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NATIONAL GUARD BUREAU

NGB All-Hazards Support Plan-2018

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NATIONAL GUARD BUREAU ALL-HAZARDS SUPPORT PLAN-2018 SECURITY INSTRUCTIONS AND RECORD OF CHANGES

1. Plan Title

a. Long Title: National Guard Bureau (NGB) All-Hazards Support Plan (AHSP) – 2018

b. Short Title: NGB AHSP - 2018

2. This plan is unclassified to ensure ease of use by military and interorganizational partners, and personnel whose official duties specifically require knowledge of this plan. Information in the NGB AHSP may be disseminated to facilitate integrated planning and achieve unity of effort in support of response operations.

3. Reproduction of this document, in whole or in part, is authorized as required for the preparation of State(s) support plans and interorganizational partner coordination.

RECORD OF CHANGES

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NATIONAL GUARD BUREAU ALL-HAZARDS SUPPORT PLAN-2018 PLAN SUMMARY

1. Purpose. This Level 2 Base Plan communicates a concept of National Guard Bureau (NGB) support to National Guard Joint Force Headquarters-State (NG JFHQs-State) prior to, during, and after an all-hazard event. This plan was developed, in response to requirements listed in the Guidance for Employment of the Force (GEF) (reference a) and Joint Strategic Campaign Plan (JSCP), previously called the Joint Strategic Capabilities Plan, (reference b) as guidance to this headquarters for visible support and integrated planning. It accounts for the non-Federalized response, and informs and coordinates with interorganizational partners, defined as elements of the Department of Defense (DoD); Federal, Tribal, State, Territorial, and local departments and agencies; foreign military forces, government agencies, and organizations; nongovernmental organizations; and the private sector. Any reference in this plan to a State response refers to the State(s)' National Guard (NG), not State Emergency Managers.

2. Conditions for Implementation.

a. Politico-Military Situation. The politico-military situation is dependent upon the type (human-caused, natural, or industrial), scope, and scale of the all-hazard event.

(1) The Chief of the National Guard Bureau (CNGB) only possesses authority and control over NGB-assigned staff.

(2) The CNGB uses existing organizational authorities to support State-level operations at NG JFHQs-State request.

(3) DoD policies and statute mandate the CNGB assist the Secretary of Defense (SecDef) in facilitating and coordinating with Combatant Commanders of the United States Northern Command (USNORTHCOM) and United States Pacific Command (USPACOM), other federal agencies, and The Adjutants General (TAGs) in the use of NG personnel and resources for missions conducted under State control. DoD policy, beginning with the GEF and the

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JSCP, further directs the CNGB to support integrated planning of Federal and State activities. The NGB coordinates with USNORTHCOM, USPACOM, and the NG JFHQs-State to facilitate the integration and synchronization of Homeland Defense, Homeland Security, and Defense Support of Civil Authorities/NG Civil Support and associated planning. This coordination and facilitation produces an integrated approach to domestic all-hazards events.

b. Refinement in Execution. This plan leverages NGB expertise, planning activities, and authorities to enhance the effectiveness of State domestic all-hazard responses in the following areas:

(1) Supporting the directed all-hazard response of Governors and TAGs through collective, interstate mutual aid and under the Emergency Management Assistance Compact (EMAC) (reference c).

(2) Executing response operations in support of Federal and State requirements.

(3) Accounting for the non-Federalized response while informing and coordinating with Federal partners such as Geographic Combatant Commanders (GCCs), Functional Combatant Commanders (FCCs), DoD, and Federal interorganizational partners.

c. Legal/Statutory/Policy Considerations. The NGB All-Hazards Support Plan supports several legal, statutory, and policy requirements of the CNGB, to include:

(1) Facilitating and supporting, as appropriate, the training of members and units of the NG to meet State requirements in accordance with (IAW) Section 10503 of reference d and reference e.

(2) Supporting DoD domestic contingency planning by informing GCCs and FCCs of likely NG response activities in their planning considerations IAW references e and f.

(3) Facilitating integrated regional and multi-State response planning IAW reference f.

(4) Assisting with standardized NG JFHQs-State planning, especially for complex catastrophes IAW reference b.

(5) Assisting NG JFHQs-State in the development and review of plans to

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ensure continuity and integration with Federal plans IAW reference b.

(6) Facilitating States' efforts to provide mutual support IAW reference f.

(7) Facilitating coordination among DoD components, NG JFHQs-State, and the State NGs to enhance unity of effort, IAW reference f.

(8) Providing liaison and shared situational awareness (SSA) and serving as a channel of communications among the NG JFHQs-State, the Joint Chiefs of Staff (JCS), GCCs, FCCs, the military departments, and the DoD components IAW reference e.

(9) Deconflicting the commitment of NG forces for response operations, ensuring both States and military services have visibility of current NG availability for State or Federal requirements IAW reference e.

(10) Promoting SSA among the NG JFHQs-State, JCS, GCCs, FCCs, military departments, and DoD components when the NG JFHQs-State are operating under the command and control of their respective Governors IAW reference e.

3. Operations to be Conducted.

a. Force Requirements. The mission of the NGB is to support NG JFHQs-State with requested capabilities, information, coordination, SSA, and reporting. The assigned NGB staff will be augmented as necessary and will perform continuous estimates and analysis of ongoing support efforts and related requirements. These estimates ensure the necessary SSA is provided to the NG JFHQs-State and interorganizational partners, while better informing CNGB advice to the SecDef and Chairman of the Joint Chiefs of Staff.

b. Deployment and Distribution. The NGB will conduct operations at the Herbert R. Temple, Jr., Army National Guard Readiness Center and deploy to alternate sites as required. The NGB will provide Joint Enabling Teams (JETs) and subject matter experts, to affected States as needed and/or requested. Joint enabling elements will deploy with appropriate communications equipment to maintain uninterrupted communications with the NGB.

c. Employment.

(1) The general nature of operations is dependent upon the type, scope,

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and scale of the all-hazard event. The annexes of this plan provide a framework of support to the States, and an outline of the facilitation of the NG enterprise's non-Federalized role when supporting State response efforts.

(2) The NGB assumes a central role in sharing information and developing SSA among the States, DoD, GCCs, FCCs, Department of Homeland Security, and other interorganizational partners. The NGB end state is achieved when NGB assistance and support is no longer required. Ways to achieve the end state include:

- (a) Providing NGB support to State all-hazards incident responses.
- (b) Ensuring States have visibility of all available NG resources.
- (c) Integrating and coordinating NG plans with Federal partners.
- (d) Assessing and identifying proper NG capabilities to support State requirements.
- (e) Providing affected State(s) with scalable capabilities and organizational augmentation options, as requested.
- (f) Informing DoD and other interorganizational partners of non-Federal capabilities.

d. Supporting Plans. N/A

e. Collateral Plans. USNORTHCOM, USPACOM, and individual States may also execute plans before, during, or after this plan is executed.

4. Key Assumptions.

a. Response Parameters/Timeline.

- (1) There may be a culmination point where State(s) will require assistance beyond their individual capabilities or initial EMAC agreements.
- (2) Simultaneous NG responses to multiple incidents may be necessary.
- (3) NGB actions may be simultaneous or out of phase with individual States depending on the needs or actions of the State(s).

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(4) The NGB may be required to coordinate with other agencies that have executed their continuity of operations plans.

(5) Current Adaptive Battle Staff (ABS) and National Guard Coordination Center standard operating procedures remain in effect.

(6) NG personnel will respond in a State Active Duty or Title 32 status unless called to active duty (Title 10) under Federal authority.

(7) The ABS is able to sustain 24/7 operations for 30 days.

b. Pre-positioning and regional access.

(1) It may not be feasible to locate Joint Reception, Staging, Onward Movement, and Integration (JRSOI) sites or similar staging areas inside the affected State(s). Use of incident staging areas will be coordinated with the requesting or supporting State.

(2) A JRSOI location, regardless of geographic location, may be required to support several States.

(3) With the exception of JETs, resources and capabilities will be sent to State(s) only upon request.

(4) The CNGB will receive, evaluate, and respond to State requests to repurpose previously distributed training funds to conduct training that has an operational benefit (reference g).

c. In-Place Forces.

(1) The scale, scope, and effect of the event may impair the affected State's ability to coordinate and support relief efforts.

(2) To facilitate communications, the CNGB may send JET personnel and enabling equipment to an affected State.

d. Strategic Assumptions. In the event of a major (Type I/Complex Disaster) there will be national-level and/or international second and third-order effects to include economic and foreign relations ramifications.

5. Operational Constraints.

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- a. Supporting States' NG forces will conduct operations IAW host State's laws and Federal law (if applicable).
- b. States retain operational control of NG forces operating in their State if the SecDef authorizes operational support pursuant to Section 502(f) of reference g.

6. Operational Timeline. Event driven.

7. Relationships. The NGB maintains liaison relationships with Federal, Tribal, State, Territorial, local, and interorganizational partners.

8. Logistics Appraisal. Prior to, during, and after an all-hazard event, the NGB provides guidance, coordinates specialized logistics activities, and consolidates inputs from NG JFHQs-State, the NGB, and other organizations to support domestic operations.

9. Personnel Appraisal. Administrative support to all-hazards events includes providing timely and relevant personnel guidance to ensure personnel accountability and support to the NGB, States, Territories, and the District of Columbia.

10. Shortfalls and Limiting Factors.

a. Challenges to NGB support of this plan include:

- (1) Supporting events outside the continental U.S.
- (2) Establishing and maintaining a common operating picture.
- (3) Visibility of State EMAC agreements.
- (4) Staff available to support simultaneous events at a 24/7 level.

b. The following represents shortfalls in joint and multinational doctrine, interoperability, and training:

(1) The application of Joint doctrine for domestic all-hazard response does not translate to NG readiness requirements.

(2) Civil support tasks placed into the Defense Readiness Reporting System (DRRS) may not be used by the Services to assess readiness.

c. The following are specific AHSP tasks that cannot be accomplished in

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view of the shortfalls:

(1) NGB will not be able to provide doctrinal support or guidance for doctrine that does not exist.

(2) Training related guidance cannot be provided.

(3) Readiness cannot be assessed without appropriate doctrine based input into DRRS.

d. This headquarters will address the following to reduce risk:

(1) ABS augmentation for extended response may be required and must be properly documented.

(2) Updates to an improved common operating picture (COP) will be pursued. The NGB may need to request interorganizational liaison officers (LNOs) to assist with updating the COP.

e. The following shortfalls and limiting factors identified in previous plan assessments remain unsolved:

(1) The NGB struggles with consistent knowledge management internal and external to the NGB.

(2) The COP across all responders remains fragmented.

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References: See Enclosure A.

1. Situation.

a. General. This Level 2 Base Plan communicates a concept of National Guard Bureau (NGB) support to National Guard Joint Force Headquarters-State (NG JFHQs-State) prior to, during, and after an all-hazard event. This plan was developed in response to requirements listed in the Guidance for Employment of the Force (GEF) (reference a) and Joint Strategic Campaign Plan (JSCP) (reference b) guidance to this headquarters for visible support and integrated planning. It accounts for the non-Federalized response and informs and coordinates with interorganizational partners, defined as elements of the Department of Defense; Federal, Tribal, State, Territorial, and local departments and agencies; foreign military forces, government agencies, and organizations; nongovernmental organizations; and the private sector. Any reference in this plan to a State response refers to the State(s)' National Guard (NG), not State Emergency Managers. Planners acknowledge that seven Adjutants General (TAGs) are also State Emergency Managers, with nine more as both State Emergency Managers and Homeland Security Managers.

(1) There are many overlapping layers of response efforts following an all-hazard event from the local to Federal level. Outside of assisting Federal and State partners in pre-incident planning, the NGB becomes involved in response efforts after a State requests assistance, or if previously coordinated in a State or regional response Concept Plan (CONPLAN).

(a) NGB involvement is only a small part of the overall response. The bulk of the assistance, including personnel, equipment, commodities, and resources, is provided by State, civilian, and private sector responders, predominantly at the local level.

(b) The State Emergency Manager prioritizes any competing socio-dynamic, cultural, and/or political interests and/or goals.

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(c) The scale and the intensity of an event determine the level of involvement and response from the Federal government. Small-scale events that require NG and NGB response may not gain attention or involvement from Federal entities, while large-scale events with great impact to residents, property, and/or infrastructure may accelerate and amplify Federal involvement and complicate competing goals and prioritization of response efforts.

(2) The primary threats this Base Plan addresses are natural disasters, human-caused disasters, and industrial accidents.

(a) Natural disasters may impact areas large enough to require large-scale response efforts from multiple sources. Responding to a natural disaster may require prioritization of response efforts and activities by the State Emergency Manager.

(b) Human-caused disasters will likely hasten Federal, political, and media attention and involvement.

(c) Industrial accidents may encounter similar competing or conflicting goals to those of both natural and human-caused disasters.

(3) Presidential Policy Directive 8 (PPD-8), "National Preparedness" (reference h), aims to strengthen the security and resilience of the United States (U.S.) through systematic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber attacks, pandemics, and catastrophic natural disasters.

(a) The National Response Framework (NRF) (reference i), under PPD-8, is a guide for how the U.S. responds to all types of disasters and emergencies. The key principle of the NRF is providing a tiered response that is both scalable and flexible while ensuring unity of effort across the response community.

(b) To assist in accomplishing a tiered response and maintaining unity of effort, the National Preparedness System (NPS) provides planning frameworks for the prevention, protection, mitigation, response, and recovery mission areas. These frameworks outline the strategy and doctrine for building, sustaining, and delivering core capabilities, and set whole of community roles and responsibilities.

1. The National Preparedness Report (NPR) (reference j) provides an annual assessment of national preparedness. The NPR provides practical

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insights into preparedness to support decisions about program priorities, resource allocations, and community actions. It evaluates and measures gains made in preparedness and identifies where challenges and opportunities for improvement remain.

2. Each year, the States, Territories, and the District of Columbia self-assess their abilities to achieve preparedness goals. These self-assessments, done through the annual risk assessment process, provide information for the NPR.

(c) The Federal Interagency Operational Plans (FIOPs) focus each of the national planning frameworks (prevention, protection, mitigation, response, and recovery) on how the Federal government will execute the delivery and support of core capabilities in each of those five mission areas. The FIOPs describe the concept of operations for integrating and synchronizing existing Federal capabilities and plans to support a Tribal, State, Territorial, local, or insular area.

(d) The National Incident Management System (NIMS), in concert with the NRF, NPS, and FIOPs, provides a systematic, proactive approach by which the Federal Emergency Management Agency (FEMA) maintains a deliberate RFA process for the deployment of Federal capabilities.

b. Area of Concern. This plan facilitates preparation and response within the 54 States, Territories, and the District of Columbia (hereafter referred to as the "States"), the remaining Territories and possessions of the U.S. without a NG (including, but not limited to: American Samoa, the Northern Mariana Islands, and Wake Island), and the geographic and cyber approaches to the homeland.

c. Mitigating Capabilities. This plan addresses the mitigating options available through the NGB, a joint activity of the DoD.

(1) Adaptive Battle Staff (ABS). The NGB ABS functions to support the Chief of the National Guard Bureau (CNGB) during domestic incidents and planned events. It plays an important role in coordinating resources and support, providing information, and reporting the availability and readiness of NG forces. The NGB ABS may coordinate with one or more States during a variety of operational events, each of which may be in a combination of operational phases.

(a) Driven by the magnitude of an incident or planned event,

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operational tempo of supported and supporting States, and requirements of NGB senior leaders, the ABS can be activated, elevated, or lowered to different operating levels as determined by the CNGB (or designee). These levels correspond with the activities of Federal mission partners and their operations centers:

1. Level 3, Steady State/Routine Operations. During normal business hours, the National Guard Coordination Center (NGCC) maintains continuous situational awareness of the operating environment/Area of Concern with a focus on NG domestic operations.

2. Level 2, Elevated State/Durational. The ABS is organized, staffed and operated by the Director of Domestic Operations and Force Development (NGB-J3/7). Personnel fills are coordinated. The Current Operations division monitors, characterizes, and screens incidents against the Commander's Critical Information Requirements (CCIRs) and provides notification.

3. Level 1, Crisis State/Full ABS. Operations are conducted 24/7, with planned augmentation as required, to ensure increased coordination and support to the States.

(b) The ABS is comprised of three Centers:

1. Current Operations (Current Ops) Center. Current Ops maintains situational awareness of ongoing events and activities, and collects, analyzes, and disseminates relevant information to NGB leaders and other partners as directed. The NGCC, a component of Current Ops, tracks and coordinates missions and serves as the primary channel of communication for non-Federalized NG matters among the Geographic Combatant Commands (GCCs), Functional Combatant Commands (FCCs), DoD, and the States. It assists in facilitating and coordinating Federal agency RFAs and works with Army National Guard (ARNG) Directorate and Air National Guard (ANG) Directorate counterparts to develop potential sourcing options in concert with NG JFHQs-State. The NGCC enhances unity of effort throughout the NG, GCCs, FCCs, DoD, and other interorganizational partners by providing shared situational awareness (SSA), including immediate senior leadership notification of any event or incident. NGCC products and reports provide advice and information on NG matters to the senior leadership of the NGB, GCCs, FCCs, DoD, interorganizational partners, and TAGs.

2. Future Operations Center (FOC). The FOC focuses on future

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operations, 24 to 96 hours (or as directed by the Director of NGB-J3/7) from current operations. It conducts mission analysis in concert with the United States Northern Command (USNORTHCOM), United States Pacific Command (USPACOM), United States Transportation Command (USTRANSCOM), ARNG and ANG directorates, and supported and supporting NG JFHQs-State to help coordinate NG activities supporting mission partners. The analysis focuses on determining availability of NG capabilities and coordinating potential sourcing solutions in concert with service directorates, including visibility of assets coordinated by States via Emergency Management Assistance Compact (EMAC). Based on updated SSA and ongoing coordination with mission partners, FOC activities help coordinate the efforts of State and Federal military forces.

3. Future Plans Center (FPC). The FPC is responsible for analyzing ongoing NG domestic activities beyond 96 hours (or as directed by the Director, NGB-J3/7) to provide analysis and recommendations. The Strategic Plans, Policy, and International Affairs Directorate (NGB-J5) oversees and manages FPC activities on behalf of the Director, NGB-J3/7. Based on the nature, complexity, and magnitude of the domestic crisis, the FPC will include a tailored group of experienced planners, communications specialists, interorganizational analysts, and functional experts to help ensure NG support activities are postured to develop strategies and anticipate support ahead of emerging requirements. The FPC also helps coordinate NGB strategic themes and messages with mission partners regarding the conduct of future plans and operations. If activated, the FPC continuously collaborates with other ABS elements and USNORTHCOM FPC and/or USPACOM FPC staff to help ensure NGB leadership is informed.

(2) NGB Joint Enabling Team (JET). The JET ensures critical expertise is available at the request of a State and provides direct liaison between NG JFHQs-State and the NGB on behalf of the CNGB during an event.

(a) JETs assist in developing SSA and a common operating picture (COP) of non-Federalized forces across the operational area. They establish liaison between the supported State(s) and the NGCC, facilitating requests for information (RFIs) and RFA, while keeping NGB leadership informed.

(b) Upon request, the NGB-J3/7 task organizes the JET (examples shown in Figure 1 below), based on requirements from NG JFHQs-State.

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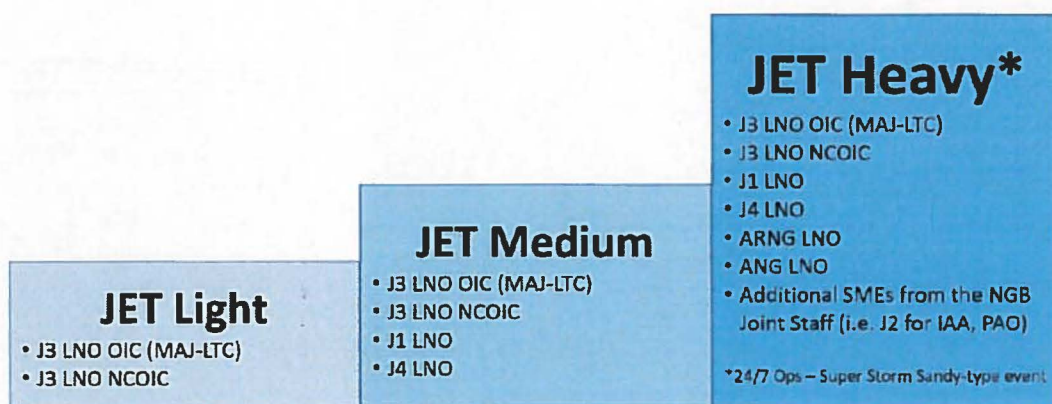


Figure 1 – Notional JETs

(c) Refer to reference k for more information about JETs.

(3) Joint Incident Awareness and Assessment Team (JIT). The JIT is comprised of NGB Intelligence Directorate (NGB-J2) subject matter experts (SMEs), or trained and certified State augmentees, who are available, upon request, for deployment to the affected State(s). The JIT supports States and interorganizational partners by assisting with collection, reporting, and sharing information and coordinating support. JIT members are experts in the plans, processes, platforms, capabilities, and execution of Incident Awareness and Assessment (IAA) operations.

(4) ANG and ARNG Directorates. ANG and ARNG Directorate staffs provide the NGCC and NGB Joint Staff (NGBJS) with a 24/7 single point of contact for all issues involving the ARNG and ANG. Upon activation of the ABS to level 2 or 1, these NGB components will support and provide resources as required to the NGBJS.

d. Adversarial/Environmental Concerns/Significant Threats. Based on National Planning Scenarios for National, Federal, State, and local preparedness, Homeland Security (DHS) inputs, and other threats, adversarial conditions include:

(1) Natural disasters such as:

(a) Earthquakes, hurricanes, floods, blizzards, droughts, wildfires, cyclone super storms, and extreme space weather.

(b) Pandemic, foreign animal (highly pathogenic avian influenza (HPAI), mad cow disease (bovine spongiform encephalopathy), hoof and mouth disease

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(aphthae epizooticae)), and other diseases.

(2) Human-caused disasters such as:

(a) High explosives attack: critical infrastructure, mass gathering, and mass transit

(b) Nuclear detonation: improvised nuclear device, radiological dispersion device, and/or a Nation-State attack

(c) Biological attack: e.g. anthrax, smallpox

(d) Chemical attack: e.g. agents or toxic industrial substances

(e) Cyber attack: critical infrastructure, industrial control systems, power production, data acquisition management and dissemination, and finance

(f) Civil disturbances

(g) Counter Space environment impacts to space-based critical infrastructure with potential ramifications on domestic operations and civil population: communications, power production, energy distribution, data acquisition, management, and dissemination, and finance as well as homeland defense impacts to strategic missile warning, and IAA

(3) Industrial accidents may be similar to, or caused by, a combination of other adversarial or environmental incidents.

(4) For more specific scenarios, refer to Annex C.

e. Friendly.

(1) Centers of Gravity.

(a) Strategic: communication systems: the NGB's ability to effectively communicate with Federal agencies and NG JFHQs-State, as well as to project a message to the citizens of the U.S. must demonstrate the overall readiness and responsiveness of the force.

(b) Operational: Effective employment of the NG to respond to catastrophic events to protect the lives, property, and general welfare of its citizens.

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(2) Critical Factors (Strategic and Operational).

(a) Critical Capabilities: Interoperable, resilient, redundant communications capabilities and information communications technology to ensure an efficient and effective response to an all-hazards event. NGB staff ensures reliable communications, and monitors and assists the timely employment of State NG capabilities.

(b) Critical Requirements: Alternate means of generating power and communicating to include alternate power sources; Continuity of Operations (COOP); Joint Incident Site Communications Capability; Liaison and Public Affairs Offices.

(c) Critical Vulnerabilities: Disruption to power services; total loss of communications capability; inability to conduct continuity of operations.

(3) Multinational Forces. During catastrophic events, multinational forces may offer assistance. All offers will be coordinated through the U.S. Department of State.

(4) Commands and Agencies.

(a) DHS. The Secretary of Homeland Security is the Principal Federal Official (PFO) for domestic incident management and is responsible for coordinating Federal operations within the U.S. to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. The Secretary may delegate responsibility and appoint a representative to serve as the PFO on-site during a disaster or event. DHS uses the NRF and NIMS structures to coordinate the Federal response.

1. Federal Emergency Management Agency (FEMA). As part of DHS, FEMA plans, coordinates, and conducts the Federal disaster response and recovery efforts with Tribal, State, Territorial, and local authorities. FEMA also provides State and local governments with experts in specialized fields, funding for rebuilding efforts, and relief funds for infrastructure by directing individuals to access low interest loans, in conjunction with the Small Business Administration. In addition, FEMA provides funds for training response personnel throughout the U.S. and its territories as part of the agency's preparedness effort.

2. United States Coast Guard (USCG). The USCG is a military, multi-mission, maritime service within the DHS. Its core roles are to protect the

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public, the environment, and U.S. economic and security interests in any maritime region in which those interests may be at risk, including international waters and America's coasts, ports, and inland waterways. The USCG provides unique benefits because of its distinctive blend of military, humanitarian, and civilian law-enforcement capabilities.

(b) DoD. When requested by civil authorities and directed by the President of the United States (POTUS) or Secretary of Defense (SecDef), DoD provides Defense Support of Civil Authorities (DSCA). DoD may also provide support when requested by a Federal agency when no major disaster declaration has been issued.

1. Combatant Commands. USNORTHCOM and USPACOM conduct operations to deter, prevent, and defeat threats and aggression aimed at the U.S., its territories, and interests within their assigned areas of responsibility. When approved by the SecDef or directed by the POTUS, USNORTHCOM and USPACOM conduct DSCA under reference 1, which defines and provides guidelines for DoD participation in these operations, and identifies criteria for evaluation of requests to provide appropriate support to RFAs from a Lead Federal Agency (LFA). FEMA is the usual and customary LFA, however, the actual designation of the LFA will depend upon several factors including presidential decision, national policy, the specific situation, and existing national-level frameworks and/or plans (e.g., the NRF). The LFA designation may shift to a different agency during a crisis as facts and situations change. In some instances, a Combatant Command may be in support of more than one LFA/primary agency due to multiple missions or Emergency Support Functions (ESFs) being active.

2. Defense Coordinating Officer (DCO). The DCO is DoD's single point of contact at the Joint Field Office (JFO), the multi-agency coordination center established in or near the incident site for coordinating incident-related prevention, protection, mitigation, response, and recovery operations under the NRF. Requests for DSCA originating at the JFO are coordinated, processed, and validated by the DCO. The DCO may also be supported by an administrative and support staff element called the Defense Coordinating Element.

3. Emergency Preparedness Liaison Officers (EPLO). Each Service of the Armed Forces selects highly qualified senior level officers (Reserve Officers in the grade of O5/O6) to serve as EPLOs, and enlisted personnel to serve in support assignments. These personnel are administered by, and report to, the DCO, and may be activated and employed for DSCA operations. Services ensure their EPLOs are trained, equipped, and remain current on the NRF, NIMS, and

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DSCA procedures, and their Service component's regionally available resources. They are trained in disaster preparedness and DSCA operations. EPLOs advise civil authorities on military resources and capabilities, and facilitate coordination between civil authorities and DoD during State or Federal exercises or DSCA operations. Once activated, EPLOs are under the operational control of the DCO and may work at the NG JFHQs-State Joint Operations Center. When operating in this capacity, they are designated as State Emergency Preparedness Liaison Officers, who advise State-level civil authorities on military issues, obtain and coordinate information, proactively assess the situation from a State NG perspective, and provide situation reports to the DCO.

(c) State Emergency Management Agency (SEMA). Each State has a SEMA (unrelated to FEMA), led by the State Emergency Manager, who helps their State prepare for, respond to, and recover from all emergencies on behalf of their Governor. The State Emergency Manager coordinates and prioritizes all response efforts. The SEMA develops agreements between States under EMAC to fill capability gaps, as needed.

(d) The National Emergency Management Association (NEMA). NEMA is a nonpartisan, nonprofit Title 26, United States Code (U.S.C.) § 501(c)(3) association dedicated to enhancing public safety by improving the nation's ability to prepare for, respond to, and recover from all emergencies, disasters, and threats to U.S. security. NEMA administers the EMAC system, the primary process States use to request support for domestic emergencies.

(e) The NG forces of the 54 States, Territories, and the District of Columbia. The NG has a unique dual status, serving as both the operational reserve of the active component and the first military responder to domestic emergencies. NG core capabilities are organized into 10 different categories referred to as the "Essential 10" or "NG Core Capabilities." These capabilities are aligned with FEMAs 14 ESFs (see Figure 2). These ESFs are numbered 1-13 and 15. ESF 14, Long-Term Community Recovery, was superseded by the National Disaster Recovery Framework.

National Guard Core Capabilities / Essential 10	Supported National Response Framework (NRF) Emergency Support Functions (ESF)
Command and Control (C2)	ESF #5 – Information and Planning
	ESF #15 – External Affairs
Communications	ESF #2 – Communications
Aviation	ESF #1 – Transportation
	ESF #2 – Communications

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	ESF #4 – Firefighting
	ESF # 9 – Search and Rescue
	ESF #13 – Public Safety and Security
Security	ESF #13 – Public Safety and Security
Engineering	ESF #3 – Public Works and Engineering
	ESF #4 – Firefighting
	ESF # 9 – Search and Rescue
Transportation	ESF #1 – Transportation
Logistics	ESF #6 – Mass Care, Emergency Assistance, Housing and Human Services
	ESF #7 – Logistics Management and Resource Support
	ESF #11 – Agriculture and Natural Resources
	ESF #12 – Energy
Maintenance	ESF #6 – Mass Care, Emergency Assistance, Housing and Human Services
	ESF #7 – Logistics Management and Resource Support
	ESF #8 – Public Health and Medical Services
	ESF #12 – Energy
Medical	ESF #8 – Public Health and Medical Services
	ESF #11 – Agriculture and Natural Resources
Chemical, Biological, Radiological, and Nuclear (CBRN)	ESF # 9 – Search and Rescue
	ESF #10 – Oil and Hazardous Materials Response

Figure 2 – NG Core Capabilities / ESF Crosswalk

1. TAG. Each State TAG, under the authority, direction, and control of their respective Governor, will perform duties assigned by State law and in compliance with Section 314 of reference g. In addition, TAGs may consider the following with respect to this plan:

a. Exercising Command and Control (C2) of NG forces through the NG JFHQs-State, which serves as the focal point for NG domestic operations (see Annex A), and are able to support Federal and non-Federal (State) missions.

b. Establishing a Joint Task Force-State (JTF-State), in parallel with a Title 10 JTF, or under a Dual Status Commander, integrating Title 10 and NG forces, in support of internal and external missions and tasks.

c. Advising the Governor and collaborating through the CNGB, consistent with Title 10 U.S.C. § 10503, to the SecDef, Chairman of the Joint

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Chiefs of Staff (CJCS), Secretaries of the Army and the Air Force, and Combatant Commanders on all matters pertaining to State response.

d. Identifying homeland defense and civil support unique equipment within Modified Table of Organization and Equipment and commercial off the shelf equipment through NG and Reserve Equipment Appropriation.

2. NG JFHQs-State. The 54 NG JFHQs-State, in accordance with (IAW) reference f, serve as the operational focal point for NG matters not under the authority, direction, and control of the Secretaries of the Army and the Air Force. NG JFHQs-State:

a. Support Federal and non-Federal (State) missions.

b. Liaise with and provide SSA among the States, and through the NGB, to the DoD during domestic operations in which State-controlled NG forces and State intergovernmental and interagency organizations are participating.

c. Provide operational information to the DoD and the commander of Federal military forces operating in their respective States to ensure unity of effort.

d. Maintain the capability to extend interoperable communications for command and control, SSA, and unity of effort to a domestic incident site.

e. If necessary, may communicate directly with the appropriate Combatant Command or other DoD entities, keeping the NGB informed.

3. Dual Status Commander (DSC). A DSC is a qualified officer eligible to serve in dual status pursuant to Sections 315 and 325 of reference g. In Federal status, the DSC is a member of the Federal chain of command, subject to the orders of the POTUS, the SecDef, and the supporting CCDR. On their behalf, the DSC exercises command of assigned or allocated Federal military forces for the purpose of executing missions assigned by the POTUS, the SecDef, and the supported CCDR, or as requested by an LFA and approved by the SecDef. Once a DSC is requested by the State, NGB can facilitate and coordinate with the Office of the Secretary of Defense (OSD) and USNORTHCOM to complete the selection process. When authorized, a dual-status command relationship allows a DSC to facilitate unity of effort between State and Federal military forces IAW guidance from both their respective Governors and the

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POTUS, or their designees. The DSC reports all activities to the Governor through the NG JFHQs-State. Upon approval of a DSC, an existing State or Federal JTF may transition to a DSC-led JTF.

4. ARNG Division Headquarters. Upon request, an ARNG Division Headquarters can provide regionalized, decentralized C2 support for significant incidents. Key to all-hazard support is providing TAGs with additional C2 options including scalable augmentation for a NG JFHQ-State's and/or Dual Status Commander's (Title 32) staff. The ARNG Division Headquarters may support State(s) in a variety of ways to include:

a. Performing Title 32 activities simultaneous to Title 10 activities in support of an all-hazard event for an affected State(s).

b. Providing deployable, provisional staff augmentation to conduct Joint Reception, Staging, Onward Movement, and Integration (JRSOI) and additional mission command to augment NG JFHQs-State, Dual Status Commander's Staff (J1, J2, J3, J4, J5, J6, J8, and Special Staff (liaison officers, Judge Advocate General, Public Affairs, Chaplain, and Medical)).

c. Deploying liaison officers (LNOs) in support of an affected State.

d. Deploying IAA SMEs in support of an affected State.

e. Deploying an Early Entry Command Post (EECP), which plans, prepares, and assesses sustainment, distribution, and JRSOI operations. It also provides mission command to facilitate continuity for follow-on activities and forces. The EECP is relocatable, and enhances and increases the State's C2 and operational reach.

5. ANG Capabilities. Each State has Wing-level capabilities that can be used to augment NG JFHQ-State capabilities in the event of an all-hazard event.

(5) Operational Contract Support: Federal contracting requirements beyond the capability of NG JFHQs-State should be coordinated through the NGB Principal Assistant Responsible for Contracting (NGB-PARC).

f. Assumptions.

(1) Response Parameters/Timeline.

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(a) There may be a culmination point where State(s) will require assistance beyond their individual capabilities or initial EMAC agreements.

(b) Simultaneous NG responses to multiple incidents may be necessary.

(c) NGB actions may be simultaneous or at different phases with individual States depending on needs or actions of the State(s).

(d) The NGB may be required to coordinate with other agencies that have executed their COOP plans.

(e) All NGB staff conduct tasks IAW the NGB All-Hazards Support Plan (AHSP).

(f) Current ABS and NGCC standard operating procedures remain in effect.

(g) NG personnel will respond in a State Active Duty (SAD) or Title 32 status unless called to active duty (Title 10) under Federal authority.

(2) Pre-positioning and regional access.

(a) It may not be feasible to locate JRSOI or similar staging areas inside the affected State(s). Use of Incident Staging Areas will be coordinated with the requesting or supporting State.

(b) A JRSOI location, regardless of geographic location, may be required to support several States.

(c) With the exception of JETs, resources and capabilities will be sent to State(s) only upon request.

(d) The CNGB may authorize additional training IAW reference g, to States if such valid training also prepositions and prepares forces to respond.

(3) In-Place Forces.

(a) The scale, scope, and effect of the event may impair the affected State's ability to coordinate and support relief efforts.

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(b) To facilitate communications, the CNGB may send JET personnel and enabling equipment to an affected State.

(4) Strategic Assumptions. In the event of a major (Type I/Complex Disaster) there will be national-level and/or international second and third order effects to include economic and foreign relations ramifications.

g. Legal considerations.

(a) Supporting States' NG forces will conduct operations IAW host State's laws and Federal law (if applicable).

(b) States retain operational control of NG forces operating in their State if the SecDef authorizes operational support pursuant to Section 502(f) of reference g.

2. Mission. To minimize loss of life, meet life-sustaining needs of survivors, and restore damaged infrastructure, the NGB supports all-hazard planning and response efforts of the States, monitors Federal resources committed to a NG response, coordinates SSA, and advises the SecDef and CJCS on the status of the non-Federalized NG, while continuing to meet all other NG commitments.

3. Execution.

a. Concept of Operations.

(1) CNGB's Intent. The NGB will maximize planning and coordination efforts with mission partners to support an immediate and effective NG response following an all-hazard event.

(a) End State: The NGB has facilitated an effective and efficient response.

(b) Strategic Objectives:

1. Provide NGB support to State all-hazard incident responses.
2. Ensure States have visibility of all available NG resources.
3. Integrate and coordinate NG plans with Federal partners.
4. Assess and identify proper NG capabilities and organizational

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augmentation options, as requested.

5. Provide affected State(s) with scalable force and organizational augmentation options, including personnel to assist with EMAC processing, as requested.

6. Inform the DoD and other interorganizational partners of non-Federal NG capabilities.

7. Advocate for rapid reimbursement to the States from Federal entities.

(c) Desired Effects: The affected States receive fully coordinated NG resources meeting individual State capability requirements while providing codified, integrated, and informed coordination to Federal partners.

(2) General. The concept of all-hazard support consists of ABS response levels, State tiers, and operational phases. Transitioning between these levels, tiers, and phases can happen at any time during an operation, however, the decision to transition depends upon one or all of the following:

- (a) The NGCC receives an RFI or RFA from a State.
 - (b) Senior Leader decision.
 - (c) CCIR trigger.
 - (d) Activation of the FEMA National Response Coordination Center (NRCC) or DHS National Operations Center (NOC).
 - (e) Declaration of Emergency or Disaster by the Governor or POTUS.
- (3) Tiers. This plan uses a three-tier system to classify States during a disaster. This classification assists in coordination, planning, and operational support.

(a) Tier I. The event directly affects Tier I States. The NG forces within these States constitute the first line of military response in support to civil authorities. In many incidents, these NG forces will be directly affected by the event and will be operating with impacted capabilities. Tier I States with more robust NG capacity may be able to respond within their own State and have remaining forces available to support other States.

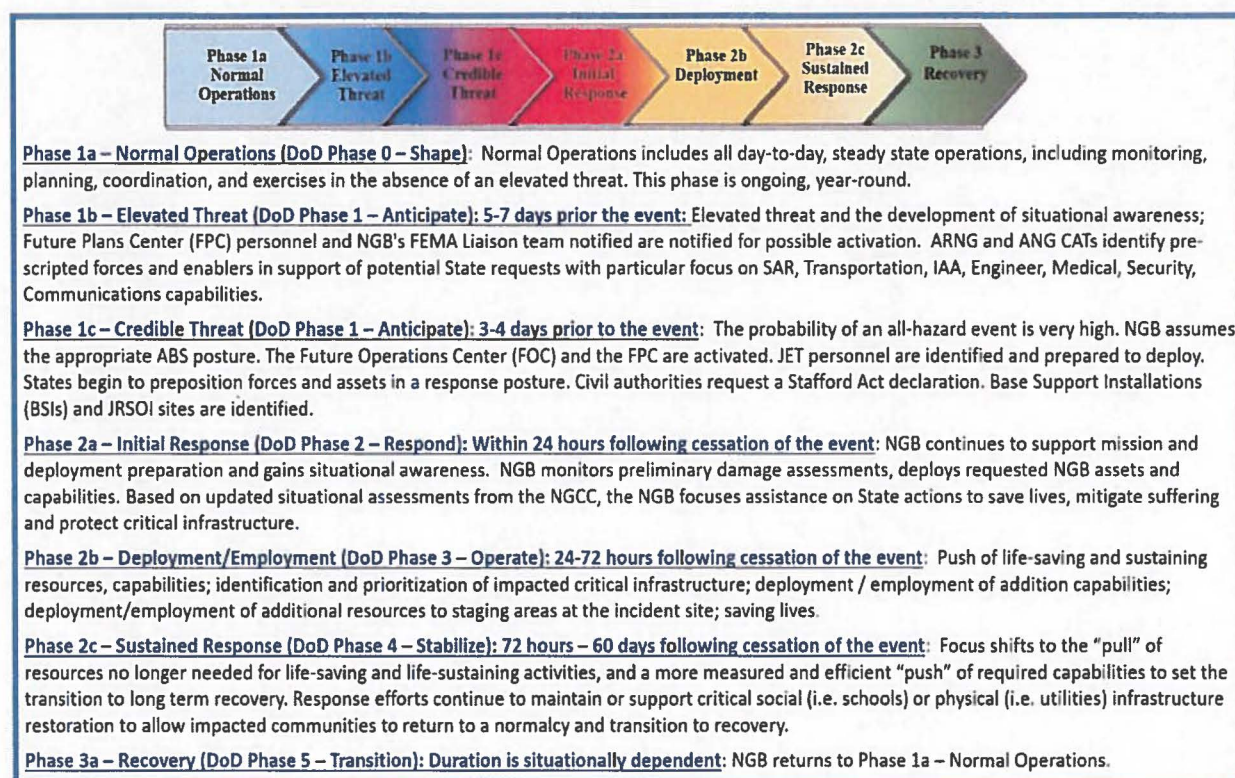
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(b) Tier II. These States provide NG support to Tier I States. This NG support may happen at any time before, during, or after an event. Support provided by a Tier II State may be identified prior to the event, deconflicted, and codified under EMAC or other agreements to speed up the response. This surge of Tier II capability is ready to respond as soon as a Tier I State initiates a pre-coordinated agreement.

(c) Tier III. Tier III States are all others not employed as part of any pre-identified assistance agreement for a specific event. The NGB will act to coordinate and deconflict the employment of Tier III assets in support of, and at the request of, Tier I States. The NGB must maintain SSA on the size and location of all uncommitted Tier III NG forces to prepare for other possible contingencies or develop planning options to reinforce an on-going Tier II State NG response.

(4) Phasing of Operations. The AHSP is implemented using the three-phase FEMA Operational Planning Model. These phases correlate to the six-phase DoD Operational Phasing as shown in Figure 3. Phases are fluid. They can move from left to right and right to left based on the evolution of the event and the needs of the States. NGB support may be required in all phases.



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Figure 3 – Phasing Guide

(a) Phase 1a – Normal Operations (DoD Phase 0 – Shape).

1. CNGB's Intent. Prepare, shape, and set the conditions for supporting the response by constant assessment of the evolving operational environment.

2. Timing. Day to day, ongoing planning and liaison. Integrated planning is the coordination and synchronization of multiple planning efforts oriented around a common purpose. In all-hazard planning, integrated planning is necessary to achieve maximum efficiency in terms of speed and quality of response while avoiding duplication of effort and assuring the best use of time and resources. An outcome of effective integrated planning is the alignment and mutual consideration of plans and planning at the Federal, interorganizational, regional, State, and local levels. To ensure plans and capabilities of the non-Federalized NG are understood and appropriately considered by all planning partners, the NGB facilitates integrated planning among the States, DoD, DHS/FEMA, NEMA, and Emergency Management Consortiums.

3. Objectives and Desired Effects.

a. Conduct integrated planning to coordinate and synchronize multiple planning efforts focused on saving lives, protecting property, and restoring essential services following an all-hazard event.

b. Develop and promulgate a program of instruction to train and assist NG JFHQs-State staffs in conducting domestic operations in a joint environment.

4. NGB Tasks:

a. Monitor daily situation IAW the ABS standard operating procedure and battle rhythm or operational schedule (e.g. NGCC, NGBJS, etc.).

b. Coordinate pre-event planning efforts for all identified catastrophic events with all potential Tier I State NGs to integrate the NG response and provide CNGB visibility of the totality of the committed and uncommitted NG response.

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c. Coordinate and integrate all plans and/or daily operations with appropriate stakeholders.

d. Support and sustain NG involvement in Federal, non-Federal, and appropriate stakeholder exercises, events, incidents, and missions.

e. Monitor and assess all States' activities to support and report.

f. Promote and maintain SSA by establishing channels of communication, reinforcing organizational intelligence oversight, and conducting threat assessment.

g. Identify and resolve capability gaps.

h. Assist NG JFHQs-State in development of operation plans and exercises.

i. Assess, identify, and coordinate administrative and mission specific resources.

j. Posture the ANG and ARNG Directorate staffs to integrate into the NGCC during domestic incidents and planned events and maintain a primary role in developing sourcing options to meet the needs of supported States.

k. Analyze and report readiness levels.

l. Plan and prepare support to the States.

m. Send applicable and/or appropriate reports to DoD.

n. Maintain mission oversight of NGCC and support command relationships as required at all ABS levels.

o. Exercise and evaluate the NGB AHSP.

p. Maintain accountability of NG personnel available to respond to a civil disturbance operation on a recurring basis.

q. Assist States in exercising their NG AHSPs and CONPLANs.

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r. Update the NGB AHSP as necessary, or at least every three years.

s. Ensure States are aware of all authorities available for the employment of NG forces, IAW reference m.

5. Effects of NGB actions in Phase 1a:

a. NGB possesses a high level of SSA on State capabilities and activities.

b. Non-Federal NG response planning is coordinated and exercised.

c. The NGB exercises COOP frequently and all systems remain operational.

6. Triggers for transition to Phase 1b include:

a. The FEMA NRCC, DHS NOC, or NGB ABS have elevated their operational level.

b. NG forces from Tier I States have been placed on alert.

c. Preliminary analysis forecasts the intensity of an event will likely exceed the State(s) capacity to sufficiently respond with internal resources.

7. End State. Phase 1a activities set conditions for NGB support activities during a State's response to an all-hazard event.

(b) Phase 1b – Elevated Threat (DoD Phase 1 – Anticipate).

1. CNGB's Intent. Anticipate and identify State(s)' needs.

2. Timing. Five to seven days prior to the occurrence of a known event.

3. Objectives and Desired Effects. NGB assess evolving event and anticipate potential State needs.

4. NGB Tasks:

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of NGB-J3/7. a. Recommend the appropriate ABS level through the Director

b. Identify and coordinate possible funding to State(s) and determine appropriate employment of forces in 32 U.S.C. 502(f) status.

c. Identify and coordinate with State(s) for appropriate intermediate staging bases (ISBs), NG logistics staging areas, and JRSOI sites.

d. Identify pre-scripted forces and enablers in support of potential State(s) requests.

e. Alert LNOs.

f. Notify appropriate staff personnel to begin preparations for duties as a JET member.

g. Refine SSA and identify units in support of State(s)' unmet needs (e.g. the ABS, Reports, etc.).

h. Receive, process, and record RFI's to and from the State(s) in the COP and NGB Current Operations Division Guard Knowledge Online (GKO) dashboard.

i. Establish and confirm channels of communications between appropriate stakeholders.

j. Receive activation reports from supporting State(s) and, as required, report activations to appropriate stakeholders.

k. Coordinate with appropriate personnel and respond to RFAs and RFIs.

l. Provide daily updates to appropriate Federal and non-Federal stakeholders, through the CNGB, NGCC, or as required.

m. Identify capability gaps for pre-positioning resources where needed.

n. Assess NG JFHQs-State capabilities and potential for Tier II requests.

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5. Effects of NGB actions in Phase 1b:

a. The NGB has taken appropriate actions to ensure it is postured to respond as requested or required.

b. JET personnel are prepared to respond.

6. Triggers to transition to Phase 1c include:

a. NG forces from Tier I States have been called to SAD.

b. State(s) notify NGB that a DSC may be required.

c. State(s) have begun to notify EMAC partners that assistance may be needed.

d. Declaration of Emergency or Disaster by the Governor and/or POTUS.

7. End State. Capabilities are prepared, communications established, and available resources identified.

(c) Phase 1c – Credible Threat (DoD Phase 1 – Anticipate).

1. CNGB's Intent. Anticipate and identify State(s)' needs and facilitate pre-positioning of NG forces to rapidly support civil authorities.

2. Timing. Three to four days prior to the occurrence of a known event.

3. Objectives and Desired Effects. NGB assess evolving event and anticipate potential State needs.

4. NGB Tasks:

a. Recommend the appropriate ABS level through the Director of NGB-J3/7.

b. Identify and coordinate possible funding to State(s) and determine appropriate use of forces in 32 U.S.C. 502(f) status.

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c. Identify and coordinate with State(s) for appropriate ISBs and JRSOI sites.

d. Identify pre-scripted forces and enablers in support of potential State(s) requests.

e. Alert LNOs.

f. Refine SSA and identify and alert units in support of State(s)' unmet needs.

g. Receive, process, and capture RFI's to and from the State(s) in the COP and NGB Current Operations Division GKO dashboard.

h. Confirm channels of communications between appropriate stakeholders.

i. Receive activation reports from supporting State(s) and, as required, report activations to appropriate stakeholders.

j. Coordinate with appropriate personnel and respond to RFAs and RFIs.

k. Provide daily updates to appropriate Federal and non-Federal stakeholders, through the CNGB, NGCC, or as required.

l. Identify capability gaps for pre-positioning resources where needed.

m. Assess NG JFHQs-State capabilities and potential for Tier II requests.

5. Effects of NGB actions in Phase 1c:

a. The ABS increases to the appropriate operational level and appropriate personnel are notified to prepare for 24/7 operations.

b. NGB prepares guidance regarding resourcing and authority options.

c. NGCC and State(s) RFAs and RFIs are actioned.

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6. Triggers to transition to Phase 2a include:

- a. State(s) submit RFA(s) for Tier II / III assets.
- b. Declaration of Emergency or Disaster by the Governor and/or POTUS.
- c. SEMAs request Federal assistance.
- d. Threat level or intensity increases beyond an individual State's capability to respond.
- e. Analysis indicates the incident or event increases beyond individual State(s) capabilities or capacities to respond with organic resources.
- f. A DSC is approved, activated, and operational.

7. End State. Capabilities alerted, communications established, and available resources identified and prepositioned.

(d) Phase 2a – Initial Response (DoD Phase 2 – Respond).

1. CNGB's Intent. Initiate, receive, process and respond to RFAs and RFIs and ensure requested NG assets, capabilities, and enablers are moving in support of State(s)' requests.

2. Timing. Within 24 hours of the occurrence of the event.

3. Objectives and Desired Effects. NGB deploys requested NGB assets and capabilities.

4. NGB Tasks:

a. Recommend the appropriate ABS and implement NGB senior leader guidance through the Director of NGB-J3/7.

b. Move LNOs to appropriate State and Federal stakeholder locations with proper coordination.

c. Respond to RFAs and RFIs.

d. Coordinate and/or assist State(s) with requested funding.

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- e. Move requested NGB JETs to affected State(s).
 - f. Make recommendations for additional unit movement to ISBs and JRSOI sites.
 - g. Services assist in movement of requested forces.
 - h. Integrate NGCC and LNOs into State(s)' and Federal partners' battle rhythm(s) and operational schedule(s).
 - i. Provide required updates to Federal and non-Federal partners.
 - j. Participate in the TAGs/CNGB daily update.
 - k. Review Tier II EMACs and assess potential for additional capabilities.
 - 5. The effects of NGB actions in Phase 2a:
 - a. ABS is postured to conduct up to 24/7 operations.
 - b. States have resourcing information, authority options, and assistance with course of action development and analysis.
 - c. LNOs, including JET(s), are deployed as required.
 - 6. Triggers to transition to Phase 2b include:
 - a. Further NGB augmentation, capabilities, assets, and enablers are operational.
 - b. Supported State(s) begin to initiate EMAC requests from Tier III States.
 - 7. End State. RFAs / RFIs are actioned. All requested capabilities and enablers are moved into positions and operational. State(s) have no unmet needs.
- (e) Phase 2b – Deployment (DoD Phase 3 – Operate).

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1. CNGB's Intent. Requested NGB assets, capabilities, and enablers are positioned and operational, assisting States with life-sustaining needs of survivors and restoring damaged infrastructure.

2. Timing. 24 to 72 hours following the cessation of the event._

3. Objectives and Desired Effects. NGB focuses on assisting State actions to save lives, mitigate suffering, and protect critical infrastructure.

4. NGB Tasks:

a. Recommend the appropriate ABS level through the Director of NGB-J3/7.

b. Requested LNOs, JETs, and/or JITs are in place and are integrated into State(s) response.

c. Appropriate personnel are in place at the NGCC and supporting State(s) response.

d. Assess impacts to all States.

e. NGCC coordinates with and integrates into battle rhythm or operational schedule of Federal and non-Federal partners.

f. CNGB provides Federal and non-Federal partners required updates.

g. Coordinate and provide assistance, as needed, to responding Tier II and Tier III States.

5. The effects of NGB actions in Phase 2b:

a. NGB sustains mission essential operations on a continuous basis in both the National Capital Region and COOP locations, as required.

b. Observations (lessons and best practices) are collected and provided to respective lessons managers for review and validation. (These may be used in the facilitated After Action Review.)

c. NG personnel and units will be returned to their normal duties or transitioned to more appropriate duty status. NGB may also seek

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authorization to use personnel or units beyond their restricted timelines, if appropriate.

6. Triggers to transition to Phase 2c:

a. Effort shifts from assisting operational support to stabilizing support.

b. Supporting and/or Tier III State(s) begin to transition from response to recovery.

c. State(s) have no outstanding response needs.

7. End State. Requested NGB assets, capabilities and enablers are in place and integrated into the State(s) response.

(f) Phase 2c – Sustained Response (DoD Phase 4 – Stabilize).

1. CNGB's Intent. Assist States with ongoing efforts. Prepare to support States for an extended duration (potentially months).

2. Timing. 72 hours to 60 days following the cessation of the event.

3. Objectives and Desired Effects. NGB response efforts continue to maintain or support critical social (i.e. schools) or physical (i.e. utilities) infrastructure restoration to allow impacted communities to return to normalcy and transition to recovery.

4. NGB Tasks:

a. Recommend the appropriate ABS level and implement NGB senior leader guidance through the Director of NGB-J3/7.

b. Assess the continued need for NGB operational assets, capabilities, enablers, and other augmentation and make recommendations for continuation or drawdown.

c. Assess the need for NGB LNOs to remain with Federal and non-Federal partners.

d. Continue to provide Federal and non-Federal updates.

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e. Continue to provide awareness of Federal, Tribal, State, Territorial, and local needs, capabilities, and challenges.

f. Monitor appropriate use of Title 32 funded resources.

5. The effects of NGB actions in Phase 2c:

a. NGB begins evaluating the requirement for continued Title 32 activated personnel.

b. Transition non-essential personnel to their pre-emergency status (Phase 0 (Normal Operations) activities – steady state).

6. Trigger to transition to Phase 3: Supported State(s) fully stabilized and ready to transition from response to long-term recovery.

7. End State. NGB begins transitioning to phase 1a.

(g) Phase 3 – Recovery (DoD Phase 5 – Transition).

1. CNGB's Intent. Assist State(s) with transition and redeployment of all personnel and equipment.

2. Timing. Situationally dependent.

3. Objectives and Desired Effects. NGB return to Phase 1a.

4. NGB Tasks:

a. Recommend the appropriate ABS level and implement NGB senior leader guidance through the Director of NGB-J3/7.

b. Reposition NGB assets, capabilities, and enablers to home station.

c. Release supporting personnel IAW the ABS level.

d. Begin the process for conducting after action reports.

e. Stand down reporting requirements and return to daily battle rhythm or operational schedule as required.

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5. The effects of NGB actions in Phase 3:

a. All State and non-essential personnel returned to their pre-emergency duties.

b. The NGB is fully reconstituted, recovered, and postured for future support operations.

6. Trigger to transition to Phase 1a. All NGB activities required for the response are complete and NGB has returned to steady state.

7. End State. All support functions are complete and all NG assets redeployed.

b. Staff Tasks.

(1) NGB Manpower and Personnel Directorate (NGB-J1):

(a) Serves as the NGB office of primary responsibility (OPR) for the promulgation and oversight of personnel policy related to the employment of the NG pursuant to Title 32 U.S.C. for the purposes of domestic response or related operational use.

(b) Provides manpower and personnel information to develop the personnel SSA that updates the COP.

(c) Provides the following training to NG JFHQs-State:

1. NGB-J1 Domestic Operations (DOMOPS) Training. Trains Joint, Air, and Army Soldiers and Airmen to provide NG personnel and manning actions during domestic crises.

2. NGB-J1 NG Personnel and Manning DOMOPS Course. Trains NG JFHQs-State J1s on critical programs, functions, and capabilities for which they are responsible to better inform the overall personnel and manning operational picture during domestic operations.

(d) Assists the NGB-J3/7 in obtaining manning resources upon elevation of the ABS level either through memoranda of agreement (MOAs) with the NGB Army and/or Air Staffs through the NG JFHQs-State.

(e) Provides personnel accounting through the affected State(s) via

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personnel status reports.

(f) Coordinates appropriate waivers or exceptions to policies on personnel and manning issues.

(g) Coordinates and provides guidance on family programs, Youth Challenge, Human Capital Management, and Technician issues.

(h) Synchronizes and assists State-level JRSOI activities, and plans and coordinates strategic-level multi-State JRSOI activities.

(i) Supports threat working groups, the FOC, and the FPC by providing personnel and manpower analysis, as well as JRSOI support and expertise.

(j) Develops and maintains Annex E, Personnel.

(2) NGB Intelligence Directorate (NGB-J2):

(a) Provides incident awareness and assessment support for domestic operations including monitoring:

1. Natural and human-caused disasters.
2. Critical infrastructure/key resources status and vulnerabilities.
3. Geographical location of large-scale civil disturbances involving the destruction of property (e.g., arson and looting).
4. Movements of large crowds (not specific U.S. Persons).
5. The location of citizens or incident responders in distress (consent of the U.S. Person is implied in these circumstances).
6. Attempts by State and non-State foreign actors to exploit vulnerabilities during domestic operations.
7. Lines of communication analysis and the effects of weather and terrain on planning and operations.

(b) Coordinates NG intelligence component support throughout the domestic operating environment.

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(c) Coordinates with outside sources for information collection and all-source fusion to meet domestic operations support needs.

(d) Advocates for State NG IAA requirements at the Federal level. When requested, the NGB-J2 assists the NG JFHQs-State J2 in coordinating directly with service providers and directly supporting the State with manpower in the form of a JIT.

(e) Provides the following training to NG JFHQs-State:

1. JIT training. Trains Soldiers and Airmen how to provide NG IAA support during domestic crises.

2. J2 NG Civil Support Course. Trains new NG JFHQs-State J2s on critical programs, functions, and capabilities for which they are responsible.

(f) Validates and supports domestic imagery Proper Use Memorandum(s) (PUMs).

(g) Supports threat working groups, the FOC, and the FPC by providing current intelligence and analysis.

(h) Provides cyber threat intelligence and analysis.

(i) Establishes the domestic operations-related indications and warning requirements; monitors and reports.

(j) Prepares assessment, in coordination with the NGCC, related to the CNGB or supported TAGs' CCIRs or priority intelligence requirements (PIRs).

(k) Provides intelligence support to NGBJS planners and decision makers, and coordinates intelligence products for NGB domestic operations. This includes support to current and future operations and planning, their associated cells, and the Director of NGB-J3/7.

(l) Reviews and approves all Title 32 PUMs from NG JFHQs-State J2s in concert with the NGB Office of the Chief Counsel for all domestic IAA missions.

(m) Provides critical analysis and SSA through review of intelligence

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and information to determine threat, mission impact, and force protection considerations in conjunction with the NGB Office of the Joint Surgeon, the Cyber Threat Working Group (CTWG), and the NGB-J34 Force Protection Division.

- (n) Maintains capabilities to fulfill RFIs and RFAs, as needed.
- (o) Recommends adjustments to CCIRs and PIRs.
- (p) Develops and maintains Annex B, Intelligence.

(3) NGB Domestic Operations and Force Development Directorate (NGB-J3/7):

(a) Sustains SSA for NGB leadership, the ARNG and ANG Directorates, the NG JFHQs-State, and interorganizational partners.

(b) Maintains the channel of communication between the NGB and the NG JFHQs-State.

(c) Maintains a COP focused on NG domestic operations.

(d) Maintains visibility of NG domestic response capabilities requirements.

(e) Operates the NGCC to maintain SSA and support to the NGB and the States.

(f) Serves as the OPR for preparation and coordination of the CNGB recommendations to the CJCS (through the Joint Chiefs of Staff (JCS) J3) when a Governor requests SecDef approval to use unmanned aerial systems and/or unmanned ground vehicles for State domestic response.

(g) Provides a domestic operations support curriculum (IAW the Model Training Program as outlined in annual training guidance not limited to the individual training matrix and joint training continuum report), joint training, and education, and ensures support for readiness, external evaluation, inspections, and exercises.

(h) Provides integrated program management for the NG elements of the Chemical, Biological, Radiological, and Nuclear (CBRN) Response Enterprise (CRE).

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(i) Serves as the OPR for a CBRN Response Enterprise Concept of Operations as the doctrinal foundation for NG-CRE capabilities.

(j) Coordinates with the Army Maneuver Support Center of Excellence for the development and refinement of CBRN response publications.

(k) Partners with interorganizational entities to enhance cyber domain awareness capability and improve reporting processes among the National Guard Cyber Coordination Cell, NG JFHQs-State, and other mission partners.

(l) Provides training guidance for use during a response.

(m) Provides guidance, coordination, and support for NG activities related to ESF #13 support, support to civilian law enforcement agencies, mission assurance, force protection, critical infrastructure protection, and threat information sharing with NG JFHQs-State and interorganizational partners. This includes, but is not limited to, the conduct of the periodic or event-specific threat working groups, coordination of NG suspicious activities reporting, and coordinating the administration and monitoring of the NG Reaction Force and non-lethal weapons capabilities.

(n) Identifies conditions that warrant NG support to civil authorities and makes recommendations to the CNGB on the most appropriate duty status for response activities.

(o) Advises States on the most appropriate duty status for NG support to civil authorities.

(p) Coordinates States' requests for duty statuses pursuant to reference g, and prepares and coordinates applicable documentation for CNGB consideration.

(q) Ensures requests from States include:

status.

1. A description of thresholds that justify the requested duty

2. The advantages of the requested duty status.

3. The anticipated scale, scope, and duration of NG use.

4. The impact to NG readiness.

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5. The proposed funding for the requested duty status, including how the NGB would execute funding from its existing appropriations in the event that external funding sources are not available.

6. The impact to training and other programs if the State operates on its existing budget to support the requested duty status without reimbursement.

(r) Evaluates States' requests for:

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 (including the source of funding and budgetary effects).

5. Appropriateness (whether providing the requested support is in the interest of the NG).

6. Readiness (impact on the DoD's ability to perform its other primary missions).

(s) Coordinates with the OSD for duty statuses requiring SecDef approval.

(t) Develops and maintains Annex C, Operations.

(4) NGB Logistics and Engineering Directorate (NGB-J4):

(a) Serves as the primary advisor to the CNGB for joint logistics matters relating to domestic operations. This involves equipment, supply, maintenance, transportation, installations, facilities, engineering, and environmental issues.

(b) Provides guidance to coordinate with Service-specific logistics staff functions and specialized logistics activities to support current domestic operations.

(c) Collects, assesses, and prioritizes equipment, supply, maintenance, transportation, and engineering issues.

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(d) Coordinates and monitors logistics operations and assists in supply chain integration and synchronization in the domestic operating environment.

(e) Establishes an LNO in the FEMA Movement Coordination Center (MCC) to provide integration of the NG in all MCC activities as appropriate.

(f) Consolidates input from NG JFHQs-State, NGB, and other organizations to produce situation reports, logistics status reports, and updated logistics COP information.

(g) Fosters relationships and establishes channels of communication within the Joint Logistics Enterprise to include JCS J4, FEMA Logistics Management Division, USNORTHCOM J4, USPACOM J4, USTRANSCOM, Defense Logistics Agency, NGB/A4, and ARNG G4.

(h) Monitors and manages NG-CRE sustainment logistics.

(i) Assesses plans, concepts, and policies and provides guidance for logistics and engineering support for all hazardous responses.

(j) Coordinates support for current and future operations and planning, their associated cells, and the Director of NGB-J3/7 as required.

(k) Develops and maintains Annex D, Logistics.

(5) NGB Strategic Plans, Policy, and International Affairs Directorate (NGB-J5):

(a) Supports NGB senior level analysis efforts by providing an interorganizational perspective to appropriate NGB strategic plans and publications.

(b) Establishes and maintains strategic partnering with national and State entities in support of NG response efforts.

(c) Collaborates, coordinates, facilitates, and integrates NG, DoD components, interorganizational partners, and other support to ensure shared understanding of the mission and desired end states.

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(d) Assists NGB efforts contributing to “whole of government” solutions to domestic emergency response by institutionalizing interorganizational and intergovernmental coordination efforts.

(e) Provides coordination, policy, and planning guidance to the States for the development of State incident-based, and Federal domestic integrated response plans, including cyberspace operations policy.

(f) Coordinates planning and projects within the NGBJS, and externally with appropriate NG, GCC, FCC, DoD, and interorganizational counterparts.

(g) Assists with interorganizational and intergovernmental information and coordination processes between GCCs, FCCs, DoD, and NG elements across the States.

(h) Participates in joint planning efforts conducted with the ARNG, ANG, NG JFHQs-State, GCCs, FCCs, DoD, and interorganizational partners in support of domestic operations.

(i) Organizes and directs the Joint Planning Group and the FPC.

(j) Coordinates support for current and future operations and planning, their associated cells, and the Director of NGB-J3/7, as required.

(k) Establishes and maintains interorganizational liaison with FEMA, interorganizational partners, and the National Business Emergency Operations Center.

(l) Is the OPR for writing and maintaining the NGB AHSP.

(m) Develops and maintains the concept of forces available within each catastrophe response branch plan.

(6) NGB Chief Information Office (NGB-J6/CIO):

(a) Coordinates the employment and activities of NG communications.

(b) Assists with planning for the employment of communications capabilities for incident operations.

(c) Coordinates the deployment of communications capabilities for

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incident support.

(d) Upon request, fields a Spectrum Management Cell to support frequency coordination within the impacted region.

(e) Monitors and reports the readiness for employment status of communications capabilities.

(f) Monitors and reports the operational status of deployed communications capabilities:

(g) Establishes and conducts command, control, communications, and computers coordination with appropriate NG JFHQs-State, the ANG and ARNG Directorates, and appropriate GCCs, FCCs, DoD organizations, and civilian government agencies.

(h) Facilitates communications coordination and assistance in data management operations for all NG elements in an emergency operation.

(i) Coordinates the distribution of all available NG communications assets based on the mission and NGB guidance.

(j) Analyzes, evaluates, establishes, and maintains systems supporting information exchanges and collaboration for NG domestic operations, in coordination with A6 and G6.

(k) Develops and maintains Annex K, Communication Systems.

(7) NGB Resource Management and Comptroller Directorate (NGB-J8):

(a) Provides resource oversight, guidance, policy, and procedures, as required.

(b) Provides alternate program recommendations and budget proposals, as required.

(c) Advises the CNGB, the Vice Chief of the National Guard Bureau (VCNGB), Director of the National Guard Bureau Joint Staff (DNGBJS), NGBJS, and the States on critical resource deficiencies.

(d) Coordinates with NGB Comptrollers for funding requirements and the NGB-PARC for contract support.

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(e) Surveys, validates, and prioritizes NG capability shortfalls and gaps for domestic response through the Joint Capability Assessment and Development Process.

(8) NGB Office of the Joint Surgeon General (NGB-JSG):

(a) Advises the CNGB on all joint domestic medical issues, including but not limited to medical health threat information, medical plans, programs, personnel and manpower, training, resources, epidemiology, medical readiness, and contingency requirements.

(b) Develops and implements joint medical plans and policy for domestic operations, in coordination with the NG Surgeons General offices.

(c) Monitors and reviews the NG-CRE medical logistics (MEDLOG) statuses and issues to assess medical material gaps that may hinder a medical response during domestic all-hazards incidents.

(d) Develops and implements Force Health Protection policy and plans for NG forces participating in domestic operations.

(e) Provides interorganizational coordination and communication leveraging both NG support functions and ESF capabilities, and promoting medical unity of effort in domestic operations.

(f) Coordinates employment and sustainment of the CBRN Enterprise medical elements for medical manning and equipping, to include MEDLOG supply and resupply, during all-hazards incidents.

(g) Coordinates and facilitates medical planning and response efforts through the employment of the NG Regional Medical Planning Officers (RMPOs). There are 10 RMPOs, one per FEMA region.

(h) Develops and maintains Annex Q, Medical Services.

(9) NGB Office of Public Affairs (NGB-PA): NGB-PA assesses the public affairs (PA) environment and provides communication synchronization advice for the CNGB. NGB-PA ensures the flow of accurate and timely information about the activities of the NG to the American public during the conduct of NG domestic operations. NGB-PA will integrate with the State Joint Information Center. Assists the supported State(s) in developing themes and messages that

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support the operation and ensures messaging is consistent and nested within the overall media campaign. NGB-PA:

(a) Advises the NGCC, NGB leadership, and affected State Public Affairs Officers on all aspects of PA.

(b) Responds to national and regional news media inquiries, and facilitates media opportunities as appropriate. Provides NGB internal information and public information to educate and inform the American public through NGB public web and command social media channels. States retain plenary authority to communicate via State PA channels.

(c) Develops and coordinates PA planning, operations, and media facilitation with the supported and supporting NG JFHQs-State, ARNG, ANG, DoD, and interorganizational partners.

(d) Provides liaison with public and government interest organizations.

(e) Collects and archives historical materials.

(f) Implements PA Strategy.

1. Facilitates distribution of content (including digital imagery and video) regarding NG operations, to include decentralized release authority where appropriate.

2. Constantly assesses media and consumer comments and feedback to ascertain primary reported topics as well as sentiment regarding the NG, adjusting outreach as necessary and feasible. Media Ground Rules are to be determined/event driven.

3. Develops products that provide the States necessary PA guidance and materials to address the all-hazard event.

4. Develops a battle rhythm or operational schedule coordinated with the NGCC in support of contingency operations and participates in audio conferencing with State public affairs officers and interorganizational partners as needed.

5. Is prepared to assist the CTWG in its role of assessing and analyzing potential cyber incidents reported to the NGCC.

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(g) Develops and maintains Annex F, Public Affairs.

(10) NGB Office of Chief Counsel (NGB-JA):

(a) Provides legal counsel to the CNGB, VCNGB, and NGBJS through the duration of a response, and staffs the JA desk at the NGCC 24/7. Assistance also includes legal analysis in support of the CTWG in its role to assess and analyze cyber incidents reported to the NGCC.

(b) Advises and assists in the placement and/or preparation of formal requests for NG forces, including advising on appropriate statuses.

(c) Assists in the collection of NG JFHQs-State unified and mission specific rules on the use of force to maintain appropriate situational awareness.

(d) Assists States and Federal agencies with drafting and reviewing agreements (such as MOAs or memoranda of understanding, and EMACs) and with the interpretation of any existing such documents, as may be required.

(e) Facilitates resolution of any conflict of laws issues that may arise.

(f) Provides legal consultation to the States, as needed.

(g) Executes the NGB-JA portion of the Continuity Plan, if required.

(h) Assists in obtaining reimbursement, if applicable, for services and materials rendered by responding NG forces.

(i) Reviews all NG Title 32 PUMs for legal sufficiency.

(j) Reviews all NGB (including ANG and ARNG Directorate) messages and guidance prior to publication for legal sufficiency.

(k) Coordinates with legal offices within the DoD, DHS, and other Federal and State legal offices as appropriate.

(l) Develops and maintains Appendix 2, Legal, to Annex E, Personnel.

(11) Office of the NGB Joint Chaplain (NGB-OC). The NGB-OC:

(a) Advises the CNGB, VCNGB, DNGBJS, and the NGBJS on chaplain

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matters, including but not limited to, religious issues, support, readiness, and operational requirements.

(b) Establishes the Joint Chaplain Operations Element in the NGCC.

(c) Coordinates with all NGB chaplain staffs, and affected CCMD chaplain staffs on religious support, and provides USNORTHCOM, and USPACOM Command Chaplain SSA.

(d) Coordinates and facilitates unique chaplain skill sets and faith group coverage requirements.

(e) Coordinates with NG JFHQs-State Chaplains on religious support issues.

(f) Provides advice to NGBJS on accommodation of religious practices.

(g) Assists, if requested, in identifying deployable Religious Support Teams and other State religious support assets.

(h) Identifies low-density chaplain faith group requirements, and defines necessary actions to provide support to these groups.

(i) Provides joint chaplain SSA.

(j) Provides religious support and advisement to the NGCC.

(k) Coordinates with NGB-JSG to assist in providing chaplain support for stress management teams.

(l) Provides interorganizational coordination and communication, leveraging NG religious support functions and promoting spiritual readiness in domestic operations.

(m) Develops and maintains Appendix 4, Religious Affairs, to Annex E, Personnel.

c. Coordinating Instructions.

(1) NGBJS Directorates will be prepared to support JET(s) as directed.

(2) NGBJS Directorates will be prepared to meet specified COOP

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requirements as identified by the NGB Continuity Coordinator.

(3) Affected States are advised to notify the NGCC using the JIEE Operational website through the RFIs and RFAs pertaining to communication assets and/or spectrum management, coordination, or assistance.

4. Administration and Logistics.

a. Concept of Support. Prior to and during an all-hazard event, the NGB provides guidance, coordinates specialized logistics activities, and consolidates inputs from NG JFHQs-State, NGB, and other organizations to support domestic operations. For more information, see Annex D, Logistics.

b. Logistics. See Annex D, Logistics.

c. Personnel. See Annex E, Personnel.

d. Public Affairs. See Annex F, Public Affairs.

e. Chaplain Support. See Appendix 4, Religious Affairs, to Annex E, Personnel.

f. Medical Services. See Annex Q.

g. Resource Management. NGB-J8 will support the NGB mission in gathering requirements, acquiring and distributing funds, and monitoring execution. NGB-J8 is responsible for funds oversight, fiscal guidance, fiscal policy, management controls, and procedures. NGB-J8 will be the focal point for coordinating with the United States Property and Fiscal Officers, the ARNG Directorate Resource Management and Comptroller Division and ANG Directorate Financial Management for reimbursement requirements, funding support, and contracting support in concert with NGB Acquisitions and NGB-PARC. NGB-J8 will assist in prioritizing needs, when to accept risk in allocating funding, and facilitating the processing of Inter-Service Support Agreements and MOAs.

5. Command and Coordination Relationships.

a. Command.

(1) NGB command authority begins with CNGB to the VCNGB and then

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to the Directors of the ARNG and ANG, and pertains only to staff assigned to the NGB.

(2) Command and control of SAD and Title 32 forces belongs to the Governor and TAGs. The Governor may support operations with a mix of SAD, and Title 32 forces. Non-Federal support is agreement based and does not fall under a CCMD C2 construct. Governors maintain command of their non-Federalized forces.

b. Coordination. NGB maintains active coordination with:

- (1) NG JFHQs-State
- (2) OSD / CJCS / Services / CCMDs
- (3) Federal Agencies
- (4) Interorganizational Partners



JOSEPH L. LENGYEL
General, USAF
Chief, National Guard Bureau

Annexes (TBP)

A – Task Organization

Appendix 1 – National Guard Capabilities

B – Intelligence

Appendix 1 – Priority Intelligence Requirements (PIR) and Essential Elements of Information (EEI)

Appendix 2 – Intelligence Oversight

Appendix 3 – Geospatial Information and Services

Appendix 4 – Threat Effects

C – Operations

Appendix 1 – Earthquake

Tab A – New Madrid Seismic Zone (NMSZ)

Tab B – Cascadia Subduction Zone (CSZ)

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- Appendix 2 – Hurricane
- Appendix 3 – Improvised Nuclear Device (IND)
 - Tab A – IND Boston
 - Tab B – IND New York Region
- Appendix 4 – Pandemic Influenza/Medical Countermeasures Support
- Appendix 5 – Flood Support
- Appendix 6 – Wildfire Support
- Appendix 7 – Air Operations
- Appendix 8 – Space Operations
- Appendix 9 – Cyberspace Operations
- Appendix 10 – Law Enforcement Support
- Appendix 11 – Power Outage
- Appendix 12 – Tsunami
- D – Logistics
- E – Personnel
 - Appendix 2 – Legal
 - Appendix 4 – Religious Affairs
- F – Public Affairs
- K – Communications Systems
- Q – Medical Services
- R – Reports
- V – Interorganizational Coordination

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ENCLOSURE A

REFERENCES

- a. Secretary of Defense Memorandum, February 2015, "Guidance for the Employment of the Force (GEF) 2015"
- b. Chairman of the Joint Chiefs of Staff Instruction 3110.01 Series, "Joint Strategic Capabilities Plan"
- c. Emergency Management Assistance Compact (EMAC) Charter, Public Law 104-321, 19 October 1996. United States Statutes at Large, 110 (1996) pp. 3877-3883
- d. Title 10 United States Code (U.S.C.), "Armed Forces"
- e. Department of Defense Directive 5105.77, 10 October 2017, "National Guard Bureau"
- f. DoD Directive 5105.83, 30 September 2014, "National Guard Joint Force Headquarters-State (NG JFHQs-State)"
- g. Title 32, U.S.C., "National Guard"
- h. Presidential Policy Directive (PPD)-8, 30 March 2011, "National Preparedness"
- i. Department of Homeland Security, June 2016, "National Response Framework"
- j. Department of Homeland Security, National Preparedness Report," October 2017
- k. CNGB Instruction 3000.01, 30 April 2015, "Joint Enabling Team"
- l. DoD Directive 3025.18, changing 19 March 2018, "Defense Support of Civil Authorities (DSCA)"
- m. CNGB Instruction 3000.04, 24 January 2018, "National Guard Bureau Domestic Operations"

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GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

ABS	Adaptive Battle Staff
AHSP	All-Hazards Support Plan
ANG	Air National Guard
AOR	Area of Responsibility
ARNG	Army National Guard
C2	Command and Control
CBRN	Chemical, Biological, Radiological, and Nuclear
CCDR	Combatant Commander
CCIR	Commander's Critical Information Requirements
CCMD	Combatant Command
CJCS	Chairman of the Joint Chiefs of Staff
CNGB	Chief of the National Guard Bureau
CONPLAN	Concept Plan
COOP	Continuity of Operations
COP	Common Operating Picture
CRE	CBRN Response Enterprise
CTWG	Cyber Threat Working Group
Current Ops	Current Operations
DCO	Defense Coordinating Officer
DHS	Department of Homeland Security
DNGBJS	Director of the National Guard Bureau Joint Staff
DoD	Department of Defense
DoDD	Department of Defense Directive
DOMOPS	Domestic Operations
DSCA	Defense Support of Civil Authorities
EECP	Early Entry Command Post
EMAC	Emergency Management Assistance Compact
EPLO	Emergency Preparedness Liaison Officers
ESF	Emergency Support Functions
FCC	Functional Combatant Command
FEMA	Federal Emergency Management Agency
FIOPs	Federal Interagency Operational Plans
FOC	Future Operations Center
FPC	Future Plans Center
GCC	Geographic Combatant Command
GEF	Guidance for the Employment of the Force
IAA	Incident Awareness and Assessment
IAW	In Accordance With

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ISB	Intermediate Staging Base
JCS	Joint Chiefs of Staff
JET	Joint Enabling Team
JFO	Joint Field Office
JIT	Joint Incident Awareness and Assessment Team
JRSOI	Joint Reception, Staging, Onward Movement, and Integration
JSCP	Joint Strategic Campaign Plan
JTF	Joint Task Force
LFA	Lead Federal Agency
LNO	Liaison Officer
MCC	Movement Coordination Center
MEDLOG	Medical Logistics
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NEMA	National Emergency Management Association
NG	National Guard
NG JFHQs-State	National Guard Joint Force Headquarters-State
NGB	National Guard Bureau
NGB-J1	National Guard Bureau Manpower and Personnel Directorate
NGB-J2	National Guard Bureau Intelligence Directorate
NGB-3/7	National Guard Bureau Domestic Operations and Force Development Directorate
NGB-J4	National Guard Bureau Logistics and Engineering Directorate
NGB-J5	National Guard Bureau Strategic Plans, Policy, and International Affairs Directorate
NGB-J6/CIO	National Guard Bureau Chief information Office
NGB-J8	National Guard Bureau Resource Management and Comptroller Directorate
NGB-JA	National Guard Bureau Office of Chief Counsel
NGBJS	National Guard Bureau Joint Staff
NGB-JSG	National Guard Bureau Office of the Joint Surgeon General
NGB-OC	National Guard Bureau Office of the Joint Chaplain
NGB-PA	National Guard Bureau Office of Public Affairs
NGB-PARC	National Guard Bureau Principal Assistant Responsible for Contracting
NGCC	National Guard Coordination Center
NOC	National Operations Center
NPR	National Preparedness Report
NPS	National Preparedness System
NRCC	National Response Coordination Center
NRF	National Response Framework

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OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense
PFO	Principal Federal Official
PIR	Priority Intelligence Requirement
POTUS	President of the United States
PPD-8	Presidential Policy Directive 8
PUM	Proper Use Memorandum
RFA	Request for Assistance
RFI	Request for Information
RMPO	Regional Medical Planning Officers
SAD	State Active Duty
SecDef	Secretary of Defense
SEMA	State Emergency Management Agency
SME	Subject Matter Expert
SSA	Shared Situational Awareness
TAG	The Adjutant General
U.S.	United States
U.S.C.	United States Code
USCG	United States Coast Guard
USNORTHCOM	United States Northern Command
USPACOM	United States Pacific Command
USTRANSCOM	United States Transportation Command

PART II. DEFINITIONS

Interorganizational – The interaction that occurs among elements of the Department of Defense; participating United States Government departments and agencies; State, Territorial, local, and Tribal agencies; foreign military forces and government agencies; international organizations; nongovernmental organizations; and the private sector.

Level 2 Base Plan – There are four levels of planning detail for contingency plans, with an associated planning product for each level. A Level 2 Planning Detail—Base Plan describes the concept of operations, major forces, concepts of support, and anticipated timelines for completing the mission. It normally does not include annexes or time-phased force and deployment data.

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