Combatant Commands

Missions, Requirements and Resources

Mark Peterson - USSOCOM

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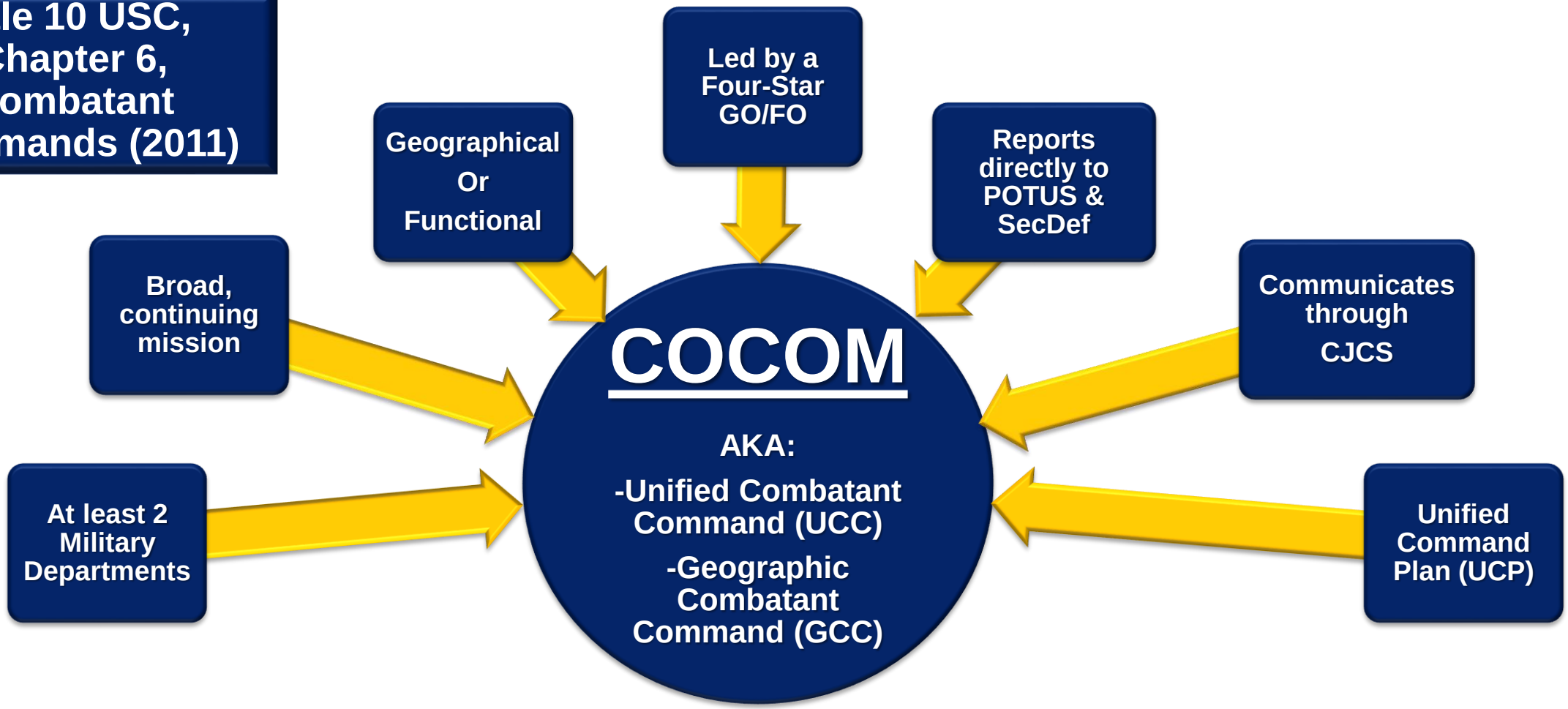
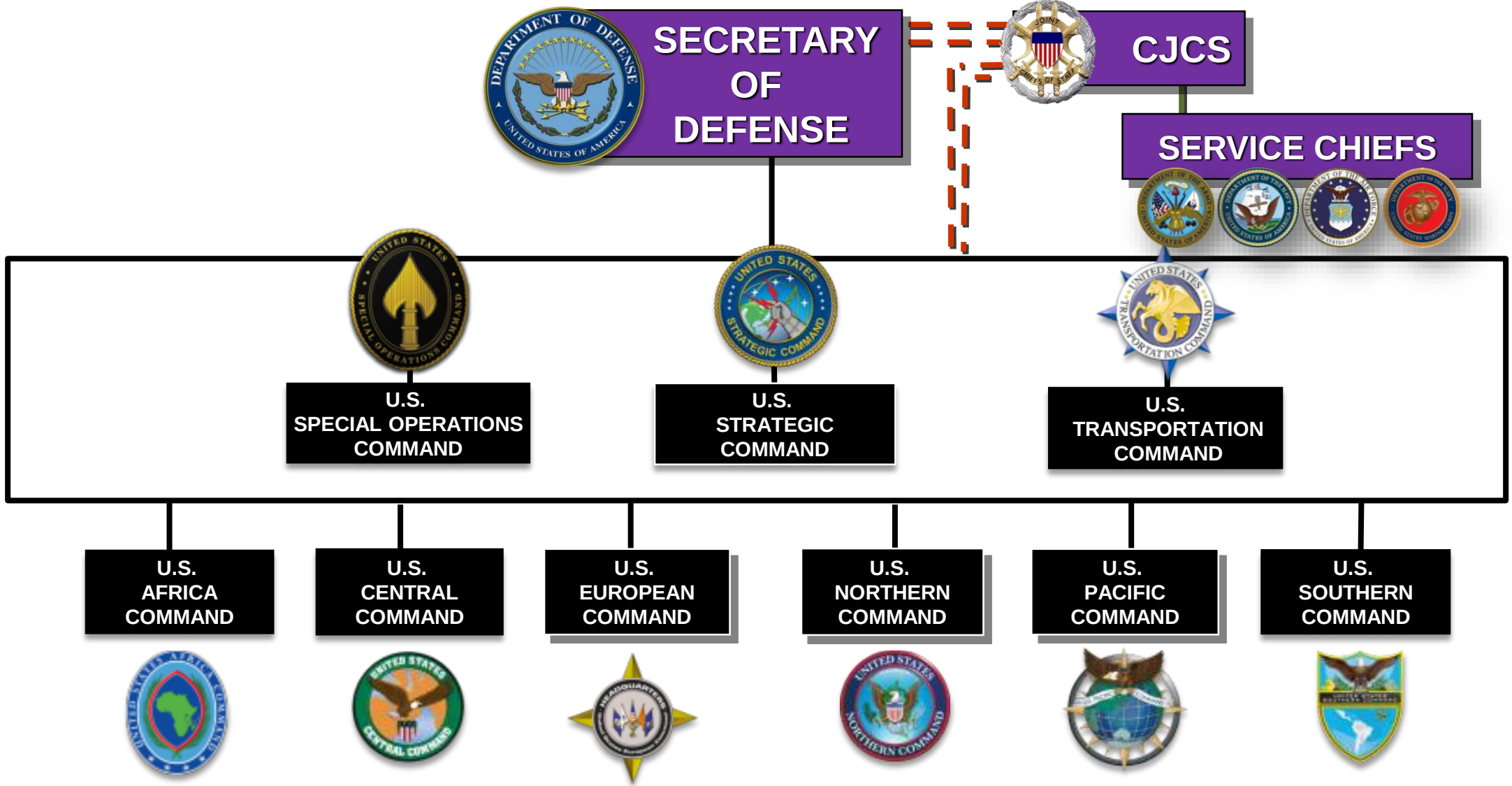
What is a COCOM?

Title 10 USC, Chapter 6, Combatant Commands (2011)



Legally mandated by the Goldwater-Nichols Defense Reorganization Act of 1986

Unified Combatant Commands



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U.S. Central Command Resourcing Challenges and Successes

Ms. Elaine McCusker
Director, Resources & Analysis (J8)
2 June 2016

Topics

- **Strategic Guidance**
- **Strategic Environment**
- **CENTCOM Vision and Mission**
- **Challenges, Opportunities and Successes**

National Strategic Guidance

- **Pillars of U.S. Defense Strategy**
  - ***Protect the Homeland, Build Security Globally, Project Power and Win Decisively***
- **National Security Interests**
  - ***Survival of the Nation; Prevention of Catastrophic Attack; Security of Global Economic System; Security/Confidence/Reliability of Allies; Protection of Americans Abroad; Preservation and Extension of Universal Values***
- **Strategic Guidance – Central Region**
  - *"It is the policy of the United States to lead the international community on issues of security and stability because it serves our interests, meets our commitments to allies and partners, and addresses threats that have global consequences. U.S. policy requires a global security posture that employs our unique capabilities within diverse international coalitions and in support of local partners. U.S. interests in the Middle East require full and enduring commitments to the security, stability, and prosperity of our allies and partners; to this end, the U.S. will continue to emphasize and maintain U.S. and allied military presence in – and in support of – partner nations in and around the region. Our regional military posture must be sufficient to protect our citizens, secure interests, preserve regional stability, render humanitarian assistance and disaster relief, and build the capacity of our partners to contribute to regional security. If deterrence fails, U.S. forward posture must facilitate U.S. force projection to defeat and deny aggression.*

-Extrapolated from Strategy Documents

USCENTCOM Strategic Environment

Approved: 09 March 2016

IRAQ-SYRIA & GREATER LEVANT
- IRQ: ISIL threatens GoI, regional stability
- SYR: Grinding civil war, ISIL in defensive posture; increasingly limited to spoiling attacks
- IRN, RUS military involvement increased
- ISIL's caliphate expanding globally

IRAN
- Persistent nuclear ambitions
- JCPOA economic windfall augments conventional military, ITN capabilities
- Growing ITN operational reach, malign influence threatens U.S., allies, region

AFGHANISTAN-PAKISTAN
- Fragile political, military institutions; U.S. CT and TAA missions continue
- AFG-PAK safe havens enable IS-K, AQ, and VEOs; threaten regional stability

YEMEN
- Civil war and state collapse/fracture; opportunity for IS-Y entrenchment
- AQAP safe haven; IRN support to Huthis
- Turmoil threatens geostrategic choke point

SUNNI-SHIA
- Ideologues/politicians perpetuate a toxic sectarian narrative
- Fundamental Saudi-Iran tension/distrust
- Local/religious affinities trump national identities, secularism
- VEOs, external actors exploit divisions

ISRAELI-PALESTINIAN
- Persistent and contentious; fuels sectarianism, violence, and unrest
- Third intifada could spark wider conflict
- Ongoing diplomatic efforts

PAKISTAN-INDIA
- Trust deficit between nuclear powers
- Sporadic cross-border violence, militancy persists

DRIVERS OF PERSISTENT INSTABILITY
- Brittle political and economic systems feed grievances, disenfranchisement
- Geo-economic uncertainty
- Refugee crises, weak border security
- Enduring threat from IS, AQ, VEOs
- Ungoverned /under-governed spaces

COMPETITION FOR REGIONAL INFLUENCE
- Mixed perceptions of U.S. intervention
- Rivalry to supplant U.S. influence
- External actors challenge U.S. security partnerships

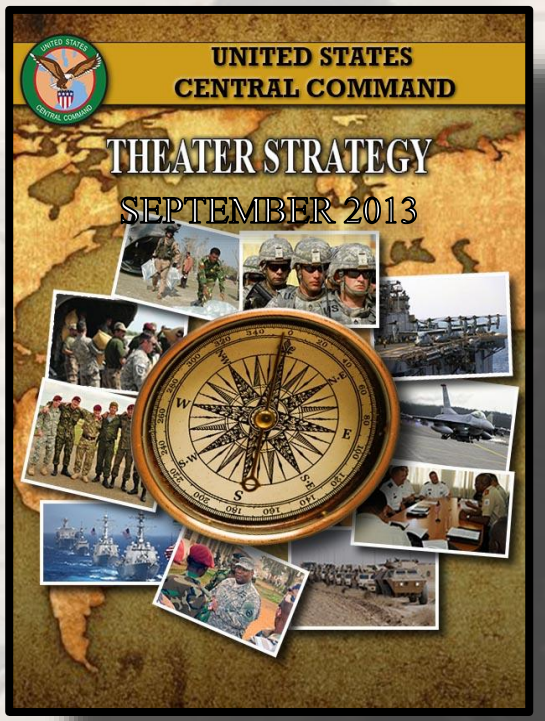
USCENTCOM's strategic environment contains converging and compounding threats, instability, and violence as political transitions, civil wars, and aggressive VEOs threaten global security and stability.

CENTCOM Vision and Mission

USCENTCOM Mission Statement

With national and international partners, USCENTCOM promotes cooperation among nations, responds to crises, deters or defeats state and non-state aggression, and supports development and, when necessary, reconstruction in order to establish the conditions for regional security, stability and prosperity.

CENTCOM Theater Strategy – Informs the Theater Campaign Plan and interagency preparation of Integrated Country Strategies prepared by each Country Team within the AOR. Strategic Approach – Manage, Prevent, Shape



USCENTCOM Vision

Ready, engaged, and vigilant – effectively integrated with other instruments of power, strengthening relationships with partners, and supporting bi-lateral and multi-lateral collective defense relationships to counter adversaries, improve security, support enduring stability, and *secure vital national interests* in the Central Region.

Challenges, Opportunities and Successes

- Clarity of Strategic Guidance
- Speed of Decision-Making
- Strategy Resourcing Mismatch
- Fiscal Uncertainty

- Breaking New Ground
- Analytical Support to Planning and Decision-Making
- Flexibility, Agility and Responsiveness

Combatant Commands

Missions, Requirements and Resources

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PDI 2016 – Workshop #38

1-3 June 16

USTRANSCOM

UNITED STATES TRANSPORTATION COMMAND

Mr. James L. McGinley

USTRANSCOM J8

Orlando, FL PDI

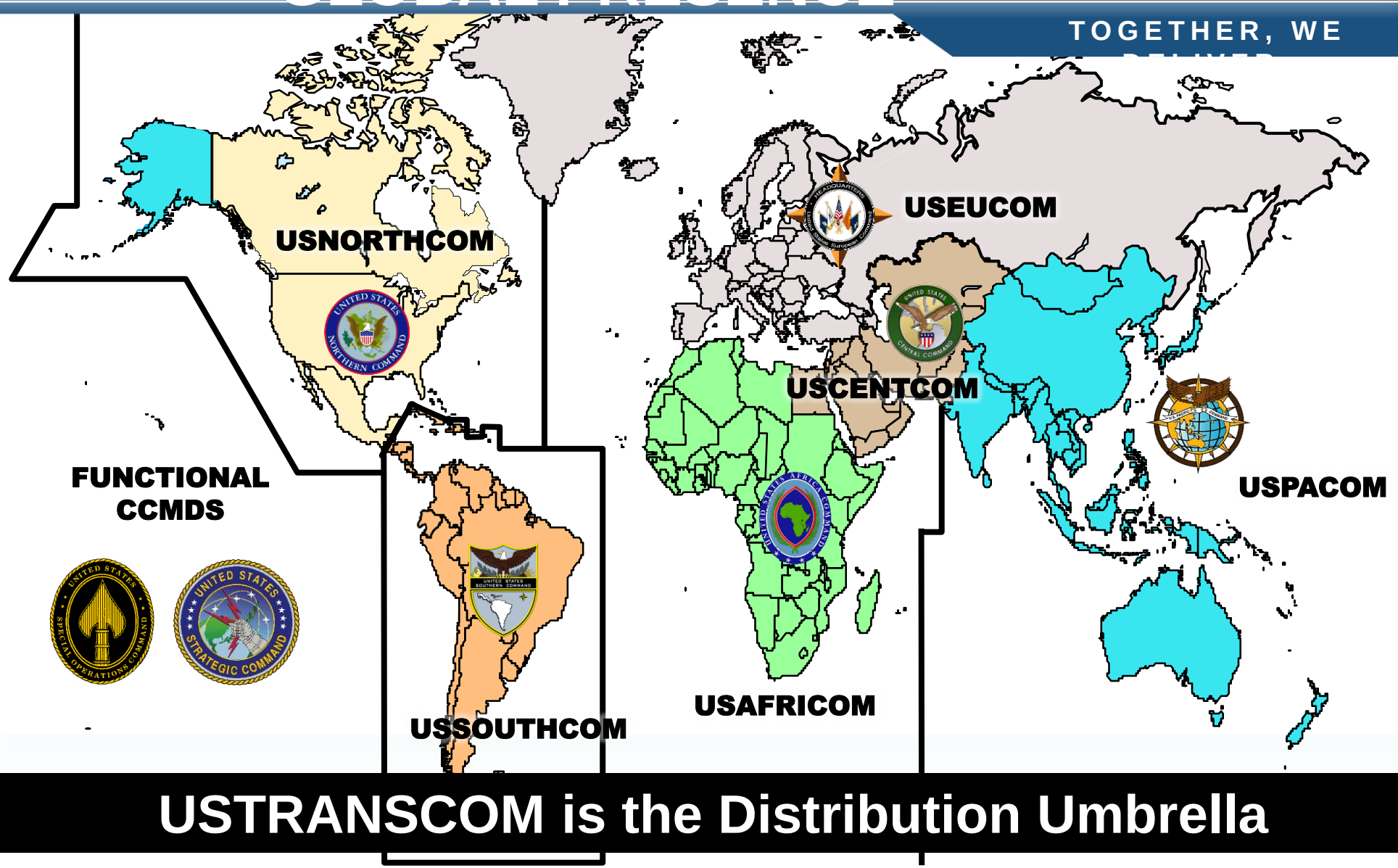
OVERVIEW

TOGETHER, WE DELIVER.

"USTRANSCOM Provides Full-Spectrum Global Mobility Solutions & Related Enabling Capabilities for Supported Customers' Requirements in Peace and War."

MULTIPLE SUPPORTED COMBATANT COMMANDERS … GLOBAL PRESENCE

TOGETHER, WE



USTRANSCOM is the Distribution Umbrella

UNIFIED COMMAND PLAN RESPONSIBILITIES

AIR MOBILITY COMMAND

TOGETHER, WE DELIVER.

HQ: Scott AFB, IL

- Worldwide Airlift
- Worldwide Air Refueling
- Aeromedical Evacuation
- Presidential & DV Support
- Civil Reserve Air Fleet (CRAF)

Mission: "Provide global air mobility…right effects, right place, right time."

MILITARY SEALIFT COMMAND

TOGETHER, WE DELIVER.

HQ: Norfolk, VA

- Afloat Prepositioning
- Surge Sealift
- Sustainment
- Voluntary Intermodal Sealift Agreement (VISA) “Charter Service”

Mission: “Operate the ships which sustain our warfighting forces & deliver specialized maritime services in support of national security objectives in peace and war.”

MILITARY SURFACE DEPLOYMENT & DISTRIBUTION COMMAND

TOGETHER, WE DELIVER.

HQ: Scott AFB, IL

- Port Management/Cargo Movement (Ports/Rail/Road)
- Personal Property (HHG/POV)
- Deployability Engineering
- Voluntary Intermodal Sealift Agreement (VISA) “Liner Service”

Mission: “Provide global deployment & distribution capabilities to meet our nation’s objectives.”

JOINT ENABLING CAPABILITIES COMMAND

TOGETHER, WE DELIVER.

HQ: NAVSTA Norfolk, VA

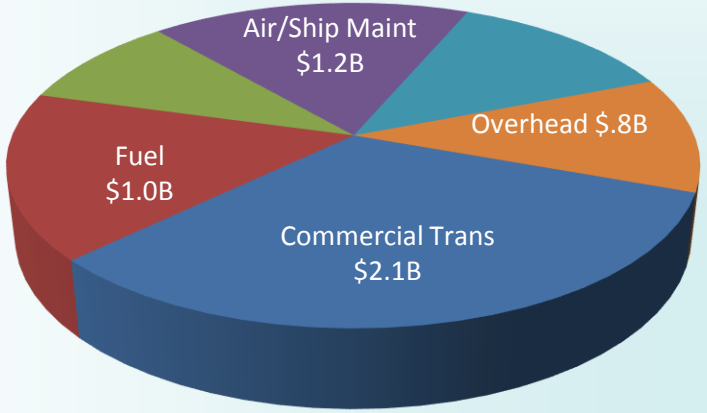
- Subordinate Command to USTRANSCOM
- Joint Planning Support Element (JPSE)
  - Joint Planning and Execution Experience
- Joint Public Affairs Support Element (JPASE)
  - Expeditionary Joint Military Public Affairs Capability
- Joint Communications Support Element (JCSE)
  - Rapidly Deploys Scalable Command, Control, Communications, and Computer Packages

Mission: "The JECC provides mission-tailored, joint capability packages to combatant commanders in order to facilitate rapid establishment of joint force headquarters, fulfill global response force execution & bridge joint operational requirements."

FY16 TWCF Planned Costs and Revenue

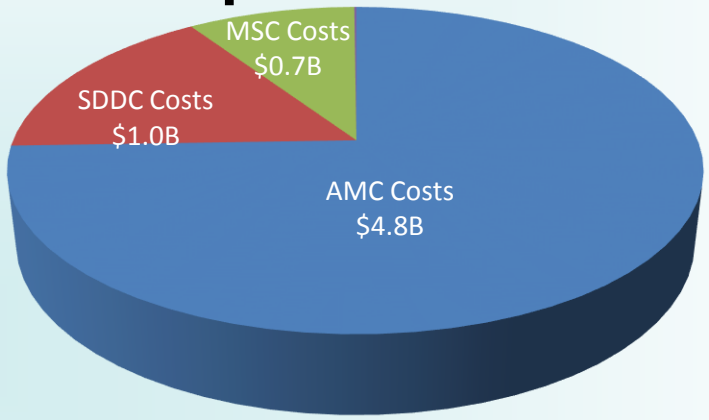
TOGETHER, WE DELIVER.

Cost Drivers

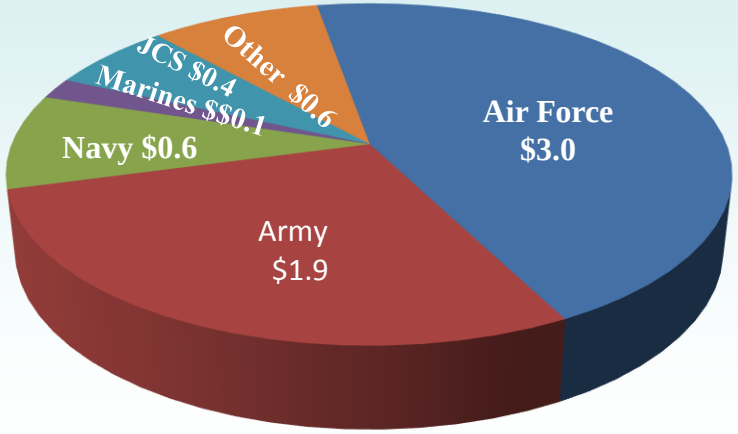


Costs
$6.5B

Component Costs



Revenue By Recipient



Revenue
$6.6B

UNIQUE COCOM AUTHORITIES

TOGETHER, WE DELIVER.

- Transportation Working Capital Fund (TWCF)
- Joint Task Force Port Opening (JTF-PO)
- Joint Enabling Capabilities Command (JECC)
- DPO / Global Distribution Synchronizer
- Acquisition & Contracting Authorities
- Research Development Test & Eval (RDT&E)
- Computer Network Def Svs Provider (CNDSP)
- Joint Distribution Process Analysis Center (JDPAC)

Delivering National Objectives at the Speed of Need

USTRANSCOM FISCAL RESPONSIBILITY

TOGETHER, WE DELIVER.

- **Working Capital Fund Cost Management**
  - Financial authority enables more efficient operations
  - TWCF provides flexibility to balance between customer O&M funding, workload levels and sufficient cash reserves
  - FIAR Compliance and Transparency
- **COCOMs Collaboration and Innovation**
  - Forecasts vs Actual Workload
  - Utilize multimodal transportation solutions
  - Simplify and standardize TWCF Rates and Billings
- **Distribution Process Owner**
  - DTS Enterprise-wide readiness to optimize DoD supply chain
  - Unites stakeholders across DoD and other Federal agencies
  - Drives efficiencies through cost avoidances and savings

CUSTOMER REQUIREMENT

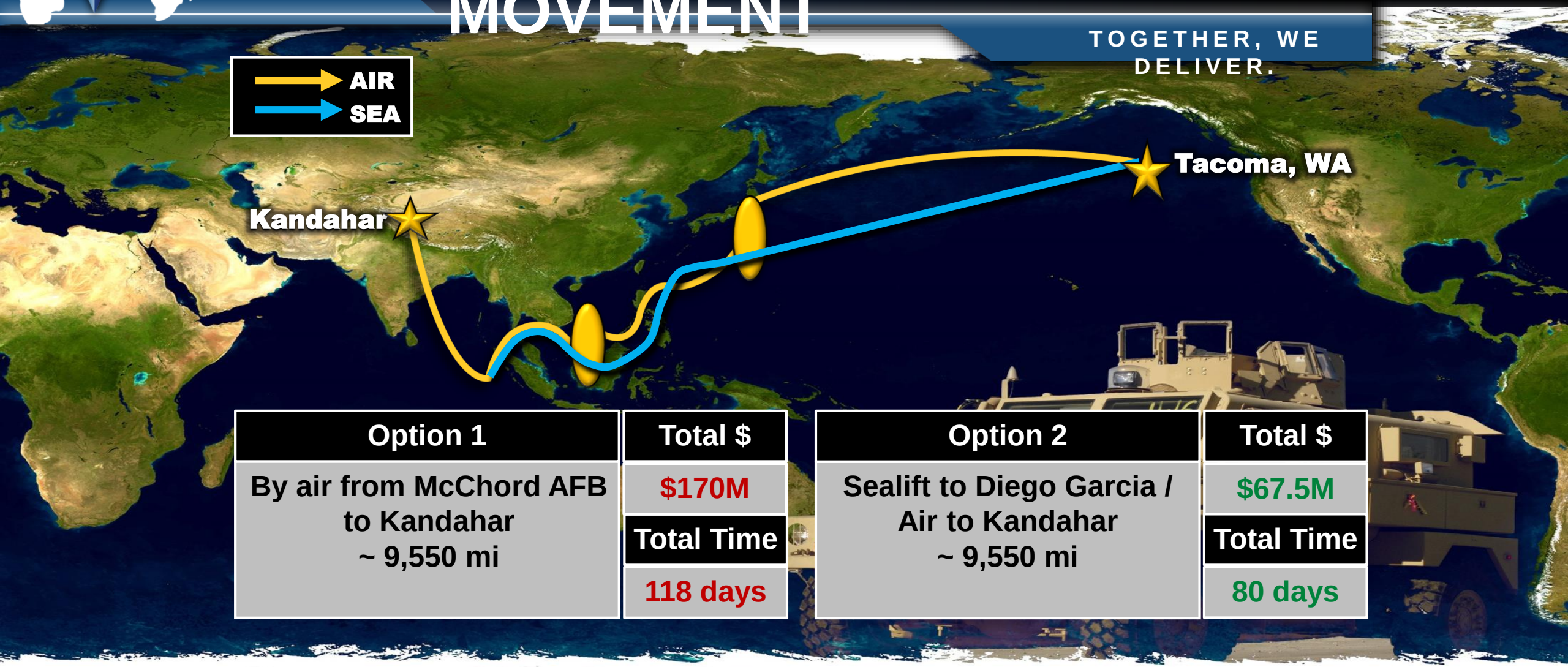
TOGETHER, WE DELIVER.

Move > 400 Vehicles* & > 500 Containers from Tacoma, WA to Kandahar, Afghanistan

* Includes 328 Strykers

AIR vs MULTI-MODAL MOVEMENT

TOGETHER, WE DELIVER.



Option 1	Total $
By air from McChord AFB to Kandahar ~ 9,550 mi	$170M
	Total Time
	118 days

Option 2	Total $
Sealift to Diego Garcia / Air to Kandahar ~ 9,550 mi	$67.5M
	Total Time
	80 days

Move > 400 Vehicles* & > 500 Containers from Tacoma, WA to Kandahar, Afghanistan

* Includes 328 Strykers

USTRANSCOM Challenges

TOGETHER, WE DELIVER.

➢Readiness Levels

- Exist to get the Warfighter to the fight
- We depend on the Services for fiscal posture
- Defining the cost of Readiness

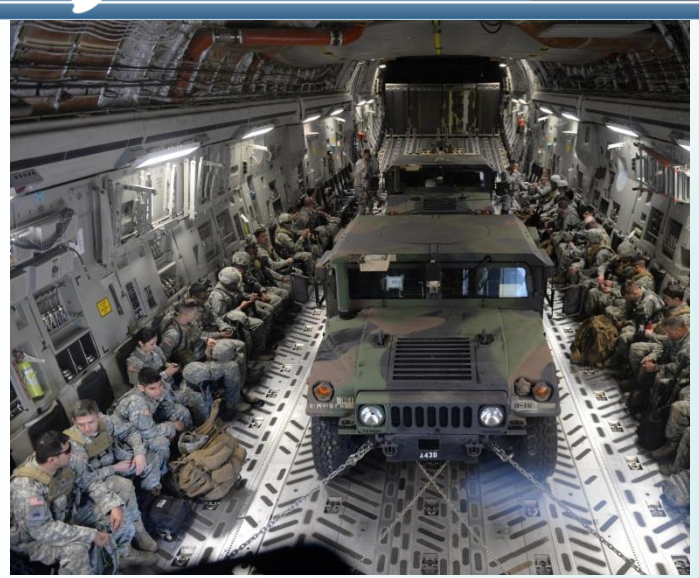
➢DoD Global Mobility/Contingencies

- Deliver strategic flexibility in uncertain environment
- Requires partnership with commercial and organic providers

➢Controlling Costs

- Provide COCOMs with transportation cost options
- Control TWCF operations and overhead consistent with workload

BOTTOM LINE



TOGETHER, WE E DELIVER.
DELIVER.

Get the Warfighter to the Fight

Sustain the Warfighter During the Fight

Support Rapid Force Maneuver & Patient Movement

Bring the Warfighter Home

An Immediate Force Tonight…A Decisive Force When Needed

Together, we deliver.

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James McGinley - USTRANSCOM

Elaine McCusker - USCENTCOM

PDI 2016 – Workshop #38

USAFRICOM – Forward Together!

Presentation To

AMSC National Professional Development Institute

Mike Maxwell, Director of Resources (J1/8)

Orlando, FL – 2 Jun 2016

Strategic Environment

- Challenging Continent

– Demographics
– Instability
– Poverty
– Environment
– Size

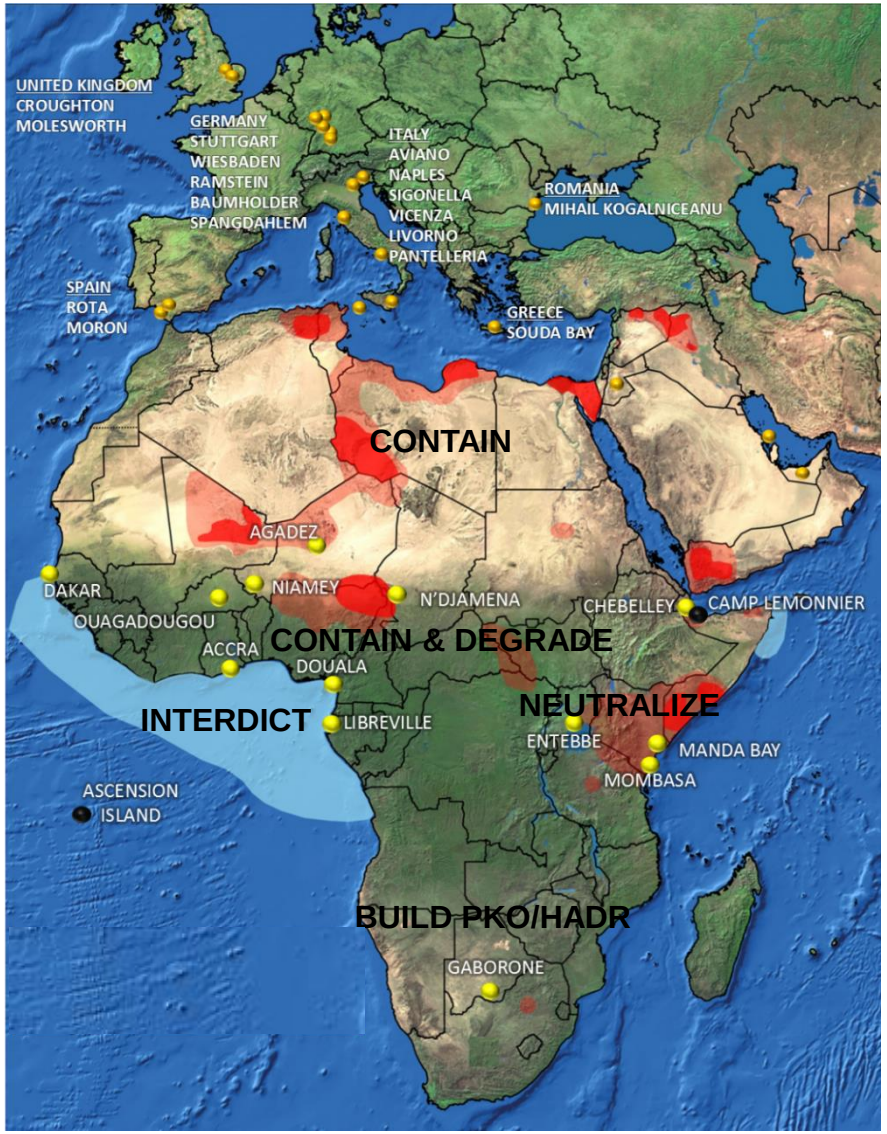
- Lines of Effort

– Neutralize Al-Shabaab / Transition AMISOM
– Degrade VEOs in Sahel-Maghreb / Contain Instability in Libya
– Contain & degrade Boko Haram
– Interdict Illicit Activity in Gulf of Guinea / Central Africa
– Build Peace Keeping/HADR capacity of African Partners

- Areas of Focus

– Crisis Response
– Strategic Access
– Intelligence, Surveillance, and Reconnaissance
– Security Force Assistance
– Partner Advise and Assisted / Enabled Operations
– Exercises
– Defense Institution Building

- USAFRICOM leverages USEUCOM posture



Resourcing USAFRICOM Strategy

USAFRICOM & Component Highlights

Commander's Integrated Priority List

- Personnel Recovery
- Posture
- Institution Building
- Intel Ops
- Enabling Support
- Intelligence, Surveillance, Reconnaissance

LOE 1 Neutralize Al-Shabaab Transition AMISOM
- Medical / Dental facility at Djibouti Construction - **$37.4M**
- Parking Apron and Wash Rack at Djibouti Plan/Dev- **$1.0M**
- Counter Terrorism Platforms

LOE 2 Degrade VEOs in Sahel-Maghreb Contain Instability in Libya
- Personnel Recovery **$19.0M**
- Contract ISR **$40.0M**
- Maritime ISR **$11.0M**
- Counter Terrorism Platforms

LOE 3 Contain and Degrade Boko Haram
- Personnel Recovery
- Contract & Maritime ISR
- IO Ops **$3.5M**
- Counter Terrorism Platforms

LOE 4 Interdict Illicit Activity in Gulf of Guinea Central Africa
- Personnel Recovery
- Contract & Maritime ISR
- Counter Terrorism Platforms

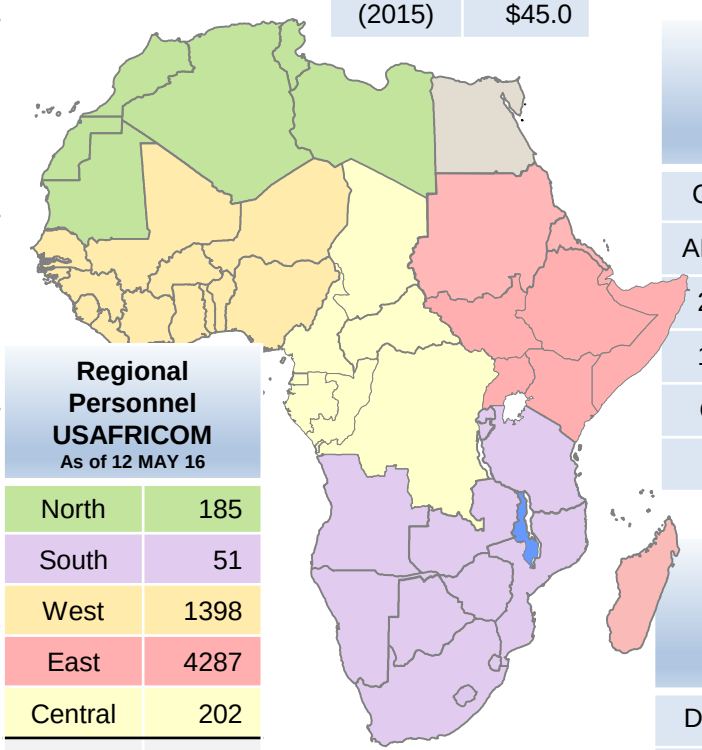
LOE 5 Build Peace Keeping (HADR) capacity of African Partners
- Joint Intel Ops Spt **$8.0M**
- Intel Info Tech Sys & Spt **$5.0M**
- African partner, BICES-X **$7.0M**
- US/Cltn Network Spt **$17.0M**

Presidential Drawdown Authority (M) NDAA

OJM (2013)	$81.3 / $95.0
OEC (2014)	$31.2 / $60.0
MNJTF (2015)	$1.7 / $45.0

Africa USG Spending (M)
FY15 Actual
Includes PEPFAR

DoS	$8,404.8
USAID	$1,472.2
DoD	$2,948.5



Regional Personnel USAFRICOM
As of 12 MAY 16

North	185
South	51
West	1398
East	4287
Central	202
Total	6123

Security Assistance Initiatives (M)
FY15 Actual

CTPF	$246.0
APRPP	$110.0
2282	$100.0
1208	$22.0
CNT	$21.3
SGI	$4.0

Security Assistance Funding (M)
FY15 Actual

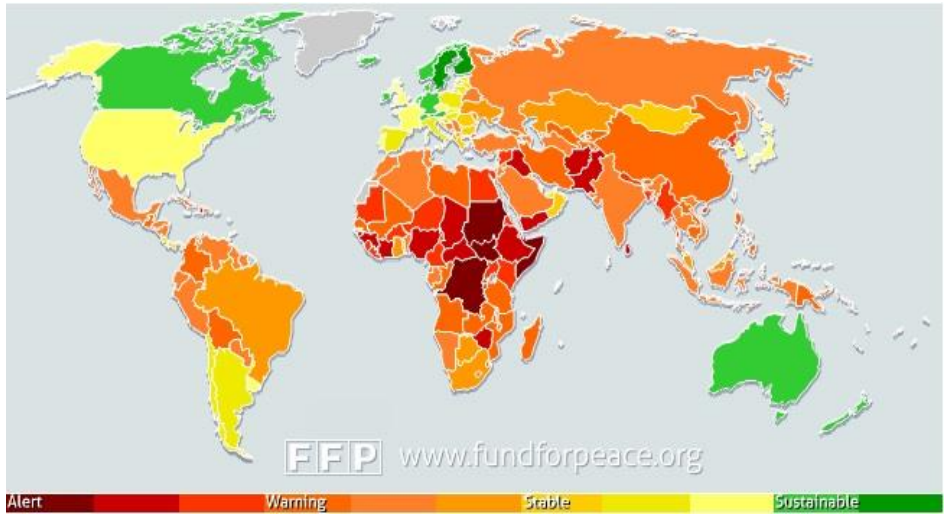
DoS	$402.7
DoD	$443.0

J1/8 - Resourcing the Command's Strategy

UNCLASSIFIED UNCLASSIFIED/FOUO

Strategic Resourcing Challenges

- AFRICOM AOR receives less attention in strategic documents
- "Pivot to the Pacific" does not mean we abandon Africa
- Reliance on Overseas Contingency Operations (OCO) funding



- While the Department recognizes growing threats in Africa, resources slow to follow
- Sequestration would have devastating effects on an "economy of force" theater

UNCLASSIFIED

Observations on COCOM Resourcing

- Constrained resources drives greater need to synchronize funding streams and planning efforts – “interagency resourcing”
- While we focus on Pacific rebalance, cannot abandon rest of the globe in resourcing – what’s the right balance?
- COCOM-Service “healthy tension” provides better resource recommendations to SECDEF
- Lack of a dedicated cadre focused on strategic defense resourcing and particularly, joint resourcing
- AFRICOM is a great opportunity for resource professionals – we are always looking for talent – check out our job openings!

Combatant Commands

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PDI 2016 – Workshop #38

US Special Operations Command

Combatant Commands

Missions, Requirements and Resources

Mr. Mark Peterson

CFO / Comptroller

The overall classification of this briefing is:
UNCLASSIFIED

Agenda

- **The Strategic Framework:**
  - **CFO Mission & Vision**
  - **SOF Relevance**
  - **Unique Capabilities**
  - **SOF's Enduring Role**
  - ***Our SOF Priorities***
  - **The Team**
- **SOFM Challenges**
  - **MFP-11 & SO-Peculiar**
  - **Reliance on OCO**
  - **Special Authorities**
- **Wrap-Up / *Our SOF Truths***

CFO Mission & Vision

Mission:

- Advise the CDRUSSOCOM & Staff, Components & TSOCs on all Financial Management matters.
- Prepare, submit & defend all budget products & analyze the Command's funding execution & Congressional appropriations.
- ***Utilize a Strategy-to-Resource Integration Approach*** across the Planning, Programming, Budget & Execution (PPBE) Process.

Vision:

Appropriately resource the SOF Warfighter to achieve USSOCOM's Mission of providing fully capable SOF to defend the United States and its interests.

SOF Relevance Today

"In times of war or uncertainty, there is a special breed of Warrior ready to answer our Nation's call. A common man with uncommon desire to succeed. Forged by adversity, he stands alongside America's finest ***Special Operations Forces*** *to serve his Country, the American People and protect their Way of Life.*

People cannot always see them, we may not always hear of their success, but they are there in the thick of the fight, in the dark of night, achieving their mission.

And we thank God they're there.

We sleep more peacefully in our beds tonight because Patriots like these stand ready to answer our Nation's call and protect our Way of Life … now and forever … ***Our Quiet Professionals****."*

- President Barack Obama
29 February 2016, Presentation of The Medal of Honor to
US Navy SEAL Senior Chief Special Warfare Operator Edward Byers

Countering the Transregional Salafi Jihadist Threat

Unique Capabilities

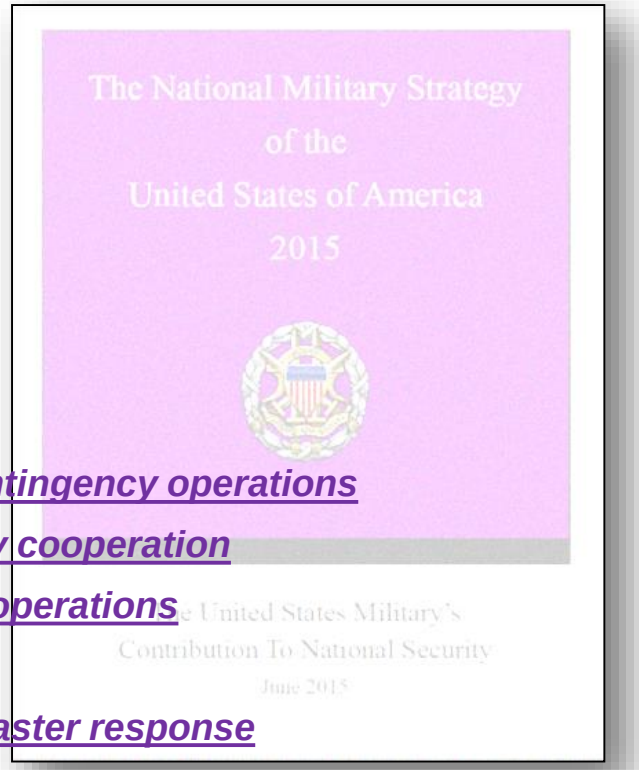
Enduring Role of SOF
The National Military Strategy (2015)

3 National Military Objectives:

- **Deter, Deny and Defeat State Adversaries**
- **Disrupt, Degrade and Defeat Violent Extremist Organizations**
- **Strengthen Our Global Network of Allies and Partners**

12 Joint Force Prioritized Missions:

- Maintain a secure and effective nuclear deterrent
- ***Provide for military defense of the homeland***
- ***Defeat an adversary***
- ***Provide a global stabilizing presence***
- ***Combat terrorism***
- ***Counter weapons of mass destruction***
- ***Deny an adversary's objectives***
- ***Respond to crisis and conduct limited contingency operations***
- ***Conduct military engagement and security cooperation***
- ***Conduct stability and counterinsurgency operations***
- ***Provide support to civil authorities***
- ***Conduct humanitarian assistance and disaster response***



Future capabilities must sustain our ability to defend the homeland and project military power globally …
Important investments include: integrated and resilient ISR platforms, long-range precision strike weapons, undersea systems, remotely operated vehicles and technologies, ***special operations forces*** *… among others.*

- Chairman, JCS' National Military Strategy (2015)

SOF Priorities – Win, Transform, People

Ensure SOF Readiness
"The right people, skills, and capabilities…now and in the future"

Help Our Nation Win
"Addressing today's challenges and keeping the Nation safe"

Continue to Build Relationships
"Global understanding and awareness that creates options"

Prepare for the Future
"SOF ready to win in an increasing complex world"

Preserve Our Force and Families
"Short and long-term well-being of our SOF Warriors and their families"

The SOF Team

United States Special Operations Command (USSOCOM)

United States Army Special Operations Command (USASOC)

FT BRAGG, NC

SPECIAL FORCES

RANGERS

AVIATION

MISO

CIVIL AFFAIRS

JFK SPECIAL WARFARE CENTER

Naval Special Warfare Command (NAVSPECWARCOM)

NAB CORONADO, CA

SEAL TEAMS

SPECIAL BOAT TEAMS

SEAL DELIVERY VEHICLE TEAMS

NAVAL SPECIAL WARFARE CENTER

Air Force Special Operations Command (AFSOC)

HURLBURT AFB, FL

AVIATION - FIXED WING & ROTARY WING

SPECIAL TACTICS

AIR FORCE SPECIAL OPERATIONS SCHOOL

Marine Corps Special Operations Command (MARSOC)

CAMP LEJUENE, NC

MARINE SPECIAL OPERATIONS COMPANIES

MARINE SPECIAL OPERATIONS ADVISORY GROUP

MARINE SPECIAL OPERATIONS SUPPORT GROUP

MARINE SPECIAL OPERATIONS SCHOOL

Joint Special Operations Command (JSOC)

FT BRAGG, NC

ENSURE INTEROPERABILITY AND EQUIPMENT STANDARDIZATION, PLAN AND CONDUCT SPECIAL OPERATIONS EXERCISES AND TRAINING AND DEVELOP JOINT SPECIAL OPERATIONS TACTICS

Joint Special Operations University (JSOU)

SES

TAMPA, FL

SOF EDUCATION AND STAFF TRAINING

SOFM Challenges

- SO-Peculiar vs Service-common
- OCO Reliance
- Fiscal Complexity:
  - Joint
  - Authorities
  - Auditability
- *Perception of Wealth*

MFP-11: SO-Peculiar

VS

MFP-2: Service-common

MFP-11 Funded:

- SOF Basic Skills Training
- Advanced Skills Training
- Operational Travel / TDY
- SOF Unique Uniforms
- Equipment **Developed / Designed** for SOF
- Common Equipment **Modified** for SOF Use
- Preservation of the Force and Families (POTFF) – SOF Enterprise
- Civilian Pay, Awards and Benefits

MFP-2 Funded:

- Initial Training
- Basic MOS Training
- Pay
- Entitlements
- Officer PME
- Service PME
- Tuition Assistance
- Housing
- Family Services
- DFAC
- Fitness Center

MH-47G Chinook

Improved Bilge Paint & Corrosion Protection

New-build Nose/Cockpit Structure

Rebuilt Airframe Structure (New Elect. Wires/ Hydraulic Lines)

Standard Aircraft Max Gross Wt (54,000 lbs)

Multi-Mode Radar (MMR)

XM-216 Dark Flares

Standardized Extended Range (Fat Tank) Configuration

Rescue Hoist

Infrared Exhaust Suppressors (IES-47)

AN/AVR-2B Laser Detection System

Aerial Refuel Probe

Expanded Left-forward Gunner's Window

Suite of Integrated Radio Frequency Countermeasures (SIRFC)

Left Gunner Windows Modifications

Common Avionics Architecture System (CAAS) Cockpit

New Electro-Optical Sensor System (EOSS FLIR)

Standardized Engines (T55-GA-714A)

Common Missile Warning System (CMWS) w/Improved Countermeasures Dispenser

Enhanced Air Transportability Pylons

GREEN = Army Provided

PURPLE = SOF Unique

BROWN = SOF Driven-Tested / Army-Adopted

COST Breakdown (Total MH-47G Cost = $43M):

- Army: $14.5M (Basic airframe + standard configuration)
- USSOCOM: $28.5M (SOF Mods)

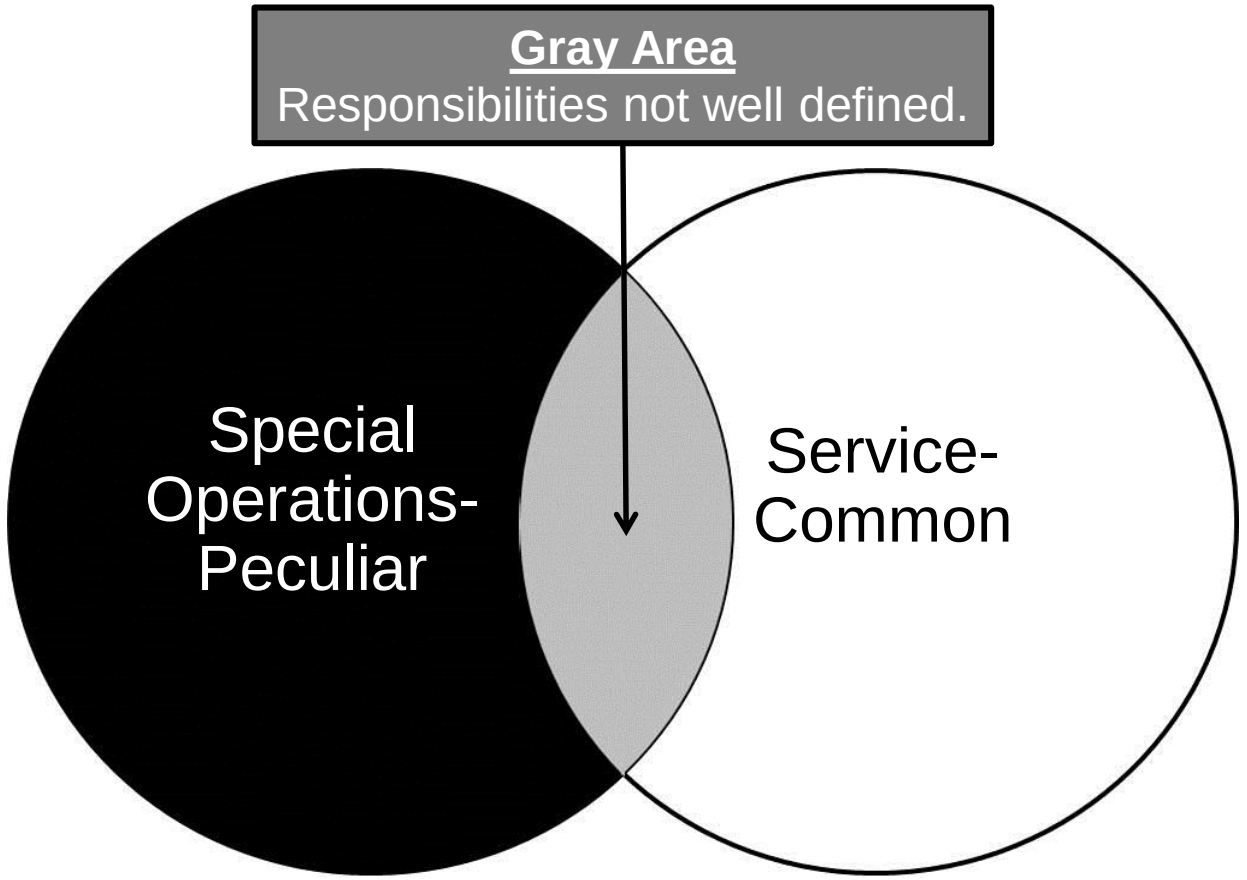
The *Gray Area* of SOF Support

(*IAW Joint Pub 1-02 & 3-05; DoD Directive 5100.03*)

Joint Pub 3-05:

"For limited contingency and crisis response operations that require rapid or time-sensitive responses, ***USSOCOM component commands normally maintain the capability to support SOF elements for an initial period of 15 days.***

Service and / or supporting organizations should be prepared to support special operations as soon as possible but not later than 15 days after SOF are employed."



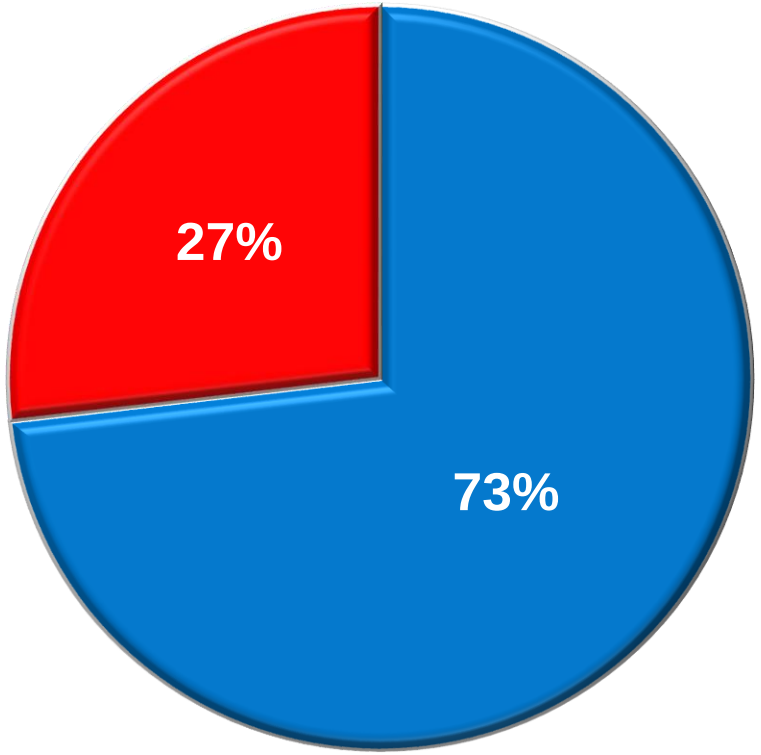
Our Greatest Challenge:

Resourcing Deployed SOF in Enduring - yet Immature - AORs

Reliance on OCO ($M)

(FY17 PB Request)

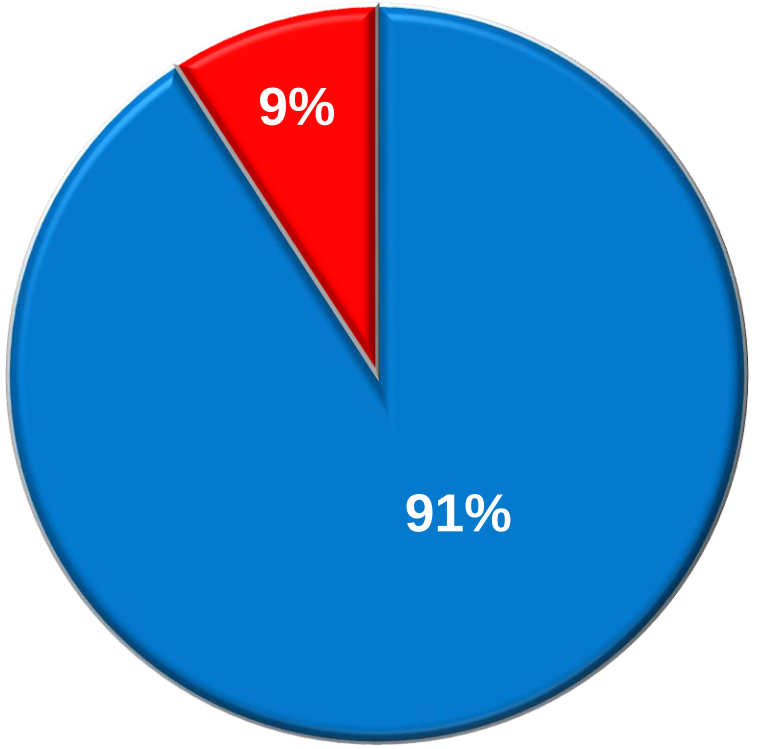
USSOCOM: 27%



Base

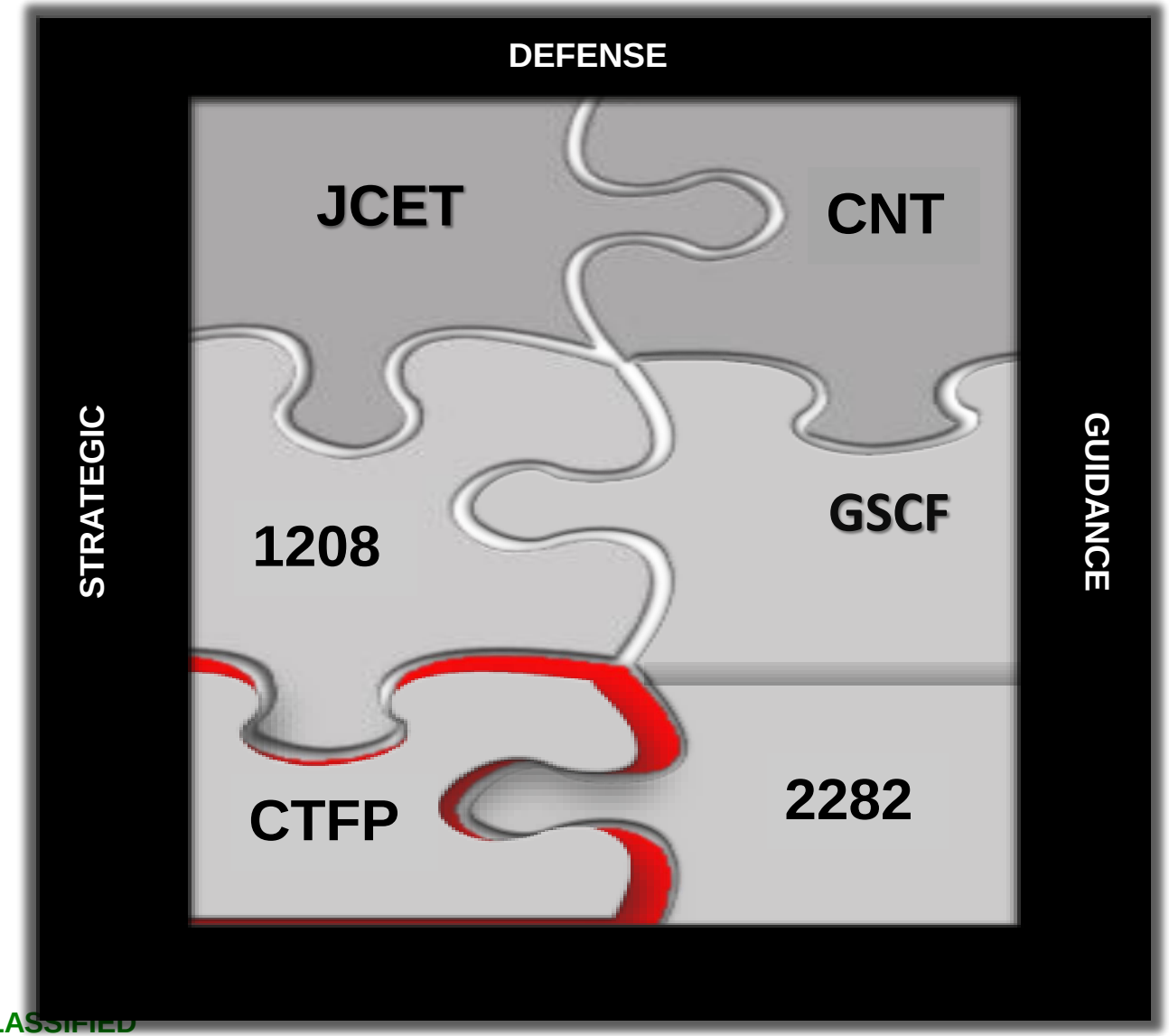
OCO

Total DoD: 10%



- ***93% of FY17 PB OCO Request is Enduring***
- ***OCO to Base is a High Priority for USSOCOM & DoD;***
- ***However, it is Unaffordable within Current TOA***

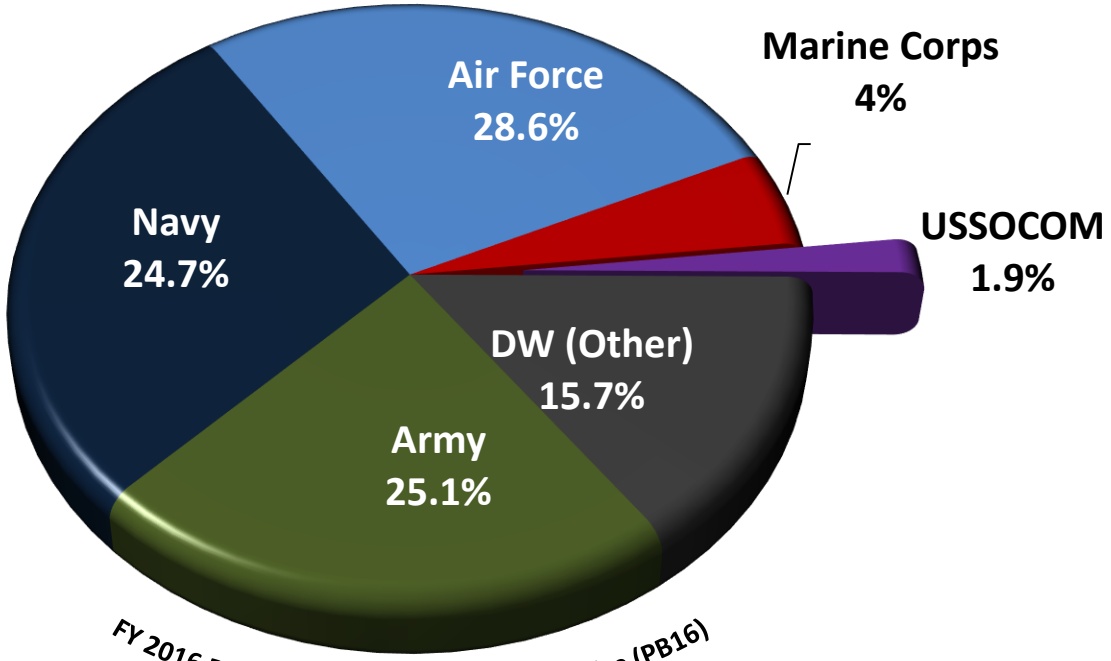
USSOCOM Special Authorities



- JCET: Joint Combined Exchange Training
- CNT: Counter Narco-Terrorism
- 1208: Support to Surrogate Forces
- GSCF: Global Security Contingency Fund
- CTPF: Counter Terrorism Fellowship Program
- 2282: Global Train & Equip

USSOCOM Funding vs DoD

USSOCOM TOA (as a Percent of DoD)															
($B)	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	*FY18*	*FY19*	*FY20*	*FY21*	*FY22*
USSOCOM	9.4	8.9	9.9	10.3	10.8	9.8	9.9	10.4	10.4	10.8	*8.3*	*8.2*	*8.3*	*8.4*	*8.6*
DoD	665.9	666.3	690.9	687	645.5	577.5	581.4	560.4	585.3	582.7	*556.4*	*564.3*	*570*	*570*	*577*
% of DOD	1.4%	1.3%	1.4%	1.5%	1.7%	1.7%	1.7%	1.9%	1.8%	1.9%	*1.5%*	*1.5%*	*1.5%*	*1.5%*	*1.5%*
	FY08-17 include Base + OCO										***FY18-FY21 do NOT include OCO***				
Sources: FY08-17 DoD FY16 Green Book and USSOCOM annual budget requests; FY18-22 DepSecDef Fiscal Guidance Memo (Feb 2016)															



For FY17, USSOCOM's request equates to ~1.9% of DoD's TOA.

The **Military Services** provide a significant level of additional support, **estimated at ~$8B annually:**

- Military Personnel
- Major Weapons Systems
- Base Operations Support
- Military Training Support
- MILCON

INCLUDING this estimated Service support, USSOCOM represents ~4% of DoD's TOA.

SOF Truths

INTEGRITY

COMPETENCE

COURAGE

CREATIVITY

SOF TRUTHS:

1. ***Humans are more important than hardware***
2. ***Quality is better than quantity***
3. ***Special Operations Forces cannot be mass produced***
4. ***Competent SOF cannot be created after emergencies occur***
5. ***Most Special Operations require non-SOF support***

Combatant Commands

Missions, Requirements and Resources

Mark Peterson - USSOCOM

Mike Maxwell – USAFRICOM

James McGinley - USTRANSCOM

Elaine McCusker - USCENTCOM

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