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Unified Command Plan

17 December 2008

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THE WHITE HOUSE
WASHINGTON

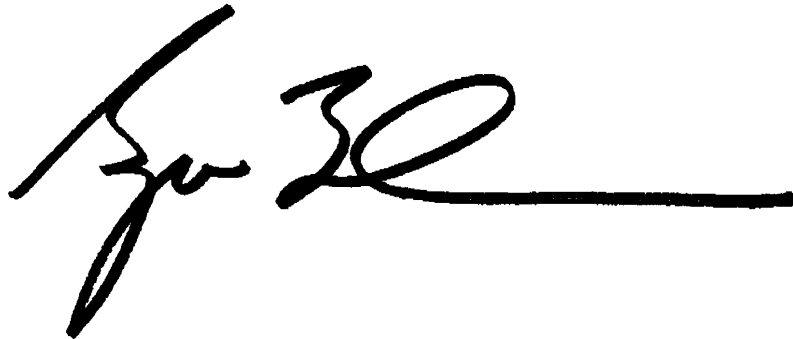
December 17, 2008

MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: Unified Command Plan 2008

Pursuant to my authority as Commander in Chief, I hereby approve and direct implementation of the revised Unified Command Plan.

Consistent with 10 U.S.C. 161(b)(2) and 3 U.S.C. 301, you are directed to notify the Congress on my behalf.

A handwritten signature in black ink, appearing to be "G. W. Bush", written in a cursive style. The signature is positioned below the text of the memorandum.

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UNIFIED COMMAND PLAN

GENERAL

1. The National Security Act of 1947 and title 10 of the United States Code (U.S.C.) provide the basis for the establishment of combatant commands. The Unified Command Plan (UCP) establishes the missions, responsibilities, and geographic areas of responsibility (AORs) for commanders of combatant commands (“combatant commanders”). A “geographic combatant commander” is a commander of a combatant command that includes a geographic AOR. A “functional combatant commander” is a commander of a combatant command with transregional responsibilities. Command of combatant commands will be exercised as provided for herein and as otherwise directed by the Secretary of Defense (the “Secretary”).
2. Several key strategic documents provide direction for the execution of missions established in the UCP. Though not all-inclusive, the list of documents in Appendix A represents the core of such strategic direction and is hereafter referred to as “strategic guidance.”
3. Communications between the President or the Secretary (or their duly deputized alternates or successors) and the combatant commanders shall be transmitted through the Chairman of the Joint Chiefs of Staff (the “Chairman”) unless otherwise directed. Throughout this document, where not specified, “otherwise directed” and “as directed” refer to direction by the President or the Secretary.

FORCES

4. The Secretary will document his direction for the assignment of forces to combatant commands and to U.S. Element North American Aerospace Defense Command (USELEMNORAD) in the “Forces for Unified Commands Memorandum” as incorporated into the Secretary’s “Global Force Management Implementation Guidance.”

5. The Secretaries of the Military Departments will assign forces to combatant commands as directed by the Secretary. These forces will be under the command of the combatant commanders. Except as otherwise directed by the Secretary, forces assigned to combatant commands do not include forces assigned to carry out those organizational, recruiting, training, supplying, and other functions of the Secretaries of Military Departments specified in sections 3013(b), 5013(b), and 8013(b) of title 10, U.S.C., or forces assigned to multinational peacekeeping organizations.

6. Except as otherwise directed or as provided in paragraph 4 above, all forces operating within the geographic AOR assigned to a combatant command, including National Guard and Reserve forces when ordered to federal active duty, will be assigned or attached to and under the command of that commander.

7. A force assigned or attached to a combatant command or USELEMNORAD under section 162 of title 10 may be transferred from that command only as directed by the Secretary and under procedures prescribed by the Secretary and approved by the President.

AUTHORITY

8. Chapter 6 of title 10 establishes the authority of the combatant commanders. Unless otherwise directed, a combatant commander will exercise command authority over all commands and forces assigned to the applicable combatant command in accordance with section 164 of title 10. When the position of the combatant commander is vacant, or in the absence or disability of the combatant commander such that the commander is unable to execute command authority, the deputy commander acts as the combatant commander and performs the duties of the combatant commander until a successor is appointed or the absence or disability ceases. If a deputy commander has not been designated, or is also absent or disabled, interim command will pass to the senior officer present for duty eligible to exercise command, regardless of Service affiliation.

GEOGRAPHIC AREAS OF RESPONSIBILITY

9. Geographic AORs provide a basis for coordination by combatant commanders. These geographic AORs do not restrict accomplishment of assigned missions. Combatant commanders may operate forces wherever required to accomplish their missions. Unless otherwise directed, when significant operations overlap boundaries, a task force will be formed. Command of the task force will be determined by the Secretary and assigned to the appropriate combatant commander. Forces directed by the Secretary may also conduct operations from or within any geographic area as required for accomplishing assigned tasks.

a. Certain nations, regions, and maritime areas are of interest or influence to more than one combatant command. Where combatant commanders share continuing interests in bordering nations or states, or have a requirement to engage with the armed forces of a partner nation in another AOR, the commands will coordinate their interests or activities as agreed upon by both combatant commanders.

b. Unless otherwise directed, the geographic combatant commanders are responsible for missions in their AORs, including missions in or around territories or possessions, irrespective of the location of a territory or possession's governing country. In such cases, the geographic combatant commander executing the mission will coordinate with the geographic combatant commander whose AOR includes the governing country.

c. In general, where the boundary between two geographic combatant commands meets at the water-land interface (e.g., Eastern Mediterranean and Eastern Caspian Sea), the demarcation line will be at 12 nautical miles (nm) from the low-water line as recognized by customary international law, as reflected in the 1982 United Nations Convention on the Law of the Sea. The Strait of Gibraltar and the Bab el-Mandeb are assigned to USEUCOM and USCENTCOM, respectively, for the length of the straits where the distance between the low water lines is less than 24 nm.

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UNIFIED COMBATANT COMMANDS

GEOGRAPHIC COMBATANT COMMANDS

10. U.S. Africa Command (USAFRICOM)

a. Headquarters. Kelley Barracks, Stuttgart, Germany.

b. Geographic AOR. USAFRICOM's geographic AOR for the conduct of normal operations includes the entire continent of Africa (minus Egypt), the Atlantic Ocean east and south of the line from Antarctica at 027° W, north to 21° N/027° W, and east to the African coast at 21° N; the Indian Ocean west and south of the line from Antarctica at 068° E, north to 01°40' S/068° E, and west to the African coast at 01°40' S. See map at TAB.

c. Responsibilities. On 30 September 2008, the Commander, U.S. Africa Command, will be established as the commander of a geographic combatant command and all forces assigned for the accomplishment of the commander's missions. CDRUSAFRICOM responsibilities are commensurate with those of all geographic combatant commanders, but also shall reflect a new and evolving focus on building partner operational and institutional capacity at the country and regional levels, and, when appropriate, supporting the efforts of other U.S. government agencies active in the AOR. CDRUSAFRICOM will be responsible for:

(1) Detecting, deterring, and preventing attacks against the United States, its territories, possessions, and bases, and employing appropriate force to defend the nation should deterrence fail.

(2) Carrying out assigned missions and tasks, and planning for and executing military operations as directed.

(3) Assigning tasks to, and directing coordination among subordinate commands to ensure unified action.

(4) Maintaining the security of and carrying out force protection responsibilities for the command, including assigned or attached commands, forces, and assets. The commander is also responsible for exercising force

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protection responsibilities for all U.S. military forces within the AOR (except DOD personnel for whom the chiefs of U.S. diplomatic missions have security responsibilities by law or interagency agreement).

(5) Certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff.

(6) Providing, as directed, trained and ready joint forces to other combatant commands.

(7) Planning, conducting, and assessing security cooperation activities.

(8) Planning and, as appropriate, conducting the evacuation and protection of U.S. citizens and nationals and, in connection therewith, designated other persons, in support of their evacuation from threatened areas; and reviewing emergency action plans.

(9) Providing U.S. military representation to international and U.S. national agencies unless otherwise directed.

(10) Providing advice and assistance to chiefs of U.S. diplomatic missions in negotiation of rights, authorizations, and facility arrangements required in support of U.S. military missions.

(11) Providing the single point of contact on military matters within the AOR.

(12) Assuming combatant command of security assistance organizations in the event of war or an emergency that prevents control through normal channels or as directed.

(13) When directed, commanding U.S. forces conducting peace or humanitarian relief operations, whether as a unilateral U.S. action or as part of a multinational organization, or supporting U.S. forces that have been placed under the authority, direction, or control of a multinational organization.

(14) Establishing and maintaining a standing joint force headquarters core element.

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(15) Planning for and conducting military support to Stability, Support, Transition, and Reconstruction (SSTR) operations, humanitarian assistance, and disaster relief, as directed.

(16) Planning for, supporting, and conducting the recovery of astronauts, space vehicles, space payloads, and objects, as directed.

d. Specific Responsibilities. None.

11. U.S. Central Command (USCENTCOM)

a. Headquarters. MacDill Air Force Base, Tampa, Florida.

b. Geographic AOR. USCENTCOM's geographic AOR for the conduct of normal operations includes the Indian Ocean west and north of the line from the Pakistan/India coastal border west to 068° E, south to 1°40' S/068° E, and west to African coast at 01°40' S; Syria, Lebanon, Egypt, Jordan, Saudi Arabia, Yemen, Oman, United Arab Emirates, Qatar, Bahrain, Kuwait, Iraq, Iran, Turkmenistan, Uzbekistan, Kyrgyzstan, Tajikistan, Kazakhstan, Afghanistan, and Pakistan; the Red Sea, Gulf of Aden, Arabian Sea, Gulf of Oman, and Persian Gulf. See map at TAB.

c. Responsibilities. CDRUSCENTCOM is responsible for:

(1) Detecting, deterring, and preventing attacks against the United States, its territories, possessions and bases, and employing appropriate force to defend the nation should deterrence fail.

(2) Carrying out assigned missions and tasks, and planning for and executing military operations as directed.

(3) Assigning tasks to and directing coordination among subordinate commands to ensure unified action.

(4) Maintaining the security of and carrying out force protection responsibilities for the command, including assigned or attached commands, forces, and assets. The commander is also responsible for exercising force protection responsibilities for all U.S. military forces within the AOR (except DOD personnel for whom the chiefs of U.S. diplomatic missions have security responsibilities by law or interagency agreement).

(5) Certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff.

(6) Providing, as directed, trained and ready joint forces to other combatant commands.

(7) Planning, conducting, and assessing security cooperation activities.

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(8) Planning and, as appropriate, conducting the evacuation and protection of U.S. citizens and nationals and, in connection therewith, designated other persons, in support of their evacuation from threatened areas; and reviewing emergency action plans.

(9) Providing U.S. military representation to international and U.S. national agencies unless otherwise directed.

(10) Providing advice and assistance to chiefs of U.S. diplomatic missions in negotiation of rights, authorizations, and facility arrangements required in support of U.S. military missions.

(11) Providing the single point of contact on military matters within the AOR.

(12) Assuming combatant command of security assistance organizations in the event of war or an emergency that prevents control through normal channels or as directed.

(13) When directed, commanding U.S. forces conducting peace or humanitarian relief operations, whether as a unilateral U.S. action or as part of a multinational organization, or supporting U.S. forces that have been placed under the authority, direction, or control of a multinational organization.

(14) Establishing and maintaining a standing joint force headquarters core element.

(15) Planning for and conducting military support to SSTR operations, humanitarian assistance, and disaster relief, as directed.

(16) Planning for, supporting, and conducting the recovery of astronauts, space vehicles, space payloads, and objects, as directed.

d. Specific Responsibilities. None.

12. U.S. European Command (USEUCOM)

a. Headquarters. Patch Barracks, Vaihingen, Germany.

b. Geographic AOR. USEUCOM's geographic AOR for the conduct of normal operations includes the Arctic Ocean east of 045° W and west of 100° E, Greenland and the Atlantic Ocean east of 045° W, south of Greenland to 21° N and east to the African coast at 21° N, the Irish Sea, the English Channel, and the North Sea; the continent of Europe (including the Russian Federation and the Caspian Sea); Georgia, Armenia, Azerbaijan, and Israel; the Mediterranean Sea, the Baltic Sea, the Black Sea, and the Sea of Azov. See map at TAB.

c. Responsibilities. CDRUSEUCOM is responsible for:

(1) Detecting, deterring, and preventing attacks against the United States, its territories, possessions and bases, and employing appropriate force to defend the nation should deterrence fail.

(2) Carrying out assigned missions and tasks, and planning for and executing military operations as directed.

(3) Assigning tasks to, and directing coordination among subordinate commands to ensure unified action.

(4) Maintaining the security of and carrying out force protection responsibilities for the command, including assigned or attached commands, forces, and assets. The commander is also responsible for exercising force protection responsibilities for all U.S. military forces within the AOR (except DOD personnel for whom the chiefs of U.S. diplomatic missions have security responsibilities by law or interagency agreement).

(5) Certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff.

(6) Providing, as directed, trained and ready joint forces to other combatant commands.

(7) Planning, conducting, and assessing security cooperation activities.

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(8) Planning and, as appropriate, conducting the evacuation and protection of U.S. citizens and nationals and, in connection therewith, designated other persons, in support of their evacuation from threatened areas; and reviewing emergency action plans.

(9) Providing U.S. military representation to international and U.S. national agencies unless otherwise directed.

(10) Providing advice and assistance to chiefs of U.S. diplomatic missions in negotiation of rights, authorizations, and facility arrangements required in support of U.S. military missions.

(11) Providing the single point of contact on military matters within the AOR.

(12) Assuming combatant command of security assistance organizations in the event of war or an emergency that prevents control through normal channels or as directed.

(13) When directed, commanding U.S. forces conducting peace or humanitarian relief operations, whether as a unilateral U.S. action or as part of a multinational organization, or supporting U.S. forces that have been placed under the authority, direction, or control of a multinational organization.

(14) Establishing and maintaining a standing joint force headquarters core element.

(15) Planning for and conducting military support to SSTR operations, humanitarian assistance, and disaster relief, as directed.

(16) Planning for, supporting, and conducting the recovery of astronauts, space vehicles, space payloads, and objects, as directed.

d. Specific Responsibilities. None.

13. U.S. Northern Command (USNORTHCOM)

a. Headquarters. Peterson Air Force Base, Colorado Springs, Colorado.

b. Geographic AOR. USNORTHCOM's geographic AOR for the conduct of normal operations includes North America, the Gulf of Mexico, the Straits of Florida; the Caribbean region inclusive of the U.S. Virgin Islands, British Virgin Islands, Puerto Rico, the Bahamas, and Turks and Caicos Islands; the Atlantic Ocean and the Arctic Ocean from 169° W, east to 045° W, south to 21° N, west to 064° W, south to 17° 30' N, west to 068° W, north to 20° 30' N, west to 073° 30' W, west along the northern Cuban territorial waters to 23° N/084° W, southwest to the Yucatan peninsula at 21° N/086° 45' W, south from Mexico at 092° W to 8° N, west to 112° W, northwest to 50° N/142° W, west to 170° E, north to 53° N, northeast to 65° 30' N/169° W, and north to 90° N. See map at TAB.

c. Responsibilities. CDRUSNORTHCOM is responsible for:

(1) Detecting, deterring, and preventing attacks against the United States, its territories, possessions and bases, and employing appropriate force to defend the nation should deterrence fail.

(2) Carrying out assigned missions and tasks, and planning for and executing military operations as directed.

(3) Assigning tasks to, and directing coordination among, subordinate commands to ensure unified action.

(4) Maintaining the security of and carrying out force protection responsibilities for the command, including assigned or attached commands, forces, and assets. The commander is also responsible for exercising force protection responsibilities for all U.S. military forces within the AOR (except DOD personnel for whom the chiefs of U.S. diplomatic missions have security responsibilities by law or interagency agreement).

(5) Certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff.

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(6) Providing, as directed, trained and ready joint forces to other combatant commands.

(7) Planning, conducting, and assessing security cooperation activities.

(8) Planning and, as appropriate, conducting the evacuation and protection of U.S. citizens and nationals and, in connection therewith, designated other persons, in support of their evacuation from threatened areas; and reviewing emergency action plans.

(9) Providing U.S. military representation to international and US national agencies unless otherwise directed.

(10) Providing advice and assistance to chiefs of U.S. diplomatic missions in negotiation of rights, authorizations, and facility arrangements required in support of U.S. military missions.

(11) Providing the single point of contact on military matters within the AOR, excluding the United States.

(12) When directed, providing the single point of contact on all operational military matters within the AOR.

(13) Assuming combatant command of security assistance organizations in the event of war or an emergency that prevents control through normal channels or as directed.

(14) When directed, commanding U.S. forces conducting peace or humanitarian relief operations, whether as a unilateral U.S. action or as part of a multinational organization, or supporting U.S. forces that have been placed under the authority, direction, or control of a multinational organization.

(15) Establishing and maintaining a standing joint force headquarters core element.

(16) Planning for and conducting military support to SSTR operations, humanitarian assistance, and disaster relief, as directed.

(17) Planning for, supporting, and conducting the recovery of astronauts, space vehicles, space payloads, and objects, as directed.

d. Specific Responsibilities

(1) Support to Civil Authorities. CDRUSNORTHCOM provides support to civil authorities, to include Defense Support of Civil Authorities (DSCA), at U.S. federal, tribal, state, and local levels, as directed.

(2) North American Aerospace Defense Commander. CDRUSNORTHCOM is normally designated Commander, North American Aerospace Defense Command (CDRNORAD), the bi-national command of the United States and Canada. In accordance with the NORAD agreement, when CDRNORAD is a Canadian, CDRUSNORTHCOM will be designated Deputy Commander NORAD.

(3) USELEMNORAD Commander. As the senior U.S. officer assigned to NORAD, CDRUSNORTHCOM is designated as CDRUSELEMNORAD. U.S. forces made available for NORAD are assigned or attached to USELEMNORAD in accordance with section 162 of title 10 and may be utilized by CDRUSNORTHCOM for US unilateral, non-NORAD operations.

(4) Pandemic Influenza. CDRUSNORTHCOM is responsible for synchronizing planning for DOD efforts in support of the U.S. government response to pandemic influenza, and will do so in coordination with other combatant commands, the Services, and, as directed, appropriate US government agencies.* CDRUSNORTHCOM's specific responsibilities include:

(a) Providing military representation to U.S. national agencies, U.S. commercial entities, and international agencies for matters related to pandemic influenza, as directed.

(b) Advocating for capabilities to respond to pandemic influenza.

(c) Integrating theater security cooperation activities, deployments, and capabilities that support the U.S. government response to pandemic

* CCDRs charged with synchronizing planning lead a global collaborative planning process that includes other CCDRs, Services, CSAs, and applicable Defense agencies and Field Activities in support of a designated global mission or campaign plan. The phrase "synchronizing planning" pertains specifically to planning efforts only and does not, by itself, convey authority to execute operations or direct execution of operations.

influenza in coordination with the geographic combatant commanders, and making priority recommendations to the Secretary.

(5) Homeland Defense. CDRUSNORTHCOM is responsible for planning, organizing, and as directed, executing Homeland Defense operations within the USNORTHCOM AOR in concert with missions performed by the North American Aerospace Defense Commander.

(6) Chemical Biological Radiological Nuclear and High-yield Explosives Consequence Management (CBRNE-CM). CDRUSNORTHCOM is responsible for providing CBRNE-CM assistance and support to U.S. and Allied partner authorities, as directed, within U.S. territories and protectorates and the USNORTHCOM AOR.

14. U.S. Pacific Command (USPACOM)

a. Headquarters. Camp H. M. Smith, Oahu, Hawaii.

b. Geographic AOR. USPACOM's geographic AOR for the conduct of normal operations includes the Pacific Ocean from Antarctica at 092° W, north to 08° N, west to 112° W, northwest to 50° N/142° W, west to 170° E, north to 53° N, northeast to 65° 30' N/169° W, north to 90° N, the Arctic Ocean west of 169° W and east of 100° E; the People's Republic of China, Mongolia, the Democratic People's Republic of Korea, the Republic of Korea (ROK), and Japan; the countries of Southeast Asia and the southern Asian landmass to the western border of India; the Indian Ocean east and south of the line from the India/Pakistan coastal border west to 068°E, and south along 068°E to Antarctica; Australia, New Zealand, Antarctica, and Hawaii. See map at TAB.

c. Responsibilities. CDRUSPACOM is responsible for:

(1) Detecting, deterring, and preventing attacks against the United States, its territories, possessions and bases, and employing appropriate force to defend the nation should deterrence fail.

(2) Carrying out assigned missions and tasks, and planning for and executing military operations as directed.

(3) Assigning tasks to, and directing coordination among, subordinate commands to ensure unified action.

(4) Maintaining the security of and carrying out force protection responsibilities for the command, including assigned or attached commands, forces, and assets. The commander is also responsible for exercising force protection responsibilities for all U.S. military forces within the AOR (except DOD personnel for whom the chiefs of U.S. diplomatic missions have security responsibilities by law or interagency agreement).

(5) Certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff.

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- (6) Providing, as directed, trained and ready joint forces to other combatant commands.
- (7) Planning, conducting, and assessing security cooperation activities.
- (8) Planning and, as appropriate, conducting the evacuation and protection of U.S. citizens and nationals and, in connection therewith, designated other persons, in support of their evacuation from threatened areas; and reviewing emergency action plans.
- (9) Providing U.S. military representation to international and U.S. national agencies unless otherwise directed.
- (10) Providing advice and assistance to chiefs of U.S. diplomatic missions in negotiation of rights, authorizations, and facility arrangements required in support of US military missions.
- (11) Providing the single point of contact on military matters within the AOR, excluding the U.S. and ROK Alliance. The Senior U.S. Military Officer Assigned to Korea is the single point of contact on ROK-U.S. alliance related military matters in the Republic of Korea.
- (12) When directed, providing the single point of contact on all operational military matters within the AOR.
- (13) Assuming combatant command of security assistance organizations in the event of war or an emergency that prevents control through normal channels or as directed.
- (14) When directed, commanding U.S. forces conducting peace or humanitarian relief operations, whether as a unilateral U.S. action or as part of a multinational organization, or supporting U.S. forces that have been placed under the authority, direction, or control of a multinational organization.
- (15) Establishing and maintaining a standing joint force headquarters core element.
- (16) Planning for and conducting military support to SSTR operations, humanitarian assistance, and disaster relief, as directed.

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(17) Planning for, supporting, and conducting the recovery of astronauts, space vehicles, space payloads, and objects, as directed.

d. Specific Responsibilities

(1) Support to Civil Authorities. CDRUSPACOM provides support to civil authorities, including DSCA, at U.S. federal, tribal, state, and local levels, as directed.

(2) Missions in the Russian Federation. In coordination with CDRUSEUCOM, in those areas of the Russian Federation east of 100° E, CDRUSPACOM conducts counterterrorism planning for all U.S. diplomatic missions; plans and, as appropriate, carries out force protection responsibilities, exercises, port visits, and similar operations; and conducts noncombatant evacuation operations.

(3) Homeland Defense. CDRUSPACOM is responsible for planning, organizing, and as directed, executing Homeland Defense operations within the USPACOM AOR.

15. U.S. Southern Command (USSOUTHCOM)

a. Headquarters. Miami, Florida.

b. Geographic AOR. USSOUTHCOM's geographic AOR for the conduct of normal operations includes Central and South America; the Caribbean region exclusive of the U.S. Virgin Islands, British Virgin Islands, Puerto Rico, the Bahamas, and Turks and Caicos Islands; the Pacific and Atlantic Oceans from Antarctica at 027° W, north to 21° N, west to 064° W, south to 17° 30' N, west to 068° W, north to 20° 30' N, west to 073° 30' W, west along the northern Cuban territorial waters to 23° N/084° W, southwest to the Yucatan peninsula at 21°N/086° 45' W, and south from Mexico at 092° W to Antarctica. See map at TAB.

c. Responsibilities. CDRUSSOUTHCOM is responsible for:

(1) Detecting, deterring, and preventing attacks against the United States, its territories, possessions and bases, and employing appropriate force to defend the nation should deterrence fail.

(2) Carrying out assigned missions and tasks, and planning for and executing military operations as directed.

(3) Assigning tasks to, and directing coordination among, subordinate commands to ensure unified action.

(4) Maintaining the security of and carrying out force protection responsibilities for the command, including assigned or attached commands, forces, and assets. The commander is also responsible for exercising force protection responsibilities for all U.S. military forces within the AOR (except DOD personnel for whom the chiefs of U.S. diplomatic missions have security responsibilities by law or interagency agreement).

(5) Certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff.

(6) Providing, as directed, trained and ready joint forces to other combatant commands.

(7) Planning, conducting, and assessing security cooperation activities.

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(8) Planning and, as appropriate, conducting the evacuation and protection of U.S. citizens and nationals and, in connection therewith, designated other persons, in support of their evacuation from threatened areas; and reviewing emergency action plans.

(9) Providing U.S. military representation to international and U.S. national agencies unless otherwise directed.

(10) Providing advice and assistance to chiefs of U.S. diplomatic missions in negotiation of rights, authorizations, and facility arrangements required in support of US military missions.

(11) Providing the single point of contact on military matters within the AOR.

(12) Assuming combatant command of security assistance organizations in the event of war or an emergency that prevents control through normal channels or as directed.

(13) When directed, commanding U.S. forces conducting peace or humanitarian relief operations, whether as a unilateral U.S. action or as part of a multinational organization, or supporting U.S. forces that have been placed under the authority, direction, or control of a multinational organization.

(14) Establishing and maintaining a standing joint force headquarters core element.

(15) Planning for and conducting military support to SSTR operations, humanitarian assistance, and disaster relief, as directed.

(16) Planning for, supporting, and conducting the recovery of astronauts, space vehicles, space payloads, and objects, as directed.

d. Specific Responsibilities.

(1) Defense of Panama Canal. CDRUSSOUTHCOM defends the Panama Canal and Panama Canal area.

FUNCTIONAL COMBATANT COMMANDS

16. U.S. Joint Forces Command (USJFCOM)

a. Headquarters. Norfolk, Virginia.

b. Geographic AOR. None.

c. Responsibilities. CDRUSJFCOM is responsible for:

(1) Carrying out assigned missions and tasks.

(2) Assigning tasks to, and directing coordination among subordinate commands to ensure unified action.

(3) Maintaining the security of and carrying out force protection responsibilities for the command, including assigned or attached commands, forces, and assets, in compliance with applicable geographic combatant commander policy.

(4) Certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff.

(5) Providing, as directed, trained and ready joint forces to other combatant commands.

(6) Planning, conducting, and assessing security cooperation activities in support of the geographic combatant commanders' security cooperation strategies.

(7) Supporting the geographic combatant commanders in the planning and execution of military support to SSTR operations, humanitarian assistance, and disaster relief, as directed.

d. Specific Responsibilities. CDRUSJFCOM's functional responsibilities reflect its role in transforming U.S. military forces to meet the security challenges of the 21st century, and include:

(1) Joint Force Provider. CDRUSJFCOM is the Primary Joint Force Provider for conventional forces, responsible for:

(a) Deploying trained and ready joint forces and providing operational and intelligence support from assigned forces in response to the requirements of supported combatant commanders.

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(b) Identifying and recommending global joint sourcing solutions to the Chairman, in coordination with the Services and other combatant commanders, from all worldwide forces and capabilities (except designated forces sourced by USSOCOM, USSTRATCOM, and USTRANSCOM), and supervising the implementation of sourcing decisions.

(c) Serving as the DOD Joint Deployment Process Owner, responsible for maintaining the global capability for rapid and decisive military force power projection and redeployment.

(2) Joint Force Integrator. CDRUSJFCOM serves as the lead joint force integrator and is responsible for:

(a) Providing recommendations to ensure integration of Service, defense agency, interagency, and multinational capabilities development.

(b) In coordination with the Chairman, leading the development of joint concepts, requirements, and integrated architectures for joint command and control to ensure integration and interoperability from the tactical level through the interface with the global level.

(c) In coordination with the Chairman, supporting the development of fully interoperable joint warfighting capabilities and concepts.

(d) Supporting the Chairman's joint doctrine program, including providing recommendations to the Chairman for the development, assessment, and maintenance of joint doctrine publications.

(3) Joint Concept Development and Experimentation (CDE).

CDRUSJFCOM is responsible to the Chairman for leading and coordinating joint CDE efforts of the Services, combatant commands, and defense agencies.

CDRUSJFCOM integrates multinational and interagency warfighting transformation and experimentation efforts to support joint interoperability and develop future joint warfighting capabilities.

(4) Joint Force Trainer. CDRUSJFCOM leads joint force training and is responsible to the Chairman for:

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(a) Assisting the Chairman, combatant commanders, and Service Chiefs in their preparations for joint and multinational operations.

(b) Supporting the Services' and combatant commanders' participation in the Combatant Commander Exercise Engagement and Training Transformation program.

(c) Conducting and assessing joint and multinational training for assigned forces.

(d) Leading the development and operation of joint training systems and architectures that directly support the combatant commanders, Services, and defense agencies.

(5) Joint Force Enabler. CDRUSJFCOM provides combatant commanders joint enabling capabilities that streamline the rapid formation, organization, and sustainment of JTF headquarters by:

(a) Establishing, maintaining, and certifying two standing joint force headquarters core elements capable of deploying on short notice to assist the geographic combatant commanders, as requested.

(b) Providing both deployable assets and reach-back support to fill immediate capability gaps, to include deployable communications teams, personnel recovery expertise, intelligence augmentation, and public affairs augmentation.

(c) Providing in-depth analysis of asymmetric threats.

(d) Leading the collaborative efforts to assist combatant commanders in training and certifying the readiness of JTF-capable headquarters.

(6) JTF HQ Standards Development. Developing standards for certifying the readiness of designated JTF-capable headquarters, for recommendation to the Chairman.

17. U.S. Special Operations Command (USSOCOM)

a. Headquarters. MacDill Air Force Base, Tampa, Florida.

b. Geographic AOR. None.

c. Responsibilities. CDRUSSOCOM is responsible for:

(1) Detecting, deterring, and preventing attacks against the United States, its territories, possessions and bases, and employing appropriate force to defend the nation should deterrence fail.

(2) Carrying out assigned missions and tasks, and planning for and executing military operations as directed.

(3) Assigning tasks to, and directing coordination among, subordinate commands to ensure unified action.

(4) Maintaining the security of and carrying out force protection responsibilities for the command, including assigned or attached commands, forces, and assets, in compliance with applicable geographic combatant commander policy.

(5) Certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff.

(6) Providing, as directed, trained and ready joint forces to other combatant commands.

(7) Planning, conducting, and assessing security cooperation activities in support of the geographic combatant commanders' security cooperation strategies.

(8) Supporting the geographic combatant commanders in the planning and execution of military support to SSTR operations, humanitarian assistance, and disaster relief, as directed.

d. Specific Responsibilities. In addition to functions specified in section 167 of title 10, CDRUSSOCOM's responsibilities include:

(1) Global Operations against Terrorist Networks. CDRUSSOCOM is responsible for synchronizing planning for global operations against terrorist networks, and will do so in coordination with other combatant commands, the

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Services, and, as directed, appropriate U.S. government agencies.*

CDRUSSOCOM's specific responsibilities include:

(a) Integrating DOD strategy, plans, and intelligence priorities for operations against terrorist networks designated by the Secretary.

(b) Planning campaigns against designated terrorist networks.

(c) Providing military representation to U.S. national agencies and international agencies for matters related to global operations against terrorist networks, as directed.

(d) Integrating theater security cooperation activities, deployments, and capabilities that support campaigns against designated terrorist networks in coordination with the geographic combatant commanders, and making priority recommendations to the Secretary.

(e) Planning Operational Preparation of the Environment (OPE), and as directed, executing OPE or synchronizing the execution of OPE in coordination with the geographic combatant commanders.

(f) Executing global operations against terrorist networks, as directed.

(2) Special Operations Forces (SOF) Joint Force Provider.

CDRUSSOCOM is the SOF Joint Force Provider, responsible for:

(a) Providing combat-ready special operations forces to other combatant commands, as directed.

(b) Identifying and recommending global joint sourcing solutions to the Chairman, in coordination with the Services and other combatant commanders, from all SOF and capabilities, and supervising the implementation of sourcing decisions.

(3) Joint Special Operations Forces Training. CDRUSSOCOM is responsible for special operations forces training, including conducting joint

* CCDRs charged with synchronizing planning lead a global collaborative planning process that includes other CCDRs, Services, CSAs, and applicable Defense agencies and Field Activities in support of a designated global mission or campaign plan. The phrase "synchronizing planning" pertains specifically to planning efforts only and does not, by itself, convey authority to execute operations or direct execution of operations.

training exercises, training assigned forces, and developing recommendations to the Chairman regarding strategy, doctrine, tactics, techniques, and procedures for the joint employment of special operations forces.

(4) DOD Psychological Operations (PSYOP). CDRUSSOCOM integrates and coordinates DOD PSYOP capabilities to enhance interoperability. CDRUSSOCOM supports CDRUSSTRATCOM's information operations (IO) responsibilities and other combatant commanders with PSYOP planning and execution.

18. U.S. Strategic Command (USSTRATCOM)

a. Headquarters. Offutt Air Force Base, Omaha, Nebraska.

b. Geographic AOR. None. When CDRUSSTRATCOM's forces are deployed in a geographic combatant commander's AOR, they will remain assigned to and under the control of CDRUSSTRATCOM unless otherwise directed.

c. Responsibilities. CDRUSSTRATCOM is responsible for:

(1) Detecting, deterring, and preventing attacks against the United States, its territories, possessions and bases, and employing appropriate force to defend the nation should deterrence fail.

(2) Carrying out assigned missions and tasks, and planning for and executing military operations as directed.

(3) Assigning tasks to, and directing coordination among, subordinate commands to ensure unified action.

(4) Maintaining the security of and carrying out force protection responsibilities for the command, including assigned or attached commands, forces, and assets, in compliance with applicable geographic combatant commander policy.

(5) Certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff.

(6) Providing, as directed, trained and ready joint forces to other combatant commands.

(7) Planning, executing, and assessing security cooperation activities in support of the geographic combatant commanders' campaign plans.

(8) Supporting the geographic combatant commanders in the planning and execution of military support to SSTR operations, humanitarian assistance, and disaster relief, as directed.

d. Specific Responsibilities

(1) Strategic Deterrence. CDRUSSTRATCOM is the lead combatant commander for strategic deterrence planning and is responsible for:

(a) Executing strategic deterrence operations, as directed.

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(b) Planning for nuclear operations, and as directed, employing nuclear forces.

(c) Advocating for nuclear capabilities.

(d) Supporting Service/agency development of global nuclear command and control capabilities.

(e) Planning, executing, and assessing security cooperation activities that support strategic deterrence, in coordination with the geographic combatant commanders.

(2) Space Operations. CDRUSSTRATCOM is responsible for:

(a) Planning and conducting space operations (force enhancement, space support, and on-orbit operations) and, as directed, planning and executing space control and force application.

(b) Advocating for space capabilities.

(c) Providing military representation to U.S. national agencies, U.S. commercial entities, and international agencies for matters related to military space operations, as directed.

(d) Serving as DOD Manager for manned space flight operations.

(e) Providing warning and assessment of attack on space assets.

(f) Serving as the single point of contact for military space operational matters, except as otherwise directed.

(g) Planning, executing, and assessing security cooperation activities that support space operations, in coordination with the geographic combatant commanders.

(h) Conduct space situational awareness operations for the U.S. government, U.S. commercial space capabilities, and services used for national and homeland security purposes; civil space capabilities and operations, particularly human space flight activities; and, as appropriate, commercial and foreign space entities.

(3) Cyberspace Operations. CDRUSSTRATCOM is responsible for synchronizing planning for cyberspace operations, and will do so in coordination

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with other combatant commands, the Services, and as directed, appropriate U.S. government agencies.* CDRUSSTRATCOM's specific responsibilities include:

(a) Directing Global Information Grid operations and defense.

(b) Planning against designated cyberspace threats.

(c) Coordinating with other combatant commands and appropriate U.S. government agencies prior to the generation of cyberspace effects that cross areas of responsibility.

(d) Providing military representation to U.S. national agencies, U.S. commercial entities, and international agencies for matters related to cyberspace, as directed.

(e) Advocating for cyberspace capabilities.

(f) Integrating theater security cooperation activities, deployments, and capabilities that support cyberspace operations, in coordination with the geographic combatant commanders, and making priority recommendations to the Secretary.

(g) Planning OPE, and as directed, executing OPE or synchronizing execution of OPE in coordination with the geographic combatant commanders.

(h) Executing cyberspace operations, as directed.

(4) Information Operations. CDRUSSTRATCOM is responsible for:

(a) Planning, coordinating, and, as directed, executing IO that cross areas of responsibility or that directly support national objectives.

(b) Supporting IO planning for other combatant commanders.

(c) Advocating for joint electronic warfare capabilities.

(5) Global Strike. CDRUSSTRATCOM is responsible for:

(a) Planning, coordinating, and executing kinetic (nuclear and conventional) and non-kinetic global strike, as directed.

(b) Advocating for global strike capabilities.

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(6) Missile Defense. CDRUSSTRATCOM is responsible for synchronizing planning for global missile defense, and will do so in coordination with other combatant commands, the Services, and as directed, appropriate U.S. government agencies.* CDRUSSTRATCOM's specific responsibilities include:

- (a) Coordinating global missile defense operations support.
- (b) Providing missile warning information to combatant commanders and allies, and providing assessment of missile attack if the appropriate combatant command is unable.
- (c) Developing the global missile defense concept of operations.
- (d) Providing military representation to U.S. national agencies, U.S. commercial entities, and international agencies for global missile defense matters, as directed.
- (e) Advocating for missile defense and warning capabilities.
- (f) Integrating theater security cooperation activities, deployments, and capabilities that support global missile defense in coordination with the geographic combatant commanders, and making priority recommendations to the Secretary.
- (g) Providing alternate global missile defense execution capability as directed, and as required to ensure continuity of operations.

(7) Intelligence, Surveillance, and Reconnaissance (ISR).

CDRUSSTRATCOM is responsible for:

- (a) Planning, integrating, and coordinating ISR in support of strategic and global operations, as directed.
- (b) Advocating for ISR capabilities.

(8) Combating Weapons of Mass Destruction (CWMD).

CDRUSSTRATCOM is responsible for synchronizing planning for DOD CWMD efforts, and will do so in coordination with other combatant commands, the

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Services, and as directed, appropriate US government agencies.*

CDRUSSTRATCOM's specific responsibilities include:

(a) Providing military representation to U.S. national agencies, U.S. commercial entities, and international agencies for matters related to CWMD efforts, as directed.

(b) Advocating for CWMD capabilities.

(c) Integrating theater security cooperation activities, deployments, and capabilities that support campaigns to combat weapons of mass destruction in coordination with the geographic combatant commanders, and making priority recommendations to the Secretary.

* CCDRs charged with synchronizing planning lead a global collaborative planning process that includes other CCDRs, Services, CSAs, and applicable Defense agencies and Field Activities in support of a designated global mission or campaign plan. The phrase "synchronizing planning" pertains specifically to planning efforts only and does not, by itself, convey authority to execute operations or direct execution of operations.

19. U.S. Transportation Command (USTRANSCOM)

a. Headquarters. Scott Air Force Base, Belleville, Illinois.

b. Geographic AOR. None. When CDRUSTRANSCOM's forces are deployed in a geographic combatant commander's AOR, they will remain assigned to and under the control of CDRUSTRANSCOM, unless otherwise directed.

c. Responsibilities. CDRUSTRANSCOM is responsible for:

(1) Carrying out assigned missions and tasks, and planning for and executing military operations as directed.

(2) Assigning tasks to, and directing coordination among, subordinate commands to ensure unified action.

(3) Maintaining the security of and carrying out force protection responsibilities for the command, including assigned or attached commands, forces, and assets, in compliance with applicable geographic combatant commander policy.

(4) Certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff.

(5) Providing, as directed, trained and ready joint forces to other combatant commands.

(6) Planning, conducting, and assessing security cooperation activities in support of the geographic combatant commanders' security cooperation strategies.

(7) Supporting the geographic combatant commanders in the planning and execution of military support to SSTR operations, humanitarian assistance, and disaster relief, as directed.

d. Specific Responsibilities

(1) Mobility Joint Force Provider. CDRUSTRANSCOM is the Mobility Joint Force Provider, responsible for:

(a) Identifying and recommending global joint sourcing solutions to the Chairman, in coordination with the Services and other combatant

commanders, from all mobility forces and capabilities, and supervising the implementation of sourcing decisions.

(2) DOD Single Manager for Transportation. CDRUSTRANSCOM is the DOD single manager for transportation (other than Service-unique or theater-assigned assets) responsible for providing common-user and commercial air, land, and sea transportation, terminal management, and aerial refueling to support the global deployment, employment, sustainment, and redeployment of U.S. forces.

(3) DOD Single Manager for Patient Movement. CDRUSTRANSCOM is the DOD single manager for patient movement, providing DOD global patient movement, through the Defense Transportation System, in coordination with the geographic combatant commanders.

(4) Distribution Process Owner. CDRUSTRANSCOM is the distribution process owner, responsible for:

(a) Coordinating and overseeing the DOD distribution system to provide interoperability, synchronization, and alignment of DOD-wide, end-to-end distribution.

(b) Developing and implementing distribution process improvements that enhance the Defense Logistics and Global Supply Chain Management System.

Appendix A

List of Strategic Documents

1. National Security Strategy
2. National Defense Strategy
3. National Military Strategy
4. Guidance for Employment of the Force
5. Guidance for Development of the Force
6. Joint Strategic Capabilities Plan
7. Global Force Management Implementation Guidance

(Although not all-inclusive, this list represents core strategic documents that provide direction for the execution of missions established in the UCP.)



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