

Department of Defense

DIRECTIVE

NUMBER 1100.20

January 30, 1997

ASD(RA)

SUBJECT: Support and Services for Eligible Organizations  
and Activities Outside the Department of Defense

References: (a) Section 2012 of title 10, United States  
Code

(b) Under Secretary of Defense for Personnel and Readiness  
Memorandum, "Support and Services for Eligible Organizations  
and Activities Outside Department of Defense," March  
29, 1996 (hereby canceled)

(c) DoD Directive 3025.12, "Military Assistance for  
Civil Disturbances (MACDIS)," February 4, 1994

(d) DoD Directive 5525.5, "DoD Cooperation With Civilian  
Law Enforcement Officials," January 15, 1986

(e) through (r), see enclosure 1

## 1. PURPOSE

This Directive:

1.1. Implements policy and assigns responsibilities  
under the authority of reference (a) for the use of  
units and personnel of the Armed Forces under the jurisdiction  
of the Secretary of a Military Department in civil-military  
innovative readiness training (IRT) activities that  
result in support and services for eligible organizations  
and activities outside the Department of Defense, and  
which are not otherwise prohibited by law.

1.2. Supersedes reference (b).

1.3. Clarifies and distinguishes civil-military IRT  
activities conducted under the authority of reference

(a) from other DoD programs and authorities that have a civil-military component.

1.4. Does not cancel, modify, or supersede any of the policies or responsibilities that fall within the applicability of the references, other than reference (b). The DoD policies and responsibilities regarding the type, manner, and means of DoD support provided to Federal, State, or local law enforcement officials set out by reference (c), reference (d), and Secretary of Defense Memorandum (reference (e)). DoD Directive 3025.1 (reference (f)) establishes the DoD policies and responsibilities to be followed regarding the type, manner, and means of support provided in response to disaster-related civil emergencies. DoD Directive 2000.15 (reference (g)) promulgates the policies and responsibilities for managing DoD support to national and international special events.

The policies and responsibilities for managing DoD support for private organizations on DoD installations is provided for within DoD Directive 1000.15 (reference (h)). The standards of ethical conduct for Government employees, both military and civilian, are provided for within DoD 5500.7-R (reference (i)). DoD Directive 5410.18 (reference (j)) establishes the policies and responsibilities for the conduct of DoD-wide community relations programs. DoD Directive 4500.9 and DoD 4515.13-R (references (k) and (l)) establish the policies and responsibilities regarding use and eligibility for transportation upon Governemnt aircraft. Civil Affairs (CA), civil disturbance, and disaster-related civil emergency training are considered among the type of IRT activities authorized under 10 U.S.C. 2012 (reference (a)).

1.5. Does not authorize the use of units and personnel of the Armed Forces for civilian law enforcement purposes or for response to natural or manmade disasters.

## 2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Departments (including the Coast Guard, by agreement with the Department of Transportation, when it is not operating as a Military Service in the Department of the Navy), the Chairman of the Joint Chiefs of Staff, and the Combatant Commands (hereafter referred to collectively as "the DoD Components").

### 3. DEFINITIONS

Terms used in this Directive are defined in enclosure 2.

### 4. POLICY

It is DoD policy under reference (a) that:

4.1. Units and personnel of the Armed Forces under the jurisdiction of the Secretary of a Military Department may be used to assist certain 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 or is otherwise authorized by law. The purpose is to build upon the long-standing tradition of the Armed Forces of the United States, acting as good neighbors at the local level, in applying military personnel to assist worthy civic and community needs.

4.2. The civic and community assistance provided shall be accomplished through IRT activities, and shall be accomplished primarily by combat service support (CSS) units, combat support (CS) units, and personnel primarily in the areas of healthcare services, general engineering, and infrastructure support and assistance.

4.3. Support and services provided under authority of reference (a) shall:

4.3.1. Be consistent with the national policy of protecting military readiness and avoiding competition with the private sector;

4.3.2. Be coordinated among the Military Departments and other Federal, State, and local agencies to avoid duplication; and

4.3.3. Contribute, whenever possible and appropriate, to the protection and assurance of critical local, State, regional, and national infrastructure.

4.4. Requirements for the provision of support and

services incidental to military training for eligible organizations and activities outside the Department of Defense under the authority of 10 U.S.C. 2012 (reference (a)) are as follows:

4.4.1. Requirement for Specific Request. Assistance may be provided only if:

4.4.1.1. The assistance is requested by a responsible official of the eligible organization or activity to which the assistance is to be provided. A responsible official is an individual authorized to represent the organization or activity regarding the matter of assistance to be provided; and,

4.4.1.2. The assistance is not reasonably available from a commercial entity or, if available, the responsible official submitting the request for assistance certifies that the commercial entity that would otherwise provide such services agrees to the provision of such services by the Armed Forces. The determination of reasonable availability of assistance from a commercial entity may take into account whether the requesting organization or activity would be able, financially or otherwise, to address the specific civic or community need(s) without the assistance of the Armed Forces.

4.4.2. Relationship to Military Training

4.4.2.1. Assistance may be provided only if:

4.4.2.1.1. In the case of assistance by a military unit, the assistance provided shall accomplish valid unit training requirements; and,

4.4.2.1.2. In the case of assistance by an individual member, the assistance provided shall involve tasks directly related to the specific military occupational specialty of the member.

4.4.2.1.3. The requirement that assistance by a military unit must accomplish valid unit training addressed in subparagraph 4.4.2.1.1., above, does not apply in a case in which the unit assistance consists primarily of military manpower, and the total amount of such assistance on a particular project does not exceed 100 man-hours.

In these particular instances, most manpower requests will be met by volunteers, and that any assistance other than manpower will be extremely limited. Government vehicles may be used, but only to provide transportation of personnel to and from the work site. The use of Government aircraft is prohibited.

4.4.2.2. The provision of assistance shall not adversely affect the quality of training, or otherwise interfere with the ability of a member or unit of the Armed Forces to perform their military functions.

4.4.2.3. The provision of assistance shall not result in a significant increase in the cost of training.

4.5. The maintenance of individual operational readiness skills and unit combat mission capabilities may be achieved while addressing valid civic or community needs through military training exercises, projects, or activities.

To assist the Armed Forces in identifying valid civic and community needs to be addressed through IRT activities, the establishment of advisory councils on civil-military cooperation by the Military Departments at the local, State, or regional level, as appropriate and feasible, is encouraged.

4.5.1. Advisory councils should include, if possible, 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.

4.5.2. Diverse representation on advisory councils from the public, private, business, and civic sectors is intended to provide the Military Departments and their designated representatives with current and relevant knowledge about local, State, and regional conditions, concerns, and needs. Coordination with representatives from the various civilian sectors is intended to ensure that the support and assistance being provided accomplishes the following:

4.5.2.1. Addresses a valid and appropriate civic and community need in the particular locale, State, or region, where assistance is to be provided, and the community need is not otherwise being met;

4.5.2.2. Does not duplicate other public sector support or services available within the locale, State, or region where the assistance will occur;

4.5.2.3. Is provided in a manner that does not compete with assistance provided by private sector initiatives within the locale, State, or region where the military assistance will occur;

4.5.2.4. Is provided, to the maximum extent practicable, in conjunction with, rather than separate from, other public or private sector assistance; and,

4.5.2.5. Resources of the Military Departments are not applied exclusively to the program receiving the assistance, and that neither endorsement nor preferential treatment is given to any non-Federal entity as provided in DoD 5500.7-R (reference (i)).

4.5.3. The provisions of 5 U.S.C. App. II (reference (m)) and 41 CFR, 101-6 (reference (n)) shall not apply to advisory councils established under this Directive.

4.5.4. In the absence of an established advisory council with which to consult and coordinate in the locale, State, or region where assistance will be provided, the Military Departments, through designated commanders or other officials, shall consult and coordinate, to the maximum extent practicable, with the same officials and representatives as identified in paragraph 4.5.1., above.

4.5.5. Recommendations of advisory councils regarding the type, manner, and scope of community support and assistance being requested should be weighed and considered; however, they are not binding upon the Military Departments.

## 5. RESPONSIBILITIES

5.1 The Under Secretary of Defense for Personnel and Readiness shall:

5.1.1. Oversee and monitor compliance with this Directive.

In Secretary of Defense Memorandum (reference (o)), the Under Secretary of Defense for Personnel and Readiness

(USD(P&R)) has been delegated the authority and assigned the responsibility of the Secretary of Defense under 10 U.S.C. 2012 (reference (a)).

5.1.2. Coordinate with the Under Secretary of Defense for Policy (USD(P)) to maximize contributions of IRT activities, whenever appropriate, to the policies for which USD(P) is responsible, to include Military Support to Civilian Authorities (MSCA), Military Assistance for Civil Disturbances (MACDIS), Military Assistance to Civilian Authorities (MACA), key asset protection, and emergency preparedness in general.

5.2. The Assistant Secretary of Defense for Reserve Affairs, under the Under Secretary of Defense for Personnel and Readiness, shall:

5.2.1. Develop, coordinate, and oversee the implementation of DoD Policy for IRT activities conducted under the authority of reference (a).

5.2.2. Serve as the OSD focal point for all IRT activities conducted under authority of reference (a).

5.2.3. Monitor IRT activities conducted by the Military Departments under the authority of reference (a) to ensure compliance with guidance and policy requirements stated in this Directive.

5.2.4. Serve as OSD principal point of contact with the Congress of the United States concerning IRT policy, procedures, and implementation, including coordinating responses to Congressional inquiries on behalf of the Secretary of Defense, and preparing and submitting any required reports to the Congress regarding the IRT activities conducted under the authority of reference (a).

5.2.5. Coordinate with the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (ASD(SO/LIC)), under the USD(P), when IRT activities involve the use of Special Operations Forces (SOF) personnel or resources.

5.2.6. Coordinate with Office of the Under Secretary of Defense for Policy (OUSD(P)) organizations having policy responsibility for MSCA, MACDIS, MACA, and key asset protection, to identify opportunities for IRT

to enhance these activities, and to integrate IRT activities into implementing systems for these OUSD(P) responsibilities.

5.3. The General Counsel of the Department of Defense shall advise the USD(P&R) and the ASD(RA) about compliance with statutory and other legal requirements applicable to IRT activities conducted under authority of 10 U.S.C. 2012 (reference (a)).

5.4. The Under Secretary of Defense (Comptroller) shall advise the USD(P&R) and the Assistant Secretary of Defense for Reserve Affairs (ASD(RA)) on budgetary and fiscal matters about IRT activities conducted under authority of reference (a).

5.5. The Chairman of the Joint Chiefs of Staff shall:

5.5.1. Promulgate guidance to the Combatant Commands detailing their authority and responsibilities in approving and conducting activities under the authority of reference (a) and this Directive.

5.5.2. Monitor IRT activities, if any, conducted by the Combatant Commands and forward to the USD(P&R) any information, reports, and recommendations, as appropriate, on the overall effectiveness of IRT activities, and any recommended changes or modifications of IRT policy and procedures.

5.6. The Secretaries of the Military Departments shall:

5.6.1. Promulgate guidance consistent with the policies and guidance provided within this Directive.

5.6.2. Approve IRT activities conducted under authority of reference (a), as deemed appropriate, that conform to established individual and unit readiness training requirements provided within DoD Directive 1322.18 (reference (p)), DoD Directive 6000.12 (reference (q)), and other applicable Military Department-level instructions, regulations, or policies.

5.6.3. Ensure that commanders of units or personnel participating in IRT activities conducted under authority of reference (a) determine that the type, manner, and means of assistance provided is consistent with valid

unit training requirements, or related to the specific military occupational specialty of participating personnel, except for those activities falling under subparagraph 4.4.2.1.3, above.

5.6.4. Ensure, in the case of healthcare assistance, that activities comply with all applicable local, State, Federal, and military requirements governing the qualifications of participating military healthcare providers, and regulating the delivery of healthcare in the particular locale, State or region where a medical IRT activity is to be conducted. The most stringent requirements shall control when a conflict exists.

5.6.5. Develop and prescribe, as appropriate, after-action reporting requirements to be conducted by units and personnel under the jurisdiction of the Secretary of the Military Department concerned who conduct IRT activities under authority of 10 U.S.C. 2012 (reference (a)). After-action reporting should, at a minimum, assess the degree to which completed IRT activities have contributed to individual and unit mission readiness and training, and whether the IRT activity addressed the intended community or civic need(s). Copies of after-action reports (AAR) concerning completed IRT activities shall be forwarded to ASD(RA).

5.6.6. Encourage and facilitate the establishment of advisory councils on civil-military cooperation, when feasible, at the local, State, or regional levels.

5.6.7. Forward to ASD(RA) for review and consideration all requests for support or services received by the Military Department from any organization or activity outside the Department of Defense, other than those submitted from any Federal, regional, State, or local governmental entity, or any youth and charitable organization as specified in 32 U.S.C. 508 (reference (r)).

## 6. EFFECTIVE DATE

This Directive is effective immediately.

Enclosures - 2

### 1. References

## 2. Definitions

### E1. ENCLOSURE 1

#### REFERENCES, continued

(e) Secretary of Defense Memorandum, "Military Assistance to Civilian Authorities," December 12, 1995

(f) DoD Directive 3025.1, "Military Support to Civil Authorities (MSCA)," January 15, 1993

(g) DoD Directive 2000.15, "Support to Special Events," November 21, 1994

(h) DoD Directive 1000.15, "Private Organizations on DoD Installations," September 22, 1978

(i) DoD 5500.7-R, "Joint Ethics Regulation," August 1993, authorized by DoD Directive 5500.7, August 30, 1993

(j) DoD Directive 5410.18, "Community Relations," July 3, 1974

(k) DoD Directive 4500.9, "Transportation and Traffic Management," January 26, 1989

(l) DoD 4515.13-R, "Air Transportation Eligibility," November 1994, authorized by DoD Directive 4500.9, January 26, 1989

(m) Appendix II of title 5, United States Code, "Federal Advisory Committee Act," October 6, 1972

(n) Title 41, Code of Federal Regulations, Part 101-6, "Federal Advisory Committee Act," current edition

(o) Secretary of Defense Memorandum, "Delegation of Authorities and Assignment of Duties Under the National Defense Authorization Act for Fiscal Year 1996," March 13, 1996

(p) DoD Directive 1322.18, "Military Training," January 9, 1987

(q) DoD Directive 6000.12, "Health Services Operations and Readiness," April 29, 1996

(r) Section 508 of title 32, United States Code

## E2. ENCLOSURE 2

### DEFINITIONS

E2.1.1. Civil Affairs (CA). The activities of a commander that establish, maintain, influence, or exploit relations between military forces and civil authorities, both governmental and nongovernmental, and the populace in a friendly, neutral, or hostile area of operations in order to facilitate military operations and consolidate operational objectives

E2.1.2. Combat Service Support (CSS). The essential capabilities, functions, activities, and tasks necessary to sustain all elements of operating forces in theater at all levels of war. Within the individual and theater logistic systems, it includes, but is not limited to, that support rendered by Service forces in ensuring the aspects of supply, maintenance, transportation, health services, and other services required by civilian and ground combat troops to permit those units to accomplish their missions in combat. CSS encompasses those activities at all levels of war that produce sustainment to all operating forces on the battlefield.

E2.1.3. Combat Support (CS). Fire support and operational assistance provided to combat elements. CS includes artillery, engineer, military police, signal and military intelligence support.

E2.1.4. Eligible Organizations and Activities

E2.1.4.1. Any Federal, regional, State, or local government entity.

E2.1.4.2. Youth and charitable organizations as specified in 32 U.S.C. 508 (reference (r)).

E2.1.4.3. Any other entity as may be approved, on a case-by-case basis, by ASD(RA) under delegated authority

from USD(P&R), after coordination with the Department of Defense Designated Agency Ethics Official.

E2.1.5. General Engineering. Encompasses those engineer tasks that increase the mobility, survivability, and sustainability of tactical and logistical units. Such tasks include construction and repair of lines of communication, main supply routes, air fields, and logistical facilities.

E2.1.6. Healthcare. That which deals with the prevention of illness, encompassing the physical and emotional well-being of the person as a whole; promotes the condition of being physically, mentally, and emotionally sound; and supports and encourages a fit and hygienic lifestyle.

E2.1.7. Infrastructure. All fixed and permanent installations, fabrications, or facilities for the support or control of military forces. Consists of facilities, equipment, and framework needed for the functioning of a system, city, or region such as seaports, airfields, power networks, road and rail networks, communications networks, and availability of warehousing, water, and food sources.

E2.1.8. Innovative Readiness Training (IRT) . Military training conducted off base in the civilian community that utilizes the units and individuals of the Armed Forces under the jurisdiction of the Secretary of a Military Department or a combatant commander, to assist civilian efforts in addressing civic and community needs of the United States, its territories and possessions, and the Commonwealth of Puerto Rico as provided for within 10 U.S.C. 2012 (reference (a)). Examples of IRT activities include, but are not limited to, constructing rural roads and aircraft runways; small building and warehouse construction in remote areas; transporting medical supplies, equipment, and material to medically underserved areas of the country; and providing medical and dental care to Native Americans, Alaska Natives, and other medically underserved communities.

E2.1.9. Military Department Resources. Armed Forces units, personnel, facilities, equipment, and material under the jurisdiction of the Secretary of a Military Department.

E2.1.10. Military Training. The instruction of personnel

to enhance their capacity to perform specific military functions and tasks; the exercise of one or more military units conducted to enhance their combat readiness; and the instruction and applied exercises for the acquisition and retention of skills, knowledge, and attitudes required to accomplish military tasks. Military training is accomplished as collective training, individual training, or unit training.

E2.1.10.1. Collective Training. Instruction and applied exercises that prepare an organizational team (such as a squad, air crew, battalion, or multi-Service task (force) to accomplish required military tasks as a unit.

E2.1.10.2. Individual Training. Instruction provided to an individual military member, either in a centralized training organization or in an operational unit, which prepares the member to perform specified military tasks.

E2.1.10.2.1. Institutional Training. Individual training conducted in a school for training center of a centralized training organization.

E2.1.10.2.2. On-the-Job Training. Individual training in designated job skills provided to individual members when serving in job positions in operational units.

E2.1.10.2.3. Unit Training. Individual or collective training conducted by an operational unit.

E2.1.11. Mission-Essential Task. A collective task in which an organization must be proficient to accomplish an appropriate portion of its wartime mission(s).

E2.1.12. Reserve Components. Collectively refers to the Army National Guard, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and the Coast Guard Reserve.