



MANPOWER AND  
RESERVE AFFAIRS

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
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APR 20 2016

MEMORANDUM FOR MILITARY INNOVATIVE READINESS TRAINING  
PARTICIPANTS

SUBJECT: Innovative Readiness Training Program Procedures and Guiding Principles

These Innovative Readiness Training (IRT) program procedures and guiding principles supplement instructions in Department of Defense Directive (DoDD) 1100.20, *Support and Services for Eligible Organizations and Activities Outside the Department of Defense*, dated April 12, 2004. In the event of conflicting information, the DoDD takes precedence. This memorandum, with the attached procedures and principles, replaces the application instructions and guiding principles memorandum dated February 26, 2014.

My goal in presenting these IRT procedures is to ensure broad and consistent access to domestic civil-military partnership opportunities that provide high-quality, mission essential readiness training for military personnel and units—Active, Guard, and Reserve. Not only do these partnerships prepare the Department of Defense (DoD) to respond to national security requirements at home or abroad, they also contribute to national prosperity by meeting civil-society needs. Furthermore, IRT partnerships fortify our democratic ideals by strengthening the bond between American citizens and the U.S. military, showcasing the diversity and operational excellence of those who work together to secure our nation's freedom.

I encourage you to consider building a cost-effective, mutually beneficial IRT partnership with a community near your duty location, or to consider volunteering for a training project from the many opportunities posted by government and non-profit entities on our collaboration workspace at <https://irt.huddle.com>. We also offer an annual opportunity to compete for IRT funds from our office to complement your existing training budget. You will be especially competitive for these funds if your high-quality training venue provides an opportunity for joint, total force, and interagency integration during the training.

I invite you to direct questions to the program manager appointed by your Military Service. Program manager contact information is posted on our public website at <http://irt.defense.gov>, along with other helpful IRT resources. You may also contact the Director for Civil-Military Training Policy within my office at [osd.irt@mail.mil](mailto:osd.irt@mail.mil).

Matthew Dubois  
Deputy Assistant Secretary of Defense  
(Reserve Integration)

Attachment:  
As stated

## Innovative Readiness Training (IRT) Program Procedures and Guiding Principles

1. The Office of the Secretary of Defense (OSD) IRT program system of record (Huddle) is located at <https://irt.huddle.com>. Notifications, filings, and collaborations specified in this guidance are accomplished via program managers uploading documents to these official file sets.
2. Key personnel who carry out program-level responsibilities are appointed by the Manpower and Reserve Affairs Office of the Secretary of the Military Department. A current appointment letter should be on file in Huddle at all times. A template appointment letter, along with typical responsibilities for each position, is available in Huddle. All appointments are made on a single memorandum for the entire Military Department.
  - a. An IRT Service Responsible Officer (SRO) provides program oversight and accountability on behalf of the Secretary of the Military Department. SRO responsibilities also include endorsing requests for OSD IRT funds and championing broad cross-functional and total force access to the IRT program. The SRO works at the strategic level at a headquarters. The Military Department shall appoint in writing at least one and up to five IRT SROs.
  - b. An IRT program manager (PM) administers the IRT program on a day-to-day basis. The PM works at the operational level at a headquarters and may work with a component, a functional area, or any other group as specified in the appointment letter. The PM appointments must include provisions for all forces—Active, Guard, and Reserve—and all military occupational specialties. The Military Department appoints in writing at least one and up to ten IRT PMs.
3. The Secretary of the Military Department may request OSD IRT funds each year to manage the total force IRT program and to promote routine use of cost-effective, civil-military partnerships for high quality training. Limits for the total amount of the request are posted in Huddle.
  - a. The Military Department request may include both pay and allowance (P&A) and operations and maintenance (O&M) funds.
  - b. Personnel hired using funds from the IRT appropriation must be dedicated to IRT program management and should not be assigned additional portfolios. Furthermore, a military PM or SRO whose salary is paid via IRT funds should require program management skills for military readiness responsibilities so that the funds serve also to train and to develop these leaders.
  - c. The P&A funds requests must be reprogrammed from the O&M appropriation. Make plans to ensure continuity of IRT program management during the reprogramming process, which typically spans the first quarter of the fiscal year for the initial distribution, and at least 60 days for requests later in the fiscal year.

d. Program management funds are requested on the form *Military request for participation in civil-military training*. An after action report accounts for IRT program management funds provided both by the OSD IRT appropriation and by the Military Department.

4. A graphic of the IRT timeline and process follows this document (Figure 1). Please reference this graphic as a guide when reading this document.

5. Opportunities matching. After the the non-DoD written request for support and services is complete, matching is the process of connecting these non-DoD requests to military mission essential training requirements. The matching process is complete when one or more military units volunteer for an opportunity that creates mutual value. The matching process is explained graphically following this document (Figure 2).

a. Non-DoD applicants may submit requests for assistance via two methods: DoD-level matching or streamlined matching.

i. DoD-level matching. OSD serves a front door for communities who would like to find a military unit with whom they can partner to meet a public or civil-society need.

(1) The DoD-level matching method aligns with long-term military training and budgeting cycles. This matching process is a good fit for:

(a) Non-DoD entities who do not know of a military unit who might benefit from the training provided by the partnership opportunity.

(b) Complex projects that could accommodate integration of a diverse joint, total force, or interagency team, with a variety of skills, potentially over a long period of time.

(c) Projects with realistic, high-value training complexities (such as remote environments, complicated logistics, and culturally diverse stakeholders) that might lead to a need for military units to request OSD IRT funds outside of their typical training budgets.

(d) Partnership opportunities that contribute to strategic national priorities such as critical infrastructure for security, national economic security, or national public health and safety.

(2) Non-DoD applications enter the matching process when a non-DoD entity notifies OSD that they have completed a written application that they would like to advertise to military units for a potential training match. OSD allocates a space on Huddle for the non-DoD entity to upload their request.

(3) During the matching process, military units are encouraged to explore the opportunities posted in Huddle and to engage with community project proponents to:

- (a) Determine whether or not the project meets military training requirements.
- (b) Determine whether or not the military unit will volunteer for the training.
- (c) Determine whether or not the military unit needs additional funding to complete their training requirements via the proposed partnership.
- (d) Request any additional documentation from the non-DoD applicant that may be required to ensure that the proposed partnership meets requirements specified in 10 U.S. Code 2012, DoDD 1100.20, this memorandum, and other relevant laws, policies, and instructions.

ii. Streamlined matching. The streamlined matching method is better suited for smaller-scale, less complex, or local projects. The matches may be formed through local, State, or regional partnership processes initiated by the community applicant or military unit. Applications and matching processes for these projects do not need to align with DoD-wide processes and may proceed on timelines that meet the requirements of the partnering entities. Non-DoD entities may submit requests for support and services at any time to a military unit. The military unit may consider the opportunity for its own training needs, may invite other military units to participate, may apply for additional OSD IRT training funds, and may pass the application to a designated IRT PM who can assist with getting the the opportunity posted for consideration via the DoD-level matching method.

b. Applications may remain in the matching process until they expire. Non-DoD applicants specify the expiration date of their request, which may not exceed four years from the date the application is signed. If no expiration date is specified, the expiration date is calculated from the signature date by moving to the end of the fiscal year (September 30th) and then adding 2 years. The partnership must be formed and completed by the expiration date; otherwise a new application is required. Non-competition notices should reflect the entire potential partnership period.

c. Non-DoD applicants are responsible for the completeness of their application; however, many opportunities listed in Huddle may have incomplete documentation. During the matching process, military units may work with the non-DoD applicant to complete the documentation required to meet statutory requirements such as avoiding competition with the private sector, property ownership and access rights, local construction codes, patient safety, medical waste disposal, medical credentialing and privileging, the National Environmental Policy Act, etc.

d. During the matching process, OSD neither assigns partnership proposals to military units nor directs military units to participate. Military units volunteer for project proposals that meet their mission essential training requirements.

e. Non-DoD requests are not approved by OSD, nor do they compete directly for funding. OSD awards IRT funds based on military training applications that include a non-DoD

request. IRT projects are often cost-effective partnerships and can be completed within existing military training budgets.

6. Eligible organizations and activities outside DoD (see also Figure 3 at the end of this document).

a. OSD determines eligibility for entities requesting DoD support and services that are not directly specified as eligible in 10 U.S. Code 2012 (e). See also DoDD 1100.20 paragraph 5.6.7.

b. Organization eligibility determinations are distinct from project approval processes and authorities. The primary approving official should not approve training until the organization eligibility is determined; however, approval authorities remain unchanged once eligibility is established.

c. In the case of a government entity, the primary approving official should require proof of government status and consult with their legal advisors to determine whether or not a non-DoD applicant is a government entity and therefore eligible for support and services under 10 U.S. Code 2012 (e)(1). Examples of government entities who have submitted IRT applications in the past include:

i. Federal, regional, State, or local governmental entities.

ii. Indian Tribal and Alaskan Native entities listed in the Federal Register.

iii. Native American Indian Tribes, Nations, and Heritage Groups recognized by a process established under State laws.

iv. Indian Health Service clinics.

v. Entities that hold governmental status from a charter authorized by Federal, regional, State, or local government law.

d. A request for an organization eligibility determination should include:

i. A one-page cover memorandum from the military official who intends to approve the training that includes:

(1) A statement of intent to partner.

(2) The anticipated training start date.

(3) A brief summary of the value of the military training opportunity.

(4) A brief description of the potential for cultivating positive civil-military relations through a partnership with the non-DoD entity.

- (5) The contribution the non-DoD entity and the project make to a national, state, regional, or local strategic plan that serves public or civil-society interests.
  - ii. A community request for assistance (found on the IRT public website) signed by a responsible official from the requesting non-DoD entity. The community's application must include verification that the proposed project will avoid competition with other public and private sector entities (see also DoDD 1100.20 paragraph 4.3.1. and paragraph 4.4.1.2); however, project details such as blueprints and environmental studies are not required for the organization eligibility review and may be gathered in parallel with the organization eligibility review.
  - iii. If the non-DoD entity is a 501(c)3 not-for-profit organization, include an Exemption Determination Letter from the IRS dated within 10 years of the date the community request for assistance is signed. The requesting non-DoD entity may order a current letter of affirmation at: <https://www.irs.gov/Charities-&-Non-Profits/EO-Operational-Requirements:-Obtaining-Copies-of-Exemption-Determination-Letter-from-IRS>.
  - iv. A copy of the organization's bylaws.
  - v. A copy of the organization's articles of incorporation.
  - e. OSD will:
    - i. Determine eligibility (typically within 30 calendar days) after the request is received via the PM.
    - ii. Provide a written letter of eligibility, with an expiration date (generally 5 years), if the organization is designated as eligible.
    - iii. Maintain a list of organizations designated eligible, expiration dates, and the associated determination letters.
  - f. An OSD determination of organization eligibility does not imply training approval or review for compliance with other laws and policies. The primary approving official retains the full responsibility to verify that the project complies with 10 U.S. Code 2012, DoDD 1100.20, this memorandum, and other relevant laws, policies, and instructions.
7. Environmental responsibilities that must be completed before the application is approved.
- a. Non-DoD entities requesting support and services from the DoD via an IRT partnership must evaluate the environmental effects of the actions proposed in their request in accordance with the National Environmental Policy Act (NEPA). This is a requirement for all construction, aerial spray, and diving projects but may be required for other proposed actions with potential environmental effects as well. Consult 40 C.F.R. 1508.18 for a more detailed explanation.

b. Community applicants must provide documentation of one of three levels of analysis, depending on the proposed action: a categorical exclusion (CATEX), an environmental assessment (EA), or an environmental impact statement (EIS). See this website for additional information: <http://www.epa.gov/nepa/national-environmental-policy-act-review-process>

c. Military units may assist communities with documenting NEPA compliance if it meets a military training requirement; however, neither Military Department nor OSD IRT funds shall be expended on contract services to evaluate the environmental effects of the proposed actions.

d. The approving official for the lead (or only) military organization designates a lead agency for environmental issues and ensures that all practical means to avoid and minimize environmental harm from the proposed project are adopted.

e. In the case of a request for OSD IRT funds, OSD will provide an environmental review based on the the lead (or only) military organization's application before funds are disbursed. The resulting memo prepared by OSD provides evidence of a legally sufficient environmental review to all participating military entities across the joint and total force.

8. IRT approval authorities.

a. All training conducted under the authority of 10 U.S. Code 2012 and DoDD 1100.20 must be approved in advance of training. Approval is documented on the form *Military request for participation in civil-military training*.

b. Approval levels.

	Does the application request OSD IRT funds?	
	No	Yes
Primary Approving Official	O-6 or above with training responsibilities for the participants	
Additional Endorsement(s)	Only required if specified in writing by the the Military Department, the National Guard Bureau, or the applicant's chain of command	1) An SRO appointed in writing by the Secretary of the Military Department 2) Additional endorsements may be required if specified in writing by the the Military Department, the National Guard Bureau, or the applicant's chain of command
OSD Approval	Notification only (see paragraph 10)	Funds are approved via a funding distribution memorandum

c. The primary approving official is responsible for ensuring that projects they review meet all requirements specified in 10 U.S. Code 2012, DoDD 1100.20, this memorandum, and other relevant laws, policies, and instructions. Each State, non-DoD entity, functional community, and military unit has unique and specific legal requirements. Approving officials should consult their legal advisors to ensure all requirements are satisfied before approving training.

d. The approval level does not alter any other requirements specified in 10 U.S. Code 2012, DoDD 1100.20, or any other relevant laws, policies, and instructions, to include notification, after action reports, and organizational eligibility determination authorities retained by OSD.

e. The primary approving official must also ensure training and readiness systems are updated at the conclusion of the project.

9. OSD IRT training funds competition.

a. OSD IRT funds awards are based on military training applications. The appropriation serves as an incentive to make routine use of civil-military training partnerships to contribute to DoD and national priorities to include: integrating joint, total force, and interagency teams to achieve readiness for national security missions; supporting sustainable community-led visions that set conditions for American prosperity; and fortifying the civil-military relations that underpin our democratic strength. In addition to military training value, award decision criteria include, but are not limited to opportunities that:

i. Integrate personnel from multiple Military Departments.

ii. Integrate personnel from both the Active Component and the Reserve Component (RC).

iii. Integrate interagency, whole-of-government, and whole-of society teams.

iv. Create joint, total force, interagency, and whole-of-government efficiencies.

v. Build partnership capacity and strengthen civil-military relations.

vi. Contribute to strategic national priorities, including critical infrastructure.

vii. Enable training in realistic environments that reflect logistics, cultural complexities, and partnership conditions typical to overseas deployments and domestic disaster response mission conditions.

viii. Enable training that is not available in quantity or quality in other training venues.

ix. Create capacity and conditions for routine use of cost-effective civil-military training partnerships as part of the Military Department's readiness, training, and budgeting cycles.

- b. The military application process to request OSD IRT funds includes two rounds.
  - i. Round 1 applications are due May 1st and include the primary mission forces to meet requirements submitted by the non-DoD entity. For example, for a construction request, Round 1 military applicants would primarily be engineer units; for a health care request, Round 1 military applicants would primarily be medical units. From these applications, a funding competition project list will be built.
  - ii. Round 2 applications are requests for IRT program management funds, asset management funds, and enhancing services for the funding competition project list. Enhancing services might include public affairs, civil affairs, food services, communications teams, beddown teams, vehicle mechanics, chaplains, medics, and more. Round 2 applications are an opportunity to integrate joint and total force teams that make a project more competitive for OSD IRT funds. Round 1 applicants are encouraged to find Round 2 applicants to improve their funding competitiveness.
- c. OSD may issue additional incentive calls for projects with streamlined processes and timelines if additional funds become available.
- d. Budget uncertainties may result in reduced distribution or delay award decision dates and distributions. IRT PMs keep military and community applicants informed concerning funding decisions.
- e. Unit-level planning may need to begin before the OSD IRT funds budget is final or before distributions are received. Military applicants should be prepared to begin project planning before OSD IRT funds are distributed.
- f. Military applicants must manage expectations concerning uncertain funding and personnel availability with community partners. Project scope reductions and cancellations may be required if Military Department training funds availability changes or if OSD IRT funds requests to OSD are not approved, are partially approved, or are delayed. Participation is also subject to military operational requirements that may take priority and can preclude partnership participation at any time during the project matching, planning, approving, performance, or completion processes.

10. Notification of intent to conduct training under the authority of 10 U.S. Code 2012 and DoDD 1100.20.

- a. Regardless of funding source(s), the primary approving official must notify OSD of the intent to conduct training under the authority of 10 U.S. Code 2012 via the appointed PM. Any additional procedures must be specified in writing by the Military Department.
- b. An approved military request for participation in civil-military training serves as the notice. The signed request for military assistance from the non-DoD organization should be attached so that all documents related to the notification are contained within a single file.

Both the military request and the non-DoD entity request forms can be found on the IRT public website.

- c. A notification must be on file with OSD in Huddle before training begins.
- d. Program managers are responsible for notifying applicants when the notification is placed on file with OSD.
- e. Notifications are subject to audit and inspection.

#### 11. After action reports (AAR).

- a. AARs are a statutory requirement for all 10 U.S. Code 2012 IRT projects, regardless of funding source or approval authority.
- b. The AAR is signed by the primary approving official who approved the training or the SRO.
- c. AARs should be submitted to OSD via the appointed PM.
- d. Annual AARs must be on file with OSD within 60 days of training completion for the fiscal year, or by October 30, whichever is sooner.
- e. Each military organization that received OSD IRT funding (the organization is listed by name in the funding document) must complete a single after action report per project to account for their funds.
- f. OSD IRT funds will not be distributed to an organization that has outstanding AARs from the prior fiscal year, regardless of whether or not OSD IRT funds were received from OSD, with two exceptions:
  - i. An initial distribution of IRT program management funds.
  - ii. Designated asset management activities supporting joint and total force projects who have an AAR on file with OSD from the previous fiscal year.

#### 12. Fiscal responsibilities.

- a. Resource support for a civil-military partnership is a shared responsibility between partnering entities. Military Department funds and OSD IRT funds should only be used to directly support military training requirements. Construction materials for IRT projects, for instance, should not be purchased with military appropriations. Examples of permissible uses of DoD training funds include military pay and allowances, travel, per diem, equipment rental when military or community equipment is not available, and consumables that directly support military training.

- b. The Secretary of the Military Department establishes instructions, procedures, and inspections to maintain audit readiness for IRT projects and the IRT program.
- c. The primary approving official ensures participating units and members control and document expenses during IRT projects, and accurately report those expenses in the AAR, regardless of funding source.
- d. Only a certified contracting official may obligate a DoD organization to a contract or significant purchase. Units must account for all Government Purchase Card (GPC) purchases as well.
- e. IRT provides deployment and domestic response readiness training. Lodging and meals should be part of the partnership planning process and mimic deployment conditions to the extent practical. Rental cars should be minimized. Participants' orders shall properly reflect meal, lodging, and per diem conditions so that travel reimbursements are accurately calculated.
- f. For RC participants, Annual Training (AT) funds within the existing Military Department budget are the primary means for RC participation. OSD IRT funds will not be used to pay for RC member travel, billeting, and food costs for members participating in AT status since these costs are covered under the Military Department's AT appropriation. P&A and O&M funds for RC personnel will be based on training requirements, including continuity at the training venue, that exceed AT resources.
- g. OSD IRT funds should not be transferred to another component for their training purposes unless the transferring entity is charged with PM responsibilities for the receiving entity. If funds are transferred to another component without an OSD recall and redistribution, the original recipient of the funds will provide the AAR.
- h. OSD IRT funds shall not be transferred to another approved or unapproved training project within the component unless approved in advance by OSD.
- i. Funds expended during the development of an application or prior to an OSD IRT funding decision are not eligible for reimbursement from OSD.
- j. Three face-to-face planning workshops are necessary for most projects. Ensure the designated military project manager is present for each of these workshops, but keep travel to a minimum level and use teleconference capabilities to the maximum extent practical.

### 13. Asset management.

- a. Military Departments are responsible for equipping military forces for their required military readiness training.
- b. Medical equipment and supplies may be requested from the joint IRT designated medical asset management lead (US Army Reserve) or purchased with Military Department funds.

The designated joint IRT medical asset management lead is the only entity authorized to expend OSD IRT funds to purchase Class VIIIa medical consumables or to purchase or rent medical equipment.

- c. Construction kits may be requested from the joint IRT designated construction asset management lead (US Air Force Reserve).
- d. Accountable property shall not be purchased with OSD IRT funds with the exception of the IRT designated medical and construction asset management leads. Waiver requests must be submitted to OSD. The waiver request must include: an explanation of why the Military Department could not equip the forces for military readiness training, an economic analysis to support the efficiency and effectiveness of the purchase, an itemized list of the property, and a lifecycle accountability plan that includes transfer or disposal of the property at the end of the project period (the unit may not retain ownership after project completion). If approved, the waiver must be closed out with the project AAR.
- e. Requests for OSD IRT funds by the IRT designated medical and construction asset management leads to purchase accountable property will include an itemized list of the property to be purchased along with an economic analysis to show the total value and benefits of the purchase in comparison with other options.
- f. When equipment or facilities are rented or loaned, document the condition prior to taking possession and upon return.
- g. Establish controls for all assets, including expendable or easily pilfered material.

#### 14. Partnership Principles:

- a. Mutual benefit and mutual responsibilities. Civil-military partnerships create value for our national security, for the prosperity of individual communities, and for our democratic strength. IRT projects are based on community requirements that match military training requirements. Units and individuals should engage early with all of the project stakeholders, internal and external to DoD, to define the intersection of value for all participating partners. Units should only volunteer for projects that directly relate to their mission and established training and readiness requirements. Military leaders must ensure they plan to provide the best possible support and services to the civilians they serve while meeting their military training requirements.
- b. Transparency: All stakeholders should be transparent concerning capabilities, capacities, flexibility, time and resource constraints, media interest, shared responsibilities, pre-conceived notions, and more. Expectations management begins from the initial inquiry, when project approval, funding, and resources availability may be far from certain for all of the partnering entities. Transparency builds the trust required for all stakeholders, including U.S. taxpayers, to realize the potential value of IRT civil-military partnerships.

c. Respect: All of the project stakeholders have the potential to add value to the partnership and merit respect. Partnerships should include a wide variety of participants working toward realizing and sustaining the community's vision. Military members support the community's vision while meeting military training requirements. The military shares responsibility for the success of the mission with community partners. We convey respect in all of our interactions with our host communities, which are often of interest at the local, state, and national level. In addition to high-quality training that strengthens military readiness, these missions strengthen the bond between Americans and the U.S. military, showcasing the diversity and operational excellence that make us the strongest military force in the world. The actions and communications of all project participants, internal and external to the DoD, should reflect the respect essential to creating value through civil-military partnerships.

d. Cultural awareness: Communities may have cultural nuances or local sensitive issues unfamiliar to military participants from other areas of the country. Project leaders are encouraged to include a Civil Affairs advisor on their team.

e. Achieving unity of effort. IRT is a voluntary program. Units and members are not tasked by OSD. IRT projects include joint, total force, coalition, interagency, and whole-of-society stakeholders and do not have a unified commander. Integration should begin during initial inquiries with a discussion of assumptions, including the full impact of the project on the local community. The project manager designated by the lead military organization, who should be a warrant officer or commissioned officer, is responsible for integrating joint, total force, interagency, multi-national, and whole-of-society stakeholders for mission success. Military techniques, procedures, and command and control mechanisms can facilitate unity of effort if they are adjusted to the dynamic world of partnerships that integrate teams with different organizational cultures. Unity of effort is achieved through close, continuous collaboration, coordination, and cooperation to overcome discord, inadequate structure and procedures, incompatible communications, cultural differences, and bureaucratic and personnel limitations.

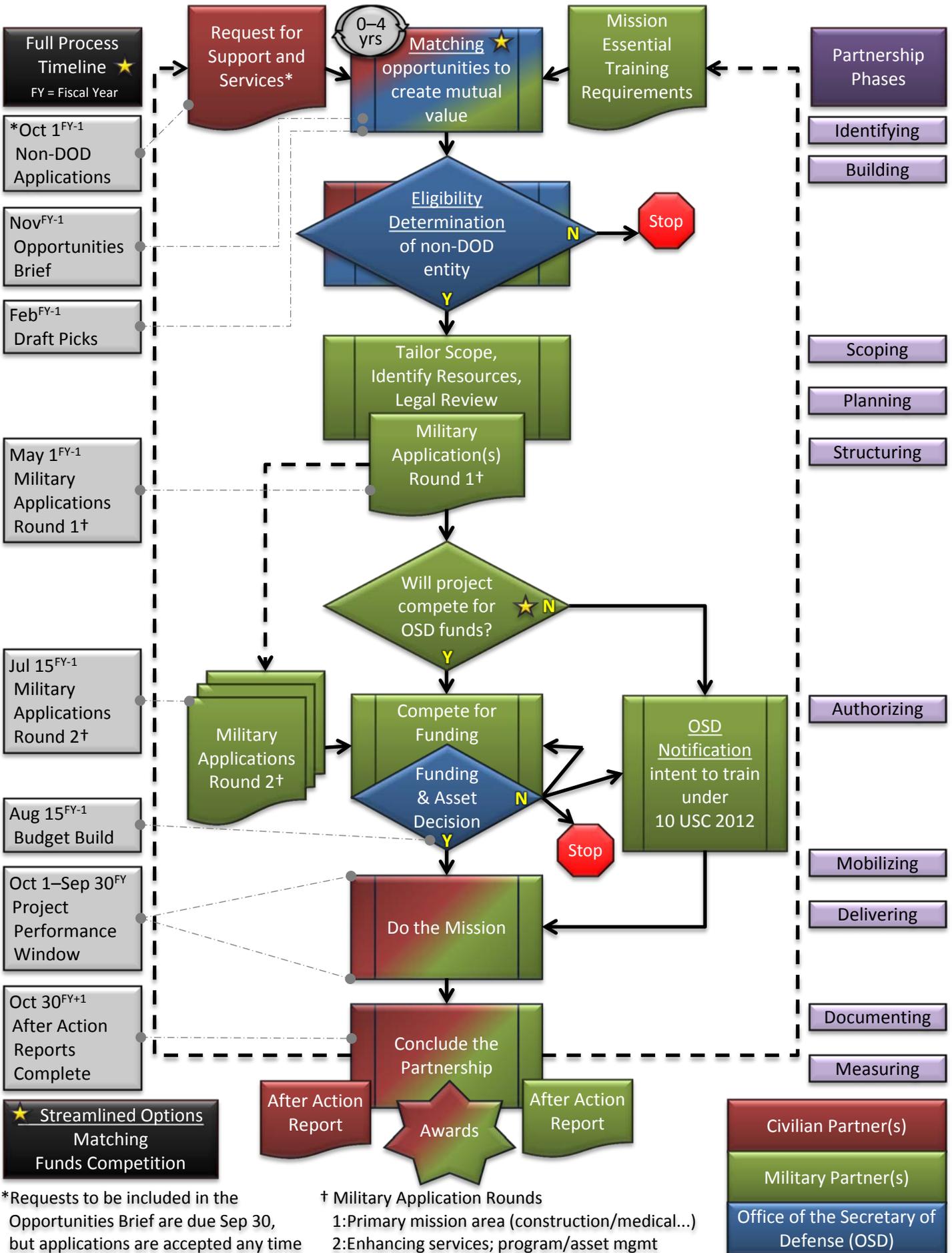
Attachments:

Figure 1: Innovative Readiness Training Process Overview

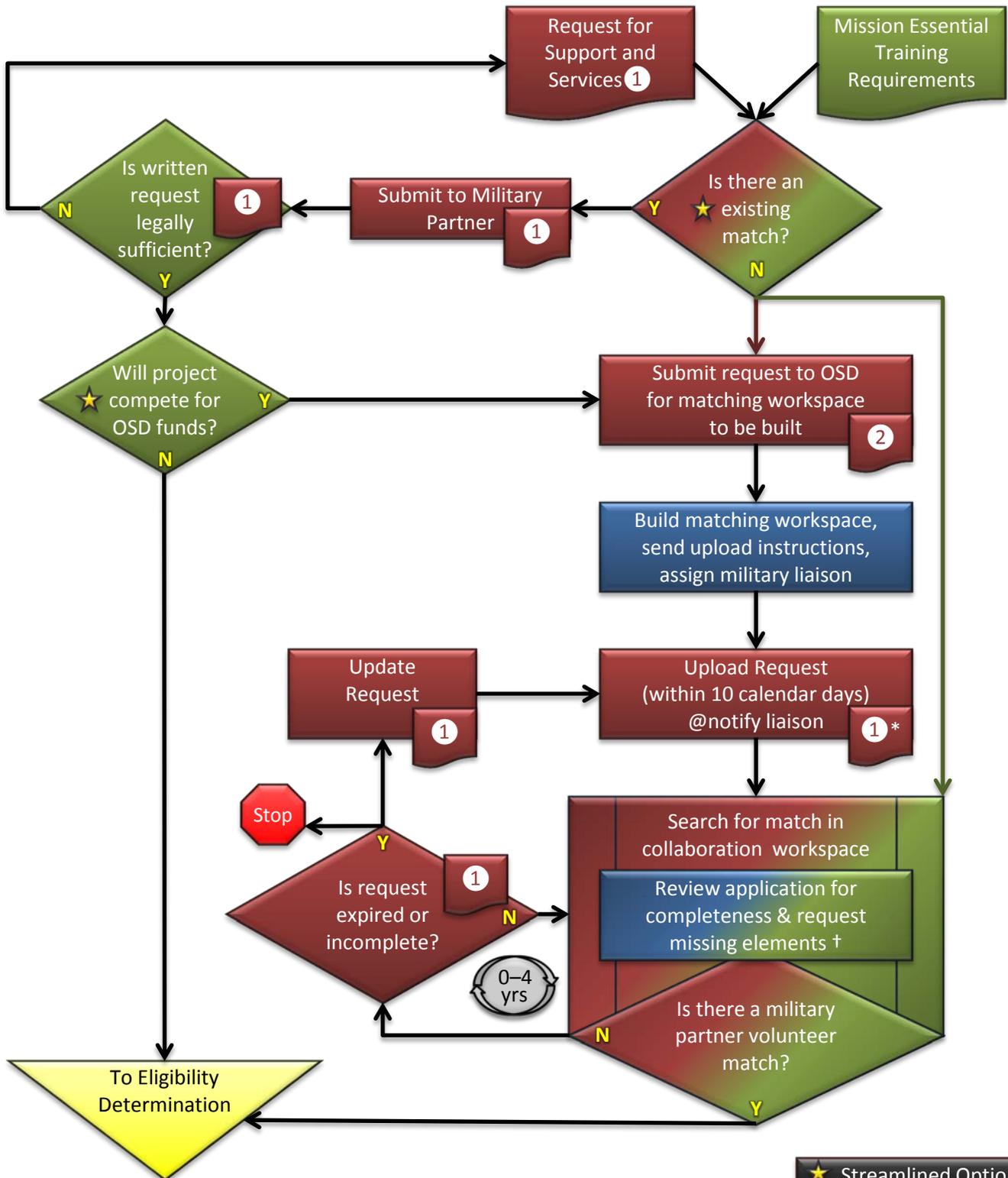
Figure 2: Innovative Readiness Training Matching Process

Figure 3: Innovative Readiness Training Eligibility Determination Process

**Figure 1: Innovative Readiness Training Process Overview**



**Figure 2: Innovative Readiness Training Matching Process**



\* Requests to be included in the Opportunities Brief are due Oct 1, but applications are accepted any time

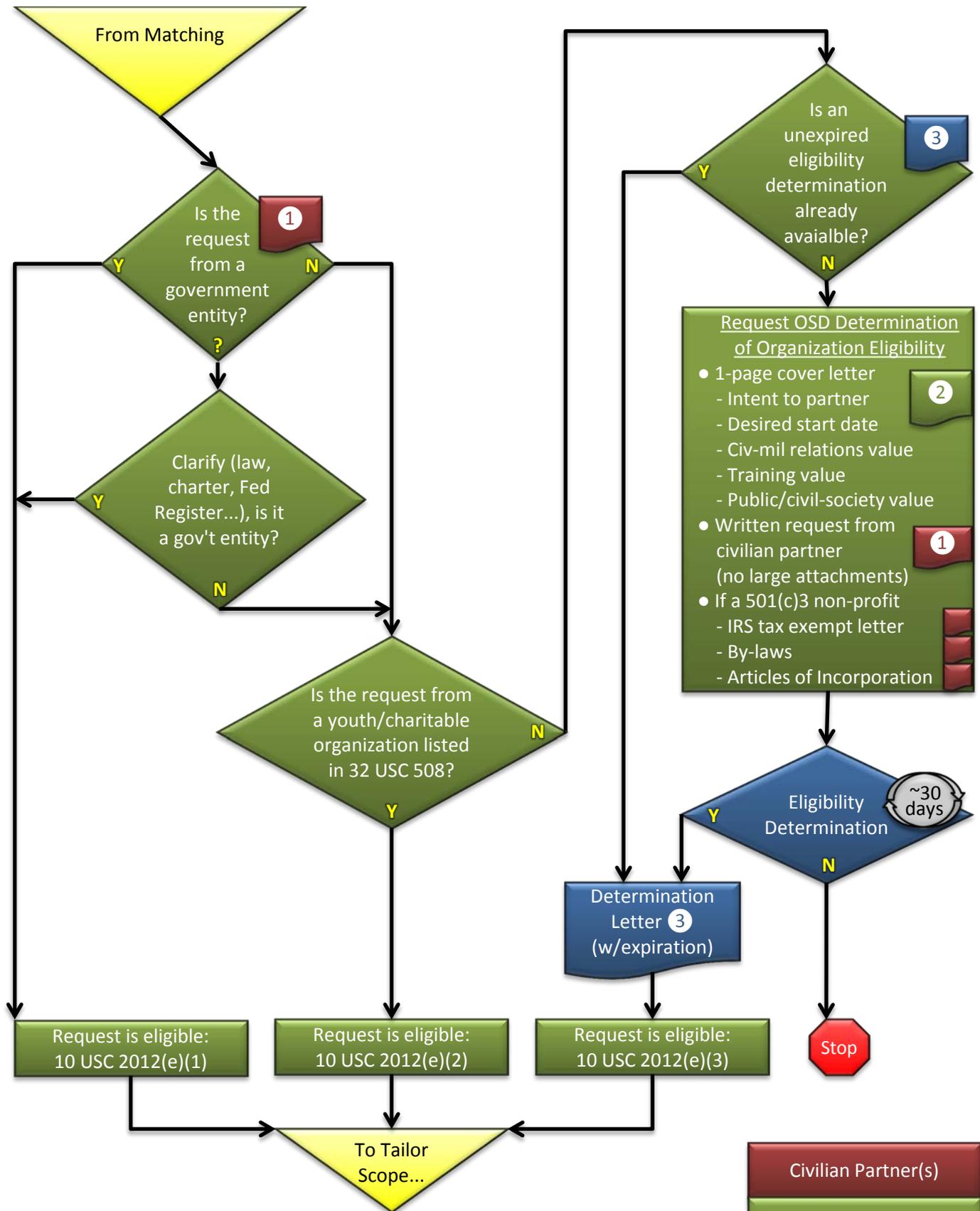
† The assigned liaison (Military Partner/Service or OSD) completes the initial review & posts results; any interested Military Partner/Service may review the request and request missing or clarifying information within the workspace

① Written Request for Support and Services from the potential civilian partner

② Sent when ① is complete; include: a) project title, b) requesting organization's name, c) project State, d) a 1-sentence project description, and e) a list of email addresses from the civilian organization to be granted workspace permission



**Figure 3: Innovative Readiness Training Eligibility Determination Process**



- ① Written Request for Support and Services from potential civilian partner
- ② Package from Military/Service Partner to OSD to determine eligibility
- ③ Letter of determination of organization eligibility from OSD

Civilian Partner(s)
Military Partner(s)
Office of the Secretary of Defense (OSD)