



SUSTAINMENT

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

3500 DEFENSE PENTAGON
WASHINGTON, DC 20301-3500

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (INSTALLATIONS,
ENERGY, AND ENVIRONMENT)
ASSISTANT SECRETARY OF THE NAVY (ENERGY,
INSTALLATIONS, AND ENVIRONMENT)
ASSISTANT SECRETARY OF THE AIR FORCE
(INSTALLATIONS, ENVIRONMENT, AND ENERGY)
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: A Framework for Planning and Executing Black Start Exercises

As articulated in the National Defense Strategy, the velocity and variety of global threats continues to evolve, and we must anticipate attacks and mitigate risks to our critical defense, government, and economic infrastructure. The homeland is no longer a sanctuary, and maintaining access to reliable, resilient, and cybersecure energy resources, generation assets, distribution infrastructure is critical to the Department of Defense (DoD) mission execution.

As such, the energy resilience of our military installations is a high priority for the DoD and we are actively pursuing a strategy and, implementing policies, that ensure our bases have available, reliable, quality power to support their critical missions. DoD Instruction 4170.11, *Installation Energy Management* requires DoD Components to take necessary steps to ensure energy resilience on our military installations, to include conducting routine and full scale testing, or black start exercises (also known as energy resilience readiness exercises (ERREs)). These exercises have been critical in identifying unknown deficiencies that impact mission assurance. The National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2020 requires three black start exercises by the conclusion of FY 2020.

To support the effective execution of DoDI 4170.11 and NDAA exercise requirements, my office has incorporated best practices into a *Framework for Planning and Executing Black Start Exercises*. The attached document serves as the first update to the initial January 30, 2020 ERRE guidance. This update: (1) aligns to DoDI 4170.11 requirements; (2) incorporates industry standards and codes; (3) includes clarifying definitions for tests, exercises, and power systems; and (4) provides detailed lessons learned from past exercises.

My office will continue to maintain this framework as a “living document” to incorporate insights as additional exercises are conducted. DoD Components are encouraged to use this framework as a guide to plan and conduct their own exercises and prioritize investments to improve mission readiness to the fullest extent possible.

Please direct all questions regarding this document to Dr. Ariel Castillo at (571) 372 - 6830 or ariel.s.castillo.civ@mail.mil. Thank you for your continued support.

Lisa A. Jung
Deputy Assistant Secretary of Defense
(Energy)

Attachment:
As stated