CHAPTER II
RESPONSIBILITIES

"Organization is the vehicle of force."

MGEN J.F.C. Fuller
The Foundation of the Science of War, 1926

1. General

The global distribution system has numerous stakeholders. Stakeholders are either customers of global distribution or commands and agencies that influence or control one or more of the networks, functions or elements of global distribution. Participants in joint operations must clearly understand the roles of these stakeholders in global distribution as the first step in planning and conducting integrated and coordinated distribution support. This chapter identifies the distribution-related missions and relationships of the primary commands and agencies.

2. Secretary of Defense

The Secretary of Defense (SecDef) is responsible for the assignment of forces and lift resources to the combatant commands to perform missions assigned to those commands and for strategic interagency coordination at the national level. The Secretary's responsibilities include supervision of defense agencies operating the global distribution system, advocacy for resources to support global distribution, as well as the following primary global distribution functions:

The Secretary of Defense and the Chairman of the Joint Chiefs of Staff promulgate fundamental global distribution decisions through formulation and issuance of Defense Planning Guidance.

a. Identify those industrial products and facilities that are essential to mobilization readiness, national defense, or post attack survival.

b. Analyze potential effects of national security emergencies on actual production capability, taking into account the entire production complex, including shortages of resources. Develop preparedness measures to strengthen capabilities for production increases in emergencies.

c. Provide management direction for the stockpiling of strategic and critical materials; conduct storage, maintenance, and quality assurance operations for the stockpile of

strategic and critical materiel; and formulate plans, programs, and reports relating to the stockpiling of strategic and critical materiel.

d. Establish policies and provide guidance to DOD components and the Military Services concerning the effective and efficient use of supply and transportation systems and coordinate transportation policy, planning, and operations within the DOD.

3. Chairman of the Joint Chiefs of Staff

As the principal military advisor to the President and SecDef, the Chairman is assigned specific supervisory and joint operation planning responsibilities in the areas of strategic direction, strategic planning, and joint operation planning.

a. The CJCS responsibilities most directly related to global distribution include the following:

- Prepare joint logistic and mobility plans to support strategic plans and recommend the assignment of logistic and mobility responsibilities to the Armed Forces in accordance with those plans.

- Ascertain the logistic support available to execute general war and joint OPLANs of the combatant commanders and advise the SecDef on critical deficiencies and strengths in force capabilities (including manpower, logistics, and mobility support).

Assess the effect of such deficiencies and strengths on meeting national security objectives, policies, and strategic plans.

- Recommend to the SecDef appropriate logistic guidance for the Military Services that, if implemented, will result in logistic readiness consistent with approved plans.

- Prepare and submit to the SecDef general strategic guidance for use in the development of industrial and manpower mobilization programs.

- Prepare and submit to the SecDef statements of military requirements based on US strategic plans. These statements include tasks, priority of tasks, force requirements, and general strategic guidance for developing military installations and bases and for equipping and maintaining military forces.

b. For global distribution operations, as part of joint operation planning and execution, the CJCS is responsible for the following movement requirements, resources, and allocated capability:

- Establish procedures in accordance with the Assistant Deputy Under Secretary of Defense (Transportation Policy), the Secretaries of the Military Departments, and DLA for the submission of movement requirements by DOD user components to the USTRANSCOM. In addition, establish procedures for the submission of evaluated requirements and capabilities by USTRANSCOM and the transportation component

commands (TCCs) to the CJCS.

- Prescribe a materiel issue and movement priority system in agreement with the Uniform Materiel Movement and Issue Priority System (UMMIPS) that will ensure responsiveness to meet the needs of the using forces. UMMIPS is a product of the logistic management function and is one of the governing factors for requisition process performance of the global distribution system.

- Monitor the capabilities of USTRANSCOM common-user transportation resources to provide airlift, sealift, CONUS land transportation, common-user ocean terminal service, and aerial port service based upon the requirements of DOD components.

- Assign movement priorities in support of DOD components based upon capabilities reported by USTRANSCOM.

- Apportion strategic lift assets through the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3110.01A, "Joint Strategic Capabilities Plan (JSCP)," and CJCSI 3110.11B, "Mobility Supplement to the Joint Strategic Capabilities Plan."

- Allocate strategic lift assets through the CJCS execute order to the supported combatant commander.

4. Military Departments and Services

a. **Military Departments.** The Secretaries of the Military Departments are responsible for the following global distribution related functions enumerated in DOD Directive 5100.1, "Functions of the Department of Defense and Its Major Components":

- Exercise authority to conduct all affairs of their Departments to include organizing, supplying, equipping, training, servicing, mobilizing, demobilizing, administering, and maintaining forces.

- Prepare forces and establish reserves of manpower, equipment, and supplies for the effective prosecution of joint operations.

- Recruit, organize, train, and equip interoperable forces for assignment to combatant commands.

- Conduct research; develop tactics, techniques, and organization; and develop and procure weapons, equipment, and supplies essential to the fulfillment of functions assigned by the SecDef.

- Create, expand, or maintain an infrastructure that supports US forces using installations and bases, and provide administrative support, unless otherwise directed by the SecDef.

The primary responsibilities of the Military Departments include organizing, training, and equipping interoperable forces for employment by combatant commanders and the provision of personnel, equipment, and materiel to effectively prosecute joint operations.

- Plan and execute cross-Servicing agreements for supply, maintenance, and transportation operations to support other Services and joint operations.

b. **Military Services.** The Army, Marine Corps, Navy, and Air Force, under their respective departmental Secretaries, and the US Coast Guard (USCG), under the Department of Transportation in peacetime and the Department of the Navy in wartime,

are responsible for organizing, equipping, and training their Service forces. In terms of global distribution, their paramount responsibility centers on equipping their forces. This includes:

- Developing weapon system integrated logistic support.

- Determining the viability, capability, and cost effectiveness of weapons systems/equipment supply support requirements.

- For Service-managed materiel, determining inventory management factors such as item essentiality and reliability, inventory levels, allowances, packaging and preservation requirements, hazardous materiel and hazardous waste, inventory locations, repair cycles, attrition rates, replenishment lead times, the length and level of interim supply support, the degree of contractor support, and materiel to be prepositioned and war reserves. For items managed and/or distributed by DLA, provide coordination on materiel management and planning factors for Service-interest items.

- Performing supply support functions, including:

    - Determining materiel requirements of their forces and weapons systems and provide timely planning factors to supporting Service organizations or defense agencies. This is critical to the design and size of supporting global

distribution systems.

•• Providing inputs to the life cycle logistic functions.

•• Developing, implementing, monitoring, and evaluating the supply policy, programs, and procedures for weapons systems/equipment throughout the life cycle phases.

•• Providing materiel in support of weapon systems/equipment throughout the life cycle process.

•• Managing materiel disposal and reutilization programs in coordination with the Defense Reutilization and Marketing Service (DRMS).

- Under title 10, USC, the Services operate distribution capabilities to support their unique requirements. Examples of this are the US Navy's combat logistics force (CLF).

- In accordance with title 10 USC, the Services are responsible for generating war reserve requirements for end items and consumables.

- In the role of common-user military transportation services, the Army, Marine Corps, Navy, Air Force, and USCG are all generically called shipper services. Each

Service is responsible for the administrative support and performance of transportation operations assigned by combatant commanders at either their local shipping installations or throughout the theater.

- Resource and provide traffic management and physical distribution capabilities through respective Service TCCs: Army: Military Traffic Management Command (MTMC); Air Force: Air Mobility Command (AMC); and Navy: Military Sealift Command (MSC).

- Performing executive agent and/or lead organization for common user logistics (CUL) support functions.

  - An example of a Service executive agent is the assignment of the Department of the Army as single military mail manager.

  - Lead organizations for CUL support functions are joint forces, Service components, or DOD agencies responsible for specific common-user item/Service support in a joint/multinational operation, as defined in OPLANs/operation orders (OPORDs). If a Service component is assigned as the lead organization, it is referred to as a lead Service. Examples of lead Service responsibilities are common user land transportation, operational ration distribution, potable water, and bulk fuel. In a large operational area, lead Service responsibilities for a given CUL support function may be divided along geographic lines among more than

one Service component.

For additional information on CUL see JP 4-07, "JTTP for Common User Logistics During Joint Operations."

5. Geographic Combatant Commands

Geographic combatant commanders are responsible for the development and production of joint plans and orders in response to mission taskings. Joint operation planning includes the development of concepts of operation and concepts of support based on specific mission requirements derived from mission analysis. Detailed distribution planning is fundamental to the development of a sound concept of logistic support. At the macro-level, distribution planning considers the logistic ways and means of supporting and sustaining proposed combatant command operations with needed resources. More specifically, combatant command distribution planning addresses the interaction and coordination of the elements of global distribution functions and networks relative to a particular theater situation and mission objectives. Geographic combatant commanders exercise directive authority for logistics within their area of responsibility (AOR). This includes the authority to issue to subordinate commanders directives, including peacetime measures, necessary to ensure the effective execution of approved OPLANs, the effectiveness and economy of operations, and the prevention or elimination of unnecessary duplication of facilities or functions among Service component commands. Using this authority, the geographic combatant commander is responsible for

maintaining an effective theater distribution system that is consistent with the Services' inter-theater policy and procedures and for prescribing unique policies and procedures relating to the theater distribution system. Generally, theater distribution systems operate in accordance with established Service procedures using established distribution channels whenever possible. During joint planning, combatant command planners should seek to outline a support concept that makes use of the various distribution techniques and applications for resource support to organize and tailor distribution operations to the theater specific circumstances, infrastructure, mobility resources, and sources of supply. Ultimately, geographic combatant commanders are responsible for integrating the capabilities of DLA, USTRANSCOM, and Service component commanders resulting in integrated global distribution support to their theaters for joint operations. Each geographic combatant command has a separate special operations command (SOC) to meet theater-unique special operations requirements by providing planning, preparations, support, and command and control of special operations forces (SOF) from the Army, Navy and Air Force.

For more information see JP 0-2, "Unified Action Armed Forces (UNAAF)," JP 3-0, "Doctrine for Joint Operations," JP 4-0, "Doctrine for Logistic Support of Joint Operations," and JP 5-0, "Doctrine for Planning Joint Operations."

a. **Responsibilities of Supported Combatant Commanders.** Supported combatant commanders are responsible for distribution operations planned and executed during joint force operations in their AOR. Supported combatant commanders have four major

responsibilities relative to global distribution operations: develop distribution plans to support theater operations, coordinate and harmonize the strategic-theater distribution interface, control the distribution flow, and manage their theater distribution system.

- **Develop Distribution Plans to Support Theater Operations.** Supported combatant commanders must establish distribution plans in advance of any theater operations in order to ensure they have the requisite tools, equipment, and information to effectively integrate the global distribution network into theater operations and manage the theater distribution network. Although distribution planning will be addressed in greater detail in the next chapter, the supported combatant commander must consider the following general factors in the development of supporting distribution plans:

  - Access and use of total asset visibility in coordination with Service components in theater, DLA and Service inventory control points (ICPs), Defense Distribution Center depots, retail inventory sites, and the Joint Total Asset Visibility (JTAV) system.

  - Integration of materiel distribution requirements into JRSOI plans and operations.

  - Development of force requirements to operate the theater distribution system.

- Identification of theater inventory for critical materiel as well as coordination with the Services and DLA for prepositioned materiel and war reserve to support operations.

- Organization and management of theater distribution capabilities.

- Negotiation of HN diplomatic clearances, port of debarkation (POD) access, and overflight and landing clearances for distribution operations.

- Identification of HN sources for materiel and physical distribution capabilities.

- Integration of existing DOD commercial support partners contracted to perform distribution operations in support of joint or multinational forces.

- **Coordinate the Strategic-Theater Distribution Interface.** The strategic-theater distribution interface represents a critical process seam where support from the global distribution system must meld with and accommodate the theater capacity and capability to distribute resources to theater forces.

- **Control the Distribution Flow**. Supported combatant commanders exercise control by tailoring global distribution support to theater mission requirements and

priorities based on their concept of operations. Control of the distribution flow allows the supported combatant commander to "right size" the initial support provided by the global distribution system and respond to changes in mission circumstances with timely and agile distribution solutions.

The most critical task for the supported combatant commander is coordinating the strategic-theater distribution interface.

•• While developing requirements and priorities, supported geographic combatant commanders coordinate with USTRANSCOM, the defense agencies, and other supporting organizations to ensure that the planned theater capacity and capability to distribute resources within theater will be ready to execute global distribution throughput. The theater reception capability must have the capacity to accommodate joint force mission requirements and provide the supported

combatant commander with operational flexibility for mission execution.

- Global distribution operations must also be accomplished at the "right" velocity for theater circumstances. Theater needs must be fulfilled at the velocity consistent with the requirements, circumstances, capabilities, and infrastructure designated by the supported command.

- **Manage the Theater Distribution System.** Supported combatant commanders must plan for, coordinate, and integrate all elements of the theater distribution system to effectively control logistic and transportation support at the theater level. The supported combatant commander is responsible for:

  - Integrating joint theater distribution operations with strategic level organizations.

  - Allocating critical theater distribution transportation assets and assigning common distribution tasks to Service components.

  - Providing security for theater distribution operations.

  - Maintaining visibility on the status, quantity, and location of relevant stocks and war reserve assets and effectively integrating this materiel into operations.

- Operating communications and information networks to support theater distribution.

- Updating requirements for intratheater lift capability.

- Coordinating the retrograde and disposal of materiel including hazardous waste.

- Managing the redeployment of distribution forces, equipment, and materiel.

- Organizing functional boards or centers to centrally manage critical assets and more effectively react to unforeseen circumstances. The Joint Transportation Board (JTB), joint movement center (JMC), and logistics readiness center (LRC) are some of the boards and centers that can be used to effectively support distribution operations.

For further information on the functions of joint logistics centers and boards, see Appendix B to JP 4-0, "Doctrine for Logistic Support of Joint Operations" and Appendix B to JP 4-01, "Joint Doctrine for the Defense Transportation System."

b. **Responsibilities of Supporting Combatant Commanders.** Certain situations may

require that one combatant commander support another combatant commander. Support is a command relationship obligating the supporting organization to aid, protect, complement, or sustain the supported organization. The primary task for supporting combatant commands is to ensure that the supported combatant commander tasked to achieve national objectives receives the timely and complete support needed to accomplish the mission.

c. **United States Joint Forces Command (USJFCOM)** is the facilitator for building joint capabilities on the existing Service structures. USJFCOM is involved in global distribution operations under its charter to provide trained and ready CONUS-based joint force assets to forward-deployed geographic combatant commanders as they require them. These may include military units that support or perform distribution operations. USJFCOM fulfills this responsibility by performing three distinct functions with its assigned CONUS-based forces. USJFCOM is the joint force trainer, integrator, and force provider for joint forces organized from these assets. See http://www.jfcom.mil.

- **Joint Force Trainer.** As the joint force trainer for CONUS-based forces, USJFCOM provides joint force staff training through joint operations staff training programs and simulation-driven joint force command post exercises.

- **Joint Force Integrator.** USJFCOM serves as an integrator of capabilities from the five Services, Reserve Components (RC), and interagency sources. Additionally, USJFCOM's integration effort is focused on developing and maintaining

technological interoperability among Service distribution systems.

- **Joint Force Provider.** USJFCOM also serves as the CONUS-based joint force provider. Joint force assets needed to support forward-deployed geographic combatant commands are provided by USJFCOM's four component commands, United States Army Forces Command (FORSCOM), Marine Forces, Atlantic (MARFORLANT), US Atlantic Fleet (USLANTFLT), and Air Combat Command (ACC).

The US Joint Forces Command, in its role as the joint force provider, provides continental United States based forces and materiel to meet the needs of the forward-deployed unified commanders.

- **Joint Deployment Process Owner.** US Joint Forces Command is chartered by

the SecDef as the Joint Deployment Process Owner (JDPO) responsible for coordinating and implementing continuous process improvement in the joint deployment process.

6. Functional Combatant Commands

Supported combatant commanders capitalize on the power inherent in joint operations by synchronizing the complementary warfighting capabilities of all the Services and supporting commands into a unified effort. Moreover, combatant commanders are responsible for unified actions that are synchronized in time, space, and purpose with the actions of other military forces and nonmilitary organizations. Because of the numerous global distribution stakeholders, successful operations require high levels of integration. Normally, several functional combatant commands are involved in every phase of a joint operation.

a. **United States Special Operations Command** (USSOCOM) is responsible for providing trained and ready special operations forces (SOF) in response to mission taskings. USSOCOM has title 10, United States Code responsibilities to organize, train, and equip special operations forces to accomplish nine principal missions: direct action, special reconnaissance, foreign internal defense, unconventional warfare, combating terrorism, psychological operations, civil affairs, counterproliferation of weapons of mass destruction, and information operations. In addition, SOF frequently conduct the following collateral activities: coalition support, combat search and rescue, counterdrug

activities, countermine activities, foreign humanitarian assistance (FHA), security assistance, and special activities. SOF are unique in that they may be supported by two parallel distribution systems. In addition to the conventional distribution processes which provide common support to all Services, USSOCOM operates a separate distribution system for providing SOF-peculiar support to SOF worldwide. The USSOCOM distribution system extends from acquisition and depot functions to dedicated theater delivery capabilities. Effective and efficient SOF support in a joint environment requires skillful integration of the two complementary distribution systems. See http://www.socom.mil/.

For more information on special operations, see JP 3-05, "Doctrine for Joint Special Operations."

b. **United States Space Command** (USSPACECOM) is responsible for providing space operations forces trained and ready to support joint force operations. Space forces provide a means to exploit and, if required, control space to assist in the successful execution of joint force operations. The Commander in Chief, USSPACECOM serves as the single point of contact for military space operational matters and is a primary enabler to the communications network supporting global distribution. During distribution operations, USSPACECOM employs its assets to provide a variety of critical capabilities to supported combatant commands and strategic level organizations. These enhancements include theater ballistic missile warning, weather support, satellite communications support, positive navigation support, computer network defense, and

space-based intelligence support. Space operations are vital to the combatant commander's battlespace awareness and distribution visibility, agility, precision, and integration. USSPACECOM, as a supporting combatant command, will conduct a review of space assets necessary to support global distribution operations. See http://www.spacecom.af.mil.

c. **United States Strategic Command** (USSTRATCOM) is responsible for posturing strategic forces in a manner to deter a military attack on the United States, US forces, or its allies. They are a customer of global distribution. Should deterrence fail, strategic forces will be employed when authorized by the President of the United States. The posturing or employment of strategic forces may require the deployment of forces or redeployment of forces from a foreign theater to CONUS locations to prepare for future operations. See http://www.stratcom.af.mil/.

For more information of nuclear operations see JP 3-12, "Doctrine for Joint Nuclear Operations."

d. **USTRANSCOM** is responsible for strategic common-user air, land, and sea transportation, traffic management, as well as port management at aerial ports of embarkation (APOEs), aerial ports of debarkation (APODs), seaports of embarkation (SPOEs), and seaports of debarkation (SPODs) for the DOD across the range of military operations. USTRANSCOM operates the DTS. USTRANSCOM exercises responsibility for planning, resourcing, and operating a worldwide transportation system

in support of distribution operations and geographic combatant commanders. This includes reviewing the JSCP tasking, analyzing supported combatant commanders' requirements for transportation feasibility, and advising on changes required to produce a sustainable force deployment concept. USTRANSCOM, in coordination with strategic level agencies, plans strategic transportation support to global distribution during all phases of operations. USTRANSCOM plays essential policy roles through its executive agent responsibility for transportation regulations and customs clearance as well as a critical operational role as single port manager (SPM). During the deployment, sustainment, and redeployment phases of a joint operation, combatant commanders coordinate their movement requirements and required delivery dates with USTRANSCOM, which provides a complete movement system from origin to initial theater destination through its TCCs--Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Traffic Management Command (MTMC). See http://ustcweb.safb.af.mil/.

- **Single Port Management.** In addition to its other responsibilities, USTRANSCOM is designated by the SecDef as the single worldwide manager for common-user ports of embarkation (POE) and POD. The SPM is responsible for integrated planning and execution of port operations to ensure the seamless and effective transfer of cargo and equipment through ports in any given theater. Under the SPM concept, USTRANSCOM, through AMC, operates strategic aerial ports in theaters where forces and infrastructure are permanent and in theaters where forces and infrastructure are temporary. Additionally USTRANSCOM, through MTMC,

US Transportation Command provides critical support to global distribution operations through operation of the Defense Transportation System.

manages and operates CONUS common user seaports and manages SPOEs and SPODs in any given theater.

- **Transportation Component Commands.** TCCs provide strategic air, land, and sea transportation, traffic management, and terminal services to deploy, employ, sustain, and redeploy military forces to meet national security objectives across the range of military operations. The TCCs orchestrate that portion of the global distribution system and the nation's transportation infrastructure supporting DOD common-user transportation needs. The transportation system combines and integrates the capabilities of the common-user military and commercial transportation assets to optimize the use of available transportation capabilities, provide visibility over operations, and facilitate the transition from peace to war. Chapter V, Enablers, will discuss unique TCC capabilities and programs supporting global distribution operations. The general roles and responsibilities of the USTRANSCOM TCCs are:

  - **AMC** is a major command of the US Air Force and the primary air component of the DTS. AMC provides military and contracted commercial common-user and exclusive use airlift, air refueling, air traffic management, and strategic aeromedical evacuation transportation services to deploy, employ, sustain, and redeploy US forces on a global basis. Additionally, AMC is the aerial port manager under the SPM concept and, where designated, operator of common-user APOEs and APODs. See http://www.amc.af.mil.

•• **MSC** is a major command of the US Navy and the primary sea component of the DTS. MSC provides military and contracted commercial common-user and exclusive use sealift transportation services to deploy, employ, sustain, and redeploy US forces on a global basis. See http://www.msc.navy.mil/.

•• **MTMC** is a major command of the US Army and is the CONUS surface transportation manager and provides common-use ocean terminal services and traffic management services to deploy, employ, sustain, and redeploy US forces on a global basis. MTMC manages and employs the DOD common-user intermodal container fleet during joint exercises and across the range of military operations. MTMC is the port manager under the SPM concept for all common-user SPOE and/or SPOD operations. Key aspects of the seaport SPM concept are that MTMC will: provide planners to supported combatant commands to develop seaport management and operations requirements. At the request of the supported combatant commander, MTMC will conduct seaport assessments, establish contact with local seaport authorities, and determine availability of HNS and /or commercial port facilities and port services. When necessary, MTMC will deploy a seaport management team into theater and act as seaport operator throughout the operation. See http://baileys-mtmcwww.army.mil/.

Joint task force distribution requirements are coordinated through the joint task force establishing authority, usually a geographic combatant commander.

7. Joint Task Forces

a. A joint task force (JTF) is one of the command options used for joint force operations. It is the principal structure when the mission has a specific limited objective and does not require overall centralized control of logistics. Logistic functions normally remain the responsibility of the Service components.

b. **JTF Distribution Responsibilities.** The JTF normally works for a supported

combatant commander who will manage the overall theater distribution system. The JTF Joint Directorate for Logistics (J4) coordinates logistic support through the supported combatant commander. The principal distribution responsibilities of the JTF are to determine the logistic support requirements for the Service component forces assigned, determine distribution requirements and capabilities for the operation, and coordinate and integrate JTF distribution operations with the supported combatant commander to exercise control over the JTF's joint operations area (JOA) distribution network. JTF distribution responsibilities mirror those of the supported combatant commander within the JOA.

8. Defense Logistics Agency

a. DLA is the major combat support agency of the DOD and is controlled and directed by the Under Secretary of Defense for Acquisition, Technology, and Logistics. DLA functions as an integral element of the DOD by providing worldwide logistic support to the Military Departments and the combatant commands across the full range of military operations, as well as to other DOD components, federal agencies, foreign governments, and international organizations. See http://www.dla.mil./ DLA manages or distributes over 80% of existing stockage of defense materiel, including physical distribution of Service owned and managed stocks and nearly all of the fuel and petroleum products for military usage. DLA's principal global distribution responsibilities include:

- Integrated materiel and supply chain management and distribution support for all

subsistence, clothing and textiles, maps and charts, bulk fuel and packaged petroleum products, construction materiel, medical supplies and equipment, repair parts, and other consumable items. Distribution depots are used to fulfill customer requirements on a regional basis, or to provide global support for materiel to support special equipment, facilities, programs, and training.

- Property disposal services, including hazardous materiel and waste.

- Executive agent for DOD Donation Program.

b. **DLA Contingency Support**. During joint operations, DLA may assist the supported combatant commander by establishing a DLA Contingency Support Team (DCST) to consolidate in-theater management of DLA operations and provide a single point of contact for DLA distribution activities. The level of support provided by the DCST is based on the mission and tasks assigned to DLA by the supported combatant commander. The decision to employ a DCST is normally accomplished during the planning or early execution phases of a crisis, with a DLA planning/liaison cell responding to immediate supported combatant commander requirements. Both the DLA liaison cell and DCST should be incorporated into the supported combatant commander's distribution plans.

For further information about DLA's contingency capabilities, see JP 4-07, "Joint Tactics, Techniques, and Procedures for Common User Logistics during Joint

Operations."

9. Other Agencies

There are a number of other agencies that support, or are supported by, the global distribution network. These agencies fall into the categories of defense and federal agencies and other organizations.

a. **Defense Agencies.** In addition to the defense agencies described above these defense agencies support, and are supported by, the global distribution network.

- **Defense Contract Management Agency (DCMA)** is the DOD contract manager, responsible for ensuring federal acquisition programs, supplies, and services are delivered on time, within cost, and in compliance with performance requirements. See http://www.dcmc.hq.dla.mil .

- **Defense Information Systems Agency (DISA).** DISA is responsible for planning, developing, and supporting command, control, communications, computers, and intelligence (C4I) systems that serve the needs of the NCA under all conditions of peace and war. It provides guidance and support on technical and operational C4I systems issues affecting the SecDef, the Military Departments, the CJCS and the Joint Staff, the unified and specified commands, and the defense agencies. DISA ensures the interoperability of the Global Command and Control

System (GCCS), the Global Combat Support System (GCSS), and the other logistic C2, asset visibility, and transportation information systems discussed in Chapter V, Enablers, critical to the global distribution communications and information networks. See http://www.disa.mil/.

- **National Imagery and Mapping Agency (NIMA).** NIMA is a DOD combat support agency is the primary source for imagery and geospatial information used during the planning and execution of military operations. NIMA provides geospatial information and services support, technical guidance, and staff assistance to the Services, combatant commands, and other DOD components and is the focal point for imagery, imagery intelligence, and geospatial information. Information about the NIMA organization and products is available at http://www.nima.mil/. Hardcopy NIMA products are managed by DLA's Defense Supply Center Richmond (DSCR) (http://www.dscr.dla.mil/pc9/) and distributed to DOD and other authorized Federal users through the Defense Distribution Mapping Activity (DDMA).

- **Defense Security Cooperation Agency (DSCA).** DCSA, under the authority, direction, and control of the Assistant Secretary of Defense (International Security Affairs), serves as the DOD focal point and clearinghouse for the development and implementation of security assistance plans and programs. DSCA manages major weapon sales and technology transfer issues, budgetary and financial arrangements, legislative initiatives and activities, and policy and other security assistance matters. DSCA directs and supervises DOD elements in foreign countries responsible for

managing security assistance programs. DSCA oversees the DOD Humanitarian Assistance Program (HAP) that provides non-lethal, property to authorized recipients. DSCA arranges DOD funded and space available transportation for nongovernmental organizations (NGO) for delivery of humanitarian goods to countries in need; coordinates foreign disaster relief missions; and, in concert with DLA, procures, manages, and arranges for delivery of humanitarian daily rations (HDRs) and other humanitarian materiel in support of US policy objectives. For more information on DSCA, see http://www.dsca.osd.mil/.

- **Military Exchange Systems.** Each of the three Service exchange systems has contingency deployable resale capabilities to provide personal demand items to deployed military customers in all but the most remote OCONUS locations. The Army and Air Force Exchange Service (AAFES) mobile field exchanges, Navy Exchange Command (NEXCOM)-sponsored Naval Reserve Barber, Laundry, and Ships Store units, and Marine Corps Exchange (MCX) tactical field exchanges can provide a variety of deployable personnel support upon request of the supported combatant commander. Distribution support for both initial and sustainment merchandise stocks will typically use a combination of commercial and DOD assets, dependent on the theater.

b. **Federal Agencies.** The following federal agencies support execution of global distribution operations.

- **Department of State (DOS).** DOS coordinates OCONUS overflight and landing rights, diplomatic clearances, customs, and visa and/or passport requirements for global distribution operations. Additionally, DOS is the lead agency for the coordination and distribution of Class X items which support nonmilitary programs such as economic and agricultural development, civic action, and various relief and education programs. See http://www.state.gov/.

- **Department of Transportation (DOT).** During national defense emergencies, the Secretary of Transportation has a wide range of delegated responsibilities, including executive management of the nation's transportation resources in periods of crisis. The Office of Emergency Transportation is the Secretary's peacetime staff element responsible for emergency transportation planning. Additionally, DOT manages the Maritime Administration and through the Federal Aviation Administration, the War Air Service Program (WASP). WASP is the program designed to provide for the maintenance of essential civil air routes and services and to provide for the distribution or redistribution of aircraft among civil air transport carriers after aircraft allocated to the Civil Reserve Air Fleet (CRAF) have been called into service. Under national defense emergency conditions and in coordination with DOD agencies and commands, DOT supports the global distribution system by:

  - Developing systems for control of priorities and allocations for moving passengers and materiel by civil transportation through the global distribution network;

- Providing clearance authority for moving out-sized, over-sized, and hazardous military cargo;

- Apportioning planned and/or required civil transportation resources;

- Ensuring through the USCG the safety, security, and control of US seaports and transferring the operational control of the USCG to the Department of the Navy upon declaration of war by NCA direction. See http://www.dot.gov/.

- **Maritime Administration (MARAD)** has primary federal responsibility for ensuring the availability of efficient water transportation service, adequate shipbuilding and repair service, efficient ports, effective international water and land transportation systems, and reserve shipping capacity in time of national emergency. In addition, MARAD administers federal laws and programs designed to support and maintain a US merchant marine capable of meeting the nation's global distribution sealift needs. See http://www.marad.dot.gov/. MARAD supports global distribution through advancing the maritime industry's capabilities to provide total transportation support (port, intermodal, and ocean shipping) through the following:

  - Administering the Maritime Security Fleet of militarily useful vessels and the priorities and allocations of the Voluntary Intermodal Sealift Agreement (VISA).

Flexible and responsive sealift is the backbone of global distribution operations.

- Maintaining an active Ready Reserve Force (RRF) fleet of strategic sealift, which is a component of the inactive National Defense Reserve Fleet (NDRF), to support contingency and national security sealift needs.

- Acquiring US flagged, US owned, and other militarily useful merchant ships in accordance with appropriate authorities from the Merchant Marine Act and the Emergency Foreign Vessels Acquisition Act.

- Operating as the National Shipping Authority to coordinate with North Atlantic Treaty Organization (NATO) Defense Shipping Authority to obtain an allocation of NATO flag ships for service in support of the US.

- Ensuring readiness preparation and coordination of commercial strategic ports for mobilization through the National Port Readiness Steering Committee and local port readiness committees.

- **United States Coast Guard.** USCG is the primary US maritime agency for waterway safety and security. The USCG core competencies include national defense, maritime safety, maritime law enforcement, and maritime environmental protection. During global distribution operations, the USCG protects military shipping at US SPOEs and OCONUS SPODs by conducting port security and harbor defense operations. Major USCG vessels may be deployed to participate in maritime interception operations, to enforce sanctions against other nations, and to conduct

peacetime engagement activities. Deploying port security units and their sustainment stocks must be time-phased to support Navy component operations and be scheduled for movement on common-user assets of the global distribution transportation network. Port safety responsibilities in CONUS include the establishment, certification, and supervision of ammunition loading operations. In addition, the USCG's role in licensing additional merchant mariners to serve expanded defense shipping needs is integral to mobilization of transportation assets. See http://www.uscg.mil/.

- **Office of Intermodalism.** The Office of Intermodalism is a subordinate office within the DOT responsible for DOT projects, programs, and policies involving more than one mode of transportation. For additional information see http://www.dot.gov/intermodal.

- **Department of Agriculture (USDA).** USDA is responsible for establishing the standards, inspecting the sources, and quality assurance of subsistence materiel provided by DOD. USDA also maintains surveillance of agricultural products and guarding against potential plant or animal infestations entering the US through global distribution PODs. All forces and materiel returning to CONUS through the global distribution network require USDA inspection. USDA also provides ongoing agricultural technical assistance in many OCONUS areas and can develop coordinated DOD Civil Affairs/USDA projects for given countries or regions. See http://www.usda.gov/.

- **Department of Health and Human Services (DHHS).** During natural disasters or civil emergencies, DHHS assists the Federal Emergency Management Agency (FEMA) and other national agencies in caring for the affected personnel. Department of Health global distribution movement and support requirements will be coordinated by FEMA. See http://www.dhhs.gov/.

- **Federal Emergency Management Agency (FEMA).** FEMA coordinates the execution of emergency preparedness actions of all federal agencies, including distribution of military support to civil authorities (MSCA) missions. It is the key agency for emergency assistance to civil authorities and coordinates all military support directly with the Director of Military Support. See http://www.fema.gov/.

- **National Oceanographic and Atmospheric Administration (NOAA).** NOAA provides aeronautical data and weather services for transportation planning. NOAA information can be accessed through the USTRANSCOM Joint Intelligence Center for Transportation (JICTRANS). See http://www.noaa.gov/.

- **US Customs Service.** The US Customs Service is a bureau of the Department of the Treasury responsible for enforcing US laws concerning carriers, cargo, and persons entering and departing the US. These responsibilities include assessing and collecting duties, detecting and intercepting contraband, including drugs, and insuring that imported materiel meets the requirements for legal entry. All forces and materiel

redeploying to CONUS require US Customs clearance.

- **US Postal Service (USPS).** USPS is part of the global distribution system and supports joint force operations through movement of mail, including materiel shipped via parcel post. The Military Postal System is an official extension of USPS outside of the United States. The Military Postal Service Agency (MPSA), a joint service staff headquarters under the executive direction of the Department of the Army, is the DOD single military mail manager and point of contact with USPS. MPSA conducts DOD contingency planning and provides postal support to combatant commanders. Transportation of official and personal mail to and from joint forces outside of the US is a DOD responsibility and is moved using a combination of military and commercial carriers through overseas military mail hubs and deployed Service postal units. Distribution of US mail to deployed forces is a vital operational and morale consideration that requires significant strategic airlift and theater distribution support. Mail and parcel post share many of the same distribution modes and nodes as other DOD cargo. Distribution capabilities must be able to handle the heavy influx of inbound and outbound mail to and from deployed forces, particularly when "free" mail and "any member" programs are in use.

For more information on MPSA, see JP 1-0, "Doctrine for Personnel Support to Joint Operations."

- **General Services Administration (GSA).** GSA provides access to inventories

of common-use items to DOD customers. GSA is a major source for general commodities such as office supplies and paper products, tools, furniture, paints and chemicals. GSA also provides vehicle acquisition and leasing service and is the federal contracting agency for the government purchase card program and domestic express small package delivery service.

c. **Other Organizations.** Distribution support is required for materiel used for nonmilitary programs such as economic and agricultural development, civic action, and various relief and education programs as part of FHA programs. Various NGO typically provide this materiel. The United States Agency for International Development (USAID) normally approves NGO to distribute supplies for use in humanitarian relief operations. Many other foreign-based organizations also provide FHA support. Transportation and distribution organizations may be assigned duties related to movement of FHA materiel on either a dedicated or a space-available basis, depending on the particular program and operational tempo. An additional requirement for distribution support of non-DOD materiel may result from voluntary donations in support of US forces. Distribution of donated materiel is coordinated by DLA subject to the supported combatant commander's policy and procedures.