

UNITED STATES MARINE CORPS
MARINE CORPS CIVIL-MILITARY OPERATIONS SCHOOL
WEAPONS TRAINING BATTALION
TRAINING COMMAND
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QUANTICO, VIRGINIA 22134-5043

STUDENT OUTLINE

DEFENSE SUPPORT OF CIVIL AUTHORITIES

0530-CAS-117

CIVIL AFFAIRS OFFICER COURSE

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LEARNING OBJECTIVES

a. **TERMINAL LEARNING OBJECTIVE**. Given a mission and Commander's intent, support Defense Support to Civil Authority (DSCA), to relieve or reduce the results of natural or manmade disasters or endemic conditions that might present a serious threat to life or threat can result in great damage to or loss of property. (CACT-EXEC-2012)

b. **ENABLING LEARNING OBJECTIVES**

(1) Without the aid of references, identify planning considerations for DSCA, in accordance with MCWP 3-36.2, Ch 3. (CACT-EXEC-2012a)

(2) Without the aid of reference, identify interagency partners involved in DSCA operations, in accordance with MCWP 3-36.2, Ch 4. (CACT-EXEC-2012b)

1. INTRODUCTION TO DSCA

a. The Armed Forces of the United States and Department of Defense (DoD) agencies may be called upon for defense support of civil authorities (DSCA) to support a whole-of-government response in support of civil authorities, although not specifically organized, trained, or equipped for the support of civil authorities. The U.S. Armed Forces have a historic precedent and enduring role in supporting civil authorities during times of emergency, and this role is codified in national defense strategy as a primary mission of DoD.

b. Federal law, as codified in Title 10 and Title 32, United States Code (USC), creates distinct mechanisms for both local and state authorities to call upon National Guard (NG) forces or resources. Federal forces, both active and reserve, may also be requested if necessary under Title 10, USC authority. The United States Coast Guard (USCG) is a unique force that carries out an array of civil and military responsibilities touching almost every facet of the U.S. maritime domain. The USCG functions as a part of the Department of Homeland Security (DHS) under Title 14, USC, which includes law enforcement roles and missions. The USCG may be transferred, in part or whole, to the Department of the Navy when war is declared by Congress or as directed by the President. The NG of the United States is administered by the National Guard Bureau (NGB), which is a joint activity under DoD and provides a communication channel for NG to DoD in order to support unified action. This framework establishes the mechanisms for seamless coordination among federal, state, territorial, tribal, and local governments to prevent, protect against, and respond to threats and natural disasters. NG forces operate under state active duty, Title 32, USC, or federal active duty, Title 10, USC, depending on activation status.

2. DSCA DEFINED

a. DSCA is support provided by federal military forces, DOD civilians, DoD contract personnel, DoD component assets, and NG forces (when the Secretary of Defense [SecDef], in coordination with the governors of the affected states, elects and requests to use those forces in Title 32, USC status or when federalized) in response to a request for assistance (RFA) from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. DSCA includes support to prepare, prevent,

protect, respond, and recover from domestic incidents including terrorist attacks, major disasters, both natural and man-made, and planned domestic special events. DSCA is provided in response to requests from civil authorities and upon approval from appropriate authorities. By definition, DSCA operations are conducted only in the U.S. homeland. The U.S. homeland is the physical region that includes the continental United States (CONUS), Alaska, Hawaii, United States territories, and surrounding territorial waters and airspace. (DoD Directive 3025.18)

b. DSCA is one type of a joint military operation. The domestic operating environment, in which DSCA is performed, relies on the ability of the military commander to work with other government and nongovernment agencies and organizations. A range of domestic responses is provided by the Active Component (AC) and Reserve Component (RC), including the NG.

3. **HOMELAND SECURITY AND HOMELAND DEFENSE**. The terms homeland security, homeland defense, and DSCA are not interchangeable. In addition to federal-level activities, there are related activities conducted by state, local, tribal, and territorial governments that may simultaneously occur in the joint operations area (JOA); the overall challenge is to effectively and efficiently achieve unity of effort.

a. **Homeland Security (HS)**. is a concerted national effort to prevent terrorist attacks within the U.S.; reduce America's vulnerability to terrorism, major disasters, and other emergencies; and minimize the damage and recover from attacks, major disasters, and other emergencies that occur. HS is an integral element of a broader U.S. national security and domestic policy. Protecting the U.S. from terrorism is the cornerstone of HS.

(1) HS describes the intersection of evolving threats and hazards with traditional governmental and civic responsibilities for civil defense, emergency response, law enforcement, customs, border control, and immigration. In combining these responsibilities under one overarching construct, HS breaks down long-standing stovepipes of activity that have been exploited by those seeking to harm the U.S..

(2) The National Strategy for Homeland Security (NSHS) complements the National Security Strategy. A key component of the NSHS is the National Response Framework (NRF), a guide to how the nation conducts all hazard response. While DHS is

the lead federal agency (LFA) for mitigating vulnerabilities, threats, and incidents related to terrorism; its responsibilities also include preparing for, responding to, and recovering from natural disasters, stemming illegal drug flows, thwarting illegal immigration, strengthening border security, promoting the free flow of commerce, and safeguarding and securing cyberspace.

(3) The President of the United States (POTUS) is uniquely responsible for the safety, security, and resilience of the nation. The President leads the overall HS policy direction and coordination. Individual United States Government (USG) departments and agencies, in turn, are empowered by law and policy to fulfill various aspects of the HS mission. DHS has the following missions:

- (a) Preventing terrorism and enhancing security
- (b) Securing and managing U.S. borders
- (c) Enforcing and administering immigration laws
- (d) Safeguarding and securing cyberspace
- (e) Ensuring resilience to disasters

(4) However, as a distributed system, no single entity has the mission to directly manage all aspects of HS.

(5) Three key concepts form the foundation for a comprehensive approach to HS:

- (a) Security. Protect the U.S. and its people, vital interests, and way of life.
- (b) Resilience. Foster individual, community, and system robustness, adaptability, and capacity for rapid recovery.
- (c) Customs and exchange. Expedite and enforce lawful trade, travel, and immigration.

b. **Homeland Defense (HD)**. Is the protection of U.S. sovereign territory, the domestic population, and critical infrastructures against external threats and aggression or other threats, as directed by POTUS. DoD is responsible for HD.

c. The military plays a vital role in HD and DSCA missions. A key difference between the two missions is that normally DoD is the lead agency for HD, and DoD conducts DSCA operations in support of another primary agency.

4. **FUNDAMENTALS OF RESPONSE**

a. Pursuant to the Homeland Security Act of 2002 and Homeland Security Presidential Directive-5, Management of Domestic Incidents, the Secretary of Homeland Security is the principal federal official (PFO) for domestic incident management (unless it occurs on a DoD installation). Domestic incident management refers to how incidents are managed across all homeland security activities, including prevention, preparedness, response, recovery, and mitigation. An incident is an occurrence, caused by either human action or a natural phenomenon, that requires action to prevent or minimize loss of life or damage to property and/or natural resources.

b. The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Title 42, USC, Chapter 68). This act set the policy of the federal government to provide an orderly and continuing means of supplemental assistance to state and local governments in their responsibilities to alleviate the suffering and damage that result from major disasters or emergencies. It is the primary legal authority for federal participation in domestic disaster relief. Under the Stafford Act, the President may direct federal agencies, including DoD, to support disaster relief. DoD may be directed to provide assistance in one of three different scenarios: a presidential declaration of a major disaster, a presidential order to perform emergency work for the preservation of life and property, or a presidential declaration of emergency.

c. The NRF is the result of Homeland Security Presidential Directive-5, *Management of Domestic Incidents*, HSPD-5 and Presidential Policy Directive -8, "National Preparedness", these documents form a single, comprehensive approach to domestic incident management built on the template of the National Incident Management System (NIMS). DHS is the executive agent for NRF coordination, management, and maintenance. The NRF is coordinated and managed by the Federal Emergency Management Agency (FEMA), an operational component of DHS. The NRF is an essential component of the National Preparedness System and is not a plan, but a framework that sets the doctrine for how the nation builds, sustains, and delivers the response core capabilities and outcomes the nation must

accomplish across all five mission areas in order to be secure and resilient. The NRF is a guide for how the nation responds to all types of disasters and emergencies. It is aligned with concepts identified in NIMS to synchronize key roles and responsibilities across the nation. The NRF fosters unity of effort for emergency operations planning and response activities by providing common doctrine and purpose.

(1) The NRF is a guide to how the nation conducts all-hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the nation, linking all levels of government, NGOs, and the private sector. It is intended to capture specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters. The term "response," as used in the NRF, includes immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery. The NRF is always in effect, and elements can be implemented as needed on a flexible, scalable basis to improve response.

(2) DoD has a large role in supporting the NRF. The NRF applies to all incidents requiring a coordinated federal response as part of an appropriate combination of federal, state, local, tribal, private sector, and nongovernmental entities. DSCA operations may occur in response to, or in anticipation of, a presidential declaration of a major disaster or an emergency, in coordination with the primary agency.

(3) DSCA operations are consistent with the NRF in that they aim to supplement the efforts and resources of other USG departments and agencies in support of state, local, and tribal governments, and voluntary organizations. When executing DSCA, the U.S. military is in support of another USG department or agency that is coordinating the federal response. POTUS can direct DoD to be the lead for the federal response; however, this would only happen in extraordinary situations and would involve other DoD core mission areas. U.S. federal and NG forces may also be conducting support at the state, local, or tribal levels.

d. **National Incident Management System (NIMS)**

(1) NIMS provides the template for incident management regardless of size, scope, or cause of the incident. It

includes a core set of concepts, principles, terminology, and technologies covering the incident command system (ICS); multiagency coordination systems, unified command, training, identification and management of resources (including systems for classifying types of resources), qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.

(2) The ICS, multiagency coordination systems, and public information systems are the fundamental elements of the NIMS that direct incident operations, acquire, coordinate, and deliver resources to incident sites; and share information about the incident with the public.

(3) When both local and state resources and capabilities are overwhelmed, governors may request interstate and federal assistance; however, NIMS is designed so that local jurisdictional authorities retain command, control, and authority over the response. Adhering to NIMS allows local agencies to better use incoming resources.

e. The NRF and NIMS are designed to improve the nation's incident management capabilities and overall efficiency. During incidents requiring significant federal support, the NRF (using the NIMS template) integrates the capabilities and resources of various governmental jurisdictions, incident management and emergency response disciplines, NGOs, and the private sector; into a cohesive, coordinated, and seamless national response. A basic premise of both the NIMS and the NRF is that incidents are generally handled at the lowest jurisdictional level possible. In the vast majority of incidents, local resources and local mutual aid provides the first line of emergency response and incident management.

5. DSCA PLANNING CONSIDERATIONS

a. **Legal Considerations**. The legal authorities governing the employment of U.S. military forces in DSCA operations include federal and affected state laws and several directives, making a comprehensive legal review of DSCA plans essential.

(1) Commanders should allow for the application of military capabilities and resources within the constraints of the law. Accordingly, commanders should seek legal advice regarding DSCA plans, policies, and operations from their staff judge advocates to ensure compliance with legal requirements.

(2) The NG, due to local presence, will likely be the first military responder during a domestic emergency. The early employment of NG will usually be in either a state active duty status or Title 32, USC status; both are at the direction of the governor and the command of the adjutant general (TAG).

(3) There are advantages associated with employment of the NG in either state active duty or Title 32, USC status. Most notable is the ability to assist law enforcement as the Posse Comitatus Act (PCA) does not apply to Title 32, USC, or state active duty forces. To support operational continuity, most, if not all, NG forces supporting a response will remain in state active duty or Title 32, USC status, throughout an event. The military response to events that require DSCA will be a coordinated effort between the NG in state active duty or Title 32, USC, status, and Titles 10 and 14, USC, USCG forces.

b. **Policy Considerations.** Military commanders should use DoD resources judiciously while conducting DSCA operations by adhering to the validation criteria of legality, lethality, risk, cost, appropriateness, and readiness; as discussed in DoDD 3025.18, Defense Support of Civil Authorities (DSCA). Some supporting principles include:

(1) DoD resources are provided only when response or recovery requirements are beyond the capabilities of local, state, and federal civil authorities, and when they are requested by a federal agency with lead responsibility and approved by SecDef. An exception to this is in the case of immediate response authority. See DODD 3025.18, Defense Support of Civil Authorities (DSCA). When requested by civil authorities, commanders can respond to save lives, prevent human suffering, or mitigate great property damage under imminently serious conditions within the United States.

(2) DoD components do not perform any function of civil government unless authorized. Refer to DoD Instruction (DODI) 3025.21, Defense Support of Civilian Law Enforcement Agencies, for DoD policy on providing military support, including personnel and equipment, to law enforcement agencies (LEAs).

6. **DOD IMMEDIATE RESPONSE AND EMERGENCY AUTHORITY**

a. **Immediate Response.** Under DODD 3025.18, Defense Support of Civil Authorities (DSCA), federal military commanders, heads of DoD components, and responsible DoD civilian officials have immediate response authority. In response to an RFA from a

civil authority, under imminently serious conditions and if time does not permit approval from higher authority, DoD officials may provide an immediate response by temporarily employing the resources under their control, subject to any supplemental direction provided by higher headquarters; to save lives, prevent human suffering, or mitigate great property damage within the United States. Immediate response authority is not an exception to the PCA, nor does it permit actions that would subject civilians to the use of military power that is regulatory, prescriptive, proscriptive, or compulsory.

(1) IAW DODD 3025.18, Defense Support of Civil Authorities (DSCA), a DoD official directing immediate response authority shall notify, through the chain of command, the National Joint Operations and Intelligence Center (NJOIC) as soon as practical. The NJOIC will inform United States Northern Command (USNORTHCOM) and/or United States Pacific Command (USPACOM) and the appropriate DoD components.

(2) Immediate response ends when DoD assistance is no longer required (e.g., when there are sufficient resources and capabilities available from state, local, and other federal agencies to respond adequately) or when a DoD authority directs an end to the response. The DoD official directing a response under immediate response authority makes an assessment, no later than 72 hours after receipt of request for DoD assistance, as to whether there remains a need for the continued DoD support.

(3) Support provided under immediate response authority should be provided on an incremental, cost-reimbursable basis, where appropriate or legally required, but will not be delayed or denied based on the inability or unwillingness of the requester to make a commitment to reimburse DoD.

(4) State officials have the authority to direct state-level or local-level immediate response authority using NG personnel serving in state active duty or Title 32, USC status if this is IAW the laws of that state. As not all state officials have immediate response authority, there may be delays in obtaining approval from the governor.

(5) The distance from the incident to the DoD office or installation is not a limiting factor for the provision of support under immediate response authority. However, DoD officials should use the distance and the travel time to provide support as a factor in determining DoD's ability to support the request for immediate response.

(6) The scale of the event should also be a determining factor for whether or not to provide support to incidents that are several miles or hundreds of miles away from the installation under immediate response authority. In some cases of a catastrophic incident, the demands for life-saving and life-sustaining capabilities may exceed both the state's and USG's ability to mobilize sufficient resources to meet the demand. In these circumstances, installations and facilities that are not directly impacted should be prepared to provide immediate response support if they are able to save lives, prevent human suffering, or prevent great property damage.

b. **Emergency Authority.** In extraordinary emergency circumstances, where authorization by the President is impossible and duly constituted local authorities are unable to control the situation, involved federal military commanders are granted "emergency authority". Emergency authority enables the involved military commander to engage in temporary actions to quell large-scale, unexpected civil disturbances to prevent significant loss of life or wanton destruction of property and to restore governmental function and public order. When duly constituted federal, state, territorial, or local authorities are unable or decline to provide adequate protection for federal property or federal governmental functions; federal action, including the use of federal military forces, is authorized when necessary to protect the federal property or functions. Responsible DoD officials and commanders will use all available means to seek presidential authorization through the chain of command while applying their emergency authority.

6. **EMERGENCY SUPPORT FUNCTIONS**

a. Following a catastrophic event, segments of state, tribal, and local governments as well as NGOs and the private sector may be severely compromised. The federal government should be prepared to fill potential gaps to ensure continuity of government and public and private-sector operations. The incident may cause significant disruption of the impacted area's critical infrastructure/key resources; such as: transportation, communications, public works & engineering, firefighting, emergency management, mass care, emergency assistance, housing and human services; logistics management and resource support, public health & medical services, search & rescue, oil & hazardous materials response, agriculture & natural resources, energy, public safety & security, long-term community recovery, external affairs.

b. The USG and many state governments organize much of their resources and capabilities as well as those of certain private-sector and NGOs under 15 emergency support functions (ESFs). ESFs align categories of resources and provide strategic objectives for their use. ESFs utilize standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident. ESF coordinators and primary agencies are identified on the basis of authorities and resources. Support agencies are assigned based on the availability of resources in a given functional area. ESFs provide the greatest possible access to USG department and agency resources regardless of which organization has those resources.

7. **INTERORGANIZATIONAL (INTERAGENCY) COORDINATION.** When the overall coordination of federal response activities is required, it is implemented through the Secretary of Homeland Security consistent with HSPD-5, Management of Domestic Incidents. Other federal departments and agencies carry out their response authorities and responsibilities within this overarching construct. Nothing in the NRF alters or impedes the ability of federal, state, territory, tribal, or local departments and agencies to carry out their specific authorities or perform their responsibilities under all applicable laws, EOs, and directives. Additionally, nothing in the NRF is intended to impact or impede the ability of any federal department or agency to take an issue of concern directly to the President or any member of the President's staff.

a. **Planning Considerations for Interorganizational (Interagency) Coordination.** DoD works closely with other federal agencies, in particular DHS and its subordinate organizations i.e. FEMA, when planning for DSCA. DSCA plans shall be compatible with the NRF, NIMS, and DoD issuances. DSCA planning should consider C2 options that emphasize unity of effort. DoD organizations and agencies provide numerous LNOs to DHS and DHS components. DoD LNOs may represent organizations and specialties such as the Office of the Secretary of Defense (OSD), combatant commands (CCMDs), intelligence organizations, or engineers. Attaining "unity of effort" is vital when conducting DSCA. Incidents are managed at the lowest level possible. Federal support is provided in response to requests from state or local officials through the state coordinating officer to the federal coordinating officer (FCO). The FCO

coordinates for DOD support through the defense coordinating officer in the joint field office (JFO).

(1) Commander, United States Northern Command (CDRUSNORTHCOM) and Commander, United States Pacific Command (CDRUSPACOM), the supported geographic combatant commanders (GCCs), are DoD's principal planning agents for DSCA, and have the responsibility to provide joint planning and execution directives for peacetime assistance rendered by DoD within their assigned areas of responsibility (AOR). In addition to participating in interagency steering groups and councils, DoD has responsibilities under the NRF.

(2) To ensure DoD planning supports the needs of those requiring DSCA, DoD coordinates with interagency partners through the Chief, National Guard Bureau (CNGB) to states/territories on all matters pertaining to the NG. Coordination will align with the NRF, NIMS, and interagency coordination guidelines provided in the Guidance for Employment of the Force (GEF).

(3) The domestic operating environment for DSCA presents unique challenges to the joint force commander (JFC). It is imperative that commanders and staffs at all levels understand the relationships, both statutory and operational, among all USG departments and agencies involved in the operation. Moreover, it is equally important to understand DoD's role in supporting other USG departments and agencies. DoD provides assistance to the primary agency upon request by the appropriate authority and approval by the President or SecDef. There are also specific USNORTHCOM and USPACOM domestic plans (e.g., DSCA, civil disturbance operations) where the responsibilities of various USG entities are described in detail.

b. In preparation for the mission analysis process, staff officers should develop a generic list of requirements within their functional areas for particular types of missions. In the DSCA environment, missions are linked to mission assignments via the Request for Assistance (RFA) process. The key inputs to mission analysis are the higher headquarters' planning directive, strategic guidance, information about the incident and the affected operational environment, and initial staff estimates. The primary products of mission analysis are a restated mission statement and Commander's initial intent statement, Commander's critical information requirement (CCIR), and planning guidance.

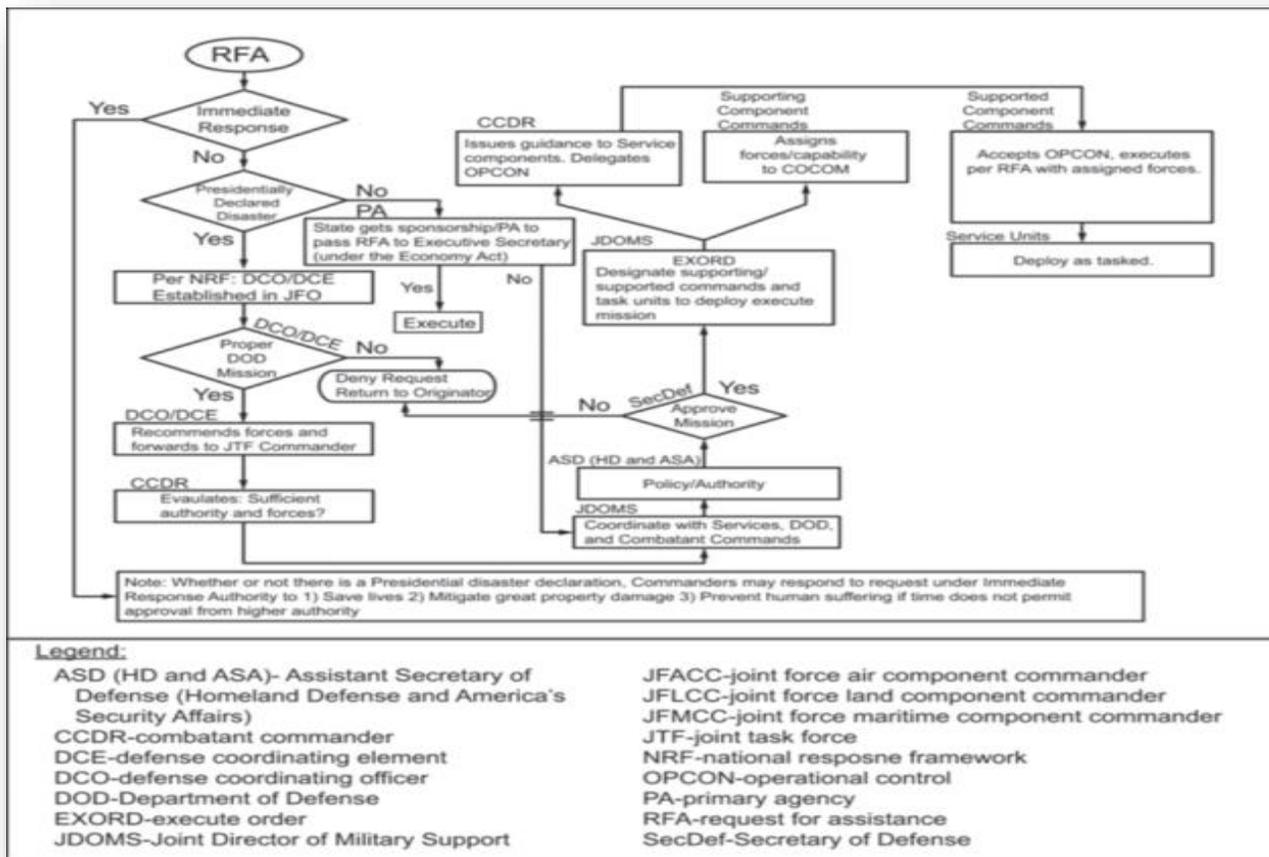
c. During the initial stages of disaster response, locally based facilities may be completely or partially dysfunctional. Getting airports, ports and staging areas up and running is one of the most essential tasks after conducting immediate lifesaving activities. These facilities are essential for bringing in response forces and specialized equipment to the affected area and DoD expertise in providing access to seaports and airfields is a critical response operation capability.

d. **Request for Assistance (RFA)**. DoD uses the following criteria to evaluate supportability:

- (1) Legality (compliance with laws)
- (2) Lethality (potential use of lethal force by or against DoD forces)
- (3) Risk (safety of DoD forces)
- (4) Cost (who pays, effect on DoD budget)
- (5) Appropriateness (mission in the interest of the DoD to conduct)
- (6) Readiness (impact on DoDs primary national defense mission)

e. When requested, Federal forces may provide support to Federal, state, tribal and local law enforcement. The requested support must be consistent within the limits Congress places on the military support through the Posse Comitatus Act (PCA) and other laws. Types of support include: reacting to civil disturbances, conducting border security, counter drug missions and antiterrorism operations.

9. **The Posse Comitatus Act (PCA)**. The PCA restricts the use of federal U.S. Army and U.S. Air Force military forces in conducting direct civilian law enforcement activities. Except as expressly authorized by the Constitution of the United States or by another act of Congress; the PCA prohibits the use of Title 10, USC Army and Air Force personnel, as enforcement officials to execute state or federal law or to perform direct law enforcement functions. The Navy and Marine Corps are included in this prohibition as a result of DoD policy articulated in DODD 3025.21, Defense Support of Civilian Law Enforcement Agencies.



10. **INCIDENT RESPONSE PROCESS.** A typical incident response begins with first responders at the local level. Occasionally, local emergency managers must request assistance from regional and/or state response organizations, including the National Guard. If the response is escalated to the federal level, including a Presidential-declared major disaster or emergency declaration, DoD forces may be sent to the site to support civilian efforts. The DoD's primary mission is homeland defense, however, the DoD may contribute to DSCA.

a. **Civil Support**

- (1) Begins at the local level with first responders
- (2) Assistance may be needed from regional and/or state response organizations
- (3) If escalated to Federal level, DoD forces may support civilian efforts

b. **Commander's Estimate.** The Commander's estimate of the situation will remain the logical process of reasoning by which all the circumstances affecting the situation are analyzed and the appropriate course of action to be taken is established. In DSCA operations, the estimate further develops the SA critical in providing operational support at the right place and time, and in the right amount. Areas of particular emphasis include the following:

(1) Identifying environmental conditions such as geography, meteorology, and other factors affecting operational planning and establishment of command, control, and employment of forces.

(2) Identifying factors affecting area access to include supply and re-supply of material.

(3) Determining communications connectivity and communications capabilities within the area of operations.

(4) Identifying capabilities and limitations of other participants, as well as federal and state limitations, on activities driven by national policy, public affairs guidance, or legal restrictions.

(5) Identifying cultural and local language affecting the common understanding of the situation.

(6) Determining the health status of the population and the remaining healthcare infrastructure and its capability.

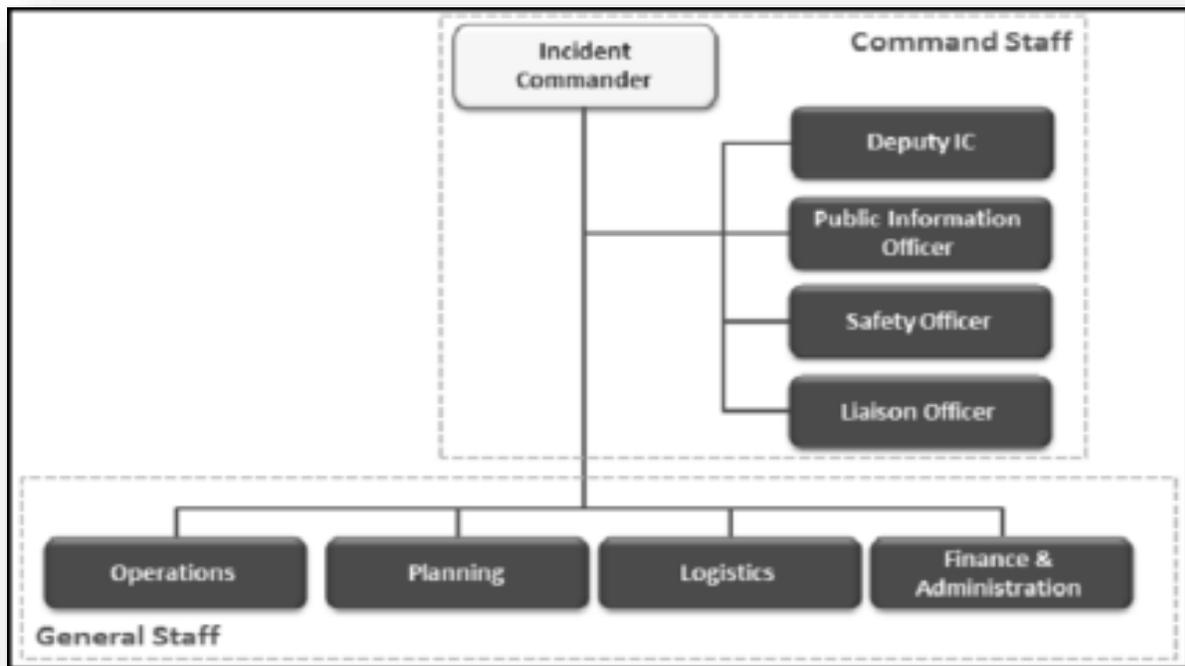
(7) Determining the safety of navigation for water access as charts may be rendered useless by the situation.

(8) Obtaining an assessment of the infrastructure, including utility systems.

11. **KEY BILLETS.** The organizational matrix used in support of a disaster closely resembles a military structure. This organizational matrix, called the Incident Command System, is comprised of two major areas: Command Staff and General Staff. These personnel are normally located at the Incident Command Post (ICP).

The five major functional areas consist of the Command Staff as a whole and the four sections in the General Staff: Operations,

Planning, Logistics, and Finance & Administration. A sixth functional area, Intelligence / Investigations, may be established if required. The functional areas associated with the Incident Command Organization contain planning considerations that can be used at a tactical level or staff level planning for DSCA operations.



While there are two key billets at tactical level (Incident Commander [IC] and the Deputy IC Commander), Marines must always keep in mind that Commanders are always free to assign tasks to their staffs as they deem appropriate. Other Command Staff key billets include:

(1) Military Commander/Incident Commander. The Incident Commander is the civilian counterpart to the tactical level military Commander. In DSCA operations, unless the DoD is the primary agency for the incident, the military is not in charge of the incident. Typically, DoD is in a direct support role. With the variety of organizations involved in DSCA, Commanders should expect some level of chaos. For this reason, the military must understand their responsibilities during all six phases of the United States Northern Command's (USNORTHCOM) CONPLAN 3501 plan for DSCA operations.

(2) Executive Officer/Deputy Incident Commander. The Deputy Incident Commander is the civilian counterpart to the

tactical level military Executive Officer. The primary responsibility of the XO is to synchronize and coordinate DSCA efforts across all staff sections. This is especially critical during the deployment and DSCA operations phases when synchronization and integration of resources are crucial and unit assets may be widely dispersed. Frequently in a DSCA environment, units must conduct split-base operations. When this occurs, the XO needs to be prepared to perform duties as the Commander in addition to supervising staff activities. In the absence of assigned special staff, this individual must ensure special staff duties are performed, either through assigning additional duties or by requesting support from a higher authority.

(3) Staff duties will include:

(a) Assessments and preparations during the mobilization/demobilization phase.

(b) Coordination with the DCO or appropriate JFC immediately upon receipt of a mission and brief the DCO on unit capabilities and limitations to manage expectations.

(c) Request SJA provides a detailed briefing on specific DSCA legal constraints.

(d) Identify and coordinate with civilian counterparts as necessary to conduct synchronization meetings between all primary agencies/entities. This will also aid in transitioning responsibilities to civilian counterparts.

(e) Establish communication protocols and execute external communications with appropriate emergency operations centers. Use military assets for internal communications and develop specific plans for each unique civilian communications situation.

(f) Integrate with higher command's battle rhythm and interagency timelines.

(g) Military forces supporting an incident may be requested to provide personnel to assist with handling visitors and VIPs.

12. **TRANSITION EVALUATION CRITERIA.** Military support operations are intended to be short duration and focused on minimizing human suffering and stabilizing the situation. Once

the situation has stabilized, the state and local governments should assume those functions the federal interagency (including Title 10, USC) and NG initially performed. Transition / transfer points are identified through early planning. Commanders must determine and communicate the military's role, termination / transfer criteria, and a transition plan at the outset and continue to address expectations as the operation progresses. Transition Planning (terminated, transferred to follow-on forces, and/or transitioned to a civilian counterpart) should follow some basic principles. Below are examples of some criteria to consider:

- a. Who will determine when the transition begins or is complete?
- b. Has the end state been accomplished?
- c. What equipment, supplies or other resources will remain behind?
- d. What will be the command relationship to forces left behind be?
- e. How will the turnover be accomplished?
- f. Has redeployment transportation been approved and passed to USNORTHCOM and U.S. Transportation Command (USTRANSCOM)?
- g. Are task force commanders aware of requirements and expectations?

REFERENCES:

MCRP 3-33.1A Civil Affairs Tactics, Techniques, and Procedures
MCWP 3-36.2 Multi-Service TTPS for DSCA and Integrating With National/Guard Civil Support
FM 3-05.40 Civil Affairs Operations
Title 10 U.S.C. Armed Forces
Title 32 U.S.C. National Guard
DoD Directive 3025.18
DoD Directive 5525.5
PPD-8 Presidential Policy Directive - 8
JP 1 Doctrine for the Armed Forces of the United States
JP 3-28 Defense Support of Civil Authorities

