

Commander	US C2 Responsibilities	Other Theater Responsibilities ⁵
Commander USEUCOM	<ul style="list-style-type: none"> • Regional Combatant Commander <i>Provide:</i> <ul style="list-style-type: none"> • EPOC • Joint Enabling Teams • EUCOM Forward • ABNCP and ULC • HAST 	<ul style="list-style-type: none"> • Supreme Allied Commander for Operations (SACO) (NATO)
Commander USAREUR	<ul style="list-style-type: none"> • Theater US Army Forces Commander – COMARFOR <i>Provide:</i> <ul style="list-style-type: none"> • O-9 Commander and HQ for JTF or JFLC • O-8/7 Commander and HQ for JTF or JFLC • Operational level COMARFOR • HAST 	<ul style="list-style-type: none"> • Joint Command, Centre (NATO) (Rotational) • Conduct Security Cooperation • Army Service Component Commander <ul style="list-style-type: none"> • Train and equip forces
Commander USNAVEUR	<ul style="list-style-type: none"> • Theater US Navy Forces Commander – COMNAVFOR <i>Provide:</i> <ul style="list-style-type: none"> • O-9/8 Commander and HQ for JTF, JFMC or JFAC (Fleet or Battle Group) • O-7 Commander and HQ for JTF or JFMCC (ESF or ESG) • Operational level COMNAVFOR • HAST 	<ul style="list-style-type: none"> • CINCSOUTH (NATO) • Conduct Security Cooperation • Navy Service Component Commander <ul style="list-style-type: none"> • Train and equip forces
Commander USAFE	<ul style="list-style-type: none"> • Theater US Air Forces Commander – COMAFFOR <i>Provide:</i> <ul style="list-style-type: none"> • O-9 Commander and HQ for JTF or JFAC • O-8/7 Commander and HQ for JTF or JFAC • Operational level COMAFFOR • HAST 	<ul style="list-style-type: none"> • COMAIRNORTH (NATO) • Conduct Security Cooperation • Air Forces Service Component Commander <ul style="list-style-type: none"> • Train and equip forces
Commander MARFOREUR	<ul style="list-style-type: none"> • Theater USMC Forces Commander – COMMARFOR <i>Provide support to source:</i> <ul style="list-style-type: none"> • O-7/9 Commander and HQ for JTF or JFLC (MEF or MEB) • Operational level COMMARFOR 	<ul style="list-style-type: none"> • Conduct Security Cooperation • Marine Corps Forces Service Component Commander <ul style="list-style-type: none"> • Train and equip forces
Commander SOCEUR	<i>Provide:</i> <ul style="list-style-type: none"> • O-7 Commander and HQ for JFSOC • O-7/6 Commander and HQ for JTF or JSOTF • ESAT 	<ul style="list-style-type: none"> • SOF Planning Staff for HQ USEUCOM (ECSO) • Conduct Security Cooperation • Train and equip forces

⁴ The "Other Theater Assignments" column lists, for information only, assignments from a variety of sources.

Appendix A

GENERAL INFORMATION

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1. **Purpose.** USEUCOM joint forces must be able to readily form, execute, and manage a wide variety of operations under diverse conditions for deliberate military actions and in response to crisis situations within the USEUCOM area of responsibility (AOR). For this purpose, CDRUSEUCOM maintains the USEUCOM Plans and Operations Center (EPOC) at HQ USEUCOM, and has designated various on-call joint task force headquarters and functional component headquarters, as specified in this directive, to rapidly adapt the theater joint command and control architecture to direct, task, and manage joint operations. This directive states CDRUSEUCOM's policies for conventional theater C2 and options for the organization of the joint C2 structure. Nuclear command and control (NC2) operations and procedures are contained in CDRUSEUCOM emergency action procedures (EAP) documents and are not addressed herein. The EPOC-Joint Nuclear Operations Center (JNOC) conducts nuclear C2 for CDRUSEUCOM.
 2. **Requirement.** CDRUSEUCOM requires a flexible, joint, C2 capability that ensures unity of command, functions in both multi-national and unilateral environments, and provides the following capabilities:
 - a. Ability to command and control assigned forces engaged in multiple, simultaneous, dissimilar operations;
 - b. Ability to centralize or decentralize command and control planning and execution, as appropriate to the mission, forces available, and phase of the operations;
 - c. Ability to project command throughout the area of responsibility (AOR);
 - d. Ability to participate in inter-agency coordination, planning, and execution; and
 - e. Ability to integrate reachback and support for all operations.
 3. **Missions.** JP 3-0, *Doctrine for Joint Operations*, distinguishes between war and military operations other than war (MOOTW).¹
 - a. War is characterized as large-scale, sustained combat operations to achieve national objectives or protect national interests and can encompass a variety of operations that also occur as MOOTW, for example, the protection of lines of communication.

¹ MOOTW operations include: arms control; combating terrorism; Department of Defense support to counter-drug operations; enforcement of sanctions/maritime intercept operations; enforcing exclusion zones; ensuring freedom of navigation and over-flight; humanitarian assistance; military support to civil authorities; nation assistance/support to counterinsurgency; noncombatant evacuation operations; peace operations; protection of shipping; recovery operations; show of force operations; strikes and raids; and support to insurgency (JP 3-07)

alternate individuals for each assigned JET post and ensure that they receive appropriate training and equipment for rapid deployment to forward JTF locations. The JET will deploy under a CDRUSEUCOM order that will specify the purpose and duration of the deployment. Receiving commanders employ the JET to enhance their operation, may release JET members early when no longer required, and may request CDRUSEUCOM to extend selected JET members required for the success of the mission. The continuous involvement of theater staffs in collaborative operational planning will reduce the requirement to deploy a JET; however, when required, the JET serves as a key enabler, allowing the subordinate commander to form his staff and establish linkages to HQ USEUCOM more rapidly, while planning continues unabated.

(4) USEUCOM Forward Element (EUCOM FWD). The EUCOM FWD concept expands upon the ESAT, HAST, and JET concepts for circumstances that require an on-scene general or flag officer prior to the designation of a task force commander. EUCOM FWD staff is initially provided by the ESAT, a HAST, a JET, or a combination of these. HQ USEUCOM will be able to deploy a EUCOM FWD within 24-36 hours of notification. The EUCOM FWD leader is the direct representative of CDRUSEUCOM for the circumstances specified in the deployment order. The EUCOM FWD role may evolve from assessment, to coordination, to on-scene command in transition into a joint task force. Once CDRUSEUCOM assigns operational authority for a mission to a task force commander, CDRUSEUCOM may either recall EUCOM FWD or transfer OPCON of EUCOM FWD to the joint task force commander. In the case of transfer of OPCON, the transfer of authority order will address the disposition of staff provided by the ESAT, HAST, or JET.

(5) Joint Task Force or Service Task Force. Task forces are the primary means for projecting on-scene command within the theater. Task forces are established to delegate effort, allow concentration on a specific task, as well as to provide on-scene command presence. The HQ of a geographic task force normally establishes a forward presence in the area of operations while fully exploiting capabilities to reach back for support from a task force main or rear element, Service or Joint HQ, to include HQ USEUCOM. CDRUSEUCOM designates a joint task force commander to exercise OPCON over attached forces for a specified task. Joint task force HQ must be prepared to deploy to and operate from both land and sea-based locations based on operational requirements. Rear area staging and support bases must be appropriate to support forward operations. Undue redundancy of HQ capabilities and functions is to be avoided. The JTF commander reports directly to CDRUSEUCOM or to the establishing commander in the case of subordinated JTFs. CDRUSEUCOM will normally task a Service component commander to establish a Service task force for a single-Service force and a specified mission. Service task force commanders normally report through the Service component commander to CDRUSEUCOM, but may be assigned directly to CDRUSEUCOM when required.

(6) Airborne Command Post (ABNCP). The ABNCP mission is conducted by EPOC-NC2 personnel. The ABNCP operates within the USEUCOM AOR. The USEUCOM ABNCP is capable of conducting NC2 for theater non-strategic nuclear forces (NSNF), including dual capable aircraft and TLAM-N capable fast attack submarines. To support the NC2 mission, the USEUCOM ABNCP employs theater unique NC2 procedures, cipher materials, and communications systems. OPOD 4339-02 implements the concept of operations and tasks that enable the USEUCOM ABNCP to accomplish the non-strategic nuclear forces NC2 mission. The plan directs HQ USEUCOM to maintain a Survivable Mobile Command Center (SMCC) in

order to support U. S. national and USEUCOM nuclear command and control requirements. It further provides direction and guidance to component commanders to support ABNCP operations by detailing base support requirements.

(7) USEUCOM Liaison Cell (ULC). When directed, members of the JNOC deploy to SHAPE at Mons, Belgium, to support NATO operations. ULC operations are delineated in CDRUSEUCOM emergency action procedures documents.

g. Effective command and control requires integrated, interoperable C2 systems. In implementing a collaborative information environment (CIE) with planning and execution procedures, USEUCOM must ensure that all joint and Service headquarters (to include the ESAT, HAST, JET, EUCOM FWD, ABNCP, ULC, as well as Service and functional component HQs) and supporting agencies are included within the secure virtual information grid to provide continuous information exchange among distributed and deployed C2 elements.

3. Command Responsibilities

a. USEUCOM Service Component Commanders train and equip forces to meet CDRUSEUCOM and Service readiness requirements; conduct theater security cooperation; and, for Commander, USNAVEUR, Commander, USAFE, and, on a rotational basis, Commander, USAREUR, lead NATO Commands. Component Commanders will prepare to provide JTF commanders and functional component commanders up to the three-star level, to organize and support commensurate JFHQs, and to provide service task forces and service component command headquarters, as listed in the following table.

b. Commander, SOCEUR, trains and exercises attached forces; conducts theater security cooperation; and conducts activities related to the war on terrorism. Commander, SOCEUR, will prepare to provide commanders and commensurate JFHQs for a joint forces special operations component and for geographic and functional JTFs as listed in the following table.

c. HQ USEUCOM will nominate joint force commanders to CDRUSEUCOM based on the specific capabilities required of forces and staffs. These capabilities make potential joint force commanders more likely to be chosen for certain missions than others. Simultaneous missions and varying force availability, however, require all potential joint force commanders to prepare for a broad range of employability. HQ USEUCOM will allocate joint training resources for joint force commanders and headquarters based on the requirements and priorities in the annual CDRUSEUCOM training guidance and schedule them in accordance with ED 55-29.