Data
Water Transportation, LCM-8	# of hours logged
Airlift by Aircraft	# of hours logged
Dental	# of patients

- (d) Identify all fiscal obligations (O&M and P&A) used to support the entire project. Delineate OASD/RA funding obligations from Service/Component funding obligations.
- (e) Include any media/public affairs activities and community, state, or congressional involvement.
- (f) Include any other relevant information.

H. DOWNLOAD FILES:

- [FY99 Guidelines](#)
- [Sample Chief Cover Letter](#)
- [Service IRT Request Form](#)

I. POINT OF CONTACT:

The OASD/RA POC for IRT is Colonel Fleek at:
 (703) 693-8618
 DSN 223-8618