

**MEMORANDUM OF UNDERSTANDING
BETWEEN THE DEPARTMENT OF DEFENSE AND
THE DEPARTMENT OF HOMELAND SECURITY
REGARDING THE NON-REIMBURSABLE EXCHANGE OF LIAISONS
WITHIN THE NATIONAL CAPITAL REGION**

I. PURPOSE: This Memorandum of Understanding (MOU) between the Department of Defense (DoD) and the Department of Homeland Security (DHS) sets forth the terms and conditions under which liaisons are exchanged between the two departments on a non-reimbursable basis. It is intended that this MOU will continue the productive and effective relationship between the two departments and their component agencies and organizations in meeting their homeland security and homeland defense responsibilities.

II. BACKGROUND: DoD and DHS have substantial responsibilities for the defense and security of the Nation and need to coordinate carefully on numerous issues related to homeland security, homeland defense, civil support, and other missions and issues of mutual interest. The long-standing practice of exchanging liaisons between DoD and DHS has greatly facilitated this coordination and made substantial contributions to the work of both departments. Since 2004, the two departments have exchanged personnel and established collaborative relationships pursuant to the *Memorandum of Agreement between the Department of Homeland Security and the Department of Defense for DoD Personnel Support to the Department of Homeland Security*.

III. AUTHORITIES: This MOU is supported by and subject to the following authorities:

The Homeland Security Act of 2002.

The Robert T. Stafford Disaster Relief and Emergency Assistance Act.

The Posse Comitatus Act.

The Unified Command Plan.

Titles 6, 10, 32, and 50, U.S. Code.

Executive Order (EO)-13636: Improving Critical Infrastructure Cybersecurity

Presidential Policy Directive (PPD)-8: National Preparedness.

PPD-18: Maritime Security

National Security Presidential Directive (NSPD)-54 / Homeland Security Presidential Directive (HSPD)-23: Cyber Security and Monitoring.

HSPD-5: Management of Domestic Incidents.

PPD-21: Critical Infrastructure Security and Resilience.

IV. DEFINITIONS: The following terms are defined for the purpose of this MOU:

A. Detail (as defined by DoD). The temporary assignment of a military member or DoD civilian employee to perform duties in an agency outside DoD with the intent of returning to DoD upon completion of those duties.¹

B. Detailee (as defined by DHS). An employee of one Federal agency or department (employing agency) who, through formal agreement with another Federal agency or department (gaining agency), is temporarily placed with the gaining agency to perform duties for the gaining agency for a defined period of time.²

C. Liaison (as defined by DoD). That contact or intercommunications maintained between elements of the military forces or other agencies to ensure mutual understanding and unity of purpose and action.³ This term may also refer to a member of the armed forces or a part-or full-time civilian employee whose duties continue to be determined by, and who continues to be supervised by, the parent organization providing the liaison, and who accomplishes the contact or intercommunications described above. A liaison will advise and assist DoD and the host organization. A liaison may be a contractor if performing activities, such as conveying information, that are not inherently governmental. A contractor may not represent a department or agency.

D. Augmentee. An individual assigned to a specific billet within various staff directorates, agencies, boards, or cells who possesses specific skills or subject matter expertise as identified by military/civilian occupational skill and pay grade.

E. Element. An organization formed around a specific function within a designated office or agency.

F. With regard to this MOU, an individual performing duties as an “advisor,” “representative,” “assignee,” “augmentee,” or “liaison officer” (LNO) is considered a “liaison” as defined in this document regardless of departmental affiliation.

V. APPLICABILITY:

A. The provisions of this MOU apply to DHS and the DHS components.

¹ Department of Defense Instruction (DoDI) 1000.17, *Detail of DoD Personnel Outside the Department of Defense*, Incorporating Change 1, January 5, 2012.

² Department of Homeland Security Office of Intelligence and Analysis Policy Directive Number: 500.6, *Detail Management*, Revision #00.

³ Joint Publication (JP) 3-08, *Interorganizational Coordination During Joint Operations*, June 24, 2011.

B. Within DoD, the provisions of this MOU apply to the Office of the Secretary of Defense (OSD), the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Staff (JS), the Combatant Commands, the Defense Agencies, the DoD Field Activities, and other organizational entities of DoD (as an aggregate referred to as the "DoD Components").

C. This MOU does not apply to DHS personnel performing duties as a "detailee" as defined in this MOU, and DoD personnel who are detailed pursuant to the procedures in DoD Instruction 1000.17, *Detail of DoD Personnel Outside the Department of Defense*.

VI. SCOPE:

A. This MOU addresses conditions and assigns responsibilities for the mutual exchange of liaisons between DoD and DHS (on a non-reimbursable basis) and covers two groups of personnel – (1) those from DoD at DHS Headquarters and at the DHS components within the National Capital Region during periods of steady-state operations and during crises, and (2) those from DHS Headquarters at DoD within the National Capital Region and at the DoD Components in the National Capital Region.

B. This MOU provides both departments and their components an information exchange and coordination element at DHS and information exchange and coordination points at DoD for topics of mutual interest and concern in support of homeland security and homeland defense.

C. This MOU provides guidance for the placement of DoD liaisons during incident response at the DHS Crisis Action Team (CAT), the DHS National Operations Center (NOC), the Federal Emergency Management Agency (FEMA) National Response Coordination Center (NRCC), the National Infrastructure Coordinating Center (NICC), the National Cybersecurity and Communications Integration Center (NCCIC), and other operational nodes as might be required.

D. This MOU supersedes and terminates all provisions of the 2004 *Memorandum of Agreement between the Department of Homeland Security and the Department of Defense for DoD Personnel Support to the Department of Homeland Security*.

VII. TERMS:

A. The parties to this MOU are DoD and DHS.

B. The parties recognize that the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs (ASD(HD&ASA)) is the DoD Domestic Crisis Manager.⁴ As such, the ASD(HD&ASA) coordinates with the OSD Principal Staff Assistants (PSA) and the CJCS to ensure crisis management efforts are coordinated with information management, command and control, continuity, mission assurance, homeland defense activities, Defense Support of Civil Authorities (DSCA), and Western Hemisphere security efforts.⁵

C. The ASD(HD&ASA) will maintain administrative oversight and management of this MOU for DoD.

D. Although there is no single DHS official with an aggregate of responsibilities similar to those of the ASD(HD&ASA), the following individuals collectively are considered the principal DHS senior leaders who engage with DoD on DSCA matters:

- Administrator of the Federal Emergency Management Agency (FEMA).
- Under Secretary of Homeland Security for National Protection and Programs Directorate (NPPD).
- Assistant Secretary of Homeland Security for Policy (acting as Under Secretary equivalent) (PLCY).
- Director, Office of Operations Coordination and Planning (OPS).
- Military Advisor to the Secretary of Homeland Security (MIL).

E. This MOU serves as an overarching document of understanding between the parties regarding the assignment of liaisons within the National Capital Region and does not supersede, unless otherwise noted (e.g., subparagraphs VI.D. and VII.H.) any other Memorandum of Agreement (MOA), MOU, or interagency agreement between components of DoD and DHS regardless of the subject matter or purpose of the MOA, MOU, or interagency agreement.

F. With regard to this MOU, DoD personnel from the National Geospatial-Intelligence Agency (NGA) liaising with DHS at its headquarters and within the National Capital Region are considered to be liaisons as defined in this document.⁶

⁴ Department of Defense Directive (DoDD) 5111.13, *Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs (ASD(HD&ASA))*, January 16, 2009.

⁵ Department of Defense Directive (DoDD) 3020.44, *Defense Crisis Management*

⁶ The mission of the NGA Support Team (NST) at DHS is to serve a liaison function, representing NGA, facilitating reach back to NGA to provide tailored geospatial content, and assisting DHS and its components in the concept, development, transition, and implementation of strategies, tools, methodologies, and processes commensurate with establishing and sustaining a DHS geospatial exploitation and analysis capability. The objective is to enable DHS to build a geospatial capacity and subscribe to the self- and assisted-service spectrum of the 3-Tiered Service Model as prescribed in NGA strategic guidance. The goal of the NST at DHS is to ensure that geospatial content, data, and services become integral to DHS analysis and operational support, and are considered as an important factor by DHS and its components in the execution of their diverse mission set.

G. The parties understand that individual agreements and understandings between DoD and DHS and their respective components are important to mutual understanding by the signatories regarding what activities liaisons will perform during times of both steady-state operations and during crises. Agreements and understandings should be designed in a manner that accommodates the current needs of both parties while allowing the flexibility to adjust to changing requirements and needs yet to be discerned.

H. For DoD to continue the placement of an existing liaison at DHS within the National Capital Region, that liaison must be addressed by this MOU and must be specifically referenced in Appendix A. For DoD to place a new liaison with DHS or to recall an existing DoD liaison from DHS requires a modification to Appendix A of this MOU.

I. The parties recognize that a circumstance may arise during the term of this MOU that calls for rapid changes in the placement of liaisons. If the parties agree to a modification of the MOU, the MOU will be updated to reflect the modification during the formal review process described at Section XIV. G. of this MOU. Additionally, in an effort to provide maximum flexibility for the temporary assignment of liaisons, the parties may assign liaisons for a period not to exceed 90 days without modification to Appendix A of this MOU.

J. DHS components may assign and/or exchange liaisons with DoD outside the National Capital Region under separate arrangement as long as the arrangement is covered by a signed MOA or MOU.

K. Liaisons performing duties at DoD and DHS remain under the operational control and direction of their parent organizations.

L. Accounting for, and tracking of, liaisons within DoD and DHS remain the responsibility of the parent organization, which will retain the responsibility for maintaining permanent employee records, time and attendance, leave, supervision, evaluations, security clearances, performance awards, pay matters, travel, and other matters as appropriate.

M. Personnel from one department may not supervise the activities of personnel of the other department in the performance of liaison responsibilities. Additionally, a liaison from one department may not lead or otherwise manage any project, tasking, operation, or event that is primarily the responsibility of the other department.

N. The parties reserve the right to return a liaison to the parent organization for any reason, including if the liaison engages in alleged or substantiated misconduct, or is considered a

poor performer by either party. The replacement of the liaison will be at the discretion of the parties.

O. Performance under this MOU by both parties is subject to the availability of personnel and funding. This MOU does not obligate funds.

VIII. DOD LIAISON RESPONSIBILITIES AT DHS HEADQUARTERS (STEADY STATE):

A. The parties recognize that a DoD liaison element exists at DHS Headquarters for day-to-day, normal periods of interagency activity. This DoD liaison element serves as the on-site DoD focal point at DHS for coordinating functions and activities between the parties to ensure an integrated, efficient, and effective approach regarding mutual departmental interests and concerns. Coordination between the parties includes, but is not limited to, information sharing, advice regarding the compatibility and/or interoperability of resources, and the identification of requirements. The DoD liaison element facilitates formal and informal interactions with the correct DoD and DHS offices consistent with the responsibilities of both departments. The DoD liaison element should not inhibit action officer-level, non-policy issue coordination between the parties or their respective components.

B. The core representatives of the DoD liaison element serve as the primary liaisons with DHS on matters related to homeland defense and DSCA. These core representatives are from the following DoD organizations, which maintain a full-time presence at DHS Headquarters:

- Office of the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs (OASD(HD&ASA))
- North American Aerospace Defense Command and U.S. Northern Command (N-NC)
- National Guard Bureau (NGB)

C. The following DoD organizations also provide full-time personnel in the DoD liaison element at DHS Headquarters:

- U.S. Southern Command (USSOUTHCOM)
- U.S. European Command (USEUCOM)
- U.S. Special Operations Command (USSOCOM)
- National Security Agency (NSA)
- National Geospatial-Intelligence Agency (NGA)
- U.S. Cyber Command (USCYBERCOM)

IX. DOD LIAISON RESPONSIBILITIES AT DHS HEADQUARTERS (INCIDENT RESPONSE):

A. Pursuant to the DHS CAT Concept of Operations (CONOPS) and a specific DHS execute order (EXORD) relative to an anticipated or actual crisis event, the DHS CAT will activate at DHS Headquarters or the DHS alternate site. The entire DoD liaison element at DHS will be notified of DHS CAT activation via the DHS Emergency Notification System (ENS), and DoD liaisons will respond to perform liaison duties at the DHS CAT as needed, based on the nature, scope, severity, or magnitude of the event. The intent of this liaison activity is to help provide the Secretary of Homeland Security and the liaison's parent organization with timely and accurate information concerning DoD support that has been provided, or that may be needed, in response to the event.

B. As an event progresses, the DoD liaison element at DHS will continuously assess the situation and determine the appropriate level and scope of representation at the DHS CAT. Other special capabilities personnel and subject matter experts from DoD Components that do not maintain a regular liaison presence at DHS Headquarters may be necessary for inclusion in the DHS CAT as the event unfolds.

X. DOD LIAISON RESPONSIBILITIES AT FEMA (STEADY-STATE OPERATIONS):

A. DoD maintains a liaison element at FEMA to represent DoD organizational interests at FEMA for day-to-day engagements. The objective of the liaison element is to ensure that DoD is prepared to provide authorized disaster support in the event of a crisis. As noted below, representatives from key DoD agencies form the core of the DoD liaison element at FEMA and the foundation of the coordination of enhanced support to FEMA during a disaster. In the interest of shared understanding and unity of effort, DoD Components with an interest in disaster response should engage FEMA through the established DoD liaison element. To ensure shared situational awareness of priority issues and DoD activities, the DoD representatives in the liaison element will meet and communicate regularly.

B. For daily non-crisis operations, DoD is represented by:

- OSD Liaison to FEMA. Represents OSD at FEMA-related interagency meetings; communicates, collaborates, and coordinates with the Joint Staff Liaison to FEMA in the coordination of DoD support; maintains presence at FEMA as required.
- Joint Staff Liaison to FEMA. Represents the Joint Staff on all facets of DoD disaster support to FEMA, including plans, operations, and national preparedness activities;

ensures the DoD Desk personnel, including the OSD and DoD Agency personnel, are trained and ready to support FEMA upon the activation of the NRCC.

- N-NC Liaison to FEMA. Engages with FEMA on all issues pertaining to N-NC; provides situational awareness to N-NC and other DoD Components.
- NGB Liaison to FEMA. Engages FEMA on issues pertaining to the National Guard; provides situational awareness to the Chief, NGB; maintains presence at FEMA as required.
- U.S. Army Corps of Engineers (USACE) Emergency Support Function Coordinator. Serves as the Emergency Support Function (ESF) Coordinator for ESF #3 (Public Works and Engineering); provides situational awareness to the Commander, USACE, and DoD Components. There is no change to the existing process/protocol used by FEMA to issue mission assignments to USACE.
- Defense Logistics Agency (DLA) Liaison to FEMA. Engages FEMA on DLA capabilities; provides situational awareness to the Director, DLA. There is no change to the existing process/protocol used by FEMA to issue mission assignments to DLA. Ensures effective implementation of the interagency agreement between DLA and FEMA which allows direct commodity support to FEMA.
- NGA Liaison to FEMA. Engages with FEMA on all requests for satellite imagery, map-based intelligence, and geospatial information; provides situational awareness to the Director, NGA. There is no change to the existing process/protocol used by FEMA to issue mission assignments to NGA.

XI. DOD LIAISON RESPONSIBILITIES AT FEMA NRCC (INCIDENT RESPONSE):

A. In anticipation of, or during, an event such as a hurricane, FEMA may transition from daily steady-state operations to Incident Response Operations. To coordinate the overall Federal response, FEMA activates the NRCC. In response to an NRCC request for assistance, the ASD(HD&ASA), in his or her role as the principal civilian advisor to the Secretary of Defense (SecDef) for DSCA, may recommend that SecDef increase the number of liaisons in the DoD core liaison element at FEMA. The ASD(HD&ASA) will make such a recommendation in close collaboration with the Joint Staff and the DoD entity from which support is being requested. DoD Components should be prepared to provide the following capabilities in response to a request from the NRCC:

- Emergency Preparedness Liaison Officer(s) (EPLO) to the NRCC. A senior Reserve officer (typically in the grade of O-5 or O-6) who is representative of one of the Military Departments or Military Services; is trained in DSCA requirements, regulations and law; and performs a liaison role in planning and coordinating Military Department and Military Service participation in support of civil authorities.⁷
- Liaison to the Transportation and Movement Coordination Group (T&MCG). During large-scale response operations where DoD mobility capabilities may be required, FEMA may request transportation planners to support T&MCG efforts; planners are normally sourced by the geographic Combatant Command affected by and/or responding to the disaster. DLA will serve as a core member of the T&MCG.
- U.S. Pacific Command (USPACOM) Liaison to the NRCC. Provided by USPACOM when a disaster or incident has affected or is expected to affect the USPACOM area of responsibility.
- ESF Support Individual Mobilization Augmentee. These personnel provide DoD liaison support to ESF elements at the NRCC.
- Defense Coordinating Officer (DCO) and Defense Coordinating Element (DCE). Based on the direction of Commander, N-NC, a DCO and DCE could be sent to the NRCC to assist in the coordination of DoD capabilities requested by the NRCC during large-scale response operations or for a catastrophic event.
- DoD Planners and Subject-Matter Experts. Provide subject-matter expertise and planner support at the NRCC when the Joint Staff, in collaboration with ASD(HD&ASA) and FEMA, determines such support is required.

B. During a catastrophic event or other extraordinary circumstance, the Joint Staff, in collaboration with the ASD(HD&ASA) and FEMA, may provide or recommend that other DoD support be provided at the NRCC.

XII. OTHER DOD LIAISON RESPONSIBILITIES:

A. DoD will provide liaison personnel at the DoD Desk position at the DHS NOC at DHS Headquarters. Personnel filling these positions are responsible to and remain under the control of DoD.

⁷ DoDI 3025.16, *Defense Emergency Preparedness Liaison Office (EPLO) Programs*, September 8, 2011.

B. DoD will provide facility access, office space, related equipment, and administrative support to DHS liaisons at the Pentagon and other component locations equivalent to that which would be provided to DoD personnel of equivalent grades. This support will be commensurate with the duties to be performed by DHS liaisons and includes, but is not limited to, as appropriate, badging and credentialing, information technology hardware and access, classified information storage, and administrative necessities.

C. DoD and its components will ensure that workforce management policy and guidance for its liaison cadre at DHS and its components are structured in a manner that ensures that:

1. Regular assessments are conducted in accordance with individual interagency agreements, with DHS participation and input, to establish the continuing need for each DoD liaison positioned at DHS and its components.

2. DoD provides liaisons who are familiar and proficient with the roles, responsibilities, relationships, and procedures for providing liaisons at DHS and its components during steady-state operations and during crises. A listing of training course offerings (Appendix B) is provided to assist liaisons in identifying and correcting personal knowledge deficiencies prior to and during the performance of liaison duties.

3. Performance and contribution feedback is provided by the DHS or DHS component sponsor to the DoD liaison's parent organization upon request by the DoD liaison's immediate supervisor.

XIII. DHS RESPONSIBILITIES:

A. As of the effective date of this MOU, the DHS liaison contingent at DoD consists of the following positions, who are responsible to and remain under the control of DHS:

1. DHS Senior Advisor to OSD and CJCS. This position is located at the Pentagon.
2. DHS Senior Advisor to N-NC. This position is located at N-NC Headquarters.
3. DHS Senior Advisor to USSOUTHCOM. This position is located at USSOUTHCOM Headquarters.

4. DHS Departmental Requirements Office (DHSDRO).⁸ This position is located at NGA.

B. The individuals assigned to DHS positions that are set forth in subparagraphs A.1.-A.3. above are each individually referred to by DHS as an “advisor.” They share similar roles and responsibilities to one another within their designated DoD organization of assignment. Appendix C to this MOU provides a description of the roles and responsibilities of DHS advisors assigned to advise DoD.

C. DHS will provide facility access, office space, related equipment, and administrative support to DoD liaisons at DHS Headquarters and other component locations as would be afforded DHS personnel of equivalent grades. This support will be commensurate with the duties to be performed by DoD liaisons and includes, but is not limited to, as appropriate, badging and credentialing, information technology hardware and access, classified information storage, and administrative necessities. These provisions apply to both steady-state operations and operations at contingency facility locations.

XIV. MISCELLANEOUS:

A. Selection, Experience, and Training. The parties will select individuals who are of sufficient grade, experience, and training to perform their liaison responsibilities effectively.

B. Security Clearances. Personnel selected for liaison assignments at DoD and DHS, prior to the commencement of any duties, will possess the required security clearances and appropriate access designators to fulfill their liaison responsibilities.

C. Facilities Access. Each party will ensure the personnel provided as liaisons comply with the other party's physical security, law enforcement, and access control instructions and regulations.

D. Severability. Nothing in this MOU is intended to conflict with law, regulations, or directive of either party. If one party believes that a provision in this MOU is inconsistent with law, regulation, or directives, that party will immediately advise the other party of that possibility. If a provision in this MOU is determined by a party to be inconsistent with such authority, that provision will be invalid to the extent of the inconsistency. The remainder of that provision and all other provisions in this MOU will remain in effect.

⁸ The DHSDRO manages all national geospatial intelligence (GEOINT) requirements for the DHS Office of Intelligence and Analysis (I&A) and for all DHS Components. DHSDRO acts as the DHS representative to the Intelligence Community for GEOINT, and is a member of the Operations Subcommittee on GEOINT intelligence for DHS GEOINT needs at the GEOINT Requirements Subcommittee (GRSCOM).

E. Rights. Nothing in this MOU is intended to diminish or otherwise affect the authority of either party to carry out its statutory, regulatory, or other official functions.

F. Disputes. Any dispute that may arise under this MOU will be resolved through the respective management chains of the parties.

G. Review and Modification. The parties agree to review this MOU within two years of the date of the last approving signature and every two years thereafter to evaluate its performance, ensure adequate identification of support requirements, and to make any necessary changes. Additional reviews may be conducted if deemed necessary upon mutual agreement of the parties. Modifications to this MOU will require the written concurrence of both parties and will become effective 30 days after such written concurrence.

H. Termination. Either party may terminate this MOU but should provide written notice to the other party 90 days in advance of the termination.

I. Effective Date. This MOU becomes effective upon the date of the last approving signature.

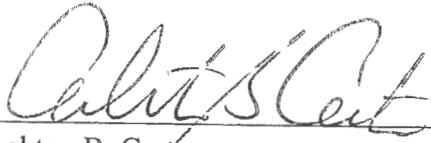
J. Points of Contact. Within DoD, the point of contact for this MOU is the Deputy Assistant Secretary of Defense for Homeland Defense Integration and Defense Support of Civil Authorities (DASD(HDI&DSCA)). Within DHS, the point of contact for this MOU is DHS MIL.

XV. APPENDICES:

- A. Descriptions of DoD Liaison Positions at DHS
- B. DoD Liaison Training
- C. Roles and Responsibilities of Each DHS Advisor to DoD
- D. Acronyms

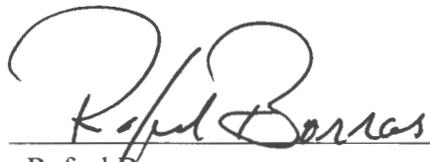
XVI. APPROVING SIGNATURES:

For the Department of Defense:

By: 
Ashton B. Carter
Deputy Secretary of Defense

Date: 9/10/13

For the Department of Homeland Security:

By: 
Rafael Borrás
Acting Deputy Secretary of Homeland Security

Date: 10/22/13

APPENDIX A: DESCRIPTIONS OF DOD LIAISON POSITIONS AT DHS

Liaison Position	Grade/Rank	Duty Description	DOD Parent Org/Reporting Link	DHS Assignment Link
OASD(HD&ASA) Senior Liaison to DHS/FEMA	GS-15/O-6	A member of the core DoD liaison element at DHS who represents OASD(HD&ASA) for coordination of activities including planning, operations and operations support, training, exercises, education, outreach, decision support, capabilities development, and other initiatives of mutual departmental interest. Supervises and provides guidance to other OASD(HD&ASA) liaisons at DHS and components during both steady-state and contingency periods. During crisis/incident events, represents OASD(HD&ASA) when required at FEMA-related interagency meetings and at the NRCC coordinating DoD support to help ensure unity of effort with the overall Federal response. Provides situational awareness to the OASD(HD&ASA).	OASD(HD&ASA)	DHS MIL
OASD(HD&ASA) Liaison to DHS/FEMA	GS-13/14/15 O-5/6	A member of the core DoD liaison element at DHS who represents OASD(HD&ASA) for coordination of activities of mutual departmental interest. During crisis/incident events represents OASD(HD&ASA) at the NRCC or at the DHS CAT to help ensure complete and accurate information regarding DSCA is available to senior interagency leaders. Provides situational awareness to the OASD(HD&ASA).	OASD(HD&ASA)	DHS OPS
OASD(HD&ASA) Liaison to DHS/FEMA	GS-13/14/15 Contractor	A member of the core DoD liaison element at DHS who supports OASD(HD&ASA) at DHS and its components for coordination of activities of mutual departmental interest. During crisis/incident events, supports OASD(HD&ASA) as needed at the DHS CAT to help ensure complete and accurate information regarding DoD support is provided to the Secretary of Homeland Security. During crises, attends FEMA-related interagency meetings at the NRCC to facilitate the coordination of DoD support to help ensure there is unity of effort with the overall Federal response. Provides situational awareness to the OASD(HD&ASA).	OASD(HD&ASA)	DHS OPS
DoD NOC Watch Officer	GS-13/14/15 Contractor	Provides daily liaison assistance to facilitate DoD communications and coordination with DHS and its components. Provides an initial response and facilitates coordination for DoD at the NOC in the event of a crisis.	OASD(HD&ASA)	DHS OPS
Joint Staff Liaison to FEMA	O-6	A member of the core DoD liaison element at FEMA who represents the Joint Staff on all facets of disaster support to FEMA including plans, operations, and national preparedness activities. During crisis/incidents, coordinates requests for DoD support to ensure unity of effort with the overall Federal response. Provides situational awareness to OASD(HD&ASA), the Joint Staff, and DoD Components.	Joint Staff	FEMA Office of Response and Recovery

N-NC Senior Liaison to DHS	GS-15	A member of the core DoD liaison element at DHS who represents N-NC at DHS and its components for coordination of activities including planning, operations and operations support, training, exercises, education, outreach, decision support, capabilities development, and other initiatives of mutual Departmental interest. Supervises and provides guidance to other N-NC liaisons at DHS during both steady-state and crisis periods. Provides situational awareness to the Commander, N-NC. Supports the DHS CAT as needed.	N-NC	DHS MIL
N-NC Liaison to FEMA	O-5	A member of the core DoD liaison element at FEMA who daily engages with FEMA during steady-state operations and at the NRCC during crises/incidents on all issues pertaining to N-NC. Provides situational awareness to Commander, N-NC and DoD components.	N-NC	FEMA Office of Response and Recovery
N-NC Cyber Coordinator to DHS NCCIC	GS-14/Contractor	Provides operations coordination between N-NC and the DHS NPPD for matters related to cybersecurity and communications. Provides situational awareness to the Commander, N-NC.	N-NC	DHS NCCIC
N-NC Liaison to FEMA NED	GS-13	Represents N-NC for planning and execution of the NEP as appropriate. Provides situational awareness to the Commander, N-NC.	N-NC	FEMA NED
N-NC Liaison to DHS I&A	GS-14	Consults with DHS intelligence and cybersecurity analysts to develop threat intelligence requirements allowing N-NC and DHS to share real-time data and analysis of on-going events. Provides coordination support to National Level Exercises and reach-back to N-NC on coordinate matters of mutual interest. Provides situational awareness to the Commander, N-NC.	N-NC	DHS I&A
N-NC Liaison to DHS Plans Division	GS-14	Participates in DHS national planning efforts. During crises/incidents, represents N-NC during activation of the DHS CAT. Provides situational awareness to the Commander, N-NC.	N-NC	DHS OPS
NGB Senior Liaison to DHS	O-6	A member of the core DoD liaison element at DHS who daily represents NGB at DHS and its components for coordination of activities of mutual interest. During crises/incidents engages with FEMA and other Federal departments and agencies at the NRCC as required on all issues pertaining to the National Guard. Provides situational awareness to the Chief, NGB. Supports the DHS CAT as needed.	NGB	DHS MIL
NGB Liaison to FEMA	O-6	A member of the core DoD liaison element at FEMA who daily represents NGB at FEMA for coordination of activities of mutual interest. During crises/incidents engages with FEMA and other Federal departments and agencies at the NRCC as required on all issues pertaining to the National Guard. Provides situational awareness to the Chief, NGB.	NGB	FEMA Office of Response and Recovery
USPACOM Liaison to FEMA	GS-15/O-6	Provided by USPACOM at the NRCC when the USPACOM area of responsibility is affected by a disaster or emergency response.	USPACOM	FEMA Office of Response and Recovery

USSOUTHCOM Liaison to DHS	GS-15	Provides general support to USSOUTHCOM at DHS. Represents USSOUTHCOM within DHS including I&A, Policy, Office of International Affairs, Plans, Operations, Exercises, and the Secretary's briefing staff on a daily basis. Supports USSOUTHCOM by liaising with DHS Components as required including coordinating activities of mutual USSOUTHCOM-DHS interest and particularly when USSOUTHCOM interests and area of responsibility are affected. Provides situational awareness to the Commander, USSOUTHCOM. Supports the DHS CAT as needed.	USSOUTHCOM	DHS I&A
USEUCOM Liaison to DHS	GS-14	Provides coordination of mutual USEUCOM-DHS matters when USEUCOM interests and area of responsibility are affected. Provides situational awareness to the Commander, USEUCOM. Supports the DHS CAT as needed.	USEUCOM	DHS Office of International Affairs
USCENTCOM Liaison to DHS	GS-15	Provides coordination of mutual USCENTCOM-DHS matters when USCENTCOM interests and area of responsibility are affected. Provides situational awareness to the Commander, USCENTCOM. Supports the DHS CAT as needed.	USCENTCOM	DHS OPS
DTRA Liaison to DHS	GS-15	Coordinates DTRA main functions of threat reduction, threat control, combat support, and technology development with DHS.	DTRA	DHS OPS
USSOCOM Senior Liaison to DHS	O-6	Serves as the USSOCOM Commander's representative to DHS. Develops and maintains institutional liaison and coordination with DHS and its components to facilitate interagency planning, operations, and intelligence sharing to counter terrorism. Advises DHS leadership on USSOCOM mission, capabilities, planning and impending actions. Serves as point of contact within DHS for USSOCOM and its components, ensuring coordinated engagement and providing the command insight into DHS priorities, capabilities, and capacities as related to shared mission space. Supports the DHS CAT as needed.	USSOCOM	DHS OPS
USSOCOM Liaison to Immigration and Customs Enforcement (ICE)	O-5	Serves as the USSOCOM Commander's representative to ICE. Develops and maintains institutional liaison and coordination between USSOCOM and ICE to facilitate interagency planning, operations, and intelligence sharing to counter terrorism. Advises ICE leadership on USSOCOM mission, capabilities, planning and impending actions. Serves as point of contact within ICE for USSOCOM and its components, ensuring coordinated engagement and providing the command insight into ICE priorities, capabilities, and capacities as related to shared mission space. This position reports through the USSOCOM Senior Liaison to DHS.	USSOCOM	ICE HSI

USSOCOM Liaison to Customs and Border Protection (CBP)	O-5	Serves as the USSOCOM Commander's representative to CBP. Develops and maintains institutional liaison and coordination to facilitate interagency planning, operations, and intelligence to counter terrorism. Advises CBP leadership on USSOCOM mission, capabilities, planning, and impending actions. Serves as the inject point within CBP for USSOCOM and its components, ensuring coordinated engagement and providing the Command insight into CBP priorities, capabilities, and capacities as related to shared mission space. This position reports through the USSOCOM Senior Liaison to DHS.	USSOCOM	CBP JOD
USACE Emergency Support Function Coordinator	GS-15	Serves as ESF # 3 (Public Works and Engineering) coordinator. Provides situational awareness to the Commander, USACE, and DoD Components.	USACE	FEMA Office of Response and Recovery
USACE Recovery Support Function Coordinator	GS-14	Serves as ESF # 3 (Public Works and Engineering) coordinator. Provides situational awareness to the Commander, USACE, and DoD Components.	USACE	FEMA Office of Response and Recovery
USCYBERCOM Liaison to DHS NCCIC	GS-15	Coordinates DHS requests for cybersecurity support in support of DHS requirements as appropriate and consistent with applicable law and USCYBERCOM mission requirements and authorities. Provides operational synchronization for USCYBERCOM with DHS cybersecurity operations and the NCIRP. Engages with DHS and NSA in joint operational planning and mission coordination.	USCYBERCOM	DHS NPPD
U.S. Transportation Command (USTRANSCOM) Liaison to FEMA	O-6	Provided by USTRANSCOM during crises/incidents when DoD mobility capabilities are required in support of a disaster (ESF #1, Transportation). Ensures situational awareness to the Commander, USTRANSCOM.	USTRANSCOM	FEMA Office of Response and Recovery
NCR DHS Liaison to CBP	GS-14/15	Directly engages with CBP policymakers and appropriate action offices to ensure Signals Intelligence (SIGINT) products relating to priority information needs of CBP are accurately requested, quickly delivered, fully understood, and presented in a form for rapid action by CBP elements according to applicable agreements with NSA.	NSA	CBP
NCR DHS Liaison to ICE	GS-14/15	Directly engages with ICE policymakers and appropriate action offices to ensure SIGINT products relating to the priority information needs of ICE are accurately requested, quickly delivered, fully understood, and presented in a form for rapid action by ICE elements according to applicable agreements with NSA.	NSA	ICE
Chief of Cryptologic Services Group (CSG) to U.S. Coast Guard (USCG) Maritime Intelligence Fusion Center Atlantic (MIFC-LANT)	GS-14/15	Directly engages with USCG policymakers and appropriate action offices to ensure SIGINT products relating to the priority information needs of USCG are accurately requested, quickly delivered, fully understood, and presented in a form for rapid action by USCG elements according to applicable agreements with NSA.	NSA	USCG

Chief of CSG to USCG Maritime Intelligence Fusion Center Pacific (MIFC-PAC)	GS-14/15	Directly engages with USCG policymakers and appropriate action offices to ensure SIGINT products relating to the priority information needs of USCG are accurately requested, quickly delivered, fully understood, and presented in a form for rapid action by USCG elements according to applicable agreements with NSA.	NSA	USCG
Cryptological Desk Officer at DHS NOC	GS-11/12/13	Provides timely, accurate, and actionable information and/or warning for both physical and cyber threats and actual attacks on the national infrastructure. Facilitates communication and coordination among DHS, its components, and other government agencies associated with the homeland security mission. Provides real-time SIGINT and Information Assurance (IA) support to DHS.	NSA	DHS OPS
Cryptological Desk Officer at DHS NOC	GS-11/12/13	Provides timely, accurate, and actionable information and/or warning for both physical and cyber threats and actual attacks on the national infrastructure. Facilitates communication and coordination among DHS, its components, and other government agencies associated with the homeland security mission. Provides real-time SIGINT and IA support to DHS.	NSA	DHS OPS
Cryptological Desk Officer at DHS NOC	GS-11/12/13	Provides timely, accurate, and actionable information and/or warning for both physical and cyber threats and actual attacks on the national infrastructure. Facilitates communication and coordination among DHS, its components, and other government agencies associated with the homeland security mission. Provides real-time SIGINT and IA support to DHS.	NSA	DHS OPS
Cryptological Desk Officer at DHS NOC	GS-11/12/13	Provides timely, accurate, and actionable information and/or warning for both physical and cyber threats and actual attacks on the national infrastructure. Facilitates communication and coordination among DHS, its components, and other government agencies associated with the homeland security mission. Provides real-time SIGINT and IA support to DHS.	NSA	DHS OPS
Cryptological Desk Officer at DHS NOC	GS-11/12/13	Provides timely, accurate, and actionable information and/or warning for both physical and cyber threats and actual attacks on the national infrastructure. Facilitates communication and coordination among DHS, its components, and other government agencies associated with the homeland security mission. Provides real-time SIGINT and IA support to DHS.	NSA	DHS OPS
NCR DHS Liaison to DHS I&A	GS-14/15	Serves as primary NSA point of contact responsible for facilitating cryptologic support to I&A, specifically SIGINT, IA, and cyber products, services, and advice regarding cryptologic capabilities and technical assistance. Directly engages with I&A policymakers, staff officers, analysts and appropriate action offices to ensure NSA products and services relating to priority information needs of I&A are accurately requested, quickly delivered, fully understood and presented in a form for rapid action by I&A elements according to applicable agreements with NSA. Facilitates information sharing between NSA and I&A at all levels. Promotes I&A services, capabilities and requirements to appropriate offices within NSA.	NSA	DHS I&A
Chief of CSG Implementation	GS-14/15	Coordinates and works with the DHS Director, Cybersecurity Coordination, in carrying out the activities of the Joint Coordination Element (JCE).	NSA	DHS NPPD

NCR Senior Cyber Strategist	GS-14/15	<p>Responsible for developing and implementing strategic engagements with DHS and serve on-site at the CSG DHS-cyber location, Arlington, Virginia. The Senior Cyber Strategist will be responsible for the following duties:</p> <ul style="list-style-type: none"> ● Assists the Directors and Deputy Directors of the National Cybersecurity and Communications Integration Center (NCCIC) and U.S.-Computer Emergency Readiness Team (CERT) with developing cyber strategies for protecting the dot.gov and critical infrastructure and key resources (CIKR). ● Consults with the DHS Office of Intelligence and Analysis (I&A) in the development a comprehensive landscape of cyber attacks against the CIKR and introspective threat analysis. ● Consults with NPPD/Cybersecurity and Communications (CS&C) to develop cyber threat intelligence requirements to which NSA will respond. ● Coordinates with other NSA and DHS cyber security activities to achieve synergy between the efforts. 	NSA	DHS NPPD
NCR Senior Cyber Strategist	GS-14/15	Provides support to and operational synchronization with DHS cybersecurity operations and NCIRP.	NSA	DHS NPPD
Director, National Cybersecurity Education Strategy	GS-14/15	Provides support to and operational synchronization with DHS cybersecurity operations and NCIRP.	NSA	DHS NPPD
NCR DHS Liaison to USCG District 7	GS-14/15	Serves as NCR DHS liaison to USCG District 7, CBP, ICE, and other Federal and local law enforcement agencies. Provides advice and assistance to USCG senior representatives and their staffs in support of interdiction operations directed against international narcotics, counterterrorism, and illegal migrant trafficking activities.	NSA	USCG District 7
NCR DHS Liaison to the U.S. Secret Service (USSS)	GS-13/14/15	Serves as primary NSA point of contact responsible for facilitating cryptologic support to USSS, specifically SIGINT, IA and cyber products, services and advice regarding cryptologic capabilities and technical assistance. Directly engages with USSS policymakers, staff officers, agents, analysts and appropriate action offices to ensure NSA products and services relating to priority information needs of USSS are accurately requested, quickly delivered, fully understood and presented in a form for rapid action by USSS elements according to applicable agreements with NSA. Facilitates information sharing between NSA and USSS at all levels. Promotes USSS services, capabilities and requirements to appropriate offices within NSA.	NSA	USSS

NCR DHS Liaison to Transportation Security Administration (TSA)	GS-14/15	Serves as primary NSA point of contact responsible for facilitating cryptologic support to TSA, specifically SIGINT, Information Assurance and cyber products, services and advice regarding cryptologic capabilities and technical assistance. Directly engages with TSA policymakers, staff officers, agents, analysts and appropriate action offices to ensure NSA products and services relating to priority information needs of TSA are accurately requested, quickly delivered, fully understood and presented in a form for rapid action by TSA elements according to applicable agreements with NSA. Facilitates information sharing between NSA and TSA at all levels. Promotes TSA services, capabilities and requirements to appropriate offices within NSA.	NSA	TSA
NCR DHS	SES	Receives and coordinates DHS requests for cybersecurity support and considers DHS requirements as appropriate and consistent with applicable law and NSA mission requirements and authorities in operational planning and mission coordination.	NSA	NSA
Director, NGA Support Team (NST)	SES	Oversees all aspects of NGA liaison support to DHS and its components.	NGA	DHS I&A
Deputy Director, NGA NST	Band 5	Oversees all aspects of NGA liaison support to DHS and its components.	NGA	DHS I&A
Executive Officer, NGA NST	Band 3	Oversees all aspects of NGA liaison support to DHS and its components.	NGA	DHS I&A
Senior Geospatial Intelligence (GEOINT) Officer, NGA Representative to DHS Components	Band 4	Engages with DHS I&A and DHS Components on all requests for satellite imagery, map-based intelligence, and geospatial information. Provides situational awareness to the Director NGA through the Director, NGA Support.	NGA	DHS I&A
GEOINT Analyst, NGA Representative to DHS I&A and DHS NOC	Band 3	Engages with DHS I&A on all requests for satellite imagery, map-based intelligence, and geospatial information. Serves as part-time liaison to DHS NOC. Provides situational awareness to the Director, NGA through the Director, NGA Support.	NGA	DHS I&A
GEOINT Analyst, NGA Representative to DHS I&A and DHS NOC	Band 3	Engages with DHS I&A on all requests for satellite imagery, map-based intelligence, and geospatial information. Serves as part-time liaison to DHS NOC. Provides situational awareness to the Director, NGA through the Director, NGA Support.	NGA	DHS I&A
Senior GEOINT Officer Team Lead, NGA Representative to USSS	Band 4	Engages with USSS on all requests for satellite imagery, map-based intelligence, and geospatial information. Provides situational awareness to the Director, NGA through the Director, NGA Support.	NGA	DHS HQ
GEOINT Analyst, NGA Representative to USSS	Band 3	Engages with USSS on all requests for satellite imagery, map-based intelligence, and geospatial information. Provides situational awareness to the Director, NGA through the Director, NGA Support.	NGA	USSS HQ
GEOINT Analyst, NGA Representative to DHS NOC	Band 4	Provides critical support to the mission of the DHS NOC by providing timely and accurate geospatial intelligence for ad hoc requests, daily briefs, national security events, and during crisis response.	NGA	DHS I&A
GEOINT Analyst, NGA Representative to DHS Components	Band 4	Engages with DHS I&A and DHS Components on all requests for satellite imagery, map-based intelligence, and geospatial information. Provides situational awareness to the Director NGA through the Director, NGA Support.	NGA	DHS I&A

GEOINT Analyst, NGA Representative to DHS Components	Band 4	Engages with DHS I&A and DHS Components on all requests for satellite imagery, map-based intelligence, and geospatial information. Provides situational awareness to the Director NGA through the Director, NGA Support.	NGA	DHS I&A
Senior GEOINT Officer, Team Lead, NGA Representative to USCG	Band 4	Engages with USCG on all requests for satellite imagery, map-based intelligence, and geospatial information. Provides situational awareness to the Director NGA through the Director, NGA Support.	NGA	USCG HQ
GEOINT Analyst, NGA Representative to USCG	Band 4	Engages with USCG on all requests for satellite imagery, map-based intelligence, and geospatial information. Provides situational awareness to the Director NGA through the Director, NGA Support.	NGA	USCG ICC
GEOINT Analyst, NGA Representative to USCG	Band 4	Engages with USCG on all requests for satellite imagery, map-based intelligence, and geospatial information. Provides situational awareness to the Director NGA through the Director, NGA Support.	NGA	USCG MIFC-PAC
Lead GEOINT Analyst, NGA Representative to FEMA	Band 4	Engages with FEMA during steady-state operations and crises/incidents on all requests for satellite imagery, map-based intelligence, and geospatial information. Provides situational awareness to the Director, NGA through the Director NGA Support.	NGA	FEMA
DLA Liaison to FEMA	GS-14	Serves as DLA Director's representative to FEMA. Ensures implementation of the interagency agreement between DLA and FEMA, including direct commodity support.	DLA	FEMA

APPENDIX B: DOD LIAISON TRAINING

A. The Federal Emergency Management Agency (FEMA) offers a number of continuing education opportunities through attendance at in-residence courses and via independent study online. These training venues are designed to improve professional knowledge in Federal crisis management areas.

1. FEMA residential courses are conducted at its National Emergency Training Center (NETC) at Emmitsburg, Maryland, and at the Mount Weather Emergency Operations Center (MWEOC) at Berryville, Virginia. NETC and MWEOC offer courses free of charge to those in emergency management and preparedness career fields throughout the country. More information regarding FEMA in-residence training opportunities can be found at NEP@dhs.gov.

2. The FEMA independent study program consists of web-based, self-paced courses designed for both the general public and persons who have emergency management responsibilities. Figure 1 provides a listing of these FEMA training opportunities with an associated web link for each.

FEMA Independent Study Program	
Emergency Manager: An Orientation to the Position – IS-1 http://training.fema.gov/EMIWeb/IS/is1.asp	Intro to the Incident Command System (ICS) (ICS 100) for Federal Workers – IS-100.FWa http://training.fema.gov/EMIWeb/IS/IS100FWa.asp
Intro to Incident Command System (ICS 100) – IS-100.b http://training.fema.gov/EMIWeb/IS/IS100b.asp	Emergency Planning – IS-235.a http://training.fema.gov/EMIWeb/IS/is235a.asp
Continuity of Operations Awareness Course – IS-546.12 http://training.fema.gov/EMIWeb/IS/is546.12.asp	Introduction to Continuity of Operations – IS-547.a http://training.fema.gov/emiweb/is/IS547a.asp
The National Incident Management System (NIMS): An Introduction – IS-700.a http://training.fema.gov/EMIWeb/IS/is700a.asp	National Response Framework, An Introduction - IS-800.B http://training.fema.gov/EMIWeb/IS/IS800b.asp
Emergency Support Functions #2: Communications - IS-802 http://training.fema.gov/EMIWeb/IS/IS802.asp	Critical Infrastructure & Key Resources Support Annex-IS-821 http://training.fema.gov/EMIWeb/IS/IS821.asp
National Infrastructure Protection Plan (NIPP) – IS-860.a http://training.fema.gov/EMIWeb/IS/is860a.asp	Anti-Terrorism sponsored by DoD https://atlevel1.dtic.mil/at/
For more information contact NEP@dhs.gov .	

Figure 1

B. The National Planner’s Course series (6 courses) is offered by the Department of Homeland Security (DHS) in an unclassified application-based series of workshops designed to train selected Federal, State, local, territorial, and tribal government planners and their partners on the fundamentals of interagency planning. The overall goal of the series is to educate the homeland

security community on a standardized plan development process based on planning fundamentals that are consistent with national planning standards. The series is applicable to planners who are new to the planning process through more experienced planners and Executives. The series consists of:

1. IS-453 *Introduction to Homeland Security Planning* (online at <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=is-453>)
2. Homeland Security/Homeland Defense Planners Course (3-day course)
3. Basic National Planners Course (5-day course)
4. Train the Trainer National Planners Course (4-day course)
5. Planning Team Leader National Planners Course (5-day course)
6. Executive Level National Planners Course (4-hour course)

For enrollment in the classroom courses, submit a request via email to registration@alisinc.com with “National Planner’s Course” in the subject line. For more information, visit <http://www.alisinc.com/content/federal>.

C. Defense Support of Civil Authorities (DSCA) Phase I is a distance learning course offered by the Department of Defense (DoD) that introduces statutes, directives, plans, command and control relationships, and capabilities with regard to DoD support for domestic emergencies. This includes information applicable at the national, State, local, and DoD levels. DSCA Phase I can be found on the Joint Knowledge Online (JKO) Learning Management System. For more information, visit <http://www.dsca.army.mil>.

D. DSCA Phase II is a resident, interactive course focusing on inter-government and interagency response. DSCA Phase I is a prerequisite. For more information, visit <http://www.dsca.army.mil>.

E. Military Resources in Emergency Management IS-75 provides participants with an overview of U.S. military resources potentially available to assist civilian authorities, including the procedures for obtaining and integrating military resources into disaster response and recovery operations. For more information, visit <http://training.fema.gov/IS/crslst.aps?pate=2>.

APPENDIX C: ROLES AND RESPONSIBILITIES OF EACH DHS ADVISOR TO DOD

1. Serves as the primary Department of Homeland Security (DHS) representative within the assigned Department of Defense (DoD) organization providing authoritative counsel on DHS policies, plans, and operations. Facilitates daily, onsite communications on matters of DoD and DHS interest.
2. Coordinates policy and procedural issues between DHS and the assigned DoD organization. Enhances DHS and DoD awareness of mutual personnel and other support between DHS and DoD and their respective components. Maintains an active role in the de facto network of advisors.
3. Represents the DHS perspective and/or position on policy and operational matters. Assists DHS and the Office of the Secretary of Defense (OSD) in developing policies, conducting analysis, providing advice, making recommendations, and meeting complementary missions (e.g., threat and hazard response and oversight of Defense Support of Civil Authorities (DSCA)).
4. Provides advice and guidance on matters involving the analysis, evaluation, and assessment of program implementation, policies, and procedures.
5. Advises DoD leadership on pertinent domestic and international issues related to DHS missions and areas of responsibilities.
6. Represents DHS at high-level meetings with DoD officials, at conferences, and national/international symposia to educate on, address and resolve major issues of mutual concern that may exist. Provides onsite advice to DoD Components and elements on pertinent DHS strategic plans, policies, emergency preparedness, and domestic and international crisis management matters and actions.
7. Assists DoD leaders in keeping the respective DoD senior officials informed on DHS-related initiatives. Aids the synchronization of DHS and DoD activities that support homeland security, homeland defense, and DSCA.
8. Reports relevant activities and actions to the Military Advisor to the Secretary of Homeland Security (MIL), the DHS Director of Operations Coordination and Planning (OPS), and other senior DHS officials on a continuing basis.

APPENDIX D: ACRONYMS

ASD(HD&ASA)	Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs
CAT	Crisis Action Team
CBP	Customs and Border Protection
CJCS	Chairman of the Joint Chiefs of Staff
CONOPS	Concept of Operations
CSG	Cryptologic Services Group
DCE	Defense Coordinating Element
DCO	Defense Coordinating Officer
DHS	Department of Homeland Security
DLA	Defense Logistics Agency
DoD	Department of Defense
DSCA	Defense Support of Civil Authorities
DTRA	Defense Threat Reduction Agency
ENS	Emergency Notification System
EPLO	Emergency Preparedness Liaison Officer
ESF	Emergency Support Function
EXORD	Execute Order
FEMA	Federal Emergency Management Agency
GEOINT	Geospatial Intelligence
HD	Homeland Defense
HSI	Homeland Security Investigations
HSPD	Homeland Security Presidential Directive
I&A	DHS Office of Intelligence and Analysis
ICC	Intelligence Coordination Center
ICE	Immigration and Customs Enforcement
JCE	Joint Coordination Element
LNO	Liaison Officer
MIFC-LANT	Maritime Intelligence Fusion Center Atlantic

MIFC-PAC	Maritime Intelligence Fusion Center Pacific
MIL	Military Advisor to the Secretary of Homeland Security
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MWEOC	Mount Weather Emergency Operations Center
NAC	Nebraska Avenue Complex
NED	National Exercise Division
NEP	National Exercise Program
NCIRP	National Cyber Incident Response Plan
NCR	National Cryptologic Representative
NCSD	National Cybersecurity Division
NCCIC	National Cybersecurity and Communications Integration Center
NETC	National Emergency Training Center
NICC	National Infrastructure Coordinating Center
NGA	National Geospatial-Intelligence Agency
NGB	National Guard Bureau
N-NC	North American Aerospace Defense Command and U.S. Northern Command
NOC	National Operations Center
NPPD	National Protection and Programs Directorate
NRCC	National Response Coordination Center
NSA	National Security Agency
NSPD	National Security Presidential Directive
NST	NGA Support Team
OASD	Office of the Assistant Secretary of Defense
OPS	Office of Operations Coordination and Planning
OSD	Office of the Secretary of Defense
PSA	Principal Staff Assistant
PLCY	Policy
PPD	Presidential Policy Directive
SIGINT	Signals Intelligence

T&MCG	Transportation and Movement Coordination Group
TSA	Transportation Security Administration
TSOC	Transportation Security Operations Center
USACE	U.S. Army Corps of Engineers
USCENTCOM	U.S. Central Command
USCG	U.S. Coast Guard
US-CERT	U.S. Computer Emergency Readiness Team
USCYBERCOM	U.S. Cyber Command
USD(P)	Under Secretary of Defense (Policy)
USEUCOM	U.S. European Command
USNORTHCOM	U.S. Northern Command
USPACOM	U.S. Pacific Command
USSOCOM	U.S. Special Operations Command
USSOUTHCOM	U.S. Southern Command
USSS	U.S. Secret Service
USTRANSCOM	U.S. Transportation Command