

HEADQUARTERS UNITED STATES CENTRAL COMMAND  
7115 SOUTH BOUNDARY BOULEVARD  
MACDILL AIR FORCE BASE, FLORIDA 33621-5101

REGULATION  
Number 10-2

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Organization and Functions  
USCENTCOM ORGANIZATION AND FUNCTIONS

Table of Contents

	<u>PAGE</u>
Purpose.....	1
Applicability.....	1
Definitions.....	1
General.....	1
Proponent.....	1

Appendices

Appendix A	Commander, United States Central Command (CDR, USCENTCOM).....	A-1
Appendix B	Deputy Commander, USCENTCOM (DCDR, USCENTCOM)/ Chief of Staff (COS).....	B-1
Appendix C	Inspector General (CCIG).....	C-1
Appendix D	Secretary of the Joint Staff (CCSS).....	D-1
Appendix E	Command Historian (CCHO).....	E-1
Appendix F	Protocol Office (CCCS-P).....	F-1
Appendix G	Political Advisor (POLAD).....	G-1
Appendix H	Washington Liaison Office (WLO).....	H-1
Appendix I	Theater Travel Coordination Cell (TTCC).....	I-1
Appendix J	Manpower and Personnel Directorate (J1).....	J-1
Appendix K	Intelligence Directorate (J2).....	K-1
Appendix L	Operations Directorate (J3).....	L-1
Appendix M	Logistics Directorate (J4).....	M-1
Appendix N	Strategy, Plans, and Policy (J5).....	N-1
Appendix O	C4/Computer Systems Directorate (J6).....	O-1
Appendix P	Resources and Assessment Directorate (J8).....	P-1
Appendix Q	Staff Judge Advocate (CCJA).....	Q-1
Appendix R	Public Affairs Office (CCPA).....	R-1
Appendix S	Command Surgeon (CCSG).....	S-1
Appendix T	Command Chaplain (CCCH).....	T-1
Appendix U	Headquarters Commandant (CCHC).....	U-1
Appendix V	Joint Intelligence Center, Central (JICCENT).....	V-1
Appendix W	Special Operations Directorate (CCSO).....	W-1
Appendix X	USCENTCOM Operational Planning Team (OPT).....	X-1

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\*This regulation supersedes USCENTCOM Reg 10-2, 17 May 99.

	<u>List of Figures</u>	<u>Page</u>
Figure 1	Headquarters, US Central Command (HQ USCENTCOM).....	A-1
Figure 2	Theater Travel Coordination Cell (TTCC).....	I-1
Figure 3	Manpower and Personnel Directorate (J1).....	J-1
Figure 4	Intelligence Directorate (J2).....	K-1
Figure 5	Operations Directorate (J3).....	L-1
Figure 6	Coordination Architecture (J3).....	L-37
Figure 7	Planning and Information Sharing (J3).....	L-38
Figure 8	Interagency Process (J3).....	L-38
Figure 9	Logistics Directorate (J4).....	M-1
Figure 10	Strategy, Plans, and Policy Directorate (J5).....	N-1
Figure 11	Command, Control, Communications, and Computer Systems Directorate (J-6).....	O-1
Figure 12	Resources and Assessments Directorate (J8)....	P-1
Figure 13	Staff Judge Advocate (CCJA).....	Q-1
Figure 14	Public Affairs Office (CCPA).....	R-1
Figure 15	Command Surgeon (CCSG).....	S-1
Figure 16	Command Chaplain (CCCH).....	T-1
Figure 17	Headquarters Commandant (CCHC).....	U-1
Figure 18	Joint Intelligence Center, Central (JICCENT).....	V-1
Figure 19	Special Operations Directorate (CCSO) .....	W-1
Figure 20	USCENTCOM Operational Planning Team (OPT) Standing Operating Procedures (SOP).....	X-4

1. Purpose. To publish the manner in which HQ, USCENTCOM is organized to accomplish the missions assigned to CDRUSCENTCOM. This pamphlet is not intended to be directive in nature.

2. Applicability. This pamphlet applies to all directorates and special staff elements. Specific applicability to Component Commands will be amplified in operations plans, orders, and other appropriate instructions of this headquarters.

3. Definitions.

a. Missions. Those tasks or responsibilities assigned to USCENTCOM by appropriate higher authority.

b. Functions. Those specific actions required to be undertaken by HQ USCENTCOM to accomplish, ensure accomplishment of, or provide an acceptable degree of progress toward the satisfactory discharge of responsibilities assigned or implied in CDR, USCENTCOM missions.

4. General. This pamphlet is a basis for assignment of staff actions. More precise definitions, if required, of the concise functional statements contained herein should be the subject of additional staff publications.

5. Proponent. The proponent of this pamphlet is the Director of Manpower and Personnel (CCJ1-MPM). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USCENTCOM, ATTN: CCJ1-MPM, MacDill AFB, FL 33621-5101.

FOR THE COMMANDER:

OFFICIAL:



TIMOTHY F. GHORMLEY  
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(b)(6)

Chief, Business Management Branch

DISTRIBUTION:

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## Appendix A

## Commander, United States Central Command (CDR, USCENTCOM)

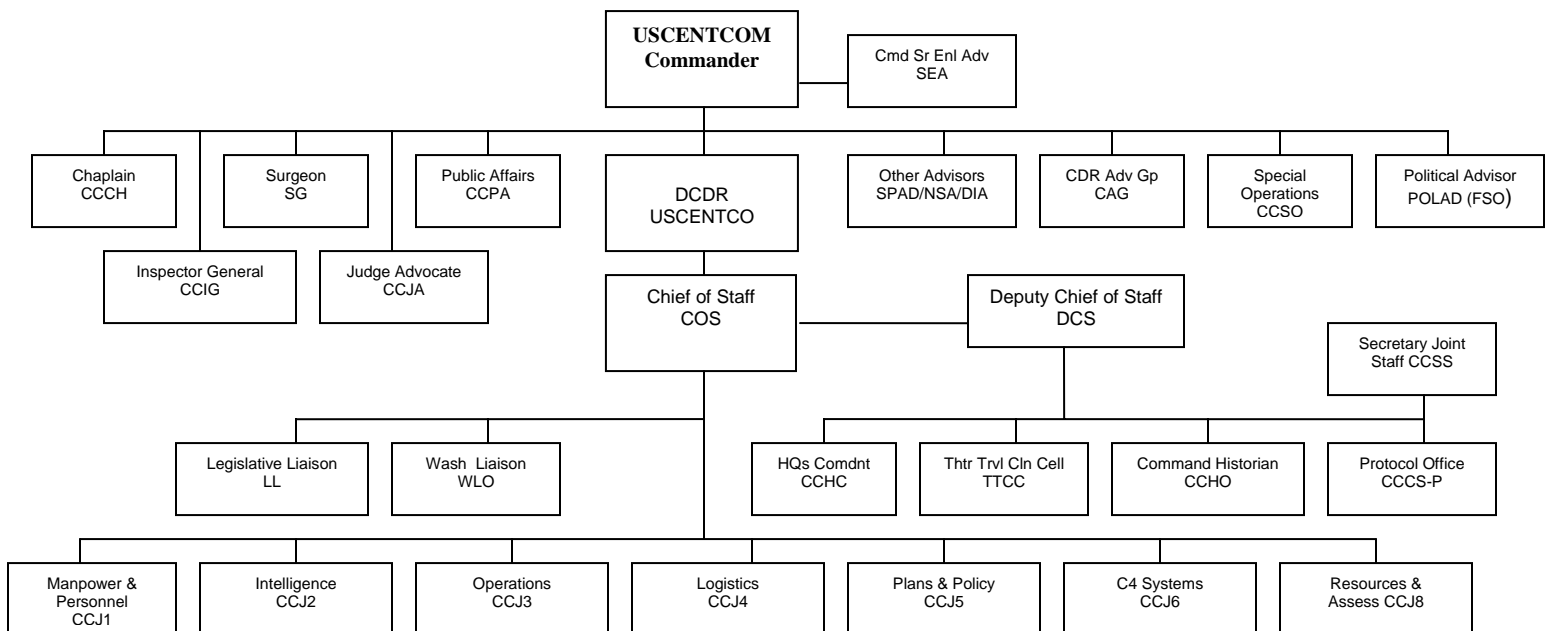


Figure 1. Headquarters United States Central Command (HQ USCENTCOM)

## 1. The Commander, United States Central Command (CDR, USCENTCOM)

a. The Commander, USCENTCOM (CDR, USCENTCOM) is the commander of a unified command comprising all forces assigned or deployed for the accomplishment of the mission. The CDR, USCENTCOM's Area of Responsibility (AOR) is twenty-seven countries; Afghanistan, Bahrain, Djibouti, Egypt, Eritrea, Ethiopia, Iran, Iraq, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Lebanon, Oman, Pakistan, Qatar, Saudi Arabia, Seychelles, Somalia, Sudan, Syria, Tajikistan, Turkmenistan, United Arab Emirates, Uzbekistan, and Yemen.

b. Maintains the security of the command.

c. Assign tasks to, and directs coordination among, the commands to ensure unity of effort in the accomplishment of assigned missions.

d. Communicates directly with the Chiefs of Services, the Chairman, Joint Chiefs of Staff, and the Secretary of Defense.

e. Assumes operational command, in the event of war or emergency, of those activities in the AOR.

f. Provides for US military representation, within the command's general geographic area of responsibility, where required for negotiation of rights, authorization, security assistance responsibilities and facility arrangements, except as otherwise directed by the Chairman, Joint Chiefs of Staff.

g. Supervises the Inspector General (IG), Executive Advisors, Political Advisor (POLAD), Commander's Advisory Group (CAG), Command Senior Enlisted Advisor (SEA), Command Chaplain (CCCH) and the Staff Judge Advocate (SJA).

2. CDR, USCENTCOM EXECUTIVE OFFICER MIL/ADMIN ASSISTANTS/AIDES

a. Assists Executive Officer in supporting CDR, USCENTCOM's daily activities.

b. CDR, USCENTCOM's focal point for all incoming message traffic.

c. Sets requirements for Headquarters' (HQ) support for CDR, USCENTCOM's travel.

d. Conveys to the staff particular requirements of the CDR, USCENTCOM for briefings, documentation and discussions.

e. Serves as focal point for all communications with the CDR, USCENTCOM when CDR, USCENTCOM is away from the headquarters.

f. Coordinates communications means for support to CDR, USCENTCOM's party when he is away from the headquarters.

g. Provides administrative, special and personal assistance to the CDR, USCENTCOM as required.

h. Assists the CDR, USCENTCOM in the performance of duties.

i. Receives, monitors and edits all messages and correspondence prior to forwarding to the CDR, USCENTCOM for coordination or release.

j. Keeps the CDR, USCENTCOM informed on the overall administrative policy and procedures of the Headquarters.

k. Supervises personnel assigned to the Office of the CDR, USCENTCOM.

l. Establishes travel requirements and ensures that arrangements are made for travel of the CDR, USCENTCOM.

m. Maintains physical and materiel readiness of the Office of the CDR, USCENTCOM to enable worldwide deployment as directed.

n. Ensures that capability for telephonic or radio contact is maintained with the CDR, USCENTCOM at all times.

o. Ensures that responses to official queries addressed to the CDR, USCENTCOM are made in a time-sensitive manner.

p. Plans and coordinates CDR, USCENTCOM AOR trips. Provides trip coordinator, supervises preparation of itineraries and coordinates details with country Point Of Contacts (POC) in AOR.

q. Maintains CFH for relocation of C4I as required.

r. Monitors all suspenses and reviews all staff packages.

3. USCENTCOM, Command Senior Enlisted Advisor (SEA)

a. Periodically accompanies the CDR, USCENTCOM on command visits, inspections, etc.

b. Monitors the individual enlisted member's job performance and development.

c. Monitors routine details and conducts periodic inspections.

d. Monitors the military appearance and physical condition of all enlisted personnel.

e. Conducts personal and performance counseling of Senior Noncommissioned Officers (SNCO) and selected enlisted personnel.

f. Supervises and maintains the professional standards of all enlisted members.

g. Monitors and periodically inspects appearance and condition of the unit billets, facilities and work areas.

h. Supervises the control and discipline of the enlisted personnel.

i. Monitors the physical and mental well being of the enlisted members and their families.

j. Monitors the individual training of all enlisted personnel in their military occupations and in basic skills (military courtesy and appearance, physical conditioning, drill and ceremonies, traditions of the service, maintenance and cleanliness of equipment, personal hygiene and the ability to live in the field and win a battle).

k. Monitors the personal and professional development of all enlisted members.

l. Monitors and supervises the communication between the individual enlisted members and the organization.

m. Implements established policy and maintain established standards.

n. Monitors the accountability procedures for all NCOs and other enlisted members.

o. Sits as President of the Service Member of the Quarter/Year Board.

p. Sits as voting member on the monthly Awards Board (Enlisted Awards).

q. Sits as voting member of the Morale Welfare Recreation Council.

4. Commander's Advisory Group (CAG). Assists the Commander in understanding the nature, direction, and implications of the future social, political, military, and economic forces that shape the CENTCOM AOR.

a. Synthesizes the academic, media, and policy discussion and literature regarding the future of the region for the Commander.

b. Provides recommendations to the Commander regarding future military strategy and policy in the region.

c. Serves as a conduit between CENTCOM and the academic and private institutions, government agencies, and regional experts.

d. Assists the Commander and DCDR in speech writing and developing his yearly posture statement for Congress.





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## Appendix B

Deputy Commander, United States Central Command  
(DCDR,USCENTCOM)/ Chief of Staff (COS)

1. Deputy Commander, United States Central Command (DCDR, USCENTCOM). Serves as the principle assistant to the CDR, USCENTCOM in maintaining efficient and effective command and control, and high standards of joint operational readiness. Supervises the Deputy Chief of Staff, and other chiefs of the Special Staff.
  - a. Assists the CDR, USCENTCOM in the performance of duties.
  - b. Advises the CDR, USCENTCOM on Service matters.
  - c. Assumes duties of the CDR, USCENTCOM during absence of the Commander.
  - d. Carries out decisions made by higher authorities, as directed by the CDR, USCENTCOM.
  - e. Represents the CDR, USCENTCOM at meetings, briefings, and other functions as required.
  - f. Provides interface with higher and lateral authority on matters pertaining to operations of the command.
  - g. Serves as Exercise Commander when required.
  - h. Responsible for the daily operation and proper functioning of the directorates and special staff.
  - i. Carries out the CDR, USCENTCOM's policies. Recommends changes to policy as appropriate.
  - j. Exercises supervision over the preparation of papers, messages, plans, studies, programs and budget.
  - k. Supervises the Deputy Chief of Staff.
  - l. Transmits requests, questions, and directions to the staff, component, and subordinate commands for the CDR, USCENTCOM.
  - m. Chairs the Joint Interagency Planning Board (JIPB), Joint Planning Board (JPB), Joint Facility Planning Board (JFPB), Joint Personnel Resources Board (JPRB), Joint Effects Board (JEB),

Financial Management Board (FMB), Management Review Board (MRB), and the Chief Information Operations Board (CIOB).

2. Chief of Staff (COS). The COS position is established to augment the DCDR, USCENTCOM in the duties and responsibilities associated with the daily staffing activities of HQ USCENTCOM. Supervises the Legislative Liaison (LL) and Liaison Officer (LNO) office. Ensures staff coordination and maintains communications with subordinate commanders, components, Joint Staff (JS), Office of the Secretary of Defense (OSD), and other Combatant Commands (COCOM).

- a. Assists the DCDR, USCENTCOM in the performance of duties.
- b. Advises the DCDR, USCENTCOM on Service matters.
- c. Assumes duties of the DCDR, USCENTCOM during absence of the DCDR.
- d. Carries out decisions made by higher authorities, as directed by the DCDR, USCENTCOM.
- e. Represents the DCDR, USCENTCOM at meetings, briefings, and other functions as required.
- f. Provides interface with higher and lateral authority on matters pertaining to operations of the command.
- g. Responsible for the daily operation and proper functioning of the directorates and special staff.
- h. Carries out the DCDR, USCENTCOM's policies. Recommends changes to policy as appropriate.
- i. Exercises supervision over the preparation of papers, messages, plans, studies, programs and budget.
- j. Transmits requests, questions, and directions to the staff and subordinate commands for the DCDR, USCENTCOM.
- k. Acts as the Deputy Chairperson and in the absence of the DCDR, chairs the Joint Interagency Planning Board (JIPB), Joint Planning Board (JPB), Joint Facility Planning Board (JFPB), Joint Personnel Resources Board (JPRB), Joint Effects Board (JEB), Financial Management Board (FMB), Management Review Board (MRB), and the Chief Information Operations Board (CIOB).

### 3. USCENTCOM Deputy Chief of Staff (DCS)

a. Assists the Deputy CDR, USCENTCOM/Chief of Staff in the performance of duties and acts on behalf of DCDR, USCENTCOM/COS when absent.

b. Coordinates the work of the staff and ensures efficient execution of policy.

c. Monitors compliance with command policies.

d. Transmits orders to the staff and subordinate commands for the CDR, USCENTCOM and DCDR,USCENTCOM/COS when required.

e. Directly supervises Secretary of the Joint Staff (SJS), Protocol, Historian (HO), Theater Clearance Cell (TCC), and Headquarters Commandant (HC).

f. Responsible for monitoring and editing selected messages and correspondence prior to forwarding to the CDR, USCENTCOM or DCDR, USCENTCOM/COS for approval or release.

g. Responsible for keeping the DCDR, USCENTCOM/COS informed on the CDR, USCENTCOM and overall command operating policies and procedures for the headquarters.

j. Represents DCDR, USCENTCOM/COS at meetings, briefings, and other functions as required.

k. Represents USCENTCOM at military and civilian functions, as required.

l. Provides direct coordination and interface with component and subordinate commands as required.

m. Monitors and supervises daily operations of Special Staff agencies and Washington Liaison Office (DCDR, USCENTCOM directed).

n. Monitors, tracks, and approves leave & temporary duty (TDY) schedule for Special Staff.

o. Chairs weekly Deputy Director's & Chiefs of Special Staff coordination meetings.

p. Supervises attendance, presentations, seating, and procedures for briefings and meetings involving CDR, USCENTCOM and/or DCDR, USCENTCOM.

q. Reviews daily messages and correspondence and ensures appropriate distribution and action.

r. Establishes and implements Forward HQs' operating procedures for the command group and its operations.

s. Coordinates scheduling of and approves staff sponsored conferences and distinguished visitor requests and itineraries.

t. Serves as Command Focal point for resolution of personnel issues affecting military and civilian personnel.

u. Verifies suitability and appropriateness of and approves expenditures of CDR, USCENTCOM's Representational Funds.

v. Manages the USCENTCOM HQs' Suggestion Program.

x. Serves as HQ POC for interaction and coordination with 6th AMW Commander and various Support functions.

4. DEPUTY CDR, USCENTCOM/CHIEF OF STAFF (EXECUTIVE ASSISTANT).

a. Assists the Deputy CDR, USCENTCOM/Chief of Staff in the performance of duties.

b. Monitors, receives and edits all messages and correspondence prior to forwarding to the CDR, USCENTCOM for coordination or release.

c. Keeps the DCDR, USCENTCOM/COS informed on the overall administrative policy and procedures of the Headquarters.

d. Supervises personnel assigned to the office of the DCDR, USCENTCOM/COS.

e. Establishes travel requirements and ensures that arrangements are made for travel of the DCDR, USCENTCOM/COS.

f. Maintains physical and material readiness of the Office of the DCDR, USCENTCOM/COS to enable worldwide deployment as directed.

g. Ensures that capabilities for telephonic or radio contact is maintained with the DCDR, USCENTCOM/COS at all times.

h. Ensures that responses to official queries addressed to the DCDR, USCENTCOM/COS are made in a time-sensitive manner.

- i. Conveys to the staff, particular requirements of the DCDR, USCENTCOM/COS for briefings, documentation and discussions.
- j. Reviews written staff communications to be signed by DCDR, USCENTCOM/COS, ensuring consistency with national policy objectives and that they properly implement DCDR, USCENTCOM/COS guidance by reflecting his views accurately, clearly, and with literary style.
- k. Maintains close coordination with the DCS to ensure all DCDR, USCENTCOM requirements and obligations are met.

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## Appendix C

## Inspector General (CCIG)

1. The mission of the USCENTCOM Inspector General (as outlined in CCR 20-1) is to report on the state of the economy, efficiency, discipline, morale, training and readiness throughout the command in support of the Commander's intent. To that end, the CCIG provides assistance, and performs inspections and investigations as directed by the Commander, USCENTCOM. The CCIG may inquire into any matter within the scope of authority granted by the directing authority while executing these functions.

2. The CCIG general functions include inspections, investigations, assistance, teaching and training (embedded in the inspections, investigations and assistance functions), intelligence oversight and support for operational wartime planning and execution. Specifically, the CCIG will:

a. Advises the Commander, USCENTCOM on the state of his command in the areas of Command and Control (C2), and joint operational readiness.

(1) Evaluates operational C2 by determining the adequacy of:

(a) Operational C2 directives (e.g., Rules of Engagement) and the general understanding of those tasked to carry out these directives.

(b) C2 communications.

(c) C2 procedures for exercising combatant command.

(d) Knowledge and performance by key personnel, of procedures and policies in exercising C2 functions.

(e) Equipment and manpower capability, availability, and reliability to perform operational missions.

(2) Assesses/advises the Commander on joint operational readiness by examining:

(a) The planning and conduct of joint and combined operations, training and exercises.

(b) Sufficiency of administration, support, logistics, and discipline of assigned forces necessary to carry out missions assigned to the command.

(c) Compliance with doctrine approved by the Chairman, Joint Chiefs of Staff in joint and combined operations.

(d) Delineation of operational responsibilities.

(e) Coordination of the forces of two or more Services for the accomplishment of an assigned mission.

b. Coordinates, schedules and conducts scheduled and no-notice inspections, evaluations, and staff assistance visits as directed by Commander, USCENTCOM or higher authority.

(1) Prepares and coordinates the command's Annual Inspection Plan tailored to meet the Commander's requirements.

(2) Executes the command inspection program IAW CCR 20-1 to assess the operational and administrative effectiveness of subordinate commands, joint task forces, security assistance offices (SAOs) and any other unit or organization as directed by the Commander. Inspections will identify non-compliance; determine the magnitude of deficiency; seek the root cause; pursue systemic issues; teach systems, processes and procedures; identify responsibility for corrective action; spread innovative ideas and train those inspected.

(3) Evaluates the Command's Security Assistance Program IAW CCR 20-1 and 20-6. Coordinates evaluations, inspections, and staff assistance visits derived from the Annual Inspection Plan with the theater SAOs and the HQ USCENTCOM office of primary responsibility.

(4) Inspects the HQ USCENTCOM intelligence oversight program at least annually in coordination with the HQ USCENTCOM J2, IAW DoD Directive 5240.1.

(5) Inspects the HQ USCENTCOM Management Control Program in coordination with the HQ USCENTCOM J8 IAW CCR 37-13.

(6) Reports inspection results to the Commander, USCENTCOM; recommend actions to correct deficiencies; identify appropriate agencies/command for corrective actions; and monitor corrective actions in conjunction with HQ USCENTCOM staff of agencies having functional responsibility.

c. Performs investigations as directed by the Commander, or in his absence, the Deputy Commander, USCENTCOM IAW DoD Instruction 5106.05.

(1) Notifies the respective Military Service of initiation and completion of investigative actions IAW military Service requirements.

(2) Submits investigation reports, after coordinating with the USCENTCOM Staff Judge Advocate, to the Commander, USCENTCOM for approval.

(3) Promptly reports/refers allegations against senior officials (O6 promotable/O7 selects and above or SES personnel) to the Department of Defense Inspector General IAW DoD Directive 5505.06, through the Joint Staff Inspector General, with concurrent notification to the appropriate Service Inspector General when the allegation pertains to a military member. The CCIG will not investigate such allegations.

(4) Reviews and investigates Defense Hotline complaints IAW DoD Directive 7050.1.

(5) Provides assistance reviews and investigation assistance to the Department of Defense Inspector General (DoD IG) for all military and civilian Whistleblower Protection Program investigations IAW DoD Directive 7050.6.

(6) Serves as the HQ USCENTCOM liaison and initial point of contact for Government Accountability Office (GAO), DoD IG, and Department of State audits, assessments and reports. Receive and review upcoming audits and reports of audits, determine the HQ USCENTCOM Office of Primary Responsibility, and assign actions to the USCENTCOM staff through the Chief of Staff.

(7) Provides oversight to ensure due process for personnel assigned or attached to HQ USCENTCOM who undergo mental health evaluations. Investigates any allegation submitted by the service member or the service member's legal guardian to an Inspector General that the member was referred for a mental health evaluation in violation of DoD Directive 6490.1 or DoD Instruction 6490.4.

d. Receives, processes, and resolves requests for assistance from military (active and reserve components), DoD Civilians and DoD Contractors (as appropriate), as well as coalition personnel assigned to USCENTCOM, and all family members. Provide the

Commander, USCENTCOM periodic updates of types of assistance rendered, and an assessment of command climate. The CCIG will ensure assistance support is provided to personnel assigned and attached to HQ SOCCENT, as well as personnel assigned and attached to HQ CENTCOM who are located at the Contingency Forward Headquarters, or at other forward locations within the USCENTCOM Area of Responsibility.

e. Provides intelligence oversight to ensure that training of intelligence personnel is being conducted, required reports are completed, and that all intelligence activities are carried out in strict conformity with applicable laws and regulations, with special emphasis on protecting the rights and privacy of U.S persons.

(1) Monitors intelligence oversight programs within USCENTCOM, to include intelligence elements assigned, attached or under the administrative control of USCENTCOM.

(2) Receives and forwards reports of questionable intelligence activities to the Joint Staff IG, with information copies to the relevant Service IG IAW DoD Directive 5240.1, CJCS Instruction 5901.01, and DoD Directive 5148.11.

(3) Prepares and provides a Quarterly Intelligence Oversight Report to the Joint Staff IG with information copies to the relevant Service IG IAW CJCS Instruction 5901.01 and DoD Directive 5240.1.

f. As directed by the Commander, USCENTCOM and described in operational plans and orders, formulates a plan to provide Inspector General support within the USCENTCOM Area of Responsibility during operational deployments, while maintaining coverage at home station.

(1) Identifies individual augmentation required to meet USCENTCOM Inspector General office staffing needs to support wartime efforts. Conducts periodic manpower reviews to ensure adequate provisions have been made for workload increases.

(2) Assists units deploying to the USCENTCOM area of responsibility to assess their IG staffing needs based on coverage requirements for their area of operations.

(3) Reviews Joint Manning Documents created for subordinate Joint Task Forces (JTF) to ensure the IG section has the required

number and type of personnel to provide adequate support to the services represented within the JTF.

(4) Coordinates annual visits with all forward-deployed subordinate command, task force and joint task force Inspectors General throughout the USCENTCOM Area of Responsibility in order to advise, inspect, and support the commands on all issues affecting USCENTCOM.

(5) Hosts an annual Inspectors General Conference in the Area of Responsibility to review updated regulatory guidance, assess trends and systemic issues within the command, share best practices, and identify issues that require resolution at Service or Department of Defense levels.

3. Other CCIG functions include:

a. Maintains and protects USCENTCOM Inspector General Records IAW DoD Instruction 5106.05.

b. Processes requests for release of CCIG records through the USCENTCOM Staff Judge Advocate, and the FOIA/Privacy Program Office (if appropriate), for Commander decision. The Commander, USCENTCOM is the release authority for all CCIG records.

c. Plans, coordinates and executes budget management and POM submission annually, or as required.

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## Appendix D

## Secretary of the Joint Staff (CCSS)

1. Secretary of the Joint Staff (CCSS). Provides administrative assistance and executive management support to the CDR, USCENTCOM, DCDR, USCENTCOM/Chief of Staff and Deputy Chief of Staff. Provides general administrative support to other Command Group offices and assigned Executive Advisors.

a. Administers Command Group action management system.

(1) Assigns suspenses to taskers and routes them to Office of Primary Responsibility (OPR).

(2) Ensures each staff action is complete prior to its submission to CDR, Deputy CDR, USCENTCOM/Chief of Staff (COS), and Deputy Chief of Staff (DCS), i.e., coordination, summation, format, editorial accuracy and administrative guidelines.

(3) Assists the staff in the preparation of action packages for submission to the command group principals.

b. Prepares, coordinates, and disseminates policy for staff operation. Monitors compliance with command policies.

c. Compiles and publishes daily, weekly, and yearly command/flag officer/command group schedules and forecasts.

d. Performs general internal administrative and resource management functions for the command group.

e. Schedules, coordinates and controls command main conference room; OPR for staff updates, special conferences, and ceremonies hosted by the Command principals.

f. Compiles, determines, and coordinates command group requirements for exercise/deployment support. Deploys and supports while maintaining full garrison support as required.

g. Compiles incoming official message traffic for CDR. Release authority for all outbound messages from CDR, DCDR, and COS.

h. Maintains presence at CFH, responsible for maintaining the tasker tool and coordinating, scheduling, and implementing staff training.

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## Appendix E

## Command Historian (CCHO)

1. Command Historian (CCHO). This office is responsible for preparing an annual comprehensive command history, conducting historical research on subjects pertaining to USCENTCOM, and providing staff assistance on historical matters. Organizes and maintains a command library relevant to USCENTCOM's area of responsibility.

a. Administers the USCENTCOM Historical Program and serves as Historical Staff Advisor to CDR, USCENTCOM.

b. Develops policies and procedures for completion of the annual USCENTCOM history.

c. Conducts historical research and writing on subjects pertaining to USCENTCOM, resulting in a variety of historical products.

(1) During wartime or contingency operations, produces and maintains a chronology of significant operations and events.

(2) During wartime or contingency operations, captures, preserves, and disseminates guidance and direction of the senior leaders at the Commander's Update Briefings and other events.

d. Directs the USCENTCOM oral history program.

e. Organizes and maintains a reference library and files of historical material pertaining to USCENTCOM.

f. Organizes and executes policies and procedures concerning staff submissions of historical information for retention.

g. Works with subordinate commands and component historians to ensure documentation of their forces' history.

h. Provides staff assistance to the command, staff and other agencies on historical matters.

i. Acts as central resource point for historical operational data required by CDR USCENTCOM, the USCENTCOM staff and external agencies and acts as principal contact for historical inquiries from outside the command.

j. Ensures the availability of historian support at the USCENTCOM Contingency Forward Headquarters.

k. Acts as consultant to the Chief, Information Management Branch (J6-D) on retention and retirement of USCENTCOM records.

## Appendix F

## Protocol Office (CCCS-P)

1. PROTOCOL OFFICE (CCCS-P). Responsible to CDR and DCDR, USCENTCOM through the Deputy Chief of Staff (DCS) for all protocol matters. Ensures itineraries, billeting, transportation, meals, etc. are arranged for all Command Group's Distinguished Visitors. Additionally, provides guidance and assistance on all protocol matters to USCENTCOM directorates.
  - a. Keeps the Command Group, staff and local agencies informed of potential dignitaries' visits.
  - b. Secures approval from the Deputy Chief of Staff for all requests for visits and recommends office of primary responsibility (OPR).
  - c. Acts as central point of contact for dignitary visits.
  - d. Performs protocol support for Command Group visitors in the grade of O7 and above and equivalent grade, congressional delegations, and foreign visitors.
  - e. Formulates, coordinates, and executes all arrangements for visiting dignitaries to Command Group to include preparation, transportation, and billeting.
  - f. Coordinates with OPR to delineate visit responsibilities.
  - g. Maintains liaison with dignitaries' Joint Chief of Staff (JCS) office, JCS and State department on plans, preparations and security requirements of each visit.
  - h. Coordinates with public affairs office regarding press conferences, public announcements of visits, press releases and official photo coverage.
  - i. Plans and executes itineraries for spouse accompanying visiting dignitaries.
  - j. Maintains record copies of itineraries of all distinguished visitors. Arranges for interpreters for foreign dignitaries when required.
  - k. Obtains mementos for CDR, USCENTCOM or his representative to present to distinguished visitors.

- l. Responsible for ORF management.
- m. Coordinates and prepares preparation books for all visits.
- n. Coordinates, sets-up and conducts quarterly commander's conferences.
- o. Assists in the coordination, set-up and conduct of Coalition and exercise conferences and socials.

## Appendix G

## Political Advisor (POLAD)

1. POLITICAL ADVISOR (POLAD). Provides advice to the CDR, USCENTCOM regarding political matters, specifically as they pertain to the countries in the CDR, USCENTCOM's Areas of Responsibility (AOR).

a. Serves as the principal diplomatic advisor to the CDR, USCENTCOM and coordinates with the Department of State and other US Government agencies on political, military, and economic issues.

b. Works with US embassies in the AOR and the Department of State, to provide information and insight necessary for the CDR, USCENTCOM to represent the United States in a diplomatic role and to secure support for USCENTCOM objectives.

c. Supports the CDR, USCENTCOM and staff during crisis action situations by providing Department of State views on current and anticipated initiatives and their impact on operations.

d. Provides advice and liaison with US embassies for CDR, USCENTCOM's visit to the AOR, and supports those trips with briefings or participation.

e. Undertakes, at direction of CDR, USCENTCOM, special missions and projects.

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## Appendix H

## Washington Liaison Office (WLO)

## 1. Washington Liaison Office (WLO)

a. Provides representation for the CDR, USCENTCOM, to the Office of the Secretary of Defense, the Joint Staff, the service staffs, Congress and numerous federal agencies on political-military, operational, and logistics issues affecting the 27 countries in the USCENTCOM area of responsibility.

b. Seeks out information on emerging and on-going regional issues and coordinate flow of national military policy and strategy development that may impact USCENTCOM.

c. Attends interagency teleconferences, meetings, conferences, working groups and war games reporting results to the appropriate USCENTCOM directorates/special staff.

d. Advocates the CDR, USCENTCOM position on emerging issues and defend established regional policy and strategy, ensuring it reaches the appropriate Washington agencies.

e. Establishes and maintains contact with foreign military counterparts in Washington, D.C.

f. Represents USCENTCOM at local civic group meetings, military service school classes and visiting international delegations.

g. Attends Congressional hearings and prepare a synopsis of key discussion points in a timely and accurate manner.

h. Recommends taskings and disposition of actions based on knowledge of the organization and functions of command directorates and special staff.

i. Coordinates requirements for CDR, USCENTCOM and DCDR, USCENTCOM, COS, and Director visits to the Washington, D.C. area as well as components and subordinate commanders and staffs.

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## Appendix I

## Theater Travel Coordination Cell (TTCC)

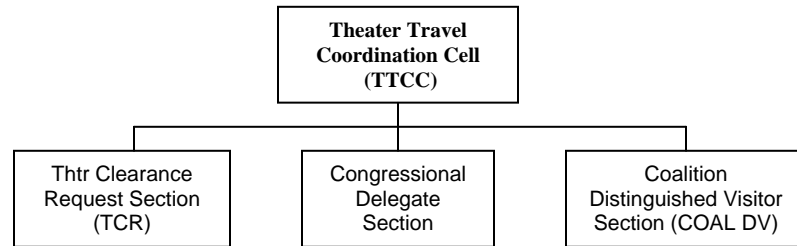


Figure 2. Theater Travel Coordination Cell (TTCC)

1. Theater Travel Coordination Cell (TTCC). Monitors visitor travel to the USCENTCOM Area of Responsibility (AOR) under the direction of the Deputy Chief of Staff. Visitor travel includes all US Military, Department of Defense (DOD), DOD sponsored, Congressional Delegations, Governor Delegations, Professional Staff Delegations, Distinguished Visitors (DV) from Coalition Countries and other DVs requesting theater access.

2. TTCC operates in three sections. Theater Clearance Request (TCR) Section, Congressional Delegate (CODEL) Section, and Coalition DV (COAL DV) Travel Section.

a. Theater Clearance Request (TCR) Section. Monitors US Military, Department of Defense (DOD), and DOD sponsored visitor travel to the AOR.

(1) Provides one-stop customer service for all DOD official travel to the USCENTCOM AOR. Offers advice and expertise to planners for visits to the AOR.

(2) Manages Defense Messaging System (DMS) traffic in the Automated Message Handling System (AMHS).

(3) Searches AMHS and email traffic for potential TCRs to be processed.

(4) Evaluates TCR information for accuracy. Verifies missing information and advises unit point of contact (POC) of corrective measures that are needed.

(5) Enters TCRs in the TTCC database.

(6) Utilizes database reports to ensure TCRs are processed accurately.

(7) Tasks/staffs subordinate commands, components and directorates for TCR recommendations.

(8) Collects, analyzes and processes TCR recommendations from subordinate commands, components and directorates.

(9) Prepares and submits TCR recommendations for senior travelers (GO/FO/Equivalent) and large groups (10 and more) to the Chief of Staff for theater clearance decision.

(10) Informs travelers of TCR decisions and facilitates changes as needed.

(11) Prepares and releases theater clearance decision messages via AMHS.

(12) Provides procedural travel guidance for USCENTCOM personnel. Receives, reviews, corrects and releases worldwide country clearance requests for USCENTCOM personnel.

(13) Manages the Theater Clearance database. Creates and updates forms and reports. Produces queries as needed. Repairs and compacts the database daily. Exports database information to the web site daily.

(14) Prepares briefings for the weekly Command Update Brief (CUB). Reports all four star or equivalent, CODEL and COAL DV travelers to the AOR during a two-week period. Prepares specific and clearly defined briefer notes. Consolidates travel/visit related briefing products from Protocol and CCJ1 Entertainment and forwards entire package for CUB.

(15) Prepares weekly briefing slides for the Commander regarding all current and projected four star and equivalent, CODEL and COAL DV travel requests to the AOR.

(16) Develops, staffs and distributes travel related policy to the AOR.

(17) Organizes and maintains reference files of historical material and supporting documents pertaining to DOD travel to the AOR.

b. Congressional Delegate (CODEL) Section. Monitors CODEL,

Governor Delegations (GOVDEL) and Professional Staff Delegations (STAFFDEL) travel to the AOR.

(1) Provides one-stop customer service for all CODEL travel to the USCENTCOM AOR. Offers advice and expertise to planners for visits to the AOR.

(2) Receives requests from the Office of the Secretary of Defense (OSD) for CODEL travel to the AOR.

(3) Coordinates with OSD to ensure proper CODEL group size and ratios are maintained.

(4) Evaluates requests for accuracy, tasks subordinate commands for visit supportability and requests recommendations.

(5) Collects, analyzes and processes CODEL travel recommendations from subordinate commands.

(6) Informs OSD of supportability decisions and facilitates changes as needed.

(7) Facilitates travel coordination with CODEL escorts, and subordinate command planners and escorts.

(8) Enters CODEL requests in the TTCC database.

(9) Submits Joint Movement Requests (JMR) via the Intra Theater Airlift Request System (ITARS) for CODEL travel.

(10) Drafts and staffs Fragmentary Orders (FRAGOs) to subordinate commands directing CODEL travel support.

(11) Manages CODEL related Defense Messaging System (DMS) traffic in the Automated Message Handling System (AMHS).

(12) Coordinates with the USCENTCOM Legislative Liaison office regarding CODEL issues.

(13) Prepares and distributes detailed daily CODEL updates.

(14) Prepares specific and clearly defined briefer notes regarding CODEL travel for the weekly CUB.

(15) Develops CODEL travel related policy to the AOR.

(16) Organizes and maintains reference files of historical material and supporting documents pertaining to CODEL travel to the AOR.

c. Coalition DV Travel Section (COAL DV). Monitors travel of DVs from Coalition Countries requesting theater access.

(1) Provides one-stop customer service for all COAL DV travel to the USCENTCOM AOR. Offers advice and expertise to planners for visits to the AOR.

(2) Receives Distinguished Visitor Requests (DVR) from COAL Liaison Officers (LNO) and Senior National Representatives (SNR) for travel to the AOR.

(3) Evaluates requests for accuracy, tasks subordinate commands for visit supportability and requests recommendations.

(4) Collects, analyzes and processes COAL DV travel recommendations from subordinate commands.

(5) Informs LNO/SNR of supportability decisions and facilitates changes as needed.

(6) Enters COAL DV requests in the TTCC database.

(7) Submits Joint Movement Requests (JMR) via the Intra Theater Airlift Request System (ITARS) for COAL DV travel.

(8) Drafts and staffs Fragmentary Orders (FRAGOs) to subordinate commands directing COAL DV travel support.

(9) Manages COAL DV related Defense Messaging System (DMS) traffic in the Automated Message Handling System (AMHS).

(10) Coordinates with USCENTCOM Coalition Coordination Center (CCC) regarding COAL DV issues.

(11) Prepares and distributes detailed daily COAL DV updates.

(12) Prepares specific and clearly defined briefier notes regarding COAL DV travel for the weekly CUB.

(13) Develops COAL DV travel related policy to the AOR.

(14) Organizes and maintains reference files of historical material and supporting documents pertaining to COAL DV travel to the AOR.

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## Appendix J

## Manpower and Personnel Directorate (J1)

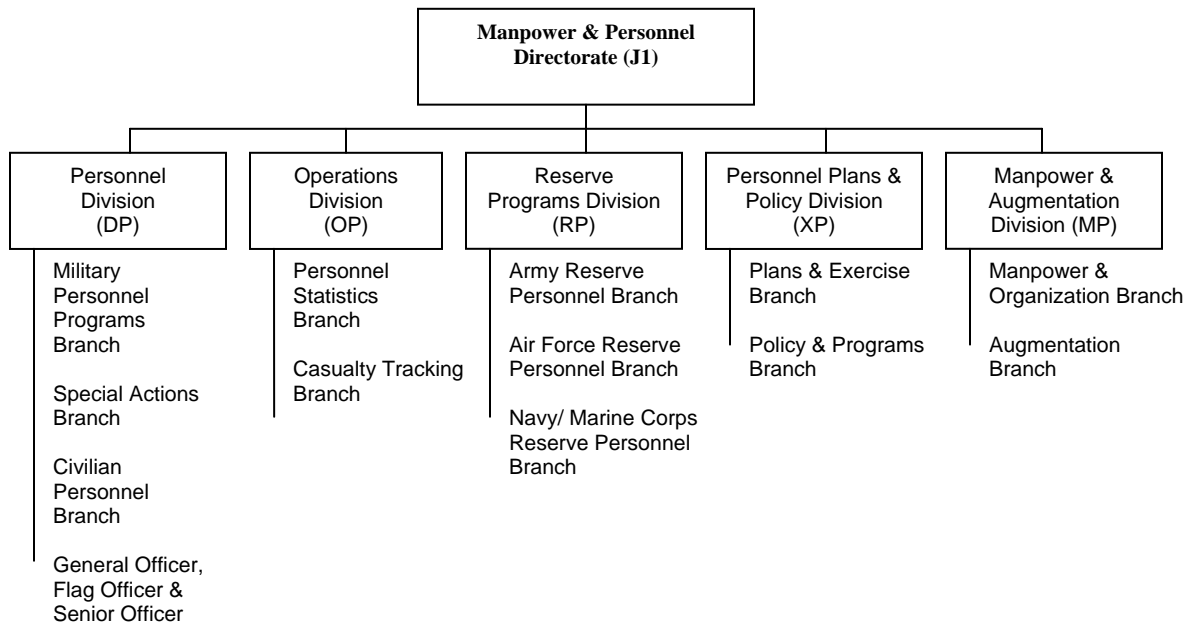


Figure 3. Manpower and Personnel Directorate (J1)

1. Manpower and Personnel Directorate. Develops, implements, executes and monitors joint personnel policy, programs and plans for Headquarters USCENTCOM and its subordinate commands. Provides manpower management and personnel services, accountability and reporting for active duty military, reserve component military and DoD civilian personnel, temporarily and permanently assigned, in support of USCENTCOM operations.

a. Monitors and formulates military and civilian personnel policy as it affects individual entitlements and programs in morale, welfare, recreation, and services, ground safety, and awards and decorations. Serves as proponent for Chaplain programs, monitors Department of Defense Dependent Schools (DoDDS), adult education programs, uniform wear and appearance policy, USO activities, and Quality of Life issues. Manages the Commands Overseas Combined Federal Campaign, Special Morale and Welfare Fund, and the Environmental Morale Leave Program.

b. Develops, coordinates, and monitors personnel requirements for exercises and real world contingencies. Tasks components for non-unit personnel requirements to support the Headquarters, designated Joint Task Forces, exercises, contingencies and operations. Prepares and reviews personnel annexes to plans and

operations orders for this headquarters as well as other subunified and subordinate component commands.

c. Provides accountability of deployed US and coalition forces throughout the CENTCOM AOR on a daily basis, consolidates and analyzes casualty data, manages the CENTCOM Safety program and provides 24 hour expertise on manpower and personnel issues to the Joint Operations Center.

d. Provides personnel support, manpower control, and organization management for USCENTCOM Headquarters and subordinate joint activities including personnel requisitioning, placement and accountability, evaluation reports, passports and visas, awards and decorations, and theater travel clearances. Maintains a personnel data base system and processes unit personnel actions for the Air Force, Army, Navy, and Marine Corps elements.

e. Monitors all Army, Navy, Air Force and Marine Corps Reserve activities at USCENTCOM. Advises CDR, USCENTCOM on current Reserve Component issues, programs, initiatives and policies. Manages the Joint Individual Mobilization Augmentee Program, insuring liaison between the Command and each Service Reserve Component. Insures Administrative and logistical support is provided to all Reservists assigned, attached or TDY to USCENTCOM.

## 2. Personnel Division (DP)

a. Provides personnel management services for JMP approved military and civilian positions assigned to the combatant command headquarters and designated subordinate joint activities.

b. Oversees timely fill of military and civilian positions.

c. Establishes procedures, publishes and monitors the timely submission of military evaluation/performance/fitness reports.

d. Establishes and administers policies and procedures for In/Out processing of military and civilian personnel, Casualty Services (CCR 600-8), Retirement Recognition Activities (CCR 600-12), Officer Effectiveness Reporting (CCR 623-1), and Passports and Visas issue, Extension and curtailments of Tour Lengths (CCR 614-1), Promotion of enlisted personnel, Senior officer personnel matters, and Deployment Readiness Processing (DRP).

e. Maintains a personnel data system for personnel assigned to the headquarters and subordinate joint activities. Provides statistics, products and reports as required.



f. Manages the military and civilian awards and decorations program.

(1) Military Personnel Programs Branch.

(a) Performs officer and enlisted personnel management actions and services for all services personnel assigned to USCENTCOM.

(b) Assists, processes, and advises military personnel on personnel actions including retirement, selection boards results, classification, evaluation, personnel affairs, assignment, tour extension/curtailment, promotion, in and out processing, dependent/student travel requests and other personnel actions.

(c) Processes requisitions for military personnel and nominations to employing directorates and other subordinate joint activities.

(d) Manages the Deployment Readiness Processing (DRP) Program, ensuring assigned military personnel are qualified for immediate deployment.

(e) In-processes all military personnel.

(f) Reviews and processes officer and enlisted evaluation reports.

(g) Establishes policies, in accordance with Service Directives, regarding casualty notification and other personal affairs matters that affect the members of the command and their dependents.

(h) Monitors leave control program including exceptions to policy to carry leave in excess of 60 days.

(i) Reviews and validates Army Educational Requirements Systems (AERS) advance degree requirements.

(j) Maintains personnel data for Army military personnel in a personnel data system for USCENTCOM.

(k) Conducts Commander's selection board program.

(l) Conducts officer promotion management level review boards.

(m) Functions as the Air Force Commander Support Staff with responsibility for all associated programs: Air Force Leave program; dependent care program; Basic Allowance Subsistence (BAS); Basic Allowance for Quarters (BAQ) processing; Weighted Airman Promotion System (WAPS) promotions; USAF weight management program and fitness program.

(n) Monitors the Services military sponsor program.

(o) Coordinates all Service personnel boards.

(2) Special Actions Branch

(a) Obtains passports and visas for HQ USCENTCOM personnel traveling to the AOR. Maintains all passports and photos.

(b) Maintains suspense control on visa applications.

(c) Implements policies regarding the DOD military awards program; receives and processes all awards submitted by the Headquarters Staff; subordinate joint activities, and Technical Assistance Field Teams (TAFT). Prepares documentation for and conducts command awards board.

(d) Coordinates passport/visa requirements for deployment readiness processing.

(e) Compiles and publishes the following USCENTCOM regulations:

1. Passports and Visas (CCR 640-1).

2. Decorations and Awards (CCR 672-3).

3. Commander's Outstanding Community Service Recognition Program (CCR 672-6).

(3) General Officer, Flag Officer, and Senior Officer Matters Branch.

(a) Performs senior personnel management actions and services for all services senior personnel assigned to USCENTCOM by coordinating with General Officer (GO), Flag Officer (FO) and Colonel managers from all four services and the Joint Staff on any personnel actions affecting assigned/attached senior personnel.

(b) Assists, processes, and advises senior personnel on actions including retirement, evaluation, assignment, tour extension/curtailment, promotion, and other personnel actions.

(c) Processes requisitions, positions descriptions and nominations for senior personnel to employing directorates and other subordinate joint activities.

(d) Manages nominations and fill actions for individual augmentation requirements for GOs and FOs in the USCENTCOM AOR.

(e) Reviews and processes senior personnel evaluation reports.

(4) Civilian Personnel Branch

(a) Serves as the command program manager for planning, policy, utilization, and management of civilian human resources (HR), CONUS and OCONUS.

(b) Coordinates full-scale overseas wage surveys. Serves as advisor to the USCENTCOM Joint Civilian Personnel Committee.

(c) Coordinates HR resource programming, planning, and execution of actions with appropriate officials, i.e., the Executive Agent (USAF, local base, overseas servicing personnel, Dept of State.

(d) Administers all aspects of senior executive management with OSD and AFSEMO.

(e) Accomplishes In/Out processing of civilian personnel and Deployment Readiness Processing (DRP).

(f) Performs civilian personnel management actions and services for all services personnel assigned to USCENTCOM.

(g) Compiles and publishes applicable USCENTCOM regulations pertaining to civilian personnel matters.

3. Operations Division (OP)

a. Provides daily accountability of numbers of deployed US and coalition forces, US permanent party military personnel, and US DOD civilian personnel assigned to CENTCOM. Maintains liaison with

component commands, Joint Task Forces and CENTCOM forward headquarters to ensure accurate reporting and accounting of personnel. Analyzes and maintains historical database of forces in CENTCOM AOR and responds to requests for information from Joint Staff, Congress, and CENTCOM senior leadership.

b. Provides weekly accountability of all deployed USN, USCG, and USNS vessels in the AOR.

c. In close coordination with subordinate Joint Task Forces, component commands, and the Joint Staff, provides bi-weekly projections and detailed analysis of US military forces in Iraq and Afghanistan.

d. Provides quarterly accountability of numbers of CENTCOM dependents in the AOR.

e. Provides daily accountability of numbers of US casualties throughout the CENTCOM AOR. Consolidates and analyzes casualty data. Maintains historical database of casualty information and responds to queries regarding types and numbers of casualties from Joint Staff, Congress, and CENTCOM senior leadership.

f. Provides accountability input as part of all planning efforts to include providing input to Operation Plans (OPLAN), Concept of Operations (CONPLANS), Operation Order (OPORD), Execution Plans (EXPLAN), and other documents.

g. Provides 24 hour/7 day representation and expertise on manpower and personnel issues to the Joint Operations Center. Prepares daily reports summarizing personnel status and safety data. Responds quickly to all requests pertaining to manpower and personnel and coordinates with the Joint Staff, CENTCOM Staff, and subordinate commands as needed to provide accurate, timely information. Analyzes incoming message traffic for applicability and provides messages, as appropriate, to the correct J1 section.

h. Manages the CENTCOM Safety program to include promulgation of safety guidance and development of CENTCOM safety policy. Prepares and processes all mishap reports for USCENTCOM in accordance with service regulations. Provides safety input as part of all planning efforts to include providing input to Operation Plans (OPLAN), Concept of Operations (CONPLANS), Operation Order (OPORD), Execution Plans (EXPLAN), and other documents. Collect and analyze theater mishap data and prepare monthly reports summarizing trends for accident prevention.

i. Prepares and conducts an information overview on J1 organization and policies for the CENTCOM staff indoctrination course given to newcomers.

4. Personnel Plans and Policy Division (XP). Provides guidance and advice to the Director and USCENTCOM staff on matters pertaining to USCENTCOM's family of OPLANS, CONPLANS, OPORDS, EXPLANS. Formulates and interprets military policy for USCENTCOM, Component Commands, and other joint activities.

a. Plans and Exercises Branch

(1) Develops personnel guidance for the staff and subordinate commands in the joint planning process.

(2) Prepares personnel portions of Operation Plans (OPLAN), Concept of Operations (CONPLANS), Operation Order (OPORD), Execution Plans (EXPLAN), and other documents; when directed, coordinates input from the Legal Advisor, Comptroller, Chaplain, and Provost Marshal.

(3) Reviews personnel portions of plans and studies of the JCS, other combatant command commands (unified, specified, and combined), and subordinate/supporting commands, and prepares comments as appropriate.

(4) Reviews and prepares comments on manpower/personnel portions of capability plans (e.g., Joint Strategic Capabilities Plan - JSCP), Service Program Objective Memorandum (POM), Defense Resources Board (DRB) agendas, and other documents from OSD/JCS as required.

(5) Serves as J1 central POC in all matters relating to joint exercises; synchronizes and manages J1 participation and support as required; tasks for individual augmentation to support HQ USCENTCOM and Component requirements. Establishes and maintains Joint Manpower Documents and Joint Manning Documents for all exercises, based on requirements submitted by USCENTCOM Directorates and Components.

(6) Manages the process to obtain personnel strength reports from the Components and JTFs; compiles personnel accountability data daily and prepares personnel status slides for daily Commander's update; provides reports, as required, to JCS, HQ USCENTCOM, and agencies.

(7) Establishes and manages programs to check and improve the Directorate's deployment readiness.

b. Policy and Programs Branch

(1) Responsible for military policy formulation and functional management of programs for headquarters, component commands, subordinate joint activities, welfare, and recreation activities, non-appropriated funds, personnel entitlements and allowances, dependents and continuing education, quality of life, environmental morale leave (EML), uniforms, USO support, Red Cross, Equal Opportunity and Sexual Harassment Program, and all other personnel policy related support issues; giving full consideration to established policies of OSD, JCS, and Service Departments.

(2) Prepares Commander USCENTCOM for congressional/OSD deliberations regarding personnel policy issues.

(3) Monitors and formulates general personnel related policy as it affects the headquarters of command-wide activities giving full consideration to established policies of OSD, JCS, and Service Departments.

(4) Provides staff guidance in coordination with the Comptroller, on establishment of adequate allowances (e.g., Cost of Living Allowance - COLA, Transient Living Allowance - TLA, Rent Plus).

(5) Serves as focal point and provides headquarters policy on other entitlement programs (e.g., imminent danger pay, hardship duty pay, and combat zone tax relief).

(6) Establishes Headquarters' policy for military uniform wear in the joint environment.

(7) Monitors American Red Cross activities in the command.

(8) Develops and implements policy and programs for Morale, Welfare, and Recreation for the Headquarters and subordinate activities.

(9) Manages the Special Morale & Welfare Fund for the Headquarters.

(10) Monitors military welfare fund support to SAOs.

(11) Monitors USO activities in the command.

(12) Monitors quality of life issues impacting on the command and policies developed by OSD, JCS, and Military Departments; prepares issue papers and command positions on proposed initiatives which affect military and civilian personnel and their dependents in the command; coordinates impending Quality of Life issues with staff agencies having functional responsibility for that issue.

(13) Manages Hardship Duty Pay/Imminent Danger Pay/Combat Zone Tax Exclusion Programs.

(14) Monitors equal opportunity and sexual harassment policy as it affects the Headquarters giving full consideration to established OSD, JCS, and Service Department policy.

(15) Monitors all command activities regarding DOD Dependent Schools as prescribed by applicable directives.

(16) Monitors adult education activities for DOD military personnel and authorized dependents.

(17) Implements and monitors Environmental and Morale Leave Programs; to include origin and destination locations for those areas authorized participation in the program.

(18) Maintains liaison with components and subordinate joint activities regarding equal opportunity matters.

(19) Plans, coordinates and monitors the annual Overseas Combined Federal Campaign.

5. Manpower and Augmentation Division. Manages manning documents that validate permanent and wartime personnel requirements in the United States and in the US Central Command Area of Responsibility. Controls the assignment of individual augmentation (IA) personnel and accounts for personnel in our wartime joint task force headquarters, component headquarters, and subordinate joint activities. Responsible for the USCENTCOM policies and procedures for managing the individual augmentation process. Implements Department of Defense (DoD) and Joint Chiefs of Staff (JCS) manpower control directives applicable to the Headquarters and its subordinate joint activities. Supervises the development and maintenance of the Joint Manpower Program.

a. Represents the J1 Directorate on the USCENTCOM Joint Effects Board (JEB).

b. Serves as the co-chair of the USCENTCOM Force Management Functional Capabilities Board Working Group.

c. Coordinates Coalition issues and actions for the J1 Directorate and represents the Director at weekly Coalition Senior National Representative Roundtables and Operations/Intelligence Updates.

(1) Augmentation Branch (MPA). Develops, coordinates, tasks and monitors IA for real world contingencies in the Central Region; works with JCS, Services, supporting Combatant Commanders, and USCENTCOM components for personnel support.

(a) Establishes and manages the process to obtain personnel strength reports from the Components and JTFs for each unit manned employing a joint manning document.

(b) Compiles JMD personnel strength data daily and prepares personnel status slides for the daily J1 reference book and the weekly J1 JMD Manning Status Update Briefing.

(c) Coordinates the validation and annual revalidation of CENTCOM JMDs.

(d) Plans, coordinates, organizes, and conducts quarterly JMD Conferences to review manning requirements with our components, the Joint Staff, force providers, CENTCOM directorates and our subordinate joint task forces and units.

(e) Defends USCENTCOM augmentation requirements at Joint Staff Prioritization and Sourcing Review Boards.

(f) Drafts, coordinates, and publishes INDIVIDUAL AUGMENTATION SUPPORT (CCR 600-15) and NON US-COALITION MEMBERS TO JOINT MANNING DOCUMENTS (CCR 570-1).

(g) Assigns IA personnel to HQ USCENTCOM, joint task force headquarters, component headquarters, and subordinate joint activities.

(h) Coordinates requests for the involuntary extension of IA personnel and monitors the compliance with Secretary of Defense boots on the ground policy in the Central Region.

(i) Drafts and releases component IA tasking messages.



(j) Reviews Joint Staff Sourcing messages and provides detailed reporting instructions for each JTF.

(k) Coordinates with CCJ3 Force Management to ensure that IA taskings are de-conflicted with requests for forces and unit taskings.

(l) Provides desk officers to serve on Operation Planning Teams when required to integrate IA and JMD management with ongoing and future operations.

(m) Advises subordinate commands and USCENTCOM directorates on the procurement, assignment and employment of IA personnel.

(n) Receives and processes rosters of personnel qualifying for cumulative joint credit from subordinate headquarters.

(o) Monitors eligible personnel who complete one-year tours in JTF billets and forwards recommendations for the award of joint credit to the services.

(p) Provides watch officers, as required, to CCJ1-OP to serve in the Joint Operations Center.

(q) Coordinates changes to the IA and JMD processes with the Joint Staff and USJFCOM.

(r) Participates in CCJ3 force requirements conferences to provide IA and JMD subject matter expertise.

(2) Manpower and Organization Branch (MPM)

(a) Implements DoD and JCS manpower control directives applicable to the Headquarters and subordinate joint activities of the command.

(b) Develops and maintains the Joint Manpower Program for the headquarters' and all subordinate joint activities of the command.

(c) Compiles and publishes the Headquarters Organization and Functions Pamphlet (CCR 10-2), and the Manpower and Equipment Control Regulation (CCR 570-2).

(d) Reviews and makes recommendations on all requests for changes in manpower authorizations, functions and organizational structure for the headquarters' and subordinate joint activities.

(e) Develops command recommendations, in coordination with Country Teams, regarding grades and Service responsibilities for assigning Chiefs of Security Assistance Organizations (and Deputies, where applicable) in the Command's assigned area.

(f) Coordinates manpower surveys and related manpower reviews/studies; makes recommendations pertaining to improvements in management, organization and staffing of joint activities.

(g) Develops and maintains Joint Mobilization Augmentation (JMA) portion (Part III) of the headquarters' and subordinate activities JMPs,

(h) Develops, reviews, and makes recommendations to the Command's POM inputs that request programming of manpower authorizations.

(i) Reviews personnel requisitions to ensure accuracy of billet data.

(j) Reviews support agreements for manpower impact.

(k) Develops and manages manpower authorization databases.

(l) Conducts special studies as required.

(m) Manages Title IV billet coding requirements.

(n) Reviews proposed contracts to ensure contract does not circumvent manpower ceilings.

(o) Manages, updates, and maintains the electronic Joint Manpower and Personnel System (eJMAPS) database.

(p) Trains personnel from subordinate commands on the use of eJMAPS.

(q) Maintains the record copies of all USCENTCOM manning documents on its website.

(r) Serves as the proponent for the command's Joint Personnel Resources Board (JPRB).

(s) Manages the documentation of billets on the Joint Duty Assignment List (JDAL).

(t) Collects, evaluates, and reports the CCJ1 Internal Management Control (IMC) Program.

(u) Participates as a member on the Force Management Functional Capabilities Board. Reviews and comments on Initial Capabilities Documents (ICD), Capabilities Development Documents (CDD), Capabilities Production Documents (CPD), and Joint Capabilities Documents (JCD). Assesses and comments on DOTMLPF Change Recommendations (DCR).

(v) Provides a subject matter expert, when required, to augment CENTCOM Inspector General (IG) assistance visits to SAOs.

#### 6. Reserve Programs Division (RP)

a. Provides guidance and advice to USCENTCOM Director, Manpower and Personnel (CCJ1), the Reserve Forces Advisor (RFA), service Senior Reserve Advisors (SRA), Senior Enlisted Leader Reserve Forces (SELRF) and headquarters staff on reserve personnel legislation, policies, programs, operations, utilization, issues, and initiatives.

b. Recommends and establishes policies and procedures applicable to the command for assigned/attached RC personnel programs.

c. Chairs regular Directorate/Special Staff Reserve Coordinator's meetings. Ensures minutes and attendance are taken and published. Advises Reserve Coordinators on new DoD and joint legislation, directives or policy. Notes issues/recommendations from staff. As required compiles recommendations and presents to senior leadership significant issues of concern and/or action.

d. Is the proponent for recommendations and changes to USCENTCOM Regulation 614-2, "HQ USCENTCOM Reserve Component Personnel Utilization".

e. Represents the command at joint RC personnel conferences.

f. Manages the operation of the joint Reserve Programs Division (CCJ1-RP), including planning and policy activities.

Monitors all Army, Navy, Air Force and Marine Corps Reserve Component (RC) activities at USCENTCOM. Manages the joint Individual Mobilization (IMA)/Army Reserve Element (ARE)/SELECT RESERVE (SELRES) Program, insuring liaison between USCENTCOM and RC HQs. Ensures administrative support is provided to all reservists assigned/attached to USCENTCOM.

(1) Army, Air Force, Navy and Marine Corps Reserve Personnel Branches.

(a) Advises CCJ1-RP, CCJ1, RFA, SRAs, SELRF and headquarters staff on service specific reserve personnel legislation, policy, utilization and operations.

(b) Acts as the primary RC liaison between USCENTCOM and service specific RCs for assigned/attached RC personnel matters.

(c) Recommends and establishes service specific policies and procedures applicable to the command for assigned/attached RC personnel programs.

(d) Participates in regular Reserve Coordinator Meetings and advise Directorate/Special Staff Reserve Coordinators on new service specific legislation, directives or policy. Promote information exchange, issue resolution and accomplish training as required.

(e) Researches policies, precedence and US Code to interpret RC personnel policies.

(f) Prepares correspondence pertaining to the IMA/ARE/SELRES programs and reserve issues.

(g) Produces and maintains assigned/attached RC personnel utilization and statistics.

(h) Represents the command at service RC personnel conferences.

(i) Assists the manpower branch (J1-MP) in preparation of the Joint Table of Mobilization Distribution (JTMD) for USCENTCOM assigned IMA/ARE/SELRES; the Joint Table of Distribution (JTD) for USCENTCOM assigned Active Guard Reserve (AGR) personnel; and the Joint Manning Document (JMD) for USCENTCOM attached RC personnel.

(j) As required by service, assigns IMA/ARE/SELRES personnel to the command through coordination with reserve recruiters and utilization of the Virtual Recruiting System (VRS). Monitor assignment rates to the command, JICCEN, and USSOCENT.

(k) As required by service, provides a welcome package to new assigned/attached RC personnel upon assignment.

(l) As required, reviews all new assigned/attached RC personnel assignments and facilitate placement to the appropriate Directorate/Special Staff.

(m) Provides USCENTCOM assigned IMA/ARE/SELRES in/out processing, to include USSOCENT and JICCEN. (Note: J1-DP provides in/out processing for attached RC personnel on individual reserve augmentation active duty tours).

(n) Performs life cycle management for assigned/attached RC personnel that are unique to the RC service member. Duties include, but are not limited to, request for training and assignment orders; Stop Loss implications; reserve retirement and sanctuary; transfers; discharge; Individual Duty Training (IDT) payroll; and reserve reenlistments.

(o) Monitors and facilitates operational and administrative support to USCENTCOM assigned/attached RC personnel. Duties include, but are not limited to, issues relating to travel voucher submissions; and communicating activation program benefits and entitlements.

(p) Maintains personal information files on all USCENTCOM assigned/attached RC personnel. These files are in addition to official reserve service files maintained at service specific personnel centers.

(q) As required, requests, tracks, and accounts for annual training orders published on all assigned IMA/ARE/SELRES.

(r) Advises command staff on the development and administration of required training programs for assigned IMA/ARE/SELRES and attached RC personnel.

(s) Monitors status of required ancillary training of assigned/attached RC personnel.

(t) Annually, submits USCENTCOM IMA/ARE/SELRES JTMD billet training requirements to reserve financial planners for Reserve Personnel (RP) funding consideration.

(u) Annually, submits USCENTCOM Active Duty (AD) individual reserve augmentation requirements to AD financial planners for Military Personnel (MP) funding consideration.

(v) As required, monitors and executes budget accounts to include Military Personnel Appropriation (MPA), Reserve Personnel Appropriation (RPA), Operation Funds (OP-TTAD), Active Duty for Training (ADT), Active Duty for Special Work (ADSW), Military Personnel Navy (MPN), Reserve Personnel Navy (RPN), Military Personnel Marine Corps (MPMC), Reserve Personnel Marine Corps (RPMC), and Traditional Commander Activities (TCA) funds.

(w) Facilitates Directorate/Special Staff requests for individual reserve augmentation orders publication to USCENTCOM.

(x) As required, coordinates emerging Directorate/Special Staff individual augmentation requirements for reserve personnel to complete special projects and short term requirements.

(y) Assists CCJ1-XP in filling individual augmentation requirements for reserve personnel to support USCENTCOM exercises, contingency operations and humanitarian assistance deployments.

(z) Assists CCJ1-MP in filling individual augmentation requirements for reserve personnel in CENTCOM's JMD Individual Augmentee (IA) program.

(aa) Advises J1-RP, CCJ1, RFA, SRAs, SELRF and command staff on deployment capabilities of assigned/attached RC personnel.

(bb) Coordinates and monitors RC personnel deployment requirements that support the command - joint task forces, operations, exercises, contingencies and humanitarian assistance.

(cc) Coordinates USCENTCOM mobilization/demobilization actions with RC personnel centers and mobilization centers.

(dd) Advises J1-RP, CCJ1, RFA, SRAs, SELRF and command staff on service specific mobilization recall mechanisms for assigned IMA/ARE/SELRES.

(ee) As required, augments command Staff Assistance Visit (SAV) and Inspector General (IG) teams.

## Appendix K

## Intelligence Directorate (J2)

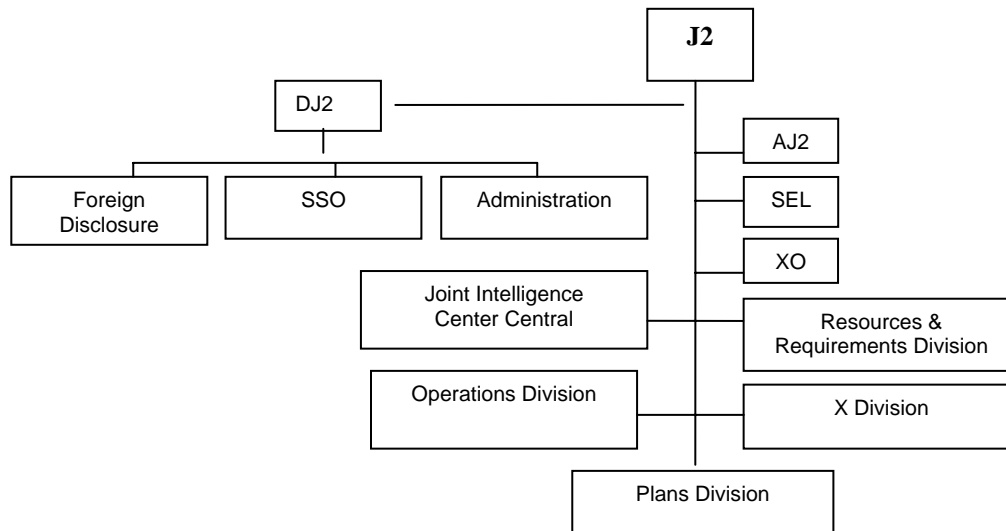


Figure 4 Intelligence Directorate (J2)

1. Intelligence Directorate (J2). Provides threat warning, targeting intelligence, and assessments to the Commander, US Central Command, component forces, US embassy country teams, and the National Command Authority through the conduct of all-source collection, analysis, fusion, targeting, production and dissemination; special security communications and information assurance operations; and counter-intelligence operations in support of the Command warfighting mission, regional contingencies, counterterrorism, and joint and combined exercises.

a. Provides Intelligence capabilities in conjunction with the component commands to support operations, planning, and contingency missions.

b. Collects, analyzes, produces, and disseminates finished Intelligence products relating to the USCENTCOM Area of Responsibility (AOR).

c. Supports preplanned options and rapid deployment crisis options.

d. Produces Intelligence support for theater targeting and theater nuclear planning.

e. Operates the JICCENT All-source Intelligence Fusion Center.

f. Provides deployable Intelligence data processing and related communications systems.

g. Develops Intelligence estimates, plans, programs, and policies in support of USCENTCOM and component activities.

h. Supports bilateral and multilateral foreign Intelligence relationships.

i. Leverages US and allied intelligence communities and subordinate component command capabilities to unify intelligence efforts in support of the Command mission.

j. Provides for a Common Intelligence Picture (CIP) among USCENTCOM components and coalition partners.

k. Provides an integrated strategic, theater and tactical C4ISR capability to support warfighters.

l. Supervises activities of the USCENTCOM Special Security Office (SSO).

m. Responsible for the management of all assigned/attached Intelligence personnel resources.

n. Manages financial resources for various funding programs for the Intelligence Directorate and JICCEN.

o. Manages the funding, documentation, and utilization of human resources for the Directorate and JICCEN.

## 2. Administration (J2-A)

a. Manages and provides overall executive support to the Director (J2), Deputy Director (DJ2), and Associate Director (AJ2) of Intelligence.

b. Receives and processes reports, studies, correspondence, and other related matters referred to the Director's Office and performs quality control review on all action submitted to the Director/Deputy Director/Associate Director.

c. Maintains command serialization logs for all documents signed by the Director/Deputy/Associate.

d. Serves as focal point, through the J2-XO, for command tasking system for the J2.



e. Coordinates, schedules, and directs actions in hosting visitors and meetings involving the command, other agencies, and individuals.

f. Provides guidance to the CCJ2 staff concerning preparation and submission of documents to the Director.

g. Provides direction and support for CCJ2 military evaluations, military and civilian awards and mail handling and distribution.

3. Special Security Office (J2-SSO). Manages all aspects of security for USCENTCOM. Responsible for the use, security, and dissemination of both collateral and sensitive compartmented information (SCI). Manages the USCENTCOM sensitive compartmented information facility (SCIF) and subordinate component SCIFs in the Central Region. Responsible for command security alarm systems and personnel security databases. Manages the Command Security education and Training Program. Manages select declassification projects associated with wartime/contingency operations.

a. Command Security Section

(1) Information Security. Provides advice, assistance, and policy to safeguard the command's classified holdings. Establish process to investigate security incidents and violations. Implement and manage Courier Authorization Program. Manages the Intelligence Oversight Program to include training. Train appointed security managers and special security representatives. Establish and maintain ongoing formal annual and self-inspections program. Oversees Command Investigations, and Open Storage Areas.

(2) Personnel Security. Manages the personnel security clearances and badge databases. Processes visitor and permanent-party security clearances. Documents and reports unfavorable information. Manages and monitors the Electronic Personnel Security Questionnaire (EPSQ) program by accepting, reviewing, submitting, and monitoring application submissions.

b. Special Security Section

(1) Manages the SCI Management and Indoctrination Program for USCENTCOM. Conducts weekly and unscheduled indoctrinations and debriefings as required.

(2) Defense Courier Service (DEFCOS). Manages the SCI Defense Courier Service Program for USCENTCOM. Responsible receipt, inventory, and distribution of all SCI courier shipments.

(3) Wartime/Contingency Operation Materials Declassification. Responsible for managing declassification review program for USCENTCOM Intelligence materials to be released to the general public.

(4) Clearances. Manages the security clearances for all cleared personnel.

(5) Responsible for passing and receiving security clearances for SCIF access.

(6) Freedom of Information Act (FOIA). Responsible the declassification of Freedom of Information Act requests for J2.

(7) SCIF Accreditation's CONUS. Initiate and submit Fixed Facility Checklist to DIA for approval. Temporary SCIF (TSCIF) (CONUS/OCONUS): provide guidance, approve CONOPS, and accredit. TSWA (CONUS/OCONUS): approve CONOPS, accredit.

(8) Facility Concept & Review. Review designs and architecture for SCIF facilities and alarm specifications/requirements.

(9) TEMPEST. Coordinate with J6 and ensure TEMPEST regulations are met.

(10) Alarm Installation. Design, coordinate, review and initiate alarm installation for SCIFs CONUS/OCONUS.

(11) USCENTCOM COMMANDER Off-Site Conferences. Approve location, perform a site-survey for security, and initiate security plans and procedures.

(12) Inspections. Provide guidance and accomplish inspections of SCIF, T-SCIFs and TSWA's CONUS/OCONUS. Provide inspection report, and follow-up.

4. Foreign Disclosure Office (CCJ2-FDO). USCENTCOM Foreign Disclosure provides foreign disclosure expertise to Commander, USCENTCOM and staff, component commands, subordinate Joint Task Forces and regional embassies (US Defense Attaché - USDAO, SAO). Management of the USCENTCOM Foreign Disclosure Program is the responsibility of the CCJ2-OF under the guidance and supervision of

the Director of Intelligence (J2). CCJ2-OF is directly subordinate to the Deputy Director of Intelligence and serves as the senior on-site Foreign Disclosure authority to advise and adjudicate for the Commander, USCENTCOM and his staff on all matters pertaining to the release or disclosure of military information to foreign governments and international organizations.

a. Manages the USCENTCOM Foreign Disclosure Board as well as the Regional Foreign Disclosure Representatives (FDR).

b. Assists Command staff officers with interpretations of National Disclosure Policy-1 (NDP-1) and relevant DOD and Director of Central Intelligence (DCI) regulations as they apply to foreign visitors and foreign liaison or exchange officers within the Command.

c. Coordinates all NDP-1 category 2, Military Materiel and Munitions (Foreign Military Sales), exceptions to NDP (ENDP).

d. Assists supporting agencies within the AOR in NDP activities pertaining to specialized information, equipment, and exercises.

e. Reviews all NDP-1 Category 8, Military Intelligence, products intended for foreign disclosure and/or release.

f. Provides training to all USCENTCOM staff, JICCENT assigned personnel and deploying forces to the USCENTCOM AOR.

g. Prepares written guidance for policies, regulations, letters of instruction, concept of operations, operation plans, tactics and techniques procedures, and other correspondence on the interpretation and application of NDP to Directorates within the Headquarters, component commands, and deployed forces within the AOR.

h. Manages USCENTCOM finished Intelligence production to include review, printing, and international organizations in support of specific USCENTCOM Intelligence Exchange relationships.

5. Joint Intelligence Center Central. See Appendix V.

a. JICCENT (CCJ2-J). See Appendix V.

b. Collections Division (CCJ2-JC). See Appendix V.

(1) HUMINT Branch (CCJ2-JCH). See Appendix V.

(2) IMINT/MASINT Branch (CCJ2-JCI). See Appendix V.

(3) SIGINT Branch (CCJ2-JCS). See Appendix V.

c. Operations Division (CCJ2-JO). See Appendix V.

(1) Counter Terrorism Branch (CCJ2-JOQ). See Appendix V.

(2) Assessments and Futures Branch (CCJ2-JOA). See Appendix V.

(3) Imagery and GSI Branch (CCJ2-JOM). See Appendix V.

(4) Targets Branch (CCJ2-JOT). See Appendix V.

(5) Operations Branch (CCJ2-JOO). See Appendix V.

d. Information and Requirements Management Division (CCJ2-JS). See Appendix V.

(1) Information Management Branch (CCJ2-JSI). See Appendix V.

(2) Requirements Management Branch (CCJ2-JSR). See Appendix V.

6. Plans Division (J2-P)

a. The J2-Plans Division is divided into six Branches.

(1) Strategy-Policy Branch.

(2) Red Cell Branch. Provides alternative analysis (Red Teaming) during Course of Action (COA) development. Determines vulnerabilities based on enemy capabilities, wargaming, and changes in the strategic or operational environment. Bridges the intelligence "gap" between current operations (J3) and long-term plans (J5), identifying strengths or weaknesses of current campaigns or operations based upon the "enemy's vote."

(3) AOR West (Levant, Horn of Africa, Jordan, Syria, Lebanon, Egypt.) Provides tailored, and focused intelligence support to adaptive planning (deliberate, contingency, and crisis action) based on priorities outlined in the Joint Strategic Capabilities Plan (JSCP), Unified Command Plan (UCP), Contingency Planning Guidance, and commander's guidance. Main support to CCJ5/CCJ3 and national agencies.

(4) AOR Central (Arabian Peninsula [AP] and Iraq) Provides tailored, and focused intelligence support to adaptive planning (deliberate, contingency, and crisis action) based on priorities outlined in the Joint Strategic Capabilities Plan (JSCP), Unified Command Plan (UCP), Contingency Planning Guidance, and commander's guidance. Main support to CCJ5/CCJ3 and national agencies.

(5) AOR East (Central Asian States [CAS], Iran, and Pakistan) Provides tailored, and focused intelligence support to adaptive planning (deliberate, contingency, and crisis action) based on priorities outlined in the Joint Strategic Capabilities Plan (JSCP), Unified Command Plan (UCP), Contingency Planning Guidance, and commander's guidance. Main support to CCJ5/CCJ3 and national agencies.

(6) Information Operations. Provides targeted intelligence support to USCENTCOM J3-IO and Strategic Communications. Develops and prioritizes IO intelligence requirements, and conducts and coordinates analysis of all-source intelligence in support of IO Intelligence Preparation of the Environment, to include assessments of enemy capabilities, vulnerabilities and strengths. Integrate enemy capabilities, including electronic order of battle for non-lethal target development.

b. J2 Plans Division Functions:

(1) Prepares the intelligence portion of deliberate and contingency base plans and Annex B. Lead J2, JIC, and National Agencies' development of all intelligence appendices. Leads J2 in the Intelligence Campaign Plan (ICP) process.

(2) Serves as single POC within the J2 for J3/5 Planners on all planning issues related to intelligence analysis, assessments, intelligence support to targeting, ISR planning and intelligence operations.

(3) Leads and synchronizes J2, JIC, and National Intelligence Agencies support to Adaptive (deliberate, contingency and crisis action) Planning (AP).

(4) Leads and synchronizes J2 support to Strategic Communications, Information Operations (IO) and Special Technical Operations (STO) planning efforts.

(5) Leads and synchronizes J2 support to the Combined Planning Group.

(6) Represents the J2 in the Joint Planning Group (JPG); prepare and provide Special Planning Intelligence Estimates.

(7) Develops predictive assessments of enemy decisions, courses of action, and future actions to support CDR CENTCOM and component decision-making. Provides war-gaming and Red Team efforts for planning.

(8) Provides intelligence support to near-term planning.

(9) Provides intelligence input to FRAGOs, WARNORDs, PLANORDs, EXORDs, and Crisis Action Planning.

(10) Participates in the Operational Planning Element (OPE), Future Planning Element (FPE), and Information Operations (IO)/STO planning and execution.

(11) Provides intelligence portions of Commander's Quarterly Guidance and Plans Assessments.

(12) Initiates, supervises and participates in Intelligence Preparation of the Environment planning products.

(13) Develops intelligence assessments, and prepares Command's Intelligence Surveillance and Reconnaissance (ISR) guidance. Recommends Priority Intelligence Requirements (PIR) in coordination with JICCENT and CENTCOM Staff.

(14) Reviews National Planning Documents (UCP, DPG, JSCP, JSPS, etc.). Provides recommendations and coordinates CCJ2 inputs to national-level planning documents.

(15) Manages CCJ2 FOCAL POINT program and STO billets.

(16) Serves as Lead/Support for special projects as required.

7. Operations Division (CCJ2-0). Coordinates all aspects of intelligence operations to ensure that CCJ2 is prepared to go to war by providing the primary CCJ2 focal point for internal and external coordination for most intelligence issues. Operations Division is composed of three branches and one section: a headquarters section, a C4ISR Branch, Current Operations Branch and International Programs Branch.

a. Headquarters Section (CCJ2-OA). The Division Headquarters Section is composed of three separate teams: the Division Chief/Deputy, the division Senior Enlisted Leader, and the administrative support team. In addition to the command functions inherent in this section, the section also manages the following functions: personnel, security management, formal USCENTCOM taskers, budget, and all other miscellaneous actions.

(1) Processes all personnel evaluations.

(2) Processes all award nominations.

(3) Maintains personnel accountability. Provides daily status report and weekly manpower report.

(4) Processes TDY orders.

(5) Processes all leave and pass paperwork.

(6) In-processes all new personnel.

b. Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) Branch (CCJ2-OC). Manages all AOR-related intelligence C2, JWICS, DoDIIS applications and ISR requirements, as well as develops and maintains CCJ2 Enterprise Architecture to include Operational Intelligence, ISR and Systems Views.

(1) Determines the best COAs with theater components and coordinates with other directorates, commands, service intelligence organizations and national agencies to satisfy operational intelligence requirements and needs.

(2) Addresses AOR ISR requirements/shortfalls and offers sourcing/acquisition solutions in close coordination with CCJ2-JCM and CCJ3-OR.

(a) Maintains awareness of asset availability/deployment dates per theater DEPORDS.

(b) Addresses/reviews/validates all new ISR capability requirement requests via the RFF, ONS and JUONS processes.

(c) Command single POC for addressing intelligence interoperability and ISR architecture TPED.

(3) Designs and facilitates the implementation of large-scale and/or mission-critical initiatives within the CENTCOM AOR. .

(4) Validates related RFFs, ONSs, and JUONSS.

(5) Maintains ISR and Intelligence Architecture content in applicable planning documents (e.g., OPOD 14 app, CONPLANS etc.)

(6) Builds an objective unified theater C4ISR architecture which unites CENTCOM, JIOC-C, and theater commands to ensure proper integration with other Combat Support Agency architectures.

(7) Develops and integrates Architectural and Operational Views for the CENTCOM Intelligence architecture and consolidates associated applicable "views" in the command-wide integrated architecture IAW DoDAF standards.

(8) Synchronizes integration and interoperability of cross-directorate initiatives via the Intelligence Enterprise Architecture Cell and serves as the CCJ2 representative to the Command Architecture Working Group.

(9) Conducts interoperability studies and capability maturity profiles for determining gaps, overlaps and opportunities, and measuring capability improvements.

(10) Develops, reviews, and validates network and system architectures associated with intelligence requirements.

(11) Designs/implements a detailed, repeatable enterprise architecture management process.

(12) Ascertains/fulfills user requirements for JWICS and HQ intelligence capability expansion.

(13) Manage and process Automated Requirements Management System (requirement validation to the service provider).

(14) Provides technical validation for the Intelligence Requirements Board and Intelligence Requirements Working Group.

(15) Monitors and evaluates Southeast Regional Service Center (SE RSC) service level performance; develops Service Level Agreements, MOAs, and MOUs as applicable.

(16) Serves as the command IT focal point to SE RSC, DoDIIS PMOs, and NGA.



(17) Serves as CCJ2 representative to J6 for collateral requirements; actively participates in the Technical Exchange Board & Information Systems Working Group.

(18) Determines the requirements for, plans, and exercises Disaster Recovery/COOP from an IT perspective.

c. Current Operations Branch (CCJ2-00). Conducts intelligence operations for CCJ2; provides timely, accurate, and focused intelligence support to Commander USCENTCOM staff, and components during peace, exercises, contingency operations, and war - the J3 of the CCJ2.

(1) Coordinates the intelligence portion of all USCENTCOM operational orders to include Requests for Forces (RFF), Deployment Orders (DEPOrDs), Operations Orders (OPORDs), Execution Orders (EXORDs), and Fragmentary Orders (FRAGOs).

(2) Plans, synchronizes, and supervises the execution of the force flow of intelligence assets into theater.

(a) Assists components in identifying intelligence force requirements.

(b) Validates component intelligence force requirements with CCJ3. Coordinates this validation with the applicable CCJ2 divisions, Joint Intelligence Center USCENTCOM (JICCENT), and local national intelligence agency representatives.

(c) Coordinates and validates the sourcing of intelligence force requirements with Joint Staff, Joint Forces Command (USJFCOM), the services, and national intelligence agencies.

(d) Monitors the movement of intelligence forces into theater.

(3) Plans, synchronizes, and supervises the deployment of individual intelligence augmentees into theater.

(a) Assists components in identifying individual intelligence augmentee requirements.

(b) Validates component individual intelligence augmentee requirements on Joint Manning Documents (JMDs) with CCJ1. Coordinates this validation with the applicable CCJ2 divisions,

Joint Intelligence Center USCENTCOM (JICCENT), and local national intelligence agency representatives.

(c) Coordinates and validates the sourcing of individual intelligence augmentees with Joint Staff, Joint Forces Command (USJFCOM), the services, and national intelligence agencies.

(d) Monitors the movement of individual intelligence augmentees into theater.

(4) Monitors the deployment of intelligence, surveillance, and reconnaissance (ISR) assets into theater.

(5) Coordinates intelligence operations issues with the Joint Staff, USCENTCOM directorates, and components.

(6) Develops intelligence Concept of Operations (CONOPS).

(7) Writes, edits, publishes, and coordinates the CCJ2 portion of the USCENTCOM Continuity of Operations Plan.

(8) Serves as the CCJ2 lead for deployment/ redeployment planning for the USCENTCOM Forward Headquarters (CFH).

(9) Coordinates strategic intelligence support for operational and tactical missions.

(10) Plans, executes, and evaluates intelligence support to exercises.

(11) Publishes operational level tactics, techniques, and procedures for intelligence support to Personnel Recovery Operations.

(12) Coordinates the completion of formal USCENTCOM taskings.

d. International Programs Branch (CCJ2-OI). Manages CCJ2's bilateral intelligence engagement program with foreign Directors of Military Intelligence (DMI), in order to gain and maintain access, and to develop and maintain relationships for future coalition operations or future security cooperation in support of the long war. Produces relevant and actionable information for USCENTCOM leaders to share with the larger US Intelligence Community in order to contribute to the overall United States engagement policy efforts. Plans, coordinates, executes, and maintains oversight on

intelligence exchanges, affiliation seminars, and electronic dissemination for USCENTCOM. Negotiates Memoranda of Agreement (MOA) on behalf of CCJ2 for new and revised intelligence exchange agreements. Ensures Command intelligence engagement support for operational forces in combined and coalition environments.

(1) Organizes and executes formal intelligence exchanges with AOR partner Directors of Military Intelligence. Coordinates participation from multiple echelons including JICCENT, components, DIA, USDAOs, and national agencies. Ensures national dissemination of acquired foreign source intelligence.

(2) Negotiates new, and maintains existing MOAs on behalf of CCJ2, components, and DIA, the intelligence exchange governing agency, with foreign DMIs.

(3) Exercises oversight of component intelligence exchange activities.

(4) Coordinates and executes senior foreign intelligence visits to the command.

(5) Three regional teams on the branch plan, coordinate, and execute intelligence affiliations with partner country DMIs in their sub-regions. The seminars are an engagement activity meant to create conditions to leverage Coalition intelligence capabilities, and to establish and foster long term intelligence relationships in support of the CENTCOM Commander's Theater Security Cooperation Strategy. The seminars boost partner DMI staff skill sets, enhance the capabilities of Coalition intelligence officers to interact with US military personnel, and help develop a basic understanding of USCENTCOM CCJ2 functions and missions.

(6) Organizes and executes CCJ2's Electronic Bilateral Intelligence Dissemination Program. Collects, evaluates, and disseminates intelligence provided by US and Coalition partners. Receives and requests information based on commander's PIRs from AOR partners outside of the formal exchanges, using DATTs as intermediaries.

(7) Manages CCJ2's Intelligence Contingency Fund. Justifies expenditures needed to support the intelligence exchanges and affiliations.

8. Counterintelligence and Human Intelligence Division (CCJ2-X). Coordinates, manages and deconflicts DoD counterintelligence (CI)

and human intelligence theater engagement strategy during peacetime, crisis and combat operations; directly tasks theater CI and HUMINT collectors and serves as the CI and HUMINT reporting conduit to the CCJ2: directs and deconflicts all overt and controlled CI and HUMINT collection operations.

Maintains/deconflicts theater source registries; arranges for special service support (e.g., TSCM, polygraph); supports component and task force C2X/J2X cells; and supports personnel recovery operations. CCJ2-X Division coordinates CI/HU activities with US national-level intelligence agencies and organizations as well as coalition, host national and NGO partners; participates in joint and combined exercises and training; conducts and coordinates all USCENTCOM CI and HUMINT planning. CCJ2-X is composed of three branches: Counterintelligence Branch, CI/HUMINT Support Branch, and HUMINT Branch.

a. Counterintelligence Branch (CCJ2-XI)

(1) Counterintelligence Staff Officer (CISO) - USCENTCOM's CI Coordinating Authority. Principle advisor to the Command on all CI issues.

(2) CI Plans and Policy - Ensure that CI is included in operational planning and supports Command requirements. Develop and coordinate on Command, joint, and national-level CI policy and doctrine.

(3) CI Operations - Identify Priority Intelligence Requirements, review, monitor, support and advise the CDR CENTCOM/J2 on service CI operations affecting USCENTCOM.

(4) CI Investigations - Monitor, support, and advise CDR CENTCOM/J2 on significant investigations (espionage, subversion, sabotage, and terrorism), that may occur in USCENTCOM's AOR or involve USCENTCOM personnel.

(5) CI Collection - Manage and coordinate, validate, and monitor CI collection requirements and activities.

(6) Fuses all-source intelligence into products that fulfill Commander's requirements and directly support command counterintelligence operations.

(7) Command CI Support - Maintain Liaison with local CI organizations; and coordinate CI polygraph, Technical Surveillance Countermeasures and other CI support for the Command.

(8) Force Protection - J2 focal point for Intelligence and counterintelligence support to force protection. J2 representative on Command Force Protection Board. J2 POC for JCISE Chief at the CENTCOM Forward HQ.

(9) The JCISE (Joint Counterintelligence Support Element) is an intelligence organization under the operational control (OPCON) of the USCENTCOM J2 through the USCENTCOM J2X CISO and is located at CDHQ. The JCISE's mission is to provide intelligence support to all DoD forces in countries within the USCENTCOM AOR. Prompt dissemination within theater of potential threat information and indicators is the number one priority of the JCISE. Accordingly, during crisis or upon execution of an OPLAN/CONPLAN, the command relationship over the JCISE will remain unchanged so it remains a USCENTCOM asset (OPCON to CCJ2X), thus ensuring continuous CI support to all DoD elements in the non-JOA areas. The JCISE must be pro-active in the collection, reporting and dissemination processes.

(a) Serves as the J2X representative to the CENTCOM Forward Headquarters. Provides in-theater support with respect to CI/HUMINT coordination and deconfliction at the behest of the USCENTCOM J2X.

(b) IAW OPORD 05-01, serves as the Theater CI Coordinating Authority for the non-JTF areas.

(c) Leads and manages the Joint CI Support Element (JCISE), providing in-theater all source threat indications and warnings, tactical analysis, and dissemination to theater CI and Force Protection elements; and IAW OPORD 05-01, manages all CI IIR, SPOT, and SIR reporting in non-JTF areas.

(d) Serves as the CI representative to the J3 Force Protection Assessments Division (FPAD).

b. Human Intelligence (HUMINT) Branch (CCJ2-XH)

(1) HUMINT Branch Chief. Principle advisor to the Command on all HUMINT issues.

(2) HUMINT Plans and Policy - Ensure that HUMINT, controlled as well as overt, is included in operational planning and supports Command requirements. Develop and coordinate on Command, joint, and national-level HUMINT policy and doctrine.

(3) HUMINT Operational Oversight and Coordination - Review, monitor, support and advise the COMCENTCOM/J2 on service and national-level HUMINT operations affecting USCENTCOM.

(4) HUMINT Collection Operations - Manage, coordinate, validate, and monitor HUMINT collection requirements and activities.

(5) HUMINT Analysis and Production Oversight - Monitor and ensure HUMINT analysis and production fulfills Command requirements.

c. Operations Support Branch (CCJ2-XS)

(1) Operations Support Branch Chief - Principle Advisor to the Command on all CI/HUMINT Operations Support Issues.

(2) CI/HUMINT Operations Support Management - Review, coordinate, monitor, and facilitate source management, source operations, reporting, and information. Advise the CDR CENTCOM/J2 on service and national-level CI/HUMINT operations affecting CENTCOM.

(3) CI/HUMINT Plans and Coordination - Ensures all strategic and tactical CI/HUMINT operational issues are including in all planning efforts.

(4) CI/HUMINT Technical Support - Identify, define, validate, coordinate, and manage technical aspects and functional requirements of CI/HUMINT information systems. Address training requirements associated with theater CI/HUMINT information systems. Advise Command on all existing/emerging CI/HUMINT related technologies.

9. Resources and Requirements Division (CCJ2-R). Provides support to the Intelligence Directorate (J2), Joint Intelligence Center Central (JICC), and forward deployed units. The focal point Intelligence Directorate (J2) and JICCENT intelligence requirements, manpower, and financial resources, training, facilities and logistics. Advises and assists the J2 and JICCENT Commander on intelligence requirements, future intelligence doctrine, future architecture, strategic planning and future systems/communications technical developments. Ensures the effective use of Intelligence Community resources (personnel - active duty/reserves, civilians, contractors and monetary). Resources and Requirements Division is composed of five branches: Future Concept Branch, Resources Branch, Regional Joint

Intelligence Training Facility, Logistics Branch, and the Reserve Intelligence Manpower Office.

a. Future Concepts Branch (CCJ2-RF)

(1) Serves as the Intelligence Directorate's OPR for analyzing future (5 - 10 year horizon) changes to CENTCOM's AOR, the impact of the changes on CCJ2 missions and programming solutions to mitigate mission challenges before they arrive and to program near term requirements in consultation with other J2 divisions and the JICCENT.

(2) Advises the J2 on matters relating to USCENTCOM future intelligence challenges, capabilities and technologies.

(3) Conducts liaison with other unified commands, the military Services, DoD agencies, non-DoD national agencies and subordinate commands concerning future intelligence challenges, capabilities and technologies.

(4) Develops the intelligence strategic planning and Tactics, Techniques, and Procedures (TTP) documents.

(5) Serves as the Intelligence Directorate's OPR for Intelligence doctrine.

(a) Intelligence Strategy and Implementation Documents Section(CCJ2-RFA)

1. Documents and maintains objective strategies for in-garrison and theater USCENTCOM and component intelligence requirements.

2. Reviews joint doctrine concerning intelligence planning, strategy, and tactics, techniques, and procedures (TTP) and integrates relevant doctrine into USCENTCOM TTPs.

3. Develops USCENTCOM intelligence Concepts of Operations (CONOPS) and TTPs for future intelligence requirements. Coordinates TTP development with Operations Division to support assigned joint forces employment.

4. Develops and maintains TTP for Intelligence Directorate management processes.

(b) Requirements and Future Concepts Section (CCJ2-RFR)

1. Provides program management of intelligence, surveillance and reconnaissance (ISR) system, architecture and infrastructure shortfalls for USCENTCOM and its Components, and Coalition Partners that inhibit the command's ability to carry out CCJ2 missions.

2. Identifies and evaluates ISR requirements and assessments of projected operational requirements and inserts them into the USCENTCOM intelligence requirements process.

3. Deconflicts requirements and prevents duplication of effort.

4. Assigns and manages project managers to serve as subject matter experts for intelligence requirements.

5. Oversees the intelligence requirement validation and approval process. Leads the Intelligence Requirements Working Group (IRWG) and organizes and presents the results of IRWG meetings to the Intelligence Requirements Board (IRB).

6. Directs the development and maintenance of an automated, interactive, on-line database to document, categorize and track all future intelligence requirements.

7. Coordinates with Programmers, Resources, Logistics, Manpower, Reserve manning and Contracts to facilitate the fulfillment of approved requirements.

8. Participates in the evaluation of exercises, demonstrations, experiments and ACTDs to determine long range requirements, doctrine and architecture issues.

9. Analyzes future (5-10 year horizon) changes to the CENTCOM AOR, determines what impact those changes will have on CCJ2 missions, researches what technologies or services will be available in the future to mitigate those challenges and works with Programming Section to prepare appropriate documents and justification for securing these technologies and services.

(C) Programming Section (CCJ2-RFP)

1. Programs for Intelligence Directorate and JICCEN.



2. Prepares the annual Military Intelligence Program POM and input to the Command's Program Objective Memorandum (POM) for non-intelligence funding.

3. Prepares input to other intelligence funding programs, such as the Counterintelligence Field Activity (CIFA) Military Intelligence Program and National Geospatial Program (NGP).

4. Prepares input to Services, national agencies, Intelligence Community Staff and Congressional committees in support of the Command's intelligence requirements.

5. Reviews Congressional budget actions and responds to Programming, Planning, and Budget System (PPBS) including Intelligence Program Review Groups (IPRG), Program Budget Decisions (PBD), and Program Budget Reviews (PBR).

6. Prepares input to J2's Congressional Testimonies.

7. Serves as USCENTCOM OPR for the Battle space Awareness (BA) Functional Capabilities Board (FCB). Focal point for coordinating and developing positions on Joint Staff and national agency requirements documents.

8. Serves as J2 lead for developing and coordinating intelligence, surveillance, and reconnaissance (ISR) issues for the Joint Quarterly Readiness Review (JQRR).

9. Develops and documents the J2's Intelligence Planning Priorities and makes CCJ2 inputs to the Commander's Integrated Priority List (IPL).

10. Prepares and submits financial Congressional inquiries.

b. Logistics Branch (CCJ2-RL)

(1) Facilities Section

(a) Manages J2 and JICCEN facilities in garrison and in the AOR. Facilitates maintenance and repair. Manages space allocation, renovation, and new construction for the J2 and JICCEN.

(b) Performs site surveys.

(c) Manages J2 and JICCENf furniture acquisition and installation.

(d) Serves as J2 and JICCENf liaison to Headquarters Commandant, Base Civil Engineering and others for repairs, renovations, and maintenance.

(2) Supply Management Section

(a) Responsible for receiving, storing, tracking, reporting, issue, and reutilization of all J2 and JICCENf Intelligence Data Handling Equipment (IDHE).

(b) Provides supply management of all J2 and JICCENf IDHE.

(c) Manages property accountability for all J2 and JICCENf owned IDHE to include laptops, CPUs, and servers. Conducts 100% annual inventory. Ensures monthly 10% inventories are completed. Resolves property book discrepancies.

(3) Mobility Section

(a) Manages the deployment process of J2 and JICCENf personnel and cargo.

(b) Disseminates schedules for troop movement to and from the AOR.

(c) Ensures J2 and JICCENf cargo is palletized and air transportable. Completes hazardous declaration forms and other shipping paperwork.

(d) Ensures J2 and JICCENf classified cargo is safeguarded during shipment and according to directives.

c. Reserve Management Branch (CCJ2-RM)

(1) Manages J2 and JICCENf reserve program, to include staffing levels, programming, budgeting, readiness, and training requirements.

(2) Processes all man-day tours for reserve personnel supporting J2 and JICCENf.

(3) Submits updates to the JTMD.

(4) Coordinates with RRM and CCJ1-RF regarding JMD development and mobilization requirements.

(5) Facilitates the integration of reserve forces into USCENTCOM J2 and JICCANT.

(6) Facilitates J2 and JICCANT Intelligence production from the Joint Reserve Intelligence Centers (JRIC) and CENTCOM Intelligence Support Centers (CISC).

(7) Ensures JRIC sites are manned, trained and equipped to support J2 and JICCANT requirements.

d. Resources Branch (CCJ2-RR) Manages all aspects of manpower (force management and civilian personnel management), budget execution, provides management and program analysis, and contracting support for USCENTCOM J2/Directorate of Intelligence and JICCANT.

(1) Budget Section

(a) Develops and recommends a J2 Funding Strategy to satisfy USCENTCOM J2 requirements. Manage appropriate funds mix to support identified funded and unfunded requirements. Cross level/Revalidate requirements for supplemental funding.

(b) Manages Military Interdepartmental Purchase Request (MIPR) documents, Form 9 Request for Purchase documents and Fund Cite Authorization (FCA) documents.

(c) Manages Procurement Account, Program Element Codes (PEC), Responsibility Cost Center Codes (RCC), Budget Program Activity Codes (BPAC) for DERF accounts, and TDY accounts for orders and amendments.

(d) Manages International Merchant Purchase Authorization Card (IMPAC) accounts, the Government Travel Card Program maintaining active travel card accounts and the Intelligence Contingence Fund (ICF) program.

(2) Contracts Section

(a) Manages the development of CCJ2 Acquisition Plans, and prepare contract requirement packages while ensuring compliance with Federal Acquisition Regulations.

(b) Serves as the CCJ2 intermediary with Base Contracting, J1/J4/J8 and CCJA, Procurement Integrity Act compliance

(c) Tracks contract expenditures for each contract within the CCJ2.

(d) Conducts quarterly contract performance reviews with Contracting Officer's Technical Representatives (COTR), and Vendors if necessary.

(e) Tracks the J2 and JICCEN contract man-year labor requirements and personnel assigned by contract.

(3) Force Management Section

(a) Manages the J2 and JICCEN Joint Manpower Program (JMP).

(b) Recommend and coordinates changes to the Joint Table of Distribution (JTD), and Joint Table of Mobilization Distribution (JTMD).

(c) Manages IPOM manpower requirements for J2 and JICCEN DIA Military Intelligence Program (MIP) and CIFA MIP.

(d) Responds to established and ad hoc Intelligence Community Management Staff manpower requirement and utilization data calls.

(e) Manages manpower POM inputs to FYDP.

(f) Focal points for coordination and management of all the following J2 and JICCEN directorate level personnel actions, including all J2 and JICCEN affiliated permanent party military personnel, civilian government employees, contractors, and augmentation personnel.

(4) Civilian Personnel

(a) Provides liaison for the Directorate of Intelligence (CCJ2) with CCJ1-MPC, the DIA and USAF Civilian Personnel, Payroll, and Education organizations, and other human resource organizations as required.

(b) Provides CCJ2 with technical expertise for management of civilian personnel and human resources.

(c) Assists CCJ2 civilians, supervisors of civilians, and senior CCJ2 management to resolve civilian personnel issues within the structure of the USAF and Civil Service Systems.

(d) Assists CCJ2 supervisors of civilians in the preparation of performance plans, appraisals, awards, Supervisor Employee Work Folders (SEWF), position descriptions (PD) and core personnel documents (CORDOC).

(e) Maintains the CCJ2 Employee Personnel File (PIF), Human Resource Employee Work Folders (HREWF), and employee civilian payroll records.

(f) Provides review and validation of civilian manpower and organizational change requests, authorizations, position management, and organizational and grade structuring plans.

(g) Ensures all CCJ2 civilian personnel actions are correctly entered into the Defense Civilian Personnel Data System to include hire actions, awards, promotions, and personnel data.

(h) Provides civilian resource and management status reports, civilian notes, and pertinent civilian information to CCJ2 civilians, supervisors, and management.

(i) Manages the USCENTCOM programs for the Defense Civilian Intelligence Personnel System (DCIPS), the Intelligence career Assignment Program (ICAP), and the CCJ2 intern hiring program.

(j) Serves as the CCJ2 Time Card Coordinator, processing civilian time cards and work schedules with the MacDill Civilian Payroll Office.

(5) Management and Program Analysis

(a) Identifies, establishes and maintains "best practices" business processes with regard to CCJ2 Contracting efforts.

(b) Streamlines processes, establishes automated tools, and ensures that intelligence requirements are being addressed in a timely, financially sound manner.

(c) Performs Independent Verification and Validation (IV&V) of contract performance and participate in working groups

and conferences related to the continued evolution of the intelligence enterprise.

(d) As directed, conducts reviews of management directives and program implementation. Makes process improvement recommendations to J2 management and OPRs. Reviews and coordinates the Directorate of Intelligence/JICCEN MOA/MOUs and Service Support Agreements. Maintains the Directorate MOA/MOU repository. J2 proponent for Directorate/JICCEN input to CENTCOM Regulation 10-2 Organization and Functions.

(e) As directed, performs internal management studies.

e. Regional Joint Intelligence Training Facility Branch (CCJ2-RT).

(1) Provides intelligence training and education within the unified command structure and serves as the focal point for USCENTCOM intelligence training for USCENTCOM Joint Intelligence Operations Center (JIOC) and other CCJ2 organizations.

(2) Provides intermediate and advanced joint intelligence instruction to enhance intelligence workforce readiness.

(3) Coordinates and conducts pre-deployment training for all intelligence personnel/units deploying to the USCENTCOM AOR. Trains personnel to operate within a CJTF environment.

(4) Serves in a regional capacity to train USCENTCOM, USSOCOM, USSOUTHCOM, and component command intelligence personnel on intelligence-related topics.

(5) Coordinates and conducts intelligence-related Mobile Training Teams (MTT) to support USCENTCOM, USSOCOM, USSOUTHCOM, and other active duty and reserve personnel throughout the US, USCENTCOM AOR, and other areas as required.

(6) Supports Command and CCJ2 intelligence exchanges, affiliation training, and other training and exercises.

(7) Represents CCJ2 on the General Intelligence Training Council (GITC) and on the Community Geospatial Intelligence Training Council (CGTC).

(8) As the USCENTCOM Intelligence training manager, coordinates training events with other regional joint intelligence training facilities, national agencies, and Service schools and

helps resolve joint intelligence training issues within the Intelligence Community.

(9) Coordinates and conducts general intelligence classes to support the USCENTCOM Intelligence Directorate Intern Program and cooperative certificate and degree programs through local colleges and universities.

(10) Provides advice and guidance for CCJ2 civilian career development and individual training plans and development.

(a) Registrar Section

1. Conducts student registrar duties for in-house RJITF and incoming MTT courses.

2. Archives student attendance records in databases.

3. Coordinates forwarding and receiving of courseware materials.

4. Generates replacement course graduation certificates as required.

5. Schedules classrooms.

6. Oversees classroom information technology hardware and software architecture.

(b) Intelligence Intern Section

1. Manages the USAF PALACE Acquire (PAQ) and USCENTCOM Intelligence Intern Programs (CIIP).

2. Develops training and workcenter rotation plans for interns.

3. Coordinates intern duty assignments with Joint Intelligence Operations Center offices, other J2 offices, and local intelligence organizations.

4. Establishes screening and selection boards.

(c) Distance Learning Development Section

1. Establishes standards for development processes and delivery of web-based training (WBT) courseware.

2. Produces WBT courseware from scratch or converts existing courseware to WBT format.

3. Establishes standards for development processes and delivery of video teleconference (VTC) courseware.

4. Coordinates with information technology (IT) focal points in J6 and South East Regional Service Center on IT compatibility and compliance issues for WBT and VTC delivery matters.

5. Manages Learning Management System (LMS) processes and operations to include coordination with external agencies.

(d) Language and Culture Section

1. Develops courseware on language and cultural issues in support of current and future needs.

2. Delivers courses via classroom, WBT, and VTC modes to include participation on Mobile Training Teams (MTT).

3. Coordinates with other USCENTCOM offices and external organizations to source training beyond RJITF organic capabilities.

(e) High Value Individual (HVI) Section

1. Develops courseware on High Value Individual (HVI) issues in support of current and future needs.

2. Delivers courses via classroom, WBT, and VTC modes to include participation on Mobile Training Teams (MTT).

3. Maintains close working relationship with USCENTCOM HVI Branch on issues of courseware currency, training needs, and student selection for HVI course attendance.

4. Coordinates with other USCENTCOM offices and external organizations to source training beyond RJITF organic capabilities.

(f) Collection Management Section



1. Develops courseware on collection management processes and associated software applications in support of current and future needs.

2. Delivers courses via classroom, WBT, and VTC modes to include participation on Mobile Training Teams (MTT).

3. Coordinates with other USCENTCOM offices and external organizations to source training beyond RJITF organic capabilities.

4. Maintains cognizance of information technology (IT) architecture issues as they pertain to the collection management instructional mission.

(g) All Source Intelligence Application Section

1. Develops courseware on intelligence applications resident primarily in the USCENTCOM JIOC in support of current and future needs.

2. Delivers courses via classroom, WBT, and VTC modes to include participation on Mobile Training Teams (MTT).

3. Coordinates with other USCENTCOM offices and external organizations to source training beyond RJITF organic capabilities.

4. Maintains cognizance of information technology (IT) architecture issues as they pertain to the intelligence applications instructional mission.

(h) Joint Targeting Section

1. Develops courseware on joint targeting processes and associated software applications in support of current and future needs.

2. Delivers courses via classroom, WBT, and VTC modes to include participation on Mobile Training Teams (MTT).

3. Coordinates with other USCENTCOM offices and external organizations to source training beyond RJITF organic capabilities.

4. Maintains cognizance of information technology (IT) architecture issues as they pertain to the joint targeting instructional mission.

## Appendix L

## Operations Directorate (J3)

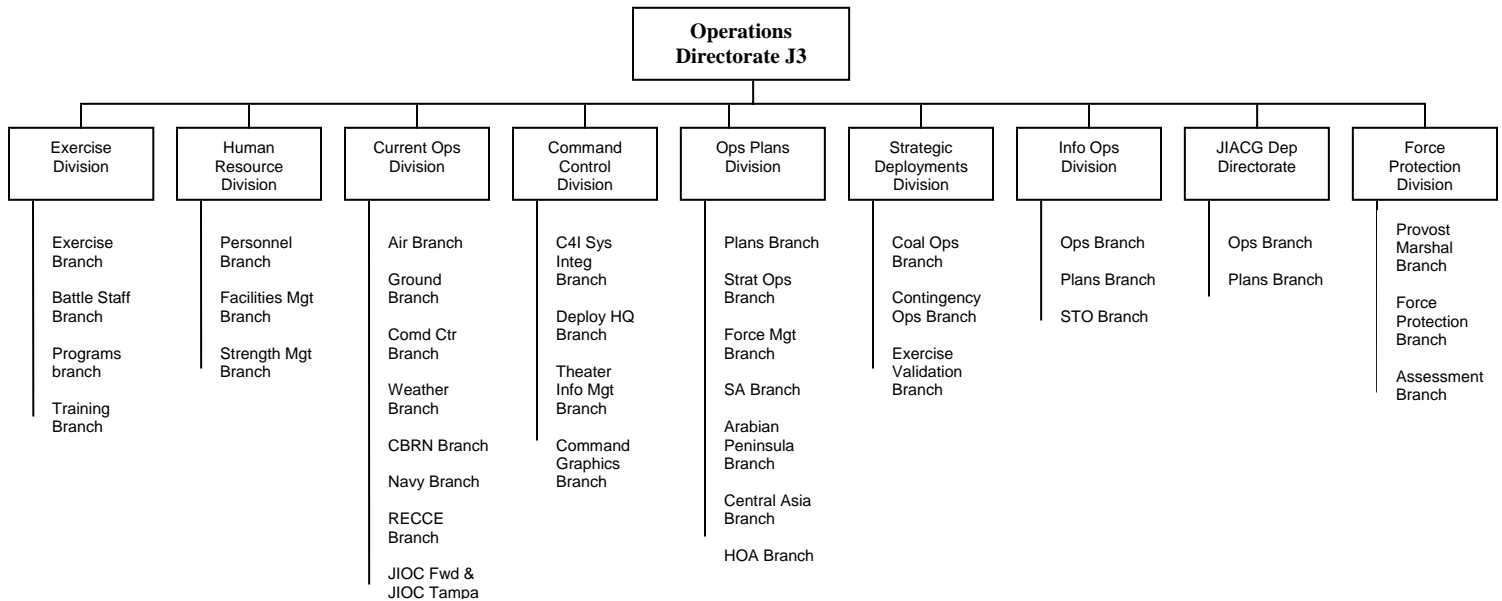


Figure 5. Operations Directorate (J3)

## 1. Command and Control (C2) Division

- a. Command OPR for all USCENTCOM command and control matters.
- b. Command OPR for all joint and combined C4I issues.
- c. Chairs and facilitates the C2 Working Group.
- d. Command OPR for the Joint Battle Management Command and Control (JBMC2) Board of Directors.
- e. Chairs the Command and Control Functional Capabilities Board (C2 FCB).
- f. Co-Chairs the Joint C4I Center.

(1) Define requirements, policy and processes to address theater command and control, Information Management and interoperability within the USCENTCOM AOR and headquarters.

(2) Define and manage data and interoperability standards for theater and headquarters IM and C2 information systems.

- g. Co-Chairs the Net Centric FCB.
- h. Co-chairs C4ISR Working Group.
- i. Co-Chairs the Information Management Working Group.
- j. Co-Chairs the Joint Information Management Board.
- k. Command OPR for Coalition C4I Interoperability issues.
- l. Co-Chairs the Command and Control Interoperability Boards (CCIB).
- m. CCJ3 OPR for Foreign Disclosure and Releaseability issues.
  - (1) Serves as the J3 Foreign Disclosure Board Member.
  - (2) Drafts and staffs applicable Foreign Disclosure and releasability requests.
- n. Serves as the CENTCOM Deployable Headquarters (CDHQ) Program Manager.
- o. Responsible for Theater Information Management (TIM) of Global Broadcast Service (GBS) within the CENTCOM AOR.
- p. Command OPR for the fielding and integration of Joint Command and Control Systems of Record to include Global Command and Control System (GCCS) and Theater Battle Management Core System (TBMCS) within the Headquarters and throughout the CENTCOM AOR.
- q. Command OPR for the fielding and integration of Non-Joint Command and Control Systems of Record into the USCENTCOM C2 architecture (i.e. Automated Deep Operations Coordination System (ADOCS)).
- r. Provides 24-hour graphics support for the command, as required.
- s. Establishes and publishes division policies affecting all personnel assigned to the Command and Control Division. Monitors and enforces personnel compliance with Command, Division, and Directorate policies.
- t. Develops and implements organizational and functional charts to establish lines of authority and responsibilities for C2 Division activities and operations.

u. Provides counseling for all military and civilian personnel assigned to the Division.

v. Supervises administrative personnel in all administrative functions.

w. Supervises Administrative personnel to ensure that all in/outbound personnel are tracked, assigned a sponsor, and escorted as necessary.

x. Initiates, reviews, and coordinates evaluations, awards, retirement, and promotion ceremonies for Division personnel.

y. Initiates, reviews and coordinates with CCJ3-HR for appropriate service branch manpower personnel to ensure manning requirements are fulfilled and maintained.

z. Logs and tracks all taskings.

aa. Maintains and updates all administrative files for CCJ3-C.

bb. Ensures existing directives, regulations, and Standard Operating Procedures (SOP) for executing and controlling assigned forces are current, understood, and properly applied. Ensure administrative personnel maintain and update all CCJ3-C publications and directives to ensure accuracy and currency.

cc. Collects, evaluates, and reports CCJ3-C Internal Management Control (IMC) Program.

dd. Coordinates, reviews, develops, and updates monthly C2 work schedule incorporating ancillary training (i.e. weapons, nuclear chemical and biological, driver training, required service schools, etc...) ensuring Command and Control/Deployment readiness of personnel.

ee. Conducts coordination with other agencies and organizations throughout deployments IAW CCR 525-8.

ff. Provides the Chairman for the Deployment Working Group during deployments IAW CCR 525-8.

2. C4I Systems Integration Branch (CCJ3-CS).

a. Coordinates CCJ3 C4ISR requirements.

- b. Serves as facilitator for the C2 Working Group.
- c. Serves as CCJ3 facilitator and representative for the Command C4ISR Working Group.
- d. Serves as the CCJ3 representative to the Command Computer Systems Requirements Board (CSRB).
- e. Serves as the J3 representative on the Command and Control Initiatives Program (C2IP) Review Board.
- f. Serves as the CCJ3 representative for the Joint Battle Management Command and Control (JBMC2) Board of Directors.
- g. Serves as the CCJ3 representative for the Command and Control Functional Capabilities Board (C2 FCB).
- h. Serves as the CCJ3 representative for the Net Centric FCB.
- i. Serves as the CCJ3 representative for all joint C4ISR interoperability exercises and experiments to include: Joint Expeditionary Force Experiment (JEFX), Joint Combat Identification Evaluation and Training (JCIET) and Joint Warfighting Interoperability Demonstration (JWID).
- j. Serves as the CCJ3 representative for all operational and system integration of Joint Command and Control Systems of Record, to include the Global Command and Control System (GCCS) and Theater Battle Management Core System (TBMCS), within the Headquarters and throughout the CENTCOM AOR.
- k. Serves as the CCJ3 OPR for GCCS issues.
  - (1) J3 representative to Joint Staff-sponsored GCC Review Board, GCCS Training Working Group and GCCS Common Operational Picture (COP) Working Group.
  - (2) J3 OPR for review of GCCS requirements and documents.
  - (3) J3 OPR for Command and Control Personal Computer (C2PC) gateway and C2PC account manager.
  - (4) J3 OPR for USCENTCOM COP.
  - (5) J3 OPR for COP CONOPS.
  - (6) Command OPR for COP SOP.

(7) J3 OPR for submitting inputs/updates to Joint Staff GCCS Requirements Database (GRID).

(8) Coordinates updates to CENTCOM Command Center COP Management checklists.

(9) J3 OPR for the operational integration of GCCS-I3 within the HQ.

(10) Coordinates and approves all COP requests from supporting C/S/A's and other organizations, as necessary.

(11) J3 OPR for review of GCCS requirements and documents.

(12) J3 OPR for Command and Control Personal Computer (C2PC) gateway and C2PC account manager.

l. Serves as the CCJ3 representative for all operational and system integration of Non-Joint Command and Control Systems of Record into the USCENTCOM C2 architecture (i.e. Automated Deep Operations Coordination System (ADOCS)).

m. J3 representative for joint Blue Force Tracking (BFT) issues and CONOPS/SOP development.

n. Identifies and coordinates J3 C4ISR real-world and exercise requirements.

3. Coalition C4I Interoperability Element (CCIE) Branch (CCJ3-CI)

a. Serves as focus point and clearinghouse for Coalition C4I Interoperability issues and formally links operators, technicians and Coalition partners.

b. Serves as the Command OPR for C4I (Coalition Interoperability).

(1) Develops and implements C4I plan and roadmap.

(2) Drafts, maintains and presents Coalition C4I briefs.

c. Serves as Command representative for developing Coalition Interoperability framework.

d. Serves as Command representative for establishing Communications Interoperability and Security Memorandum of Agreements (CIS MOA).

e. Monitors Communications Security (COMSEC) Accounts establishment.

f. Conducts Command and Control Interoperability Boards (CCIB).

(1) Publishes CCIB meeting minutes, and tracks action items.

(2) Serves as Liaison with DSCA, NSA and international program offices.

g. Promotes establishment of Theater Ballistic Missile Shared Early Warning (SEW) Capability.

h. Identifies Data and Intelligence Sharing Requirements.

i. Leads C4I Working Group under Cooperative Defense Initiative (CDI) Program.

j. Provides C4I expertise to Joint Military Committee, Joint Planning Committee and Military Coordination Councils.

4. CENTCOM Deployable HQ Branch (CDHQ) Branch (CCJ3-CD)

a. Serves as the CHDQ Manager.

b. Plans and executes CDHQ life cycle management to include system improvement, technology refresh, and logistics support.

c. Initiates and coordinates with CCHC in establishing support agreements with other military units and civilian companies for maintenance support.

d. Requests and manages CDHQ funding over the Future Years Defense Plan (FYDP); submit POM requirements in anticipation of funding requirements.

e. Supports the CDHQ at its deployed location with contractor support as required.

f. Identifies, analyzes, and prioritizes CDHQ capability gaps and recommend solutions.



g. Serves as the Contracting Officer Representative (COR) for the administration and technical oversight of the CDHQ Support Contract.

h. Serves as the OPR for future technology insertions and systems fielding.

i. Provides new equipment training for new technologies or Software Application upgrades to the CDHQ.

j. Maintains Configuration Management and System/Subsystem Specification documentation for the CDHQ.

5. Theater Information Management Branch (CCJ3-CT)

a. Serves as the CCJ3 OPR for the Information Management Working Group.

b. Serves as the CCJ3 OPR for the Information Management Program.

c. Identifies and prioritizes information exchange requirements internal and external to CENTCOM through IMWG and JIMB.

d. Identifies and prioritizes specific projects and tasks to improve information retrieval, sharing, and storage in support of operations in theater and HQ CENTCOM (through IMWG and JIMB)

e. Serves as the OPR for inter-directorate IM projects/tasks that require inter-departmental accountability and coordination.

f. Serves as the Command Information Manager for the Global Broadcast System within the CENTCOM AOR.

(1) Coordinates fielding of GBS receive suites to deployed land based forces and throughout the CENTCOM AOR.

(2) Coordinates fielding of GBS receive suites aboard US Navy combatants and throughout the CENTCOM AOR.

(3) Validates information exchange requirements for large file size/high data rate products, such as: unclassified data and video (CNN), classified data files (geospatial/imagery, briefings, etc...), and classified video (Unmanned Aerial Vehicle) in support of deployed major operational and tactical commands.

g. Serves as the Command representative for Content Staging.

(1) Coordinates with CCJ6 on the installation and maintenance of Content Staging servers within the CENTCOM AOR.

(2) Develops Content Staging Tactics, Techniques and Procedures (TTPs) for the use of Content Staging services in support of the HQ.

(3) Develops and provides training for the use of Content Staging services.

h. Assists in Information Dissemination process and procedures from US classified systems to coalition C4I networks (i.e. CENTRIXS).

6. Command Graphics and Support Branch (CCJ3-CG)

a. Provides graphic art support in the forms of electronic presentations and hard copy mediums for the command.

b. Provides main graphics support to the Command Group, CCJ1, CCJ3, CCJ4, CCJ5, CJ6, CCJ8 and all special staff offices.

c. Reviews requests for graphics services to ascertain that requested material conform to acceptable standards of cost, quality, simplicity, technique, and where appropriate, suggest improvements.

d. Produces graphic materials and services of the highest quality consistent with available equipment, personnel, time, material, supplies, and economical considerations.

e. Provides graphic support for high level executive sessions and command sponsored conferences.

f. Reviews requests for graphic services to ensure that they are cost effective, align with command decorum, and suggest improvements when appropriate.

g. Creates, coordinates and executes programs to upgrade, purchase, or renovate graphics equipment and facilities.

7. Exercise Division (J3-E). Mission: The Joint Exercises and Training Division (CCJ3-E) executes the Joint Exercise Program (JEP) and the Joint Training System (JTS) in order to train US Forces, Staffs, and Personnel assigned to the USCENTCOM AOR in

their abilities to respond to requirements established by their commanders to accomplish assigned missions.

a. Implements CDR's guidance by directing and guiding long-range US Exercise Schedule in coordination with JCS, Unified Commands, USTRANSCOM, Components and laterally with supporting CDR Staffs, and represents CDRUSCENTCOM at scheduling and planning conferences.

b. Coordinates all joint and combined exercises in coordination with USCENTCOM Staff, Component and supporting commands consistent with current USCENTCOM Theater Strategy, OPLANS, CONPLANS, Plans and JCS Directives.

c. Develops initial exercise concepts to include purpose, US training objectives, proposed timing, locations, assigned forces, scenario and initial funding allocations.

d. Proposes, coordinates and finalizes consolidated US training and exercise schedules with Host Nations and briefs these proposals to Host Nation(s) representatives on a periodic basis.

e. Supervises coordination of all exercise support requirements, to include exercise training areas, facilities, protocol, and Host Nation support requirements for USCENTCOM executed exercises.

f. Develops exercise control systems, controller training, and serves in director positions on the Joint Exercise Control Group (JECG) during the employment phases of all USCENTCOM executed exercises.

g. Advises Director on exercise requirements within J3 to include establishing planning objectives, training, simulation requirements and evaluation procedures.

h. Coordinates joint and combined US training and exercise planning issues with external commands.

i. Participates as a member on the Joint Training and Force Application, Functional Capabilities Boards. Reviews and comments on Initial Capabilities Documents (ICD), Capabilities Development Documents (CDD), Capabilities Production Documents (CPD), and Joint Capabilities Documents (JCD). Assesses and vets, with comments, on DOTMLPF Change Recommendations (DCR).

j. Responsible for Joint training for Component and Battle staff to include development and assessment of Joint Mission Essential Task List (JMETL) and readiness reporting.

k. Recommends exercise priorities to CDR USCENTCOM based on staff training and readiness requirements, TSC Strategy, and OSD Directives.

l. Coordinates the development and prepare Exercise Planning Directives, Exercise Plans (EXPLAN - Administrative Order that identifies the Exercise Design, synchronization and support), Master Scenario Events List (MSEL), Significant Military Exercise Briefs (SMEB) and Joint After Action Reports (JAAR), Joint Lessons Learned (JLL), post-exercise (POSTEX) messages, and Initial Impressions messages.

m. Ensures staff synchronization, in support of designated portions of the Exercise Program, is executed across the USCENTCOM Staff and with the participating commands, agencies, and organizations.

n. Leads USCENTCOM Working Groups responsible for the execution of designated exercises.

o. Reviews documents generated by other Staff Directorates and Special Staff, which affect the execution of designated exercises. Documents include, but are not limited to, Proposed Public Affairs Guidance for exercises and Operational Deployment Orders.

p. Reviews and update, as required, applicable pages of the Joint Training Information Management System (JTIMS).

q. Coordinates the establishment and training or participate in the operations of designated Joint (or Combined) JECGs.

r. Develops and/or review documents posted on the USCENTCOM Exercise Division Homepage.

s. Identifies, prepares and monitors requirements of USCENTCOM O&M, Title 10 and JCS Strategic Lift Funds expended in support of assigned exercises.

t. Represent USCENTCOM at the annual CJCS Worldwide Training and Scheduling Conferences in February and September.

u. Plans, coordinates and hosts USCENTCOM's Annual Training and Exercise Scheduling Conference (Nov) to develop and validate the three-year exercise schedule.

v. Publishes and maintains USCENTCOM Regulations

(1) 380-4 - Nicknames, Code Words, and Exercise Terms

(2) 525-4 - Joint Training and Exercises

(3) 525-23 - Cooperative Programs for Friendly Nations Policies and Procedures

#### 8. Exercise Branch (J3-EE)

a. Responsible for developing, reviewing, coordinating and maintaining USCENTCOM Joint and Combined Exercise Program for the following nations: Afghanistan, Bahrain, Djibouti, Egypt, Eritrea, Ethiopia, Iraq, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Oman, Pakistan, Qatar, Saudi Arabia, Seychelles, Tajikistan, Turkmenistan, the United Arab Emirates, Uzbekistan and Yemen (as of Oct 04, USCENTCOM does not have an exercise program with Iran, Lebanon, Somalia, Sudan, and Syria because of DoS directive.

b. Executes exercise planning conducted with the Office of Secretary of Defense (OSD), the Joint Staff (JS), US Embassies, Supporting Unified Commands, US Central Command's subordinate Component Commands and the Host Nations.

c. Develops and maintains sub-regional Exercise Campaign Plans for the Arabian Peninsula including Jordan and Egypt, Horn of Africa, Central and South Asia, Northern Red Sea and Eastern Med.

d. Participates in the US - Host Nation discussions affecting the Country Exercise Program (Joint Military Commissions, Military Committee Conferences, Exercise Program Scheduling Conferences, Consultative Staff Talks, and specific Exercise Planning Conferences).

e. Validates Exercise Related Construction (ERC) packages.

f. Coordinates and submits J3 input for CDR and DCDR Trip Books to the AOR.

#### 9. Battle Staff Branch (J3-ES)

a. Responsible for developing, planning, coordinating and executing the USCENTCOM Battle staff training exercises (INTERNAL LOOK and BRIGHT STAR). Additionally, responsible for attending and planning in selected JCS exercises (i.e. BLUE FLAG, POSITIVE FORCE, and War College exercises) which may require participation by elements of USCENTCOM and its components.

b. Coordinates USCENTCOM Joint Quarterly Readiness Review (JQRR) and JMETL review.

c. Coordinates command input into the Defense Readiness Reporting System (DRRS) to include UJTL evaluation input.

d. ICW JFCOM, responsible for the design, planning, coordination and execution of the command's Mission Rehearsal Exercises (MRX) in support of on-going and future operations.

e. Plans, coordinates and hosts USCENTCOM's Annual Readiness Conference.

10. Programs Branch (J3-EP)

a. Provides administrative, logistical and lessons learned support for the division and supports battle staff, combined forces commands and multi-lateral regional exercise execution.

b. Manages the overall process of writing/collecting/reviewing/editing/analyzing/collating/recommending disposal of, and disseminating JLLs as well as manages the JLLs data bases created by use of the current version of the Joint Lessons Learned System (JLLS) Software. Submits reports to higher headquarters and sharing within the Joint Community. Ensures CENTCOM compliance with current CJCSI governing the Joint Lessons Learned Program (JLLP). Assists coalition partners in developing lessons learned programs.

c. Publishes the Monthly JLL Bulletin.

d. Specific management of the Developing Countries Combined Exercise Program [DCCEP] (Section 2010, Title 10) and Personnel (section 1051, Title 10).

e. Manages overall USCENTCOM Cooperative Program with Friendly Nations (Title 10).

f. Responsible for identifying, coordinating requirements for, and monitoring the use of USCENTCOM O&M and JCS Strategic Lift Funds expended in support of assigned exercises.

g. Oversees and coordinates the execution of the Joint Exercise and Programs Cell (JCEP), JCS Exercises and Traditional Commander's Activities (TCA) fund for USCENTCOM.

h. Provides administrative support and services to the Division Chief and internal branches to include control/destruction of classified documents; requisition and distribution of DOD, JCS, service publications; message distribution; maintenance of record copies of correspondence; typing and reproduction support.

i. Executes actions in support of the Division Security Program to include OPSEC. Participates in security education to include annual training requirements, and ensures physical security compliance to include room and document container security requirements. Implements division security information control procedures for classified information and secure telephones.

j. Procures and maintains computer support, hotel billeting, hotel management, transportation and admin support for Exercise Staff during conferences and exercise execution.

k. Webmaster for CCJ3-E Exercise Division, to include updating CCJ3-E Web pages.

l. Manages Division's Tasker Tool.

m. Implements Division supply and equipment account and prepares TDY orders.

n. Coordinates and forwards evaluations as required to J3-HR.

o. Submits and tracks Division award suspense; turns-in to J3-HR and obtains all approved awards and medal sets from J3-HR.

p. Manages family readiness program for the division.

#### 11. Training Branch (J3-ET)

a. Acts as office of primary responsibility (OPR) for Joint Training within USCENTCOM and coordinates the implementation of the

CJCS JTS. (USC Title 10 authority prohibits the use of JEP to train HN forces).

b. Develops, reviews and updates, within Joint Training Information System (JTIMS), the USCENTCOM Joint Training Plan (JTP) and Joint Mission Essential Task List (JMETL); distributes the approved JTP and JMETL to the JS J7, Service Component Commands, SAOs, and other appropriate organizations.

c. Monitors and assists, as necessary, in the development of Component Commands and CJTFs' METLs and training plans.

d. Assesses the proficiency of the USCENTCOM JTP and JEP over time, to include assessing the overall effectiveness of the USCENTCOM JTP in sustaining requisite JMETL and mission proficiency.

e. Evaluates joint training performance for individual training events and determine the effectiveness of specific joint exercises within USCENTCOM.

f. Provides centralized JTS training program management to include maintaining the JTIMS database which catalogs and tracks missions, JMETL, JTP, joint exercises, joint resources, evaluations, assessments, etc., and JLL.

g. Chairs the Joint Training Functional Capabilities Board (JT-FCB).

h. Coordinates training and integration of Individual Augmentees and Inter Agency.

i. Coordinates implementation of Training Transformation (T2) initiatives: Joint Knowledge Development and Distribution Capability (JKDDC) and Joint National Training Capability (JNTC) accreditation and certification.

j. Identifies Joint Training tools requirements (modeling and simulation, table tops, etc)

k. Sustains certification of JTF-capable HQs.

l. Responsible for the Commander's Annual JMETL Review coordinating input from components, subordinate commands and Battle staff.



m. Coordinates with CCJ8 to ensure fidelity between Integrated Priority List (IPL) and JQRR.

n. Identifies training requirements and develops individual and collective staff training programs.

## 12. Force Protection Division

a. The Force Protection Division formulates Force Protection (FP) plans and policies; integrates, manages, and assesses FP functions; and executes provost marshal responsibilities in order to protect DoD personnel and interests in the USCENTCOM AOR.

### b. Operations NCO/Senior Enlisted Leader (FPSEL)

(1) Provides advice and guidance to the Division on personnel and resource utilization to improve Division functional and operational efficiency.

(2) Provides advice and guidance to the Division Chief on all manpower and personnel related issues affecting the Division in garrison and at forward locations.

(3) Manages and monitors the Division's 180+ joint force manpower positions. Ensures joint manning documents (Joint Table of Distribution (JTD), Joint Manning Document (JMD) and Joint Table of Mobilization Distribution (JTMD) accurately support current and future mission requirements.

(4) Assists with the Planning Programming and Budgeting process for acquisition of manning to meet current and future mission requirements.

(5) Monitors career progression, professional development and PME requirements for the Division's enlisted force.

(6) Manages the Division's sponsor program.

(7) Manages the Division's Government Purchase (IMPAC) Card program.

(8) As directed, provides direct support to the Division. Augments and assists with staffing DoD, Joint Staff and command level taskings supporting subordinate commands, component and major commands.

### c. Executive Support (FPXO)

(1) Provides executive support to the Force Protection Branch.

(2) Manages the Division Chief's daily schedule to include his/her calendar, appointments, phone calls and meetings.

(3) Manages, plans and coordinates the Division's travel requirements and itineraries.

(4) Drafts and staffs executive level correspondence for the Division Chief.

(5) Manages the Division's Information Technology and Communications processes and initiatives.

(6) Directs and manages internal/external taskers, Requests for Information (RFI) and correspondence. Receives, directs and tracks taskers, RFI and actions from the Joint Staff, OSD, CENTCOM Command Group, Directorates and subordinate elements.

(7) Serves as CCJ3-FP Resource Advisor

(8) Provides oversight and guidance to the Executive Administration Support Section.

### 13. Executive Administration Support Section (FPXOA)

a. Provides administrative support to all divisions in the rear and at forward locations.

b. Provides administrative support to all Joint Force (JF) (Army, Navy, Air Force and Marine) personnel assigned to the rear and at the forward location.

c. Manages the Division's awards/decorations and evaluations program. Edits and staffs awards/decorations and evaluation for assigned Officers and Enlisted personnel.

d. Assists assigned personnel with processing and resolving Permanent Change of Station (PCS) and/or retirement order issues.

e. Assists assigned personnel with processing and resolving pay and allowance issues

f. Performs Aide-de-Camp duties as required.

- g. Manages the Division's Defense Travel System.
- h. Manages the Division's Government Travel Card (GTC) program for personnel in the rear and forward.
- i. Division Government Purchase (IMPAC) Card holder.
- j. Manages the Division's Automated Business Services System. Prepares and processes Temporary Duty Travel orders for all personnel assigned to the rear. Prepares and processes Military Interdepartmental Purchase Requests (MIPR).

14. Provost Marshal Branch (FPPM)

- a. Advises the CDR, USCENTCOM and USCENTCOM staff on the capabilities and employment of military police, security forces, and masters at arms for combat, contingency, and peacetime operations.
- b. Supervises Provost Marshal staff activities to ensure they support the conduct of joint/combined combat operations and other functions as necessary to support assigned tasks and missions.
- c. Coordinates with component commands to ensure effective military police support to the command during deployments and operations.

15. PM-Detainee Section (FPPMD)

- a. Coordinates and provides oversight of internment and resettlement operations. These operations include evacuation, handling and disposition of enemy prisoners of war (EPW), civilian internees (CI) and other detained persons.
- b. Coordinates, develops, implements and provides oversight of policies for the handling, treatment, and disposition of enemy prisoners, civilian internees, and other detained persons. Monitors subordinate commands for compliance with established policies and processes requests for exception to policy. Identifies policy requirements and coordinates with Joint Staff and OSD for the development of new policy.
- c. Coordinates and processes recommendations for release of persons detained in theater internment facilities. Receives recommendations for release of detained persons and coordinates background investigations with appropriate agencies. Makes

recommendations to CDR, USCENTCOM, and forwards requests requiring SECDEF approval through the Joint Staff.

d. Participates in DOD detainee Administrative Review Boards (ARB) process to make recommendations on the disposition (release or continued detention) of persons detained at Guantanamo Bay. Coordinates background investigations with appropriate agencies and prepares recommendations for disposition. Participates in board meetings via Secure Video Teleconference (SVTC) to coordinate recommendations with appropriate agencies. Forwards recommendations to the SECDEF through the Joint Staff.

e. Plans, coordinates and prepares detainee movement orders (DMO) for transfer of detainees to home country. Coordinates with US Defense Representatives to determine requirements for transfer of custody to home country. Coordinates inter- and intra-theater transportation requirements with USTRANSCOM and other combatant commands. Prepares appropriate orders and monitors execution of DMO through completion and transfer of custody.

f. Coordinates and processes recommendations on the disposition of US citizens and US resident aliens detained by US and coalition forces. Coordinates background investigations with appropriate agencies and provides results of investigations with USCENTCOM recommendation to the capturing supported commander. Forwards supported commander's decision with supporting documentation to the SECDEF through Joint Staff. Monitors continued detention of US citizens and resident aliens and notifies SECDEF upon release.

g. Serves as the staff lead for all actions pertaining to detainee operations, plans and policies. Responds to all requests and taskings from supported commanders and the Joint Staff related to detention operations within the USCENTCOM AOR. Prepares daily and weekly information briefs to keep the command informed on critical detainee issues and events. Prepares information papers and briefings for the command group. Supports Joint Staff in the development of briefings to OSD and Congress. Receives and processes information, reports and briefings from supported commanders.

#### 16. PM-Security Section (FPPMS)

a. Establishes and maintains liaison with 6th Security Forces Squadron.

b. Coordinates and monitors law enforcement operations and criminal investigations during exercises and deployments.

c. Coordinates and provides oversight for the physical security of USCENTCOM personnel and equipment in the USCENTCOM AOR.

d. Develops and coordinates the security for the USCENTCOM Headquarters buildings and other HQ facilities as required.

e. Maintains liaison with local, state, federal, host nation law enforcement, security, and police intelligence agencies.

f. Maintains liaison with and serves as point of contact for local and host nation law enforcement agencies on crime prevention, criminal investigations, incidents, and other security functions.

g. Assists Headquarters Commandant in addressing HQ USCENTCOM physical security issues.

h. Collects, analyzes, and disseminates police intelligence data pertaining to threats posed by terrorist groups, enemy special operations forces, and criminal activities that may pose a threat to the safety and security of HQ USCENTCOM personnel/resources.

i. Serves as the approving authority for the carrying of concealed firearms by USCENTCOM personnel.

j. Serves as the proponent for USCENTCOM Regulations CCR 190-1, 190-3, 195-1, and 600-10.

k. Protective Services Detachment

(1) Provides protective security services for the CDR and DCDR USCENTCOM and other designated personnel.

(2) Plans, coordinates, and executes personal security operations in support of CDR and DCDR USCENTCOM.

(3) Selects, trains, and supervises a joint protective service team assigned to CDR and DCDR USCENTCOM.

(4) Coordinates and provides personal security services upon request to designated high-ranking foreign visitors/dignitaries to USCENTCOM.

17. PM-Customs Section (FPPMC)

a. Develops, coordinates and promulgates USCENTCOM policy, doctrine, and instructions required to implement and maintain a Customs and Border Clearance Program (CBCP). Serves as the USCENTCOM proponent for DOD DTR 4500.9R and CCR 600-10.

b. Advises USCENTCOM staff on all matters pertaining to the CBCP.

c. Annually reviews all DOD and CENTCOM directives pertaining to the CBCP and make appropriate changes/revisions.

d. Establishes and maintains coordination and communication with CBCP Managers in the AOR and appropriate personnel at USTRANSCOM. Acts as the intermediary on Customs issues between Customs and Border Clearance Agents (CBCA) and USTRANSCOM.

e. Conducts annual accreditation and technical assistance visits of Customs and Border Clearance Programs throughout the AOR.

f. Monitors component command CBCA training to ensure customs training meets USCENTCOM requirements. Maintains database of all trained CBCAs in the AOR.

g. Monitors all CBCP violations in the AOR and ensures that lessons learned are applied to prevent reoccurrences.

h. Maintains customs stamp accountability throughout AOR.

18. PM-Security Force Programs Section (FPPMP)

a. Assists in the planning of and participates in USCENTCOM command post and field training exercises.

b. Coordinates the employment of combat military police for maneuver and mobility support operations. These operations include security of and movement control on supply routes (MSR); controlling movement through or around operationally significant obstacles; and mitigating the effects of dislocated civilians on movement along MSRs and LOCs.

c. Coordinates the employment of military police and security forces, and masters at arms in the execution of their assigned area security missions. These missions include air base ground defense, rear area response force operations, port security/harbor defense, and security of other critical bases/functions.

d. Provides oversight of the US Military Prisoner Confinement Program in the USCENTCOM AOR.

e. Monitors component command Military Police and Security Forces training programs/exercises to ensure they support USCENTCOM mission requirements.

f. Coordinates the Military Working Dog (MWD) program within USCENTCOM AOR.

g. Prepares military police combat support annexes to USCENTCOM operation plans and orders to ensure they support the concept of operation and the commander's intent.

19. Force Protection Branch (FPFP)

a. Ensures implementation of DoD standards and the development and implementation of USCENTCOM force protection policies, programs, and standards in the areas of antiterrorism; defense critical infrastructure protection; chemical, biological, radiological, nuclear, and explosive defense; and theater air and missile defense.

b. Assists commanders, United States Defense Representatives, and Regional Security Officers in resolving force protection issues.

c. Chairs the USCENTCOM Antiterrorism Working Group.

d. Chairs the USCENTCOM Force Protection Functional Capability Board Working Group.

e. Provides a representative to the DoD Antiterrorism Coordinating Committee Subcommittees, as required, and to the DoD Worldwide Antiterrorism Conference.

20. FP-Analysis Section (FPFPA)

a. Conducts in-depth analysis of Force Protection Country Vulnerability Assessments, Red Team Reports, JSIVA Reports, BSA Reports and other assessments in order to provide a detailed product for use during the annual Program Reviews and the development of action plans.

b. Collects data specified in the Performance Objectives from the USCENTCOM AT Strategic Plan and prepares periodic reports listing the trends and levels of performance.

c. Manages the homepage on the SIPRNET in coordination with the CCJ6.

21. FP-Chemical, Biological, Radiological, Nuclear Defense Section (FPFPC)

a. Provides CBRN support to CENTCOM Joint Intelligence Operations Center as required.

b. Assists in preparing/modifying/reviewing orders for USCENTCOM forces participating in exercises and contingencies.

c. Coordinates joint CBRN Defense operations.

d. Monitors chemical equipment and material requirements and ensures compliance with CBRN defense operations.

e. Assists in the resolution of Host Nation CBRN defense issues as required.

f. Plans for and monitor employment of riot control agents as required.

g. Monitors CBRN logistics procedures/movement with CCJ4.

h. In the event of enemy chemical strike or accidental chemical weapon discharge, monitor reports assessing effects and providing SME for FCM planning as necessary.

i. Plans, organizes, coordinates, directs, and controls CBRN assets as the HQUSCENTCOM OPR for all tactical CBRN employment and operational issues.

j. Develops time-phases schedules for CBRN actions corresponding to USCENTCOM DEFCONS and OPLAN courses of action and subsequent changes.

k. Develops/reviews requirements document data for USCENTCOM AOR environment specific CBRN equipment.

l. Monitors component CBRN readiness.

m. Monitors ongoing JCS/service programs to ensure their adequacy for CBRN requirements.



n. Monitors levels of CBRN IPE stocks for sustainment of CBRN resources.

o. Reallocates NBC defense assets as necessary to continue operations with minimal capability reduction.

p. Participates in weekly CCJ5-C directorate meetings.

q. Maintains an active role in monthly J2-WMD VTCs.

r. Assists in coordinating the removal of strategically significant hazards and suspected CBR samples.

s. Assists HQ Commandant as required in maintaining HQ NBC defense readiness.

t. Reviews CBRN Annexes to OPLANS, CONPLANS and reviews same for component plans.

## 22. FP-Defense Critical Infrastructure Protection Section (FPFPD)

a. Collaborates on the identification and if required protection of Critical Infrastructures. The concept of protecting those critical infrastructures necessary to ensure mission success focuses on single-point and cascading failures. Protection and risk acceptance decisions rest primarily in the hands of infrastructure-owners and installation commanders. Successful CIP means influencing these risk acceptance and protection decisions made by the asset owners.

b. Integrates CIP into plans to assure execution of the national military strategy and theater engagement objectives.

c. Works with USCENTCOM staff and Components to determine which infrastructure assets are most critical and at higher risk. Collaborates on the development of appropriate prioritization methodologies to be used by decision makers to determine effective protection strategies and realistic resource allocation to support the USCENTCOM Commander's mission.

d. Ensures that CIP efforts establish combatant command warfighting capability requirements and identify the critical infrastructure necessary for mission success across the full spectrum of military operations.

e. Coordinates CIP efforts with supported/supporting combatant commanders, DoD agencies, Sector Leads and the Services.

f. Establishes the capability to monitor, report, and respond during an infrastructure denial, disruption, degradation, or destruction event, as part of a defense-wide, comprehensive, and fully integrated CIP effort.

23. FP-Policy and Programs Section (FPFPP)

a. Reviews contingency operation and exercise antiterrorism plans for deploying units.

b. Coordinates FP planning for Aerial Ports of Debarkation (APOD) and Seaports of Debarkation (SPOD).

c. Ensures force protection has been addressed in Contingency (Deliberate) and Crisis Action Plans.

d. Ensures force protection training objectives are included in joint exercises.

e. Establishes USCENTCOM AT standards, policies and programs based on DoD Standards for the protection of DoD personnel and their families, facilities, and other material resources from terrorist acts.

f. Oversees and coordinates the administration of all component and subordinate commander force protection construction standard submissions.

g. Provides protective engineering guidance for barrier planning, entry control points, fortification, and AT construction standards.

h. Reviews force protection memorandums of agreement with US Embassies.

i. Assists Component, Sub-Unified, and CJTF commanders in identifying and programming AT resource requirements. Manages USCENTCOM Combating Terrorism Readiness Initiative Fund Program (CbT RIF) to include the review, validating and forwarding of component requests.

j. Coordinates force protection requirements for USCENTCOM Security Cooperation Exercises with US government agencies, Component Commands, and Host Nation military forces.

k. Serves as the proponent for Integrated Base Defense and Integrated Base Defense Security System standards implementation in the USCENTCOM AOR.

l. Liaisons with OSD, Joint Staff, and their supporting agencies to identify integrated base defense technology requirements and solutions.

24. FP-Risk Assessment Section (FPFPR)

a. Assists component and subordinate commanders and DoD agencies with implementation and execution of AT programs. Assists commanders, USDRs, and Regional Security Officers (RSO) in resolving AT issues.

b. Coordinates the establishment of FPCONs by Component Commanders, local commanders, and USDRs. Monitors status and reports changes to USCENTCOM Commander and CCJ3-O. Ensures that appropriate FPCONs are implemented and disseminated.

c. Monitors threat levels and FPCONs in the AOR and resolves any inconsistencies between the two, and recommends or coordinates changes (as applicable).

d. Acts as principal point of contact for FP issues tasked by higher authority.

e. Facilitates the USCENTCOM Antiterrorism Executive Committee and coordinates the AT Working Group's efforts.

f. Acts as recorder for the USCENTCOM Threat Working Group.

g. Provides trained personnel to the JOC as required.

h. Executes proper coordination with host nation government(s) and US agencies that impact force protection.

i. Develops and conducts antiterrorism training for HQ USCENTCOM personnel.

j. Conducts risk assessments based on mission, threat, vulnerability, security force and host nation capabilities.

k. Conducts program reviews of USCENTCOM Component, Sub-Unified, and CJTFs.

l. Assists with USCENTCOM IG inspections.

25. FP-Theater Air and Missile Defense Section (FPFPT)

a. Acts as the office of primary responsibility (OPR) for all air and missile defense operations/exercises and any other missile defense matters including tactics, techniques and procedures, employment/integration/doctrine and rules of engagement (ROE).

b. Provides operational expertise and guidance with respect to joint missile defense operations and evolving technology integration.

c. Monitors, assesses and provides command input for modification, modernization, and improvement of US air and missile defense weapons systems in coordination with other COCOM's and DoD agencies through exercises and war games for future concepts and resources in support of USCENTCOM plans and serves as the OPR for Integrated Air and Missile Defense associated POM funding issues by providing input on service POM activities and their effect on CDRUSCENTCOM war-fighting capability.

d. Advises CDRUSCENTCOM and USCENTCOM staff on the capabilities and limitations of US, coalition, and enemy missile defense weapon systems.

e. Assists integration of USCENTCOM air and missile defense systems with those of host nation and coalition nation(s) during exercises, contingencies, and crisis operations and assesses/recommends improvements to host nation AD/MD systems to include a regional integrated air defense system (RIADS) for friendly nations.

f. Assists/coordinates with other COCOM's for the development of a global Integrated Air and Missile Defense System (IAMDS) for contingency plans (CONPLANS), exercises, and or crisis operations to include providing guidance and recommendations for Critical Asset List (CAL) and Defended Asset List (DAL) development and Coalition Air and Missile Defense Integration into USCENTCOM war plans.

g. Monitors/coordinates air and missile defense applications to air defense and airspace management operations as conducted by the Area Air Defense Commander (AADC) and the Airspace Control Authority (ACA).

h. Monitors the status of component and supporting forces missile defense systems.

- i. Maintains liaison and conducts periodic visits with component and supporting missile defense forces to stay abreast of current missile defense doctrine, tactics/techniques/procedures (TT&P), as well as identify and resolve operational issues.
- j. Serves as the J3 OPR for missile defense surveys conducted in AOR countries. Participates on survey teams, prepares or assists in the preparation of Terms of Reference, briefings, and or reports, as necessary.
- k. Serves on USCENTCOM Combating WMD Working Group in providing Theater Air and Missile Defense expertise.
- l. Monitors and provides operational guidance, as required, to the Exercise Division during planning and development all phases of exercises in which USCENTCOM or its components are participating with Air and Missile Defense assets.

#### 26. Assessment Branch (FPAD)

- a. Executes the USCENTCOM country-wide vulnerability assessment (CVA) process for the AOR. Coordinates all VA issues between Component Commands, Sub-Unified Commands, CJTFs, and US Government agencies. Maintains the USCENTCOM five-year assessment calendar.
- b. Deploys/re-deploys CVA Teams/Team Assist.
- c. Assists Service component agencies (e.g., AFOSI, NCIS) and other agencies (e.g., Defense Threat Reduction Agency (DTRA), DoS) in planning, conducting and standardizing VAs in support of the master CVA process.
- d. Ensures implementation and compliance with DoD and USCENTCOM AT/FP standards, policies, guidelines and programs.

#### 27. AD-Country Vulnerability Assessments Section (FPADC)

- a. Ensures equitable distribution of CVA teams to all sites, based on threat level and mission priority.
- b. Identifies vulnerabilities at both the tactical and operational level within the assessed country.
- c. Conducts AT/FP Level II and CVAMP Training, as required for FPOs in the AOR.

d. Ensures all CVA teams utilize applicable DoD and USCENTCOM, and DoS (as applicable) antiterrorism standards and procedures, and that all team reports satisfy minimum CVA requirements.

e. Provides commanders and country teams with solutions that eliminate or mitigate identified vulnerabilities.

f. Prepares outbriefs and CVA reports for all assessments.

g. On order, conducts rapid deployment site assessments and follow up assessments at specified locations.

h. Establishes initial contact with USDR in countries to be assessed and schedules Leader's Recon to work out details of CVA.

i. Promulgates mission statements based on Leader's Recon results for coordination with DSS representative at USCENTCOM.

28. AD-Operations Section(FPADO)

a. Develops prioritized master plan and schedule for CVAs of all countries and DoD sites in the AOR.

b. Assists and act as an interface with commanders, USDRs, and RSOs, in identifying and resolving AT/FP issues.

c. Conducts initial planning, conferences and leaders recon.

d. Authors, submits, and tracks Country Clearance Requests IAW the DoD Foreign Clearance Guide ISO Assessments Branch operations.

e. Builds and maintains country coordination folders.

f. Develops, tracks, updates, and assigns personnel to driving missions ISO Assessments Branch operations.

g. Serves as the Assessments Branch Operations Center for communication with forward deployed CVA Branch Teams and other Assessments Branch personnel.

h. Reviews, corrects, and posts CVA and VA reports on the Force Protection SIPRNet website.

i. Serves as the Assessments Branch strategic operations cell.

j. Forecasts, develops, requests, and executes the Assessments Branch's TDY budget.

k. Produces, certifies, and maintains copies of DD Form 1610 (Request and Authorization for TDY Travel of DOD Personnel), and Travel Letters.

l. Researches, prepares, and submits necessary documents/funds for Visas to the Host Nation Cell.

m. Develops prioritized master plan and schedule for Team Assist missions.

n. Plans, coordinates, and executes the Division Chief's Force Protection's bi-annual Force Protection Conference.

29. AD-Support Section (FPADS)

a. Maintains and sustains training/certification and appropriate manning and skill sets for the Assessment Branch Sections.

b. Prepares, processes, and submits personnel evaluations and requests for awards from Assessment Branch Sections.

c. Maintains all personnel files, training files and informational databases for Assessment Branch Sections.

d. Ensures system integrity and operational readiness of all automation systems and communication equipment.

e. Maintains accountability and serviceability of computer systems, automation equipment and classified media and storage.

f. Maintains property book and supervises the issue and turn in of all classes of equipment in support of Assessment Branch Sections.

30. J3-HR Division. CCJ3-Human Resources Strength Management Branch.

a. Assigns all personnel within J3

(1) Assigns and tracks individual augmentees

(2) Manages the Joint Manning Document for J3

(3) Manages the Joint Table of Distribution for J3

(4) Manages the Joint Table of Mobilization Distribution for J3

(5) Coordinates with Divisions to assign sponsors

(6) Performs initial hiring interviews for J3 civilians

(7) Conducts initial orientation with incoming personnel

b. Produces and manages all manpower reports for the directorate

31. CCJ3-Human Resources Admin Branch

a. Conducts in and out processing for all J3 personnel

b. Deployment readiness

(1) Manages Deployment Readiness Processing (DRP) for J3

(2) Works with GO/FO staff to ensure compliance with regulations

c. Evaluations

(1) Produces evaluation shells, suspenses, tracks and turns-in all J3 evaluations (Officer, NCO and Civilian)

(2) Coordinates and forwards evaluations as required with CENTCOM CMD Group

(3) Assists GO/FOs in management of service-related senior rater profiles

(4) Maintains Directorate rating chains

d. Awards

(1) Produces service award shells, suspenses, tracks and turns-in all J3 awards.

(2) Receives all approved awards and acquires supporting medal sets for distribution down to Divisions for presentation

e. Maintains J3 database.

f. Leave Tracking



(1) Reviews unit leave records to ensure soldiers who are jeopardy of losing leave are identified

(2) Tracks all 06 leaves for the directorate

g. Manages J3 mail distribution

h. Security Management

(1) Ensures directorate and individual training is coordinated and provided in accordance with CENTCOM regulations

(2) Coordinates with SSO to ensure timely processing of security reclassifications

(3) Works with service member on the EPSQ

32. CCJ3-Human Resources Resource Training and Facilities Management Branch

a. Resource Management

(1) Manages IMPAC card program

(2) Manages Vehicle(s)

(3) Serves as liaison with contractors and vendors for J3

(4) Compiles budget requirements and POM

(5) Serves as liaison with J8

(6) Provides Ops research and systems analysis support

b. Facilities Management

(1) Manages office space

(2) Obtains office supplies

(3) Obtains furniture

(4) Manages automation

c. Individual Training Management

(1) Tracks pre-deployment training

- (2) Manages schooling requirements
- (3) Manages Action Officer training
- (4) Administers PRT and PFT programs
- d. Manages family readiness program for the directorate

33. Information Operations Division

- a. Command OPR for Information Operations (IO), to include: Electronic Warfare (EW), Psychological Operations (PSYOP), Computer Network Operations (CNO), Operations Security (OPSEC), and Military Deception (MILDEC).
- b. Writes IO appendices to operations and contingency plans.
- c. Provides input to the Department of Defense Joint Requirements Board concerning qualitative and quantitative weapon systems requirements relating to IO.
- d. Monitors and provides operational guidance, as required, to the Exercise Division during the planning and developmental phases of all exercises in which USCENTCOM is participating as it relates to IO.
- e. Staff approval responsibility for assignment of forces to OPLANS and training exercises, as they pertain to IO.
- f. Prepares advice as required for American embassies on military matters, pertaining to the USCENTCOM AOR, for IO.
- g. Provides IO guidance and doctrine in OPLANS and CONPLANS and ensures execution during increased Defense Conditions (DEFCONS).
- h. Serves as Chairperson for the USCENTCOM IO Board.
- i. Coordinates the development of capabilities, programs, tactics, employment concepts, and intelligence support for IO.
- j. Develops intelligence collection requirements that provide support to IO.

- k. Provides IO representation to the Joint Targeting Coordination Board as required.
- l. Provides operational data (lessons learned, doctrinal issues) to the Exercise Division for the preparation of all exercise after action reports.
- m. Provides guidance, policy and management of wartime and exercise frequency deconfliction in conjunction with J6.
- n. Provides guidance, policy and management of wartime and exercise Computer Network Defense activities in conjunction with J6.
- o. Provides IO representation to Joint Intelligence Operations Center, as required.
- p. Command OPR for Electronic Warfare Regulation, CCR 525-18.
- q. Command OPR for Psychological Operations Regulation 525-20.
- r. Command OPR for Operations Security Regulation 530-1.
- s. Command OPR for Military Deception Regulation, CCR 525-3.
- t. Prepares briefings, background papers, fact books, and other military information/correspondence as required.
- u. Prepares division personnel OPR/EPR/Fitness Reports/Civilian performance and promotion appraisal performance ratings as required.
- w. Prepares division personnel awards and decorations reports as required.
- x. Performs staff assistance visits within AOR as required.
- y. Monitors branch compliance with all aspects of the IMC program.
- z. Acts as the office of primary responsibility (OPR) for the coordination of Special Technical Operations for the Commander and of all the Command's components.
- aa. Command OPR for Countering Adversary Use of the Internet (CAUI).

bb. Command OPR for the Combined Theater Electronic Warfare Coordination Cell (CTEWCC).

cc. Provides STO communication capability throughout CENTCOM AOR.

dd. Provide PSYOP inputs to the Strategic Effects Working Group and Board.

ee. Provides IO representation to the various HQ Operational Planning Teams (OPT).

34. Joint Interagency Coordination Group (JIACG) Deputy Directorate. Mission: CCJIACG facilitates planning by Commander USCENTCOM and his staff; coordinates information sharing between US Military and US Governmental Agencies (OGA); and advises Commander USCENTCOM and staff on interagency issues in the execution of US Central Command's mission.

a. Concept of Operations. CCJIACG supports USCENTCOM and the OGAs by facilitating planning & enhancing information sharing, enabling Commander USCENTCOM to leverage interagency capabilities in applying all instruments of national power at the strategic, operational and tactical levels, in three broad functional areas of operations, intelligence, & liaison.

b. Participating Agencies and Interagency Capabilities:

(1) Central Intelligence Agency (CIA)

(a) Access to worldwide intelligence collection and operations network

(2) Department of Homeland Security (DHS)

(a) Immigrations & Customs Enforcement (ICE).

1. Investigates US or foreign companies selling prohibited weapons and dual-use technologies.

2. Investigates illegal financial schemes, to include terrorist financing.

(b) Customs & Border Protection (CBP)

1. Investigate contraband smuggling to include weapons and antiquities

(c) US Secret Service

1. Protect President & visiting heads of state
2. Protect US financial infrastructure  
(counterfeiting, bank fraud, and electronic financial crimes)

(3) Department of Justice (DOJ)

(a) Federal Bureau of Investigation (FBI)

1. Computer forensics & electronic/document exploitation
2. Interrogation and detainee-screening support through access to and vetting against USG law-enforcement databases
3. Initial crime-scene examination of high-visibility attacks

(b) Drug Enforcement Agency (DEA)

1. World-wide databases and expertise in countering drug trafficking

(4) Department of Energy (DOE)

- (a) Expertise in oilfield operations and fires, hydrology and WMD identification and analysis

(5) Department of State (DOS)

(a) Counter Terrorism (CT)

1. Lead Federal Agency (LFA) for US policy overseas

(b) Diplomatic Security Service (DSS)

1. Coordination concerning high-level visits and PSD for US and foreign dignitaries overseas

(c) International Information Programs (IIP)

1. Expertise in coordination of strategic-level IO, e.g., Voice of America

(d) International Narcotics Law Enforcement (INL)

(e) Cultural Property: Lead Federal Agency (LFA) for US policy on antiquities and archeological sites

(f) POLMIL - POLAD and political military operations

(6) Department of Treasury

(a) Internal Revenue Service (IRS)

1. Tracking, freezing, and seizing threat finances

(b) Office of Foreign Assets Control (OFAC)

2. Tracking, freezing, and seizing threat finances

(7) USCENTCOM Counter Narcotics Objectives

(a) Provides support within existing capabilities and authorities

(b) Supports Commander's Theater Security Cooperation strategy and war on terror efforts

(c) Supports DOS / lead USG law enforcement agency, and lead nation (UK in AFG) in empowering the GOA and other regional partners to counter the drug trade

(d) Coordinates DoD plan with all US agencies, national and regional CN partners in AOR

(8) IA Coordination Architecture

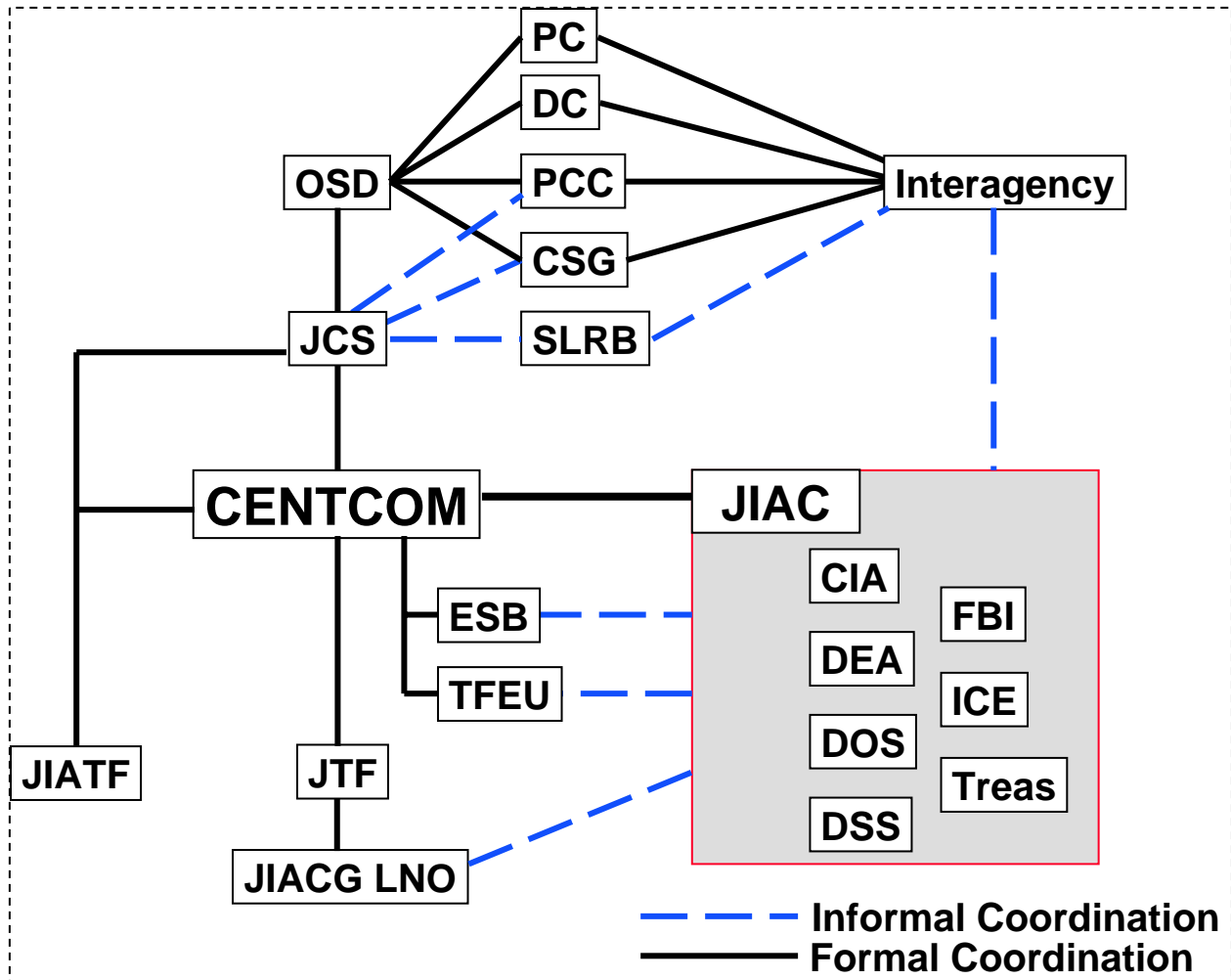


Figure 6. Coordination Architecture (J3)

(9) Interagency Coordination

(a) The Joint Interagency Coordination Group (JIACG) Office provides hands on coordination with the Military, Department of Defense (DoD) and Department of Justice (DoJ) agencies within USCENTCOM AOR.

1. National Strategic; Coordinate Military Activities within the IA Process

2. Strategic Theater; Coordinate and Integrate Military Operations with Regional Interagency Activities

3. Operational; Coordinate and Integrate Joint/Multinational and Interagency Support

4. Tactical; Maneuver, develop intelligence, employ firepower, provide logistic support, communicate and protect force

(b) The CCJIACG adds depth and interagency expertise to military planning by providing interagency-trained LNOs to major commands, which in turn provides actual participation in planning cells and efforts when appropriate.

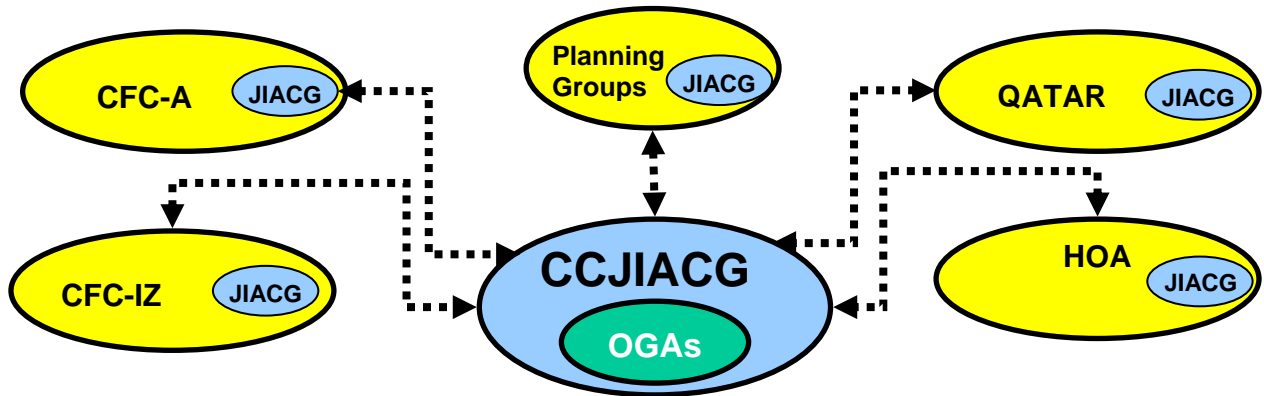


Figure 7. Planning and Information Sharing (J3)

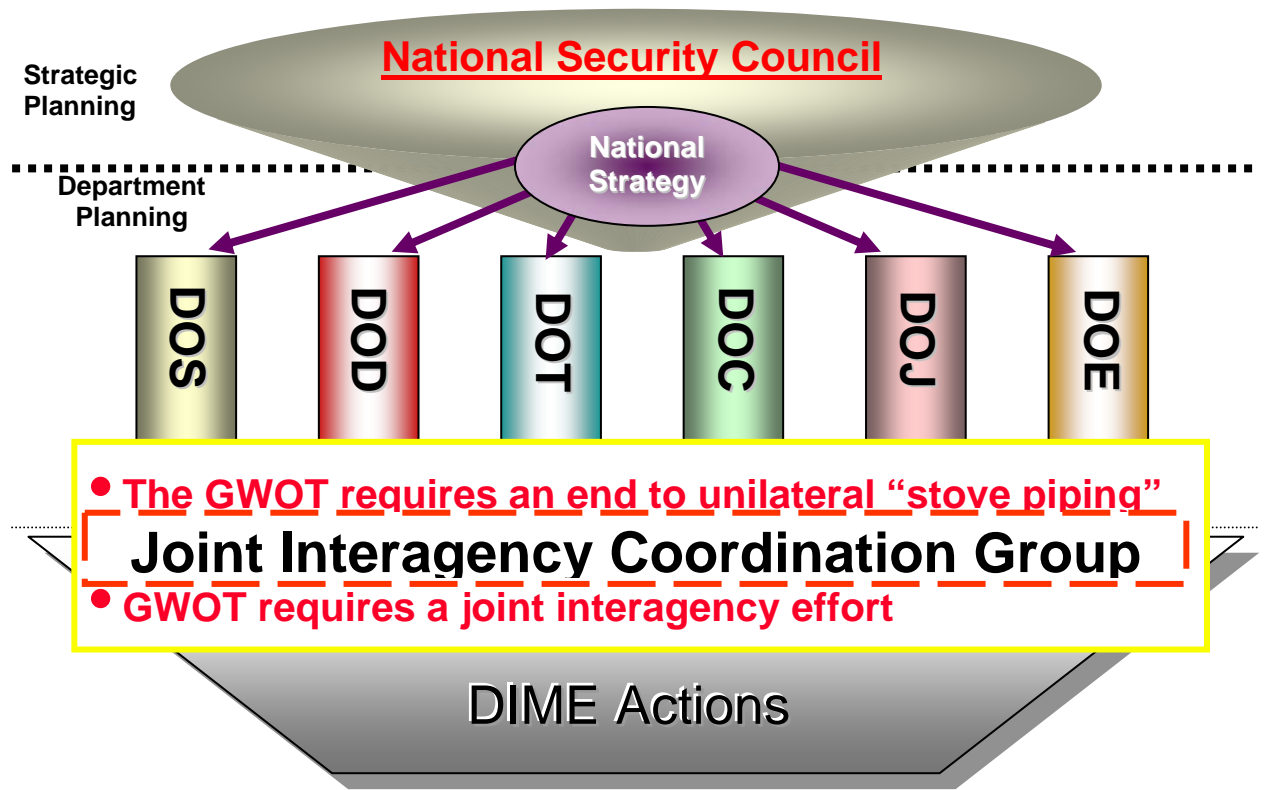


Figure 8. Interagency Process (J3)



## (c) CCJIACG Summary

1. The war on terrorism will be a protracted conflict that will require the effective and timely application of all instruments of national power. The IA has accesses, authorities, jurisdictions, information, and capabilities that are essential to national and theater strategic success. USCENTCOM is required to be proactive in improving communication, planning, interoperability, and liaison with current and potential interagency participants. In order to be successful USCENTCOM must have trained personnel to coordinate, plan, prepare, implement, and support interagency operations. We must seek to develop more effective mechanisms to coordinate our activities with other USG agencies.

## 35. Current Operations Division

a. Responsible for all conventional operational aspects of missions assigned to CDRUSCENTCOM. Exercises C2 of theater operations for CDRUSCENTCOM and provides the foundation for rapid transition of USCENTCOM C2 from strategic over-watch to crisis or consequence management.

b. Assists J3 in developing operational concepts to carry out the mission.

c. Tasks, directs and coordinates Joint Operations Center (JOC) Operations.

d. Provides direction to the Operations Planning Group in the formulation of near-term operational planning.

e. Advises the J3 on matters pertaining to joint operations and current operational requirements.

f. Serves as the focal point for all USCENTCOM operations, keeping senior staff decision makers informed of activities and incidents which may impact operations or personnel in the USCENTCOM Area of Responsibility (AOR).

g. Reviews and coordinate with appropriate service branches, CCJ3-HR and CCJ-1 to ensure manning requirements are fulfilled and maintained.

h. Directs policy development through Current Operations Training Branch. Once developed and approved, review for

completeness and accuracy and implement new policy into Current Operations Division and JOC watch floor.

i. Provide near real time, all-source operational information to the USCENTCOM senior staff (and deployed forces) for operational and situational analysis.

j. Coordinate staff efforts to produce and disseminate the Commander's Update Brief (CUB)

k. Provides Top Secret Material control and accountability for division. Responsible for receipt and control.

l. Implements requirements for publications from JCS and all services.

m. Monitors compliance of the Internal Management Control program.

n. Prepares and presents as required briefings regarding current operations for CENTCOM leadership, DV's and VIPs.

o. Assists the Director of Operations in the coordination, preparation and execution of contingency and exercise plans, deployments and operations.

p. Coordinates and implements the physical arrangement of the JIOC providing support as required.

q. Obtains, prepares, and maintains JOC maps and charts as required.

r. Coordinates and implements the individual training requirements for the Current Operations Division.

s. Coordinates and implements airborne operations and airborne specialty training requirements for USCENTCOM.

t. Monitors continuous upgrade of Information Distribution System (IDS) for Bldg 540.

u. Command OPR for the Joint Chiefs of Staff and USCENTCOM Emergency Action Procedures (EAP). Maintain the capability required by CJCS to execute emergency action procedures.

v. USCENTCOM Non-Strategic Nuclear Force Advisors.

w. In concert with the J6, maintain 24-hour communications connectivity between the CDRUSCENTCOM , component commands, deployed and forward forces, and the National Military Command Center and the Secretary of Defense and the President.

x. Man, train, and equip a JOC capable of continuous crisis action response.

y. Provide the Chairman for the Deployment Working Group during deployments IAW CCR 525-8.

z. Supervise administrative personnel in all administrative functions.

aa. Maintain daily oversight of JOC personnel in all facets of JOC operations.

bb. Ensure CCJ3- O XO manages and coordinates all administrative functions in support of the Current Operations Division and JIOC Watch floor.

(1) Will supervise administrative personnel to ensure that all in/outbound personnel are tracked, assigned a sponsor, and escorted as necessary.

(2) Will assign members to Current Operations Division, JIOC watch teams and manage JIOC team composition to ensure Current Operations Division meets mission ready status at all times.

(3) Will solicit, coordinate, and track leave for JIOC and Branch team personnel maintaining a continuous functional JIOC Watch Floor and Current Operations Division.

(4) Will implement documentation management support and administrative support to all branch offices and JIOC watch floor. Support includes preparation and maintenance of documents such as TDY orders, messages, memorandums, OPR's, FITREPS, OER, LOAs, and disposal of and destruction of classified material for Current Operations Division.

(5) Will provide limited administrative support to CENTCOM assigned LNOs and to JIOC personnel during escort transits, exercises, deployments, and contingencies.

(6) Will provide administrative support for the JIOC when deployed during exercises or contingencies, to include preparation of all administrative equipment and supplies for deployments.

(7) Will provide administrative supplies to CCJ3-0 branches and JIOC.

cc. Author Current Operation Division Joint Mission Essential Task List (JMETL) inputs regarding JIOC Operations, NSNF issues, and JCS Emergency Action Procedures.

dd. Develop Current Operation Division exercise Training Objectives related to JIOC Operations, NSNF issues, and JCS Emergency Action Procedures.

ee. Develop Current Operation Division Master Scenario Events List (MSEL) input for JIOC Operations, NSNF issues, and JCS Emergency Action Procedures.

ff. Produce exercise training objectives, JMETL inputs, and other exercise planning support information concerning JIOC Operations, NSNF issues, and JCS Emergency Action Procedures.

36. Ground Operations Branch (CCJ3-OG)

a. Office of primary responsibility (OPR) for all current ground operational matters.

b. Monitor and track ground operations throughout the CENTCOM AOR.

c. Produce daily ground operations briefing (J3 and Commander's daily AOR update).

d. Conduct trend assessments of combat operations and incident evaluation for Operations IRAQI FREEDOM and ENDURING FREEDOM.

e. Monitor operational aspects of Coalition force rotations.

f. Provide ground tactical and operational expertise when required.

g. Conduct time sensitive planning and crisis response planning.

h. Publish orders, FRAGOs, messages and directives as required for USCENTCOM forces.

i. Provides briefings to CDRUSCENTCOM and staff as required.

j. Participate in the planning, coordination and conduct of joint exercises. Assist Exercise Division as required.

k. Create briefs, information papers and other products as required.

l. Maintain current knowledge of USCENTCOM CONPLANS and OPLANS.

m. Review and maintain USCENTCOM regulations (CCR 525-1 Volume I and II), Operations Standing Operating Procedures and USCENTCOM War Fighting Instructions, (CCR 525-8), Deployment SOP, (CCR 525-15), Battle Staff SOP, and Combat Identification/Counter Fratricide SOP, (CCR 525-7).

n. Provide operational lessons learned as required.

o. Manages and coordinates the Joint Interagency Task Force-Former Regime Element (JIATF-FRE). JIATF-FRE Operations Team synchronizes the strategic prioritization, effects against and tracking of Former Regime Elements and High Value Individuals in order to facilitate the extradition, detention or arrest of those significantly impacting the operations, direction and/or funding of terrorists and the Iraqi insurgency. The JIATF-FRE focuses on those individuals residing outside Iraq.

p. Manages and coordinates the Rewards Program. The USCENTCOM DOD Rewards Program was initiated by SECDEF in 2002. The program authorizes rewards for information leading to the capture of selected high value individuals and category of weapons. CDR USCENTCOM is the approval authority for rewards payment from \$2,500 up to \$50,000. SECDEF approval is required for awards beyond 50K and up to 200K.

### 37. AIR OPERATIONS BRANCH (CCJ3-OA)

a. Provides expertise within CDRUSCENTCOM staff on US and Coalition Combat Air weapon systems capabilities and employment.

b. Serves as the HQ USCENTCOM Office of Primary Responsibility (OPR) for all combat air employment and operational issues.

c. Prepares advice as required on combat air employment and operational issues pertaining to the USCENTCOM AOR.

d. Creates briefings, information papers, and other military information for the CDR and his staff as required.

e. Assists in the organization, activation, and manning of the JIOC.

f. Provides operational guidance to the Exercise Division during the planning and developmental phases of all exercises involving air assets.

g. Provides operational data (lessons learned, doctrinal issues) to the Exercise Division for the preparation of after action reports.

h. Participates in joint/combined training exercises (FTX), and Joint Training for assigned forces.

i. Current Operations proponent for execution of USCENTCOM principle exercise BLUE FLAG (CONUS CPX).

j. Writes/reviews Annex C appendices for Interdiction Operations, Joint Force Air Component Commander (JFACC) Joint Fires Concept of Operations and Air Base Operability, for all USCENTCOM OPLANS, OPORDS, and CONPLANS.

k. Maintains liaison for implementation of command plans and conducts periodic liaison visits to resolve problem areas and stay abreast of current doctrine, tactics and techniques.

l. Develops and coordinates recommendations with JCS regarding joint air tactics, techniques and procedures for the joint employment of command forces.

m. Assists J3-P in development of command air tasking guidance for air components to formulate air-tasking orders (ATO).

n. Coordinates with J5, J4 and components regarding aircraft basing within the AOR to support exercise and contingency requirements.

o. Acts as OPR and coordinates with Judge Advocate on Rules of Engagement (ROE) for operations within the USCENTCOM AOR.

p. Acts as the OPR for Air Tasking Order (ATO) receipt and distribution within USCENTCOM Headquarters.

q. Monitors the movements/access of all aircraft assigned to or deployed to USCENTCOM's AOR.

- r. Represents CDR USCENTCOM at conferences, seminars, panels and meetings relating to air operation issues affecting the USCENTCOM AOR.
- s. Serves as Primary POC for USCENTCOM Force Application Joint Warfighting Capabilities Assessment Working Group.
- t. Serves as J3 OPR for Single Source (classified) airfield approach and departure plate publication for AOR bases.
- u. Serves as J3 OPR for Allied Communications Publication (ACP) 160, Identification Friend/Foe (IFF)/Selective Identification Feature (SIF) Procedures review/revision.
- v. Serves as J3 point of contact for air traffic control (ATC) matters.
- w. Serves as J3 OPR for Joint Tactical Air Operations (JTAO) program development and implementation.
- x. Monitors E-3 Airborne Warning and Control System (AWACS) operations per approved plans or as directed by JCS.
- y. Plans, organizes, and coordinates VIP visits to HQ USCENTCOM, as assigned.
- z. Coordinates with J3-OR, J2 Targets and Components on prosecution of Time sensitive targets.
- aa. OPR for Advanced Concept Technology Demonstrations pertaining to combat air operations.

#### 38. MARITIME OPERATIONS BRANCH (CCJ3-ON)

- a. Acts as office of primary responsibility (OPR) for all current military maritime operations, the current military maritime portion of exercises, and other current maritime operations matters.
- b. Provides briefings, including the daily intelligence and operations updates, to the CDRUSCENTCOM and his staff, as required.
- c. Provides personnel to the Joint Operations Center (JIOC) as directed, manning the JOC Naval Operations desk 24 hours a day.
- d. Assists in the organization and activation of the JOC.

e. Monitors and provides operational guidance, as required, to the Exercise Division during planning and developmental phases of all exercises in which USCENTCOM is participating with Naval assets.

f. Coordinates development of CONOPS, acquisition of necessary forces, and approval of required Rules of Engagement for counter-piracy operations in the USCENTCOM AOR.

g. Monitors operations and readiness of Marine Expeditionary Units (MEU) in and around USCENTCOM AOR in conjunction with COMUSNAVCENT.

h. Monitors non-military maritime operations in and around the USCENTCOM AOR in conjunction with COMUSNAVCENT.

i. Provides guidance for the implementation of policy regarding the Freedom of Navigation.

j. Coordinates with COMUSNAVCENT to provide readiness status of forces that would be used in current operations as supporting Naval forces.

k. Provides information for briefings, contingencies, and current operations on Naval weapon systems capabilities, fire control, and other systems inherent in Naval platforms under OPCON of USCENTCOM.

l. Monitors the presence of Fifth Fleet units in the USCENTCOM AOR.

m. Maintains a Naval technical and tactical library.

n. Monitors the movement, size, and capabilities of Coalition and other friendly forces in the USCENTCOM AOR.

o. Provides coordination of Naval unit deployments to achieve optimum force structure within the USCENTCOM AOR.

p. Publishes fragmentary orders, messages, and directives and creates briefings, background papers, fact books, and other military information as assigned.

q. Plans, organizes, and coordinates VIP visits to HQ USCENTCOM as assigned.



r. Coordinates surface and subsurface combatant participation in TLAM time sensitive planning exercises and operational missions.

s. Acts as JOC Liaison Officer to COMUSNAVCENT.

t. Participates in numerous command working groups, operational planning teams, and crisis action teams as assigned.

39. INTELLIGENCE, SURVEILLANCE, RECONNAISSANCE (ISR) AND SPACE BRANCH (CCJ3-OR)

a. Office of primary responsibility (OPR) for all ISR matters. Manages the deployment , employment and mission allocation of all airborne theater ISR operations and assets.

b. Monitors space operations and assets.

c. Supervises theater ISR operations IAW CJCS directives.

d. In coordination with Joint Staff and Joint Functional Component Command - ISR (JFCC-ISR), develops, coordinates, and publishes the monthly ISR activity schedule.

e. Coordinates ISR activities with US agencies and allied forces.

f. Coordinates with CCJ2 Intelligence Staff to ensure collection requirements are met.

g. Provides inputs to daily operations and intelligence briefings to ensure current and accurate ISR and space information.

h. Conducts ISR and space planning and management to ensure command plans are adequately supported.

i. Conducts ISR and space planning and management in support of JCS-directed exercises.

j. Develops and publishes concept of operations (CONOPS) to minimize risk and establish control of ISR and space activities.

k. Advises JCS of any potential increased risk or sensitivity to ISR operations.

l. Reports any reactions to ISR missions or violations of JCS established restrictions.

- m. Evaluates, coordinates, and recommends policy or procedure changes to CJCS directives.
- n. Provides airborne ISR, submarine, and space expertise at USCENTCOM real-world and or exercise-related activities.
- o. Writes and reviews Appendix 8 (Reconnaissance) to Annex C (Operations) and Annex N (Space Operations) for all USCENTCOM OPLANS, OPORDS, and CONPLANS.
- p. Hosts semi-annual Theater Reconnaissance Intelligence and Operations Conferences (TRIOC) and Space Operations Conferences.
- q. Prepares theater requirements and operational capabilities documents regarding ISR and space assets.
- r. Prepares information and background papers, and other military correspondence.
- s. Provides ISR and FIRES action officer personnel to the Joint Intelligence Operations Center (JIOC) and in support of exercises and contingencies, such as the focal point crisis action team (FPCAT), as required.
- t. Prepares and presents briefings on ISR and space operations.
- u. Continually monitors all ISR and space operations throughout the AOR.
- v. Maintains repository of documents, reference material, and records concerning ISR and space operations.
- w. Develops plans and coordinates with other directorates regarding ISR and space issues.
- x. Technical review authority for ISR and space operations JCS manuals, documents and publications.
- y. Manages two special activity programs.
- z. Provides operational oversight for space combat support including ISR, navigation and positioning, and force tracking systems.
- aa. Coordinates all Naval Oceanographic Survey Operations within the AOR.

- bb. OPR for time-sensitive targeting (TST) activities.
- cc. Develops, coordinates and publishes TST standard operating procedures and training guidelines.
- dd. Advises CDR USCENTCTOM and CCJ3 on TST procedures and published rules of engagement.
- ee. Develops, schedules and conducts TST exercises to ensure adequate readiness.
- ff. Provides ISR and or space expertise at USCENTCOM exercise-related Time Sensitive Planning (TSP) (i.e. GLOBAL STRIKE, ABLE WARRIOR) activities.
- gg. Coordinates on force management issues relating to ISR and space operations and plans including deployment orders, requests for forces and future force shaping..

#### 40. METEOROLOGICAL AND OCEANOGRAPHIC (METOC) BRANCH (CCJ3-OW)

- a. OPR for all METOC matters. Responsible for all planning, coordination, and execution of theater weather and oceanographic issues. As the combatant commander's Senior METOC Officer (SMO), exercises functional management of METOC operations for HQ USCENTCOM, and its components, as outlined in CJCSI 3810.01B and Joint Pub 3-59.
- b. USCENTCOM OPR for developing/coordinating joint METOC support doctrine, concepts, techniques, and principles.
- c. Advises USCENTCOM staff, and its components, regarding METOC resource employment and METOC impacts during planning and while conducting operations and exercises.
- d. Writes, coordinates, and revises METOC annexes (Annex H) for operations and contingency plans, and METOC input to other tasking documents (e.g., METOC Letter of Instruction and CENTCOM Regulations). Provides input to Annex B (Intelligence Preparation of battlespace), Annex C (Operations), Annex K (Communications), and Annex N (Space), as appropriate.
- e. Coordinates with designated Joint METOC Officers and Staff Weather Officers and Oceanographers at subordinate commands (tom include service and functional components), supporting unified

commands, services and the JCS to enhance METOC operations within the USCENTCOM AOR.

f. Coordinates and arranges for METOC services from USN and USAF units supporting USCENTCOM and its components.

g. Participates in joint and combined operations and training exercises including direct support to the JOC.

h. Provides METOC assessments, briefings, climatology, background papers, observations and forecasts in support of USCENTCOM staff and JIOC. Includes input to the Commander's Update Brief, JIOC Update Brief, Joint Collection Management Board, USCENTCOM staff travel requests, USCENTCOM Daily Operational Summary and Situational reports.

i. Advises the Director of Operations on METOC resource employment issues and METOC impacts to USCENTCOM operations and exercises.

j. Validates METOC sourcing for deploying and existing units through the request for forces (RRF) and Individual Augmentation (IA) process, as required. In coordination with service components, reviews TPFDD in JOPEs to ensure METOC resources are properly handled.

k. Manages other service IA to USAF or USN regional METOC Forecast Centers designated as a Joint METOC Forecast Unit.

l. Coordinates, validates and deconflicts METOC resource employment to ensure unity of effort and interoperability. Includes day-to-day management of the theater sensing strategy.

m. Arranges for METOC support for Chemical, Biological, Radiological and Nuclear defense for operations and exercises.

n. Coordinates and arranges METOC support for SPECAT operations.

#### 41. Command Center Branch (CCJ3-00)

a. As office of primary responsibility (OPR) for all nuclear command and control capability; theater ballistic missile early warning; world-wide, continuous communications support; and 24/7 command and control presence.

b. Coordinate, review, develop, and update monthly Command Center work schedule incorporating ancillary training (i.e. weapons, nuclear chemical and biological, driver training, required service schools, etc.) ensuring readiness of personnel.

c. The core functional work areas assigned to operations and training fall into seven categories; Training, Evaluation, NSNF Advisors/Special Weapons Planning, Publications Development, Exercise Planning, and COMSEC. A breakdown of functions within each category follows:

(1) Training:

(a) Conduct initial CC Team Security, COMSEC, and Orientation training.

(b) Conduct initial Team Chief JCS EAP training.

(c) Conduct CC and Team Chief recurring situational training.

(d) Conduct CC training on new equipment and new procedures as required.

(e) Author and maintain all Command Center Lesson Plans (Initial: JCS EAP/COMSEC/NCO Command Center Qualification/Command Center Equipment Operation, Recurring: Monthly Training Outline and Lesson Plan/Quarterly Training Scenario/New Equipment & Procedures/Annual JCS EAP Revision).

(2) Evaluation:

(a) Author and maintain all initial and recurring JCS EAP examinations.

(b) Author and maintain all initial and recurring JOC equipment, procedures, COMSEC, and related examinations.

(c) Monitor and analyze monthly recurring examination scores and trainee scores to identify problem areas requiring retraining, and to identify Command Center (CC) Team trends and problem areas.

(d) Develop, administer, and evaluate Command Center Team proficiency during recurring (Quarterly) situational training sessions.

(e) Provide Command Center Team certification and decertification recommendations to Division Chief.

(3) Command Center Emergency Action Cell Operations:

(a) Authors Controller Information File (CIF) inputs that serve as interim guidance to CC EA Cell on Command Center operational procedures.

(b) Authors CC Quick Reaction Checklists (QRC) that dictate CC procedures to be accomplished in response to various operational situations. Reviews and approves or disapproves modifications recommended by the Command Center.

(c) Authors Command Center EA Cell Emergency Action Checklists (EAC) that serves as USCENTCOM EA Cell implementing guidance and procedures for responding to JCS EAMs. Reviews and approves/disapproves modifications recommended by Command Center Teams.

(d) Coordinates CDR travel support requirements, coordinate equipment tests, learn/write checklists for new equipment or procedures supporting CDR travel and train crews.

(e) Current Operation Division focal point for Command Center Forward (CCF) operations. Maintain Operations and Training Branch deployment laptop PC. Deploy and establish CCF during actual or exercise relocations of USCENTCOM. Deploy when directed to emergency relocation site to facilitate Flag transfer for natural emergencies/disasters.

(f) USCENTCOM POC for OPLAN 8044. Maintain USCENTCOM Billet structure, handle inbriefs and debriefs and maintain required SPECAT program documentation.

(g) Represents USCENTCOM at JCS forums and conferences dealing with JCS EAP.

(4) NSNF Advisors/Special Weapons Planning:

(a) Serves as CDR USCENTCOM Non-Strategic Nuclear Force (NSNF) Advisors and Planners.

(b) Prepares JCS Emergency Action Messages conveying CDR USCENTCOM NSNF requirements and decisions.

(c) Serves as focal point for the USSTRATCOM Theater Planning Response Cell (TPRC).

(d) Represents USCENTCOM at JCS and USSTRATCOM forums and conferences on NSNF matters.

(5) Publications Development:

(a) Authors, coordinates, and maintains USCENTCOM Emergency Action Procedures (EAP) Volume I. Command focal point. (The CC is the focal point. A CENTCOM EAP Vol I has been drafted (3 yrs ago) but has not been published due to JS failing to provide current Readiness Acton Codes to CENTCOM.)

(b) Authors NSNF inputs to all USCENTCOM Operations and Concept Plans (OPLANS, CONPLANS). Reviews, as USCENTCOM focal point, all NSNF information of supporting Component and USSTRATCOM plans.

(c) Reviews and authors comments to all JCS EAP Volumes, JCS/OSD NSNF policy and architecture documents and other publications related to Command Center operations.

(d) Authors Operations and Training Branch portions of USCENTCOM Regulations concerning Command Center operations, JCS Emergency Actions Procedures, NSNF issues, CCF operations, mobility, and procedures.

(6) Exercise Development:

(a) Authors Command Center Training Plan inputs regarding CC Operations, NSNF issues, and JCS Emergency Action Procedures.

(b) Develops Command Center exercise Training Objectives related to CC Operations, NSNF issues, and JCS Emergency Action Procedures.

(c) Produces exercise training objectives, CC inputs, and other exercise planning support information concerning CC Operations, NSNF issues, and JCS Emergency Action Procedures.

(d) Command focal point for the JCS POLO HAT Exercise program. Plan USCENTCOM Theater scenario/participation, and participation in quarterly Strategic exercises. Serve as Trusted Agents to facilitate exercise play at the USCENTCOM CC and collect data to document exercise results.

(e) Conducts exercise site surveys to identify CCF and TPRC spaces and communications requirements.

(f) Serves as Current Operation Division Exercise Working Group Member for other USCENTCOM and USSTRATCOM exercises as required.

(7) Communication Security (COMSEC):

(a) Current Operation Division focal point for all matters concerning COMSEC. Author Division policy documents, emergency procedures cards, and monitor compliance with established procedures. Review and approve/disapprove proposed changes.

(b) Initiates formal procedures for COMSEC insecurities, procedural errors, and violations. Maintains on-call capability to provide immediate assistance to JOC EA Cell Teams, and report for duty 24 hours a day for COMSEC problems.

(c) Serves as the focal point for command interest communications, message traffic, non-duty hour connectivity, and emergency actions for USCENTCOM.

(d) Monitors CDR trips to include updating location and phone numbers for the CDR and his party. (*JIOC and Command Center*)

(e) Monitors VIP visits to USCENTCOM, including any flag officer or civilian equivalent and those dignitaries of interest to CDR USCENTCOM).

(f) Maintains JOC & Command Center Team continuity through official watch team logs and through in-depth briefing for incoming JIOC Team & Command Center).

(g) Executes emergency action procedures IAW appropriate documents.

(h) Conducts daily liaison with the Indications and Warning (I&W) Watch Center for intelligence updates within the AOR.

(i) Reviews incoming message traffic, highlighting important issues and forwards to appropriate staff officers and focal points. (*JOC and Command Center*)



(j) Monitors GCCS-based early warning indications and transmit to appropriate personnel and locations IAW established procedures.

(k) Conducts initial, recurring, and situational Command Center training IAW established procedures.

(l) Maintains status and location of key personnel, to include preparation of CDR USCENTCOM Itinerary Message.

(m) Conducts continuous monitoring of all EA Cell communications systems to include secure, non-secure, and JCSAN circuits.

(n) Participates in appropriate USCENTCOM exercises.

(o) Provides support for all CDR trips to include sending, receiving, and tracking all voice and data communications traffic.

(p) Processes TDY and emergency leave orders during non-duty hours.

(q) Maintains duty and recall rosters ISO CCR 525-8.

(r) Maintains COMSEC policy documents and emergency procedures cards. Innovates new procedures, format, or other quality improvement initiatives.

(s) Maintains accuracy and currency of CC Quick Reaction Checklists (QRC). Innovates new procedures, format, or other quality improvement initiatives.

(t) Maintains CC EA Cell Emergency Action Checklists (EAC). Innovate new procedures, format, or other quality improvement initiative.

(u) Maintains CCF Deployment Box. Conduct monthly inventory of contents, ensure currency of publications (post changes when required), restocking of shelf-life items (such as batteries, ink-pens, etc.) and propose additions or deletions of contents to improve CCF capabilities.

#### 42. Joint Operations Center (JOC: CCJ3-OPS)

- a. Command OPR for all USCENTCOM command and control matters.

The JIOC Chief of Operations (CHOPS) will lead the JIOC. He will keep the CENTCOM Commander, Deputy Commander, Director of Operations (J3), Deputy J3 (DJ3), J3-O, and the JCS informed, as appropriate.

b. JOC will exercise C2 of US and Coalition Forces operating within the AOR in support of specific operations, crises or contingencies, as required by the President, Secretary of Defense, or CDRUSCENTCOM.

c. JOC will provide cross-directorate analysis of strategic and operational impacts of developing situations throughout the Horn of Africa, the Arabian Peninsula and the Central Asian States and/or other geographic areas of interest that may impact events within USCENTCOM area of responsibility (AOR).

d. Ensures timely and accurate information flow to USCENTCOM leadership, components, standing JTFs, and the National Military Command Center as well as adjacent Combatant Command (COCOM) command centers.

e. Coordinates time sensitive targeting (TST) operations efficiently and facilitates CENTCOM time sensitive planning (TSP) and Focal Point Crisis Action Team (FPCAT) operations.

f. Monitors and reports on current operations and the political-military situation throughout the USCENTCOM AOR.

g. Produces and conducts the following briefings:

(1) CENTCOM Commander's Update Brief (CUB).

(2) CENTCOM Coalition Operations and Intelligence Brief.

h. Produce and distribute the following situational awareness documents to CENTCOM leadership and, when appropriate, to the JCS:

(1) Serious Incident and Incident Reports (SIR and IR).

(2) Ground Operations Summary.

(3) Air Tasking Order Summary.

(4) Key Issues Report.

(5) CENTCOM Situation Report (SITREP).

(6) Air order of battle (AOB) report.

(7) Travel binder for the CENTCOM Commander when he is TDY.

- i. Provides time sensitive information to CDR and staff.
- j. Monitors day to day AOR operations and exercises.
- k. Directs, tracks and monitors all forces within AOR.
- l. Conducts time sensitive planning; be prepared to provide C2 for crisis or consequence management operations within AOR in support of specific operations, crises or contingencies, as required by the President of the United States (POTUS), the Secretary of Defense (SECDEF), the Chairman of the JCS (CJCS) or CDRUSCENTCOM.
- m. Provides rapid, efficient coordination of TST operations.
- n. Reviews, coordinates approval and releases CENTCOM fragmentary orders (FRAGOs), planning orders (PLANORDS), warning orders (WARNORDs), and execution orders (EXORDS).
- o. Answers time sensitive requests for information (RFI) as required.
- p. Provides cross-directorate, strategic and operational assessments of developing situations throughout the Horn of Africa (HOA), the Arabian Peninsula, and the Central Asian States and other geographic areas of interest.
- q. Coordinates for, and provides C2 of operational and strategic assessments of crisis situations in the CENTCOM AOR in preparation for potential deployment of the Crisis Response Element (CRE).
- r. When directed, shifts C2 from CENTCOM headquarters at MacDill AFB, FL to CENTCOM Forward Headquarters (CFH) in Qatar, and back.
- s. Collaborates information between CFH and CENTCOM headquarters at MacDill AFB.
- t. Maintains current battle roster for, and rapidly initiate, FPCAT operations when directed by senior leadership.
- u. Expeditiously notifies senior leaders of missile events.

v. Coordinates directly with the National Command Authority, JCS, Service command centers, other unified command centers, Department of State and other Federal agencies as necessary to gather information in support of USCENTCOM operations.

w. Integrates liaison officers from CENTCOM subordinate units and staff sections to maximize unity of effort throughout the CENTCOM AOR.

x. Communicates with subordinate and coalition partners.

y. Gains collaborative participation of other Divisions and Directorates.

z. Affects Staff Coordination.

aa. Develops, administers, and evaluates JOC watch proficiency during recurring (Quarterly) situational training sessions.

bb. Provides JOC watch certification and decertification recommendations to Division Chief.

#### 43. Operations Plans Division.

a. Command OPR on all Joint and US Unilateral Contingency Plans within the Crisis Action System.

b. Command OPR for the request for and approval of the assignment of operational forces to support contingency planning or operational requirements. Prepares, coordinates, and releases Request for Forces, deployment and redeployment orders for forces within the AOR.

c. Reviews Operational Annexes to OPLANS, CONPLANS and reviews same for component plans. J3 OPR for Search and Rescue/Combat Search and Rescue appendices to operational annexes of OPLANS and CONPLANS.

d. J3 OPR for command and control concepts, objectives, plans and programs.

e. Command OPR for Personnel Recovery (PR) oversight for USCENTCOM forces and operations.

f. Command OPR for Crisis Action Planning and Execution (CAPE), JOPES, and Deployment Process Improvement initiatives.

- g. Command OPR for all Special Technical Operations (STO).
- h. Supervises and monitors the preparation of briefings, background papers, fact books, and other military information/correspondence as required.
- i. J3 OPR for focal point system.
- j. Command OPR for Readiness of Apportioned Forces.
- k. Command OPR for the Combined Targeting Coordination Board (CTCB).
- l. OPR for CDR, USCENTCOM JTCB Guidance.
- m. Conducts near-term planning for contingency and crisis actions in the CENTCOM AOR.
- n. On order, conducts mid-term deliberate planning.
- o. Leads the Joint Planning Group (JPG) and Operations Plans Element (OPE) in order to synchronize staff planning efforts.
- p. Supports the Commander:
  - (1) In identifying regional issues and problems that are threats to our national security, stability in the region, or implementation of our campaign plans.
  - (2) In identifying solutions (military and non-military) to identified issues and problems.
  - (3) By implementing campaign plans and his (and the national) vision through orders, plans and coordination.
  - (4) By creating a shared common vision in the command on where we are going, and how we are going to get there.

#### 44. Operations Plans Branch

- a. Principal staff responsibility for crisis action planning for current and contingency operations. Coordinates with the Joint Staff and service components for all aspects of crisis action planning.

b. Command OPR for planning and integration of all service components, Special Operations Forces (SOF), and Other Governmental Agencies (OGA) operating within the CENTCOM Area Of Responsibility (AOR).

c. Provides/reviews appropriate annexes and appendices to operations orders and contingency plans.

d. Reviews component plans and implementing directives to ensure compatibility with command guidance.

e. Reviews Emergency Action Plans for noncombatant evacuation procedures for countries within the USCENTCOM AOR. Provides J3 representation to the Central Liaison Group.

f. Acts as command OPR on all joint and US unilateral contingency plans within the Crisis Action System. Establishes Operational Planning Teams (OPT) as required.

g. Ensures consistency in command and control concepts, objectives, plans and programs affecting the Operations Directorate.

h. Assists with the planning and coordination of VIP visits to headquarters USCENTCOM when required. Conducts briefings and provides escorts in support of these visits.

i. Reviews operational annexes/appendices to Exercise Directives for all exercises based on OPLANS/CONPLANS.

j. Provides J3 representation to Program Budget Working Group for resources management program issues (e.g., IPR, CSPAR, Defense Planning and Resource Board, and CDR's conferences).

k. Prepares briefings, background papers, fact books, and other military information/correspondence as required.

l. Prepares branch personnel OPR/EPR/Fitness Reports/Civilian performance and promotion appraisal performance ratings.

m. Prepares branch personnel awards and decorations reports as required.

n. Performs staff assistance visits within AOR as required.

o. Monitors branch compliance with all aspects of the IMC program.

p. Integrates and synchronizes the Operations Plans Element (OPE) planning efforts.

q. Establishes USCENTCOM planning policies and procedures.

r. Provides the operations officer and XO for CCJ3-P and the OPE.

s. Ensures that CCJ3-P personnel and resources are effectively utilized to accomplish assigned tasks.

t. Responsible for training the OPE members.

u. Ensures that the integrated planning efforts meet the Commander's timeline.

v. Provides quality control on selected Division planning efforts/documents, specifically decision briefs to the commander, and planning documents going to the Joint Staff and CJTFs.

w. Provides administrative and logistical support to the Division and the OPE.

x. Provides Division representation in the Joint Operations Center.

y. Provides administrative services/support to the Plans Division Chief and branches:

(1) Provides administrative services which includes control of classified documents; requisition and distribution of Department of Defense, Service, and JCS publications; message distribution; maintenance of record copies of correspondence; word processing and reproduction support.

(2) Ensures staff actions are complete prior to submission to Operations Director, to include: coordination, completeness of factual response, proper accuracy and compliance with the action required of the division.

(3) Maintains division suspense log.

(4) Controls and disseminates all distribution to the personnel of the division.

(5) Assigns staff actions in compliance with Division Chief's directives.

(6) Performs general internal administrative functions of the division to include supply management.

(7) Maintains division recall roster, social roster, training records, DRP status, and CENTRANET Home Page information.

(8) Supervises and monitors the preparation of division personnel OPR/EPR/Fitness Reports/Civilian performance and promotion appraisal performance ratings.

(9) Supervises and monitors the preparation of division personnel awards and decorations as required.

(10) Monitors division compliance with all aspects of the IMC program.

45. Strategic Operations Branch.

a. Develops and works to achieve key CENTCOM operations plans strategic objectives.

b. Prepares communications between the Division and the Joint Staff, OSD and the SECDEF in regards to strategic planning efforts, and achieving CDR CENTCOM strategic operations plans objectives.

c. Prepares the Commanders Top 10 monthly (or as required).

d. Prepares the Commander's Guidance quarterly (or as required).

e. Maintains strategic situational awareness to support CENTCOM planning efforts.

f. Works with the CCJ8 and others to assess progress in achieving CENTCOM strategic operations plans objectives.

g. Responsible for ensuring that the Division is involved with the CCJ5 deliberate and campaign planning efforts.

h. Maintains situational awareness on OSD, Joint Staff (JODCENT, SODCENT, TANK), Service and JFCOM activities that will impact CENTCOM operations plans.



i. Supports the preparation of CODEL briefings on planning efforts.

j. Prepares briefings, background papers, fact books, and other military information/correspondence as required.

k. Prepares branch personnel OPR/EPR/Fitness Reports/Civilian performance and promotion appraisal performance ratings as required.

l. Prepares branch personnel awards and decorations reports as required.

#### 46. Force Management Branch

a. Exercises staff responsibility for the request for and approval of assignment of operational forces to contingency plans or operational requirements. Prepares, coordinates, and releases requests for forces and deployment and redeployment orders within the AOR.

b. Validate component force requirements and coordinate with Joint Staff to fill requirements in support of theater operations.

c. Prepares, reviews and coordinates the preparation of:

(1) Requests for Forces.

(2) EXORDs.

(3) DEPORDs.

d. Conducts, coordinates and prepares for:

(1) Force Rotation Planning.

(2) Force Flow Conferences and SVTCs.

(3) Sourcing Conferences and SVTCs.

e. Prepares briefings, background papers, fact books, and other military information/correspondence as required.

f. Prepares branch personnel OPR/EPR/Fitness Reports/Civilian performance and promotion appraisal performance ratings as required.

g. Prepares branch personnel awards and decorations reports as required.

47. Special Activities Branch

a. Provides Personnel Recovery command oversight for USCENTCOM forces and operations.

b. Special Operations and Personnel Recovery:

(1) Conducts SOF planning to support USCENTCOM missions

(2) Plans personnel recovery operations

c. Counter-terrorism:

(1) Responsible for leading AOR-wide counter-terrorism operations planning efforts.

(2) Integrates CENTCOM and SOCOM counter-terrorism planning efforts.

(3) Supports the CCJ5 in developing the Global War on Terrorism Campaign.

d. Conducts and supports strategic and operational planning in the CENTCOM AOR by USSOCOM, SOCCENT and CENTCOM SOF Forces.

e. Prepares briefings, background papers, fact books, and other military information/correspondence as required.

f. Prepares branch personnel OPR/EPR/Fitness Reports/Civilian performance and promotion appraisal performance ratings as required.

g. Prepares branch personnel awards and decorations reports as required.

48. Arabian Peninsula Branch

a. Prepare commander's estimates, warning orders, planning orders, operations orders, and execute orders in support of operations in the CENTCOM AOR.

b. Conduct crisis and contingency operational planning.

- c. Leads Operations Plans Teams (OPT) in order to synchronize staff planning efforts.
- d. Source of subject matter expertise on respective functional or geographic areas to support strategic planning and decision making.
- e. Supports the CCJ5 in NEO planning for the geographic region.
- f. Coordinates appropriate USCENTCOM planning efforts with USEUCOM.
- g. Operation IRAQI FREEDOM planning efforts for the Iraq Theater of Operations.
- h. Supports the CCJ5's engagement planning efforts in the geographic region.
- i. Supports CCJ3-E in Exercise INTERNAL LOOK and Exercise BRIGHT STAR planning.
- j. Supports the CCJ5 in developing deliberate CONPLANS for the region.
- k. Develops the USCENTCOM plan to support the transfer of sovereignty and democratic elections in Iraq.
- l. Develops the Counter-insurgency plan for the region.
- m. Supports the Operations Division in developing plans to create loyal and effective Iraqi Security Forces.
- n. Develops crisis action plans to support future operations in the region.
- o. Supports the CCJ5 in planning to further internationalize the efforts in Iraq.
- p. Supports the CCJ4 in planning to restore and protect critical infrastructure and critical utilities in Iraq.
- q. Prepares briefings, background papers, fact books, and other military information/correspondence as required.

r. Prepares branch personnel OPR/EPR/Fitness Reports/Civilian performance and promotion appraisal performance ratings as required.

s. Prepares branch personnel awards and decorations reports as required.

t. Conducts cruise missile planning. Submits targets for Tomahawk Land Attack Missile (TLAM) and Conventional Air-Launched Cruise Missile (CALCM) planning and incorporates planned missions into current contingency and war plans. Ensures assets are available and ready for execution. Manages mission databases for currency.

u. Command OPR for the Joint Targeting Coordination Board activities.

#### 49. Central Asia Branch

a. Prepares commander's estimates, warning orders, planning orders, operations orders, and execute orders in support of operations in the CENTCOM AOR.

b. Conducts crisis and contingency operational planning.

c. Leads Operations Plans Teams (OPT) in order to synchronize staff planning efforts.

d. Supports the CCJ5 in NEO planning for the geographic region.

e. Coordinates appropriate USCENTCOM planning efforts with USEUCOM.

f. Operation ENDURING FREEDOM planning efforts for the geographic region.

g. Supports the CCJ5's engagement planning efforts in the geographic region.

h. Supports the CCJ5 in developing deliberate CONPLANS for the region.

i. Develops the USCENTCOM plan to support the election process and establishment of a democratic government.

j. Develops the Counter-insurgency plan for the region.

k. Supports the Operations Division in developing plans to create loyal and effective Afghanistan Security Forces (includes ANA, ANA-PF and police).

l. Develops crisis action plans to support future operations in the region.

m. Supports the CCJ5 in planning to further internationalize the efforts in Afghanistan.

n. Supports the CCJ4 in planning to restore and protect critical infrastructure and critical utilities in Afghanistan.

o. Supports JIACG Counter Narco-Terrorism (CNT) Planning.

p. Source of subject matter expertise on respective functional or geographic areas to support strategic planning and decision making.

q. Prepares briefings, background papers, fact books, and other military information/correspondence as required.

r. Prepares branch personnel OPR/EPR/Fitness Reports/Civilian performance and promotion appraisal performance ratings as required.

s. Prepares branch personnel awards and decorations reports as required.

#### 49. Horn of Africa Branch

a. Prepares commander's estimates, warning orders, planning orders, operations orders, and execute orders in support of operations in the CENTCOM AOR.

b. Conducts crisis and contingency operational planning.

c. Leads Operations Plans Teams (OPT) in order to synchronize staff planning efforts.

d. Source of subject matter expertise on respective functional or geographic areas to support strategic planning and decision making.

e. Conducts planning to support USCENTCOM reserve operations.

- f. Primary CCJ3-P Liaison with EUCOM and PACOM (Boundary issues).
- g. E-MIO planning for the USCENTCOM AOR.
- h. GNFPP planning efforts.
- i. Supports the CCJ5 in NEO planning for the geographic region.
- j. Maritime planning requirements in the geographic area.
- k. Coordinates appropriate USCENTCOM planning efforts with USEUCOM and USPACOM.
- l. Operation Enduring Freedom planning efforts for the CJOA HOA.
- m. Supports the CCJ5's engagement planning efforts in the geographic region.
- n. Supports the CCJ5 in developing deliberate CONPLANS for the region.
- o. Responsible for integrating regional planning efforts with the JIACG and the STRATCOMS Division.
- p. Division lead in Service Component Command planning issues (ARCENT, NAVCENT, MARCENT and CENTAF).
- q. Prepares briefings, background papers, fact books, and other military information/correspondence as required.
- r. Prepares branch personnel OPR/EPR/Fitness Reports/Civilian performance and promotion appraisal performance ratings as required.
- s. Prepares branch personnel awards and decorations reports as required.

50. Strategic Deployments Division

- a. Strategic Movement Center (SMC)

(1) The SMC is comprised of the following divisions: CCJ3-S, CCJ4-M and the USTC LNO's. SMC will be the CENTCOM single source of policy and processes to address strategic and theater

movements. CCJ3-S maintains direct oversight of the CENTCOM force flow, to include planning, validation and execution. CCJ4-M will maintain direct oversight of non-unit cargo and passenger movement into, within, and out of the CENTCOM AOR.

(2) Planning: The SMC provides Command guidance for transportation planning of strategic force flow, intra-theater, and sustainment airlift to include US support of coalition and NATO forces.

(a) The SMC leads the development of comprehensive, feasible and executable force flow plans to meet the Commander's goals.

(b) The SMC provides guidance and policy for the building of force flow rotations and TPFDD management.

(c) The SMC provides planners for Force Sourcing Boards/VTCs, Force Sourcing Conferences, Operational Planning Teams, User Advisory Group (UAG) and Joint Deployment Distribution Center conferences as required.

(d) The SMC recommends joint transportation policy and procedural use of common-user transportation resources.

(e) CCJ3-S conducts force flow conferences as required to lead refinement of force rotation phasing, transportation modeling, CONOP development and TPFDD management.

(f) CCJ4-M assists in the development of Appendix 5 (Mobility and Transportation) to Annex D (Logistics) for plans, operations, and exercises.

(g) CCJ4-M participates in the CENTCOM En Route Infrastructure Steering Committee, the EUCOM En Route Infrastructure Steering Committee and the Global En Route Infrastructure Steering Committee.

(h) CCJ4-M participates in Joint Logistics Over the Shore (JLOTS) planning and annual JLOTS Boards.

(i) CCJ4-M reviews component transportation plans, orders, directives, and policies.

(j) CCJ4-M participates in global container management integrated process teams and other container management initiatives.

(k) CCJ4-M assists in retrograde planning for air and surface modes.

c. Validation: The SMC provides strategic oversight on the validation of air and sea transportation requirements to ensure compliance with published guidance.

(1) The SMC utilizes JOPEs to translate and validate the Commander's movement priorities into executable requirements for transportation.

(2) CCJ3-S validates Component and coalition end-to-end transportation requests to USTC daily, ensuring compliance with all published guidance.

(3) CCJ4-M validates strategic sustainment channel airlift requirements to USTRANSCOM/Air Mobility Command.

(4) CCJ4-M validates Special Assignment Airlift Missions (SAAM).

(5) CCJ4-M validates air movement requests (joint movement requests) via the Intra Theater Airlift Request System (ITARS) for CENTCOM headquarters personnel and requests from external agencies.

d. Execution: The SMC provides strategic oversight for the tracking of strategic air and sealift, intra-theater airlift and sustainment movement.

(1) The SMC hosts weekly Component collaboration planning sessions to provide policy, issue guidance, and expedite problem resolution.

(2) The SMC conducts a weekly Transportation Priorities Board (TPB) to analyze execution performance in meeting the Commander's priorities and establish the next week's priorities.

(3) CCJ3-S monitors the strategic movements in support of the COCOM to ensure compliance with the planned force flow.

(4) CCJ3-S communicates transportation concerns to USTRANSCOM and coordinates alternative solutions to ensure compliance with Commander's intent, SECDEF policy, and Joint Staff guidance.



(5) CCJ4-M monitors implementation of theater lift policies.

(6) CCJ4-M monitors intra and inter-theater backlog to ensure adequacy of support.

(7) CCJ4-M monitors sealift service to ensure adequacy of support to the CENTCOM AOR.

(8) CCJ4-M monitors Joint Reception, Staging, Onward Movement, and Integration (JRSOI).

(9) CCJ4-M monitors theater movement control architecture.

(10) CCJ4-M develops & implements policy and guidance for the management of commercial and military containers within the CENTCOM AOR.

e. Coalition Operations

(1) Coordinates strategic deployment planning and operations to support USCENTCOM coalition contingency operations and combined exercises.

(2) In conjunction with USCENTCOM Coalition Coordination Center (CCC), defines and validates CDRUSCENTCOM prioritized coalition force deployment requirements to USTRANSCOM Deployment Distribution Operations Center (DDOC) for scheduling and transport on strategic airlift and sealift assets.

(3) Coordinates end-to-end planning for the movement of coalition forces in conjunction with USCENTCOM CCC, Forward deployed CDDOC, and other agencies supporting operations in the USCENTCOM AOR.

(4) In coordination with CCJ4-M and CCC, monitors execution of coalition force deployment operations to assess compliance with deployment plans and provide the staff estimates of force closure at final destinations in the AOR.

(5) Provides USCENTCOM representation to recurring JPEC and JOPES related conferences and workgroups.

(6) Prepares briefings, background papers, fact books, and other military information and correspondence as required.

F. Functional Manager

(1) Employs Global Command and Control System (GCCS) Joint Operations Planning and Execution System (JOPES) applications to coordinate the development, analysis, refinement, maintenance and execution of USCENTCOM Time-Phased Force and Deployment Data (TPFDD) deployment plans.

(2) Maintains capability to provide simultaneous operational support from both rear and forward headquarters locations. (Forward operations support requires augmentation).

(3) Provides USCENTCOM representation on Deployment Process Crisis Action Planning, Contingency Planning, and other GCCS JOPES Workgroups. Coordinates initiative related to crisis action, adaptive, contingency, and exercise planning and execution with the USCENTCOM staff and the Joint Planning and Execution Community (JPEC).

(4) Represents USCENTCOM in supporting Advanced Technology Demonstrations (ATD) and Advanced Concept Technical Demonstrations (ACTD) related to development and improvement to Joint Operation Planning and Execution Systems.

(5) Acts as USCENTCOM representative on the GCCS JOPES User Advisory Group (UAG).

(6) Resident expert of JOPES and responsible for the Function Management of JOPES and associated force deployment databases supporting USCENTCOM.

(7) Coordinates the distribution of TPFDD planning information and Force deployment databases between the command and other members of the JPEC.

(8) Initiates GCCS newsgroups supporting USCENTCOM JOPES contingency operations, joint exercises and deliberate plan development.

(9) In coordination with the Command GCCS ADP System Security Office, controls access to USCENTCOM TPFDD databases and GCCS JOPES Newsgroups.

(10) Coordinates JOPES training with JOPES Deployment Training Center for personnel assigned to USCENTCOM and Component Command users.

(11) In coordination with the Command and Control Division (CCJ3-C), performs Computer Support Coordinator (CSC) and Information Systems Security Officer (ISSO) duties for the Operations Directorate (CCJ3).

g. Administrative NCO

(1) Prepares Division personnel OPR/EPR/Fitness Reports/Civilian performance and promotion appraisal performance ratings.

(2) Prepares Division personnel awards and decorations reports as required.

(3) Monitors Division compliance with all aspects of the Internal Management Control (IMC) program.

(4) Performs IMC functions and responsibilities for the Strategic Deployment Division (CCJ3-S).

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## Appendix M

## Logistics Directorate (J4)

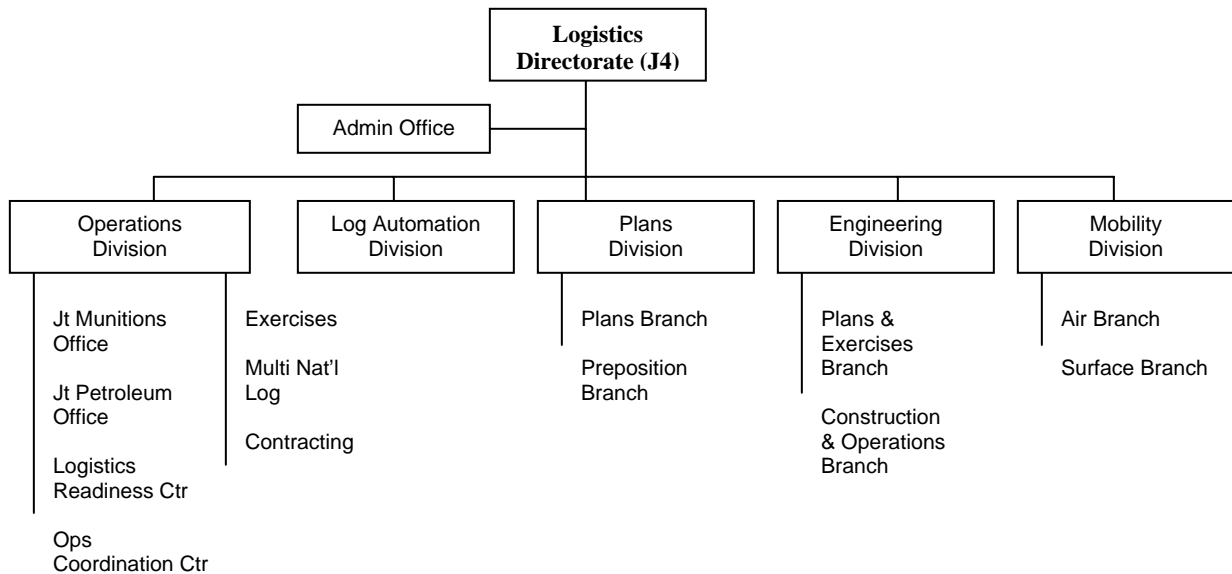


Figure 9. Logistics Directorate (J4)

1. Logistics Directorate (CCJ4). Provides Logistics and Engineer policies and plans in support of CENTCOM's current combat operations, the Long War, and future threats.

a. Advises CDR, USCENTCOM and key staff members on logistics policy, plans, procedures and operations.

b. Establishes USCENTCOM policy for logistics matters.

c. Prepares Commander recommendations to Joint Chiefs of Staff (JCS), Secretary of Defense (SECDEF), and Secretary of State (SECSTATE) on logistics matters.

d. Responsible for the effective and efficient operation of theater logistics to include:

(1) The effective use of facilities and economical division of functions among the Services.

(2) Directing, monitoring, coordinating, and planning for the acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of material in support of OPLANS.

(3) Planning for Logistics support for the full range of operations within the AOR including, combat, evacuation of

noncombatant personnel, Humanitarian Assistance, and Disaster Relief.

(4) Planning and coordinating the acquisition or construction, maintenance, operation, and disposition of facilities to support OPLANs and long term theater strategy.

(5) Planning and coordinating the timely introduction of automated technologies/systems that will enable Total Asset Visibility of material resources within and en route to the CENTCOM AOR.

d. Exercises staff responsibility for such common activities as preparing estimates and studies; developing and recommending policy; preparing, reviewing, and implementing plans; exercising staff supervision and coordination of actions; establishing liaison with appropriate higher, lower, and lateral headquarters; and providing representation on inspection, survey and staff assistance teams.

e. Participates in the planning and conduct of USCENTCOM exercises.

f. Provides CDR, USCENTCOM with resource allocation and management options through the operation of joint logistics boards in the areas of transportation, engineering, acquisition/procurement, petroleum, facilities utilization, and graves registration/mortuary affairs in planning for and execution of training, exercises and contingency operations.

g. Plans for development and maintenance of logistics infrastructure to support military operations in the USCENTCOM area of operation.

h. Develops logistics support plans and pursues/obtains the logistics resources required to effectively implement via the Planning, Programming and Budgeting System (PPBS).

## 2. Administrative Office:

a. Provides internal administrative management and support to the Director of Logistics, Deputy Director, Chief of Staff, and the division chiefs.

b. Schedules and monitors training for all personnel assigned to the directorate.

c. Manages the Logistics Directorate Forms and Publications Program.

d. Manages the directorate security program to include TOP SECRET Control, Communications Security (COMSEC), Operations Security (OPSEC), security clearance requests and Sensitive Compartmented Information (SCI) security clearances.

e. Manages the directorate Internal Management Control Program.

f. Ensures compliance with command and directorate administrative policy and procedures.

g. Distributes incoming messages, correspondence, suspenses, and disseminates outgoing messages and correspondence.

h. Establishes and implements leave procedures and other administrative procedures for personnel assigned to the directorate.

i. Coordinates directorate administrative requirements for exercise/deployment support.

j. Responsible for the directorates awards program. Ensures timely and accurate completion/submission of awards.

k. Responsible for ensuring the proper preparation of directorate officer and enlisted evaluation/FITREP reports.

l. Responsible for monitoring the assignment of personnel.

### 3. Engineering Division: (0420)

a. Prepares and maintains the engineer portion of USCENTCOM plans to include the Civil Engineer Support Plan (CESP) and associated engineer annexes to USCENTCOM Plans. Reviews and evaluates the engineer portion of plans prepared by components and supporting commands.

b. Responsible for facilitating the use of Department of the Army Logistics Civil Augmentation Program (LOGCAP), the Department of the Navy Emergency Construction Capabilities Program (CONCAP), and the Department of the Air Force Contract Augmentation Program (AFCAP) in support of construction requirements.

c. Coordinates of use of such capabilities will be done with the Contracting Branch and/or appropriate Service Component Contracting Command/JCC as these are contracting tools.

d. Develops engineering procedures and plans for disaster relief, civic actions, and humanitarian/civic assistance and refugee operations.

e. Provides engineer representatives to the Logistics Operations Center, which is capable of maintaining a 24-hour operation for both exercises and contingencies.

f. Participates in the planning and conduct of USCENTCOM exercises.

g. Provides engineer representatives for USCENTCOM no notice contingency staff.

h. Performs the common functions/tasks of conducting staff studies, evaluations, and reviews; develops and presents briefings; participates in study groups; prepares reports; provides representatives to conference and inspection teams and conducts staff assistance visits.

i. Coordinates and participates in establishing water sourcing programs.

j. Serves as staff proponent for crash, fire, and rescue issues.

k. Formulates administrative policies and procedures pertaining to real estate management operations.

l. Construction Functions:

(1) Serves as the Theater Engineer, and through the Joint Facilities Utilization Board/Joint Civilian-Military Engineering Board (JFUB/JCMEB) process, recommends construction priorities and allocation of construction resources within the command.

(2) Reviews and evaluates the engineer aspects of component commander's readiness reports.

(3) Acts as staff proponent for military construction (MILCON) programs to ensure conformity with requirements, approved logistics concepts, and Defense Cooperation Agreements; and monitors program development, host nation coordination and



construction progress. When required, assists component commanders in leasing build to lease, and construction requirement justification, inter-service coordination and program advocacy.

(4) Conducts and participates in long-range studies concerning utilization of facilities in operational and logistics concepts and plans.

(5) Manages the USCENTCOM Exercise Related Construction (ERC) Program, to include project selection, approval, planning, resource budgeting and accounting, and the design and construction by component commands.

(6) Reviews, evaluates and validates the engineer aspects of DOD and Service planning, programming and budget documents. Consolidates and coordinates engineer and facility requirements in the USCENTCOM Integrated Priority List.

(7) Evaluates and validates engineering pre-positioning requirements as part of the overall USCENTCOM pre-positioning program.

(8) Coordinates consolidation of contingency construction requirements from the service components, prioritizes requirements and forwards to Joint Chiefs of Staff/Office of the Secretary of Defense (JCS/OSD) for funding.

m. Environmental Functions:

(1) Develops command policies and ensures implementation of environmental protection measures and pollution abatement controls.

(2) Implements and monitors Department of Defense (DoD) policies relative to protection and enhancement of environmental quality.

(3) Develops and manages the USCENTCOM Environmental Program to ensure oversight of the development, promulgation and monitoring of environmental standards as required by law, executive orders, international agreements, DOD directives and OSD policies.

n. Real Estate Functions: Directs and coordinates activities of Army Contingency Real Estate Support Teams (CREST) and Navy Real Estate Leasing Detachments.

4. Mobility Division:

a. Performs the common functions/tasks by conducting staff studies, evaluations, reviews; developing and presenting briefings; participating in study groups; preparing reports; providing representation to conferences and inspection teams and conducting staff assistance visits.

b. J4 Mobility Division, partnered with the J3 Strategic Deployment Division, forms the Strategic Movements Center (SMC). The SMC is the single source of policy and processes to address strategic and theater movements. See Appendix M, Operations Directorate, Section 6, Strategic Deployments Division.

c. Assists in the development of Appendix 5 (Mobility and Transportation) to Annex D (Logistics) for plans, operations, and exercises.

d. Participates in the CENTCOM En Route Infrastructure Steering Committee (CERISC), the EUCOM En Route Infrastructure Steering Committee (EERISC) and the Global En Route Infrastructure Steering Committee (GERISC).

e. Participates in Joint Logistics Over the Shore (JLOTS) planning and annual JLOTS boards.

f. Reviews component transportation plans, orders, directives, and policies.

g. Assists in retrograde and redistribution planning for air and surface modes.

h. Validates strategic sustainment channel airlift requirements to USTRANSCOM/Air Mobility Command.

i. Validates Special Assignment Airlift Missions (SAAM) for USCENTCOM AOR.

j. Validates airlift movement requests (joint movement requests) via the Intra Theater Airlift Request System (ITARS) for USCENTCOM headquarters personnel and requests from external agencies.

k. Monitors implementation of theater lift policies.

l. Monitors intra and inter-theater backlog to ensure adequacy of support.

m. Monitors sealift service to ensure adequacy of support to the CENTCOM AOR.

n. Monitors Joint Reception, Staging, Onward Movement, and Integration (JRSOI).

o. Monitors theater movement control architecture.

p. Develops and implements policy and guidance for the movement of commercial and military containers within the USCENTCOM AOR.

5. Operations Division:

a. The Operations Division consists of the following branches: Operations Coordination Center; Joint Mortuary Affairs Office(JMAO)/Services; Joint Petroleum Office (JPO); Joint Munitions Office (JMO); Logistics Readiness Center (LRC); Contracting Branch; Multinational Logistics Branch (MNL); and the Exercise Branch. The overall mission of the Operations Division is planning, coordinating, and directing logistics support for operations and exercises.

b. The Operations Division performs common functions/tasks by conducting staff studies, evaluations, and reviews; preparing and presenting briefings; participating in study groups and preparing reports, and providing representation to conferences.

c. Reviews and evaluates the supply, services, and maintenance portions of plans prepared by the service components and supporting commands.

d. Formulates USCENTCOM policy for current logistics operational matters pertaining to supply, services and maintenance.

f. Monitors, coordinates and recommends priority allocations and distribution of critical/special items.

g. Establishes and convenes the Joint Material Priorities and Allocation Board (JMPAB), as required/directed.

h. Monitors logistics support provided to US and Coalition Forces deployed in the USCENTCOM AOR.

i. Develops USCENTCOM policies and planning guidance and monitors wartime activities for all Services supply matters.

j. Provides officers and senior NCOs for deployments to the CENTCOM Forward Headquarters(CFH) as required.

k. Plans and coordinates manning of the Logistics section within the Joint Operations Center (JIOC).

l. Prepares Concepts of Support and/or Logistics Annexes for operations and exercises when required and provides staffing as appropriate.

m. During crises, stands-up the Logistics Operations Center to monitor the theater logistics posture and manage accurate, relevant, and timely information for decisions.

n. Monitors current and evolving theater logistics capabilities.

o. Coordinates logistical support for current and planned operations.

p. Advises the CDR on the supportability of proposed Operations or COAs.

q. Acts as the CDR's agent and advocate to non-theater logistics organizations.

## 6. Operations Coordination Center

a. Monitors operational logistics and coordinates strategic issues with components, Services, Joint Staff, other government agencies and coalition nations.

b. Reviews, disseminates all component situation reports, messages, and email traffic.

c. Serves as Battle Captain coordinating staff efforts of the Operations Division.

d. Prepares daily update for Directorate leadership and provides weekly update to J4 Director.

e. Assigns, coordinates and tracks completion of all tasks assigned to Operations Division.

f. Coordinates logistics video-teleconferences (VTCs), conferences and briefings with components, supporting combatant commands and services.

g. Coordinates update of the Logistics Operations portion of CENTCOM Regulations, Pamphlets, SOPs, etc. Consolidates and edits input from the rest of the branches within the Division and submits final product to the Administrative Office of the CCJ4 Directorate.

7. Contracting Branch:

2

a. Develops AOR Contracting Policy and Plans.

b. Ensures AOR Contracting Command, Control and Authority is structured to effectively execute CJOA contracting requirements.

c. Serves as Acquisition Advisors for HQ USCENTCOM.

d. Participates in the planning and conduct of USCENTCOM exercises.

e. Arranges for single-service contracting assignments for supplies and services when appropriate.

f. Facilitates exchange of information among contracting activities covering such matters as sources of supply, prices, and contractor performance.

g. Develops and issues command acquisition policy covering matters unique to USCENTCOM, or authorizes subordinate unified commands to issue such policies unique to their area of responsibility.

h. Develops policies and procedures, as required, which continually improve the coordination of contract administration services.

i. Ensures implementation of DoD policies relating to career development training of Acquisition personnel assigned to the Branch.

j. Manages the Contracts Review Board (CRB) process to include chairing the CRB.

k. Establishes and manages the Headquarters (HQ) USCENTCOM Contractor Discussions, Demonstrations, and Unsolicited Proposals Program.

l. Directs establishment of the Coalition/Joint Contracting to ensure that a properly coordinated and prioritized acquisition program is in line with warfighting concerns and needs

m. Establishes AOR reporting requirements and processes for securing visibility into AOR contracting.

n. Establishes clear lines of Command and Control authority and Contracting Authority for contingencies within the USCENTCOM Area of Responsibility.

#### 8. Joint Munitions Office

a. Reviews and evaluates the munitions portions of plans prepared by components and supporting commands.

b. Reviews and assists in developing and executing the munitions portions of USCENTCOM plans.

c. Participates in the planning for and conduct of JCS, USCENTCOM, and other unified command exercises.

d. Monitors, coordinates, and recommends priority allocations and distribution of munitions.

e. Reviews plans designed for the maintenance and storage of munitions and associated equipment pre-positioned in the AOR.

f. Obtains and reviews service munitions pre-positioning programs.

g. Reviews service ammunition-programming documents to ensure compliance with CDR, USCENTCOM's Master Program List (MPL) and Integrated Priority List (IPL).

h. Collects and assesses data on status of munitions capability for component commands to include requirements, supply status, storage capability, ammunition construction projects and logistical support of contingency plans.

i. Acts as focal point within the directorate for compartmentalized munitions programs.

- j. Reviews ammunition safety standards/procedures for USCENTCOM OPLANs.
- k. Coordinates monitor and recommend priorities for distribution of JCS-allocated munitions.
- l. Monitor and track status of Class V.
- m. Monitors current and evolving theater munitions support capabilities and limitations to determine logistics supportability of planned or ongoing operations.
- n. Coordinates, monitors and tracks issues associated with munitions distribution operations. Reports on effectiveness of distribution of munitions against established standards.
- o. Coordinates munitions support for upcoming operations.
- p. Monitors locations and status of service munitions stockpile.
- q. Assesses munitions commonalities for cross-leveling between services.
- r. Maintains munitions in transit asset visibility across the theater.
- s. Interprets the various service unique means of measuring class V supply levels.
- t. Coordinates monitor and recommend priorities for distribution of JCS-allocated munitions.
- u. Reviews Service Time-Phased Force Deployment Lists (TPFDLS) to support employment of JCS-allocated munitions.

9. Joint Petroleum Office

- a. Reviews and evaluates the petroleum and water portions of plans prepared by components and supporting commands.
- b. Ensures fuel/water requirements, operations and constraints are addressed/published in annexes of USCENTCOM logistics support plans.

c. Consolidates theater bulk petroleum requirements and sourcing through host nation support, contracting and respelling by strategic lift through peacetime slating and/or TPFDD development.

d. Plans for and coordinates in-country distribution of petroleum products and authorizes release and/or reallocation of wholesale pre-positioned USCENTCOM war reserve stock.

e. Coordinates Theater Petroleum Quality Surveillance (QS) program and reviews gains/losses exceeding authorized variances and initiates investigations when necessary.

f. Exercises direct coordination authority with Defense Logistics Agency (DLA) elements within the geographic area of responsibility during peacetime and operational control during wartime.

g. Coordinates and prioritizes DLA MILCON and qualified maintenance and repair projects for petroleum/water facilities in the AOR.

h. Collects, maintains, assesses and disseminates data on host nation petroleum capability and available stocks.

i. Reviews component command estimates of bulk fuel requirements used to establish war reserve material (WRM) levels and recommends terminal storage locations for input to the Defense Energy Supply Center (DESC) Inventory Management Plan (IMP).

j. Monitors, coordinates, and recommends priority allocations and distribution of petroleum and water stocks.

k. Reviews Service petroleum and water program documents to ensure compliance with CDR, USCENTCOM's Master Program List (MPL) and Integrated Priority List (IPL).

l. Develops policy, coordinates, and monitors all aspects of the USCENTCOM water resources program.

#### 10. Operations Coordination Center

a. Monitors operational logistics and coordinates strategic issues with components, Services, Joint Staff, other government agencies and coalition nations.

b. Reviews, disseminates all component situation reports, messages, and email traffic.



c. Serves as Battle Captain coordinating staff efforts of the Operations Division.

d. Prepares daily update for Directorate leadership and provides weekly update to J4 Director.

e. Assigns, coordinates and tracks completion of all tasks assigned to Operations Division.

f. Coordinates logistics video-teleconferences (VTCs), conferences and briefings with components, supporting combatant commands and services.

#### 11. Logistics Readiness Center

a. Monitors and tracks status of Classes II, III(P),IV, VI, VII, IX

b. Monitors and tracks Maintenance operations

c. Monitors and tracks Equipment readiness and identify systemic problems

d. Monitors current and evolving theater logistics capabilities and limitations to determine logistics supportability of planned or ongoing operations.

e. Monitors and tracks Medical Logistics

f. Coordinates, monitors and tracks issues associated with distribution operations. Reports on effectiveness of distribution of materiel against established standards.

g. Coordinates logistics support for upcoming operations

h. Monitors locations and status of service resources and capabilities

i. Recommends shifting of logistics support from one service component or one geographic area to another in the theater.

j. Assesses materiel commonalities for cross-leveling between services

k. Maintains "in transit" asset visibility across the theater.

l. Interprets the various service unique means of measuring supply levels.

m. Interfaces with non-theater logistics organizations by interface with the Joint Staff Logistics directorate and CCJ4-OPS DLA LNO

## 12. Exercises Branch

a. Serves as directorate proponent and central point of contact for planning, coordinating and executing field training and command post exercises.

b. Coordinates and integrates logistics exercise objectives from the headquarters and component staff.

c. Prepares and edits logistic portions of exercise directives, after action and required reports. Develops logistics exercise control systems, controller training, and serves in the Combat Service Support (CSS) Cell of the Joint Exercise Control Group (JECG) during the employment phase of all exercises, to include Mission Rehearsal Exercises (MRX), which prepare Corps and Task Force staff elements for AOR deployment missions.

d. Coordinates the development of administrative documents, i.e. EXPLAN and the Master Scenario Event List (MSEL) which support the conduct of an exercise. Writes and edits MSEL events for likely events in all aspects of logistics.

e. As required, coordinates the establishment or training of; or participates in the operations of designated Joint (or Combined) JECG.

f. Ensures review and evaluation of component and supporting command inputs to exercise directives, plans, and other related documents which effect the execution of designated exercise.

g. Hosts and conducts exercise logistics planning conferences as required.

h. Monitors the progress of logistics planning and coordination of component and supporting commands for all exercises.

i. Conducts regular in-process reviews for the J4 director and staff for all exercises.

- j. Participates in component command logistics conferences as required.
- k. Represents the J4 directorate at exercise site surveys.
- l. Augments the Logistics Operation Center during exercises and crisis/contingencies, as required.
- m. Coordinates all aspects of the J4 exercise budget.
- n. Coordinates the J4-0 portion of the operations and maintenance budget.
- o. Coordinates with J4 Plan, J4 Engineers (Exercise Related Construction) and J5 for planning, coordinating and executing of Humanitarian Assistance (HA) projects conducted in conjunction with military exercises and operations.
- p. Serves as the J4 focal point for the Joint Universal Lessons Learned System (JULLS) and internal J4 lessons learned documented during wartime, contingencies and exercise operations.
- q. Serves as the J4 focal point for preparation and update of the Joint Mission Essential Task List (JMETL) in the Defense Readiness Reporting System (DRRS) and the Joint Quarterly Readiness Review (JQRR), to include interface with the Joint Staff (JS).
- r. Provides "trusted agents" to assist SOCOM and SOCCENT with planning and support for real world missions and for exercises.
- s. Collects, edits, and assembles input from all branches and divisions within the CCJ4 Directorate for the annual submission to the CENTCOM Command History Report.
- t. Serves as focal point for training management within the CCJ4 Directorate. Prepares indoctrination training for incoming CCJ4 personnel. Assists CCJ3 and JFCOM in preparation of training for personnel deploying to the AOR.
- u. Participates in the Functional Capabilities Board - Working Group (FCB-WG) in the resource area. Coordinates additions and updates to the Integrated Priority List (IPL) that address shortfalls in logistical resources.

### 13. Services - Joint Mortuary Affairs Office

- a. Develops policy and planning guidance for Joint Mortuary Affairs and Food Service activities in the AOR.

b. Monitors component compliance with established DoD, Service, and USCENTCOM directives.

c. Coordinates Joint Mortuary Affairs and Food Service policies with DoD, Services, supporting Commands, and components.

d. Acts as focal point with directorate for compartmentalized Joint Mortuary Affairs and Food service programs.

e. Acts as liaison with J1 (Personnel) on all AAFES activities in the AOR.

f. Acts as liaison with J5 (CMO) on all Humanitarian Assistance activities in the AOR.

g. During crises, stands up the Joint Mortuary Affairs office to provide plans, policy and program oversight regarding joint mortuary affairs in the CENTCOM AOR.

#### 14. Multinational Logistics Branch

a. Directs and coordinates planning for host nation logistics support to include Acquisition and Cross Service Agreements and Assistance in Kind.

b. Develops and negotiates Acquisition and Cross Servicing Agreements (ACSA) and implementing arrangements to bilateral agreements.

c. Directs and supervises the coordination of all component HNS teams in preparation for and during strategic HNS negotiations.

d. Establishes/monitors command policy and procedures for HNS.

e. Coordinates Host Nation Support between Secretary of Defense, Department of State, Joint Staff, Defense Agencies, Service Headquarters and their subordinate commands, US Ambassadors and their country teams, and host nation Ministries of Defense.

f. Provides HNS reports to Joint Chiefs of Staff (JCS)/Department of Defense (DoD).

- g. Prepares HNS and acquisition portions of USCENTCOM plans.
- h. Develops concepts, strategy, policy, and procedures for obtaining international logistics support agreements.
- i. Arranges, in coordination with subordinate unified commands, component commands, US Embassies, and host countries to acquire supplies and services. It also includes overseeing the North Atlantic Treaty Organization (NATO) Mutual Support Act (NMSA), as amended, and recommends countries to be included under the NMSA. This is accomplished to ensure that annual expenditure ceilings are maintained according to the NMSA and that the provisions are uniformly applied throughout the AOR.
- j. Participates in the planning and conduct of USCENTCOM exercises.
- k. Reviews/evaluates HNS and acquisition portions of plans prepared by components and supporting commands.
- l. Coordinates acquisition operations to promote effectiveness and efficiency, as well as to enhance United States policy objectives. This includes pre-positioning activities.
- m. Directs establishment of the Coalition/Joint Contracting to ensure that a properly coordinated and prioritized acquisition program is in line with warfighting concerns and needs.
- n. Arranges for single-service contracting assignments for supplies and services when appropriate.
- o. Facilitates exchange of information among contracting activities covering such matters as sources of supply, prices, and contractor performance.
- p. Develops and issues command acquisition policy covering matters unique to this command, or authorizes subordinate unified commands to issue such policies unique to their area of responsibility.
- q. Develops policies and procedures, as required, which continually improve the coordination of contract administration services.
- r. Ensures implementation of DoD policies relating to career development training of Acquisition personnel assigned to the Branch.
- s. Manages the Contracts Review Board (CRB) process to include chairing the CRB.

t. Establishes and manages the Headquarters (HQ) USCENTCOM Vendor Demonstration Program that processes unsolicited proposals requests for vendor briefings and other vendor inquiries.

15. Contracting Branch

a. Develops AOR Contracting Policy and Plans.

b. Ensures AOR Contracting Command, Control and Authority is structured to effectively execute CJOA contracting requirements.

c. Serve as Acquisition Advisors for HQ USCENTCOM.

d. Participates in the planning and conduct of USCENTCOM exercises.

e. Arranges for single-service contracting assignments for supplies and services when appropriate.

f. Facilitates exchange of information among contracting activities covering such matters as sources of supply, prices, and contractor performance.

g. Develops and issues command acquisition policy covering matters unique to USCENTCOM, or authorizes subordinate unified commands to issue such policies unique to their area of responsibility.

h. Develops policies and procedures, as required, which continually improve the coordination of contract administration services.

i. Ensures implementation of DoD policies relating to career development training of Acquisition personnel assigned to the Branch.

j. Manages the Contracts Review Board (CRB) process to include chairing the CRB.

k. Establishes and manages the Headquarters (HQ) USCENTCOM Contractor Discussions, Demonstrations, and Unsolicited Proposals Program.

l. Directs establishment of the Coalition/Joint Contracting to ensure that a properly coordinated and prioritized acquisition program is in line with warfighting concerns and needs.

m. Establishes AOR reporting requirements and processes for securing visibility into AOR contracting.

n. Establishes clear lines of Command and Control authority and Contracting Authority for contingencies within the USCENTCOM Area of Responsibility.

16. Plans Division:

a. Provides staff supervision over the development and coordination of policy and procedures for all current, long-range planning to include matters affecting all logistics related programs and special studies.

b. Formulates, consolidates and publishes logistics Annexes to USCENTCOM concept and operational plans and orders. Coordinates all Joint Operations Planning and Execution System (JOPES) issues affecting logistics.

c. Serves as the Directorate focal point for all matters pertaining to the national military strategy.

d. Conducts staff studies, evaluations, and reviews; develops and presents briefings; participates in the study groups and preparing reports; provides representation to conferences and inspection teams; conducts staff assistance visits.

e. Formulates staff input to logistics portions of USCENTCOM commander's estimates, OPORDs, CONPLANS and OPLANS.

f. Reviews and evaluates the logistic portions of supporting plans.

g. Prepares logistics estimates, studies, and appraisals of OPLANS, CONPLANS, and concepts of operations.

h. Assesses logistics capability status and performs logistics sustainability analysis.

i. Develops and disseminates logistics planning guidance to staff elements, service components and supporting commands.

j. Coordinates all Joint Operation Planning and Execution System (JOPES) issues with logistic implications.

k. Plans for the exercise of Directive Authority for Logistics through component commanders in applicable USCENTCOM plans/orders.

l. Provides staff supervision to develop, coordinate, and publish procedures for logistic matters for the full range of military operations.

m. Serves as focal point for all Time Phases Force Deployment Data (TPFDD) issues and represents the Director at refinement conferences.

n. Consolidates logistical staff review of Joint Strategic Capabilities Plan (JCSP) and Supplements.

o. Serves as CCJ4 proponent for review of national military strategy documents.

p. Organizes and conducts logistics planning conferences for the headquarters, supporting commands, and agencies.

q. Provides logistics input to the joint doctrine development process.

r. Provides logistics representation to operational planning teams (OPT) and special bilateral planning teams.

s. Provides logistics lead for input to minimum risk forces and planning force determinations.

t. Serves as the Command office for primary responsibility (OPR) for all financial and logistics matters affecting pre-positioned assets within the USCENTCOM area of responsibility (AOR).

u. Oversee the planning and build up for all pre-positioned equipment placed into the AOR.

v. Maintain visibility over pre-positioned equipment used in all exercises within our AOR. Ensure periodic exercising of equipment to maintain readiness, validated breakout and transfer.

w. Develop, identify, and approve pre-positioning requirements among the staff and components for JCS approval.

x. Monitor service funding for pre-positioning, identify potential bed-down sites and identify HNS for pre-positioned equipment.

17. Logistics Automation & Integration Division



a. Manages the functions, tasks, and processes involved in the development and coordination of all joint logistical automation and automated transformation including hardware/software, business process and policy, internal and external specific programs, and all other architectures developed for integration of information, data, communications, and concepts into the Directorate of Logistics.

b. Provides staff input and automation integration of future logistical war fighting concepts into USCENTCOM's plan to implement Joint Vision (JV2020). Represents USCENTCOM & participates at the National level with JSJ4, OSD, JFCOM (JDPO), TRANSCOM (DPO) & all other Focus Logistics 2020 efforts

c. Serves as the Primary POC with Joint Staff J4, DISA, OSD DUSD (AT&L), JFCOM, TRANSCOM and other commands and agencies for input for joint service involvement, identify joint logistics decision support requirements for tool technology development/testing, and recommend action officer personnel training program possibilities for inclusion within the National AIT business processes into USCENTCOM current logistics operations & future logistics concepts & programs. Develops issues and provides input on the role and interoperability of logistics in C4ISR.

d. Participates as the CSC in the identification and upgrade of computer system and other associated automation system requirements to improve the automation capability of the CCJ4. Provides input to the USCENTCOM J6 (TEB, IMWG, and ISWG) process and represent the CCJ4 at all meetings and provide input on budget requirements reference automation for CCJ4.

e. Coordinates & participates with JFCOM & other agencies in their Advanced Concept Technology Demonstration (ACTD)--including commercial sectors--on In-Transit Visibility (ITV) & Asset Visibility (AV).

f. Develops and provides logistics automation planning and execution guidance to staff elements, service components and supporting commands.

g. Supports CCJ4 with the Joint Logistics Joint Test & Evaluation (JLOG/JT&E) initiatives, projects, & programs.

h. Participates in the development of Coalition AIT guidance, policy, and implementation.

- i. Maintains situational awareness of Supply Chain Management systems, business processes & Current/Future operations.
- j. Manages fielding & provides oversight for all USCENTCOM Joint Logistics Automation initiatives, programs & future projects.
- k. Serves as the focal point for emerging automation; assists JSJ4, program managers, OSD & DoD agencies in defining capabilities & requirements.
- l. Provides guidance to USCENTCOM Components on automation.
- m. Provides USCENTCOM interface with functional & technical personnel participating in transformation & automation efforts.
- n. Represents USCENTCOM at all conferences, meetings, & councils on Automation Information Technology (AIT).
- o. USCENTCOM representative for all Logistics Transformation & Automation policy matters including the Distribution & Joint Deployment Processes.
- p. Provides staff coordination & assistance with OSD, Joint Staff J4, USTRANSCOM, JFCOM, other COCOMs & agencies in developing Joint Logistical policy, procedures & guidance.
- q. Executes National policy; develops, plans, policies & guidance for USCENTCOM Logistics Directorate CCJ4.
- r. Functional Point of Contact with USCENTCOM Services Components & supporting DoD agencies relating to Logistical Transformation & Automation deployment, employment & coordination within the AOR.
- s. Provides staff coordination with the USCENTCOM Directorate staffs on matters concerning logistical transformation, automation & policy planning.

## Appendix N

## Strategy, Plans, and Policy Directorate (J5)

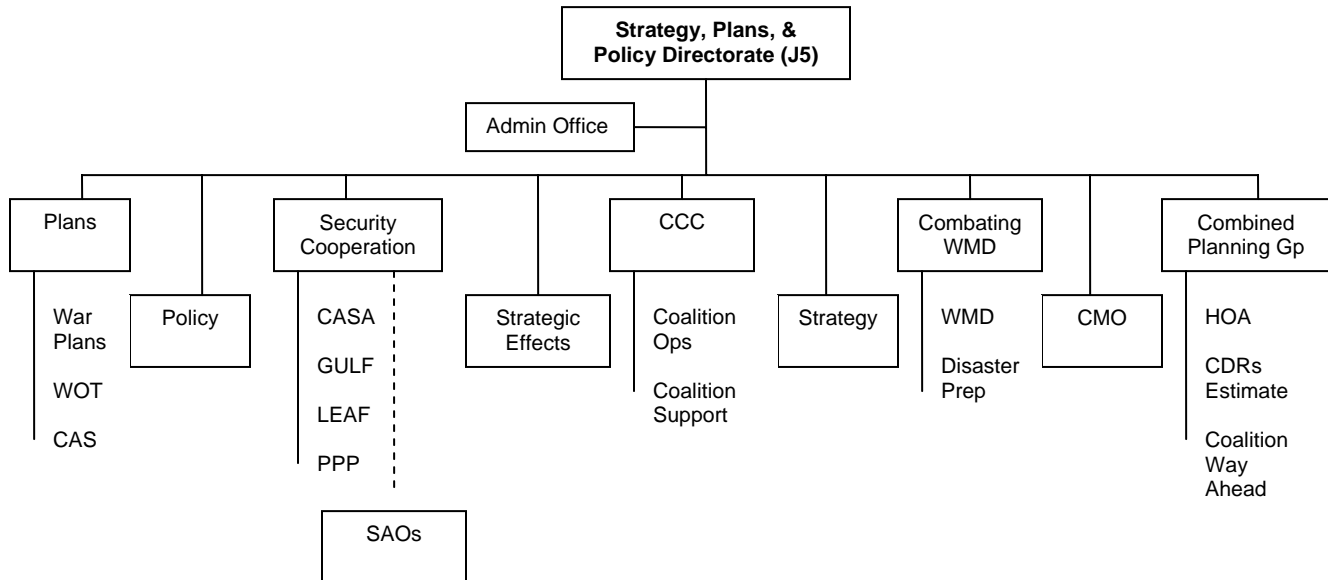


Figure 10. Strategy, Plans, and Policy Directorate (J5)

1. The Strategy, Plans and Policy Directorate (J5) is responsible to the Commander for all aspects of strategy and policy development and implementation and long range plan development for USCENTCOM, Component Commands, and Security Assistance Organizations throughout the 27 countries located within the AOR in the development and implementation of US national security policy and strategy for the region countries of the CENTCOM AOR.

a. Directorate Tasks

(1) Develops command military strategies, force structure and warfighting assessments to support national security objectives in the USCENTCOM area of responsibility. Coordinates planning and policy matters with the Joint Staff, Department of Defense, Department of State, other United States government and allied agencies to ensure consistency and continuity in policy and strategy development. With the assistance of the Inspector General, conducts high level negotiations with civilian and military leaders of nations in the USCENTCOM AOR. Closely monitor regional issues and conduct combined planning and military-to-military negotiations.

(2) Develops, coordinates, and supervises formulation of strategic operational and contingency plans for USCENTCOM's AOR in

support of JSCP and the National Military Strategy. Utilizes JOPES to ensure OPLANs, CONPLANs with TPFDDs, and CONPLANs are consistent with CDRUSCENTCOM guidance and Joint Doctrine.

(3) Develops and recommends missions and functions related to joint deployment and employment of forces, and determine supporting command relationships. Monitors and provides inputs on political-military matters and plans for implementation of civil-military cooperation functions. Develops command inputs to all Joint Strategic Planning System documents.

(4) Provides Planning, Programming and Budgeting System (PPBS) inputs to OSD and the Joint Staff. Prepares the Commander for participation in CJCS CDR, USCENTCOM's conferences and Defense Resources Board (DRB) deliberations. Prepares and maintains CDR, USCENTCOM Integrated Priority List. Monitors and coordinates legislative matters. Prepares CDR, USCENTCOM for annual congressional posture testimony, office calls on members of Congress, and congressional delegation visits to HQ USCENTCOM and the AOR.

(5) Oversees strategic integration of regional and non-regional coalition military forces under USCENTCOM.

b. HQ Elements

(1) Deputy Assistant Directors. The CCJ5 directorate has four Deputy Assistant Directors (DAD) responsible for different functional and geographical areas. The senior CCJ5 DAD oversees staff functions at the CENTCOM HQ in Tampa while the CFH DAD is responsible for similar functions at the forward CENTCOM HQ at Camp As Sayliyah, Qatar. Primary tasks and functions for the Tampa and CFH DADs include:

- (a) Serves as special advisors to the J5 and DJ5.
- (b) Manages the CCJ5 administrative staffs.
- (c) Coordinates all CCJ5 division functions.
- (d) Conducts CCJ5 Division Chief and additional division meetings as required.
- (e) Coordinates CCJ5 organization participation in cross-directorate matters.

(f) Assembles division input to weekly summary and publish.

(g) Represents the J5 and DJ5.

(2) The two additional DADs represent the CCJ5 for all issues related to Iraq and Afghanistan. Specific CCJ5 personnel are not assigned permanently to serve on the DAD Iraq or DAD Afghanistan staffs, but rather are detailed temporarily from the CCJ5 divisions to support specific requirements. The following tasks summarize the Iraq DAD and Afghanistan DAD responsibilities and are limited to issues related to the assigned country of responsibility.

(a) Serves as special advisors to the J5 for all matters related to the assigned country.

(b) Coordinates with all CENTCOM Directorates on matters related to the direction of future operations and engagement.

(c) Coordinates across USG agencies (DOS, OSD, JCS) for matters related to interagency involvement in security and stability operations.

(d) Coordinates across US alliances (NATO/ISAF) and the international community for matters related to C2, military and security/stability operations.

(e) Maintains situational awareness (SA) of CENTCOM subordinate commands' current operations and issues, including those related to other US and international organizations with interests in the country of responsibility.

(f) Supports CCJ5 directorate action and tasking process by providing SME and facilitating coordination as required. Maintain SA for current actions, taskers and upcoming requirements.

(g) Updates the CCJ5 and DJ5 weekly (or as needed) on new issues and status of operational, security and stability operations.

(h) Communicates effectively with CCJ5 Division chiefs and CPG to create/maintain country situational awareness.

(i) Maintains and distributes an events calendar for the country of responsibility.

(j) Reviews completed actions and taskers.

(k) Participates in scheduled communications sessions (twice weekly VTCs) and planning meetings as required.

(l) Represents the J5 at meetings and conferences.

c. CFH Staff. The CCJ5 CFH staff is assigned as necessary from the directorate divisions to support evolving requirements at the CENTCOM forward headquarters at Camp As Sayliyah, Qatar. This staff is responsible for the same division and directorate tasks and responsibilities outlined in the document. However, the CFH staff tasks are focused on those responsibilities required to be performed from the AOR in support of the Commander and CCJ5 leadership.

(1) Administrative Staff. The CCJ5 maintains small administrative staffs in both Tampa and at the CFH in Qatar. This staff is responsible for the following tasks:

(a) Provides administrative support to the Director, Deputy Director, Division Chiefs, and separate office chiefs.

(b) Ensures compliance with command and directorate administrative policy and procedures.

(c) Distributes incoming messages and correspondence, and processes and disseminates outgoing messages and correspondence.

(d) Establishes directorate suspense's, and maintain correspondence log and directorate files.

(e) Acts as J5 OPR for manpower and personnel actions to include personnel requisitioning, placement, accountability, Joint Manpower Program (JMP) actions, records management, OPR/EPR processing, required training for officer and enlisted personnel, and the Joint Mobilization Augmentation (JMA)/reserve program.

(f) Provides administrative support to the directorate security program and monitors SCI billets.

(g) Administers/maintains directorate supplies and equipment account. Member of Facilities Utilization and Facilities Review Boards and Equipment Review Board.

## 2. Combined Planning Group (CPG)

- a. Develops, coordinates, and supervises the formulation of the Coalition portion of strategic plans for the Commander, United States Central Command.
- b. Encourages CENTCOM staff to include CPG in coordination by avoiding over classification of staff work.
- c. Develops command planning guidance for the inclusion of Coalition in plans and strategies as required.
- d. Develops, coordinates and supervises sensitive Coalition planning as directed by the Commander. Includes plan development with regional military planning staffs.
- e. Provides updates to the J5/CCC on Coalition planning and policy implications for partner nations.
- f. Reviews all national level planning guidance and documents for staffing and command comment concerning Coalition.
- g. Coordinates with the Joint Staff and OSD counterparts on all Coalition-related deliberate planning activities and guidance, including enhanced Coalition involvement at the regional level.
- h. Maintains a continually updated repository of political-military expertise on individual AOR countries and serve as the non-US advisors to the Commander on the political-military dynamic in individual AOR countries and sub-regions.
- i. Develops strategy which emphasizes bilateral and multilateral relationships focused on combating terrorism, influencing the strategic direction of key powers, cooperating with parties to regional disputes, strengthening alliances for the future, and realigning global posture and overseas footprint.
- j. Develops, coordinates, and supervises the formulation of military strategies for Coalition involvement to achieve national security objectives in the USCENTCOM area of responsibility. Includes the development of strategies for future contingency operations, Coalition force posture and base development, and key strategic issues as directed by the Commander.
- k. Prepares and presents Special Studies to the Command Group and Directors on emergent issues (e.g. Iran Options in pursuit of their Nuclear program; AOR Top Ten in a decade; suicide bombing study). Perform other studies as directed by the Command Group (e.g. Avian Flu impact on CENTCOM forces).

l. Participates in the CENTCOM Joint Planning Board (JPB), J3/J5 Operational Planning Element (OPE) and support Operational Planning Teams (OPTs) as classifications permit.

m. Each CPG Action Officer continuously monitors national and international media sources, particularly from their home country/region, and provides information and analysis to the entire CPG on as daily basis, as required.

n. Supports other CENTCOM directorates as required during implementation and execution of plans and strategies.

o. Supports assessments required by other directorates as required.

p. Provides support for the development of Command briefs for but not limited to CODELs, CJCS, SECDEF, POTUS.

q. Conducts temporary duty travel to attend a variety of planning conferences and working groups to coordinate plans, as required.

r. Participates in other functions and taskings as directed.

s. Maintains J5-CPG input to command history.

### 3. CPG Long Term Projects Branch

a. Develops, coordinates, distributes, reviews and maintains the Coalition way ahead plan for the Commander in conjunction with the Coalition Coordination Center (CCC) and coordinates the CENTCOM position with Joint Staff and OSD.

b. Develop, coordinate and supervise sensitive Coalition planning as directed by the Commander. Includes plan development with regional military planning staffs.

c. Provides updates to the J5/CCC on Coalition planning and policy implications for partner nations.

d. Coordinates with the Joint Staff and OSD counterparts on all Coalition-related deliberate planning activities and guidance, including enhanced Coalition involvement at the theater level.

e. Maintains a continually updated repository of political-military expertise on individual AOR countries and serve as the



non-US advisors to the Commander on the political-military dynamic in individual AOR countries and sub-regions.

f. Provides time-sensitive combined planning assessments and coalition expertise during crisis action planning process.

g. Reviews all national level planning guidance and documents for staffing and command comment concerning Coalition.

h. Provides Coalition plans briefings to visiting dignitaries, intermediate and senior service students, faculty and staff.

i. Develops strategy which emphasizes bilateral and multilateral relationships focused on combating terrorism, influencing the strategic direction of key powers, cooperating with parties to regional disputes, strengthening alliances for the future, and realigning global posture and overseas footprint.

j. Develops, coordinates, and supervises the formulation of military strategies for Coalition involvement to achieve national security objectives in the USCENTCOM area of responsibility. Includes the development of strategies for future contingency operations, Coalition force posture and base development, and key strategic issues as directed by the Commander.

k. Prepares and presents Special Studies to the Command Group and Directors on emergent issues (e.g. Iran Options in pursuit of their Nuclear program; AOR Top Ten in a decade; suicide bombing study). Performs other studies as directed by the Command Group (e.g. Avian Flu impact on CENTCOM forces).

l. Supports other CENTCOM directorates as required during implementation and execution of plans and strategies.

m. Supports assessments required by other directorates as required.

4. CPG Estimate/Central Asian States (CAS)/Arabian Peninsula (AP) Branch.

a. Develops, coordinates, distributes, and briefs the Commander on the Quarterly AOR wide Estimate--a current and future analysis and assessment of the theater from a Coalition and International perspective.

b. Develops, coordinates, and supervises the formulation of the Coalition portion of CAS and AP regional plans for the Commander, United States Central Command.

c. Develops command planning guidance for the inclusion of Coalition in plans and strategies as required.

d. Develops, coordinates and supervises sensitive Coalition planning as directed by the Commander. Includes plan development with regional CAS and AP military planning staffs.

e. Provides updates to the J5/CCC on Coalition planning and policy implications for partner nations.

f. Develops regional strategies as appropriate for maximizing the participation of Coalition forces.

g. Coordinates with the Joint Staff and OSD counterparts on all Coalition-related deliberate planning activities and guidance, including enhanced Coalition involvement at the CAS/AP regional level.

h. Maintains a continually updated repository of political-military expertise on individual AOR countries and serve as the non-US advisors to the Commander on the political-military dynamic in individual AOR countries and CAS/AP sub-regions.

i. Develops strategy which emphasizes bilateral and multilateral relationships focused on combating terrorism, influencing the strategic direction of key powers, cooperating with parties to regional disputes, strengthening alliances for the future, and realigning global posture and overseas footprint.

j. Develops, coordinates, and supervises the formulation of military strategies for Coalition involvement to achieve national security objectives in the USCENTCOM area of responsibility. Includes the development of strategies for future contingency operations, Coalition force posture and base development, and key strategic issues as directed by the Commander.

k. Participates in the CENTCOM Joint Planning Board (JPB), J3/J5 Operational Planning Element (OPE) and support Operational Planning Teams (OPTs), specifically for the evolution of strategy for the Central Asian States and Levant / Arabian Peninsula.

l. Participates in other functions and taskings as directed.

## 5. CPG Horn of Africa (HOA) Branch

a. Develops the Horn of Africa Way Ahead as the overall CENTCOM lead, to include the "internationalization" of CJTF-HOA forces, develop and maintain a Somalia Strategy, and support the development of a viable C2 structure for HOA. Consolidate multi-directorate inputs on HOA for presentation to the Commander. Serves as the staff advocate for US funding and force enablers for CJTF-HOA.

b. Develops, coordinates, and supervises the formulation of the Coalition portion of HOA plan for the Commander, United States Central Command.

c. Develops command planning guidance for the inclusion of Coalition in plans and strategies as required.

d. Develops, coordinates and supervises sensitive Coalition planning as directed by the Commander. Includes plan development with HOA regional military planning staffs.

e. Develops regional strategies as appropriate for maximizing the participation of Coalition forces.

f. Maintains a continually updated repository of political-military expertise on individual AOR countries and serve as the non-US advisors to the Commander on the political-military dynamic in individual AOR countries in the HOA sub-region.

g. Develops strategy which emphasizes bilateral and multilateral relationships focused on combating terrorism, influencing the strategic direction of key powers, cooperating with parties to HOA regional disputes, strengthening alliances for the future, and realigning global posture and overseas footprint.

h. Develops, coordinates, and supervises the formulation of military strategies for Coalition involvement to achieve national security objectives in the HOA sub-region. Includes the development of strategies for future contingency operations, Coalition force posture and base development, and key strategic issues as directed by the Commander.

i. Assists in developing the Commander's regional strategies (lead for HOA).

j. Participates in the CENTCOM Joint Planning Board (JPB), J3/J5 Operational Planning Element (OPE) and support Operational

Planning Teams (OPTs), specifically for the evolution of strategy for the Horn of Africa.

k. Supports other CENTCOM directorates as required during implementation and execution of HOA plans and strategies.

l. Supports HOA assessments required by other directorates as required.

m. Develops and coordinates testimony input for senior leaders on HOA.

n. Coordinates with the Joint Staff and OSD counterparts on Coalition-related deliberate planning activities and guidance, including enhanced Coalition involvement at the HOA regional level.

#### 6. CPG Intelligence Assessment Team

a. Continuously monitors national and international media sources daily and update the CPG twice daily.

b. Attends J2 Intelligence Updates on a near daily basis and back brief the entire CPG.

c. Provides politico-military advice, expertise, and support on planning issues related to Coalition force employment.

d. Provides the Intelligence portion of the Commander's Quarterly AOR wide CPG Estimate--a current and future analysis and assessment of the theater from a Coalition and International perspective.

#### 7. CPG Mission Support/XO/Administration Team

a. Provides all administrative support to the CPG, particularly for the unique needs of Coalition officers embedded in the CENTCOM staff. Ensure compliance with command and directorate administrative policy and procedures.

b. Monitors progress of all assigned actions. Provide specialized support to planning efforts and strategy development. Review all CPG submissions.

c. Reviews all staff actions to include all plans and strategies prior to submission. Ensures all suspense's are known and met.

d. Coordinates all administrative actions for the Division to include officer evaluations, awards, travel claims, file maintenance, personnel status, budget development and maintenance, contractor supervision and correspondence development.

8. Coalition Coordination Center (CCC). The Coalition Coordination Center (CCC) supports the strategic objectives of the Commander, United States Central Command through coordinating the identification, development, and strategic movement of Coalition resources necessary to satisfy operational requirements within the CENTCOM Area of Responsibility (AOR).

a. Lead Tasks. Provides:

- (1) Force integration of new Coalition Partner Nations.
- (2) Initial Coalition partner mil-to-mil (MTM) discussions.
- (3) Reception and integration of new Coalition representatives to USCENTCOM to include:
  - (a) Housing and transportation support.
  - (b) Administrative support.
  - (4) Coalition Force Development and Integration to include:
    - (a) Formal/informal coordination and communication.
    - (b) Request for Forces (RFF) process initiation & Joint Staff Coordination.
    - (c) Strategic movement (deployment/redeployment) support.
    - (d) Information Sharing and Coordination.
  - (4) Interface with Coalition Liaison Teams to include:
    - (a) Strategic communication/situation awareness sharing.
    - (b) Trust and confidence building.

b. Support Tasks.

(1) The CCC also performs the following activities in direct support of the command's planning efforts:

(a) Provides political-military advice, expertise, and support on planning issues related to coalition force employment (especially rotation plans).

(b) Develops and provides CCJ5 positions on coalition force availability, suitability, and sustainability to command OPRs.

(c) Compiles and prepares input for congressional testimony as well as decisions, briefings, and conferences at the CDR/SECDEF/POTUS levels as required.

(d) Participates in the following regular working groups:

1. Interagency VTC.
2. MNFI/CFLCC VTC.
3. OPE as required.
4. Coalition Naval Workgroup.
5. Coalition Air Workgroup.
6. Coalition Medical Workgroup.

9. CCC Leadership

a. Director Coalition Coordination

- (1) Advisor to J5/CDR USCENTCOM in Coalition Operations.
- (2) Oversees CCC Operations.
- (3) Coordinates CCC Operations with Joint Staff and the State Department.
- (4) Ensures the CCC Forward Cell setup upon CFH activation.
- (5) Provides updates to the Commander, as necessary.
- (6) Serves as the primary interface between USCENTCOM Headquarters and coalition Senior National Representatives.

b. Deputy Director, Coalition Coordination.

(1) Keeps the Director, Coalition Coordination, and other appropriate staff members informed of significant coalition events.

(2) Ensures adequate manning and appropriate staff representation in the CCC to accomplish the mission.

(3) Provides daily input to the CDR SITREP.

c. Chief, CCC Operations.

(1) Responsible to the Director, Coalition Coordination for all Operational Desk functions of the CCC (Air, Ground, Naval, SOF, and Engagements).

(2) Manages the workload and assigned tasks to the Operational Desk Leads and oversees their completion.

(3) Reviews and edits all Operational Desk products leaving the CCC.

d. Chief, CCC Service Support

(1) Responsible to the Director, Coalition Coordination for all Service Support Desk functions of the CCC (Intelligence, Logistics, Communications, Data, and Resource Management)

(2) Manages the workload and assigned tasks to the Service Support Desk Leads and oversee their completion.

(3) Reviews and edits all Service Support Desk products leaving the CCC.

e. Administrative Executive Officer

(1) Directs the administration of the CCC.

(2) Directs distribution of all communications, orders and missions through the Task Coordinator Desk (TCOORD) for appropriate actions.

(3) Directs the preparation of daily reports to USCENTCOM Joint Operations Center (JOC) as required.

10. Ground Operations Desk

a. Directs coordination with higher (e.g., JCS) and lower (e.g., MNF-I) staff and headquarters as required to facilitate employment of coalition ground forces.

b. Coordinates force offers between CENTCOM and respective country DATT upon JCS approval of force request.

c. Coordinates with component commands as required to resolve coalition ground force employment issues.

d. Coordinates daily with MNF-I regarding force integration and rotation of coalition forces.

#### 11. Air Operations Desk

a. Coordinates with the Regional Air Movement Control Center (RAMCC) for coalition flights into/over Afghanistan and into Jacobabad, PK only.

b. Coordinates with the Combined Air Operations Center (CAOC) in Theater for Coalition Air inclusion into the ATO/SPINS.

c. Coordinates with all applicable component LNOs on all coalition aviation matters.

d. Ensures each coalition country providing air assets, has access to the ATO, SPINS, air field procedures and Threat Assessments for each flight sortie.

e. Works closely with the ANA donation team to coordinate coalition airlift.

#### 12. Naval Operations Desk

a. Acts as a liaison between NAVCENT and the coalition partners to ensure coalition naval assets are smoothly and transparently integrated into the GCTF.

b. Coordinates with and assist coalition naval LNOs in site survey and advance party planning and deployment.

c. Works with J5P planners, coalition naval LNO's/SNR's and other CCJ5/CCC staff to facilitate force offers, develop RFF's, answer RFI's, prepare extension/request letters and other products as desired.



d. Serves as USCENTCOM representative during the bi-annual naval Force Generation Conferences (FGC). Serves as the USNAVCENT liaison with coalition countries to ensure naval LNO's have all required message traffic, instructions, etc. required for successful participation at the FGC.

### 13. Special Operations Desk

a. Coordinates with CJSOTF-AFG for future Coalition SOF (C-SOF) requirements for OEF (Force Generation).

b. Coordinates with CFC-A and CJTF-76 for future non-SOF OEF requirements.

c. Coordinates with SOCCENT and CJSOTF-AP for future OIF C-SOF requirements.

d. Coordinates and conducts PDSS with C-SOF and CJSOTFs.

e. Researches training level of C-SOF with Theater SOCs and SOCOM and provide input and recommendations to CJSOTFs.

f. Coordinates with USSOCOM for non-Theater specific C-SOF issues.

g. Provides recommendations to AFSOC for C-SOF CAS training; coordinate training with C-SOF LNO and SNRs.

h. Coordinates with C-SOF in Tampa for SOCCENT airborne operations.

### 14. Engagements Desk

a. Coordinates with major commands (EUCOM, PACOM, SOUTHCOM, and CENTCOM) regarding coalition partner force offers and support requirements.

b. Serves as the primary means of interface between the CCC and CLTs.

c. Produces and maintains country specific Information Papers, Issue Papers, and Talking Points for the use of CDR and staff of USCENTCOM.

### 15. Log Operations Desk

- a. Ensures that the following documents are prepared and forwarded to the appropriate authorities: detailed (Level 4) cargo and passenger lists, Hazardous Materials (HAZMAT) documentation, and country clearances.
- b. Coordinates with supporting COCOM's and Unified Commands for any intra-theater lift required.
- c. Coordinates the merging of different coalition lift requirements when possible.
- d. Coordinates the Coalition lift requirements with the US Force Flow through the JOPES/TPFDD.
- e. Coordinates with CCJ4-M and CCJ3-S on coalition movement requirements.
- f. Coordinates with Defense Security Cooperation Agency and the Office of the Secretary of Defense for procurement of equipment for coalition troop contributing nations.
- g. Coordinates with OSD-C on the funding requirements for coalition transportation and sustainment.
- h. Assists with providing military travel authorizations for small numbers of coalition travelers in need of US airlift.
- i. Coordinates with various US Embassies regarding arrival of new coalition partner nations.
- j. Advises HQ USCENTCOM on political-military issues pertinent to prospective coalition partner countries.
- k. Represents and relays the Command's position, views, and requirements to the DATTs of prospective coalition partner.
- l. Assists in coordinating ACSA and SOFA agreements between new coalition partners.

16. Director's Action Team

- a. Develops strategic communication to potential Coalition partners, International, Interagency and DoD organizations.
- b. Initiates and participates in Initial Coalition partner Mil-to-Mil (MTM) discussions.

- c. Plans and executes Force Generation Conferences.
- d. Coordinates and facilitates Force Generation conference support.
- e. Reviews and provides input to external publications involving Coalition Operations as directed.
- f. Review and revise internal policies and publications on a regular basis.
- g. Lead Director-assigned special projects.

17. Data Operations Desk

- a. Manages and maintains an automated information system that tracks coalition contributions (assets) to USCENTCOM in support of OEF and OIF. Maintains the CCC Database system, prepare system documentation, and train all CCC personnel as users.
- b. Develops and submits the CCC Database Version 2 Requirements Document to the CCJ6 Program Manager.
- c. Audits the POTUS spreadsheet offers against the database.
- d. Maintains "Tampa Flags" slide show with information for J5/CDR.
- e. Maintains JOC Releasable slide show with information for coalition partners.
- f. Builds the daily read binders for J5, Director, and Chiefs.

18. Communications Operations Desk

- a. Coordinates all multi-national delegation communications requirements between HQ USCENTCOM, their forces in the field, their embassies and their ministries of defense.
- b. Coordinates all communications needs for the J-5 CCC within HQ USCENTCOM.

19. Intelligence Officer serves as the primary interface between CCJ2 and CCC.

- a. Coordinates intelligence information and support issues with the CCJ2's Coalition Intelligence Center (CIC), the Multi

Coalition Forces - Iraq (MCFI) Intelligence Team, and CENTCOM Joint Task Force's staffs as necessary.

b. Acts as the CCC POC for staffing intelligence, operational and planning information briefings, and products through the CCJ2 Foreign Disclosure Office for release to specific coalition members or for broader dissemination via the GCTF and/or MCFI CENTRIXS systems.

c. Responds to requests from coalition members to provide intelligence information and products in support of their planning and current operations. Coordinates information and products developed with the CCJ2 Foreign Disclosure Office for release approval.

d. Maintains situational awareness of the CENTCOM AOR for the CCC staff through research and analysis of multiple intelligence and operational information sites.

e. Provides three Coalition Operations Intelligence Update briefings weekly to the CCC staff. Provides other intelligence briefings as required. Augments these with subject specific updates as necessary.

f. Prepares and provides country intelligence assessments to the CCC Director and CCC Futures Desk as required for potential OEF/OIF coalition members.

g. Monitors security and classification requirements within the CCC and ensure compliance with security guidelines.

h. In conjunction with the Director and Executive Officer, manages Foreign Disclosure issues affecting coalition liaison staff.

## 20. Resource Management Officer

a. Coordinates with the Office of Secretary of Defense - Comptroller (OSD-C) to obtain funding to deploy Coalition Forces to the AOR.

b. Focal Point for interface between Coalition Coordination Center and HQ CENTCOM J8, various United States Embassies, 6<sup>th</sup> AMW Base Contracting, 6<sup>th</sup> AMW Base Finance, 6<sup>th</sup> AMW/JAG, and various local area vendors.

c. Provides contract oversight for lodging, transportation, and per diem payments incurred by and paid to Coalition Members stationed in Tampa.

d. Coordinates with the CCJ8 for budget development and execution to include annual and quarterly funding targets, maintenance of fiscal commitments and obligations.

e. Prioritizes the CCC Unfunded Requirement (UFR) list.

f. Monitors and certifies fund expenditures.

g. Is familiar with DFAS-DE Regulation 177-16, Administrative Control of Appropriations as well as Air Force funding practices and procedures.

h. Responsible for Foreign personnel that are from countries that qualify as Developing Nations. Manages the required sustainment funding during their duty at CENTCOM ensuring that all sustainment and financial issues are resolved, thereby enabling them to remain at CENTCOM as their respective country's National Liaison Officers to CENTCOM.

#### 21. DV Operations Desk

a. Coordinates all DV visits with CENTCOM.

b. Maintains DV visibility to AOR and keep CENTCOM advised.

c. Assists in obtaining Diplomatic Over-flight clearances for coalition aircraft.

#### 22. CVB/Coalition Liaison Officer

a. Oversees day-to-day activities of coalition partner liaison personnel to ensure effective and efficient coalition liaison participation in CENTCOM headquarters activities.

b. Conducts proactive/preventative education and coordination activities to minimize problems associated with coalition liaison basing at CENTCOM headquarters.

c. Assists coalition liaison personnel and their dependents in resolving housing, transportation, legal, health, morale, and other issues as required.

d. Coordinates with coalition liaison teams, Department of State, and US embassies to ensure travel requirements (passport, visa, etc.) are met.

e. Coordinates special events involving coalition liaison team members and CENTCOM staff.

23. JMD/Manpower/Administrative/Personnel Officer

a. Provides assessments and recommendations to Director on key manpower and administrative issues.

b. Responsible for coordinating, disseminating and tracking the personnel manning of over 81 staff positions.

c. Processes service awards accurately and present to deserving action officers before their departure from USCENTCOM.

d. Processes service Letter of Evaluation (LOE), Officer Evaluation Report (OER), FITREP accurately to over 60 officers and enlisted personnel before their departure from USCENTCOM.

e. Serves as liaison between the Coalition Village and CCJ5 staff ensuring personnel actions are processed accurately and in a timely manner.

f. Monitors the strength of CCJ5-ECCC, assessing its combat power and accomplishing those staff actions necessary to maintain its strength.

g. Facilitates the coordination, dissemination, fill, and electronic tracking (network) of all non-US Coalition Joint Manning Document positions for CENTCOM AOR.

h. Coordinates with SNR/LNOs on JMD issues weekly.

i. Accepts nominations and forward application for JMD non-US Coalition personnel.

j. Advises Director on manpower issues.

24. Coalition Donations Operations Desk

a. Coordinates all actions involved in donation offers from coalition countries to rebuilding nations within USCENTCOM AOR, from initial offer to final delivery.

b. Receives donation offers from coalition partner and coordinate needs statement from USCENTCOM elements (OMC-A, MNSTC-I, etc.) and receiving government.

c. Steers offer to proper avenue depending on type of offer (Humanitarian aid, NATO/ISAF, military/police items, etc.)

d. Coordinates inspection of condition of donated items and validate suitability of use.

e. Coordinates with appropriate agencies for funding issues involved with donation offer (i.e. refurbishment cost estimates vs. new purchase, transportation costs, etc.)

f. Coordinates movement of donation items once funding is established. Gather and forward Level 4 detail to proper agency for validation and JOPES input.

25. Policy Division (CCJ5-0). The Policy Division is the USCENTCOM office of primary responsibility (OPR) for ensuring the consistency of USCENTCOM peacetime military strategy with national security objectives and the Commander's regional objectives. Additionally, IAW guidelines received through coordination with the Joint Staff, DoD, DoS, and the interagency community, the division ensures that developmental plans and operations are consistent with national security objectives and the Commander's strategic goals and war plan end state.

a. Lead Tasks

(1) Command Review Authority (CRA) for all Joint Doctrine Review.

(2) Command OPR for review and comment on Joint Staff Policy/Strategy (JSPS) documents to include Unified Command Plan (UCP), Joint Strategic Review (JSR), National Military Strategy (NMS), National Security Strategy (NSS), and the Quadrennial Defense Review (QDR).

b. Support Tasks

(1) Reviews policy/strategic implications of plans and actions, and develop CENTCOM positions on Military Operations Other Than War (MOOTW) to include Humanitarian Assistance (HA), peacekeeping operations and environmental security.

(2) Reviews international agreements for policy implications.

(3) Prepares/reviews assessments, estimates, studies and information/background papers to support policy and strategy formulation.

(4) Provides policy/strategy inputs for CDRUSCENTCOM congressional testimony and Combatant/Component Commanders' conferences.

(5) Responsible for policy issues concerning pre-positioning (basing), forward presence (staging and overflight), burden sharing and defense review studies in the command's Area Of Responsibility (AOR).

(6) Monitors Interagency, Non-Governmental Organizations (NGO), and coalition building policy and strategy matters to ensure consistency with national security objectives and the Commander's regional objectives.

(7) Develops/coordinates Command Arrangement Agreements (CAA), Memorandums of Understanding (MOU), Memorandums of Agreement (MOA) and Terms of Reference (TOR) with unified and specified commands, other government agencies and coalition partners.

(8) Directorate OPR for Freedom of Information Act (FOIA) and Exception to National Disclosure Policy requests.

(9) Provides augmentation to Operational Planning Teams (OPT), Tiger Teams, Operational Planning Element (OPE), Long Range Planning Element (LRPE) and the Joint Intelligence/Operations Center (JIOC) as required.

26. Security Cooperation Division (CCJ5-SC). Serves as the principal staff proponent for the Director for Plans and Policy (CCJ5) for the planning, development, coordination, and execution of USCENTCOM Theater Security Cooperation and Security Assistance Programs. Acts as the focal point for the procedures, policies, and guidance shaping peacetime military-to-military security cooperation strategy and implementation in the USCENTCOM Area of Responsibility. Interacts with agencies, services, and organizations to coordinate the execution of cooperative engagement activities in the region in support of CDRUSCENTCOM goals and strategies. Serves as proponent for joint and service doctrine relating to Theater Security Cooperation.



a. Lead Tasks

(1) Develops and implements the Commander's Theater Security Cooperation Strategy, which emphasizes bilateral and multilateral relationships focused on combating terrorism, influencing the strategic direction of key powers, cooperating with parties to regional disputes, strengthening alliances for the future, and realigning global posture and overseas footprint.

(2) Oversees the execution of US Security Assistance policy in the AOR, which seeks to advance US foreign policy goals through the transfer of defense articles, defense services, military training and economic assistance to AOR countries.

(3) Maintains a continually updated repository of political-military expertise on individual AOR countries and serve as the principal advisors to the Commander on the political-military dynamic in individual AOR countries and sub-regions.

27. Geographic Branches (Levant, Egypt & Africa; South & Central Asian States, Gulf States). Serve as the principal staff proponent for the Director for Plans and Policy (CCJ5) for the oversight of Security Cooperation activities in the AOR, the oversight of Security Assistance activities in the AOR; and provide political-military advice to the Commander on countries in the AOR.

a. Lead Tasks

(1) Plans and executes annual meetings with the Host Nation, CENTCOM directorates and CENTCOM Service Components to review the previous year's military-to-military cooperation activities and exercises and plan the next year's.

(2) Oversees execution of all military-to-military cooperation activities and exercises in the AOR in coordination with Host Nations, Service Components and National Guard State Partners.

(3) Assists in the preparation of budget estimates and the maintenance of financial data for all military-to-military cooperation activities and exercises in the AOR.

(4) Assists in the development of the CENTCOM TSC Strategy by providing information on individual countries and sub-regions and recommendations on prioritization of TSC effort on the AOR.

(5) Prepares individual Country Implementation Plans and budget submissions for the TSC Strategy.

(6) Prepares, in coordination with the Host Nation and the US Embassy, a Long Range Security Cooperation Plan that links US and Host Nation Security Cooperation objectives.

(7) Maintains liaison with other agencies and commands conducting activities in AOR countries to ensure their efforts and ours are synchronized in time and complementary in effort.

(8) Conducts desk officer visits to key military-to-military cooperation activities and exercises to ensure they support CENTCOM TSC objectives and to gain an appreciation for the operational environment, Host Nation military capabilities and attitude toward cooperation with the US

(9) Maintains liaison with OSD, the Joint Staff, CENTCOM Service Components and National Guard State Partners on TSC issues.

(10) Develops and submits recommendations to CCJ1 on organization, staffing and administrative support of AOR Security Assistance Organizations (SAO).

(11) Maintains current manning documents for each SAO.

(12) Evaluates and enforces the efficient and effective operation and administration of SAOs and SA activities of designated Defense Attaché Offices (DAO).

(13) Provides necessary administrative and logistics assistance to SAOs and designated DAOs.

(14) Monitors the status of ongoing SA cases and assist by intervening with Defense Security Cooperation Agency (DSCA) and Service SA agencies as necessary.

(15) Ensures SA programs are consistent with and support CENTCOM and OSD Security Cooperation objectives.

(16) Coordinates with SAOs, the Joint Staff and OSD to develop the Department of Defense (DOD) position on the level of military aid to be provided to AOR countries.

(17) Provides the recommended command position and facilitate dialogue on all issues and non-routine requests for assistance between SAOs and other DOD entities.

(18) Reviews and provides comments on SA Training Team after action reports for forwarding to the Services.

(19) Arranges pre-deployment command orientation and out-briefing itineraries for SAO Chiefs and key SAO personnel.

(20) Coordinates all required pre-deployment training for SAO personnel.

(21) Prepares draft award recommendations and efficiency reports for SAO personnel.

(22) Conducts desk officer orientation and liaison visits to SAOs for on-site review of program and to gain and maintain an appreciation of the SAO's operational environment.

(23) Maintains liaison with the Department of State, OSD, DSCA, the Joint Staff and the Services on SA issues.

(24) Prepares regional, sub-regional and country-specific political-military assessments and studies to support planning, policy formulation and program development.

(25) Monitors regional, sub-regional and country-specific events to identify trends which affect current plans, policies, strategies and requirements for new initiatives.

(26) Advises the CENTCOM Commander and the staff on issues related to political, social, cultural, military and economic developments in the AOR/AOI.

(27) Prepares trip books to support Commander and Deputy Commander travel to AOR countries.

(28) When possible, sends a desk officer to accompany the Commander and Deputy Commander on travel to AOR countries.

(29) Coordinates closely with the CENTCOM Political Advisor's office as necessary.

(30) Develops recommended CENTCOM positions on political-military issues raised by OSD, the Joint Staff, other unified commands and other government agencies.

(31) Represents CENTCOM at meetings, negotiations and seminars with other US commands and government agencies.

(32) Coordinates and arranges itineraries for all US and foreign visits with significant political-military implications.

(33) Monitor the status of US agreements with AOR countries, to include Acquisition and Cross-Servicing Agreements (ACSA), Status of Forces Agreements (SOFA) and Article 98 Agreements; assist in the formulation and implementation of these agreements as necessary.

(34) Monitors the status of US basing, access and overflight rights in AOR countries and the status and activities of US forces deployed to AOR countries.

(35) Monitors the status of AOR country political-military support to US operations in the AOR.

(36) Conducts liaison on political-military topics with LNO cells from designated AOR countries.

(37) Shares political-military expertise with neighboring geographic combatant commands to ensure synchronization of effort and mitigate seam issues.

(38) Assists with senior level visits to Central Command as required.

(39) Coordinates with other Combatant Command staffs as required to mitigate cross boundary issues.

(40) Coordinates and facilitates host nation attendance at the Regional Centers to foster/strengthen US relationships, promote democracy and enhance our TSC objectives.

(41) Monitors NATO influence/expansion in the AOR to include supporting partnership for peace (PfP) programs.

(42) Works closely with the interagency on DoD efforts in our AOR that directly impact the Combatant Command.

28. Plans, Programs and Policy Branch. Oversee the execution of US Security Assistance policy in the AOR, which seeks to advance US foreign policy goals through the transfer of defense articles, defense services, military training and economic assistance to AOR countries.

a. Lead Tasks

(1) Plans and executes the Directorate T-10 (Security Assistance) budget; monitors the individual SAO T-20 (Security Assistance) budgets.

(2) Provides a supply and Security Assistance (SA) expert to augment CENTCOM Inspector General (IG) assistance visits to SAOs.

(3) Reviews and evaluates the SA portion of DOD strategic planning documents.

(4) Monitors SA legislative developments, develops legislative initiatives and recommended Commander inputs for changes to SA legislation.

(5) Conducts annual CENTCOM SA Training Program Management Review (SATPMR).

(6) Conducts annual CENTCOM SAO Conference.

(7) Formulates consolidated CENTCOM position on levels of military aid recommended for AOR countries.

(8) Coordinates and executes administrative, logistical and quality of life support for SAOs.

(9) Serves as the CENTCOM focal point for coordinating and processing Disclosure Category 2, 3, and 4 of the National Disclosure Policy and releasability issues related thereto.

(10) Coordinates with Department of State to obtain data on US commercial sales of military equipment to AOR countries and provide this data to country desk officers.

(11) Serves as the CENTCOM OPR for International Military Education and Training (IMET), Counter-Terrorism Fellowship Program.

(12) Manages CTFP training and coordinate command participation in Defense Institute of Security Assistance Management (DISAM) training.

(13) Serves as the CENTCOM OPR for Counter Terrorism Fellowship Program.

(14) Manages the BRIGHT STAR Observer Program.

(15) Develops, staffs, publishes, and implements the USCENTCOM Theater Security Cooperation (TSC) Strategy. Requires analysis and incorporation of multiple national strategic documents, primarily the Secretary of Defense's Security Cooperation Guidance. Includes developing, staffing and providing the CDR responses to SECDEF requirements.

(16) OPR for reviewing, coordinating and implementing OSD TSC Guidance.

(17) Develops Annual TSC Program Assessment for all FY Security Cooperation activities.

(18) Conducts annual Security Assistance Training Program Management Review; build the annual CENTCOM SA training plan for the entire AOR.

(19) Monitors Art 98 agreements and the potential impact if not signed.

(20) Develops and maintains knowledge management tools to record, track, sort and report on over 1200 TSC activities yearly.

(21) Drafts, staffs and publishes regulations for USCENTCOM; TSC implementation and planning, End Use Monitoring, and USDR.

(22) Provides Command input to DoD and Joint Chiefs of Staff Security Cooperation regulations.

(23) Conducts oversight of CENTCOM component TSC plans and activities and coordinates with other COCOMs to achieve synergy in the TSC program.

(24) Manages the CENTCOM TSC web portal to facilitate TSC situational awareness.

(25) Compiles daily and weekly updates on Security Cooperation and Security Assistance issues for the division.

(26) Manages USCENTCOM Traditional Commander Activities (TCA), Cooperative Threat Reduction (CTR), and Warsaw Initiative Funds (WIF) programs.

(27) Conducts liaison and coordination with US Coast Guard for all Coast Guard Security Cooperation activities.

## 29. Plans Division(CCJ5-P)

a. Develops, coordinates, and supervises the formulation of strategic, operational, and contingency plans for the Commander, United States Central Command's (CDR USCENTCOM) area of responsibility in support of the Joint Strategic Capabilities Plan (JSCP), Contingency Planning Guidance (CPG), and the US National Military Strategy (NMS). Uses the Joint Operation Planning and Execution System (JOPEX) to ensure all OPLANS, CONPLANS with TPFDDs, CONPLANS, and functional plans are developed and reviewed based on CDR USCENTCOM's command guidance, and in accordance with the most current joint doctrine.

b. Participates in the Command Land and Littoral Joint Warfighting Capabilities Assessment (JWCA) board.

c. Coordinates with the Joint Staff and OSD to ensure CDR USCENTCOM warfighting concepts and priorities are properly represented in National Security documents and guidance.

d. Leads the Long Range Planning Element (LRPE) of the battle staff during periods of crisis or war.

e. Develops plans and strategy concerning forward presence, maritime and land-based pre-positioning of personnel, material and supplies in support of the Global Defense Posture (GDP).

f. Maintains J5-P input to command history.

## 30. Operational War Plans (OWP) Branch

a. Develops, coordinates, distributes, reviews and maintains all OPLANS, CONPLANS, and CONPLANS with TPFDD for Major Theater War (MTW) Plans and Functional Plans that support USCENTCOM or other unified or specified commands.

b. Manages all aspects of the Adaptive Planning process in accordance with current directives. This includes, but is not limited to, mission analysis, promulgation of planning guidance, review of staff estimates, writing of the Commander's estimate, preparation of courses of action, development of the concept of operation and CDR USCENTCOM's Strategic Concept.

c. Reviews and recommends approval or disapproval of USCENTCOM service component, sub-unified/specified command supporting plans.

d. Reviews and provides command's input to joint staff and OSD concerning the Contingency Planning Guidance (CPG) and the Joint Strategic Capabilities Plan (JSCP).

e. Provides time-sensitive joint planning assessments and expertise during crisis action planning process.

f. Supports manning of crisis action team, when required.

g. Prepares studies, background books, issue papers and fact papers on subjects related to OPLANS/CONPLANS and other subjects, as assigned.

h. Arranges, coordinates, supports and monitors official visits as assigned.

i. Acts as J5 POC concerning the planning and implementation of seminars, CPXs, FTXs, wargames, and crisis action team exercises.

j. Acts as J5 POC for JCS-J5 Worldwide Planners' Conference.

k. Conducts temporary duty travel to attend a variety of planning conferences and working groups to coordinate plans, as required.

l. Conducts coordination and interface with the Joint Staff and OSD concerning National Security documents and guidance.

m. USCENTCOM POC for TPFDD guidance and prioritization in support of COMCENT LRC PLANS with TPFDD. Coordinating with USTRANSCOM, conducts Forces, Logistics, and Transportation conferences during TPFDD development. Conducts semi-annual TPFDD maintenance conferences in coordination with component staffs and USTRANSCOM.

n. Participates in other functions and taskings as directed.

o. Develops contingency plans directed by JSCP, CPG and COMCENT.

p. Reviews and provides input to all joint publications as required.

q. Reviews and develops input for J5 on all JOPES issues.



- r. Reviews all planning related joint publications and provides input to planning related joint publications as required.
  - s. CDR USCENTCOM's POC for select compartmented programs.
  - t. J5 POC for Special Technical Operations (STO).
  - u. J5 POC for after action/lessons learned and JULLS.
  - v. USCENTCOM POC for USCINCCENT Planners Conference and Joint Staff Deliberate Planning Conference.
  - w. Prepares and presents J5 newcomers briefing in support of USCENTCOM Newcomer's Orientation.
  - x. Supports CENTCOM exercises by drafting key exercise documents and campaign plans and participating in exercises that have direct/indirect connections with OPLANS, CONPLANS with TPFDDs, and CONPLANS.
  - y. Develops, reviews, revises and maintains selected USCENTCOM compartmented plans. Writes and maintains selected combined plans. Monitors and analyzes policy, procedures, negotiations and agreements for impact on combined plans and strategy.
  - z. Maintains Directorate Top Secret account.
31. AOR/WOT Plans Branch
- a. Develops, coordinates, distributes, reviews and maintains the USCENTCOM Theater Campaign Plan (TCP), the Regional War on Terror (RWOT) Plan and the AOR Combating Weapons of Mass Destruction (CbtWMD) Plan.
  - b. Reviews and recommends approval or disapproval of USCENTCOM service component, sub-unified/specified command supporting plans.
  - c. Reviews and provides command's input to joint staff and OSD concerning the Contingency Planning Guidance (CPG) and the Joint Strategic Capabilities Plan (JSCP).
  - d. Provides time-sensitive joint planning assessments and expertise during crisis action planning process.
  - e. Supports manning of crisis action team, when required.

f. Prepares studies, background books, issue papers and fact papers on subjects related to OPLANS/CONPLANS and other subjects, as assigned.

g. Arranges, coordinates, supports and monitors official visits as assigned.

h. Conducts temporary duty travel to attend a variety of planning conferences and working groups to coordinate plans, as required.

i. Conducts coordination and interface with the Joint Staff and OSD concerning National Security documents and guidance.

j. Participates in other functions and taskings as directed.

k. Reviews and provides input to all joint publications as required.

l. Reviews all planning related joint publications and provides input to planning related joint publications as required.

### 32. Regional War Plans Branch

a. Develops regional specific plans.

b. Acts as the regional planning SME in support of the Theater Campaign Plan.

c. Participates in other functions and taskings as directed.

d. Provides time-sensitive joint planning assessments and expertise during crisis action planning process.

e. Supports manning of crisis action team, when required.

f. Prepares studies, background books, issue papers and fact papers on subjects related to OPLANS/CONPLANS and other subjects, as assigned.

g. Arranges, coordinates, supports and monitors official visits as assigned.

h. Conducts temporary duty travel to attend a variety of planning conferences and working groups to coordinate plans, as required.

i. Participates in other functions and taskings as directed.

33. Combating Weapons of Mass Destruction (WMD) Division (CCJ5-C). The Combating Weapons of Mass Destruction Division provides strategic guidance, policy direction, and coordinates doctrine and programs for Combating Weapons of Mass Destruction and their means of delivery (CbtWMD). The three primary functional areas within CbtWMD are counterproliferation, nonproliferation, and consequence management. The Division conducts the Cooperative Defense, Disaster Preparedness, Humanitarian Assistance, and Humanitarian Mine Action Programs to enhance stability and improve the regional capacity to prevent, prepare for, respond to, and mitigate the effects of man-made (includes industrial accidents, WMD effects, and acts of terrorism) and natural disasters in the USCENTCOM Area of Responsibility (AOR).

a. Lead Tasks

(1) OPR for CbtWMD strategy, policy, doctrine, and capabilities, which includes all activities related to WMD nonproliferation (NP), counterproliferation (CP) and foreign consequence management (FCM.)

(2) OPR for the Cooperative Defense Program (CDP), an OSD directed program, and for the EAGLE RESOLVE exercise.

(3) OPR for the Disaster Preparedness (DP) Program, a Commander directed program, and for the GOLDEN SPEAR symposium.

(4) OPR for strategic guidance and policy direction for the Proliferation Security Initiative (PSI), an Executive Department directed Program.

(5) OPR for the USCENTCOM CbtWMD Working Group.

(6) OPR for the US and UK Joint Venture Oversight Group (JVOG), an OSD directed bilateral chemical and biological defense cooperative program.

(7) OPR for DoD- and CJCS-directed implementation and compliance with arms control treaties and agreements applicable to US forces within the USCENTCOM AOR.

(8) OPR for the CDP Steering Committee.

(9) OPR for the Humanitarian Assistance (HA) and Humanitarian Mine Action (HMA) Programs, both Congressionally mandated programs.

(10) Resource manager for the Program Element Code A1210F, "Support to Foreign Nations" in the US Air Force Program Objective Memoranda.

(11) Resource manager for an Overseas Humanitarian, Disaster, and Civic Aid (OHDACA) appropriation in support of HA, HMA, Humanitarian Civic Assistance (HCA), Excess Property (EP) and HA-Other (HAO.)

(12) OPR for Joint Mission Essential Task List (JMETL) Strategic Theater-level Task (ST) 9.0 (CbtWMD.)

b. Support tasks

(1) Supports J30 regarding chemical, biological, radiological, and nuclear (CBRN) passive defense matters.

(2) Supports J5P regarding integration of DoD CbtWMD policy and strategy in all USCENTCOM OPLANS/CONPLANS.

(3) Supports the CCJ5 Long Range Planning Element and the Crisis Action Team in planning, developing, and executing CbtWMD-related actions.

(4) Liaises with J3's JMETL Office and other USCENTCOM HQ organizations responsible for ST 9.0 sub-tasks readiness.

(5) Supports J3E in planning and executing the EAGLE RESOLVE exercise, and in providing consequence management and medical countermeasures technical support to the BRIGHT STAR exercise.

(6) Supports J3C by funding the CDP portion of the Coalition C4I Interoperability Initiative.

(7) Supports J8 by reviewing the Commander's Integrated Priority List for prioritization of CbtWMD capabilities, validation of CBRN defense operational requirements, and serving on the Protection Functional Capabilities Board Working Group.

(8) Supports J50 and J5P by reviewing the Joint Strategic Capabilities, Defense Planning Guidance, and Contingency Planning Guidance regarding CbtWMD considerations.

(9) Supports J30 by providing CbtWMD analysis of command mission and capabilities as developed within the framework of the Protection Functional Capabilities Board (PFCB) and act as OCR to J30T for all PFCB actions.

34. WMD Branch. OPR for CbtWMD strategy, policy, doctrine, and capabilities, which includes all activities related to WMD nonproliferation (NP), counterproliferation (CP) and foreign consequence management (FCM).

a. OPR for all non-material related analysis of the command's CBRNE defense programs, to include all Toxic Industrial Chemical / Toxic Industrial Material (TIC/TIM) related defense/response.

b. OPR for strategic guidance and policy direction for the Proliferation Security Initiative (PSI), an Executive Department directed Program.

c. Develops the agenda and coordinates the activities of the USCENTCOM CbtWMD Working Group.

d. OPR for the US and UK Joint Venture Oversight Group (JVOG), an OSD directed bilateral chemical and biological defense cooperative program.

e. OPR for arms control treaty and agreement compliance for US forces within the USCENTCOM AOR.

f. Lead tasks

(1) Liaises with the Joint Staff (JS) J5/Deputy Director for the War on Terrorism (DDWOT) / CbtWMD Division, the JS J8/Joint Requirements Office (JRO) / CBRND, the Deputy Under Secretary of Defense for Technology Security Policy and Counterproliferation [DUSD(TSP&CP)], the Defense Threat Reduction Agency (DTRA), and other organizations, as required, concerning CbtWMD policies, doctrine, plans, and capability shortfalls.

(2) Coordinates and assists regarding policy and procedures to improve the integration of DoD CbtWMD policy and strategy in all USCENTCOM OPLANS/CONPLANS.

(3) Coordinates and assists J30, J3P, Surgeon General, Joint Security Directorate, task forces, and components in preparation for and conduct of all CbtWMD related actions in support of contingency operations.

(4) Coordinates and staffs non-materiel CbtWMD matters and issues regarding their effect on USCENTCOM interests and equities.

(5) Coordinates all USCENTCOM support for and participation in the JVOG.

(6) Maintains and periodically updates USCENTCOM Regulation (CCR) 525-07 ("Implementation and Compliance Guidance for the Vienna Document 1999.")

(7) Maintains and periodically updates CCR 525-30 ("Guidance for Implementation and Compliance with the Chemical Weapons Convention.")

(8) Interacts with the Joint Staff (JS), DTRA, and USEUCOM representatives regarding compliance activities for the Vienna Document 1999.

(9) Interacts with JS, J2, and J5-SC representatives regarding Missile Technology Control Regime issues affecting USCENTCOM.

(10) Completes staff actions concerning 24 arms control agreements and treaties affecting US forces and nations within the USCENTCOM AOR.

(11) Coordinates with other US Government agencies and organizations regarding nonproliferation initiatives and programs and their impact and effect on nations within the USCENTCOM AOR.

g. Support tasks

(1) Develops CCJ5 positions concerning research, development, testing, evaluation, and acquisition of CbtWMD-related systems.

(2) Provides support for the JVOG conferences.

(3) Provides support for PSI events.

(4) Provides support to Protection Functional Capabilities Board (PFCB) events.

(5) Participates in the Commander USCENTCOM Integrated Priority List (IPL) development process.

(6) Periodically reviews USCENTCOM OPLANS and CONPLANS, with special emphasis on 0400 and 1205.

(7) Assists in the planning and execution of USCENTCOM HQ and component HQ Chemical Weapons Convention (CWC) Challenge Inspection (CI) training seminars and table top exercises.

(8) For a declared CWC CI within the USCENTCOM AOR or at MacDill Air Force Base affecting USCENTCOM assets, assists in manning the USCENTCOM Challenge Inspection Response Cell and in coordinating preparation and execution activities.

(9) Sponsors and hosts as well as support arms control events affecting USCENTCOM.

35. Cooperative Defense Branch. Improves the ability of USCENTCOM AOR coalition partners to combat the proliferation and use of WMD and their means of delivery by improving specific capabilities in C4I interoperability, active and passive defense, medical countermeasures, and in mitigating the effects of accidental or deliberate chemical, biological, radiological, nuclear, or high yield explosive (CBRNE) events through effective consequence management (CM.)

a. Oversees all activities and funding in support of the Cooperative Defense Program (CDP.)

b. OPR for CENTCOM Plan 1260.

c. Provides programmatic oversight and all non-Title 10 resource support for the EAGLE RESOLVE (ER) exercise.

d. Serves as Contracting Officer's Technical Representative for the Combating Weapons of Mass Destruction Division Support Contract.

e. Lead tasks

(1) Provides administrative and technical support to the CDP Steering Committee and to the CDP Steering Committee Working Group (WG) leads.

(2) Provides event administrative and technical support for all CDP events.

(3) Provides financial monitoring for the CDP.

(4) Develops objectives for the ER exercise.

(5) Provides event administrative support and technical support to all ER exercise events.

(6) Maintains CDRCENTCOM PLAN 1260, and assist in preparing and staffing updates to the plan.

(7) Coordinates with CCJ5-SC and with the Security Assistance Offices to ensure that CDP activities are integrated with and fully support the USCENTCOM Theater Security Cooperation Plan.

(8) Provides event administrative support for the CDP portion of Military Consultative Commission (MCC), Joint Military Commission (JMC), and Joint Planning Committee (JPC) meetings.

f. Support tasks

(1) Assists the WG leads in developing multi-year activities plans for each participating coalition partner nation.

(2) Maintains ER historical files.

(3) Prepares and staffs CDP-related agreements and documents.

(4) Assists in preparing documentation necessary for the release and/or transfer of technical information in accordance with the Exception to National Disclosure Policy.

(5) Tracks and monitors the status of completed, ongoing, and planned CDP activities and events.

(6) Periodically updates the Command Activities Planning System data base (maintained by CCJ5-SC) with planned CDP activities.

36. Disaster Preparedness, Humanitarian Assistance and Humanitarian Mine Action (DP/HA/HMA) Branch. In cooperation with coalition partners, develops and executes a civil-military program that integrates combating terrorism ("the war of ideas") and theater security cooperation objectives to enhance regional stability and security through humanitarian assistance, disaster response, and humanitarian mine action programs to improve national and sub-regional capabilities to effectively prepare for, respond to, and/or mitigate the effects of intentional or accidental man-made incidents and natural disasters.

a. OPR for budgeting and providing strategic and policy guidance to component HQ for the execution of Overseas, Humanitarian, Disaster and Civic Aid (OHDACA) funded Title 10 USC 2561 and 2557 HA programs and Title 10 USC 401 Humanitarian Civic Assistance (HCA) programs.



b. Establishes policy and procedures for and management of annual Title 10 funded HA programs including medical, dental, veterinary, engineering, and disaster management projects throughout the USCENTCOM AOR.

c. Serves as Contracting Officer's Technical Representative for the HA/HMA support contract.

(1) Lead tasks

(a) Develops objectives for and plan and execute the annual GOLDEN SPEAR symposium for various Horn of Africa (HOA) nations.

(b) Develops objectives for and plan and execute the annual International Workshop for Emergency Response for the Central Asian States (CAS).

(c) Develops objectives for and plan and execute the annual disaster preparedness conferences for the Gulf Cooperative Council (GCC) and CAS.

(d) Develops the national and sub-regional CM capabilities within the USCENTCOM AOR.

(e) Develops sub-regional (HOA, GCC, and CAS) DP mechanisms.

(f) Exercises and validates national and sub-regional CM/DP capabilities.

(g) Liaises with OUSD(I&E), OUSD(P), National Defense University's Africa Center for Strategic Studies and the Near East-South Asia Center, the George C. Marshall European Center for Security Studies, the National Guard State Partnership Program, the Army War College, the Office of Foreign Disaster Assistance, the Joint Interagency Coordination Group, and the Departments of State and Homeland Security to integrate and coordinate DP activities.

(h) Develops annual HA/HCA/HMA program nomination submissions to OSD.

(i) Develops annual HA/HCA/HMA budget submissions.

(j) Evaluates nominated HA/HCA projects for compliance with policy guidance.

(k) Maintains budget execution status for HA/HCA/HMA projects/programs, and reports to OSD monthly, for all.

(l) Reviews ongoing HA/HCA projects for completion status and reports monthly to OSD.

(m) Prepares annual HCA input for Congressional Report.

(n) Maintains Humanitarian Assistance Program Internet database to accurately account for all OHDACA and HCA funds and projects.

(o) Liaises with other combatant commands, military services counterparts, Office of the Secretary of Defense, Special Operations and Low Intensity Conflict (OSD SO/LIC), Joint Staff, Defense Security Cooperation Agency (DSCA), USCENTCOM Components, Country Team Representatives, Host Nation officials, the United Nations, international organizations, and non-governmental organizations to integrate USCENTCOM programmed humanitarian assistance activities.

(p) Coordinates and manages shipment of DoD non-lethal excess property for HA related projects.

(q) Validates the acquisition and shipment of HMA equipment, supplies, and demolitions to selected countries in the CENTCOM AOR.

(r) Supervises the transfer and accountability of all equipment, supplies, and demolitions to the pertinent US embassy.

(s) Prepares Requests for Deployment Orders (RDO) for HMA operational missions.

(t) Requests Humanitarian Daily Rations from OSD and oversee distribution plans.

(u) Performs Periodic Review Visits to countries with active DoD HMA programs.

(v) Coordinates and executes Requirements Determination Site Surveys for countries approved for USG HMA programs.

(2) Support tasks

(a) Supports the EAGLE RESOLVE exercise.

(b) Supports the REGIONAL COOPERATION exercise.

(c) Researches the latest Humanitarian Demining (HD) technologies and techniques to ensure that each HN is receiving the latest, safest, and most effective technologies and techniques for HD.

(d) Researches new techniques for humanitarian demining (mine detection and disposal, mine awareness, survey and information management, victim assistance, and the latest equipment and techniques).

(e) Assists US Embassies and the Department of State in vetting the human rights background for HN personnel scheduled for training in HA/HMA related projects/programs.

(f) Coordinates all training for US personnel in preparation for HMA operations.

(g) Supports CCJ8 in annual budget and end-of-year budget closeout activities.

(h) Supports components and country teams in developing HA/HCA/HMA related activities.

(i) Supports SOCCENT by coordinating and funding Disaster Preparedness Assessments.

(j) Supports OSD as advisor during Policy Assessment Visits for HMA.

37. Civil Military Operations Division (CCJ5-CMO). The CMO Division is the USCENTCOM office of primary responsibility (OPR) for providing strategic direction, planning, policy guidance, coordination and reporting for CMO in support of USCENTCOM operations.

a. The division liaisons with military and governmental agencies, as well as non-governmental and international organizations.

b. The division also coordinates humanitarian assistance within the AOR by providing a forum for Coalition donations and transportation.

c. The division, along with SOCCENT, advises CDR USCENTCOM on the selection, mobilization, and utilization of Civil Affairs

trained soldiers, and monitors CMO activities throughout the theater of war.

(1) Lead Tasks

(a) Develops, coordinates, and supervises the formulation of Civil Military input to strategic, operational, and contingency plans for the CENTCOM AOR. Ensures that all OPLANS, CONPLANS with TPFDDs, CONPLANS, and functional plans are developed and reviewed for proper Civil Military coordination.

(b) Coordinates with SOCOM and SOCCENT to ensure that Civil Affairs (CA) personnel requirements within theater are met in a timely and satisfactory manner.

(c) Leads the Humanitarian Assistance Working Group, providing OEF and OIF coalition members a forum to provide humanitarian assistance materials and support to nations within the CENTCOM AOR.

(2) Support Tasks

(a) Functions as a member of the CENTCOM deliberate planning team. Provides CA personnel for OPTs as necessary.

(b) Assists SOCCENT in validating CA personnel requirements in theater.

(c) Assists SOCOM and its subordinate force provider units in developing CA sourcing strategies.

38. Plans and Policy Branch. The Plans and Policy Branch develops CMO input to CENTCOM strategic, deliberate, and contingency planning.

a. Lead tasks

(1) Develops and coordinates CMO input to CENTCOM planning efforts.

(2) Responds to requests for information from OSD, Joint Staff, other CENTCOM staff sections, component commands, and other agencies on CMO planning and policy issues.

b. Support tasks

(1) Participates in staff OPTs supporting various planning efforts as required.

(2) Assists SOCCENT with the validation of CMO personnel requirements in the CENTCOM AOR.

(3) Assists SOCOM in developing CA sourcing strategies for CENTCOM theater requirements.

39. Humanitarian Assistance Working Group Branch. The Humanitarian Assistance Working Group branch coordinates humanitarian assistance within the AOR by providing a forum for Coalition Partner Nation donations, transportation, and support.

a. Lead tasks

(1) Develops humanitarian assistance requirements through coordination with the CMO regional branches.

(2) Solicits donations through regular meetings with coalition liaison officers at CENTCOM.

(3) Chairs the weekly working group meeting of coalition liaison officers to coordinate transportation and support for donations.

b. Support tasks

(1) Participates in Coalition Coordination Center activities as required.

(2) Responds to Coalition Partner requests for CMO information and assistance.

40. Horn of Africa Branch. The Horn of Africa Branch collects and analyzes civil military information provided by national level sources, component CA force reporting and open sources.

a. Provides information and advice to CCJ5 and other CENTCOM staff as required.

(1) Lead tasks

(a) Collates and analyzes CA reporting from JTF-HOA.

(b) Provides daily reports to CCJ5 and weekly CMO update.

(2) Support tasks

(a) Participates in OPTs related to JTF-HOA, Egypt, Yemen, or other African planning efforts as required.

(b) Responds to Command Group, CCJ5, or other staff requests for information and taskings.

41. South and Central Asian States Branch. The South and Central Asian States Branch collects and analyzes civil military information provided by national level sources, component CA force reporting and through open sources.

a. The branch also provides information and advice to CCJ5 and other CENTCOM staff as required.

(1) Lead tasks

(a) Collates and analyzes CA reporting from CFC-A.

(b) Provides daily reports to CCJ5 and weekly CMO update.

(2) Support tasks

(a) Participates in OPTs related to CFC-A, Pakistan, or Central Asian planning.

(b) Responds to Command Group, CCJ5, or other staff requests for information and taskings.

42. Arabian Peninsula Branch. The Arabian Peninsula Branch collects and analyzes civil military information provided by national level sources, component CA force reporting and open sources.

a. The branch also provides information and advice to CCJ5 and other CENTCOM staff as required.

(1) Lead tasks

(a) Collates and analyzes CA reporting from MNF-I.

(b) Provides daily reports to CCJ5 and weekly CMO update.

(2) Support tasks

(a) Participates in OPTs related to MNF-I, KU, KSA, or QA planning.

(b) Responds to Command Group, CCJ5, or other staff requests for information and taskings.

43. Strategy Division. Develops, coordinates and communicates command military strategies to achieve national security objectives within the USCENTCOM area of responsibility. Provides recommendations on sub-regional issues that impact the Commander's strategic outlook and shape long-range strategy formulation. Supports other CENTCOM elements as required during plans development and execution. Provides input and reviews strategic documents to ensure command equities are protected. Supports assessment development and coordination with other directorates, the Joint Staff and OSD.

a. Lead Tasks

(1) Develops, coordinates, and communicates the U.S Central Command Theater Strategy. Develops strategies for future contingency operations, force posture and base development, and key strategic issues as directed by the Commander. The primary focus is on long-range overarching strategy development.

(2) Develop assumptions as necessary to support long-range guidance for strategy development.

(3) Reviews supporting strategies from other combatant commanders, Components and subordinate commands.

(4) Advises the Commander on issues that impact the strategic outlook and shape long range strategy formulation.

(5) Supports metric development for measures of effectiveness and measures of performance in order to assess theater and regional strategic success.

b. Support tasks

(1) Supports other CENTCOM elements as required during implementation and execution of strategies.

(2) Supports strategic assessments required by other directorates as required.

(3) Supports the review of key national documents for the Commander, United States Central Command to include but not limited to National Military Strategy National Defense Strategy and National Security Strategy.

(4) Provides support for the development of Command briefs for but not limited to CODELS, CJCS, SECDEF, POTUS.

(5) Supports the Command's long-Range strategic planning during periods of deliberate and crisis action planning.

(6) Provides input to select functional capabilities boards Working Groups.

#### 44. Strategic Effects Office

a. USCENTCOM Strategic Effects Office identifies emerging, near-term, mid-term, and long-term issues that affect CENTCOM, identifies desired strategic effects to be achieved, determines audiences to affect, develops plans and orders, tracks resulting effects and assesses their effectiveness in order to synchronize tasks, create strategic effects and achieve Theater Military Objectives and the Commander's Top Ten goals.

b. The Strategic Effects Office consists of the Strategic Effects Operational Planning Team (OPT) and the Strategic Communications Division. Strategic Effects is directed by an O-6 Chief.

(1) Strategic Effects OPT - Composed of the Strategic Effects Chief, a Deputy Chief, and a cross-directorate group of full-time officers that represent CAG, JIACG, J2-PI, J3-IO, J5-CPG, J8-AR, J5-P, J5-ST, J5-SE, LL, and PA. The OPT is flexible in size and composition.

##### (a) Key Tasks.

1. Members represent their respective directorates and remain closely tied to their parent organizations to maintain continuity.

2. Defines, develops, and recommends actions to CENTCOM leadership that create strategic effects, actions, products, and processes.

3. Primary OPR for developing the content and coordinating the briefs that are presented to the Joint Effects Board.

4. Present briefings, COAs, and FRAGOs to the Joint Effects Board (JEB) and Command Group for approval.



5. Provides a means to synchronize actions and effects across CENTCOM directorates.

6. Develops and staffs FRAGOs directed to subordinate commands directing actions intended to create desired effects.

7. Synchronizes actions, plans, and effects developed to shape or respond to conditions in the CENTCOM AOR.

8. Prepares or coordinates special briefs to inform both leadership and directorates attending Joint Effects Board sessions regarding areas that affect decision making and directional planning.

c. Strategic Communications Division

(1) Key Tasks

(a) Coordinates and communicates with appropriate higher and adjacent Strategic Communication offices in DOD.

(b) Develops Strategic Communications Annexes for Contingency Plans.

(c) Conducts Polling Analysis and prepare Desk Notes.

(d) Conducts and compile daily and weekly Regional Media Analysis.

(e) Compiles Senior Leader Engagement Program Data input.

(f) Coordinates SC contracting requirements.

(g) Manages Regional Magazine Initiative.

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## Appendix O

Command, Control, Communications, and  
Computer Systems Directorate  
(CCJ6)

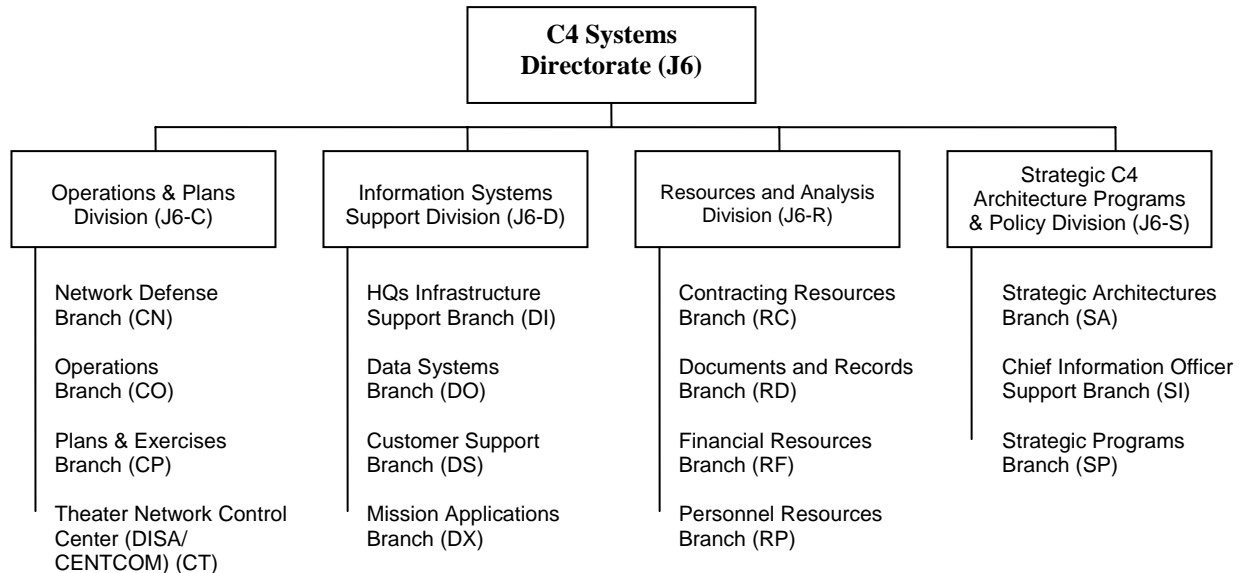


Figure 10. Command, Control, Communications, and  
Computer Systems Directorate (J6)

1. Command and Control, Communications and Computer (C4) Systems Directorate (CCJ6) conducts C4 support of Joint and Combined operations in the USCENTCOM Area of Responsibility (AOR). CCJ6 plans, programs, and directs Headquarters (HQ) and joint theater-level communications and computer networks for USCENTCOM; assures reliability of C4 systems supporting deployed forces across the operational continuum; guides and monitors service C4 system acquisitions to assure battlefield interoperability; and assures C4 interoperability with US, Allied, and coalition forces. Specifically, CCJ6 supports USCENTCOM by performing and overseeing the following tasks/functions:

a. Provides seamless, robust, survivable and secure C4 capabilities for all forces enabling combat operations, transition of forces, and connectivity throughout the USCENTCOM AOR.

b. Develops and implements an enterprise approach to information resource management and the application of information technology in support of USCENTCOM combat and staff operations.

c. Strengthens USCENTCOM coalition C4 interoperability and ensure successful integration of coalition forces in USCENTCOM formations.

d. Provides seamless, robust, survivable, and secure C4 capabilities for USCENTCOM HQ at MacDill AFB, the CENTCOM Forward HQ, and airborne Command and Control (C2) platforms.

e. Advocates for Service and Joint C4 systems and resources that provide transformational war fighting capabilities to US and coalition forces.

f. Effects USCENTCOM C4-related dialogue and understanding with the Joint Staff (JS), unified combatant commands, Services, Agencies, Departments, components, supporting commands, and the civilian sector.

g. Develops C4 Systems policies, plans, budgets, programs, and processes for USCENTCOM.

h. Supervises the development, acquisition, and operation of communications and computer facilities supporting the C4 systems of USCENTCOM.

i. Coordinates with Office of the Secretary of Defense (OSD), JS, and Defense Information Systems Agency (DISA) for technical matters and for supervision and implementation of those agencies' management policies during contingencies.

j. Provides guidance to component commands to ensure interoperability of the Command-wide command, control, and intelligence support systems necessary to the command's operational functions.

k. Identifies to the JS the operational requirements for the command and control systems of USCENTCOM.

l. Develops communications and automation plans and architectures to support operational and strategic plans and requirements.

m. Implements the USCENTCOM Strategic Information Technology (IT) Plan.

n. Builds on Network Operations foundation; refine Network Operations (NetOps) processes and procedures throughout the AOR.

o. Coordinates the provision of communications adequate to exercise command in the execution of the USCENTCOM mission.

p. Ensures effective employment and control of communications resources of the command.

q. Augments the J3 with personnel and duty officers during any crisis center activation.

r. Serves as the official Designated Approving authority to approve USCENTCOM Automated Data Processing (ADP) systems for processing, use, storage, and production of classified and unclassified material.

s. Provides Command Audio Visual and Video Teleconferencing Support.

t. Provides oversight of the Joint C4 Center in concert with the CCJ3.

u. As the appointed command Chief Information Officer (CIO), is responsible for the establishment of an enterprise approach to Information Resource Management (IRM) and Information Technology (IT) application within the command. In addition, ensures CENTCOM compliance with applicable DOD and CJCS regulations and directives regarding IT resource management.

2. Operations and Plans Division (CCJ6-C) provides theater-level C4 for USCENTCOM and its Component Commands in support of deployed allied and coalition forces at multiple headquarters. Responsible for publishing C4 plans (war/contingency/exercise); coordinating C4 requirements with OSD, JS, DISA, Combatant Commanders (COCOM), Services, components, Combined Joint Task Forces (CJTF) and coalition partners; engineering and managing the Theater Information Grid (TIG) in support of war fighting requirements. In addition, CCJ6-C is responsible for setting theater policies (e.g., NetOps, Radio Frequency Spectrum Management, Communications Security (COMSEC), and Information Assurance (IA); monitoring and controlling theater NetOps in coordination with DISACENT (DISA, USCENTCOM).

a. Network Defense Branch (CCJ6-CN) provides decisive tactical and strategic policy for theater communications and networks infrastructure as well as Information Assurance policy and guidance. Protects vital national interests through a dynamic, responsive information assurance posture and Communications

Security (COMSEC) policy. The following are CCJ6-CN's primary tasks:

(1) Promotes, sustains, and verifies the information assurance posture throughout the AOR using internal and external inputs/guidance, as well as periodic inspections/assistance visits.

(2) Implements and enforces the USCENTCOM AOR Information Assurance and Network Security policy.

(3) Promotes, sustains, and verifies the COMSEC posture throughout the AOR using internal and external inputs/guidance, as well as periodic inspections/assistance visits.

(4) Implements and enforces the Headquarters USCENTCOM COMSEC policy.

(5) Develops and implements COMSEC policies and procedures; ensure COMSEC incidents and supercessions are handled in accordance with national policy.

(6) Provides COMSEC material, aids, and equipment support for the Headquarters and all subordinate elements to include Command Forward Headquarters (CFH) and the Theater NetOps Center (TNC).

(7) Provides 24X7 Information Assurance Watch Officer (IAWO) duties for the USCENTCOM HQ and the USCENTCOM Area of Responsibility (AOR). The following are the IAWO's primary tasks:

(a) Participates in five daily and one weekly collaborative session with the Joint Task Force for Global Network Operations (JTF-GNO) Theater Network Operations Center CENTCOM (TNCCENT) and IA representatives from Service Components and AOR Joint Task Forces. Provides input and downloads, and distributes meeting minutes.

(b) Prepares daily IA briefs for CCJ6 morning brief.

(c) Reviews and researches Firewall, DNS, Proxy, and SNORT logs for HQ events. Processes trouble tickets and forward NTOC's and GNSC Net Defense reports as applicable.

(d) Reviews COMSTAT Reports, AFCERT daily reports, SARs, USSTRATCOM GCCC SITREP, etc., and reports USCENTCOM related information to chain of command. Prepares IA Event Reports.

(e) Reviews and distributes WARNORDs, CTOs, ODMs, and FRAGOs. Coordinates with HQ USCENTCOM and AOR required actions, prepares reports, and monitors/tracks HQ USCENTCOM and AOR compliance.

(f) Researches and responds to IA inquiries from USCENTCOM Service Component Commands and JTFs.

(g) Reviews and processes Change Orders and tickets requests.

(h) Performs daily security audits on NIPR and SIPR Servers.

(i) Processes Firewall and IDS request.

(j) Tracks, processes, researches, and reports on information security incidents for the HQ and AOR.

(k) Tracks IAVA, IAVB, and IAVT compliance. Updates portal with new IAVA information, and forwards all IAVA, IAVB, and IAVT to USCENTCOM Service Components and JTFs for their action/information and monitors their compliance. Acknowledges USCENTCOM's IAVA receipt on VMS website.

(l) Performs networks scans as required, uploads scan results into VMS, and downloads and distributes reports to customers.

(m) Prepares CCJ6 weekly JCMA weekly report.

(8) Through various methods, develops, maintains, and provides IA training to HQ USCENTCOM personnel.

(9) Creates, approves, reviews, and monitors accreditation and certification documentation for HQ USCENTCOM and the AOR

b. Operations Branch (CCJ6-CO) manages the TIG in support of HQ USCENTCOM, its component commands, and deployed US, Allied, and Coalition forces at multiple headquarters in theater. Maintains situational awareness and updates the CCJ6 directorate through the TNC Main and Joint Intelligence and Operations Center (JIIOC) J6 representative. CCJ6-CO sets theater C4 policies in the areas of network operations (NetOps), RF Spectrum Management, Monitors and controls theater NetOps in coordination with DISACENT and the Joint Task Force-Global Network Operations (JTF-GNO). Provides

engineering support to the war fighter through robust voice, data, and transmission networks; engineers world-class networks in support of the Combatant Commander, Component Commanders, Services, Agencies and Joint Task Forces. The following are CCJ6-CO's primary tasks:

(1) Defines NetOps for the USCENTCOM TIG.

(2) Provides Network Engineering and Architectural support and guidance for assets and connectivity throughout the USCENTCOM AOR.

(3) Develops and implements RF Spectrum Management guidance and resolve RF spectrum-use conflicts in theater.

(4) Develops and implements COMSEC policies and procedures; ensure COMSEC incidents and supercessions are handled in accordance with national policy.

(5) Develops, and ensures compliance with, Voice, Data, and Transmissions policy and procedures. Conducts quarterly Engineering Conferences to align Headquarters and subordinate unit priorities and policy implementation.

(6) Engineers the strategic C4 solutions that will enable sustained allied, coalition and US operations now and in the future.

c. Plans and Exercises Branch (CCJ6-CP) provides Command, Control, Communications, Computers and Intelligence (C4) planning support to USCENTCOM. Responsible for all communications aspects of deliberate, strategic, crisis action, and exercise planning to include development and update of Operations Plans (OPLAN), Contingency Plans (CONPLAN), and Operations Orders. They also provide communications representation as part of the USCENTCOM Operational Planning Element and Joint Planning Group. The following are CCJ6-CP's primary tasks:

(1) Reviews, validates and coordinates communications requirements in the USCENTCOM AOR through:

(a) Request For Forces (RFF) (capability).

(b) Joint Manning Document (JMD) (personnel in the USCENTCOM AOR).



(c) Joint Universal Operational Needs Statement (JUONS)/Universal Needs Statement (UNS)/Mission Needs Statement (MNS) (equipment).

(d) Directs in-theater assets through the FRAGO process.

(2) Plans, coordinates, develops and synchronizes Annex K for Deliberate Plans, OPORDs, CONPLANS and Exercises.

(3) Participates in major planning functions (e.g., Joint Planning Group (JPG), Operations Plans Element (OPE), Operational Planning Team (OPT)).

(4) Plans communications requirements in support of Combatant Commander Exercises.

(5) Synchronizes coalition plans for fielding interoperable communications in the USCENTCOM AOR.

d. Theater NetOps Center (TNC) (CCJ6-CT) provides a forward based 24/7 network monitoring, reporting, security and configuration control presence in the USCENTCOM AOR. Manages, controls, monitors and protects network elements and applications of the theater C4I network in order to ensure its availability to support the operational needs of the Combatant Commander, Joint Task Forces Commanders, Component Commanders, Services, and Agencies prosecuting the war on terrorism, and support future operations and defense of the TIG. The following are TNC's primary tasks:

(1) Provides C4 systems integration support to war fighters.

(2) Provides 24/7 end-to-end situational awareness of the C4I architecture within the AOR through USCENTCOM provided Network Common Operating Picture.

(3) Collaborates with the NetOps Community of Interest to ensure effective operation and defense of the C4I architecture.

(4) Directs, coordinates, and monitors computer network attacks and significant intrusions affecting the AOR.

(5) Establishes and retains visibility of systems and network outages and customer service shortfalls.

(6) Directs the theater's response to JTF-GNO directives for Global NetOps priorities.

(7) Coordinates with JTF-GNO to de-conflict Theater NetOps Priorities with Global NetOps priorities of JTF-GNO and United States Strategic Command (USSTRATCOM).

(8) Manages and sustains the Domain 30 IDNX, Voice, NIPRNet, and SIPRNet.

(a) Maintains situational awareness by monitoring the Tier 0 and Tier 1 portions of the TIG and coordinating with other theater Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) control centers and agencies.

(b) Identifies Tier 0 and Tier 1 TIG problems, isolate their cause, and determines the impact on theater C4ISR infrastructure. Provides proactive fault identification and resolution following an ITSM tiered infrastructure support process.

(c) Coordinates problem mitigation and resolution.

(d) Reports outages and impacts to appropriate USCENTCOM personnel.

3. Information Systems Support Division (CCJ6-D) provides command, control, communications and computer support to the Commander, USCENTCOM and his staff in garrison, at the forward headquarters, Theater NetOps Center (TNC)-Main, on board the CDR's aircraft and in deployed locations around the world. This includes network and server monitoring and maintenance services, customer helpdesk support, and desktop management for USCENTCOM unclassified, collateral, and coalition information technology and C2 assets. Support other members of the headquarters staff located in diverse locations such as the Pentagon and forward deployed locations. Advise the CCJ6 on Information Systems Support technology and its integration in the headquarters.

a. Headquarters Infrastructure Support Branch (CCJ6-DI) provides management, operations and maintenance of Headquarters' secure and non-secure telephone systems. CCJ6-DI maintains switches, copper and fiber infrastructure supporting the Command's unclassified, classified, allied and coalition networks; manages collateral Audio Visual and Video Teleconferencing support for the Headquarters and provides 24-hour Technical Control support for long-haul transmission systems and circuits supporting the Tampa

Headquarters, the forward headquarters and contingency/exercise locations. The following are CCJ6-DI's primary tasks:

(1) Provides robust Headquarters communications architecture. Engineer diversity and redundancy into local and wide area systems/networks supporting the Headquarters building.

(2) Provide communications infrastructure for General Officer quarters on MacDill AFB.

(3) Ensure availability of Command and Control Communications for principles during contingency deployments. This includes long-haul communications support and Tactical Satellite Support.

(4) Provide voice and data network service interfaces for Commanders Communications Teams.

(5) Provide secure (grey) voice and National Security Agency data Network (NSA NET) infrastructure support for NSA subscribers within the headquarters.

(6) Provide focal point for scheduling and execution of collateral Video Teleconferencing and Audio Visual events within the Headquarters and local (Tampa) area.

(7) Provide Information Technology project management for Headquarters office moves, renovations and new construction efforts.

b. Data Systems Branch (CCJ6-DO) provides operations and maintenance of core USCENTCOM networks within the USCENTCOM, and tests and integrates new capabilities and manage system configuration. CCJ6-DO is responsible for theater management of the following programs: Combined Enterprise Regional Information Exchange System (CENTRIXS), active directory, email and domain naming services. The following are CCJ6-DO's primary tasks:

(1) Tests, evaluates, and assesses new systems/capabilities before integrating them with operating forces within the AOR.

(2) Provides core network and data capabilities.

(3) Ensures the integration of coalition systems.

(4) Integrates the functions of the Network Operations Center (NOC) and Theater NetOps Center (TNC)-Main.

(5) Monitors and supervises network usage to include the management of the servers and software licenses.

(6) Provides Help Desk support for all USCENTCOM Networks.

(7) Manages, maintains and supports all Enterprise level CENTRIXS operations.

(8) Provides technical system support to deployed forces.

(9) Designs and manages command C4I architecture.

(10) Maintains security vulnerability compliance on SIPRNet, NIPRNet and CENTRIXS networks.

c. Customer Support Branch (CCJ6-DS) performs customer support related actions. This includes computer installation, repair, and troubleshooting, reprographics support, information systems requirements processing and life cycle replacement for over 5,000 computer systems on SIPRNet, NIPRNet, Multinational Coalition Force Iraq (MCFI), Global Counter-Terrorism Force (GCTF), Common SIPRNet Domain (CSD), etc., within the headquarters, CENTCOM Forward Headquarters (CFH) and TNC-FWD in Bahrain. Conducts automation and work group manager training and provides focal point for customers' face to face interaction through a Customer Support desk. CCJ6-DS manages automation support to numerous coalition nations. The following are CCJ6-DS's primary tasks:

(1) Provides the Commander and Deputy Commander with communications equipment and support whether at a fixed location, on the move, or in the air.

(2) Performs life cycle replacement, requirements, and sustainment of Headquarters automation in a timely manner.

d. Mission Applications Branch (CCJ6-DX) provides management and system administration for specialized information systems to include the Global Command and Control System (GCCS), collaborative tools, and messaging services for Commander, USCENTCOM and his headquarters staff throughout the AOR. CCJ6-DX provides technical database management for the command databases as well as World Wide Web (WWW) support for the command's US and coalition networks. CCJ6-DX acts as the primary system advocate to higher and adjacent organizations on technical program management issues for Mission Applications. The following are CCJ6-DX's primary tasks:

(1) Provides SIPRNet connectivity and on-site support per CJCSM 3122.05 for a Deployable Strategic Server Enclave (DSSE) JOPES database.

(2) Maintains Unix-based and Windows systems as part of the Global Command Control System Joint (GCCS-J) Program to assist the commander in maintaining an accurate situational awareness, operational planning and integrated intelligence products and services.

(3) Creates effective management practices for the application development process and for C2 web application support.

(4) Implements web and database system solutions to support split-based operations for HQ USCENTCOM.

(5) Implements Defense Message System (DMS)/Automatic Message Handling System (AMHS) as USCENTCOM's messaging system.

(6) Implements messaging system solution to support split-based operations for HQ USCENTCOM.

(7) Integrates HQ USCENTCOM and DoD identified collaborative tools into the CCJ6-DX collaboration architecture to include the Defense Collaborative Tool Suite (DCTS), NetCentric Enterprise System (NCES) Collaboration, Chat (IRC, XML, SIP/SIMPLE), Portal, and other collaborative tools and services as they are identified.

(8) Creates (plan, develop, and implement) collaborative systems architectures that more effectively support split-based operations and network connectivity for HQ USCENTCOM on US and Coalition networks as requested.

(9) Provides and maintains command level web pages and databases for all Networks.

(10) Provides monitoring capability for all networks, systems, applications, web, switches, and routers.

(11) Provides comprehensive management of desktops, servers, software delivery and help ticket system.

4. Resources and Analysis Division (CCJ6-R) provides management of USCENTCOM C4 directorate resources to provide funding for communications and computer systems in support of the command's headquarters and AOR. CCJ6-R acquires new programs, facilitates

command records management, advocates Service component supplemental funding, facilitates Freedom of Information Act (FOIA) requests, conducts theater postal planning, and manages the directorate's personnel resources and multi-million dollar budget.

a. Contracting Resources Branch (CCJ6-RC) manages C4 contracts directly supporting the Directorate, and develops and coordinates requisitions with various contracting agencies (specifically the 6th Contracting Squadron) to purchase C4 equipment to support the mission at the USCENTCOM Headquarters and AOR. The following are CCJ6-RC's primary tasks:

(1) Manages and evaluates contract support provided to the CCJ6 under various contracts, especially the Information Technology Enterprise contract. The Information Technology Enterprise contract supports the CCJ6 at three different locations (HQ in Tampa, CFH in Qatar and the TNC in Bahrain).

(2) Develops procurement strategies and coordinate C4 equipment purchases through the contracting review board and various contracting agencies, primarily 6th Contracting Squadron, the host base contracting agency.

b. Documents and Records Branch (CCJ6-RD) is responsible for overseeing records management and publication review/development, facilitating Freedom of Information Action (FOIA) requests, and conducting Theater Postal planning for USCENTCOM. The following are CCJ6-RD's primary tasks:

(1) Develops administrative procedures and policies for electronic and/or physical storage of files and records to ensure USCENTCOM adheres to legal, policy and procedural requirements for records management.

(2) Develops administrative procedures and policies for the development and review of command publications, forms, and policy letters, to include ensuring the most up-to-date versions are accessible on the USCENETRANET SIPRNet Homepage.

(3) Facilitates and coordinates the actions necessary for USCENTCOM to respond to Freedom of Information Act (FOIA) requests.

(4) Implements and manages USCENTCOM Headquarters (Main and Forward) mail processing, and Theater Postal Planning and Operations/processing within the USCENTCOM AOR.

c. Financial Resources Branch (CCJ6-RF) develops, coordinates, and executes USCENTCOM's C4 budget. Financial Resources Branch advocates supplemental funding requirements to Joint Staff and OSD for Service components to ensure sustainment of the war fighter's C4 theater mission needs. In addition, CCJ6-RF is responsible for the Command's collateral IT asset management and for developing and implementing the funding strategy for the C4 equipment life cycle replacement (LCR) effort. The following are CCJ6-RF's primary tasks:

- (1) Facilitates the Program Objective Memorandum (POM) for CCJ6 requirements and helps advocate Service Component POM requirements for our AOR.
- (2) Develops current year Financial Plan (FINPLAN) and execute Spend Plans.
- (3) Documents all expenditures and track Unfunded Requests (UFR).
- (4) Facilitates the Alternate Program Objective Memorandum (APOM).
- (5) Facilitates the CCJ6 Resource Board.
- (6) Monitors and ensures the proper usage of the Government Purchase Card (GPC) and Government Travel Card (GTC) for CCJ6.
- (7) Approves and monitors funding for all TDY Orders for CCJ6 personnel.
- (8) Manages the Command's Command and Control Improvement Program (C2IP).

d. Personnel Resources Branch (CCJ6-RP) is responsible for office management to include planning and executing the full range of administrative and personnel support for the CCJ6. The following are CCJ6-RP's primary tasks:

- (1) Manages manpower requirements for the CCJ6 to include the review and update of the JMD, Joint Table of Distribution (JTD), and the Joint Table of Mobilization Distribution (JTMD).
- (2) Provides personnel management for the CCJ6 to include personnel accountability and assignments, processing of Permanent Change of Station (PCS) and Temporary Duty (TDY) orders, performance evaluations, awards, sponsorship program, check in/out

processing, deployable readiness tracking, and formal training management.

5. Strategic C4 Architectures Programs and Policy Division (CCJ6-S) provides management of USCENTCOM C4 strategic programs to provide communications and computer systems in support of the command's headquarters and AOR. CCJ6-S develops and implements new programs, executes command CIO responsibilities, designs command C4I enterprise architectures, operations/AOR planning, and in concert with CCJ3-C, co-leads the USCENTCOM Joint C4 Center, co-chairs the USCENTCOM Information Management Working Group (IMWG), and chairs Command and Control Interoperability Boards (CCIB) between the US DOD and host nation Ministries of Defense (MOD) for countries within the USCENTCOM AOR. CCJ6-S provides the J6 representative to the CENTCOM C4I Interoperability Element (CCIE) that negotiates Communications Interoperability and Security Memorandums of Agreement (CIS MOA) and conducts CCIBs throughout the AOR.

a. Strategic Architectures Branch (CCJ6-SA) develops Enterprise information technology (IT) architectures for USCENTCOM to ensure the IT capabilities necessary to satisfy the operational C4 requirements of the command. Additionally, CCJ6-SA documents theater lessons learned in order to enhance C4 operations in theater and within the Joint community. The following are CCJ6-SA's primary tasks:

(1) Develop and publish DOD Architecture Framework (DODAF) compliant, current (as is) and future (to be) theater architectures to meet projected operational requirements. Identify the intended use of each architecture. Determine the scope and boundaries. Determine the essential data required to support development. Conduct analyses in support of architecture objectives. Identify and document analysis results, IT capability gaps, shortfalls, and overlaps. Additionally, work with appropriate agencies to close gaps, address shortfalls, and resolve overlaps.

(2) Develop and publish the current, and objective command Enterprise Architecture, ensuring mission areas of Warfighting, INTEL, Business, and Enterprise Information Environment (EIE) are consistent, balanced and support IT portfolio management functions. Additionally must conduct analysis resulting in a transition/implementation plan that guides transition from the current architecture to the objective architecture. Must integrate EA with the Federal Enterprise Architecture Framework as well as DODAF. Ensures command compliance with Clinger-Cohen Act (IT Management Reform Act).



(3) Review Service and COCOM level objective architectures and supporting JCIDS architectures to ensure provision and integration of DOTMLPF capabilities to forces assigned to operate in the CENTCOM AOR. Reviews Capability Development Document (CDD) and Capability Production Document (CPD) Operational Views (OV), Systems Views (SV), and Technical Views (TV). Ensures proposed capabilities are interoperable compliant with CENTCOM theater technical standards as well as the DOD Information Technology Standards Registry.

(4) Develop and publish DODAF compliant mission area architectures and functional architectures assigned by the Command Architecture Working Group (CAWG) that are scoped to address specific command priorities and areas identified as problematic. Analyses from these architectures are expected to result in recommendations for corrective actions.

(5) Maintain command architectures utilizing the Joint Battle Management Command and Control (JBMC2) Capabilities Mapping Environment (JCME). Manage user licenses, controls, and access privileges.

(6) Manage command architecture data, metadata, standards, and policies for sharing and reuse.

(7) Understand Future Program capabilities in support of architecture capability analysis.

(8) Monitor Programs of Record to mitigate gaps between current and future programs.

(9) Mitigate impact of identified gaps and shortfalls to include interoperability issues in the CENTCOM AOR.

(10) Participate in Program Reviews as appropriate.

(11) Review JCIDS documents participate in applicable Functional Capability Boards.

(12) Interface with the appropriate Program Offices to ensure timely and accurate Program Information.

(13) Prepare briefings and Point Papers on Future Programs, their capabilities, gaps, funding and implementation challenges.

(14) Coordinate with appropriate Offices and Agencies to ensure CENTCOM requirements concerning Future Programs are addressed.

(15) Document, analyze, and disseminate C4 lessons learned and develop courses of actions to resolve issues identified through the lessons learned program. Courses of actions include potentially working with joint acquisition communities to resolve

(16) Develop, Coordinate, and publish the Theater C4 500 Day Action Plan and track task accomplishment for the directorate.

b. Chief Information Officer (CIO) Support Branch (CCJ6-SI) executes the responsibilities of the office of the CIO to establish an enterprise approach to Information Resource Management (IRM) and Information Technology (IT) application within the command, and ensures CENTCOM compliance with applicable DOD and CJCS regulations and directives regarding IT resource management. The following are CCJ6-SI's primary tasks:

(1) Develops the USCENTCOM theater Information Technology vision, goals, focus areas and strategic IM/IT initiatives that enable theater warfighting capabilities for the USCENTCOM Area of Responsibilities.

(2) Develops the USCENTCOM Headquarters Information Resource Strategic Plan that encompasses the vision, goals, focus areas and strategic IM/IT initiatives that enable warfighting and business process capabilities for the headquarters in Tampa and at the Command Forward Headquarters.

(3) IAW the Information Technology Management Reform Act, 1996, develops policy and procedures for the management and governance of USCENTCOM Information Resources. Ensures the alignment of IT resources with the priorities and requirements of the command.

(4) Manages the processing of command IT requirements requests to the appropriate functional Portfolio Manager consisting of ten IT portfolios to ensure validation, prioritization and alignment of capability requests with USCENTCOM stated and emerging requirements for future IT systems.

(5) Tracks and manages the functional capabilities supported by existing command IT systems to eliminate unnecessary redundancy across systems. Analyses existing and proposed IT

investments in order to identify potential gains in effectiveness and efficiencies.

(6) Guides the modernization of the USCENTCOM IT architecture and integrates new technologies in accordance with the strategic vision and operational requirements.

(7) IAW the CENTCOM CIO charter, tracks execution year funding by system in the command IT Portfolio for the purposes of CIO accountability to the Command Executive Board and the identification of funding shortfalls for validated system requirements that must be presented to the command Resource Management Board.

(8) Coordinates the efforts of the command Information Management Officer (IMO) and CCJ6 to optimize the operational collaboration and Knowledge Management of the command in support of operational missions.

(9) Conducts information and knowledge management audits, develops IM/KM strategic plans, conducts pilot projects and evaluations to measure progress and effectiveness of command IM/KM processes and capabilities.

(10) Represents the CIO on command Information Management Working Group and theater Joint Information Management Boards in order to shape and influence these activities in the direction of the IM Strategic vision.

(11) Develops the USCENTCOM Headquarters Information Assurance Strategic Plan that encompasses the vision, goals, focus areas and strategic initiatives that ensure the security and protection of USCENTCOM Information resources in the headquarters and the AOR.

(12) Manages and ensures the requisite information security and information assurance reporting requirements IAW the Federal Information Assurance Act. These requirements include the registration of critical command systems in the DoD IT Registry, and the tracking of Information Assurance Training of all personnel operating on USCENTCOM Information networks.

(13) IAW the USCENTCOM CIO Charter, coordinate, prepare and execute the activities of the quarterly USCENTCOM CIO Executive Board (CEB). Coordinates the calendars of each of the General Officer members, prepares the agenda and manages the information in support of the agenda, prepares read-aheads and CEB briefings,

conducts logistical coordination for the execution of the boards, and publishes minutes from each session of the CEB.

(14) Publishes periodic USCENTCOM CIO Newsletters to communicate the IT strategic message and direction of the command and inform the members of the command of ongoing CIO initiatives and command best practices for the use of IT resources.

c. Strategic Programs Branch (CCJ6-SP) Strategic Programs Branch (CCJ6-SP) delivers to USCENTCOM, Components and Joint Task Force Headquarters enterprise-wide command and control systems, applications, and technology to achieve information superiority. The following are CCJ6-SP's primary tasks:

(1) For the entire USCENTCOM Theater, manages a comprehensive set of active applications, systems, and capabilities within the CCJ6-managed NETCENTRIC Portfolio, ensuring there is a seamless Systems Lifecycle Integration Plan, which not only adds, but also retires systems and capabilities that are no longer required, or whose capability has been superseded.

(2) Develops comprehensive USCENTCOM Theater Policy and Guidance to govern the use of applicable NETCENTRIC applications and Systems. Supports or "coordinates on" the development of governance policy for the other seven Functional Capability Communities applications/systems.

(3) Supports and manages a comprehensive Multi-national Information Sharing (MNIS) portfolio. Reviews complex governing policy, implements specific capabilities with strict guarding technologies, and continues a complicated process of systems lifecycle integration.

(4) Submits, synchronizes or coordinates with the military services (USA, USAF, USN, USMC) budget estimates and POM data for systems, applications within the USCENTCOM Theater to ensure continuity of capability across the Theater.

(5) In support of the entire USCENTCOM Theater, supports technology insertions for all the **eight of the applicable Functional Capability Portfolio(s)** to meet both emerging and identified requirements.

(6) Coordinates and synchronizes program efforts with the Joint Staff, Military Services ((USA, USAF, USN, USMC) and subordinate service components and JTFs.

(7) Develops comprehensive strategic engagement plans to shape DoD level programs in support of USCENTCOM interests.

(8) Initiates Scope and exploration activities in order to develop initial Program Management Charters (PMC) and Scope Statements.

(9) Develops required Concept of Operations (CONOPS) documentation to ensure clarity of roles, for use of, and sustainment of programmed technology insertions.

(10) Develops resource, acquisition and procurement strategies to support the delivery of the program financial plan.

(11) Develops Human Resource Plans and Management Structures to ensure the all manpower to support implementation, operations and maintenance is required.

(12) Performs detailed systems analysis and design for development of systems and technical Architectures.

(13) Develops detailed Accreditation and certification documentation in accordance with the DITSCAP process.

(14) Performs integration testing in accordance with Quality Assurance and Testing Plan to ensure interoperability with current USCENTCOM C4 baseline.

(15) Develops, synchronizes, and coordinates Theater-wide implementation plans to ensure unity of effort with the AOR.

(16) Analyzes risks, develops risk management plans and accompanying mitigation actions for Theater wide programs.

(17) Develops an integrated program control processes and robust NETOPS frameworks for all Theater-wide programs prior to transition to operations and maintenance activities.

(18) Transitions program/technology insertion to full operational capability with defined change control processes properly articulated in application CENTCOM regulations.



## Appendix P

## Resources and Assessments Directorate (J-8)

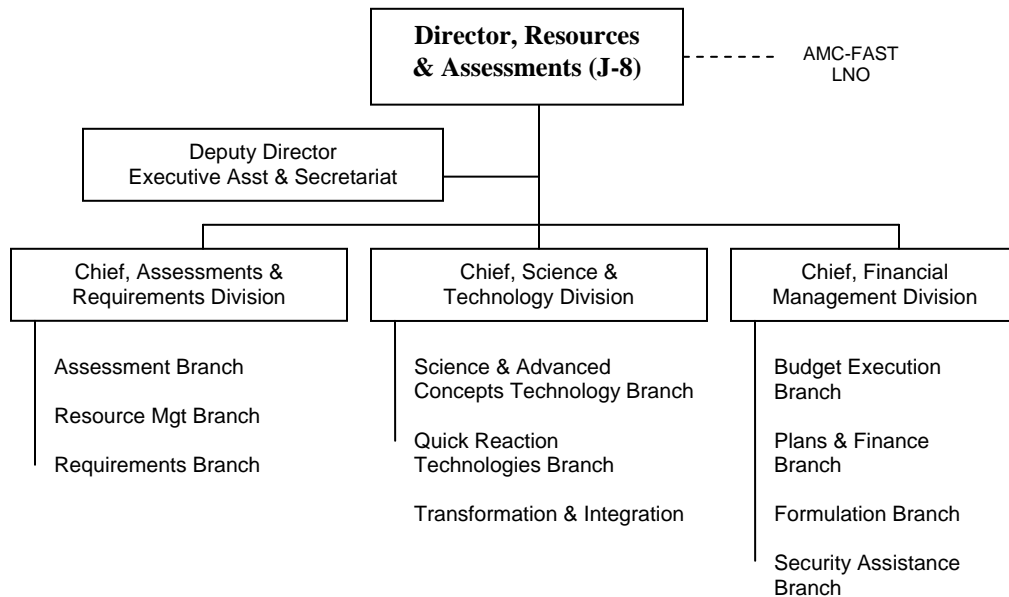


Figure 12. Resources and Assessments Directorate (J8)

1. Resources and Assessment Directorate (CCJ8). The Directorate of Resources and Assessment conducts warfighting analysis and technology assessments, guides the HQ and Components in transformation efforts, leads programming actions and provides financial management in order to prepare USCENTCOM for current and future operational requirements that support CDR, USCENTCOM's strategy.

a. Executive Officer and Secretariat Office (CCJ8-AO)

(1) Provides internal administrative management and provides executive support to the Director of Resources and Assessment (J8) and Deputy Director (DJ8).

(2) Maintains, updates and schedules Director's calendar and daily activities. Schedules all travel arrangements for the Director and Deputy Director.

(3) Receives and processes reports, studies, correspondence and other related matters referred to the Director's Office and performs quality control review of all actions submitted to the Director/Deputy Director.

(4) Ensures compliance with the command and directorate administrative policy and procedures.

(5) Serves as focal point for J8 tasking system. Assigns directorate's suspenses to taskers and routes them to responsible division(s).

(6) Serves as J8 OPR for manpower and personnel actions to include personnel requisitioning, placement, accountability, Joint Manpower Program (JMP) actions, and the Joint Mobilization Augmentation (JMA) actions.

(7) Manages the Resources and Assessment Directorate Forms and Publications Program.

(8) Manages the directorate Internal Management Control Program.

(9) Establishes and implements leave procedures and other administrative procedures for personnel assigned to the directorate.

(10) Responsible for the directorate's awards program. Ensures timely and accurate completion/submission of awards.

(11) Responsible for ensuring the proper preparation of directorate officer and enlisted performance reports.

2. Assessment and Requirements Division. Provides analysis to support CDR USCENTCOM and his staff and components during Adaptive Planning and Joint Strategic Planning. Acts as Joint Modeling and Simulation (JM&S) focal point for the command. Provides exercise, emerging technology programs, and operations research support as directed. Acts as Battlestaff OPR and executes the Theater Strategy Assessment (TSA) Manages Joint Analytical Support Program (JASP) contract. Supports USCENTCOM role in Joint Capabilities Integration & Development System (JCIDS) & Planning, Programming, Budgeting & Execution (PPBE) processes; to include support of Joint Requirements Oversight Council (JROC), Joint Capabilities Board (JCB), Functional Capabilities Board (FCB), and USCENTCOM FCB Working Groups. Leads command's efforts in the Quadrennial Defense Review (QDR). Compiles, publishes, and maintains the CDRUSCENTCOM Integrated Priority List (IPL). Prepares and coordinates CDR USCENTCOM responses to the Chairman's Program Assessment (CPA), Chairman's Program Recommendation (CPR), Strategic Planning Guidance (SPG), and Joint Programming Guidance (JPG). Acts as OPR for all Joint Urgent Operational Needs (JUON).



- a. Provides analytic and simulation support to CDR USCENTCOM and the USCENTCOM staff.
- b. Assists with analysis to support Adaptive Planning.
- c. Provides analytical capability to support operational plan execution.
- d. Provides analytical capability to support the Joint Strategic Planning System and the Planning, Programming and Budgeting and Execution System.
- e. Provides analysis representation in exercises, war-games, workshops, symposia, and other pertinent forums.
- f. Establishes the Theater Strategy Assessment (TSA) operational planning team.
- g. Manages USCENTCOM's Joint Analytic Support Program (JASP).
- h. Conducts planning efforts to continually define new staff analytic requirements and develop programs to satisfy those requirements.
- i. Provides focal point for modeling, simulation and information technology requirements.
- j. Provides Joint Modeling and Simulation (JM&S) and information technology oversight.
- k. Compiles, publishes, and maintains USCENTCOM's annual Integrated Priority List (IPL).
- l. Coordinates all USCENTCOM staffing in support of the Joint Requirements Oversight Council (JROC), Joint Capabilities Board (JCB), and Functional Capabilities Board (FCB) actions and USCENTCOM role in Joint Capabilities Integration & Development System (JCIDS) process.
- m. Prepares and coordinates CDR USCENTCOM responses to the Chairman's Program Assessment (CPA), Chairman's Program Recommendation (CPR), Strategic Planning Guidance (SPG), and Joint Programming Guidance (JPG).
- n. Coordinates all administrative actions associated with Immediate Warfighter Needs originating from the AOR, and prepares /

coordinates Joint Urgent Operational Needs (JUONS) statements as appropriate.

### 3. Assessment Branch

a. Provides wargaming, simulation, and analytical support for operational plan development and assessment.

b. Provides wargaming, simulation, and analytical support for crisis action planning and execution.

c. Provides modeling, simulation, and analytical support for joint strategic planning.

d. Supports threat capability assessments.

e. Conducts analysis to determine deployment and sustainment requirements.

f. Conducts analysis to determine warfighting and course of action requirements.

g. Supports C4ISR analysis.

h. Conducts regional force support capabilities analysis.

i. Supports analysis for Joint Strategic Capabilities Plan (JSCP) assessment and inputs to the Joint Strategic Planning System.

j. Leads the Theater Strategy Assessments (TSA) Operational Planning Team (OPT). Conducts quarterly assessments, and periodically review the measures and metrics to ensure they are in line with the Theater Strategy.

### 4. Resource Management Branch

a. Manages all J8 hardware and software. Performs systems administration duties on the J8-AR Local Area Networks (LAN). Researches commercial hardware and software development, tests software, and integrates software into the J8-AR LANs in compliance with applicable J6 directives.

b. Manages contractor support activities. Serves as Installation Representative for the JASP contract. Prepares contract statements of objectives.

c. Prepares J8 budget, financial plan (FINPLAN) and POM/APOM inputs. Prepares budget forecasts. Projects and monitors travel, equipment, supply and miscellaneous expenditures.

d. Performs administrative functions necessary for the proper functioning of J8-AR. Prepares and monitors Joint Manpower Program documentation.

e. Manages simulation and analysis facilities. Coordinates with Facility Engineers on any changes to the J8-AR facilities.

f. Provides technical advice to support J8 personnel deploying on exercises.

#### 5. Requirements Branch

a. Supports USCENTCOM role in Joint Capabilities Integration & Development System (JCIDS) & Planning, Programming, Budgeting & Execution (PPBE) processes; to include support of Joint Requirements Oversight Council (JROC), Joint Capabilities Board (JCB), Functional Capabilities Boards (FCB), and USCENTCOM FCB Working Groups.

b. Coordinates annual actions for CDRUSCENTCOM's annual Integrated Priority List (IPL).

c. Provides inputs for Chairman's Program Assessment (CPA), Chairman's Program Recommendations (CPR), Strategic Planning Guidance (SPG), Joint Programming Guidance (JPG), Quadrennial Defense Review (QDR), and Joint Vision.

d. Supports development of JROC coordinated Capabilities Based Assessment (CBA) documents, Joint Capabilities Documents (JCD), Initial Capabilities Documents (ICD), Capability Development Documents (CDD), and Capability Production Documents (CPD) for Major Defense Acquisition Programs (MDAP) and JROC Special Interest Items.

e. Provides technical and functional review on Service Program Objective Memorandums (POM).

f. Researches and develops methodologies that help define, validate, & prioritize USCENTCOM requirements through process improvement initiatives and innovative analysis techniques.

g. Develops strategies through coordination with diverse staff, joint, & interagency elements to present USCENTCOM issues before joint requirements' forums.

h. Maintains oversight on all emerging operational concepts, functional concepts, integrating concepts, and all CD&E activities.

i. Provides staff oversight on all JFCOM J8/Joint Integration and Interoperability (JI&I) requirements addressing Commander's Near-Term Interoperability requirements.

j. Serves as integrator of USCENTCOM FCB-WGs, ensuring the CENTCOM actions mirror the procedures for the Joint Staff FCB-WGs in accordance with the CJCSI 3137.01C, (The Functional Capabilities Board Process) (b) and CJCSI 3170.01E (Joint Capabilities Integration and Development System (JCIDS)), to ensure that joint warfighting capability shortfalls are adequately addressed.

k. When requested, assists with assessments and endorsement of Service-specific Urgent Operational Needs.

l. OPR for Joint Urgent Operational Needs (JUON) requests coming from the AOR.

6. Science & Technology (S&T) Division leads USCENTCOM Headquarters and Component Commands in the assessment, coordination, and implementation of mature and emerging technologies from Government, industry, and Research and Development (R&D) Centers. Supports the HQ and Components in the revolution in military affairs (RMA), to ensure our Services, other DoD and Inter-agency organizations, and Coalition and Allied partners are fully integrated across DOTMLPF - achieving unity of effort, information and decision superiority, and economy of resources, through the identification, selection, testing, operational assessment of the technologies which are currently available or are expected to mature successfully to programs of record.

7. Science & Advanced Concepts Technology (SACT) Branch. Provides S&T advice to the USCENTCOM staff on scientific and technological advances which have potential military application to mission needs, provides oversight for the USCENTCOM Advanced Concepts Technology Demonstrations (ACTD), and serves as the focal point for joint experimentation within USCENTCOM.

a. Advises the USCENTCOM staff on scientific and technical developments. Analyzes contingency plans to recommend and develop technology strategies to meet mission needs.

b. Serves as Command focal point for input, coordination and monitoring of key USCENTCOM areas of interest for:

(1) Advanced Concept Technology Demonstration (ACTD), Foreign Comparative Test (FCT), Advanced Technology Demonstrations (ATD), and Joint Capability Technology Demonstration (JCTD) programs with responsibility to represent and manage USCENTCOM collective interests in all ACTD/FCT/ATD/JCTD activities internal and external to USCENTCOM

(2) Research and Development Annex (Annex D) of the National Military Strategy Document (NMSD).

(3) Contracted Advisory and Assistance Services Program sponsored by the Joint Staff with identity of key areas requiring additional Joint Staff special funding.

(4) Joint Test & Evaluation (JT&E) Program.

(5) Experimentation of joint operational concepts, capabilities, and interoperability architectures for improvements in doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) based on changes recommended within USCENTCOM.

(6) Coordination of all inquiries, studies, visits and briefings on scientific and technical topics.

(7) Interface with the Joint Staff and other unified and specified commands to assess viability and interoperability of proposed technical solutions to Component and Command mission needs.

(8) Security Assistance Program and the review of all export licenses cases received by the Command.

(9) Consults with scientists and engineers working in Government and private industry research centers. Utilizes this scientific and technical knowledge to support Component and HQ USCENTCOM technology solution recommendations to mission needs.

c. Develops, coordinates, and assesses technical feasibility of proposed solutions to meet USCENTCOM requirements and mission needs statements (MNS).

d. Develops insights and assesses important new trends in worldwide research. Monitors joint and component technical initiatives and provides focus for S&T initiatives to address USCENTCOM needs

e. Provides technical advice and consultation to ensure the rapid implementation of applicable new technologies and improvements in operational effectiveness of existing capabilities to meet current and future mission needs.

f. Provides technical support to J8-AR after-action and lessons-learned reports for areas where technology may provide solutions. Analyzes technical capabilities of assigned forces and recommends equipment and strategy changes to take advantage of technological advancements if required.

g. Participates as an observer in military exercises both CONUS and OCONUS. Visits component headquarters and field units for first-hand knowledge of current and/or projected operational needs. Acts as a technology informational pipeline for the users.

h. Facilitates support from, and possible augmentation by, S&T or technical experts from DOD staffs and/or government laboratories for special projects. Organizes and conducts seminars and conferences in various technical fields.

i. Represents USCENTCOM at technical conferences, symposia, and workshops worldwide, and provides technical liaison with foreign governments as required.

8. Quick Reaction Technologies (QRT) Branch serves as USCENTCOM lead for Components and HQ USCENTCOM immediate mission needs for which there may be an existing or near-term technology solution.

a. Researches, coordinates and prepares responses to Government, industry, academic, and private citizen inquiries regarding technological issues.

b. Actively seeks opportunities to employ emerging technologies to meet current and rapidly changing warfighter needs.

c. Prepares inputs to the Commander's Update Brief (CUB).

d. Plans, schedules, and participates in Video-Teleconferences (VTC) related to Counter-Terrorism Technologies.

e. As a member of the Joint IED Defeat Task Force (JIEDD TF), affects liaison between USCENTCOM and other agencies in the Global War on Terrorism (GWOT).

f. Leads the USCENTCOM Technological working group to aid in the identification of immediate technology and/or near term solutions to meet immediate and/or emerging mission needs.

9. Transformation and Integration Branch leads USCENTCOM's efforts in the revolution in military affairs (RMA). Acts as the focal point for transformational activities within the HQ and Components. Ensures that HQ, Component, and Service resources are integrated across DOTMLPF. Advises the CINC of shortfalls in joint integration and seeks resolution.

a. Interfaces with other COCOMs, Joint Staff, Services, DoD and Interagency, and the civilian sector, to ensure USCENTCOM is positioned to accept and execute transformational activities. Acts as the Transformational Leader/Change Agent across the HQ and its Components.

b. Develops the Transformation Plan. Interfaces with Joint Experimentation, and JF and Coalition Integration to develop the roadmap for USCENTCOM of the future. Collaborates with USJFCOM in their Joint Experimentation efforts to develop, explore, and assess new joint concepts, organizational structures, and emerging technologies through identifying the most pressing issues for concept development and experimentation. Through a process of discovery, innovation, and experimentation, drives Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities (DOTMLPF) changes that achieve the optimal future joint force capability.

c. Ensures future concepts and transformational activities requiring programming and budgeting support are considered by the HQ, Components, and Services for timely inclusion in the POM process.

d. Ensures that Coalition and Allied resources can effectively integrate with US organizations and systems. Advises the CINC of significant technology shortfalls in the employment of Coalition and Allied forces, and seeks resolution.

10. Army Materiel Command - Field Assistance in Science & Technology (AMC-FAST) Liaison Branch. The AMC-FAST Liaison Branch provides scientific and technical advice and assistance to the USCENTCOM staff in accordance with the FAST Memorandum of Understanding (MOU) between USCENTCOM and US Army Materiel Command (AMC), Subject: AMC-Field Assistance in Science and Technology (FAST) Activity.

(Note: The following duties are taken directly from the FAST MOU).

a. Identifies and promotes collaboration in materiel research, development and acquisition programs to identify gaps and potential solutions to both long and short term military requirements.

b. Provides interface between the USCENTCOM and the AMC-FAST organization; US Army International Technology Center (USAITC) Commanders; Research, Development and Engineering Command (RDECOM); Program Executive Offices; Program/Product Managers and Training and Doctrine (TRADOC) Centers and Schools.

c. Participates in matters concerning military research, development, equipment standardization and interoperability with coalition forces.

d. Initiates and conducts short-term technology investigations and materiel demonstrations of prototype solutions to USCENTCOM priority needs.

e. Serves as liaison between USCENTCOM and the AMC-FAST Director for the allocation of AMC-FAST resources, and ensure that funding is applied to top priority problems of operational concern on a timely basis.

f. Interfaces with the AMC Major Subordinate Commands (MSC), AMC-Research Development and Engineering Centers (RDEC), and with research and development establishments of other government agencies when appropriate to fully explore the range of potential solutions to problems.

g. Coordinates with other AMC-FAST personnel, and other organizations as required to properly coordinate projects.

h. Maintains close liaison with the US Army Training and Doctrine Command personnel to ensure their involvement with potential materiel solutions to operational problems, and assist with timely preparation of appropriate requirements documents.



i. At the request of USCENTCOM, provides scientific and technical representation at conferences and meetings.

#### 11. Financial Management Division

a. Provides overall management and oversight of the command's funding and financial management program.

b. Renders decisions on "proper charge" issues that affect what funds can be expended for and the type of funds to be used.

c. Determines fiscal policy and proper use of funds. Develops implementing regulations and, in the absence of specific guidance, develops "stand-alone" instructions regarding financial management issues within the command. Renders decisions on "proper charge" issues that affect what funds can be expended for and the type of funds to be used.

d. Provides financial/fiscal guidance to the Command. Primary advisor to the CDR and staff on the strategy for funding requirements with available resources.

e. Command representative on financial matters to OSD, JCS, the Services, and other agencies who provide funding.

f. OPR for HQ on programming actions.

#### 12. Plans and Management Branch

a. Reviews and interprets finance and accounting policies, directives, and guidance from OSD, HQ DFAS, the Services, etc., and develops implementing regulations/instructions for executing the guidance.

b. Establishes standardized/coordinated financial policy for USCENTCOM and components, where appropriate. Coordinates full pay support on all USCENTCOM exercises and establishes policy/procedures for cross-servicing and currency controls.

c. Provides financial management support for contingencies, exercises. During the execution of OPLANs or contingency operations, responsible for ensuring that all-essential financial, budgetary, and analytical services are provided to meet operational requirements. This includes: advising the CDR on the assignment of finance/comptroller units; establishing currency controls on coins and foreign/US monies; establishing accounting levels and levels of fund control with Service components; establishing theater pay and

disbursing support levels; and ensuring cross-servicing throughout the theater.

d. Administers the Command's Managers' Internal Control (MIC) program by directing annual and as-required training, development of accountable units, and maintenance of MIC tracking System & Managers' Internal Control Plan, inspection of unit MIC programs, and preparing semi-annual reports and the annual CDR's Statement of Assurance to the SECDEF. Responsible for the development of more efficient, effective, or economical methods for achieving command missions. Conducts management surveys and cost studies. Reviews, analyses, and evaluates other management surveys for applications to this command.

e. Conducts cost analysis for the HQ. Reviews and analyzes all cost data for special projects, cost memoranda for contracts, leases, international agreements and construction projects, using standard industrial/commercial/DOD cost factors and theater-unique factors. Reviews and consolidates cost data for operations as required by JCS OPLANS or directives.

f. Reviews contract requirements. CENTCOM lead for the CENTCOM Contract Review Board (CRB).

g. Acts as the Command's POC with the Defense Finance and Accounting Service (DFAS) and the Per Diem Travel and Transportation Allowance Committee (PDTATAC).

h. Manages the Command's travel program, including the Government Travel Card (GTC) program. Interprets travel entitlements policy and ensures compliance with JFTR, JTR, and other regulations. Develops and updates the command travel regulation. Manage program execution of Defense travel System (DTS).

i. Serves as the J8 lead for coalition support issues. Process coalition requests for reimbursement/support, etc. Assist CCJ4 and CCJ5-CCC/CPG in addressing various aspects of financial and other types of US support to foreign countries.

j. Monitors congressional activity, proposes new legislation, prepares financial justification documents, and prepares Commander/Senior Leadership for congressional testimony. Coordinates CENTCOM's effort between OSD, Joint Staff, Services, CENTCOM Components and staff. Reviews committee reports for reductions or changes to Defense programs affecting CENTCOM. ICW CCLA, responsible for preparing, staffing and submitting appeals.

Tracks the progress of CENTCOM issues throughout the process. Analyzes and promulgates the results of Congressional appeals. Coordinates with CCLA as required who is responsible for all matters related to members of Congress and their staffs.

k. J8 representative for several working groups/OPTs that deal with various long-term issues (Counter-Narcotics support mission, NATO expansion in Afghanistan, ISAF, etc.).

l. Manages the financial aspects of the CENTCOM Rewards Program. Process requests for rewards from subordinate units. Conduct analyses and provide periodic reports of rewards execution.

m. Performs extensive liaison and coordination with military components, federal agencies and other defense activities on a broad range of policy and procedural matters.

n. Manages program execution of all HQ financial information systems. Schedules production; manages several databases; produces periodic specialized reports; trains CENTCOM personnel on use of financial information systems, including Wide Area Work Flow (WAWF) and Automated Businesses Services System (ABSS); manages and maintains internal and external websites for CCJ8-FM.

### 13. Security Assistance Branch

a. Develops, coordinates and implements command policy with regard to all funds provided to the SAOs. Specifies responsibilities and procedures for funding and fiscal reporting for SAOs in USCENTCOM area of responsibility.

b. Interprets and implements JCS/DoD/Service and DSCA budget policies and procedures pertaining to numerous general and specialized appropriations and accounts. Program and Budget manager for specialized funds (Traditional CDR Activities [TCA], Warsaw Initiative Funds [WIF], Cooperative Threat Reduction [CTR] funds) and Military Family Housing (MFH), and various types of security assistance funding.

c. Provides budgetary advice and assistance to the CENTCOM HQ, when constituted and subordinate Security Assistance Organizations (SAOs).

d. Develops and conducts command training programs for HQ resource advisors; SAO fiscal officers; and Defense Intelligence Agency and host-nation personnel supporting Partnership for Peace (PFP) activities.

e. Provides to all SAOs detailed guidance on the preparation of budgets, financial plans, mid-year reviews, and similar submissions by which funds are requested. Reviews, consolidates, submits, and defends budgetary requests through appropriate DSCA/Service channels.

f. Monitors funds for specialized accounts to include developing/coordinating executive summaries and reports of current obligation/commitment status.

g. Assists HQ functional proponents for these programs in preparing and tracking secondary funding documents to outside activities/agencies that perform project management functions or execute specific procurement actions on behalf of the command.

h. Participates in or advises other HQ committees and boards (e.g., USCENTCOM Lease Board) which typically result in resource decisions/recommendations which impact Security Assistance funding.

i. Specifies responsibilities and procedures for funding and fiscal reporting for SAOs in USCENTCOM area of responsibility. Coordinates and implements command policy with regard to funds provided to the SAOs.

j. Performs liaison with supporting activities at the SAO locations, sites to include accounting and finance offices, contracting offices, supply sources, civil engineering elements, and other organizations

k. Participates as a member of the Command IG Team and reviews all aspects of financial management to insure proper levels of expertise/control are achieved in the individual SAOs. Provides staff assistance visits, on-site compliance inspections, and remedial training to identify and correct areas of weakness in financial management procedures.

l. Prepares and briefs Resource Advisors at Financial Working Group and Deputy Directors at Financial Management Board, Command Group, and DSCA as required on all security assistance issues.

m. Establishes and maintains communication with subordinate SAO elements and with DoD regarding the security assistance program, including policy controls, guidance and training; and administering budgetary activities.

n. Oversees and coordinates with DSCA, other geographic commands, and other agencies as appropriate the development, design, implementation, and maintenance of automated funds status reporting system (i.e. Security Assistance Automated Resource Management System--SAARMS). Ensures command policy supports, amplifies, or clarifies policies issued by other agencies which affect USCENTCOM resources. Coordinates and advises on the applicability of command SA financial policies to other SA activities (e.g., FMS teams) operating in the USCENTCOM AOR.

o. Performs liaison with supporting activities at the command's home station, SAO locations, and exercise sites to include accounting and finance offices, contracting offices, supply sources, civil engineering elements, and other organizations which provide reimbursable services and products to the command. Performs extensive liaison with defense activities, Department of State, and other federal agencies on a broad range of policy and procedural matters.

p. Oversees and coordinates with OSD, DSCA, DTRA, other geographical commands and other agencies as appropriate the development, design, implementation, and maintenance of automated funds status reporting system such as: Security Assistance Automated Resource Management System (SAARMS), Program Budget Accounting System (PBAS), Resources Financial Management System (RFMS), and Customer Automation & Reporting Environment (CARE)

#### 14. Budget Execution and Formulation Branch

a. Interprets and implements DoD/JCS/Service budget policies and procedures pertaining to numerous general and specialized appropriations and accounts, including Operations and Maintenance (O&M), Other Procurement, Combatant Commander's Initiatives Fund (CIF), Command and Control Initiatives Program (C2IP), Combating Terrorism Readiness Initiatives Fund (CBTRIF), JCS Exercises, Exercise Related Construction (ERC), the General Defense Intelligence Program (GDIP), Intelligence Contingency Funds (ICF), Official Representation Funds (ORF), and Military Family Housing (MFH).

b. Interprets fiscal policy and proper use of funds. Determines "proper charge" issues that affect what funds can be expended for and the type of funds to be used.

c. Provides budgetary analysis, advice, and assistance to the staff. Trains resource advisors.

d. Provides to all HQ and HQ-funded activities detailed guidance on the preparation of budgets, financial plans, mid-year reviews, and similar submissions by which funds are requested.

e. Reviews, consolidates, submits, and defends budgetary requests to executive agent, joint staff, and other agencies as required.

f. Manages USCENTCOM corporate resource management process through the Financial Working Group (FWG) and Financial Management Board (FMB). Prepares meeting agenda and slides for both groups. Briefs Resource Advisors at FWG and Directors at FMB. Takes actions for resolution and prepares minutes of FMB deliberations.

g. Monitors and manages funds for specialized accounts (e.g., CDR Initiative Fund). Responsibilities include developing/ coordinating executive summaries and reports of current obligation/ commitment status. Assists HQ functional proponents for these programs in preparing and tracking secondary funding documents to outside activities/agencies that perform project management functions or execute specific procurement actions on behalf of the command.

h. Serves as liaison with Defense activities, Department of State, and other federal agencies. Performs liaison with supporting activities at the command's home station, SAO locations, and exercise sites to include accounting and finance offices, contracting offices, supply sources, civil engineering elements, and other organizations which provide reimbursable services and products to the command.

i. Manages multiple financial management database systems support for the HQ. Provides technical assistance to the staff and components.

j. Sources and provides guidance for use of contingency funds. Interprets funding policy and consolidates financial obligation data reflecting funded activities' participation in contingency operations. Provides financial obligation data for contingency operations, as required, to DoD, JCS, and CDRUSCENTCOM.

k. Monitors the PPBE process through its programming and budgeting phases and keeps the command informed on developments and actions required. As required, coordinates with Services/components/staff on PPBE matters affecting USCENTCOM programs and requirements.

l. Serves as the command's OPR for the OSD led Budget Review of the CENTCOM HQ budget inputs. Responsible for staffing Coordination Program Budget Decisions (CPBD) and preparation of reclamation identifying resource disconnects between CENTCOM requirements and Service funding in their budgets. Tracks the progress of CENTCOM issues throughout the process. Conducts analysis and promulgates DEPSECDEF decisions in signed PBDs. Prepares CDR for VTCs or meetings with the SECDEF on budget issues as required.

m. Develops, submits and defends the HQ Program Objective Memorandum (POM). Tracks the development and execution of the biennial Defense Budget. Monitors this process and keeps the command informed on developments and actions required. Coordinates with services/components/staff on all budget matters affecting USCENTCOM programs and requirements.

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## Appendix Q

## Staff Judge Advocate (SJA)

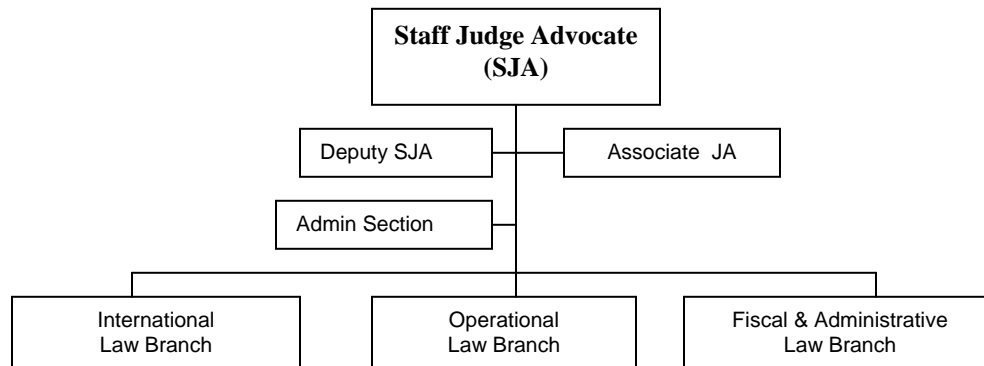


Figure 13. Staff Judge Advocate (JA)

1. Staff Judge Advocate (SJA). Senior legal advisor for US Central Command and the lead counsel to the Combatant Commander, Deputy Commander, subordinate commands, and deployed task forces. The SJA provides timely and accurate guidance and advice on matters of international, operational, fiscal, intelligence, and administrative law. The SJA also advises on applicable provisions of the US Code and State statutes and on all unfavorable military and civilian personnel actions to include matters under the Uniform Code of Military Justice (UCMJ) and the Military Extraterritorial Jurisdiction Act. The SJA also serves as the designated agency ethics official for the Command.

a. Reviews time-sensitive and long range strategic plans, policies and programs and provides cogent, articulate advice on legal impact.

b. Prepares and assists the Commander with Congressional testimony and drafts replies to Congressional inquiries and questions for the record.

c. Advises Commander and staff on all legal matters pertaining to USCENTCOM operations, including domestic and foreign statutes, Joint Chiefs of Staff and DoD directives, and executive orders.

d. Supervises international, operational, fiscal/administrative law branches and administrative sections.

e. Supervises law of war program; including advising on the laws of armed conflict; legality of weapons and legitimacy of military targets; treatment and disposition of EPWs, civilian internees and other detained persons; rights of persons in occupied

areas; and investigation of war crimes and prosecution of war crimes.

f. Supervises implementation of foreign criminal jurisdiction and foreign tax relief programs.

g. Advises on and participates in negotiations, interpretation and reporting of international agreements, treaties, memoranda, and letters of understanding. Maintains command database for all agreements.

h. Serves as the Designated Agency Ethics Official for conflicts of interest and financial disclosure statements.

i. Supervises and coordinates military justice/disciplinary actions for all service elements with component commands.

j. Advises all Element Commanders concerning disciplinary and administrative policies and procedures.

k. Supervises and coordinates staff activities.

l. Supervises all reserve attorneys and enlisted legal clerks.

m. Ensures compliance with command and directorate administrative policy and procedures.

n. Manages legal process of command related public affairs releases.

2. Associate Staff Judge Advocate (ASJA)

a. Reviews and advises on disciplinary matters to General Flag Officers on command relationships.

b. Serves as the liaison for local Bar Association and for Military Committees of the State of Florida.

c. Performs duties as special assistant and senior civilian legal advisor to Headquarters United States Central Command.

d. Bears chief responsibility for professional development of Staff members.

e. Provides guidance and legal opinions in the area of labor law and labor relations.

f. Reviews all correspondences and legal opinions from action officers in the areas of fiscal, operational, international, administrative, intelligence law, military justice and ethics.

g. Engages in extensive high-level interactions with international and national military civilian officials on a significant number of highly complex issues affecting all countries in the USCENTCOM area of responsibility.

h. Serves as special representative or chief negotiator in meetings and negotiations with foreign government officials concerning international agreements and other matters of interest to USCENTCOM.

i. Attends planning conferences and performs liaison with staffs at components/subordinate commands, state and local organizations, federal agencies and international forces.

j. Performs thorough legal research on a wide variety of complex and novel legal issues requiring detailed investigations and analysis of federal statutes, judicial and Comptroller General Opinions, and DoD and Service regulations.

k. Provides guidance and approval for command related public affairs releases.

### 3. Deputy Staff Judge Advocate (DSJA)

a. Manages day to day operations and functions of CCJA office and personnel.

b. Serves as Acting Staff Judge Advocate during the absence of the Staff Judge Advocate and as the Staff Judge Advocate of USCENTCOM (forward) upon forward deployment. The DSJA provides timely and accurate guidance and advice on matters of international, operational, fiscal, intelligence, and administrative law. The DSJA also advises on applicable provisions of the US Code and State statutes and on all unfavorable military and civilian personnel actions to include matters under the Uniform Code of Military Justice (UCMJ) and the Military Extraterritorial Jurisdiction Act.

c. Reviews time-sensitive and long range strategic plans, policies and programs and provides cogent, articulate advice on legal impact.

d. Prepares and assists the Command with Congressional testimony and drafts replies to Congressional inquires and questions for the record.

e. Advises the Command on all legal matters pertaining to USCENTCOM operations, including domestic and foreign statutes, Joint Chiefs of Staff and DoD directives, and executive orders.

f. Supervises international, operational, fiscal/administrative law branches and administrative sections. Reviews all correspondences and legal opinions from action officers in the areas of fiscal, operational, international, administrative, intelligence law, military justice and ethics.

g. Advises the Command and drafts legal opinions on the law of war program; including advising on the laws of armed conflict; legality of weapons and legitimacy of military targets; treatment and disposition of EPWs, civilian internees and other detained persons; rights of persons in occupied areas; and investigation of war crimes and prosecution of war crimes.

h. Supervises and coordinates military justice/disciplinary actions for all service elements with component commands.

i. Advises all Element Commanders concerning disciplinary and administrative policies and procedures.

j. Supervises and coordinates staff activities.

k. Supervises all attorneys, including reserve attorneys, and enlisted legal clerks.

l. Ensures compliance with command and directorate administrative policy and procedures.

m. Serves as the legal representative for the Effects Synchronization Board (ESB), Joint Synchronization Board (JSB), Financial Management Board (FMB), Joint Planning Group (JPG), Joint Personnel Board (JPB) during the absence of the Staff Judge Advocate, Command Overview Briefs, and other ad hoc boards and committees.

n. Advises the Command on all USCENTCOM Friendly Fire and potential Friendly Fire cases.

o. Oversees legal assistance program for all assigned personnel and their authorized dependents.

p. Conducts legal analysis on all Information Operations related topics and issues.

q. Reviews Command EXORDs, DEPORDs, RFFs and GENADMINs and ensures compliance with international law and directives.

#### 4. International Law Branch

a. Advises Inspector General (IG) and participates in investigations and inspections.

b. Advises on proposed international agreements; represents Commander in negotiations. Drafts and reviews all command MOUs and MOAs.

c. Maintains repository of international agreements; monitors compliance; interprets rights and obligations.

d. Prepares annual index of international agreements.

e. Reviews country and tax law studies and related documents.

f. Coordinates with service components concerning foreign criminal jurisdiction matters.

g. Reviews and provides legal guidance on chemical weapons convention implementation programs/procedures.

h. Provides timely legal advice and reviews on all detainee related matters and serves as the CCJ3-FP legal advisor on all related detainee matters.

i. Drafts and provides command responses to all International Committee of the Red Cross inspections of detention facilities and implements recommendations.

j. Conducts legal reviews and provides advice on all counter-narcotics related problems and issues.

k. Interprets law and provides guidance regarding all Weapons of Mass Destruction and Counter-Proliferation matters.

l. Lead legal branch regarding all overseas basing requirements, status of forces, defense cooperation and access agreements.

m. Provides in-depth analysis and legal advice on the use and deployment of all command related landmine issues ensuring compliance with international law.

n. Provides legal support to deploying HAST, JTFs, etc., as required and performs duty as on-call JAG.

5. Operational Law Branch

a. Performs intelligence oversight, participates in IG intelligence oversight inspections.

b. Advises on command relationships, e.g. nonjudicial punishment and courts-martial jurisdiction issues.

c. Overseas freedom of navigation program; reviews proposed freedom of navigation challenges, law of sea and maritime intercept operations.

d. Provides advice and assistance concerning administrative law actions to include advice and supervision on civil affair plans, policies and operations including establishment and conduct of a military government, the establishment of military commissions and provost courts in occupied territories and development of associated rules of procedure.

e. Legal representative for the Effects Synchronization Working Group (ESWG), ESB Leads Meeting, Operational Planning Teams/Elements and other ad hoc teams, committees and elements.

f. Reviews PLANORDs, OPLANS and OPORDs, FRAGODs and WARNORDs for compliance with international law.

g. Coordinates and advises on the creation of Rules of Engagement and advises on the interpretation of Rules of Engagement.

h. Lead section in identifying legal issues involving the Arming of Civilian Contractors in the Area of Responsibility (AOR) and provides legal guidance on all civilian arming contractor related issues.

i. Attends as a legal representative of the Anti-Terrorism/Force Protection Working Group, Targeting Cell Committee, Computer Attack Network-Info Ops Committee, Counter IED working groups and other ad hoc teams, committees and elements.

j. Serves as a member of the Joint Crisis Action Center Response Cell. Performs duty as on-call JAG.

k. Serves as point of contact for all SOCCENT legal related issues.

l. Provides legal guidance and advice on all Special Technical Operations and the Tactical Leadership Program.

m. Ensures all targeting and targeting related issues are legally sufficient.

n. Serves as legal advisor for CCJ3 (Operations/Plans).

o. Drafts command policies and manages Captured Enemy Equipment, War Trophy/Souvenir program. Ensures subordinate units and commands comply with current policies/directives related to this issue.

p. Legal representative for all command related exercises. Reviews exercise plans for legal sufficiency and accuracy.

#### 6. Fiscal and Administrative Law Branch

a. Advises and provides training on Standards of Conduct/Ethics matters.

b. Provides advice on receipt of gifts from foreign governments.

c. Acts as Financial Resource Advisor for CCJA Directorate and performs duties as IMPAC Card Billing Official.

d. Member of Contracts Review Board, advises on procurement issues.

e. Attends the Information Management Working Group, Financial Management Working Group, Quality of Life Committee member and other ad hoc teams, committees and elements.

f. Legal Advisor to theater Security Assistance Organizations. Advises on engagement issues and assists with coordination of foreign tax relief and foreign claims matters.

g. Assists CCJ5 with reviews of policy matters, deliberate plans, security cooperation issues, and military to military engagement.

h. Advises all USCENTCOM personnel on post-employment rules and restrictions.

i. Reviews and advises on all Freedom of Information Act (FOIA)/Privacy Act actions.

j. Advises and provides training on procurement integrity matters. Coordinates on vendor demonstrations and unsolicited proposals.

k. Reviews and monitors filing of SF Form 278 and OGE Form 450, Financial Disclosure Reports.

l. Primary liaison with CCJ8. Serves as legal advisor to Command with regard to all fiscal issues, including appropriations, authorizations, rewards and legislative proposals.

m. Primary liaison with command directorate resource managers. Provides legal opinions and guidance on various funding sources to include, Combating Terrorism Readiness Initiative Funds, Official Representation Funds, Traditional Commander Activities Funds, Combatant Commander Initiative Funds, Commander's Emergency Response Program.

n. Assists with funding and resourcing issues related to coalition liaison officer support.

o. Primary liaison with CCJ4. Provides legal opinions and guidance on all Command related:

(1) Environmental Law Issues

(2) Military Construction

(3) Basing

(4) Logistics

(5) Transportation

(6) Mobility

(7) Contracting

(8) Multinational logistics, e.g., Acquisition and Cross Servicing Agreements



p. Legal advisor to JICCEN.

q. Advises Inspector General and participates in investigations and inspections to include security assistance visits and serves as on-call JAG.

r. Provides legal opinions and guidance on all Command related medical issues, such as Secretarial Designee Status and pandemic crisis response.

s. Lead advisor for issues related to Military Operations other than War (e.g. Humanitarian Assistance, Disaster Relief, Noncombatant Evacuations Operations, etc.).

t. Command representative on all legal issues relating to disaster preparedness issues.

u. Point of contact for the Command Historian Program.

v. Coordinates with components concerning foreign tax relief and foreign claims matters.

#### 7. Administrative Section

a. Provides administrative support to the Staff Judge Advocate, and staff, including Individual Mobilization Augmentees (IMA) and Reservists.

b. Acts as the Office of the Staff Judge Advocate SCI Billet Monitor.

c. Distributes incoming messages and correspondences, and processes and disseminates incoming/outgoing messages and correspondences.

d. Establishes directorate suspenses, and maintains correspondence log and directorate files. Manages all Directorate taskers and tasker tool program.

e. Acts as CCJA office of primary responsibility (OPR) for manpower and personnel actions; including personnel requisitioning, placement, accountability, JMP actions, records management, OER/EPR processing, awards and decorations, required training for officer and enlisted personnel, and the JMA reserve program.

f. Administers office security program and monitors office security and OPSEC.

g. Administers and maintains directorate supplies and equipment account.

h. Serves as a member of the Facilities Utilization and Facilities Review Boards, Equipment Review Board, Senior Enlisted Leader and other ad hoc teams, committees and elements.

i. Provides legal research and support on a wide range of legal issues involving operational, international, intelligence, fiscal law and military justice.

j. Manages the Staff Judge Advocates calendar and the office leave program.

k. Maintains and administers CCJA Government Travel Card Program and required to be an IMPAC Card holder.

l. Performs duties as the STU/STE monitor and telephone Control Officer.

m. Serves as primary point of contact for all notary services for USCENTCOM personnel.

n. Assigned primary duties as the office Web Master, maintaining the CCJA web page.

o. Primary point of contact for directorate family support related issues.

p. Manages directorate deployment processing and requirements, ensuring personnel are trained and ready for deployments.

q. Lead section and point of contact for drafting and releasing all CCJA AMHS Messages.

r. Manages CCJA personnel travel itineraries including the drafting and tracking of TDY orders.

s. Acts as the computer support coordinator, copier and certified mail/secure package monitor for all CCJA office personnel.

t. Serves as Special Events Monitor including the planning and coordination of distinguished visitor visits.

## Appendix R

## Public Affairs Office (PA)

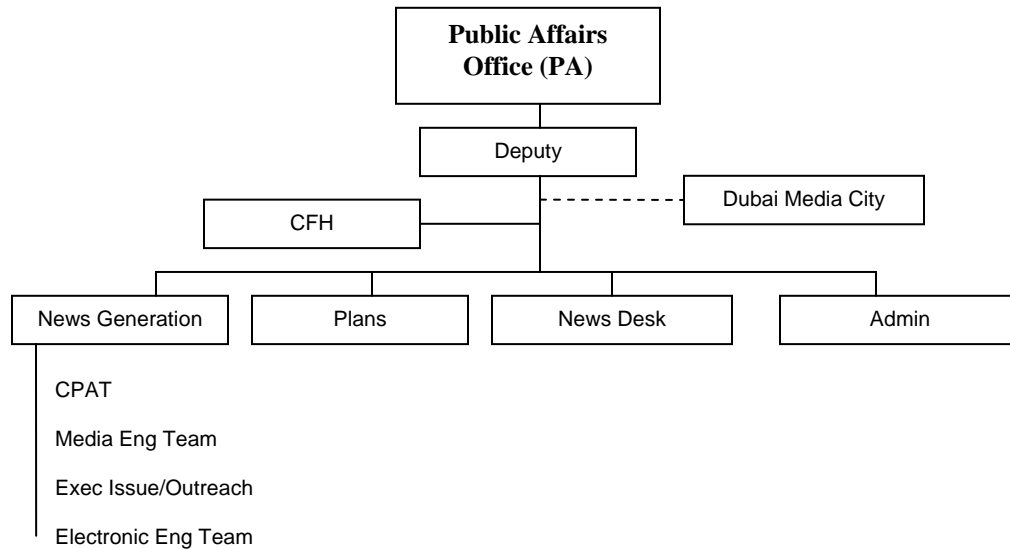


Figure 14. Public Affairs Office

## 1. Public Affairs Office (CCPA)

a. Advises CDR, USCENTCOM and staff and Component PA offices on PA issues that effect the Command.

b. Acts as sole point of contact for coordinating PA issues with DOD, JCS, combatant commands and component commands and other US government agencies with interests in the USCENTCOM AOR.

c. Communicates directly with OASD-PA and JCS-PA for direction and guidance in PA matters.

d. Cooperates with OASD-PA to ensure that USCENTCOM PA activities are consistent with DOD policies.

e. Coordinates with AFIS concerning all policy matters relating to Armed Forces Radio and Television Service in the USCENTCOM AOR.

f. Provides to the American people all unclassified information about USCENTCOM that is consistent with national security guidance of OASD-PA.

g. Reviews daily international and national media sources for USCENTCOM related news items, for briefing to CDR, USCENTCOM, senior USCENTCOM staff, and US elements in the USCENTCOM AOR.

h. Provides PA support as needed to USNAVCENT, ARCENT, CENTAF, USSOCCENT, and USMARCENT by arranging and escorting media interviews, coordinating media queries, augmenting exercises, etc.

i. Serves as liaison between State Department Representatives throughout our AOR and USCENTCOM by coordinating public affairs guidance with American Embassies on highly sensitive issues of international importance.

j. Serves as resource manager for PAO; manages annual budget, tracks funding and expenditures for travel, services, equipment and supplies, prepares Program Objective Memorandum for out-years budget, and represents PAO on USCENTCOM Financial Working Group.

k. Serves as primary point of contact for office Internal Management Control Program; reviews all office equipment, supply, expense program monitors, performs annual program reviews and takes corrective action as needed.

l. Serves as SCI Billet Manager; submits requests to SSO for new billet requirements, schedules indoctrination and out-briefing appointments for incoming and outgoing PA staff.

## 2. News Generation

a. Establishes and executes a Coalition Public Affairs Team (CPAT) that function as action officers in a combined CCPA/CPAT integrated office.

(1) CPAT members represent the Coalition in all PA matters.

(2) Develops and distributes monthly Coalition bulletin.

(3) Coordinates delegation member participation in community.

(4) Speaks on behalf of Coalition on Coalition matters.

b. Executes Media Engagement Operations to proactively deliver theme bases messages via local, regional national & international media focusing on key functional areas.

(1) Determines sources for media product.

(2) Markets stories to media outlets.

(3) Facilitates electronic media interviews via DVIDS.

c. Executes Executive Outreach and Community Relations programs that organize engagements between CENTCOM O-6/GO/FO and key domestic audiences.

(1) Arranges engagements between CENTCOM Command Group and primary television, print, and radio domestic media organizations.

(2) Arranges engagements between CENTCOM GO/FOs and community, academic, think tank and legislators.

d. Executes Electronic Engagement Team to engage pro and anti military bloggers.

(1) Creates and distributes CENTCOM Newsletter.

(2) Compiles layout stories for CENTCOM and Coalition newsletter.

(3) Determine which blogger sites to engage, and encourage them to relevant post press releases and video.

### 3. Plans & Policy Division

a. Issues instructions and prepares public affairs plans, annexes and appendices to war plans, contingency plans, operation plans and operation orders exercises to ensure that PA policies approved by the Secretary of Defense are carried out by assigned forces.

b. Provides to OASD-PA, Component PA offices, and Embassies pertinent and timely information to ensure that current planning provides that all information within the limits of national security can be made available to the public.

c. Coordinates with OASD-PA, PA aspects of accidents, incidents, situations or contingencies not covered by existing policy but having significant effects on USCENTCOM.

d. Plans personnel allocations for PA staffing, as required, for crises, exercises, special operations or disasters; including Joint Information Bureau, Forward Headquarters Element and Joint Task Force manning

e. Prepares policy guidance for all Public Affairs activities, including the release of official information to the media, and the conduct of any informational programs directed to the general public.

f. Monitors US military PA activities and assets in the USCENTCOM AOR.

g. Coordinates development of all command Public Affairs regulations.

#### 4. News Desk

a. Receives, coordinates, approves and responds to news media queries concerning command activities.

b. Conducts or arranges briefings and interviews on USCENTCOM military operations for media representatives.

c. Prepares command related releases and feature articles, and coordinates for security and policy review those submitted by USCENTCOM staff members, components and subordinate units.

d. Prepares command input to DOD, JCS, and component command news releases.

e. Drafts and releases USCENTCOM and other service related fact sheets for media use.

f. Coordinates administrative and logistical support for Mrs., to include use of military aircraft and use of communication facilities.

g. Conducts or monitors tours of US and foreign news media representatives, including the DOD media pool, in the USCENTCOM AOR.

h. Implements all PA media policies and procedures of DOD PA plans, programs, and related activities.

i. Coordinates with OASD-PA and Components on all media issues of national and international note.

j. Establishes and supervises the Joint Information Bureau when activated for exercises and contingency operations.

k. Coordinates with Wing PA for base/local issues concerning USCENTCOM.

l. Coordinates media theater clearances.

m. Writes, edits, and publishes command public affairs program game plan and brochures and other information products.

5. Administrative

a. Executes a command and control section that provides administrative support to all other CCPA sections.

(1) Provides travel support for PA member trips

(2) Manages tasker tool and track all internal and external admin. actions.

(3) Maintains admin reports, such as duty rosters and contact listings.

6. Dubai Media City

a. Establishes and executes a Dubai Media City Engagement program in order to facilitate media interviews with CENTCOM Senior Leaders and Pan-Arab media outlets.

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## Appendix S

## Command Surgeon (CCSG)

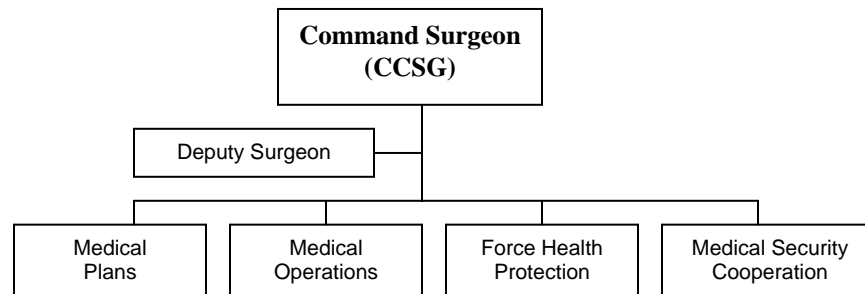


Figure 15. Command Surgeon (CCSG)

1. Command Surgeon (CCSG). Serves as the principal advisor to the Commander and staff on medical matters, develops health policy, plans and directs health service support for CENTCOM missions, and plans and directs medical security cooperation activities in support of the theater security cooperation plan.

- a. Advises on all medical matters.
- b. Maintains liaison with component, unified, specified, and coalition command surgeons.
- c. Ensures Unified Command Plans are prepared and reviewed.
- d. Monitors component medical requirements, identifies shortfalls, and ensures hospitalization facilities meet projected requirements of the command.
- e. Initiates, monitors and plans for medical host nation support.
- f. When activated, supervises Theater Patient Movement Requirements Center (TPMRC).
- g. When activated, supervises Joint Blood Program Office (JBPO) responsible for synchronizing joint/combined blood program policies in CENTCOM AOR.
- h. Provides on-call staff representation to various command boards and teams.
- i. Coordinates casualty estimates within the command to include type, distribution in time, and areas of greatest casualty density.

j. In conjunction with CENTCOM J4, responsible for synchronizing joint/combined medical logistics policies and operations in CENTCOM AOR. Advises on re-allocation of critical items of medical material.

k. Establishes/Initiates Medical Security Cooperation activities in coordination with the CENTCOM J5 and in support of the Theater Security Cooperation Plan.

l. Establishes/develops health policy for the AOR.

2. Deputy Command Surgeon

a. Assists the Command Surgeon in all matters listed in para 1.

b. Serves as the Senior Medical Staff Officer to coordinate all actions within the office.

c. Provides oversight to the medical engagement program to ensure its incorporation into the Command Theater Security Cooperation Program.

d. Monitors the Command Surgeon's budget.

e. Medical approval authority for the development of Annex Q to all Operations Plan and Orders.

3. Medical Plans Branch

a. Consolidates, reviews, and verifies patient estimates based on casualty planning factors established by the components and the Services.

b. Monitors component medical requirements, identifies shortfalls, and assists components in programming medical treatment facilities to meet projected force flow requirements.

c. Prepares and reviews the medical portions and annexes of USCENTCOM plans and orders. Reviews component plans and orders for compatibility with USCENTCOM guidance.

d. Coordinates component medical planning efforts in preparation for and during the OPLAN Time Phased Force Deployment Data refinement conferences.

e. Reviews special contingency plans of the respective components.

f. Receives, interprets and reports health services data affecting operational decisions and requirements.

g. Establishes a system for collection, evaluation and dissemination of medical information in coordination with components.

h. Advises the Command Surgeon on matters relating to medical policy missions and functions during joint deployment, employment and redeployment of forces and medical assets.

i. Coordinates with components and services relative to development of MOUs/ISAs that govern support by one component/service to one or more other components.

j. Assists in developing data used in Host Nation Support negotiations and initiatives relative to medical support.

k. Coordinates and assists in the preparation of medical input to USCENTCOM reports to higher authority.

l. Reviews and coordinates preparation of the Command Surgeon's comments and input to planning, programming, and budgeting system (PPBS) documents.

m. Provides briefings on the medical support concept of operations to USCENTCOM personnel, visitors, and at conferences.

#### 4. Medical Operations Branch

a. Analyzes readiness of components. Coordinates with components to select medical units to participate in Unified Command/JCS exercises and for on-site medical support.

b. Supervises execution of the medical portions of joint exercises and contingencies.

c. Ensures that hospitalization and evacuation facilities meet stated requirements to support USCENTCOM missions.

d. Coordinates joint utilization of civilian medical facilities as required, in compliance with Host Nation Agreements.

e. Performs duties as security manager for the office of the Command Surgeon.

f. Coordinates efforts to plan for and execute medical assistance in support of disaster relief operations for within the USCENTCOM AOR.

g. Coordinates medical services in support of security assistance organizations, missions and USDAOs in the area of operations.

h. Assesses requirements for Medical Training Teams (MTT) within the area of operations.

i. Manages Internal Management Control programs for the Command Surgeon's office.

j. During exercise planning, crisis or real world contingency, briefs on the medical concept of operations, current situation, etc.

k. Coordinates medical support requirements with components and supporting commands for exercises, crisis, or real world contingency.

l. Assumes overall responsibility for the CCSG Crisis Action Team SOP, and USCENTCOM SOP 525-1, Operations Operating Procedures.

m. Serves as computer support officer and member of the Computer Systems Requirements Board.

n. Provides operational oversight to the CCSG JIOC watch standers.

## 5. Force Health Protection

a. Provides input to and reviews medical portion of OPLANS and CONPLANS to ensure that issues related to prevention of infectious diseases and environmental illnesses and injuries are appropriately and adequately addressed.

b. Provides for a system of illness and disease and non-battle injury surveillance and reporting in deployed USCENTCOM forces.

c. Ensures the investigation of all unusual disease occurrences in USCENTCOM forces during CONUS/OCONUS deployments.

d. Coordinates appropriate preventive medicine measures among civilian populations contiguous to USCENTCOM forces in the AOR to reduce existing communicable disease threats.

e. Provides consultation and advice to the Command on all preventive medicine matters related to deployments.

f. Updates existing immunization policies within the command consistent with current knowledge of the disease threat and DOD guidance.

g. Coordinates preventive medicine policies with the component commands to ensure consistency.

h. Plans and coordinates preventive medicine matters related to security assistance and disaster planning.

i. Reviews recent advances in preventive medicine and identifies areas that may require further research efforts or change in doctrine.

j. Monitors environmental factors that may have an adverse impact on the health of deployed USCENTCOM forces.

k. Coordinates disease surveillance support from the US Army and the US Navy Medical Research and Development Commands and their laboratories in the AOR.

l. Serves as Medical Intelligence Officer. Coordinates the acquisition and dissemination of medical intelligence of operational value to component commands.

m. Provides clinical medical support to Commander and accompanying staff during trips to the AOR.

n. Coordinates specific country/area disease studies within the AOR and disseminates findings.

o. Coordinates appropriate Force Health Protection measures including disease and environmental threat identification, development of medical countermeasures, and disease surveillance.

## 6. Medical Security Cooperation

a. Serves as the focal point for all Medical Security Cooperation/Health Engagement activities throughout the AOR (in collaboration with J5).

b. Develops/coordinates health engagement policy for CENTCOM and the AOR (in collaborations with J5).

c. Conducts health assessments to identify health needs and opportunities to engage health systems within the AOR.

d. Develops medical security cooperation proposals to match resources to the health needs and to take advantage of opportunities within the AOR.

e. Develops collaborative relationships with Other US governmental agencies/organizations, non-governmental and international organizations

f. Serves as medical liaison/action officer to the coalition coordinating center.

g. Acts as medical planner/representative to the J3/J5 exercise program (as needed)

h. Incorporates/Develops medical and/or health training objectives into the master exercise plan/scenario.

i. Facilitates the application of health resources to support exercises.

j. Supports operational mission of CCSG (as needed)

k. Maintains/Develops country specific language, cultural, and health systems expertise for nations with the AOR.

l. Maintains/Develops disaster response, humanitarian assistance, and public health skills/expertise to support contingency operations with the AOR.

## Appendix T

## Command Chaplain (CCCH)

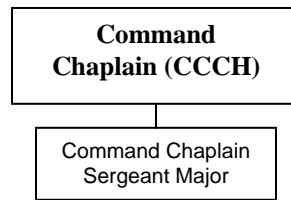


Figure 16. Command Chaplain (CCCH)

1. Command Chaplain (CCCH). Performs or facilitates comprehensive religious ministry to USCENTCOM military members and their families, and to DoD civilians and other authorized personnel.

a. Serves as principal adviser to the CDR, USCENTCOM, on matters of religion, morals, ethics and morale.

b. Recommends policies to the CDR, USCENTCOM, concerning provision of religious ministry support within the USCENTCOM AOR.

c. Develops religious ministry support plan annexes to OPLAN/CONPLANS.

d. Coordinates religious ministry with Service component command chaplains, and effectively employs them within the AOR.

e. Reviews and coordinates inter-Service support agreements regarding Religious Ministry Support Teams (RMST).

f. Coordinates inter-Service RMST for the following:

- (1) Area Coverage.
- (2) Care for the wounded.
- (3) Humanitarian assistance.
- (4) Equal Opportunity.
- (5) Honoring the dead.
- (6) Moral leadership training.
- (7) Mortuary Affairs.

(8) Noncombatant Evacuation Operations.

(9) Other pertinent issues concerning religious ministry.

- g. Identifies joint training objectives.
  - h. Plans joint training events and conferences.
  - i. Maintains liaison between the Command and host nation religious leaders.
  - j. Maintains liaison with national and international relief organizations.
  - k. Maintains liaison with the Chairman, Armed Forces Chaplain Board through the Chaplain on the Joint Staff.
  - l. Provides pastoral care to USCENTCOM members.
2. Command Chaplain Sergeant Major. Serves as the principal enlisted advisor to the USCENTCOM Command Chaplain.
- a. Advises the USCENTCOM Commander, Senior Enlisted Advisor (SEA) and Command Chaplain on operations, readiness, quality of life and force morale pertaining to 500,000 personnel stationed the USCENTCOM area of responsibility (AOR).
  - b. Provides advice to four (4) Sergeants Major (E9) and five (5) Master Sergeants (E8) stationed in ARCENT, CENTAF, NAVCENT, SOCCENT, MNC-I, MNF-I, CJTF-76, CJTF-HOA and MARCENT.
  - c. Provides command and control to 900 Religious Support Teams (RST) stationed in the USCENTCOM AOR.
  - d. Develops training strategy for the RST to the full spectrum of operational contingencies.
  - e. Develops and writes policy for the RST relating to religious support.
  - f. Reviews operations plans and conducts oversight of Combined Joint Task Forces (CJTF).
  - g. Manages all administrative, logistical, and security concerns for RST.



h. Senior enlisted representative to the CENTCOM SEA's NCO Support Channel for religious support.

i. Serves as liaison with all Service Office of the Chief of Chaplains, Regimental Command Sergeant Major and other chaplaincy leaders.

j. Provide Joint training and doctrine input to the Joint Staff and Service Chaplain Schools.

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## Appendix U

## Headquarters Commandant (CCHC)

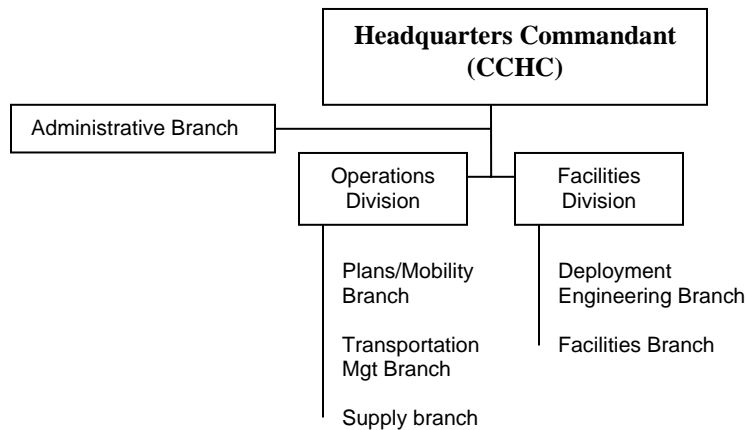


Figure 17. Headquarters Commandant (CCHC)

1. Headquarters Commandant(CCHC). During peacetime or a non-contingency provides facilities, vehicles, supply, weapons, air transportation, engineering, chemical, biological, radiological and nuclear (CBRN) and other base support. Prepares for deployment of the headquarters and provides and monitors command weapons and CBRN training. Oversees the command urinalysis program administered by 6<sup>th</sup> Air Mobility Wing. Deploys the headquarters during a deployment or contingency. Follows on mission to plan, coordinate, and provide base support to the headquarters.

a. Responsible for coordinating deployment, sustainment and redeployment of HQ USCENTCOM with augmentation during exercises and contingencies.

b. Provides coordination for base support to HQ USCENTCOM in garrison to include: management of real property, management of MILCON, minor construction and service contracts.

c. Prepares and executes the CCHC annual budget. Performs budget formulation work involving preparation of detailed analyses of annual and/or multi-year budget estimates for assigned programs into a consolidated budget request. Performs budget execution and administration work involving the monitoring of obligations incurred and the actual expenditures of a budget with different sources and types of funding. Devises and recommends the adoption of procedures to implement budgetary processes, policies, and regulations issued by DoD and HQ USCENTCOM. Resolves and interprets ambiguous and conflicting budgetary policies and regulations. Prepares guidance and explains and defends actions on budgetary procedures and/or interpretation of standard procedures

and regulations on the various phases of budget administration to customers/functional area specialists. Advises Headquarters Commandant, program managers and other interested parties on the status and availability of funds in different accounts and all aspects of USCENTCOM budget processes which apply to their program(s). Provides oversight of all expenditures and payments by CCHC via various methods including DoD computer systems: ABSS, CHRIS, WAWF, etc.

d. Has overall responsibility for the management and operation of all sections/branches/divisions within CCHC.

e. Provides the Command First Sergeant.

f. Serves as the Deputy Commander of the US Army Element and performs administrative and disciplinary actions as specifically directed by the US Army Element Commander.

g. Serves as the command's Report of Survey Appointing Official.

h. Serves as proponent of the command physical fitness program.

i. Provides command oversight of the Drug Testing and Prevention Program.

## 2. Administrative Branch

a. Responsible for all administrative support for CCHC both in garrison and in the field.

b. Responsible for the US Army Orderly Room administrative functions within CCHC; provides administrative support to the Deputy Commander of the US Army Element within the scope directed by the US Army Element Commander.

c. Responsible for the forms/publications management program within CCHC.

d. Monitors the submission of all CCHC personnel evaluations, and award and decoration reports.

e. Responsible for CCHC records management.

f. Responsible for the internal controls of classified material and the monitoring of long distance telephone calls.

g. Maintains a record of dependent care plans and applications for off-duty employment for the command.

h. Maintains a weapons and CBRN training database to assist in individual deployment readiness screening.

### 3. Operations Division

a. Develops, coordinates, and manages the annual operating budget for CCHC.

b. Functions as the Headquarters Commandant when the Headquarters Commandant is absent, TDY or otherwise unable to perform the duties of the Headquarters Commandant.

c. Provides the First Sergeant/Senior Enlisted Leader when the First Sergeant is absent, TDY, unable to perform the duties of the First Sergeant, or when deployed for extended periods.

d. Coordinates billeting support for contingency deployments and exercises.

e. Provides support, gives guidance/directions to other branches in CCHC as needed to accomplish the mission.

### 4. Plans/Mobility Branch

a. Plans for deployment of the headquarters or any portion thereof for contingencies and exercises.

b. Coordinates the manpower, equipment and facilities required to move personnel and cargo by aircraft or other means in support of deployment and deployment sustainment activities and exercises.

c. Monitors usage of the command's TAC code.

d. Reports on air transportation asset availability to 6<sup>th</sup> Air Mobility Wing.

e. Serves as Responsible Officer for the air transportation CA/CRL.

### 5. Transportation and Maintenance Branch

a. Coordinates maintenance support for all vehicles/equipment assigned to the USCENTCOM Motor Pool in garrison and when deployed.

b. Functions as the command's single point of contact for coordinating leased vehicles for USCENTCOM Directorates/Special Staff in garrison and when deployed.

c. Functions as the command's single point of contact for coordinating additional vehicle support from supporting and adjacent commands and private sources, when required.

d. Provides for vehicle support for staff in garrison; dispatches vehicles to appropriately licensed drivers.

e. Coordinates with the Air Staff to ensure the command is equipped with the required number and type of tactical and non-tactical vehicles.

f. Provides on-road and flightline drivers' training for select USCENTCOM personnel on tactical and non-tactical vehicles. Coordinates licensing for qualified drivers.

g. Performs periodic safety inspections on all vehicles/equipment assigned to the Motor Pool and other rolling stock maintained by individual directorates/special staffs. Ensures that vehicles leased in support of deployed staff and exercises meet safety standards.

h. Requisitions equipment and maintains prepacked mobilization and emergency supplies.

i. Provides POL requirements for USCENTCOM and coordinates for POL support during deployments and exercises.

j. Ensures all vehicles are properly dispatched and accounted for.

k. Point of contact for coordinating and supervising the movement of USCENTCOM's equipment, both air and surface, in support of deployments and exercises with support from each directorate/special staff.

l. Provides support to other branches in CCHC as needed to accomplish the mission.

m. Provides guidance and supervision to the Plans/Mobility Branch Chief.

n. Serves as Responsible Officer for the motor transportation CA/CRL.

6. Supply Branch

a. Coordinates with supply agencies and commercial sources to support the command with all classes of supplies during deployments.

b. Serves as the report of survey monitor.

c. Conducts inspections and inventories of supply property.

d. Prepares and maintains supply records.

e. Secures supplies and property stored in the supply room and warehouse.

f. Handles the issue and turn-in of supplies and equipment between the supply room and staff members.

g. Determines requirements and maintains expendable supplies and equipment for use during contingency deployments.

h. Prepositions adequate stocks of supplies and CTA-50-900 mobility equipment at forward locations as required to support staff activities during contingency deployments.

i. Assists staff supply representatives and other assigned personnel on supply related issues.

j. Acts as the USCENTCOM point of contact for all equipment and supplies purchased through the Individual Equipment Unit of the host base supply.

k. Ensures that all equipment under the control of supply is palletized in preparation for deployments.

l. Annually ensures all supply and equipment requirements for garrison and field operations are submitted to the Headquarters Commandant for fiscal year budget submissions.

m. Appoints CA/CRL Responsible Officers for supply controlled items.

n. Plans, develops, coordinates and executes annual individual chemical, biological, radiological, and nuclear defense (CBRN)

training. Plans, develops and coordinates team training as required for deployments.

- o. Plans and coordinates maintenance of CBRN equipment.
- p. Inspects CBRN equipment for serviceability and requisitions replacement equipment as needed.
- q. Inventories all CBRN equipment.
- r. Coordinates for field protective mask fit testing through the host base.
- s. Handles the issue and turn-in of CBRN supplies and equipment between the supply room and staff members.
- t. Coordinates command ammunition requirements through the Air Staff and the Base Munitions Accountable Officer.
- u. Responsible for supplying small arms and ammunition to USCENTCOM personnel for training and contingency deployments.
- v. Prepositions adequate stocks of small arms, ammunition and ordnance equipment at forward locations as required to support staff activities during contingency deployments.
- w. Inventories, inspects and repairs the command's small arms.
- x. Coordinates and conducts annual small arms training and qualification firing for staff personnel.
- y. Ensures all weapons and ammunition are stored and transported in accordance with safety and security regulations.
- z. Provides input for a weapons and CBRN training database to assist in individual deployment readiness screening. Certifies that individuals meet annual weapons and CBRN deployment training requirements.
- aa. Coordinates the activities of Operations Division Branches to ensure operational synergy.

#### 7. Facilities and Engineering Support Division

- a. Responsible for coordinating all USCENTCOM facility planning, management and maintenance functions.



b. Prepares point/fact papers, impact studies and briefings for command and staff utilization, and works closely with the host base and HQ USAF Civilian Engineers to assemble data, request support and produce statements of requirements.

c. Develops and/or coordinates a broad range of facility development and management activities with full responsibility for the operation and maintenance of all CONUS based USCENTCOM facilities consisting primarily of complex, state of the art command, control and communications, and intelligence operational facilities and systems.

d. Serves as a member of the USCENTCOM Facility Review Board.

e. Annually ensures all facilities and engineering requirements for garrison and field operations are submitted to the Headquarters Commandant for fiscal year budget submissions.

#### 8. Deployment Engineering Branch

a. Plans and coordinates, with augmentation support, the set-up/tear-down of base camp and work areas for exercises and deployments.

b. Plans for and provides or coordinates base operating services at deployed locations, including electrical, power generation, waste management, water, laundry, messing, beddown, shelter and heating, ventilation and air conditioning (HVAC) support.

c. Provides professional expertise in HVAC and electrical fields.

d. Ensures engineering assets are properly maintained and operational for immediate deployment.

e. Coordinates and performs technical evaluation on CFH and TA 140 related items.

f. Provides and coordinates functions/site surveys for command deployments.

g. Serves as Responsible Officer for the deployment engineering CA/CRL.

#### 9. Facilities Branch

a. Receives requests for work from USCENTCOM employees via the USCENTCOM Help Ticket computer system, telephone, or direct contact to CCHC Facilities Customer Service Counter. Logs and prioritizes work into three categories: emergency, urgent and routine.

b. Investigates requests for work to determine problem, scope, background information and justification for work.

c. Contacts Base Civil Engineer based on priority of work on Real Property: for emergency and urgent, calls the Base Civil Engineer Help Desk; for routine, prepares and submits an AF Form 332.

d. Assigns and prioritizes work to the in-house work force (that work on Real Property that is within the scope and ability of the in-house work force, and that work which requires timeliness in response).

e. Determines when work needs to be accomplished by contract and initiates contract actions by developing Statements of Work, sketches, cost estimates and requests for proposal. Determines method of contracting based on cost estimates and in accordance with contracting regulations and policy.

f. Coordinates work with CCJ6 Infrastructure support, CCJ6 Requirements, CCJ3 Force Protection Provost Marshal, CCJ2 Special Security Officer and others as needed.

g. Maintains record files of all work requests, work in-progress and work completed, including all correspondence, cost and funding information, engineering analysis and labor information. Maintains files in accordance with CJCSM 5760.01 Vol 1 and Vol 2.

h. Provides project management for work within USCENTCOM. Personnel from the Facilities Branch will act as Project Managers for all work done at USCENTCOM. Project management includes interface with customer, contractor, other Base organizations and items d, e and f, above.

i. Provides management of the Escort Program; develops procedures and schedules to ensure escorts are provided for contract work. Provides a daily escort dispatch and control system.

j. Surveys facility routinely to find problems before those problems become serious enough that USCENTCOM employees deem them serious enough to report.

k. Maintains a working knowledge and continual status of all mechanical systems to include heating, air-conditioning (condensers and cooling towers) and ventilation. Monitors and controls the temperature of each space within HQ USCENTCOM. Provides oversight of contract repairs or alterations of all mechanical systems. Monitors alarms on each system and either fixes or reports problems to be fixed by contract. Ensures C4I systems meet appropriate environmental control requirements.

l. Maintains a working knowledge and continual status of all electrical systems to include distribution networks, power panels, lighting systems, uninterruptible power supply (UPS) systems, generators and power requirements. Monitors the electrical use of each space within USCENTCOM. Provides oversight of contract repairs or alterations of all electrical systems. Monitors alarms on each system and either fixes or reports problems to be fixed by contract. Ensures C4I systems have appropriate electrical supply and backup. Serves as member of Wing Energy Management Board and Energy Management Monitor for all USCENTCOM facilities.

m. Maintains a working knowledge and continual status of all plumbing systems. Ensures all latrines, sinks, water closets, urinals, drains, water fountains and hose bibs are in good working order. Monitors each system and either fixes or reports problems to be fixed by contract.

n. Maintains a working knowledge and continual status of all structural and architectural systems to include doors, windows, flooring, ceilings, stairs, railings, lighting, exterior siding, caulking and roof system. Monitors each system and either fixes or reports problems to be fixed by contract.

o. Provides Level-II contract supervision over custodial contract in accordance with 6<sup>th</sup> Wing Policy. Provides for a local complaint system. Records and reports issues to Facilities Staff, Base Quality Assurance Evaluator and Base Contracting.

p. Maintains a working knowledge and continual status of the shredder facility. Establishes procedures and controls for use. Monitors each system and either fixes or reports problems to be fixed by contract.

q. Provides furniture to USCENTCOM main headquarters facilities. Plans and maintains furniture inventory control, purchase, movement, assembly and disassembly program. Provides overall supervision of contract installers. Provides procedures

for furniture requests and design. Ensures coordination with J6 for all furniture actions.

r. Website: Provide updated information on CCHC-FO Web page to assist customers with Procedures, Regulation and Facility POC for work. Update/Inform Command on existing/upcoming projects.

s. Updates, maintains, and stores all drawings associated with facility management: electrical, structural, HVAC system, exit ways, sprinkler systems, plumbing systems, and square footage/workspaces.

t. Manages access control by maintaining locks and providing key control. Produces keys as needed by USCENTCOM personnel based on access control policy. Provides for the repair of locks by in-house or contract personnel. Assists USCENTCOM personnel with changing of cipher and combination locks.

u. Issues, maintains, and enforces Command parking procedures and passes. Provides adequate parking for handicap, Command senior leadership and USCENTCOM personnel. Manages the Parking Warden program and performs functions in accordance with 6<sup>th</sup> Wing Policy.

v. Provides Level-II contract supervision over trailer/temporary structures lease contracts in accordance with 6<sup>th</sup> Wing Policy. Provides for a local complaint system. Records and reports issues to Facilities Staff, Base Quality Assurance Evaluator and Base Contracting. Validates, coordinates, and schedules all trailer maintenance with in-house or contractor personnel. Provides water to select trailers/temporary structures and ensures payment to contractors. Maintains bench stock for small in-house maintenance work and provides storage space for Command flags of Coalition partners.

w. Provides oversight and inspection of landscape management around USCENTCOM facilities. Ensures the grounds are maintained by in-house or contract personnel.

x. Schedules, maintains and enforces Command Pavilion use as a central location for large meetings/ceremonies. Ensures facility is maintained for use. Ensures tables, chairs and trash containers are available for events. Provides a means of control for each.

y. Conducts fire and safety inspections; coordinates with base fire and safety agencies. Performs tasks outlined in CCR 420-2 and CCR 385-1.

z. Provides trucks, schedules pick-up, and coordinates with outside agencies for removal of unwanted furniture and bulk items for disposal with Defense Reutilization Management Office.

aa. Provides special arrangements, prestige custodial cleaning, and manpower as needed during high-profile visits for the Command.

bb. Manages updating of names plates and pictures of the Command's Senior Leaders.

cc. Entomology Services: identifies, reports, and follows-up on all the Command's pest problems.

dd. Monitors and maintains the emergency mass notification systems in Building 540 and the Coalition Villages.

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## Appendix V

## Joint Intelligence Center, Central (JICCENT)

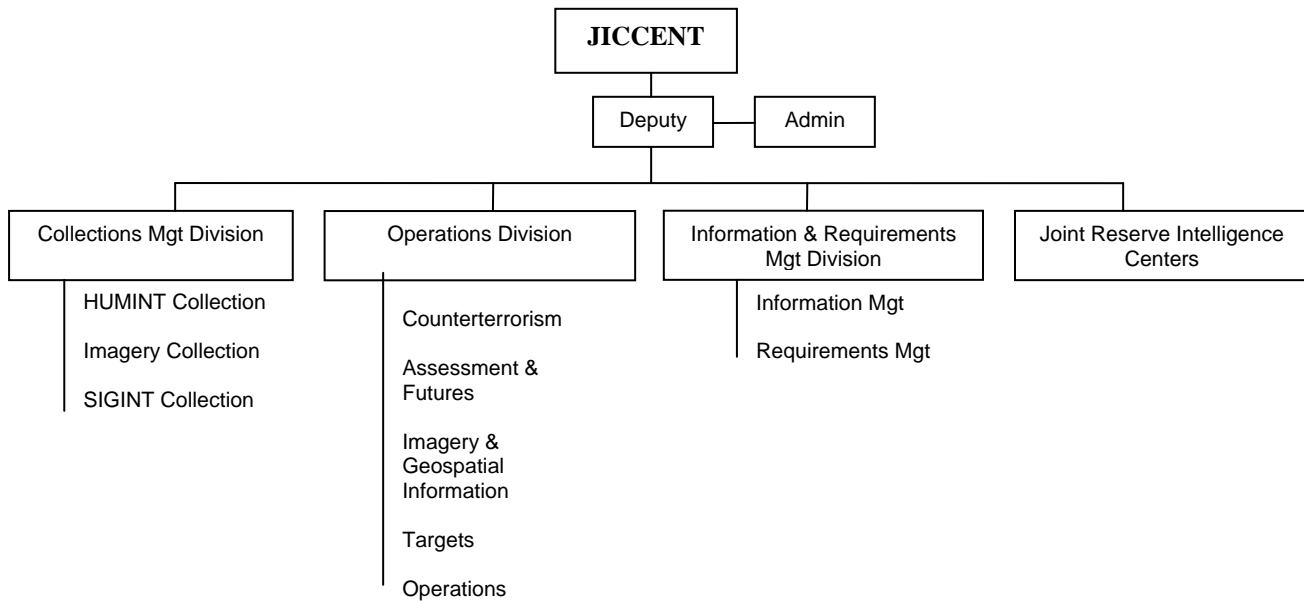


Figure 18. Joint Intelligence Center, Central (JICCENT)

1. Joint Intelligence Center (CCJ2-J). JICCENT provides timely and accurate all-source intelligence on countries and transnational issues, such as regional terrorism, across the CENTRAL Command Area of Responsibility (Afghanistan, Bahrain, Djibouti, Egypt, Eritrea, Ethiopia, Iran, Iraq, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Lebanon, Oman, Pakistan, Qatar, Saudi Arabia, Seychelles, Somalia, Sudan, Syria Tajikistan, Turkmenistan, United Arab Emirates, Uzbekistan, and Yemen) for Commander, US Central Command (COMCENT), Component Commands, deployed Joint Task Forces, and Coalition Forces to support the COMCENT theater strategy, crisis and deliberate contingency planning and the emerging Defense Intelligence Analysis Program (formerly the DOD Intelligence Production Program (DODIPP)).

a. JICCENT provides CDR CENTCOM and CENTCOM Headquarters staff, Component Commands, deployed Joint Task Forces, and Coalition Forces with threat warning, near-real time current intelligence, situational and cultural awareness, imagery and geospatial products, counterterrorism intelligence, high value target and personnel recovery intelligence, targeting products and intelligence threat assessments in support of military operations planning as directed by COMCENT and the NCA.

b. JICCENT serves as executive agent to execute USCENTCOM Director of Intelligence responsibilities as Collection Management

Authority (CMA) and as SIGINT Operational Tasking Authority (SOTA) for the USCENTCOM Theater. Presently, JICCENT is organized into three divisions Collection Management, Operations and Information and Requirements Management.

c. Intelligence functions of the present JICCENT form the transformational core of the Secretary of Defense-directed USCENTCOM Joint Intelligence Operations Center which achieved initial operational capability on 3 April 2006, and is to achieve full operational capability NLT 31 December 2007. The organization described herein will transform over the next 12-18 months by the implementation of several of the Under Secretary of Defense (Intelligence) Reforming Defense Initiatives, such as, Joint Intelligence Operations Center (JIOC), decisions concerning the program transfer of intelligence funding, and external intelligence organizational changes.

2. Collection Management Division (CCJ2-JC). CMD is the JIC Commander's executive agent to execute collection management responsibilities for the USCENTCOM Theater. Responsible for synchronizing the employment of available national, theater, and component command Intelligence, Surveillance, and Reconnaissance assets and exploitation resources and to establish, prioritize, and validate theater multi-discipline collection requirements, establish sensor tasking guidance and develop theater collection plans, performs requirements management, system tasking management, operations oversight, IIR evaluations, deployment support, collection support coordination and collection management. CMD produces the Theater collection plan. CMD consist of three branches HUMINT, SIGINT and IMINT. Extensive internal staff coordination with the CENTCOM Directorate of Operations (J3), and across the intelligence community including DoD Combat Support Agencies and Other Government Agencies is required.

a. HUMINT Collection Branch (JCH). Responsible for HUMINT collection requirements throughout the AOR.

(1) Identifies and coordinates all HUMINT collection requirements for CENTCOM, component commands and coalition forces operating in the AOR.

(2) Provides operational oversight for collection operations execution and related information requirements.

(3) Reviews and evaluates Intelligence Information Reports against collection requirements.



(4) Receives, prioritizes, and validates collection requirements from component and supported commands.

(5) Identifies gaps in HUMINT collection and requirements for additional HUMINT Case Officers.

b. Imagery Collection Branch (JCI). Responsible for all imagery, and Measures and Signature (MASINT) collection requirements in the CENTCOM AOR.

(1) Maintains and continually updates the Theater Standing Imagery Requirements list.

(2) Submits ad hoc imagery requirements for collection.

(3) Insures National and theater collection assets are coordinated to meet collection requirements.

(4) Monitors exploitation and reporting.

(5) Receives, prioritizes, and validates collection requirements from component and supported commands.

(6) Evaluates and identifies utility and requirements for tasking and coordinating Measurement and Signature (MASINT) collection opportunities.

c. SIGINT Collection Branch (JCS). Responsible for all SIGINT collection requirements in CENTCOM AOR.

(1) Maintains and updates the Standing SIGINT Requirements List.

(2) Monitors exploitation and reporting.

(3) Manages National and Theater system tasking and exploitation.

(4) Receives, prioritizes, and validates collection requirements from component and supported commands.

(5) Submits ad hoc SIGINT system tasking.

(6) Exercises SIGINT Operational Tasking Authority over SIGINT assets and resources in the CENTRAL Command Area of Responsibility.

(7) Coordinates extensively with DoD Combat Support Agency for SIGINT support.

3. Operations Division (JO). Operations Division is responsible for indications and warning, production of timely and accurate strategic and operational intelligence, assessments and analysis, imagery and mapping support, counterterrorism and target intelligence to support the Commander, component commands and coalition forces operating in the USCENTCOM Theater. Operations Division has nine branches: Requirements, Coalition Intelligence Center, Threat Finance Exploitation Unit (TFEU), Counterterrorism, All-Source Analysis, Imagery and GIS, Targets, Presentations and Graphics and Watch-DDI/JIOC.

a. Requirements Branch(JOR). Requirements Management Branch (JSR). Advises the CDR JICCENT on resources, budget and manpower issues. Develops and manages JICCENT personnel and logistic programs. Coordinates JICCENT requirements with J2-R.

(1) Serves as principal budget advisor to the CDR.

(2) Serves as principal resource advisor to the CDR.

(3) Coordinates JICCENT manpower, resources and logistic programs.

(4) Coordinate JICCENT involvement in CENTCOM regional exercises.

(5) Manages JICCENT workspace and renovation requirements

b. Counterterrorism Branch (JOQ). Provide the Commander, his staff, component commanders, and Joint Inter-Agency Task Forces (JIATF) theater-wide warning, situational awareness, and operational and strategic analysis of terrorist and terrorist support network capabilities, intentions and trends, as well as impact upon nations and US/Coalition resources and interests throughout the theater. This branch has 4 sections: 2 regionally oriented sections; 1 section for fusion of multi-discipline intelligence, and one special analytical section targeted against a specific intelligence target.

(1) Serves as special advisor to the COMCENT, J2, and JIC Commander on matters pertaining to terrorism.

(2) Identifies and assesses transnational and regional terrorist and extremists activities.

(3) Produces finished intelligence on terrorists and associated support networks operating throughout CENTCOM AOR and in the case of transnational terrorism specific Areas of Interest (AOI).

(4) Provide 24/7 analytic support to High Value Individual and Time Sensitive Target missions.

(5) Maintain, in conjunction with other Combatant Commands, the CT-Analyst Vetted Relational Structure (CT-AVRS) Database.

(6) Conducts extensive coordination and data-sharing through the intelligence community.

c. All-Source Analysis Branch (JOA). Produces all-source strategic and operational intelligence products to support the CENTCOM Commander, component commands, deployed joint task forces, and coalition forces operating in CENTCOM's area of responsibility. Prepares long term assessments and special reports to support National and Theater objectives. Produces intelligence to supporting high value targeting and personnel recovery. Responsible for the emerging DIA Defense Intelligence Analysis Program (DIAP)(formerly DoDIPP). This branch is composed of 10 sections: 6 regionally-oriented all-source analytical sections; 1 section maintaining military order of battle on each country in the CENTCOM Area of Responsibility; one specialized analytical section responsible for High-Value individuals and Improvised Explosive Devices; and one section specifically responsible for coordinating Command Group intelligence analytical and production requirements.

(1) Follows, analyzes, and reports on near term national security implications of activities occurring within AOR. Conducts all-source analysis on the threat and the threat environment using multi-disciple intelligence products. Maintains a cultural awareness of the AOR. Provides predictive intelligence on AOR and Area of Interest countries.

(2) For select "Master" countries, maintains comprehensive knowledge of, and reporting on, operations, exercise and training activity, and force readiness. This includes tactical movement of military forces (air, ground and naval). Maintains comprehensive understanding of tactical readiness and deployment of military forces of select "Master" countries. Conducts analysis of any military exercises that might provide insight into the operational and strategic plans of these "Master" military forces.

(3) Maintains comprehensive knowledge of regional insurgent groups, activities, and issues within the CENTCOM AOR.

(4) Maintains comprehensive knowledge of counter-terrorism plans, intentions, and capabilities of countries in their AOR.

(5) Identifies and monitors warning issues within AOR and coordinate analysis with national-level indications and warning staffs.

(6) Identifies, locates, tracks, and analyzes high interest targets (i.e. insurgent groups, specifically designated merchant ships, selected military forces, installations and facilities, etc.) operating within AOR.

(7) Maintains High Value Individual target list and database.

(8) Produces all-source intelligence products to support personnel recovery.

(9) Prepares Commander's Daily Intelligence Update, Summary Intelligence Reports, Daily Intelligence Cable, Special Intelligence Reports and Military Capabilities Studies.

(10) Prepares current and long term assessments on political and military activities.

(11) Produces intelligence briefings for Coalition Commanders. Supports CIC (JOQ) in providing intelligence support to Coalition forces.

(12) Provides all-source intelligence to support planning and operations.

(13) Prepares all-source intelligence reports on regional issues such as WMD, oil, water, arms shipments, weapons proliferation, maritime, and narcotics.

(14) Produces and maintains all-source order of battle intelligence on all categories of military units and equipment in countries across the AOR.

(15) Maintains the DoD-wide Modernized Integrated Database on countries within the CENTCOM AOR.

e. Imagery and Geospatial Information Branch (JOM). Provides timely, accurate and relevant 1<sup>st</sup> and 2<sup>nd</sup> phase exploitation of geospatial intelligence, and produces single-source intelligence products from national and theater imagery intelligence assets. Provides imagery dissemination management and geospatial information and services to meet the Commander's, component commanders' and deployed forces' intelligence requirements. Coordinates activities and support of the Map Supply Office-Bahrain.

(1) Near-real time imagery exploitation of Theater I&W and current intelligence targets to enable unambiguous warning of threats to US forces or regional stability.

(2) Coordinates with National Geospatial-Intelligence Agency on all national imagery requirements and production.

(3) Produces initial phase imagery reports.

(4) Produces current imagery intelligence briefs.

(5) Provides imagery exploitation to meet information requirements supporting all- source analysis, production, and reporting.

(6) Produces imagery reports on installations and order of battle on specified AOR countries

(7) Produces geospatial products to support IPB, operational planning and current operations and logistics requirements throughout the AOR.

(8) Develops, integrates, and coordinates GI&S policy for USCENTCOM.

(9) Assists with developing the USCENTCOM operational imagery architecture and TTPs.

f. Targets Branch (JOT). Responsible for target development, target materials, targets automation, battle damage assessment (BDA), collateral damage estimation (CDE), and targeting issues related to operational planning, current operations, and positive identification (PID) criteria. USCENTCOM's office of primary responsibility for all AOR targeting issues. This branch operates three sections: a target development section; battle damage assessment; and current operations target support section.

(1) Evaluates potential targets, component target nominations and conducts target systems analysis, including OPLAN target list development.

(2) Ensures targeting is consistent with operational and strategic objectives.

(3) Performs collateral damage estimate (CDE) for all targets.

(4) Focal point for national level intelligence support to targeting.

(5) Provides targeting guidance and AOR standards to assigned and supporting forces and assess effectiveness of targeting efforts in achieving CDR, USCENTCOM and NCA objectives.

(6) Develops, coordinates, maintains, and disseminates target lists for CDR, USCENTCOM OPLANS, CONPLANS, and OPORDs.

(7) Manages the restricted and no-strike list for all crises and war plans.

(8) Evaluates post-strike damage to targets and target systems.

(9) Evaluates the degree to which operational and strategic objectives have been achieved in view of damage inflicted, done in concert with the Campaign Objective Assessment Board (COAB).

(10) Provides 24/7 operational support to Time-Sensitive Targeting efforts in the AOR, including menstruated aim points, CDE and coordination with components and task forces on targeting TTPs and SOPs.

g. Watch-DDI / JIOC (JOW). Responsible for maintaining the CENTCOM portion of the DoD-wide Indications and Warning system for the command; provides command briefings; and provides executive editing support for all intelligence products produced by JICCENT. This Branch maintains 2 sections: Headquarters CDU-SIR Production and the CENTCOM Forward Headquarters Intelligence Support.

(1) Maintains 24 hour indication and warning watch for emerging or imminent threat to the US and its allies.

(2) Ensures warning reports and WATCHCON changes are prepared and disseminated in a timely manner.

(3) Provides the CENTCOM Joint Intelligence Operations Center 24 hour/ 7 day a week support.

(4) Coordinates weekly intelligence briefing to the Coalition Leadership.

(5) Conducts briefing for distinguished visitors.

(6) Edits all finished intelligence products produced by JICCEN analysts.

(7) Maintains the Master Significant Dates and Events List.

(8) Produces and updates all the analytical guides in JICCEN.

(9) Responsible for digital production initiatives with in the Operations Division.

(10) Maintains intelligence operations at CENTCOM Forward Headquarters.

h. TEFU. The TFEU Branch coordinates development and analysis of threat financial information collected in the CENTCOM AOR.

(1) Synchronizes CENTCOM requirements in DOD, Interagency (IA) and Coalition collection and analysis of terrorism and insurgency-related financial information in the CENTCOM AOR.

(2) Coordinates the detection, identification, targeting, disruption, interdiction, or destruction of terrorist, insurgent and narcotics financial support systems and networks.

(3) Facilitates CENTCOM intelligence access to and use of Other Government Agencies financial analysis of terrorist, insurgent, and narcotics financial operations and networks operating in the CENTCOM AOR.

i. Presentations & Graphics Section (CCJ2-JOOG). The Presentation and Graphics section is a single organizational entity reporting to JICCEN Operations Division. It provides tailored high-quality, multi-security classification graphics support to intelligence briefings to CDR CENTCOM, foreign distinguished visitors to USCENTCOM, Congressional delegations and their staff, Department of Defense and coalition partners supporting Operation

Iraqi Freedom, Enduring Freedom, and the Global War on Terror (GWOT).

(1) Provides graphics support to scheduled and crisis-driven intelligence updates to CINCCENT, command staff and components.

(2) Provides graphics support for briefings to US and foreign executive level dignitaries.

(3) Creates mission essential illustrations, charts, posters, and training aids at multiple security classification levels for use by CCJ2 and the Directorate of Intelligence in conveying an understanding of the threat to CENTCOM and US national interest.

j. Coalition Intelligence Center Branch (JOC). The CIC is composed of the Coalition Analysis Cell, Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) briefing teams, and Open Source Intelligence (OSINT) Section. CIC provides direct intelligence support to the CCJ2 and over 60 coalition countries, participating in OEF and OIF, as well as it is responsible for all USCENTCOM OSINT production and dissemination.

(1) Determines the OEF and OIF coalition intelligence requirements.

(2) Integrates coalition and US intelligence to develop all-source products.

(3) Acts as intelligence conduit between Coalition Military Intelligence Staffs and CENTCOM J2.

(4) Supports Coalition planning and operations.

(5) Cultivates Coalition intelligence sharing and national relationships.

(6) Harvests Open Source (OSINT) information for the J2 from foreign media sources.

(7) Possesses unique translation capability—native speakers from key AOR countries providing essential cultural insights.

4. Information Management Division (JI). Primary Information Management (IM) advisor to the Director of Intelligence (J2) and Joint Intelligence Center Central (JICCENT) Commander. Primary



advisor to CDR, JICCEN and CCJ2 on system technology to improve intelligence production and refine information management business processes to better support decision-makers and operational customers. Manage the Processes involved in the creation, receipt, collection, control, dissemination, storage, retrieval, protection and disposition of information. Responsible for track and information management, and for managing the Indian Ocean broadcast. Coordinates production requirements, dissemination and process improvements within the J2 Directorate. Coordinates JICCEN requirements with J2-R and J2-O.

a. Information Management Branch (JIM). Ensure the GCCS/TIP/COP picture displays near real time information with the most accurate depiction of the battle space possible.

(1) Information Management Section (JIMS). Responsible for managing the flow of data over near real time (NRT) intelligence broadcasts (IBS) within the USCENTCOM Area of Responsibility (AOR).

(2) Track Management Section (JITM).

(a) Injects/Displays Significant Activities (SIGACTS) into the Theater Intelligence/Common Operational Picture (TIP/COP).

(b) Injects/Displays Tactical Reports (TACREPS) into the TIP/COP.

(c) Maintains/updates Blue Force and Threat Tracks.

(d) Monitors/alerts scheduled/unscheduled real world and exercise Theater Ballistic Missile launches.

(e) Creates/Maintains overlays depicting current Orders of Battle.

(f) Monitors/Maintains GCCS CST communication channels.

b. The Information Requirements Branch (CCJ2-JIR). The Information Requirements Branch validates, tracks, and manages Production Requirements (PR) and Requests for Information (RFI) via Coliseum IAW DIAP Delegated Production Responsibility. PRs and RFIs originate from component commands (CFLCC, SOCCEN), other major commands (e.g. EUCOM, PACOM), and national agencies (DIA, MCIA).

(1) Manages Tasker Tool Taskers for the JIC.

(2) Supports DDI requirements as required.

c. The Information Dissemination Branch (CCJ2-JID). Manages information dissemination and storage of intelligence products in support of the USCENTCOM theater of operations and CCJ2 web / portal pages.

(1) Develops and maintains CCJ2 websites, web and portal pages on applicable networks to ensure optimal dissemination of information and intelligence.

(2) Disseminates, via softcopy web posting, finished intelligence products at several classification levels that support USCENTCOM operations, reaching the widest US and Coalition audiences, combined joint task forces, and national organizations.

(3) Determines and enforces network file / folder structure and naming conventions, posted product format, and content management.

(4) Develops and maintains scripting tools and long-term solution development programming

(5) Monitor and manage the CCJ2 web pages on 11 separate USCENTCOM domains.

(6) Integrates technology and system design into the information process.

(7) Interfaces with USCENTCOM directorates, subordinate commands, and other agencies.

d. The Process Improvement Branch (JIP). Identify analytical and system process problems, design and implement processes and solutions to better use current software and hardware at USCENTOM.

(1) Identifies analytical and system process challenges.

(2) Improves processes and solutions; leverage existing software/hardware.

(3) Identifies relevant databases within CCJ2, subordinate CJTFs, and at the national level and broker access solutions for USCENTCOM analysts.

(4) Supports and facilitate cross-domain data movement in a multi-national intelligence system architectures IAW the Theater IM Framework.

(5) Coordinates between various PMs to add additional compatibility and capability between various service systems of record and ad hoc solutions.

(6) Investigates new software tools and processes to best accomplish operational goals.

(7) Identifies Best Practices and codify through documentation.

(8) Provides information on how USCENTCOM conducts digital operations to Commands/Services/Agencies participating in operations in the Central Region.

5. Joint Reserve Intelligence Centers (JRIC). Designated JRICs (See CJCS Memorandum, Subject: Forces For Combatant Commands, Dated 26 Jan 06) provide all-source analysis, counterterrorism analysis, imagery exploitation, order of battle maintenance, target material, HUMINT, counter-narcotics, and counterintelligence support to JICCENT and CCJ2 during peace time, crisis and war. JRICs provide this support through their JICCENT Support Centers (JSC) that are notionally organized elements within the JRICs specifically dedicated to fulfill JICCENT and USCENTCOM requirements. Each JSC is affiliated with specific JICCENT branch/section and operates as a remote extension of these JICCENT elements.



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## Appendix W

## Special Operations Directorate (CCSO)

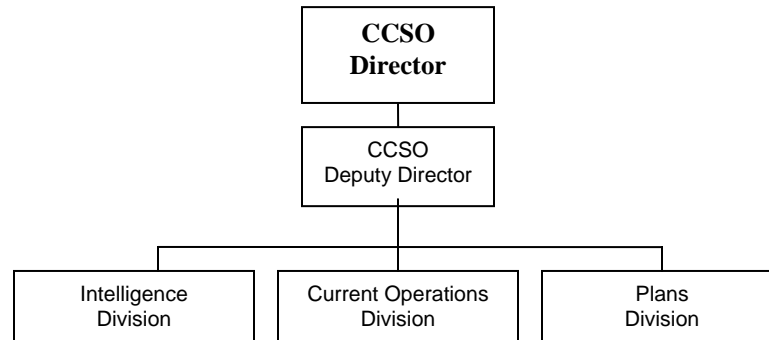


Figure 19. Special Operations Directorate (CCSO)

1. SPECIAL OPERATIONS DIRECTORATE (CCSO). Serves as the principal advisor on all special operations matters to CDRUSCENTCOM, DCDRUSCENTCOM, the USCENTCOM staff, and all USCENTCOM Service component commanders, joint task force commanders, subordinate unified commanders, and functional component commanders. COMSOPCENT is designated as the Director, CCSO. CCSO establishes and maintains a CCSO Office at HQ USCENTCOM (Forward) and HQ USCENTCOM (Rear).

a. Intelligence Division

(1) Conducts liaison with USCENTCOM CCJ2 and national intelligence activities as required.

(2) Monitors SOCCENT operations and provides updates to USCENTCOM CCJ2 as required.

b. Current Operations Division.

(1) Coordinates staffing of SOCCENT CC14s with the USCENTCOM staff.

(2) Monitors USCENTCOM JIOC shift changes and deconflicts special operations issues as required.

(3) Facilitates RFIs and taskers between USCENTCOM and SOCCENT.

(4) Monitors and passes relevant message traffic to SOCCENT.

(5) Monitors USCENTCOM Command Group travel schedules and passes to SOCCENT.

(6) Keeps the USCENTCOM staff informed of the COMSOCCENT travel schedule.

(7) Coordinates VIP visits to USCENTCOM and SOCCENT and provides liaison to USCENTCOM Protocol Office as required.

(8) Validates and approves theater clearance for SOF personnel.

c. Plans Division

(1) Monitors and alerts SOCCENT of all emerging, ongoing, and future USCENTCOM planning initiatives.

(2) Participates as a member of USCENTCOM joint planning group (JPG), operation planning teams (OPT), and working groups.

(3) Serves as the SOCCENT Focal Point Control Office (FPCO) for the USCENTCOM staff and reads on USCENTCOM personnel as required.

(4) Coordinates special category (SPECAT) and special action program (SAP) actions with the USCENTCOM staff.



## Appendix X

## Operational Planning Team (OPT)

1. An OPT is a temporary cross-directorate organization of at least two members formed in order to develop a specific plan, planning related product or order in a specified timeframe for approval at the Command Group level or higher.
2. The CDR, USCENTCOM, DCDR, USCENTCOM, or a COS/Joint Planning Board (JPB) directs the formation of an OPT.
3. OPTs routinely requires participation from J1/2/3/4/5/6/8 planners. The various directorates and sections provide their functional expertise. OPT members may "reach-back" to their directorates for additional expertise without adding members to the OPT. The required level of participation in an OPT may change over time depending on the requirement.
4. Directorates determine their representatives for OPTs. Once a planner is assigned against an effort, only the O6 Plan Chief or higher of that directorate can change representatives.
  - a. OPT members are responsible to the OPT leader for attending OPT meetings, participating in required OPT planning sessions, and providing their Directorate inputs to create required products.
  - b. OPT members are responsible to provide update briefs through their Directorate chain of command in order to prepare their Directors for JPB meetings and approval of products.
5. Regardless of the impetus for forming a CENTCOM Staff OPT, its formation, conduct and close-out follow a formal process in accordance with these steps (See figure 22):
  - a. An operational need is identified that requires the formation of an OPT.
  - b. The Chief of Staff designates a Directorate Office of Primary Responsibility (OPR), assigns the CENTCOM planning priority and establishes a target suspense date.
  - c. The Directorate OPR is responsible for:
    - (1) Assigning an OPT leader.
    - (2) Preparing an OPT charter.

(3) Preparing an OPT brief for the Operational Plans Element (OPE) and the Joint Planning Board (JPB). The brief includes a proposed OPT leader and a summarized version of the OPT Charter.

6. The OPR briefs the OPE, makes any changes required by the OPE and then briefs the JPB.

7. The Chief of Staff approves or disapproves the formation of the OPT.

8. If Chief of Staff approves the formation of the OPT, then the OPR incorporates any guidance received from the JPB. The OPE adds the new OPT to the JPB OPT list (this drives the OPE/JPB status charts).

9. The OPT leader convenes an initial meeting of the OPT in order to "plan the plan".

a. The OPT leader ensures that the OPT members understand the OPT charter and what is expected of them.

b. The OPT determines the interim products and sub-tasks necessary to accomplish the OPT's task and develops a plan to meet the high level milestones in the OPT Charter.

c. The OPT prepares a back brief for the OPE/JPB.

10. The OPT back briefs the OPE (followed by the JPB) and makes any required changes. Regular OPT meetings do not commence until the OPT successfully back briefs the JPB.

11. The OPT executes their plan - they meet, produce products and brief the OPE/JPB on status.

12. The final OPT product cycles through the required approval process and is approved.

13. The OPR requests approval from the OPE and JPB to close-out the OPT.

14. The JPB either approves the request or requires additional tasks before the close-out is approved.

15. Once close-out is approved, the OPT conducts close-out procedures. Lessons learned are compiled, files are archived, paper files are shredded, equipment/office space is returned, etc..
16. The OPT leader gives a close-out brief to the OPE/JPB describing the lessons learned, the location of files and any other information pertinent to the OPT. OPT members return to their directorates for further assignment.
17. The OPE removes the OPT from the OPE/JPB OPT list.

USCENTCOM Operational Planning Team (OPT)  
Standing Operating Procedures (SOP)

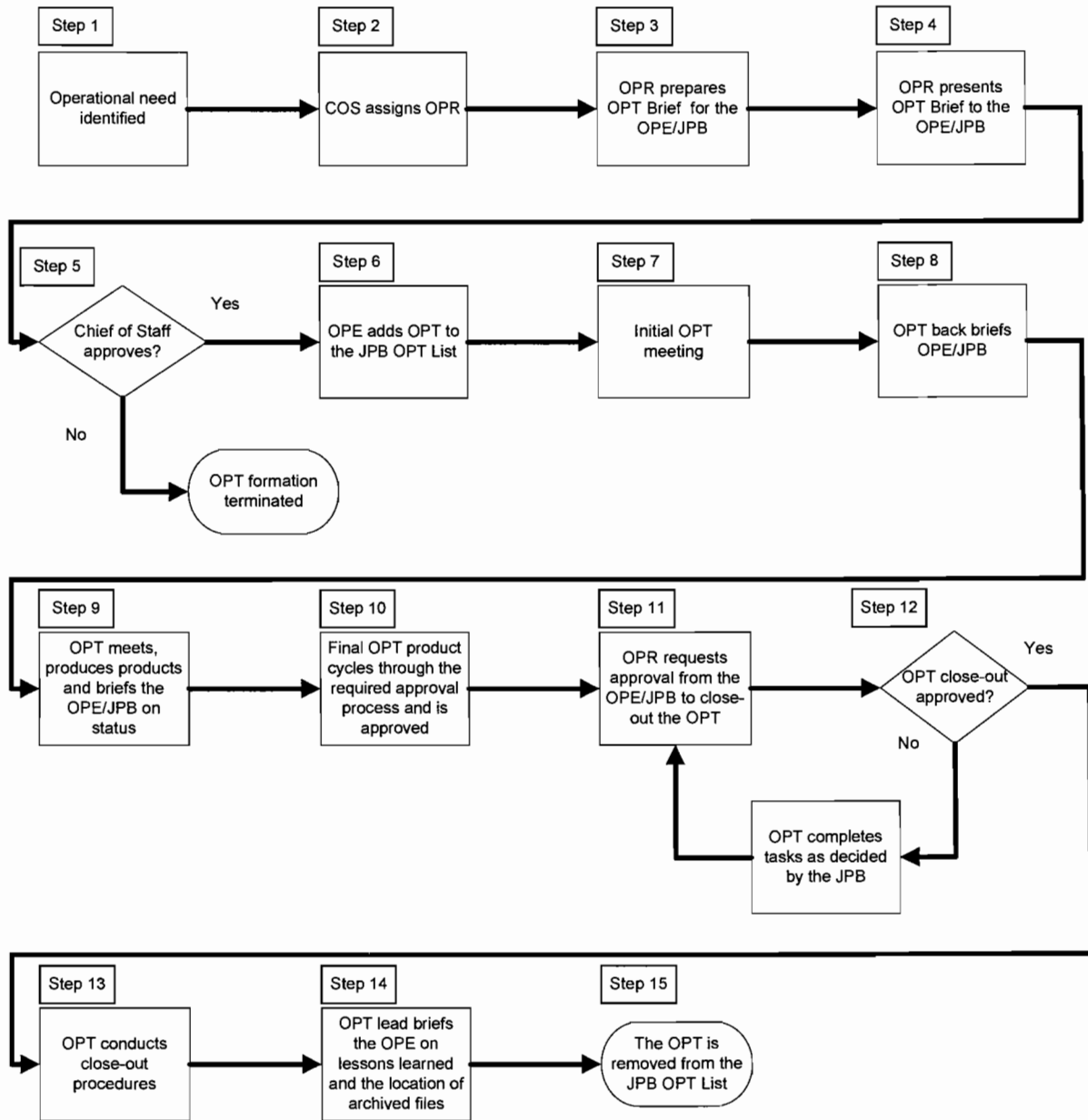


Figure 20. USCENTCOM Operational Planning Team (OPT) Standing Operating Procedures (SOP)