



SECRETARY OF DEFENSE  
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WASHINGTON, DC 20301-1000

JAN 23 2012

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARY OF DEFENSE FOR ACQUISITION,  
TECHNOLOGY AND LOGISTICS  
UNDER SECRETARY OF DEFENSE FOR POLICY  
UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND  
READINESS  
COMMANDER, U.S. NORTHERN COMMAND  
COMMANDER, U.S. PACIFIC COMMAND  
COMMANDER, U.S. TRANSPORTATION COMMAND  
CHIEF, NATIONAL GUARD BUREAU

SUBJECT: Implementation of the Defense Support of Complex Catastrophes Initiative

In a domestic complex catastrophe, one whose effects would qualitatively and quantitatively exceed those experienced to date, the demand for DoD support of civil authorities would be unprecedented. DoD must be ready to meet the demand to save and protect lives, and must do so in ways that would not require additional force structure. To this end, I direct the following actions.

The Under Secretary of Defense for Policy (USD(P)), in coordination with the Under Secretary of Defense for Acquisition, Technology and Logistics, the Under Secretary of Defense for Personnel and Readiness, other necessary Department-level Components, and the Secretaries of the Military Departments, will provide me with recommendations on how to improve DoD's posture for supporting civil authorities in a complex catastrophe by April 2012. USD(P) will, through the Chairman of the Joint Chiefs of Staff, also coordinate with the Commander, U.S. Northern Command, the Commander, U.S. Pacific Command, the Commander, U.S. Transportation Command, and the National Guard Bureau.

Addressees will support USD(P) in developing these recommendations, to include designating staff and General/Flag Officer/Senior Executive Service-level representatives, to participate as requested by USD(P).



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