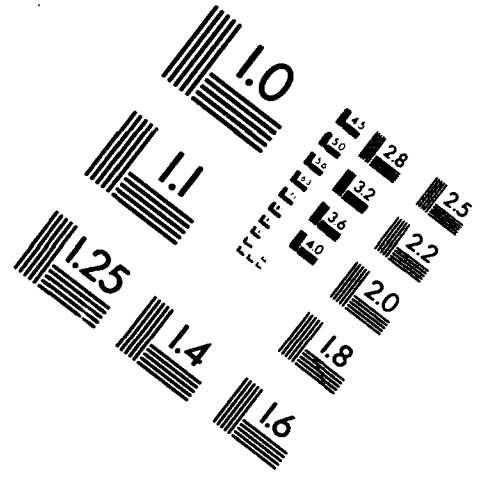
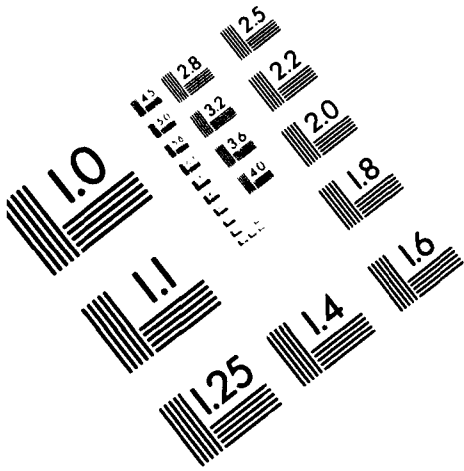




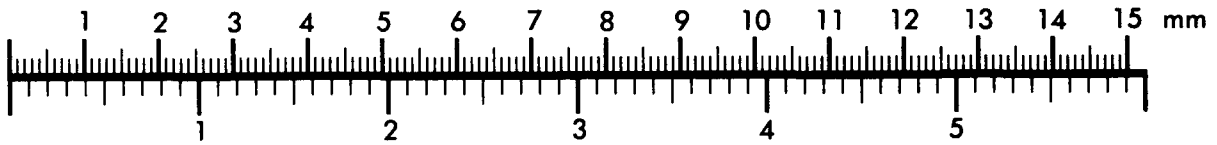
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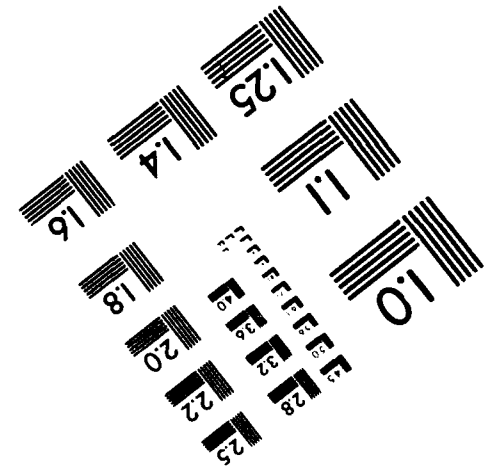
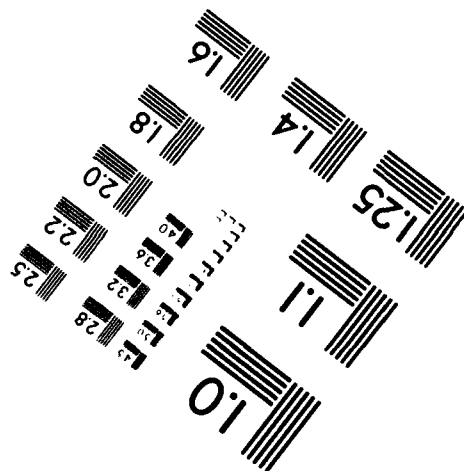
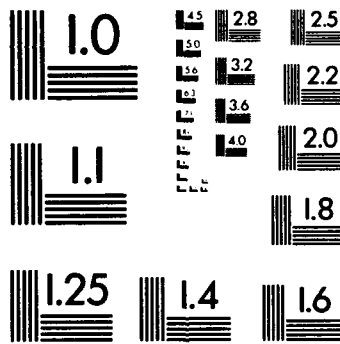
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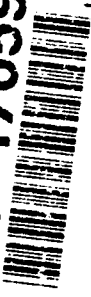
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REPORT DOCUMENTATION PAGE		1. REPORT NO. DoD 3020.26-P	2.	3. Recipient's Accession No.
4. Title and Subtitle Master Mobilization Plan			5. Report Date May 1988	
7. Author(s) P. Edwards			6.	
9. Performing Organization Name and Address Office of the Assistant Secretary of Defense (Force Management and Personnel) Washington, D. C. 20301			8. Performing Organization Rept. No.	
12. Sponsoring Organization Name and Address			10. Project/Task/Work Unit No.	
			11. Contract(C) or Grant(G) No. (C) (G)	
			13. Type of Report & Period Covered Plan	
			14.	
15. Supplementary Notes				
16. Abstract (Limit: 200 words) <p>This publication is the basic Plan that directs and coordinates mobilization planning by all agencies of the Department of Defense. Mobilization is defined as the process whereby a nation makes the transition from a normal state of peacetime preparedness to a war-fighting posture. It involves the assembly, organization and application of the nation's resources for national defense. The mobilization process encompasses all activities necessary to prepare systematically and selectively for war. The Master Mobilization Plan is the first level of mobilization planning. It identifies mobilization responsibilities and describes the related tasks to be performed both in peacetime in preparation for a crisis and at the time of mobilization. The Office of the Secretary of Defense, the Joint Staff, the Military Departments and Defense Agencies will develop their own mobilization plans that are consistent with and support the responsibilities and tasks in this Plan. These are Level II plans. The Level II plans for OSD staff elements will likely be contingency independent, whereas certain Defense Agencies and the Military Services planning might include some contingency specific considerations.</p>				
17. Document Analysis a. Descriptors				
b. Identifiers/Open-Ended Terms				
c. COSATI Field/Group				
18. A. Availability Statement Release unlimited, for sale by the National Technical Information Service (NTIS)			19. Security Class (This Report) UNCLASSIFIED	21. No. of Pages
			20. Security Class (This Page) UNCLASSIFIED	22. Price



ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

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FOREWORD

This Plan, published under the authority of Department of Defense Directive S-3020.36, "Assignment of Emergency Preparedness Responsibilities to Department of Defense Components (U)," August 28, 1973, directs and coordinates mobilization planning by all agencies of the Department of Defense.

The Plan applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Organization of the Joint Chiefs of Staff (OJCS), and Defense Agencies. The term "Military Services," used in the Plan, refers to the Army, Navy, Air Force, Coast Guard, and Marine Corps.

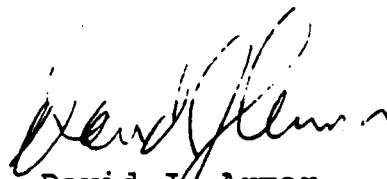
This Plan is effective immediately and is the controlling document for all mobilization planning within the Department of Defense. The Plan provides guidelines for OSD, OJCS, the Military Departments, and Defense Agencies to develop their own mobilization plans that are consistent with this Plan and that support the responsibilities and tasks identified in the Plan.

Send any recommended changes to the Plan to:

OASD(FM&P)MP&R
Pentagon, Room 3D826
Washington, D.C.
20301-4000

DoD Components may obtain copies of this Plan through their own publication channels. Other Federal Agencies and the public may obtain copies from:

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Master Mobilization Plan

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DEPARTMENT OF DEFENSE MASTER MOBILIZATION PLAN

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DEPARTMENT OF DEFENSE
MASTER MOBILIZATION PLAN

I. INTRODUCTION

This DoD Master Mobilization Plan (MMP) is promulgated under the authority of DoD Directive S-3020.36, "Assignment of Emergency Preparedness Responsibilities to Department of Defense Components (U)," August 28, 1973, as the basic plan to direct and coordinate planning by all Agencies of the Department of Defense (DoD) for the contingency of mobilization, as defined herein.

Mobilization is the process whereby a nation makes the transition from a normal state of peacetime preparedness to a war-fighting posture. It involves the assembly, organization, and application of the nation's resources for national defense. The mobilization process encompasses all activities necessary to prepare systematically and selectively for war. The ability to mobilize effectively contributes to the deterrence of war.

The complexity and magnitude of the mobilization process mean that sound planning is essential for success, particularly if mobilization must be done hastily. The fundamental purpose of this mobilization plan is to provide the framework for making mobilization decisions and managing the mobilization process to support military operations. This framework also provides an overall perspective on the decision making process for key decision makers and their supporting staffs. This plan and its supporting plans address peacetime planning, but the emphasis is on tasks to be done during mobilization.

This MMP is the first level of mobilization planning. The MMP identifies mobilization responsibilities and describes the related tasks to be performed both in peacetime in preparation for a crisis and at the time of mobilization. Simply stated, the MMP describes what is to be done and who is to do it. It also delineates the functional relationships among the DoD Components for each responsibility that overlaps two or more Agencies. How the various tasks are to be carried out is contained in subsequent levels of planning. This basic document is not all-inclusive, but rather forms the nucleus upon which more detailed plans can be generated.

At the second level of planning, each organizational element assigned responsibilities in this master plan develops its own supporting plans. The Office of the Secretary of Defense, the Joint Staff, the Military Departments, and Defense Agencies will develop their own mobilization plans that are consistent with and support the responsibilities and tasks in this Plan. These are Level II plans. These Level II plans and supporting material will describe the task, identify related tasks, identify other affected organizations, specify the decision maker or management committee in charge of the activity, describe effects of related decisions and activities, and describe the procedures and/or coordination required to execute the task. Each plan should include pre-positioned documents and actions to be executed in a contingency situation. These Level II task plans may range from single page to multiple page documents. The Level II plans for OSD staff elements may be contingency independent, whereas certain Defense Agencies' and the Services' planning might include some contingency specific considerations.

In addition to Level II plans, Emergency Action Packages (EAPs) will be created. Each EAP contains specific instructions on how mobilization decisions are to be effected across these organizational lines. EAPs will ensure consistent mobilization planning across organizational lines. The EAPs will be updated periodically as determined by the proponent Agency, and will be tested for completeness and effectiveness in appropriate exercises. EAPs that require SECDEF approval must include implementers. If SECDEF approval is not required, the EAP itself must be implemented and provide evidence that an action has occurred.

Supporting plans deal primarily with specific contingencies. The Military Departments and supporting Defense Agencies will continue to develop mobilization plans to support operation plans, as directed in the Joint Strategic Capabilities Plan (JSCP) and in accordance with the Defense Guidance (DG).

The repetitive nature of the mobilization planning process provides important feedback from the second and third planning levels to this master Plan. In a similar way, coordination of this Plan with other Federal Agencies will improve later revisions of this Plan. This revision of the MMP is not complete, but will evolve, through successive revisions, into a more complete plan with detailed guidance, better tasking, and more options. As organizations develop their mobilization plans, new interfaces may be identified and tasks added, deleted, or transferred to other offices. The feedback from the contingency specific Plans impacts on both the master Plan and the plans of the individual organizations, with both sets of plans improving in quality of coverage as the planning process evolves over successive revisions.

The Assistant Secretary of Defense for Force Management and Personnel (ASD(FM&P)) is responsible for this Plan.

II. MOBILIZATION POLICY AND AUTHORITIES

Mobilization is the process of preparing for war or other emergencies by assembling, organizing, and using manpower, material, and resources. Our mobilization process can enhance our warfighting and, thereby, help deter war. Therefore, mobilization plans must include a range of phased, incremental improvements in force readiness, deployment capabilities and sustainability that may be taken prior to, or during, a war. This process must encompass all activities necessary to mobilize gradually, or rapidly from partial through total mobilization.

National mobilization policies and objectives are established by the President and the National Security Council. The Congress exercises de facto control of the national mobilization process through the congressional roles in budget approval and fund authorization. Mobilization planning and preparedness is a key responsibility within the Office of the Secretary of Defense. Broad, basic mobilization policies, objectives, and planning guidance for the Department are set forth in the Defense Guidance, and are translated into programs by the Planning, Programming, and Budgeting System. The Under Secretary of Defense (Policy) (USD(P)) is responsible for promulgating mobilization policy guidance for the defense community; ASD(FM&P) is responsible for developing and coordinating among DoD Components all mobilization plans and their execution in consonance with the guidance established by USD(P).

LEGAL AUTHORITIES

Mobilization planning must provide a range of options for implementation prior to a declaration of war or national emergency, as well as after, and must ensure legal authority will exist for any option. There are many emergency authorities that authorize federal officials to take certain actions during times of war, national emergency, or other circumstances deemed sufficiently critical to warrant the exercise of such extraordinary authority. Emergency authority is based on U.S. Code and Public Law, or upon Executive Orders (E.O.s), Federal regulations, departmental regulations, and interagency agreements that may implement or be derived from U.S. Code and Public Law.

Existing legal authorities for mobilization actions can be categorized as being available in peacetime, available when the security of the Nation is at grave risk, or available after a Presidential or congressional declaration of national emergency. Standby legal authorities should be prepared and maintained as on-the-shelf legislation, during peacetime, for enactment as needed during a period of rising tensions, national emergency, or war. Additionally, actions required to obtain additional authorities are significant parts of many EAPs.

Some statutes permit actions that do not require a declaration of national emergency or a wartime situation (Appendix B, Attachment 2, B-2-1). These may be invoked by the President, or in some cases a department head, and are available in peacetime as well as in a period of rising tension. Examples of such authorities are: the President's ability to order to active duty up to 200,000 members of the Selected Reserve for up to 90 days, plus an additional 90 days when it is considered in the best interest of national security,

without a declaration of national emergency; the President's option during periods of involuntary recall of Reserve component personnel to suspend any provision of law pertaining to promotion, retirement, or separation applicable to any member of the Armed Forces (Stop-Loss); the Military Department Secretary's authority to recall regular and reserve retired members with more than 20 years active service; extending the jurisdiction of the Federal Aviation Administration; requiring priority performance on contracts; and guaranteeing loans to defense contractors.

A national emergency can be declared by the President, the Congress, or both. Prior to 1976, the declaration of a national emergency was a major event, a decisive turning point, before which no preparatory actions were taken and after which everything possible to prepare for war was done. However, since the National Emergencies Act (50 U.S.C. 1601-1651) was passed in 1976, the declaration of a national emergency is no longer an all-or-nothing situation. The Act provides that when the President declares a national emergency, he must specify in the declaration or subsequent executive orders the specific authorities he is invoking; his powers are limited to those invoked until he subsequently announces he is invoking additional specified authorities (Appendix B, Attachment 2, B-2-3). Thus, a set of national emergency powers must be constructed to meet the needs of a Presidentially-declared emergency. Congress may terminate the President's declaration of a national emergency at any time by concurrent resolution and will review the declaration and situation every 6 months.

This means that, while declaring a national emergency remains an important decision, the United States can now temporize and send small, incremental signals that may help deescalate a crisis or allow us to take certain necessary actions with a minimum of provocation. For instance, after the hostage-taking in Iran, the President declared a national emergency for the sole purpose of freezing Iranian assets in this country.

Since the President specifies authorities used in declaring a national emergency, it is more efficient for the President to cite all those authorities that will be needed in the immediately foreseeable future at the time the emergency is initially declared. Accordingly, DoD advisors to the President should routinely consider the entire range of authorities available under a Presidentially-declared emergency and prepare to make timely recommendations whenever it becomes necessary for the President to declare a national emergency (See Section IV and Appendix B). In that way, a piecemeal approach to Presidential authorities can be avoided and time can be saved. The Department of Defense should consult with the Federal Emergency Management Agency (FEMA), in formulating a recommendation for a declaration of a national emergency.

Previously enacted standby legislation require a Congressionally-declared national emergency before becoming effective in time of emergency (Appendix B, Attachment 2, B-2-5). For example, mobilization of the Standby Reserve and recall of military retirees who have completed less than 20 years of active duty service must be preceded by the declaration of a national emergency or war by the Congress. As contrasted with a Presidentially-declared national emergency, it is not mandated by law that a congressional declaration specify which authorities will be invoked or for what purposes it has been declared. DoD

mobilization planners, however, should develop the package of authorities needed under a congressionally-declared emergency, since in some cases, even with a congressional declaration, the President must still invoke selected authorities separately.

Considerations for seeking a declaration of national emergency are included in Section IV to this plan. Appendix B is a staff reference which provides a summary and analysis of emergency authorities available in the Department of Defense. The DoD Emergency Authorities Retrieval and Analysis System (DEARAS) is a distributed data base portable system for the research of the full text of DoD emergency mobilization legal authorities. Development and maintenance of the system, including the annual review and update of its data base are accomplished by the Air Force Directorate of Legal Information Services (USAF/JAS) for the General Counsel of the Department of Defense, under the authority of DoD Directive 3020.36. While no system of extracting and compiling legal authorities governing emergency powers of the Department of Defense can be regarded as complete, DEARAS incorporates many authorities listed in this MMP, plus such additional authorities as are recommended by DoD agencies in annual reviews of its data base.

All DoD organizations have a need and responsibility to plan for flexible funding during emergency situations. Some methods of maintaining funding include:

1. Reprogramming - Provides flexibility to revise programs within an appropriation that departs from the purpose originally budgeted for, and justified to, the Congress in support of funding authorizations and budget requests.
2. Transfer Authority - Annual DoD Authorization and Appropriation Acts provide general authority (within a fiscal limitation) for transfers between appropriations based on unforeseen military requirements determined to be of higher priority than those initially authorized and appropriated.
3. Section 3732 Deficiency Authority - Permits the Department of Defense to enter into obligations on a deficiency basis to cover necessities of the current year under circumstances in which appropriations for clothing, subsistence, storage, fuel, quarters, transportation, or medical supplies are exhausted.
4. Emergency Military Construction Authority - 10 U.S.C. 2803 provides each of the Military Departments and the Combined Defense Agencies with authority of \$30 million for construction of facilities considered vital to the national security.
5. Construction Authority in the Event of a Declaration of War or National Emergency - 10 U.S.C. 2808 provides further construction authority in the event of war or Presidential declaration of a national emergency under the National Emergencies Act (50 U.S.C. 1601 et seq) requiring use of the Armed Forces. Under this provision, the Secretary of Defense, without regard to any other provision of law, may undertake military construction projects and authorize the Secretaries of the Military Departments to do the same. These

projects need not be otherwise authorized by law but must be necessary to support such use of the Armed Forces. Such projects may be undertaken only within the amount of unobligated balances of appropriations currently available for military construction and family housing.

6. Military Construction Contingency Authority and Funds - 10 U.S.C. 2804 and the annual Military Construction Appropriation Acts contain limited authority for funds transfer from the Defense Agency Military Construction account. The Secretary of Defense may designate use of these funds for Military Construction projects essential to national interest or national security.

III. MOBILIZATION RESPONSIBILITIES

Every DoD organization and staff element has responsibilities in the mobilization planning and execution processes. This section lists broad statements of responsibilities for the mobilization planning and execution processes for the DoD Components. (Detailed statements of tasks associated with these responsibilities are contained in Appendix C).

GENERAL RESPONSIBILITIES

1. Establish within each office and Agency an organization with responsibility to identify, review, and focus on mobilization issues within the organization's functional areas of responsibility for partial, full, and total mobilization.
2. Develop and maintain supporting mobilization plans and documents.
3. Determine organizational responsibilities, manning levels and space requirements necessary to execute mobilization responsibilities.
4. Coordinate mobilization plans with OSD staff elements, OJCS, Military Departments, Defense Agencies, and other Federal Agencies, as appropriate.
5. Identify information requirements for mobilization planning, decision making, execution, and for developing supporting plans for gathering that information in a time of crisis.
6. Establish procedures, design current and standby legislation packages, and create emergency authorization documents to simplify execution of mobilization decisions.
7. Evaluate the adequacy of plans and programs to carry out a rapid, efficient mobilization process.
8. Develop Emergency Action Packages (EAPs) that will allow rapid response to crisis conditions.

IV. MOBILIZATION DECISIONS

A. Introduction

The mobilization decisions discussed in this section may be made by the Secretary of Defense, the President, or Congress. Decisions that can be made by the Military Departments and Defense Agencies or below the Under and/or Assistant Secretaries of Defense level are generally not included in the JAMP. These lesser levels of decision should be included in Level II plans. Some of the decisions can be carried out under the existing peacetime authority of the Secretary of Defense; others require the declaration of a national emergency. The following list of mobilization decisions is not exhaustive.

B. Declaration of National Emergency

A declaration of national emergency by the President or the Congress automatically triggers the availability of a range of emergency authorities. The National Emergencies Act of 1976 (50 U.S.C. 1601-1651) stipulates that, under a Presidential declaration, all authorities that are to be used be formally specified at the time of declaration or following the declaration (see draft Executive Order, Appendix B, Attachment 1, B-1-1 - B-1-5). Appendix B, Attachment 2 (B-2-1 - B-2-6) is a partial list of emergency authorities. Attachment 2 has four parts: powers that do not require a formal declaration of national emergency; powers under a Presidential Declaration; powers under a congressional declaration that are not available under a Presidential declaration; and other powers essential to the mobilization effort.

Prior to a warning that might lead to a declaration of national emergency, DoD elements have a general responsibility to be prepared for the consequences of a declaration.

1. Service Secretaries, the Chairman of the Joint Chiefs of Staff, and the heads of DoD Agencies must be ready to use or obtain the legal authorities necessary for emergency operations, including:

a. Emergency Action Packages (EAPs) of coordinated drafts of additional legal powers (or requests for relief from legal constraints) needed to operate under emergency conditions.

b. Periodic reviews of the Declaration of National Emergency (Appendix B, Attachment 1) to ensure that the Declaration includes those authorities essential to Agency operations.

c. Training of personnel about emergency legal powers.

2. The Undersecretary of Defense for Policy (USD(P)) has the overall responsibility for guiding and coordinating the development of EAPs. USD(P) also maintains a central file of all completed EAPs.

3. Both the DoD General Counsel (GC) and the Assistant Secretary of Defense for Legislative Affairs (ASD(LA)) support the development of EAPs, upon request.

During a period of warning that might escalate to a declaration of national emergency, Defense elements have a general responsibility to review their legal posture for mobilization, along with the tentative list of authorities to be included in the Declaration of National Emergency (Appendix B, Attachment 1). Specific element requirements include:

1. General Counsel (GC) will support Agency reviews and proposals for emergency legal authorities.
2. Assistant Secretary of Defense for Legislative Affairs (ASD(LA)) supports agency requests for advice on potential legislative action.
3. Director for Emergency Planning or Director, Crisis Control Group, when activated) coordinates actions taken by the Department of Defense to enhance emergency powers.

When a threat to national interests appears imminent, the Deputy Under Secretary of Defense for Policy (DUSD(P)) will review the current draft Declaration of National Emergency (Appendix B, Attachment 1). The DUSD(P) will request recommendations for additions to the draft Declaration from Chairman, Joint Chiefs of Staff, Service Secretaries and all DoD Agencies. Other actions required include:

1. CJCS, Service Secretaries, and Agency heads will review the draft Declaration, pertinent authorities, EAPs and any new requirements. They will submit recommendations to the DUSJS(P), with copies to General Counsel.
2. Director for Emergency Planning (ODUSD(P)) or Director, Crisis Control Group (when activated) will coordinate Agency input.
3. General Counsel screens and reviews all recommended input, coordinates the proposed requests with Department of Justice and FEMA General Counsel (if required), and prepares the final request for declaration.
4. After review, Secretary of Defense will submit a request for a Declaration of National Emergency to the President.
5. Director for Emergency Planning or Director, Crisis Control Group (when activated) will distribute copies of a signed Declaration of National Emergency (to CJCS, Service Secretaries, and DoD Agency heads).
6. Director for Emergency Planning or Director, Crisis Control Group (when activated) will ensure that essential changes in emergency authorities are sent to the President or Congress for action and that all Agencies are informed of changes.

C. Program Budget Changes

The decisions regarding emergency funding requirements are dependent on the crisis scenario. The following list highlights the major programing and/or budgeting decisions that would be considered. Table 1 on page C-47 provides a more comprehensive listing.

1. Budget Supplemental - Provides the President with the means to request from the Congress additional funding above approved authorization and appropriation levels to meet urgent requirements.

2. Reprogramming - Provides flexibility to revise programs within an appropriation which departs from the purpose originally budgeted for and justified to the Congress in support of funding authorizations and budget requests.

3. Transfer Authority - Annual DoD Authorization and Appropriation Acts provide general authority (within a fiscal limitation) for transfers between appropriations based on unforeseen military requirements determined to be of higher priority than those initially authorized and appropriated.

4. Section 3732 Deficiency Authority - Permits the Department of Defense to enter into obligations on a deficiency basis to cover necessities of the current year under circumstances in which appropriations for clothing, subsistence, forage, fuel, quarters, transportation, or medical supplies are exhausted.

5. Emergency Military Construction Authority - There are several provisions for this authority: 10 U.S.C. 2803, 10 U.S.C. 2804 and 10 U.S.C. 2808. The last authority is the most relevant as it provides construction authority (within a fiscal limitation) in the event of war or presidential declaration of a national emergency under the National Emergencies Act requiring use of the Armed Forces. Under this provision, the Secretary of Defense, without regard to any other provision of law, may undertake military construction projects and authorize the Secretaries of the Military Departments to do the same.

D. Accelerate and/or Expand Industrial Production

Substantial increases in the production of weapons systems, equipment, medical materiel, munitions, and spares and repair parts are essential to sustaining deployed military forces in any armed conflict. In addition, actions to enhance capabilities for rapidly increasing U.S. industrial production can serve as a deterrent to armed conflict.

Substantial lag times exist between industrial production decisions and military materiel rolling off of assembly lines. Thus, industrial production decisions must be decided very early in a "crisis" situation.

Industrial surge and/or mobilization decisions fall into two basic categories: accelerate production rates and expand production capacity. Although described separately below, the course(s) of action considered in a particular situation may involve elements of both categories. For example, a decision that we need to accelerate the production rate of an item may be beyond the capacity of the facility where it is manufactured. Therefore, a production acceleration decision also could necessitate a decision to expand production capacity.

1. Accelerate Production:

There are two elements of any production acceleration decision: The first element is to decide which items are to be included in the decision. This requires that the substance of intended actions be clearly understood by all parties involved with formulating the option(s) and/or making the decision. Objectives of a production acceleration decision may be to:

- Send a visible strategic message to U.S. allies and potential adversaries.
- Enhance future industrial capacity to produce military materiel.
- Increase inventories of war reserve materiel.

The second element is to determine under which conditions the production acceleration is to take place. Basically, the choices are:

- Use routine, peacetime procurement and contract administration procedures. This is least disruptive to the economy; but also least "visible" by U.S. allies and potential adversaries.
- Vigorous implementation of the Defense Priorities and Allocations System (DPAS). This means that the Department of Defense, under authority delegated from the Department of Commerce (DoC), can mandate priority performance of certain contracts. However, this will "speed things up" only for items that are competing with commercial orders for industrial resources.

The preceding does not represent a one-time decision during the course of a crisis. Continued heightening of tension should result in the consideration of additional options to expand the number of items involved, further increase the desired production rates, and alter the conditions under which the production acceleration is taking place.

All of the preceding can be done without a Presidential Declaration of National Emergency. Conversely, the extent to which the Department of Defense may accelerate production without a supplemental appropriation from Congress depends on the availability of unobligated funds that can be reprogrammed. In order to convince the Congress that a supplemental appropriation should be enacted, the President may have to declare a national emergency.

2. Expand Production Capacity:

There are a number of actions that the Department of Defense could take individually, or in combination, in a "crisis" situation without a Presidential Declaration of National Emergency, to expand production capacity. These include:

- Procuring special tooling and test equipment and/or long leadtime components.
- Qualifying additional firms, not previously engaged in DoD production, to manufacture critical items.

- Activating standby plant equipment packages (PEPs) located in contractor facilities.
- Providing reserve industrial plant equipment controlled by the Defense Industrial Plant Equipment Center (DIPEC) to contractors.
- Activating laid-away production facilities.

Many of these possible actions could require reprogramming funds or seeking a supplemental appropriation.

Additionally, there are actions which require a Presidential determination of national defense essentiality; but not a Presidential Declaration of a National Emergency. These include:

- Activating voluntary agreements established pursuant to Title VII of the Defense Production Act.
- Activating the Machine Tool Trigger Order Program.
- Providing specific incentives to create or expand capacity or develop technological processes, pursuant to Title III of the Defense Production Act.

However, the latter two actions may require a supplemental appropriation.

The production capacity of some, if not many, facilities that manufacture defense materiel is constrained below the physical capacity of the facilities by environmental regulations. There is no statutory authority for a blanket waiver of these regulations even in the event of a congressional Declaration of National Emergency. Thus, one decision option that may need to be considered during a "crisis" situation is the submission of an enabling legislative proposal. On the other hand, site-specific waivers can be granted by Executive Order without a Presidential Declaration of a National Emergency.

E. Expand Military Manpower Supply

1. In time of war or national emergency, it will be necessary to increase substantially the supply of manpower to the Armed Forces. Although immediate increases in manpower for the active forces could be achieved through recall of reservists and retirees to active duty and through augmentation of the five armed services with non-DoD resources, additional steps would need to be taken to ensure that adequate supply of manpower would be available to replace combat casualties, sustain the increased tempo of operations, and expand the force structure, if that became necessary.

2. The steps that may increase manpower supply during or preceding mobilization are broad categories that would do the following:

- a. Achieve an immediate increase in trained manpower.
- b. Increase the supply of untrained manpower.

c. Increase the rate at which training could be accomplished for those personnel requiring it.

§sub E.3. through E.6., below, describe those actions within each of these categories that could be taken to increase manpower supply:

3. Retiree Recall

Service Secretaries have the authority to recall military retirees who have completed 20 years of active duty service to active duty at any time in the interest of national defense. All retirees called back to active duty count against manpower ceilings, therefore, authorization to exceed end strength may be required. The retiree recall program will reduce the manpower shortfall by:

- a. Providing pretrained manpower.
- b. Freeing active component personnel for reassignment and/or deployment.
- c. Providing Continental United States (CONUS) base sustainment during the early days of mobilization.

Reserve retirees (who have not served 20 years of active duty) can be recalled to active duty only after congressional declaration of war and/or national emergency with the Secretary of Defense concurrence and the Service Secretary's determination that there are not enough qualified reserves in an active status or in the inactive National Guard.

4. Increases in Trained Manpower

a. Pretrained Individual Manpower (PIM). Upon mobilization, the Individual Ready Reserve (IRR), military personnel who retired after 20 years of active duty, and volunteer veterans may be used to increase the available supply of trained manpower. The IRR consists of individuals most of whom are trained and who have served previously in active forces or in the Selected Reserve. Most IRR members have some period of their Military Service obligation remaining. Retired military personnel are a resource of trained individuals that may be used to augment support and training facilities, to relieve Active Component or Ready Reserve members for other duties, or to accomplish operational missions as needed. Volunteer veterans with sufficient prior service and training may be employed without undergoing additional training.

b. Extension of Terms of Service (Stop-Loss). Each month a large number of trained military personnel leave the Service via retirement, resignation, discharge and separation. Eliminating this loss during periods of crisis has a stabilizing effect on the total force and enhances Service capabilities. Under the terms of 10 U.S.C. 673c, the President has the authority to suspend any provision of law related to promotion, separation, and retirement when it is essential to the national security of the United States.

c. Stop-loss actions include denial of voluntary retirement requests, denial of officer resignations and requests for relief from active duty, and extension of terms of service for enlisted and officer personnel. In addition, policies and procedures for curtailing administrative discharge of marginal performers could be adopted.

5. Increases in Untrained Manpower

a. Call Delayed Entry Program (DEP). Men and women, age 17 or older, may enlist in the active force DEP, and thereby become obligated to serve, but may delay entry to active duty for up to 12 months. The DEP allows many enlistees to complete high school before entering active duty and enables the Services to schedule the arrival of enlistees to coincide with the availability of space in Service training schools. Over 80 percent of all active force nonprior service enlistees enter active duty via the DEP. The average delay between enlistment in the program and entry on active duty is 2 to 3 months. In the event a national emergency is declared, early call of DEP enlistees to active duty would make a large number of persons available for immediate training.

b. During time of war or national emergency declared by the Congress, all DEP enlistees could be called to active duty prior to their scheduled entry dates. The Secretaries of the Military Departments would be authorized to determine the number and characteristics of DEP enlistees to be called, including whether women DEP enlistees were to be included in the call. It is OSD policy that members of DEP currently in high school will not be called.

c. Begin Conscription. Conscription would significantly increase the supply of untrained manpower to the Services in a relatively short period of time. Eighty four thousand six hundred inductees will be delivered to the Services within 30 days after the Selective Service System was directed to begin inductions. Although registration is now conducted under authority of the Military Selective Service Act, Section 17(c) of the Act would require repeal in order to restore induction authority.

6. Increase Training Rate

a. Acceleration of Officer Procurement Training. The Service Academies constitute the primary source of new officers for the Regular Army, Navy, Coast Guard, and Air Force; Platoon Leaders Class (PLC), for the Marine Corps. The Reserve Officer Training Corps (ROTC) program at colleges and universities is an important source of officers for the Active and Reserve Components. During time of war or national emergency, the courses of instruction in the Service Academies, PLC, and ROTC could be accelerated in order to increase the supply of officers.

b. The length of the course of instruction at the Military, Naval, Coast Guard, and Air Force Academies is now set by law at 4 years. If required, this legislation could be amended to permit graduation and commissioning of cadets after their third year of study. Once the amendment was enacted, the current senior classes of cadets would be immediately commissioned, and each succeeding class of cadets would be graduated at the completion of their junior year, roughly doubling the number of cadets to be commissioned within 1 year of the amendment's enactment, and shortening the length of training for succeeding classes by 25 percent.

c. Cadets in the Senior ROTC program (college students in their junior and senior years) have substantially completed their military training after attending summer camp at the end of their junior year. Senior ROTC cadets are reservists, and could be ordered to active duty under the President's recall authority. Recalling those cadets to active duty would allow immediate commissioning of those cadets who have completed summer camp. The remainder could be immediately assigned to Officer Candidate School (OCS) or Officer Training School (OTS).

d. Expansion of Training Base Capacity. The Services currently train recruits at 16 active training centers. On mobilization, a large number of personnel (in the form of conscripts, volunteers, Delayed Entry Program (DEP) enlistees, untrained enlistees, and partially trained IRR members) would be added to the training base. The six training centers operated by the Air Force, Coast Guard, Navy, and Marine Corps would be able to accommodate mobilization manpower training requirements within their current training base capability. The Army, however, would require major expansion of its training base and activation of additional recruit training facilities to absorb the additional trainees generated during mobilization.

e. Reserve Recall. The "Total Force" policy of the Department of Defense considers the U.S. Active, Guard, and Reserve forces as one integrated entity with complementary roles. Reserve component units provide additional combat power to augment the Active Forces in wartime, and are heavily relied upon for required support units since peacetime force levels cannot and need not support a wartime combat support structure.

f. The President may authorize recall to active duty up to 200,000 members of the Selected Reserve for 90 days, plus an additional 90 days, without declaring a national emergency. (10 U.S.C. 673b.)

g. When the President declares a national emergency because of potential hostilities, he may order units and individuals of the Ready Reserve to active duty for not more than 24 months. However, no more than one million members of the Ready Reserve of all the Services may be on involuntary active duty at the same time without the consent of Congress. (10 U.S.C. 673(a) and (c).)

h. Only Congress can fully mobilize all Reserve forces and then only upon a congressional declaration of war or national emergency. All units and individuals of the Ready, Standby, and Retired Reserves may be ordered to active duty.

F. Augment Transportation Resources

Transportation is critical to the success of the Nation in nearly all military contingencies, since it will be necessary to deploy people and material to both reinforce and sustain military operations. The Department of Defense will be heavily dependent on transportation resources provided by the civilian sector, especially during the initial, rapid buildup.

Airlift Augmentation:

The Military Airlift Command (MAC) operates active component airlift squadrons that are immediately available in all situations, plus Reserve component squadrons that can be made available via the Presidential Selected Reserve call-up authority. The airlift capability inherent in MAC's active and/or Reserve component units can be incrementally augmented, based on ascending levels of DoD requirements, through the following programs:

Civil Reserve Air Fleet (CRAF). The CRAF program is a civil and/or military partnership in which the civil air carrier industry commits airlift resources to the Department of Defense in time of emergency. The basic authority for CRAF is contained in E.O. 11490, which provides for the allocation of Civil airlift resources to the Department of Defense in time of an emergency. CRAF may be incrementally activated in stages to meet ascending levels of DoD requirements.

1. Stage I consists of aircraft that are committed by contract to a call-up by C.A.N.C., Military Airlift Command (MAC). This stage is sized to provide maximum DoD augmentation while permitting the civil airlines to continue normal, peacetime operations.

2. Stage II provides aircraft augmentation in situations short of a declared national emergency. This stage can be activated by the Secretary of Defense.

3. Stage III may be activated by order of the Secretary of Defense in the event of a defense-oriented national emergency declared by the President. Stage III can also be activated, in a situation short of a declared national emergency, by the Secretary of Defense, if a Presidential determination of national defense essentiality has been made.

When CRAF is activated, the crews and aircraft are under the mission control of MAC and function as a part of the total MAC airlift force.

NATO Civil Aircraft Fleet. The NATO nations have agreed to commit a specific number of civil aircraft in a NATO defense emergency or war. These aircraft would become available for U.S. use when the North Atlantic Council requests reinforcements.

War Air Service Program (WASP). DoT's War Air Service Program provides for the distribution and redistribution of air carrier aircraft to maintain essential civil routes after CRAF aircraft have been withdrawn. WASP can be implemented by the Secretary of Transportation in the event of a Presidential determination of national defense essentiality or a Presidential Declaration of National Emergency. Thus, during periods of crisis, tension or war, DoT, at the request of the Department of Defense, may allocate additional air carrier aircraft to the Department of Defense from the WASP.

Sealift Augmentation:

The Military Sealift Command (MSC) controlled fleet consists of on hand assets that are immediately available in all situations. The MSC-controlled fleet is composed of chartered and government-owned vessels that are operated by Civil Service mariners or contractors. They are used to meet peacetime DoD cargo movement requirements and have a limited surge capability. The sealift capability inherent in the MSC-controlled fleet can be incrementally augmented, based on ascending levels of DoD requirements, through the following programs:

Ready Reserve Fleet (RRF). The RRF consists of U.S.-owned cargo ships and tankers which can be activated within 5 to 20 days to meet surge shipping requirements.

Sealift Readiness Program (SRP). The SRP provides a means whereby MSC sealift capability can be augmented by U.S. flag ships in a timely manner. SRP is a standby contractual arrangement between MSC and private ship operators for provision of ships under charter for defense use.

The RRF and the SRP can be activated without a Presidential Declaration of National Emergency.

Requisitioning. The Secretary of Transportation, upon the request of the Secretary of Defense, is authorized to requisition U.S. flag and EUSC ships, whenever the President proclaims a defense-oriented national emergency, or upon a Presidential determination that the security of the national defense makes such an action advisable. The Effective U.S. Controlled (EUSC) ships are U.S.-owned ships of foreign registry.

National Defense Reserve Fleet (NDRF). The NDRF consists of inactive merchant ships and former Navy ships owned by the Government and maintained by MARAD in "wet storage." When the President proclaims a defense-oriented national emergency, NDRF ships may be activated, and placed in operational condition within 60 days.

NATO Ships. In a NATO defense emergency or war, the NATO-member governments have pledged to provide at least 400 ships to supplement the U.S. flag fleet. These ships would become available to the United States when the North Atlantic Council requests reinforcements.

CONUS Transportation Allocation:

The Department of Defense obtains nearly all of its CONUS transportation (e.g. rail, road, air, barge and ports) support through the civil sector in peacetime, and would also do so in a mobilization. However, unlike strategic airlift and sealift, domestic transportation is not comprised of discrete sets of assets that would transfer to DoD control. On the other hand, as with airlift and sealift, the allocation of domestic transportation resources for DoD use can be incrementally increased, based on ascending levels of DoD requirements. The Secretary of Transportation can implement priorities and allocations

of domestic transportation in the event of a Presidential determination of national defense essentiality or a Presidential Declaration of a National Emergency.

The USTRANSCOM Contingency Response Program (CORE) is designed to provide, through quick reaction procedures, DoD priority for commercial transportation prior to, and during, contingencies and mobilization. A key element of the CORE program is the CORE Team which gathers together senior decision makers from the Department of Defense, other Federal Agencies, and the Transportation industry. A DoD-DoT Procedural Arrangement has been established to assist the Department of Defense in meeting its requirements.

The CINCTRANSCOM can activate the CORE and assemble the team members in situations short of a declared national emergency. Upon receipt of an Execute Order, or the existence of a state of emergency, CORE team members can take immediate action to resolve transportation shortfalls affecting deployments or contingencies. USTRANSCOM requests, through JCS and OSD, priority service for DoD requirements from DoT. DoT authorizes the issuance of priority Service Orders to carriers directing that the Department of Defense be given priority

G. Expand Construction

1. In the event of a mobilization, additional facilities at DoD installations may be required to support production acceleration and expansion, to quarter additional trainees and mobilizing units, and to eliminate chokepoints in transportation.

2. Prior to a declaration of national emergency, two options can be used to undertake military construction (MILCON) under existing legislative authorization. However, both options preclude construction until either

a. Twenty-one days after notification to the appropriate committees of Congress or

b. Their approval of the projects.

c. The first option, 10 U.S.C. 2803 (Emergency Construction), authorizes the Secretaries of the Military Departments to execute projects within the unobligated balance of funds appropriated to the Military Departments for projects vital to the national security. The second option, 10 U.S.C. 2804 (Contingency Construction), authorizes the Secretary of Defense to execute projects upon Secretary of Defense determination that the deferral of the projects would be inconsistent with the national security.

3. In the event of a Congressional Declaration of War or a Presidential Declaration of National Emergency that requires use of the Armed Forces, the Department of Defense can undertake requisite construction projects without specific legislative authorization. However, the totality of such projects must be executable within the total amount of funds that have been appropriated for military construction (including unobligated family housing funds).

4. Immediately following notification of Partial Mobilization or Declaration of War or National Emergency, the adequacy of the MILCON Program to provide needed facilities will be reviewed. A supplemental appropriation for construction shortfalls should be requested.

5. Thus, there are four types of potential decisions concerning construction, that could confront the Secretary of Defense. The first deals with a determination of which projects (irrespective of Service) should be initiated within the unobligated balances of all the Military Departments. The second allows the use of the contingency construction authority to approve and fund emergency projects prior to partial mobilization. The third option would be construction program changes following Declaration of War or a National Emergency. The fourth deals with whether a supplemental appropriation for construction should be requested and, if so, which projects should be included.

H. Redistribute Materiel

In a period of rising tension that portends a mobilization, decisions by the Secretary of Defense (or the President) concerning military materiel could be required. These potential decisions fall into two categories -- actions to increase the availability of materiel, and allocations of available materiel.

1. Materiel Availability:

The most obvious course of action to increase materiel availability is to accelerate production rates. Alternatives relative to this course of action are presented in the description of "Industrial Production" decision options.

The salient drawback to accelerating production is that lengthy leadtimes are required before substantial increases in available materiel occur. However, the United States may wish to respond to world events by rapidly increasing the availability of weapons systems, other major items of equipment, or war reserve secondary items, to one or more theater CINCs.

At any point in time, portions of DoD inventory of ships, aircraft, combat vehicles, C3 equipment, missiles, and exchangeable components (e.g., aircraft engines) are located at depot maintenance facilities undergoing or awaiting scheduled overhaul and repair. Thus, one--admittedly limited--means of increasing the availability of military materiel is to accelerate the output of the depot maintenance system.

As with mobilization decisions to accelerate industrial production, any proposals to accelerate depot maintenance must consider what items would be included. Such a determination must be based on the situation at hand, and the desired objectives of such a course of action.

Acceleration of depot maintenance does not require a Presidential Declaration of National Emergency, nor a decision by the Secretary of Defense. However, if the President has not exercised his Selected Reserve call-up authority, a Presidential Declaration of National Emergency would be required

to enable the Department of Defense to utilize the emergency civilian personnel management and hiring procedures necessary to rapidly accelerate depot maintenance. Furthermore, the extent to which the Department of Defense can accelerate depot maintenance without a supplemental appropriation from Congress depends upon the availability of unobligated funds that can be reprogrammed. In order to convince the Congress that a supplemental appropriation should be enacted, the President may have to declare a national emergency.

2. Materiel Allocation:

The inventory of War Reserve Stocks (WRS) for most items is now, and for the foreseeable future will continue to be, insufficient to support combat operations in a major conflict until the production rate for the mobilized industrial base at least matches the attrition and/or consumption rate. Thus, unless acceleration of industrial production has commenced well in advance of the initiation of hostilities, "hard" materiel allocation decisions will have to be made, perhaps immediately, after a "crisis" commences. Potential materiel allocation decisions are as follows:

a. Allocation Among U.S. Claimants

Materiel allocation actions fall into two generic groupings:

(1) Allocation of wholesale-level stock--typically stored at CONUS depots.

(2) Allocation of retail-level stocks--which are stored in warehouse and/or magazines at major installations worldwide.

Deciding the allocation of wholesale stocks among U.S. claimants is a JCS responsibility which is executed via the Joint Materiel Priorities and Allocations Board (JMPAB).

b. For many WRS items, the combination of prepositioned (i.e., retail) and CONUS-held stocks could be insufficient to support a particular theater CINC's requirements. Therefore, a drawdown of one CINC's in-theater WRS for transshipment to another theater of operations is a distinct possibility. Such an action could perturb U.S. allies in the region that would be losing stocks. Thus, the NCA would need to consider the international political implication, as well as the military merits, in the course of deciding upon such actions.

c. Allocation Between the U.S. and Foreign Countries

The WRS posture for allied and friendly foreign countries is analogous to that of the United States. Thus, in a coalition warfare situation, requests for materiel support by at least some allied and/or foreign countries are a distinct possibility. Consequently, the need to consider allocating materiel to foreign country forces vis-a-vis our own forces is likely to be unavoidable. Deciding to give materiel that is critical to continuation of a conflict-at-hand to a foreign country instead of our own forces--or vice versa--has far reaching politico-military implications that the NCA must address. On the other hand, the impact on DoD's logistics system is the same regardless.

d. Allocation Among Foreign Countries

The United States routinely provides peacetime materiel support from U.S. inventories to allied/friendly countries via the foreign military sales (FMS) program--the receipts from the FMS sales being used to finance the purchase of replenishment stocks. However, with the exception of the War Reserve Stocks--Allies (WRSA) program--which by DoD policy currently only applies to Korea, the Department of Defense is prohibited by law from procuring and holding stocks for eventual use by foreign countries.

e. Requests from allied and/or friendly foreign countries for "emergency" materiel support could occur either in a coalition warfare situation or as the result of a conflict involving the the Department of Defense country, but not the United States. Depending upon the items and quantity requested, the United States may not be able to accommodate such requests without degrading the readiness and/or combat sustainability of U.S. forces. Consequently, the NCA may need to consider the possibility of terminating (of at least diverting) materiel support to some (or all) of the foreign countries not engaged in the conflict-at-hand in order to satisfy requests for "emergency" support.

I. Expand Energy Supply

In the event of a mobilization, and/or a petroleum supply disruption, the Department of Defense can take extraordinary actions to acquire additional energy resources to support DoD operations and defense-related industry. These actions are incremental in nature and based upon ascending levels of DoD and defense-related industry requirements.

Waiver of Procurement Restrictions. The Secretary of Defense is authorized by 10 U.S.C. 2404 to waive any provision of Federal acquisition statutes and regulations in order to expedite fuel procurements in a "tight" energy market. This authority can be used without a Presidential Declaration of National Emergency. However, this authority does not apply to obtaining energy resources for defense-related industry.

Drawdown Naval Petroleum Reserve (NPR). If needed to meet DoD petroleum product requirements, the Deputy Assistant Secretary of Defense (Logistics) may request the Director, Office of Naval Petroleum and Oil Shale Reserves, Department of Energy (DOE) to transfer (with reimbursement) to the Department of Defense any portion of the U.S. Government's share of NPR authorized production. The Department of Defense would then offer this crude oil to refiners in exchange for petroleum products. This transfer is authorized under 10 U.S.C. 7430, as amended by the Energy Security Act (P.L. 90-294).

Drawdown Strategic Petroleum Reserve (SPR). If not already underway, the Secretary of Defense can recommend that the Secretary of Energy take the necessary actions that would lead to a drawdown and competitive sale of the SPR and subsequently direct distribution to the Department of Defense of an amount up to 10 percent of the volume sold. The Department of Defense would then offer this crude oil to refiners in exchange for petroleum products. Drawdown of the SPR, however, is contingent upon a Presidential finding that such action is necessary to meet a "severe energy supply interruption or to fulfill obligations of the United States under the International Energy Program," as authorized under the "Energy Policy and Conservation Act," 42 U.S.C. 6241.

Invoke Defense Production Act (DPA). The Assistant Secretary of Defense (Production and Logistics) (ASD(P&L)) can request the Assistant Secretary of Energy (International Affairs and Energy Emergencies) (ASE(IAEE)) to invoke the DPA, directing refiners with DoD contracts to meet DoD requirements on a priority basis and refiners that have no such contracts to accept new DoD contracts and cover minimum essential military petroleum product requirements stated therein on a priority basis. Crude oil that refiners have acquired from the SPR through competitive bidding is subject to these requirements, equally with other crude oils. Similarly, ASD(P&L) can request ASE(IAEE) to invoke the DPA and authorize DoD contractors to pass rated orders that regularly exist on defense materiel contracts to those subcontracts between defense industrial base suppliers and their utility and/or fuel suppliers, requiring them to meet defense industrial base energy requirements on a priority basis. These actions are authorized under section 101(a) of the DPA of 1950, as amended, and E.O.s 10480, 11790, and 12038.

Meeting International Oil Sharing Obligations. The International Energy Agency (IEA) and the NATO Wartime Oil Organization (NWO) administer emergency oil sharing agreements to which the United States is a signatory.

Under the International Energy Program (IEP) administered by the IEA, the U.S. is expected to conserve (e.g., up to 7 and then 10 percent of its energy consumption), rapidly draw down its petroleum stocks (e.g., SPR oil), and divert petroleum imports to the United States and/or export U.S.-produced petroleum to any country pursuant to the International Emergency Oil Sharing Plan of the IEA.

The NWO is the NATO Civil Wartime Agency concerned with resolving military and civilian petroleum shortages among member nations. The NWO is comprised of senior energy officials from government and industry in each participating nation whose responsibility it is to level out petroleum shortages during wartime through oil sharing. Depending on the situation, the Supreme Allied Commander Europe may request from the NWO petroleum supplies and/or distribution support to overcome petroleum logistics breakdowns in specific areas of the theater.

J. Expand Health Care Personnel Supply

There is at present an insufficient number of health professionals in the active and reserve forces to deliver the health care to military personnel which would be required during time of war or mobilization.

Service-specific shortages in particular skill areas could be temporarily reduced via cross-Service utilization of personnel (e.g., assignment of Navy surgeons to the Army). This action would not increase the total amount of health personnel available, but it would help reduce shortages in early deploying units. Recall of reserve health personnel and of retirees would provide immediate augmentation of the active force, although recall would not meet total health manpower requirements due to shortfalls in reserve unit manning. Retiree recall can be accomplished under appropriate authorities. A Presidential declaration of national emergency or 200K call-up would be required to recall reservists. Medical reservists in the IRR can be called to active duty only after a declaration of national emergency.

The commissioned officer corps of the Public Health Service (PHS) can also be transferred to the Department of Defense by order of the President in time of war or national emergency (42 U.S.C. 217). PHS, however, has not yet determined how many officers would be required for critical civilian health care during mobilization and, therefore, the number available for transfer to the Department of Defense.

It may be possible to obtain additional health personnel from the civilian health care system by intensifying recruiting efforts. With the cooperation of the American Medical Association (AMA) and other health groups, it may be possible to contact individuals with needed skills directly. Special pays could be offered to those with critically-needed skills as inducements to volunteer for either active or reserve duty.

If voluntary recruiting fails or the situation is so serious that time is not available to see if a volunteer program will work, it will be necessary to conscript health care personnel. There is currently no statutory authority to register, classify or induct health care personnel. Congress would have to enact such legislation before conscription could begin. To ensure that individuals with needed skills are obtained, conscription legislation should authorize registration, classification, and induction of health care personnel by specialty.

K. Transfer of Federal Agencies to Department of Defense Control

The Department of Defense, in time of war or national emergency, can increase its capabilities by initiating action through the President to transfer various functions and resources of the Coast Guard, Federal Aviation Administration (FAA), and National Oceanic and Atmospheric Administration (NOAA) to the operational control of the Department of Defense. The decisions and objectives of these actions are:

1. To transfer the Coast Guard from the Department of Transportation (DoT) to the Department of the Navy (DoN). Upon transfer, the Coast Guard continues to perform its statutory mission, reporting to the SECNAV as well as its assigned wartime military missions. The transfer allows for the Coast Guard to be assigned additional national defense missions with the defense missions having the higher priority. For example, upon mobilization the Coast Guard will provide specific units to CINC OPLANS and the Maritime Defense Zone (MDZ).

2. To transfer selected elements of the FAA to DoD control to ensure that FAA operations are consistent with essential national defense airlift requirements.

3. To transfer to the Department of Defense selected NOAA resources to augment the environmental services, mapping, charting, and geodetic capabilities of the Department of Defense.

The decisions to transfer elements to the Department of Defense can be accomplished in varying degrees, from partial reprioritization of missions and selected resources to total departmental transfer. Total transfer becomes important only when large forces are involved under rapidly changing conditions; those typified by full mobilization. Under less stringent conditions, it is believed that most military objectives could be achieved using the

current management structure. Reprioritization of missions and transfer of specific forces are essentially independent of departmental transfer. It is incumbent upon the Department of Defense to anticipate the need to assume operational control of these agencies without unduly disrupting the existing organizational structure, or seriously curtailing essential civilian services.

Transfer Coast Guard from the Department of Transportation to Navy

The Coast Guard is at all times one of the five armed services. For the purpose of mobilization planning it can be considered a military department under the Department of the Navy. It should be noted, however, that for certain contingencies or activation of the Maritime Defense Zone, Coast Guard forces may be chopped to the CINCs, even though mobilization has not occurred.

The Coast Guard has forces and resources that contribute significantly during contingencies and in time of war or national emergency to essential military activities both within and outside of the United States. Coast Guard forces are listed in many CINC OPLANS, CONPLANS, and in plans for the support of the Maritime Defense Zone. The MDZ plans provide for coastal and harbor defense of the United States, under Navy command.

As threats of terrorism and sabotage continue to increase, defense of strategic U.S. outload ports is a prime consideration in preconflict actions. The Coast Guard falls under recall authorities (200K call-up) and declaration of national emergencies (partial or full mobilization), regardless of whether the Coast Guard is under DoT or the Department of the Navy. Both DoT, and the Coast Guard should be kept advised of all mobilization actions, to provide required port security and coastal defense. Under most circumstances the Coast Guard will require increased reserve manpower to meet national defense requirements.

Transfer of the Coast Guard to the Navy provides significant benefits in the command and control of coastal defense forces. It is important to note that during the Korean and Vietnam conflicts, the entire Coast Guard was not transferred. Selected Coast Guard activities were transferred to the Navy. Therefore, transfer should be considered at each level during the transition from peacetime to full mobilization. Legal authority to transfer the Coast Guard, as a specialized service, to the Navy is found in 14 U.S.C. 3.

Federal Aviation Authority (FAA) to the Department of Defense

Transferring FAA functions and resources to the Department of Defense is expected to ensure that defense-essential air traffic is accommodated to the maximum extent possible while simultaneously maintaining essential civil air traffic. This requires the establishment and regulation of aircraft operational priorities within the national air space. Congress has provided legislation to ensure priority for national defense, and to provide authority to transfer functions and elements of the FAA to the Department of Defense.

There are currently no easily defined conditions or planned schedules to determine which elements of the FAA should come under DoD control. Transfer of control may be incremental in nature from normal peacetime operations into a period where defense-essential air operations have priority and are being accommodated in an overall environment of increased air activity. The Department of Defense would seek control of elements of the FAA only as the need

arose and that control would likely be temporary and/or localized in nature.

Transfer National Oceanographic and Atmospheric Agency (NOAA) Assets to the Department of Defense

The National Oceanographic and Atmospheric Agency (NOAA) is a major Federal Agency, constituting nearly 40 percent of the Department of Commerce's workforce. Its principal functions and activities of DoD interest include: preparing and issuing nautical and aeronautical charts, providing precise geodetic surveys in peacetime, predicting tides, currents and state of the oceans, providing satellite observation of the environment, and weather observation and forecasting.

It is unlikely that a decision to transfer a significant portion of NOAA assets to the Department of Defense would be recommended or sought. Instead, a more likely scenario would include an appropriate shift of emphasis in many of NOAA's activities from normal peacetime priorities to conditions where priority of support would be given to the Department of Defense. NOAA assets -- vessels, aircraft, etc.--would be requested by the Department of Defense as specific needs develop; attendant NOAA commissioned officers and ancillary facilities would also be included. Transfers of NOAA vessels, aircraft, equipment, stations, and commissioned officers to the Department of Defense can be made only by Presidential Executive Order; transfers may be made to any Military Department.

L. Initiate Noncombatant Evacuation Operations (NEO) and Repatriation

Large numbers of U.S. citizens and their dependents live, work, and vacation in potential combat areas abroad. Many or all noncombatants could require evacuation from those areas in the event hostilities threaten. Depending upon the contingency, the number of persons requiring evacuation could be quite high. In the case of a European contingency--which would present a most demanding evacuation requirement--there are perhaps 800,000 to 1,300,000 (a number which varies seasonally) potential noncombatants, including tourists.

During a period of rising tensions, the initiation of evacuation operations would have a serious impact on both allied nations and potential adversaries. However, deferral of evacuation could have serious consequences in the event of actual hostilities. Actions not involving full-scale evacuation are available. Decisions are made by the NCA upon recommendation of the Secretary of State.

NEO includes activities pertaining to the actual collection and movement of evacuees from their overseas locations to CONUS or a designated safe haven area. Repatriation is the activity pertaining to the reception of evacuees in CONUS and their onward movement to final destinations. The following sections briefly describe Federal civilian agencies, and DoD's responsibilities for each of these categories of evacuation activities.

Evacuation of Noncombatants from Overseas

Department of State (DoS). Under E.O. 11490, the Secretary of State is responsible for all U.S. citizens overseas and for developing policies, plans, and procedures for protection or evacuation of American citizens and nationals and for safeguarding their property worldwide, with certain exceptions. The

Department of Defense and other agencies assist in evacuation planning.

Department of Defense. The primary role of the Department of Defense is to support DoS requests, when militarily feasible. Under E.O. 11490, the Secretary of Defense is responsible for advising and assisting DoS in planning for the evacuation of DoD dependents, U.S. teachers, administrators, and other U.S. citizens working abroad. In addition, the Secretary of Defense is responsible for developing plans for implementation of approved DoS and/or DoD policies and procedures for protection and evacuation of U.S. citizens and certain designated aliens abroad. By agreement (see DoD Directive 5100.51) with DoS, the Department of Defense has primary responsibility for protection and evacuation of U.S. citizens in West Berlin, and U.S. Naval Base, Guantanamo, and for DoD-sponsored noncombatants in the Federal Republic of Germany (FRG). (Evacuation plans for DoD noncombatants in the FRG must be integrated into DoS plans.)

Principal Diplomatic and Consular Officials. When hostilities occur with complete surprise or are so imminent that delay in initiation of evacuation would jeopardize persons for whose protection the Secretary of State is responsible, and the principal diplomatic officer is unable to consult with the Department of State, the senior diplomatic or consular official in the area may invoke that area's evacuation plan.

U.S. Military Commanders. Upon request of the principal diplomatic officer, U.S. military commanders are authorized to assist in the evacuation of U.S. citizens to the extent militarily feasible without prior JCS authorization in instances where delay would place U.S. citizens in jeopardy, and communications are nonexistent. When U.S. citizens are in danger, but the appropriate military commander cannot establish timely communications with U.S. diplomatic officials and cannot wait for prior JCS authorization, the military commander may initiate such action as he deems necessary, appropriate, and militarily feasible, with full cognizance of the diplomatic consequence that may ensue.

Washington and Regional Liaison Groups. To ensure interdepartmental coordination in evacuation planning and operations, the Secretaries of State and Defense have established the Washington Liaison Group (WLG). WLG is responsible for ensuring coordination at the Washington level of all noncombatant emergency and evacuation planning by the Department of Defense, the DoS, and by other U.S. Government Agencies, as appropriate. The WLG is also responsible for providing advice and guidance to, and for monitoring the activities of, regional liaison groups, which have been established to coordinate interagency evacuation planning in the field. The WLG is chaired by a DoS representative.

Reception of Evacuees in CONUS

Department of Health and Human Services (DHHS). DHHS is responsible for the reception, repatriation, and onward movement of all evacuees under emergency conditions. Under E.O. 11490, the Secretary of Health and Human Services is responsible for developing plans and procedures for assistance at ports of entry to U.S. personnel evacuated from overseas areas, for their onward movement to their final destination, and for the provision of follow-up assistance after their arrival at those destinations. DHHS coordinates national, regional, State, and local teams of Federal and non-Federal Agencies charged with developing and implementing operational plans for evacuee reception.

Department of the Army. Department of the Army, as designated executive agent for the Department of Defense, coordinates within the Department of Defense and with other Federal and local agencies in planning for the reception in CONUS and onward movement of U.S. Government employees and their dependents, U.S. Citizens, and selected aliens evacuated from overseas areas.

The Army has published the Joint Plan for DoD Noncombatant Repatriation for the expedited administrative return of DoD noncombatants to CONUS over a protracted period, under small scale, nonemergency conditions. The Plan specifies the use of DoD resources for reception activities.

V. EXERCISES AND SIMULATIONS

A significant feature of any system or plan is the ability to evaluate and assess that plan under the most realistic conditions. It follows, then, that if the MMP is to be an accepted and credible document, the DoD Components must periodically examine their responsibilities and tasks defined in the MMP. Short of armed conflict, the closest the Department of Defense can come to simulating a crisis situation is through some form of exercise or simulation.

Exercises

The Organization of the Joint Chiefs of Staff sponsors several major command post exercises (CPXs) annually, emphasizing various aspects of the defense operation--mobilization, deployment, sustainment, warfighting, etc. For each of these CPXs, a new scenario is developed, along with the corresponding objectives and assumptions. In most cases, its program is sufficiently broad enough in scope to accommodate the participation of all DoD Components. The exercises are designed to test procedures; ultimately they enhance the capability of participants to respond in varying degrees to a crisis, contingency, or general war environment. Although the Joint Staff is responsible for scheduling, planning, conducting, and evaluating the exercise, it is the responsibility of each participant (including OSD) to contribute appropriately in order to achieve maximum benefit.

The exercise program constitutes a vital link in DoD's mobilization planning process. Through the exercises, significant issues are evaluated, problems are identified and resolved, resolutions are used to modify and improve plans (i.e., the MMP), and the modifications are ultimately reexamined in a future exercise. Thus, by active participation in exercises, the MMP will remain a very active and current document for the Department of Defense.

Simulations

Since the existing JCS program is cyclical in nature, each exercise has a specific purpose (with associated objectives and assumptions), and in some cases the scope is too narrow to include all DoD Components adequately. For example, in a crisis build-up environment, the Secretary of Defense would consider political issues and solutions as well as military solutions. The Secretary of Defense's efforts could be directed primarily to deterrence even though this option might not be incorporated (by design) in an exercise assessing force readiness or warfighting. In this circumstance, the Department of Defense must look for alternative methods to examine decision-making and crisis response procedures.

Simulations are very important for the Department of Defense because they allow a great deal of free play and because they surface issues of significant political-military interest. At various times throughout the year, a number of civilian and DoD institutions conduct simulations to examine the processes and procedures of interest throughout the Department of Defense. These simulations are significant because the majority of them are designed to attract senior decision makers from the Department of Defense and from elsewhere in the Federal and civilian arenas. It is therefore in DoD's best interests to pursue these opportunities and involve its leadership in simulations both internal and external to the Department of Defense.

Appendix B
Authorities

In addition to some overall comments, this section contains a draft Presidential Executive Order (Attachment 1, B-1-1) that includes a list of authorities to be requested upon a declaration of national emergency; and a partial list of emergency authorities (Attachment 2, B-2-1) related to the information contained in Chapter Two of the MMP-- Mobilization Policies and Authorities.

General Remarks. Mobilization planners at all levels continually must take steps to develop their legal authority to act under emergency circumstances:

-- Agency Heads are responsible for identifying essential emergency powers that are either in place prior to an emergency or requested immediately when a crisis occurs.

-- Legal Counsel have a continuing responsibility to support agency heads in both emergency planning and emergency operations.

Emergency Action Packages (EAP). The Director for Emergency Planning (ODUSD(P)) is responsible for creating a variety of EAPs that come into play upon the declaration of a national emergency. A well-constructed EAP will include all documentation for requesting extraordinary powers in emergency circumstances. Agencies continually must monitor existing EAPs and suggest additions and deletions, as necessary.

Waiver of Peacetime Regulations. In times of national emergency, many peacetime reporting requirements and other routine actions are no longer appropriate. Agency heads must identify impediments to mobilization or other national emergencies, then create standby requests for waivers of such impediments. Eventually, some kind of blanket waiver authority may be developed to handle impediments to emergency actions throughout the Department of Defense.

DoD Emergency Authorities Retrieval and Analysis System (DEARAS). DEARAS is a special data base developed and maintained by the Air Force Directorate of Legal Information Services (USAF/JAS) for the General Counsel of the Department of Defense. Ultimate responsibility for DEARAS lies with the Under Secretary of Defense for Policy (USD(P)). The authority for DEARAS is found in DoD Directive 3020.36, "Assignment of Emergency Preparedness Responsibilities to Department of Defense Components." DEARAS uses laser-disk technology to manage a data base containing the full text of emergency legal authorities recommended by DoD Agencies. The DEARAS data base is an APPROXIMATION of the total DoD-wide data base of emergency legal authorities. The eventual goal of DEARAS is to allow managers and attorneys to access the entire emergency authority data base, throughout the Department of Defense. Until such an electronic search system is fully in place, the data base manager maintains an index of the DEARAS data base to assist planners.

Executive Order _____, dated _____

Exercise and Delegation of Authority Pursuant to a Declaration of National
Emergency

_____ F.R. _____

By the authority vested in me by the Constitution and statutes of the United States of America, including the "National Emergencies Act," 50 U.S.C. 1601 et seq., 3 U.S.C. 301, and the laws set forth below, and pursuant to a finding that a national emergency continues to exist in light of the current world situation, it is hereby ordered as follows:

Section 1. The following provisions of law are invoked to accomplish the stated actions or to suspend the operation of other laws in response to the present national emergency and shall continue in effect until the termination of this emergency or as otherwise specified in the appropriate statute:

Recapture of Lands and Property

<u>STATUTE</u>	<u>ACT/LAW</u>	<u>SUBJECT</u>
64 Stat. 310	Act of June 30, 1950, Ch. 429	Recapture of lands formerly part of Camp Robinson, AR
67 Stat. 54	Act of June 6, 1953, Ch. 107	Recapture of property of the Veterans Administration, Johnson City, TN
68 Stat. 31	Act of March 26, 1954, Ch. 105	Recapture of lands in Windsor Locks, CT
68 Stat. 50	Act of April 12, 1954, Ch. 133	Recapture of lands, formerly part of Camp Butner Military Reservation, NC
68 Stat. 974	Act of August 30, 1954, Ch. 1081	Recapture of lands, formerly part of Fort Bliss, TX
68 Stat. 980	Act of August 30, 1954, Ch. 1087	Recapture of lands in Klamath County, OR
69 Stat. 68	Act of June 1, 1955, Ch. 111	Recapture of lands in Austin, TX
69 Stat. 138	Act of June 16, 1955, Ch. 146	Recapture of lands near Lake Guernsey, WY
69 Stat. 293	Act of July 11, 1955, Ch. 305	Recapture of lands formerly part of Fort Devens, MA
70 Stat. 550	Act of July 14, 1956	Recapture of lands in the vicinity of Williamsburg, VA

<u>STATUTE</u>	<u>ACT/LAW</u>	<u>SUBJECT</u>
70 Stat. 590	Act of July 20, 1956, Ch. 649	Recapture of land in Montgomery, WV
70 Stat. 697	Act of July 27, 1956, Ch. 753	Recapture of land in Bexar County, TX
70 Stat. 793	Act of August 1, 1956, Ch. 823	Recapture of Clackamas National Guard Target Range, Clackamas, OR
71 Stat. 479	P.L. 85-204, Section 3	Recapture of Esler Field, LA
71 Stat. 516	P.L. 85-236	Recapture of part of Veterans' Administration Center Reservation, Los Angeles, CA
72 Stat. 401	P.L. 85-545	Recapture of land in York County, VA
71 Stat. 404	P.L. 85-548, Section 4	Recapture of land in Boston Neck, Narragansett, Washington County, RI
73 Stat. 595	P.L. 86-323, Section 4	Recapture of land formerly part of Army & Navy General Hospital Reservation, Hot Springs National Park, AR
74 Stat. 370	P.L. 86-611, Section 2(b)	Recapture of part of Des Plaines Public Hunting and Refuge Area and Joliet Arsenal Military Reservation, Will County, IL

Military and Defense-Essential Civilian Personnel

10 U.S.C. 526	Distribution and Strength of Field- Grade Officers (above 0-3)
10 U.S.C. 644	Promotion, involuntary retirement, and separation of commissioned officers
10 U.S.C. 2632(a)	Transportation of private-plant personnel engaged in defense production
10 U.S.C. 5451	Distribution in grade of Navy and Marine Corps officers
33 U.S.C. 855	Transfer of National Oceanic and Atmos- pheric Administration commissioned officers to the Military Departments
40 U.S.C. 276a-5	Wages of laborers and mechanics

STATUTE

SUBJECT

46 U.S.C. 8103(h)(1)

Citizenship and Naval Reserve requirements for personnel manning documented vessels

10 U.S.C. 673

Order up to one million members of the Ready Reserve to active duty up to 24 months

10 U.S.C. 7224

Secretary of the Navy authority to designate persons to be carried on naval vessels at Government expense

42 U.S.C. 217

Use of Public Health Service commissioned corps as a branch of the land or naval forces

Control of Shipping and Vessels

33 U.S.C. 855

Transfer of National Oceanic and Atmospheric Administration Vessels, equipment and stations to the Military Departments

46 U.S.C. 835

Restrictions on the transfer of shipping facilities

46 U.S.C. 1241(b)(1)

Waiver of requirement to ship 50% on privately owned U.S. flag vessels

46 U.S.C. 1242(a)

Authority to requisition, purchase, or charter ships owned by U.S. citizens

50 U.S.C. 191

Authority to control ocean-going vessels in U.S. waters

50 U.S.C. 196-198

Authority to seize non-U.S. owned vessels lying idle in U.S. waters.

50 U.S.C. App. 1744(a)

Use of ships in the National Defense Reserve Fleet (NDRF)

Defense Material

10 U.S.C. 2366

Testing of certain weapons systems and munitions

10 U.S.C. 2404

Acquisition of petroleum products

STATUTE

SUBJECT

40 U.S.C. 484(e)(3)

Disposal of urban lands and acquisition and/or change of use of real property

50 U.S.C. 98(f)

Disposal of materials in the National Defense Stockpile

50 U.S.C. 98-98(h) and 98(h)-(1)

Release of stockpiled strategic and critical materials

50 U.S.C. 167c(d)

Sale, transportation, and acquisition of supplies of helium

50 U.S.C. 1511-1516

Suspension of restrictions on chemical and/or biological agents

50 U.S.C. App. 2071 et seq.

Priorities and allocations of materials and production facilities; air carrier aircraft, shipping and port facilities; and petroleum, gas, solid fuels, and electric power

50 U.S.C. App. 2091 et seq.

Financial incentives for the expansion of productive capacity and supply

10 U.S.C. 2304(a)(1), (2), and (16)

Exemption of certain purchases and contracts from formal advertising requirements

Defense Contracts

31 U.S.C. 203 and
41 U.S.C. 41

Reduction and/or set-off against assignees of DoD contracts

43 U.S.C. 1341(c)

Suspension of leases of outer Continental Shelf lands

50 U.S.C. App. 468

Production of defense goods

50 U.S.C. 1431-1435

Exemption of national defense contracts from certain statutory limitations

50 U.S.C. App. 2158

Voluntary agreements with industry

Defense Construction

10 U.S.C. 2808

Use of unobligated military construction funds for construction that supports the use of armed forces required by a national emergency

STATUTE

SUBJECT

Administrative

50 U.S.C. 1641

Index and file of significant
Presidential orders issued under
the declaration of national
emergency

Section 2. In accordance with Sections 2 and 3 of E.O. 12396 of December 9, 1982, the Secretary of Defense is hereby delegated the authority vested in the President to exercise all powers pertaining to the personnel laws affected by 10 U.S.C. 526 and 644.

Section 3. The Secretary of Defense is hereby delegated the authority vested in the President to exercise all powers pertaining to the matters indicated in section 1, to include the power to dispose of materials in the National Defense Stockpile pursuant to 50 U.S.C. 98(f) and the power to implement an industrial production surge pursuant to 50 U.S.C. App. 468.

(Signed by the President)

The White House

Dated _____

PARTIAL LIST OF EMERGENCY AUTHORITIES FOR PLANNING

The following pages summarize SOME executive powers that are available in peacetime or gained commensurate with a specified level of emergency.

Powers Available During an Emergency That Do Not Require a Formal Declaration of National Emergency

Personnel

<u>U. S. Code</u>	<u>Description</u>	<u>When Applicable</u>	<u>Reference*</u>
10 U.S.C. 673b	Call-up of 200,000 Selected Reservists	War or determination of need by President	108
10 U.S.C. 673c	Stop-Loss	Determination of need by President	N/A
10 U.S.C. 688	Recall of Retired members with more than 20 years active duty	Determination of need by Service Secretary	N/A
10 U.S.C. 712	Detail of Service members to assist other countries in military matters	Presidential determination or national emergency	117
10 U.S.C. 2602(a)	Acceptance of American Red Cross cooperation and assistance	Presidential determination of necessity	126
10 U.S.C. 2604(a)	Cooperation with and assistance to United Seaman's Service	Presidential determination of necessity	127
14 U.S.C. 3 49 U.S.C. 1655	Coast Guard to operate as a service of the Navy in time of war	When the President directs or upon declaration of war	225
14 U.S.C. 331	Recall of retired Coast Guard officers	War or national emergency	227
14 U.S.C. 359	Recall of retired Coast Guard enlisted members	War or national emergency	228

Control of Ships and Vessels

10 U.S.C. 351	Arming of American vessels or aircraft	War or determination of need by President	97
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*Reference number is to the "Digest of War and Emergency Legislation Affecting the Department of Defense" (last published in 1983).

Control of Ships and Vessels

<u>U.S. Code</u>	<u>Description</u>	<u>When Applicable</u>	<u>Reference*</u>
18 U.S.C. 963	Detention of armed vessels during a war in which the United States is neutral	Any war in which the United States is neutral	242

Defense Contracts

10 U.S.C. 2404	Contract restriction wavier during an energy emergency	Determination of the Secretary of Defense	N/A
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Defense Materiel

41 U.S.C. 1314	Acquisition and use of natural resources	When necessary for national defense or in time of war	307
50 U.S.C. 98-98(h) and 98(h)-(4)	Stockpiling, disposal, and release of critical and strategic materials	National emergency	344
50 U.S.C. App. 468	Place mandatory orders for prompt delivery of material or articles for use by armed forces	Presidential determination	363

Defense Production

50 U.S.C. App. 2091-2094 and 2166(a) and (b)	Expansion of productive capacity and supply	Presidential determination	373
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Defense Transportation

50 U.S.C App. 2071-2073 and 2166(a) and (b)	Obtain priority service for CONUS transportation services	Presidential determination	372
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*Reference number is to the "Digest of War and Emergency Legislation Affecting the Department of Defense" (last published in 1983).

Powers Available Under a Presidential Declaration of National Emergency

Personnel

<u>U.S. Code</u>	<u>Description</u>	<u>Reference*</u>
10 U.S.C. 673	Order up to one million members of the Ready Reserve to active duty for not more than 24 months	107
10 U.S.C. 7224	Gives Secretary of the Navy authority to designate persons to be carried on naval vessels at Government expense	194
33 U.S.C. 855	Transfer of commissioned officers, ships, stations, and equipment of the NOAA to a Military Department	281
42 U.S.C. 217	Use of Public Health Service (PHS) commissioned corps as a branch of land or naval forces	308

Defense Communications

47 U.S.C. 706	Authority to suspend or amend FCC rules and regulations	328
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Defense Construction

10 U.S.C. 2808	Authority to use unobligated military construction funds for construction that supports the use of armed forces required by a national emergency	134A
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Control of Ships and Vessels

46 U.S.C. 835	Restrictions on the transfer of shipping facilities	320
46 U.S.C. 1241(b)(1)	Waiver of requirement to ship 50% on privately owned U.S. flag vessels	324
46 U.S.C. 1242(a)	Purchase, requisition, or charter of vessels owned by U.S. citizens	325
50 U.S.C. 191-195	Authority to control ocean-going vessels in U.S. waters	346
50 U.S.C. 196-198	Authority to seize non-U.S. owned vessels lying idle in U.S. waters	347

*Reference number is to the "Digest of War and Emergency Legislation Affecting the Department of Defense" (last published in 1983).

<u>U.S. Code</u>	<u>Description</u>	<u>Reference*</u>
50 U.S.C. App. 1744(a)	Composition of ships in the National Defense Reserve Fleet (NDRF)	370
<u>Defense Contracts</u>		
50 U.S.C. 1431-1435	Exemption of national defense contracts from certain statutory limitations	350
<u>Defense Materiel</u>		
50 U.S.C. 1511-1516	Suspension of restrictions on chemical and biological agents	351
50 U.S.C. 1641	President and executive agencies must maintain index and file of significant Presidential orders issued under the declaration of national emergency	N/A

*Reference number is to the "Digest of War and Emergency Legislation Affecting the Department of Defense" (last published in 1983).

Powers Gained by Congressional Declaration of Emergency and Not Available by Presidential Declaration

Personnel

<u>U.S. Code</u>	<u>Description</u>	<u>Reference*</u>
10 U.S.C. 511(c)	Extension of term of service for an enlisted member transferred to a Reserve component	100
10 U.S.C. 672(a)	Authority to order any member or unit of a Reserve component to active duty for the duration of hostilities, plus 6 months (including standby and retired reservists)	106

*Reference number is to the "Digest of War and Emergency Legislation Affecting the Department of Defense" (last published in 1983).

Other Powers Essential to the Mobilization Effort

Personnel

<u>U.S. Code</u>	<u>Description</u>
10 U.S.C. 565	Suspension of laws for promotion, mandatory retirement, or separation of permanent regular warrant officers
10 U.S.C. 599	Suspension of laws for promotion, mandatory retirement, or separation of permanent reserve warrant officers
10 U.S.C. 603	Appointment by the President of any qualified person to any commissioned officer grade in any Service up to the grade of major general or rear admiral (upper half)
10 U.S.C. 673(c)	Stop loss (in case this authority is not invoked prior to a Presidential declaration of national emergency)
10 U.S.C. 697(d)	Involuntary extension of active duty agreements for reserve component members
10 U.S.C. 681(c)	Number of retired general officers and/or flag officers who may be on active duty
10 U.S.C. 3202(c)	Suspension of laws prescribing the ratio of Army general officers on active duty to the total number of commissioned officers

APPENDIX C

Mobilization Responsibilities and Related Tasks

TABLE OF CONTENTS

This Appendix identifies and defines the responsibilities for each of the five Services and the DoD Components party to the DoD MMP. For planning purposes the Coast Guard is considered a military Department under the Department of the Navy. Each party's responsibilities to the DoD MMP are expanded by identifying a number of tasks. These task statements are included here as information for mobilization planning and execution. While the task statements may vary in their degree of specificity, they do represent most of the explicit and implicit tasks inherent with the responsibilities. Nearly all task statements are followed by information in parentheses that denotes the specific office charged with that task and the document, if applicable, that relates to that task. In those cases where there is a document that provides the policy, guidance, procedures or information for the performance of that task, the document is identified. A double asterisk (**) indicates that the parenthetical information is the same as in the previous statement. Where there is no document reference, a "not applicable" (N/A) or "to be published" (TBP) is indicated. Those who desire more information on how the task is to be performed are encouraged to seek that information from the office identified.

<u>DoD COMPONENTS</u>	<u>Page</u>
Under Secretary of Defense for Policy	C-4
Under Secretary of Defense for Acquisition	
Assistant Secretary of Defense (Production and Logistics)	C-13
Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)	C-23
Assistant to the Secretary of Defense (Atomic Energy)	C-26
Defense Communications Agency	C-28
Defense Logistics Agency	C-31
Defense Mapping Agency	C-34
Defense Nuclear Agency	C-41
Assistant Secretary of Defense (Comptroller)	C-43
Assistant Secretary of Defense (Force Management and Personnel)	C-49
Assistant Secretary of Defense (Health Affairs)	C-57
Assistant Secretary of Defense (Public Affairs)	C-67

Assistant Secretary of Defense (Reserve Affairs)	C-69
General Counsel	C-74
Inspector General	C-76
Director, Operational Test and Evaluation	C-79
Director, Program Analysis and Evaluation	C-81
Joint Chiefs of Staff	C-84
Military Departments/Services	C-88
Defense Intelligence Agency	C-94
Defense Investigative Service	C-96
National Communications System	C-98
National Security Agency/Central Security Service	C-102

UNDER SECRETARY OF DEFENSE FOR POLICY (USD(P))

I. MOBILIZATION PLANNING COORDINATOR

Director, Office of Emergency Planning, ODUSD(P)/EP
Room 1D462, Telephone 697-5454

II. PLANNING RESPONSIBILITIES

A. Develop national defense policy guidance for mobilization plans. Coordinate the overall DoD preparation of these plans to ensure a cohesive, integrated, DoD approach to emergency preparedness planning. (DoD Directive 5111.1) (EP) (DoD Directive 3020.36)

1. Develop, coordinate, and publish mobilization policy guidance. (**) (**) (**)

2. Develop, coordinate, and publish annual guidance concerning mobilization assumptions for operations planning. (**) (**) (**)

3. Review existing and proposed mobilization plans for consistency with national defense policies and security objectives. (**) (**) (**).

4. Coordinate and jointly prepare mobilization preparedness plans with FEMA and other Federal Agencies, as appropriate. Ensure consistency between DoD emergency preparedness plans and those of other Federal Agencies, and the National Emergency Mobilization Plan. (**) (**) (**)

5. Coordinate in conjunction with Office of the Assistant Secretary of Defense (Force Management and Personnel) (OASD(FM&P)) the development of the DoD Master Mobilization Plan with other DoD emergency preparedness plans and programs. (**) (**) (**)

6. Provide advice, assistance, and coordination of DoD programs to identify and remove or reduce legal and regulatory impediments to mobilization. (**) (**) (**)

7. Advise and assist the Chairman and the Executive Secretary of the DoD Mobilization and Deployment Steering Group. (**) (**) (DoD Directive 5111.2)

B. Represent the Department of Defense in mobilization matters involving the National Security Council (NSC) and FEMA. Act as the lead OSD office for other interdepartmental coordination of these matters. (DoD Directives 5111.1 and 3020.36 and NSDD 188) (EP) (N/A)

1. Establish liaison with points of contact at NSC and FEMA, and each of those Federal Agencies and Departments having mobilization responsibilities. (DoD Directive 3020.36) (**) (**)

2. Advise and assist the USD(P) and DUSD(P) at meetings of NSC committees and the Senior Interagency Group National Security Emergency Planning (SIG NSEP) that address mobilization policy issues, as appropriate. (NSDD 188) (**) (**)

3. Act as the DoD focal point for interdepartmental matters pertaining to the SIG NSEP. (**) (**) (**).

4. Provide policy guidance and coordination for OJCS and Service mechanisms to insure effective interface with civil government agencies and private sector for NSEP. (DoD Directive 5030.45) (**) (N/A)

C. Develop DoD planning guidance for and coordinate DoD participation in the Crisis Management System (CMS). (DoD Directive 3020.36) (EP) (CMS Handbook)

1. Provide general policy and planning guidance for activating the CMS, when appropriate, in military and civilian exercises that will enable OSD to accomplish its emergency essential functions in mobilization, deployment, and sustainment during national security emergencies. (**) (**) (TBP)

2. Develop plans to activate and direct the Crisis Coordination Group (CCG) when the CMS is activated. (**) (**) (TBP)

3. Ensure thorough evaluation of DoD participation in the CMS during OJCS planned exercises. (**) (**) (N/A)

4. Provide general policy guidance and manage OSD's participation in the OJCS Remedial Action Program (RAP). (**) (**) (TBP)

5. Lead DoD development and testing of the DoD Emergency Authorities Retrieval and Analysis System (DEARAS). (**) (**) (DEARAS)

D. Monitor and guide planning by OJCS and the Services for the internal defense of the United States including the protection of DoD Key Assets. (DoD Directive 5160.54, EP)

1. Guide and coordinate the development of policies, plans, and procedures for military support to civil authorities in matters of internal security. (DoD Directive 3025.12, EP)

2. Review and formulate policies to govern passive defense for essential DoD assets and Military Support to Civil Defense. (DoD Directive 3025.12, EP)

E. Administer the Interagency National Disclosure Policy that governs the release of classified military information to foreign governments and international organizations, and the Foreign Disclosure and Technical Information System (FORDTIS). Oversight responsibilities for functional security policy areas within the OPRs for Security Plans and Programs and Counter-intelligence and Investigative Programs. (DoD Directive 5111.1) (CI&S) (N/A)

F. Review and formulate policies that govern the security practices and programs of the Department of Defense to include developing, coordinating, and presenting Department positions concerning Information Security, Physical Security, Industrial Security, and NATO Security Policies. (DoD Directive 5111.1) (CI&S) (**)

1. Information Security - DoD Directives 5200.1 and 5200.30 and DoD 5200.1-I.

2. Physical Security - DoD Directives 5100.76 and 5200.8, DoD 5100.76-M, and DoD Instruction 5200.30.

3. Industrial Security - DoD Directives 5220.22 and 5160.54.

4. NATO Security - DoD Directives 5100.55 and 5210.60 and DoD Instruction 5220.29.

G. Formulate and implement policies that govern international Security and Foreign Disclosure. (NDP-1, DoD Directive 5230.11, and DoD Instruction 5230.17) (CI&S, ISP, and ISA)

H. Formulate and implement policies that govern National Security Policy. (DoD Directives 5230.20, 5230.24, and 5230.25) (CI&S) (TBP)

I. Formulate and implement policy governing Foreign Disclosure and Technical Information System (FORDTIS). (DoD Instruction 5230.18) (CI&S) (TBP)

J. Develop, and coordinate with the DoS as necessary, policies and initiatives with foreign countries relating to basing rights; overflight and landing rights; ports, port facilities, and transportation usage; host nation support agreements; and other commitments required to allow rapid mobilization and deployment. (DoD Directives 5132.2 and 3020.36) (ISA & ISP)

1. Direct the JCS to develop their requirements for such support before or during development of their operational plans. (**) (**) (**)

2. Establish procedures for the OJCS, Unified Commands, Security Assistance Organizations, and Military Departments to expedite requests for crisis security assistance support. (**) (**) (**)

K. Develop coordinated Plans and Directives that will implement Emergency Security Assistance policies and procedures needed for rapid response to crisis requirements. (DoD Directive 5105.38) (DSAA) (TBP)

1. Ensure that the Military Departments maintain accurate records of the status of equipment in the foreign military sales (FMS) pipeline. (**) (**) (**)

2. Establish procedures for the OJCS, Unified Commands, Security Assistance Organizations and Military Departments to expedite requests for crisis security assistance support. (**) (**) (**)

L. Coordinate with ASD(P&L) to ensure that projected FMS needs are incorporated into planning for expansion of the industrial mobilization base in crisis. (DoD Directive 5105.38) (DSAA) (N/A)

M. Develop policies, plans, procedures, and guidance to streamline the requirements of DoD 5105.38-M, "Security Assistance Management Manual (SAMM)," for crisis applications. Coordinate with the Assistant Secretary of Defense (Comptroller) (ASD(C)) to establish means to expedite billing procedures required by DoD 7290.3-M, "FMS Financial Management Manual for Crisis Situations." (DoD Directive 5105.38) (DSAA) (TBP)

N. Develop policy concerning the prioritization of NATO and other allied and/or friendly foreign countries, and theaters, to be supported in contingency and/or coalition warfare situations. (DoD Directive 5133.1) (ISA&ISP)

1. In conjunction with the JCS, develop intra- and inter- region priorities that fully incorporate U.S. national security aims. (DoD Directive 5133.1) (ISA&ISP) (TBP)

2. In conjunction with ODPA&E and the OJCS, assess the impact of regional priorities on the potential capabilities of U.S. forces engaged in coalition warfare. (**) (**) (**)

3. Submit plans that include the prioritized countries and source(s) of materiel to the DoS to obtain their assessment of the political impact. (**) (**) (**)

O. Counterintelligence and Security Policy. (DoD Directive 5111.1, CSP)

1. Establish, review, revise, and implement procedures to rapidly reach interagency determinations to release or deny release of classified military information to foreign governments and international organizations that mutually support U.S. Government objectives in a crisis situation. (DoD Directive 5111.1, CI&S)

2. Establish, review, revise, and implement procedures to rapidly obtain and provide risk assessment in exceptional circumstances where authorized disclosure of classified military information may be made to foreign recipients not known to possess the capability to afford the information protection substantially equal to that provided it by the United States. (DoD Directive 5111.1, CI&S).

3. Establish, review, revise, and implement procedures to provide immediate access through automation to various types of information needed in processing export licenses and foreign disclosure cases. (DoD Directive 5111.1, CI&S)

III. CRISIS RESPONSIBILITIES

A. Provide policy support for mobilization plans to ensure a cohesive, integrated, DoD approach in a crisis situation. (DoD Directives 5111.1 and 3020.36) (EP) (N/A)

B. Represent the Department of Defense in mobilization matters involving the National Security Council (NSC) and the Federal Emergency Management Agency (FEMA); act as the lead Agency office for other inter-departmental coordination of these matters. (DoD Directive 5111.1 and NSDD-188) (EP) (N/A)

C. Activate and coordinate DoD participation in the Crisis Management System for mobilization. (DoD Directive 5111.1) (EP) (N/A)

D. Direct the CCG when the CMS is activated. (DoD Directive 3020.36) (EP) (N/A)

E. Security Plans and Programs:

Review, revise, and implement changes to DoD policies on the information, industrial, physical and NATO security programs, as required to meet DoD Component needs in a crisis environment, ensuring that security in each area is afforded to the extent practicable without hampering the operational mission. (DoD Directive 5111.1) (CI&S) (TBP)

1. Act on the responsibilities in level II, above, relating to requirements for changes, waivers; etc., in the industrial security policy area. (DoD Directives 5222.20 and 5160.54) (CI&S) (N/A)

2. Act on the responsibilities in level II, above, relating to requirements for changes, waivers, etc., in the physical security policy area. (DoD Directive 5100.76, DoD Instruction 5220.20, and DoD 5100.76-M) (CI&S) (N/A)

3. Act on the responsibility in level II, above, relating to requirements for changes, waivers; etc., in the information security policy area. (DoD Directives 5200.1 and 5200.30 and DoD 5200.1-I) (CI&S) (N/A)

4. Act on the responsibility in level II, above, relating to requirements for changes, waivers, etc., in the NATO security policy area. (DoD Directives 5100.55 and 5210.60 and DoD Instruction 5220.29) (CI&S) (N/A)

F. Foreign Disclosure and Technical Information System (FORDTIS)

Establish, revise, and implement procedures to provide immediate access to, and maintain accurate and reliable, automated data bases. (DoD Instruction 5230.18) (CSP) (N/A)

G. Continue monitoring the budget process to ensure that resources are adequate in the period of crisis. Participates in NSC, interagency, and emergency preparedness meetings, as appropriate. (DoD Directive 5111.1) (Planning and Resources) (N/A)

H. Review policy concerning the prioritization of allied and/or friendly foreign countries, and theaters, to be supported in contingency and/or coalition warfare situations. (DoD Directives 5132.2 and 3020.36) (ISA&ISP)

1. In conjunction with the JCS, develop intra- and inter-region priorities that fully incorporate U.S. national security aims. (**) (**) (**)

2. In conjunction with ODP&E and the OJCS, assess the impact of regional priorities on the potential capabilities of U.S. forces engaged in coalition warfare. (**) (**) (**)

3. Submit plans that include the prioritized countries and source(s) of materiel to the Department of State to obtain their assessment of the political impact. (**) (**) (**).

I. During a period of rising tension, a crisis period in an allied and/or friendly country or upon mobilization, formulate (in coordination with the Department of State as necessary) policy on matters concerning the nature of the U.S. response to the situation at hand. (DoD Directives 5132.7 and 3020.36) (ISA&ISP)

1. Prepare for SECDEF action documents concerning JCS recommendations that the President: exercise Presidential standby authorities short of declaring a national emergency, declare a national emergency, seek Congressional approval of emergency legislation, or seek a congressional declaration of war. (**) (**) (**)

2. Formulate SECDEF policy based upon established regional priorities, recommendations of the JCS concerning military strategy and objectives, and evaluations developed by ODP&E of U.S. and/or foreign country military capabilities vis-a-vis U.S. national security objectives, and prepare SECDEF guidance to the JCS regarding allocation of U.S. forces and materiel assets. (**) (**) (**)

J. Coordinate with the DoS, OJCS, the Military Departments, and other DoD Agencies to ensure optimum utilization of FMS assets. (DoD Directives 5105.38 and 3020.36) (DSAA) (N/A)

1. Task the Military Departments to provide order and shipping status lists of critical items (as identified by OJCS) to DSAA, OJCS, and the Unified Commanders during the early stages of crisis development. (**) (**) (**)

2. Convene the Security Assistance Committee to rapidly develop FMS allocation recommendations for presentation to the Political-Military Board for review and to the Secretary of Defense for decision. (**) (**) (**)

3. Coordinate with the State Department to staff and implement Presidential Determinations as required under the Army Export Control Act and the Foreign Assistance Act to expedite emergency FMS support. (**) (**) (**)

4. Continually monitor and coordinate with OJCS, the Unified Commands, the Security Assistance Organizations, and the Military Departments on the status of requested and approved security assistance actions to ensure that the capability of U.S. forces is not unintentionally degraded. (**) (**) (**)

K. Work with the ASD(FM&P) and ASD(P&L) to incorporate FMS requests and delivery requirements into the expansion of the industrial mobilization base. (DoD Directives 5105.38 and 3020.36) (DSAA) (N/A)

IV. WARTIME RESPONSIBILITIES

A. Director, Office of Emergency Planning (EP). Same as Section III, above.

B. Assistant Under Secretary of Defense for Policy (Counterintelligence and Security) (CI&S).

1. Security Plans and Programs (SP&P).

Same as Section III, above.

The four Deputy Directors in the four security disciplines and one secretary will be available to the CCG to assist in the various areas and provide for a 24-hour capability. One military officer will return to the parent Service or assist CCG in specialty areas as the situation dictates. Security professionals in each security discipline plus two secretaries will remain in the office locations, or another site, to assist the DoD Components in carrying out their security responsibilities as the situation dictates. Authority is this Plan.

2. Counterintelligence and Investigative Programs (CI&IP).

Same as Section III, above.

Director, CI&IP, to relocate to an alternate command site, as directed by higher authority. Deputy Directors remain in administrative center (Pentagon) in order to implement changes in assigned programs as directed by the Director, CI&IP.

3. International Security and Foreign Disclosure (IS&FD).

Same as Section III, above.

The Deputy Director for International Security and one secretary will be available to the CCG to assist and provide 24-hour capability. One military officer will return to the parent Service to assist the CCG as directed.

4. Security Policy (SP).

Same as Section III, above.

The Deputy Director, and a Staff Assistant, will remain in the office location, or another site, to assist the DoD Components in carrying out their security and technology control responsibilities as required. Authority is this Plan.

5. Foreign Disclosure and Technical Information System (FD&TIS).

Same as Section III, above.

The Deputy Director, one Staff Assistant will remain in the office location, or another site, to assist the DoD Components in carrying out their security and technology control responsibilities as required. Authority is this Plan.

C. Office of the Deputy Under Secretary, Planning and Resources.

Continue effectively directing, controlling, and monitoring the budget process, Defense Guidance, and overall international financial and/or economic policy objectives and strategy which relate to mobilization goals and capability, in order to:

1. Integrate wartime departmental policies and plans with overall national security objectives and
2. Ensure that resources are adequate to achieve U.S. national security objectives and implement supporting strategies in the period of wartime.

Participate in internal DoD, NSC, EPC, and other interagency policy and emergency preparedness meetings, as appropriate.

D. Office of the Assistant Secretary (ISA).

Same as Section III, above.

E. Office of the Director, Defense Security Assistance Agency (DSAA).

1. Continue to work closely with OJCS to ensure the allocation of remaining FMS equipment supports the crisis regional prioritization.
2. Prepare and staff proposed legislation that will further expedite FMS deliveries to U.S. friends and allies. Submit the proposed legislation to the Secretary of Defense for approval and further submission to the President and Congress for enactment. This proposed legislation will be coordinated with the NSC State Department, the OJCS, and the Military Departments.

F. Office of the Assistant Secretary (ISP).

Responsibilities identified in Section III, above, apply, as applicable.

V. MANNING STRUCTURE AND/OR CONSIDERATIONS

Current Manning:

Civilians: 451

Military: 187

Mobilization Manning:

Civilians: 455

Military: 212
(Active): 197
(IMA's): 15

UNDER SECRETARY OF DEFENSE FOR ACQUISITION

ASSISTANT SECRETARY OF DEFENSE (PRODUCTION & LOGISTICS) (ASD(P&L))

I. OASD(P&L) MOBILIZATION PLANNING COORDINATOR:

Director, Logistics Planning and Analysis (L-LP), Room 2D261, x44175).

NOTE: DoD Directive 5128.1 (P&L Charter) is authority for all following responsibilities:

II. PLANNING RESPONSIBILITIES

A. Resource Planning: Ensure adequate planning, and effective programming and budgeting, of resources that contribute to materiel readiness and sustainability.

- Establish criteria for determining the least-cost mix of war reserve stock requirements and mobilization production and/or procurement requirements that will satisfy projected mobilization materiel demands. (PR/PS/L)
- Establish criteria and develop planning and programming goals and objectives for:
 - Materiel readiness and war reserve stocks (DG) (L/PR).
 - Industrial preparedness (DG) (PS-IR).
 - Ensure that Service and Defense Logistics Agency (DLA), Program Objective Memoranda (POM) incorporate the above objectives. Raise issues to the DRB. Participate in the OSD/OMB budget reviews to ensure funding is not deleted by PBD action. Represent DoD's interests to the relevant Congressional committees. Lobby to ensure that authorization and/or appropriation actions support DoD's:
 - Materiel readiness and war reserve stocks programming objectives (PR/L).
 - Industrial preparedness programming objectives (PS).

B. War Reserves: Establish policies and procedures governing the planning for, and management of, War Reserve Materiel (WRM) (excluding NBC munitions):

- Establish criteria and responsibilities for selecting items for war reserve stockage. (DoD Directive 3005.5) (L-SD)
- Establish criteria and responsibilities for computing war reserve inventory requirements for:
 - Equipment (DG) (PR).
 - Conventional munitions (DG) (PR).

- Secondary items (DoD Instruction 4140.47). (L-SD)
- Fuel (DoD Directive 4220.7). (L-EP)
- Establish procedures and responsibilities for managing and controlling issues of war reserve materiel for:
 - Conventional munitions (DoD Directive 5160.65). (L-SD)
 - Secondary items (DoD Directive 4140.2 and DoD Instruction 4140.21). (L-SD)
 - Fuel (DoD Directive 4140.25). (L-EP)

C. Whole Supply Support: Establish policies and ensure planning to meet expanded surge and/or wartime wholesale-level materiel support. (L-SD)

- Establish criteria, procedures, and responsibilities for determining the priorities for allocation of materiel among U.S. and foreign country forces and activities. (DoD Directive 4410.6)
- Upon request, review, recommend changes to, or approval of, Joint Materiel Priorities and Allocation Board (JMPAB) recommendations to adjust Uniform Materiel Movement and Issue Priority System (UMMIPS) Force Activity Designators (FADs) for U.S. and/or foreign country forces. (DoD Directive 4410.6)

D. Emergency Energy Supply: Establish policies and ensure planning to meet expanded DoD and Defense-related industry energy needs in surge and/or wartime situations. (L-EP)

- Develop and maintain ensured sources of supply of crude petroleum or petroleum products that would be available solely to the Department of Defense in mobilization situations. (Defense Energy Management Plan (DEMP))
- Ensure that the DoE develops and publishes the regulatory or other authoritative documentation necessary for the Department of Defense to execute its claimancy role for energy resources during periods of crisis or mobilization. (DoE/EP-0112)
- Participate with FEMA and DoE in national emergency contingency planning to ensure that the Department of Defense and defense-related industry energy requirements will be supported in periods of national mobilization and/or energy supply disruption.
- Participate with DoE and FEMA in U.S. efforts to obtain NATO Petroleum Planning Committee (PPC) agreement on a NATO oil sharing scheme, acceptable to the United States to be administered by the NATO Wartime Oil Organization (NWO). (AC/12-D/742)

- Establish procedures and responsibilities for suspending and/or modifying petroleum procurement regulations using the waiver authority granted in 10 U.S.C. 2404. (DoD Instruction 4220.8)

E. Transportation: Establish policies and ensure planning to meet crisis requirements for airlift, sealift, and surface transportation services. (L-TP)

- Establish policies and responsibilities for planning for, and management of, common-user transportation capabilities. (DoD Directives 5160.2, 5160.10, and 5160.53)
- Establish criteria, procedures, and responsibilities for acquiring and allocating domestic civil transportation resources. (DoD Directive 3005.7)
- Pursue U.S. interests in the NATO transportation planning community through representation on the Planning Board for European Inland Surface Transportation (PBEIST), the Planning Board for Ocean Shipping (PBOS) and the Civil Aviation Planning Committee (CAPC).
- Establish policies and ensure planning for wartime continuation of bilateral cooperative airlift agreements.

F. Depot Maintenance: Establish policies and ensure planning to meet expanded surge and/or wartime depot maintenance requirements. (L-MD)

- Provide guidance to Services to develop and maintain an organic and/or contractor depot maintenance mix capable of expanding to meet surge and/or wartime requirements. (DoD Directive 4151.1)
- Prescribe depot maintenance workload planning procedures that will ensure an organic depot maintenance base capable of expanding to meet surge and/or wartime depot maintenance requirements. (DoD Instruction 4151.15)

G. International Cooperation: Establish policies and ensure planning and negotiation to provide logistics support to Allies and friendly foreign forces:

- Obtain Wartime Host Nation Support (WHNS) for U.S. forces.
- Collect and maintain data on the envisioned materiel requirements for each allied and/or friendly country.

H. Environmental Constraints: Establish policies and procedures, and ensure planning, to alleviate the impact upon mobilization of environmental constraints, both physical and legal, on DoD and defense-related industry operations. (E)

- Determine areas in which variances or exemptions to environmental statutes and regulations are required to achieve national defense objectives.
- Propose, in conjunction with the U.S. Environmental Protection Agency and other Federal Agencies, legislation that authorizes the President to exempt essential national defense operations from specific environmental statutory or regulatory provisions during periods of war or declared national emergency. The legislation will define essential operations and specific provisions.
- Develop and publish guidance and procedures that Defense Components would follow to obtain those variances or exemptions.

I. Facilities: Establish policies and ensure that the Services identify mobilization facility requirements and plan to satisfy the requirements through:

- Increasing use of existing DoD facilities
- Activating stand-by facilities
- Acquiring State and/or local government facilities
- Leasing existing private sector facilities
- Buying modular facilities
- constructing new facilities (I)

J. Construction Planning: Maintain liaison with elements of the construction industry to acquire asset and planning factors for determining construction industry potential to satisfy mobilization-related construction requirements. (I-C)

K. Military Construction (MILCON): Develop streamlined procedures for approving and funding mobilization construction projects. (I-FRR)

L. Transition Planning: Prepare and preposition stand-by documentation and Crisis Operations Packages (COPs) to be implemented during a crisis and/or mobilization for:

- Suspending and/or modifying peacetime policies and procedures with respect to:
 - Procurement (P/L)
 - Logistics Systems Operations (L)
 - Construction Approval (I)
- Authorizing use of emergency legislative and/or regulatory authority for:
 - Procurement (P)
 - Production (PS-IR)
 - Environmental Waivers (E)
- Seeking other legislative relief or new authority, where necessary. (All P&L elements).

M. Production Management: Develop production management and procurement policy to ensure rapid and coordinated acquisition of systems, equipment, and products to meet mobilization requirements. (DoD Instruction 4005.1) (PS-IR, P)

- Establish a rapid decision-making and implementation process for surge and mobilization production.
- Develop plans and policies for wartime expansion of weapons systems, equipment and materiel procurements.
- Ensure that DoD and Component Instructions and Directives on production management and readiness are responsive to rapidly changing defense conditions.
- Develop and maintain incentives to stimulate private sector investments to enhance production capability.
- Develop, with ODUSD(P), DIS, ODP&E, AE, and industry, plans and programs for minimizing the effect of sabotage or attack damage to plants producing critical items of military equipment and supply.

N. Priorities and Allocations: Develop priorities and allocations policies and programs to ensure timely availability of industrial resources to meet defense requirements. (DoD Instruction 4400.1, DoD 4400.1-M, DoD 4005.3-M, E.O. 12148, and the "Defense Production Act," Title III) (PS-IR)

- Advise and assist FEMA and other appropriate Agencies in the development of the National Priorities and Allocation Plan, including production and distribution plans for use in any period of emergency.
- Obtain recommendations for production priorities from the JCS and other DoD elements; make allocation recommendations to SECDEF.
- Ensure industrial resource allocations are adequate for industrial base responsiveness to potential surge and/or mobilization production.
- Ensure efficiency in the use of special priorities assistance actions.
- Advise OASD (FM&P), FEMA, and other appropriate Agencies in developing plans for extraordinary labor requirements; including assisting FEMA in developing a national system of priorities for critical personnel skills.

O. Materials: Adapt materials policies and programs to fully recognize and respond to international conditions affecting the supply and demand of strategic and critical materials, and advise other Agencies on the stockpiling and utilization of these materials. ("Defense Production Act," Title III, Expansion of Production Capacity and Supply, and the National Strategic and Critical Materials Stock Piling Act) (PS-IR).

- Ensure wartime availability of strategic and/or critical materials.
- Create or expand U.S. production capacity for essential defense materials.
- Review and modify plans for stockpiling, release, and allocation of essential defense materials. Identify new technology and DoD sensitive materials for potential inclusion in the National Defense Stockpile Program.
- Advise FEMA and other appropriate Agencies in developing a system for the allocation of critical materials and products among the U.S. and the various foreign claimants in the event of an emergency.
- Stimulate development of materials that may be used as substitutes (in coordination with DDRE).

P. Industrial Preparedness: Establish the DoD Industrial Preparedness Planning (IPP) to provide a sustained state of industrial preparedness to meet various military contingencies, and to serve as DoD focal point for other Agency efforts related to the industrial base. (DoD Instruction 4005.3; DoD Directive 4005.1; DoD 4005.3-H; DoD 4005.3-M; DoD Directives 4245.6 and 4170.9; and the Defense Guidance)

- Analyze Industrial Base Surge and/or Mobilization studies to determine potential responsiveness.
- Provide DoD guidance by which IPP is accomplished--limit planning and preparedness measures to essential items, prioritize IPP planning list, and annually review the Production Base Analyses submitted by the Services and DLA.
- Maintain programs to retain cognizance over Diminishing Manufacturing Sources and Foreign Source Dependencies.
- Integrate IPP into current acquisition programs and Joint Materiel Review Board (JMRB) deliberations.
- Provide guidance for acquisition of pacing components and critical manufacturing materials.
- Conduct sectoral and lower tier studies to highlight capacity problems, and establish a capability to assess the various impacts.

- Develop recommendations for providing applications for defense purchase agreements under Title III of the Defense Production Act.
- Develop requirements and assist Department of Commerce in developing orders for the Machine Tool Trigger Order Program.
- Ensure that DoD production facilities are prepared for surge and/or mobilization.
- Determine potential energy shortfalls under surge and/or mobilization production conditions for contractors in the defense industrial base.

Q. Government-Owned Property: Develop policies and procedures, in coordination with other Government Agencies, for maintaining the readiness of Government-owned industrial property to meet mobilization requirements. (DoD Directive 4275.5) (PS-IR)

- Maintain essential Plant Equipment Packages (PEPs) in a modernized and responsive condition to meet DoD critical need.
- Determine requirement to redistribute Government-owned industrial property.
- Develop policies and procedures to meet the production requirements of Government-owned plants and equipment.

III. CRISIS RESPONSIBILITIES

A. Materiel Priorities: Review Joint Staff recommendations concerning materiel shortages deemed critical by the Services and/or relevant CINCs; recommend asset allocation and/or production priorities, as appropriate. (PR/PS/L)

- Act as DoD focal point for interagency mechanisms to coordinate industrial and strategic and/or critical materiel priority and allocation management. (PS-IR)
- Refine criteria for industrial priority ranking of military programs. (PS-IR)

B. Emergency Energy Supply: Recommend strategies for emergency management of national energy resources. (L-EP)

- Implement petroleum supply assurance measures, as appropriate.
- Request implementation by NWO of the PPC oil sharing agreement, as appropriate.
- Execute claimancy role for DoD and defense industry energy resources, as required.

C. Transportation: Facilitate augmentation of strategic airlift and sealift capacity, and allocation of domestic civil transportation resources. (L-TP)

- Review the requirements submitted by JCS for augmentation of the DTS by civil transportation resources, and make recommendations to the Secretary of Defense.
- Direct MTMC to suspend movement of household goods to crisis area.
- Assist the TOAs in obtaining approval from the relevant Federal "resource" Agencies (i.e., DoT, FAA, MARAD) for requested resources.
- Assist the TOAs and CINCEUR/CINCLANT in obtaining NATO transportation capability administered by: the Defense Shipping Authority (DSA), the Agency for Coordination of Inland Surface Transport in Central Europe (ACTICE), the Agency for Coordination of Transport in the Mediterranean (ACTIMED), and the Board for the Coordination of Civil Aviation (BOCCA), as necessary.

D. Transition Execution: Facilitate transition of DoD operations from peacetime to wartime basis.

- Implement pre-positioned Crisis Operations Packages (COPs) which modify and/or suspend DoD policies and procedures governing procurement, installations, and logistics operations. (L-LP)
- Authorize streamlined procurement procedures and contracting instruments for use under emergency conditions. (P)
- Authorize use of extant emergency legislative and/or regulatory authorities. (All P&L elements)
- Submit emergency legislation requesting suspension of reporting requirements and/or new authorities. (L/I)
- Assist in obtaining site-specific variances from EPA, or whole industry and/or national emergency variances or exemptions from Congress. (E)
- Notify all DoD and Corps of Engineers (Civil Works) activities of status of authorized and/or requested exemptions, and how they may modify operations as a result. (I/I)

E. Construction: Orchestrate the adjustment of construction programs from peacetime to wartime priorities.

- Direct the freeze of all new construction awards. Collect new construction and/or facilities requirements from the Services. Review and adjust construction agent assignments. (I-C)

- Assist the Military Departments in establishing priorities for allocating construction materials and resources during mobilization. (I-C)
- Direct the termination of low priority construction contracts so that more funds may be available for higher priority mobilization needs. Identify unobligated funds that can be programmed to higher priority emergency construction. (I-C)
- Assist the Military Departments and OASD(C) in transferring construction funds and resources necessary to meet mobilization facility requirements. Notify Congress of reprogramming approved under the provision of 10 U.S.C. 2808. (I-FRR)

F. Funding: Coordinate and assist DoD Components and OASD(C) in preparation of budget amendments and supplementals, and revised funding guidance as necessary. (All P&L elements)

G. Production Management: Implement crisis production management and procurement policy. (DoD Directive 4005.1) (PS-IR)

- Ensure rapid and coordinated production of systems, equipment, and products for mobilization requirements.
- Execute plans and policies for wartime expansion of weapons systems, and equipment and material procurements.
- Execute plans and programs to minimize terrorist, sabotage, and attack damage to plants producing critical items of military equipment and supply.

H. Industrial Preparedness: Serve as DoD focal point for all efforts related to the industrial base. Implement industrial surge capability policies and procedures. (DoD Instruction 4005.3; DoD 4005.3-H; DoD 4005.3-M; and DoD Directives 4005.1, 4005.16, 4245.6, and 4170.9; and the Defense Guidance) (PS-IR)

I. Government-Owned Property: Redistribute Government-owned property per industrial mobilization requirements. (PS-IR)

J. International Logistics: Respond to the material requirements of allied and/or friendly foreign countries to meet their emergency situations.

- In conjunction with the OJCS and DLA, review asset availability of DoD-owned stocks, and assess the U.S. national security implications of using U.S. assets to support foreign country contingency requirements. (L-SD)
- In conjunction with OUSD(R&E) and the OJCS, determine the potential for allocating and/or surging production, and assess the national security implications of such actions to support foreign country contingency requirements. (PS-IR)

-- As needed, coordinate DoD plans to satisfy these requirements with the DoS to determine the political feasibility and prioritization of any support effort. (L-IL)

IV. WARTIME RESPONSIBILITIES

Same as Section III, above.

V. PERSONNEL AND REQUIREMENTS AND/OR LEVELS

Current P&L:

Post-Mobilization P&L:

Civilian 158

No known incremental requirement

Military 43

Reservists

Military

Retirees

Total 201

ASSISTANT SECRETARY OF DEFENSE (COMMAND, CONTROL, COMMUNICATIONS,
AND INTELLIGENCE) (ASD(C³I))

I. MOBILIZATION PLANNING COORDINATOR:

Director, Mission Assessment and Evaluation, 2C252, 697-4540/41.

II. PLANNING RESPONSIBILITIES:

A. Plan for accomplishment of all functions and responsibilities enumerated in DoD Directive 5137.1 appropriate to mobilization, crisis or wartime situations (DASD(C³), DASD(I); DoD Directive 5137.1).

B. Develop an OASD(C3I) Emergency Plans Book to include:
(DASD(C3)-MA&E; DoD Directive 3020.26)

- Emergency Legal Authorities
- Emergency Action Packages (EAPs)
- Succession and reconstitution plans
- File and data requirements

C. Coordinate the mobilization and emergency planning of Agencies and offices over which the ASD(C3I) exercises staff supervision (DASD(C3), DASD(I); DoD Directive 5137.1)

D. Oversee and evaluate the exercise³ and tests of mobilization and emergency plans and procedures related to C³I functions at all DoD levels. (DASD(C³I) and DASD(I) (DoD Directive 5137.1)

E. In conjunction with the ASD(C³), plan for emergency resource allocation and budgeting actions related to ASD(C³I) responsibilities for crisis and wartime situations. (DASD(P&R) (DoD Directive 5137.1)

F. Plan for implementation of DoD responsibilities under E.O. 12472, Assignment of National Security and Emergency Preparedness Telecommunications Functions. (DASD(C³I))

G. Validate military requirements for non-DoD telecommunications resources developed by the JCS and plan for the allocation, reallocation, and reconstitution of such resources in crisis and wartime. (DASD(C³)) (DoD Directive 5100.41)

H. Ensure the Director, NSA, provides the technical support necessary to develop and maintain plans adequate to provide for the security and protection of NSEP telecommunications. (DASD(C³) (E.O. 12472)

I. Plan, in coordination with the Department of Transportation and Federal Communications Commission, for the emergency and wartime control of civil and military air traffic and of associated navigation aids. (DASD(C³))

J. Plan for direction and allocation of DoD intelligence resources to support mobilization, crisis, and wartime situations. (DASD(I))

K. Plan for direction and allocation of DoD mapping, charting, and geodesy (MC&G) resources to support mobilization, crisis, and wartime situations (DASD(I))

L. Develop and maintain EAPs for emergency legislation and reprogramming actions that may be anticipated for crisis or wartime. (DASD(P&R) (MA&E) (DoD Directive 3020.26)

M. Review, exercise, and assess AIS support of Command, Control, Communications, and Intelligence (C³I) functions to ensure accomplishment of mobilization requirements set forth in approved plans. (DASD(C³), DASD(I))

N. Establish and maintain a "lessons learned" and "action items" list for evaluating progress and follow-up for improving AIS performance and preparedness to support C³I functions throughout the mobilization process. (DASD(C³) DASD(I))

III. CRISIS RESPONSIBILITIES:

A. Assist the Director, Office of Science and Technology Policy (OSTP), Secretary of Commerce, and Director, Federal Communications Commission (FCC) in the performance of national security and preparedness telecommunications crisis functions. (DASD(C³)) (DoD Directive S-3020.36)

B. Assist the Executive Agent, National Communications System (NCS) and provide staff supervision of the Manager, NCS in the execution of NCS crisis responsibilities including: (DASD(C³)) (DoD Directive 5100.41)

- Operation and maintenance of NCS systems
- Restoration of communications
- Allocation and reallocation of resources

C. Advise the SECDEF on crisis military requirements for commercial communications services and facilities. (DASD(C³); E.O. 11490 and/or E.O. 11921)

D. Advise about and supervise execution of emergency control of all DoD devices capable of emitting electromagnetic radiation and, in coordination with the OSTP and FCC, controls for non-DoD assets. (DASD(C³)), E.O. 11490 and/or E.O. 11921, DoD Directive 3020.26)

E. Monitor DoD intelligence activities for compliance with national and DoD priorities and coordinate these activities with non-DoD intelligence agencies in meeting crisis requirements. (DASD(I); DoD Directive 5137.1)

F. Provide guidance in implementation of the transfer of national intelligence collection tasking authority from the DCI to the Secretary of Defense. (DASD(I))

G. Review AIS "action items" list in support of C³I functions for the purpose of determining priorities and reallocation of resources to ensure sustained AIS support during crisis and wartime conditions. (DASD(C³), DASD(I))

H. Monitor status of AIS support during increased periods of tension and wartime conditions. (DASD(C³), DASD(I))

IV. WARTIME RESPONSIBILITIES:

A. Ensure the Department of Defense provides telecommunications services and facilities adequate to support the National Command Authorities (NCA) wartime requirements. (DASD(C³), E.O. 12472)

B. Recommend to the SECDEF, Director, OSTP, and the President, measures for wartime control under Section 706, "Presidential War Emergency Powers" of the "1934 Communications Act," including: (DASD(C³), E.O. 12472)

- Telecommunications priorities and preferences
- Prevention of obstruction
- Suspension or amendment of FCC rules
- Closing, use and control of radio and wire equipment and facilities

C. Supervise wartime control of DoD devices capable of emitting electromagnetic radiation and recommend controls for non-DoD assets. (DASD(C³), E.O. 11490 and/or E.O. 11921)

D. Allocate, reallocate, and oversee arrangements for restoration of DoD communications assets and recommend same for non-DoD assets to the SECDEF in the SECDEF role of Executive Agent, NCS. (DASD(C³), DoD Directive 5100.41)

E. Monitor and provide guidance for DoD intelligence collection and processing activities in support of defense objectives and the operational CINCs. (DASD(I), DoD Directive 5137.1)

F. Review AIS "action items" list in support of C³I functions for the purpose of determining priorities and reallocation of resources to ensure sustained AIS support during crisis and wartime conditions. (DASD(C³), DASD(I))

G. Monitor status of AIS support during increased periods of tension and wartime conditions. (DASD(C³), DASD(I))

V. MOBILIZATION STRUCTURE AND/OR CONSIDERATIONS:

A. Execute emergency staffing procedures in accordance with the OSD COOP. (XO, DoD Directive 3020.26)

B. Backfill vacated military positions with MOBDES augmentees, recalled retirees, and standby civilian recruitment. (XO)

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA:

ASSISTANT TO THE SECRETARY OF DEFENSE (ATOMIC ENERGY)

I. AGENCY MOBILIZATION PLANNING COORDINATOR. Executive Assistant, 3E1074, 697-5561.

II. PLANNING RESPONSIBILITIES

Provide advice on nuclear and chemical development, manufacture, storage, and operational program matters; the strategies for weapon development, manufacture, deployment, and survivability; the physical security of DoD nuclear and chemical facilities, in coordination with USD(P) and the Military Departments; and the interaction with the DoE and FEMA in coordination with USD(P) to obtain advice and support. (DoD Directive 5148.2) (ATSD(AE)) (TBP)

A. Provide technical advice and assistance regarding capabilities and limitations of nuclear and chemical weapons in stockpile to include:

- Locations
- Quantities
- Yields and/or effects
- Delivery methods

B. In conjunction with DoE, provide assessments of the utility of damaged weapons in stockpile.

C. Provide advice on the relocation of portions of the stockpile to meet operational needs during conflicts.

D. In conjunction with DoE, provide estimates of accelerated nuclear weapon production capabilities.

E. Provide estimates of the consequences of the emergency destruction of nuclear weapons.

F. Provide advice and recommendations concerning impact of chemical warfare attack on U.S. and allied forces, and the reallocation of chemical defensive equipment to meet most critical needs.

G. Provide technical advice concerning the use of chemical weapons.

H. Provide advice about national policies and international and/or bilateral agreements concerning employment of nuclear weapons.

III. CRISIS RESPONSIBILITIES

Execute items under Section II, above.

IV. WARTIME RESPONSIBILITIES

Execute items under Section II, above.

V. MANNING REQUIREMENTS

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA:

DEFENSE COMMUNICATIONS AGENCY (DCA)

I. AGENCY MOBILIZATION PLANNING COORDINATOR:

Resource Management Directorate, Corporate Planning Division, Code H655, Building 12, Room B245, 692-2765.

II. PLANNING RESPONSIBILITIES:

A. Review the Agency mission and identify specific mobilization responsibilities to be included in the DoD Master Mobilization Plan (MMP). (DoD Directive 5105.19) (Code H655) (TBD)

B. Develop and maintain a Wartime Manpower Planning System (WARMAPS) to support DCA during all levels of mobilization. (DoD Instruction 1100.19) (H644) (TBD)

1. Coordinate the submission of Wartime Military Manpower requirements. (**) (**)((DCAI 640-120-1)

2. Communicate Wartime Military Manpower requirements to the Secretaries of the Military Departments. (**) (**) (**)

3. Coordinate the submission of Wartime Civilian Manpower requirements to ASD (FM&P). (**) (**) (**)

4. Develop policies and procedures for wartime contractor support. (**) (**) (**)

C. Develop funding guidance procedures and support based on OSD instructions for mobilization funding. (DoD Directive 5105.19) (H620) (TBD)

D. Plan the Defense Communications Systems (DCS) to meet the long-haul, point-to-point, and switched network telecommunications requirements of the National Command Authorities (NCA), the Department of Defense, and as authorized and directed other Governmental Agencies, in support of mobilization. (DoD Directive 5105.19) (B200) (TBD)

1. Participate in all C³ mobilization planning activities with OSD, JCS, DoD Components, CINCs, NCS, and commercial vendors. (DCAC 640-45-21) (**) (**)

2. Collect and analyze mobilization telecommunication requirements for the DCS submitted by the JCS, Unified and Specified Commands, Military Departments, and other DoD and Governmental Agencies. (**) (**) (**)

3. Review anticipated modifications to OJCS and CINC requirements during mobilization, DCS survivability and responsiveness, and decision processes, including criteria to be used when requirements exceed assets. (DoD Directive 5105.19) (**) (**)

4. Review all JCS, CINC, Military Departments, and other DoD Agency mobilization plans tasking DCA. (DCAA 640-45-21) (**) (**)

5. Coordinate the DCS FYP to include project prioritization with the JCS, Military Departments, and CINCS. (**) (**) (**)

6. Develop policy and plans for accelerated procurement of leased communications circuits, services, facilities, and equipment for the Department of Defense, where authorized, and for other Government Agencies, as directed by the Secretary of Defense, in support of mobilization. (DoD Directive 5105.19) (DECCO) (**)

7. Nominate facilities for inclusion in the Key Asset Protection Program. (DoD TBP) (B200) (**)

E. Formulate a continuity of operations plan to ensure responsiveness of the DCA during mobilization. (DoD Directive 3020.26) (N100) (**)

F. Formulate PPBS packages for resources to support mobilization. (**)
(N100) (**)

III. CRISIS RESPONSIBILITIES:

A. Develop Manpower Requirements to support DCA crisis responsibilities. Obtain OSD relief from manpower ceilings and/or budget constraints. (DoD Instruction 5105.19) (H644) (TBD)

B. Evaluate and develop funding guidance and procedures to support crisis responsibilities and forward funding requirements to OSD. (**)
(H620) (**)

C. Ensure DCS responsiveness to the mobilization requirements of the NCA, the Department of Defense, the JCS, the CINCs, and all other authorized users, to include management of communications support of the national emergency preparedness functions. (DoD Directive 3020.26) (N100) (**)

1. Allocate, modify, realign and/or reengineer the DCS in response to revised JCS and CINCs communications requirements. (DoD Directive 5105.19) (**)(**)

2. Task DCA area and place service orders with commercial vendors. (**)
(**)(**)

3. Monitor requests to the JCS from the CINCs for deployment and use of controlled communications equipment. Assist the JCS in supporting the CINC's requirements. (**)
(**)(**)

4. Procure leased communications services and implement plans for accelerated procurement. (**)
(DECCO) (**)

IV. WARTIME RESPONSIBILITIES:

A. Implement wartime funding policies and procedures, forward funding requirements to OSD, and provide rapid dissemination of approved funding. (**)
(H620) (**)

B. Ensure DCS responsiveness to the wartime requirements of the NCS, the Department of Defense, the JCS, the CINCs, and all other authorized users, to include management of communications support of the national emergency preparedness functions. (**)
(N100) (**)

1. Allocate, modify, realign and/or reengineer the DCS in response to revised JCS and CINCs communications requirements. (**) (**) (**)

2. Task DCA area and place service orders with commercial vendors. (**) (**) (**)

3. Monitor requests to the JCS from the CINCs for development and use of controlled communications equipment. Assist the JCS in supporting the CINC's requirements. (**) (**) (**)

4. Procure leased communications services and implement plans for accelerated procurement. (**) (DECCO) (**)

V. MOBILIZATION STRUCTURE AND/OR CONSIDERATIONS:

A. Review DCA functions and organizations to identify non-essential activities. (DoD Instruction 1100.19) (H642) (DCAI 640-120-1)

B. Establish an Agency manning plan. (**) (H644) (**).

Current Manning:

Civilian: 2024
(Recalled Reservists) TBD*
(Recalled military retirees) TBD*

Military: 1945
(Active duty) 1945
(Part time) N/A
(Preassigned retirees) N/A

Mobilization Manning:

Civilians: 2023

Military: 2160
Recalled military retirees) TBD*

C. Support exercises which operate at a mobilization level. DCS deficiencies are upgraded if any weaknesses are discovered during the exercise. (DoD Directive 5105.19) (B200 in conjunction with N100) (**)

DEFENSE LOGISTICS AGENCY (DLA)

I. AGENCY MOBILIZATION PLANNING COORDINATOR:

Office of Policy and Plans (DLA-L), 3A290, 274-6336.

II. PLANNING RESPONSIBILITIES:

A. Based on mobilization requirements established by the Services, develop mobilization plans to support the Military Departments and other authorized customers with DLA-managed materiel and services. (DLA-L is the primary office for Contingency Planning within DLA. The DLA Charter DoD Directive 5105.22 is the authority for all DLA Planning, Crisis and Wartime Responsibilities. The DLA Mobilization Plan (DLAMP) is the primary agency mobilization document.) (DoD Directive 5105.22) (DLA-L) (DLAMP)

1. Obtain Service mobilization requirements from Service logistics planners. (**) (**) (**)
2. Disseminate planning guidance and appropriate Service requirements to DLA staff. (DLAMP) (DLA-L) (DLA Contingency Planning System)
3. Provide guidance to the DLA staff on utilization of ADP and computer simulation techniques. (**) (DLA-L, DLA-Z) (DLAMP)
4. Develop appropriate computer simulation models to support mobilization planning. (DoD Directive 5105.22) (DLA-L) (TBP)
5. Formulate and disseminate to DLA staff, supply centers, depots, and Defense Contract Administration Services Regions funding and fund control policies required to support mobilization. (**) (DLA-C, DLA-G) (DLAMP)
6. Prepare analysis of requirements submitted by the Services related to supply, contract management, quality assurance, and property disposal. (**) (HQ DLA Principal Staff Elements) (**)
7. Identify shortfalls and evaluate impact on DLA readiness and capabilities to execute DLA mobilization plans in relation to: communications, equipment requirements, maintenance requirements, inter-service support agreements, and local procurement and/or base operation supply. (**) (DLA Staff) (DLAMP)
8. Develop DLA military and civilian manpower requirements for mobilization. (**) (DLA-K, DLA-L) (DLAMP)
9. Develop estimates of DLA facilities, equipment, and funds required to support full mobilization. (DLAMP) (DLA-C, DLA-W) (TBP)
10. Develop an overall supply and transportation estimate to support mobilization requirements for DLA-managed Materiel. (DoD Directive 5105.22) (DLA-0) (**).
11. Develop an overall assessment of DLA capabilities and readiness to support Service mobilization plans. (DLAMP) (DLA-L) (TBP)

12. Develop procedures for selectively suspending and/or modifying materiel management policies and procedures, in order to facilitate expansion of wholesale-level supply support capacity. (DoD Directive 5105.22) (DLA-0) (**)

B. Maintain and control a reserve of industrial plant equipment to meet peacetime and mobilization needs of the Armed Forces, in accordance with OASD (P&L) policy. (P.L. 93-15) (DLA-0) (DoD Directive 5105.22)

1. Analyze mobilization requirements submitted by the Services for industrial plant equipment. (DIPEC) (DLA-0) (DoD Directive 5105.22)

2. Develop estimates of DLA capabilities (with funding needs) to meet industrial plant equipment requirements. (**) (**) (**)

C. Conduct industrial preparedness planning in assigned areas of responsibility. (DoD Directive 5105.22) (DLA-P, DLA-A) (DoD Directive 4005.1, DoD 4005.3-M, DoD Instruction 4005.3, Industrial Preparedness Planning)

1. Develop policies and procedures related to contracting and production matters. (DoD Directive 5105.22) (DLA-P) (**)

2. Develop and provide guidance in the use of the Defense Priority and Allocation System (DPAS). (**) (DLA-P) (DLA-A) (DoD 4400.1-M)

3. Using CINC and Service Critical Item Lists (CIL) and Industrial Preparedness Planning Lists (IPPLs), develop an IPPL for DLA-managed items. (**) (DLA-P) (**)

4. In conjunction with the Services, compute time-phased production requirements for DLA-managed IPPL items. (**) (DLA-P; DLA-0) (**)

5. Conduct production planning and industrial facility surveys with planned producers for DLA-managed IPPL items. (**) (DLA-A) (**)

6. Maintain a Register of Planned Emergency Producers (RPEPs). (**) (DLA-A) (DoD 4005.3-H)

7. Perform an annual Production Base Analysis (PBA) and provide the PBA to ASD (P&L). (**) (DLA-P) (**)

8. Propose Industrial Preparedness Measures (IPMs), as appropriate. (**) (DLA-P) (**)

9. Nominate industrial facilities for inclusion in the Key Assets List, as appropriate. (**) (**) (**)

10. Participate in DoD and Department of Commerce (DoC) panels for assessing industry capacity through DoD and/or DoC sector studies or DoC Industry Evaluation Board (IEB) studies. (**) (DLA-A) (**)

D. Manage the DLA War Reserve Program (WRP): to support service requirements for prepositioned and Other War Reserves Materiel (OWRM) or DLA-managed items. (DoD Directive 5105.22) ((DLA-0) (DoD Instruction 4140.21)

1. Receive new OWRM requirements from the Services annually; compute new OWRM stockage objectives; determine OWRM deficiency figures by commodity; program and budget funds to achieve OWRM programming inventory objectives; and periodically reassess OWRM inventories vis-a-vis objectives against plans and programs. (**) (DLA-0) (Defense Guidance)

2. Receive and provide supply support for Service funded PWRM requirements. Identify and forward to each Service their respective share of any deficiency in bulk fuel PWRM stocks for their use in mobilization planning. Program and budget funds to support Service PWRM requirements for retail bulk fuel not held on Service facilities. (**) (**) (**)

E. Submit mobilization transportation requirements to MTMC, including raw materials and finished contractor goods under IPP. (**) (DLA-L) (JCS Pub 21)

III. CRISIS

A. In a period of rising tension, a "crisis" period in an allied and/or friendly country, or upon mobilization, advise the Joint Staff of the inventory status of those DLA-managed items deemed critical by the relevant CINCs; recommend asset allocation and/or Production priorities, as appropriate. (DoD Directive 5105.22) (DLA-P) (DoD 4400.1-M, DoD S-4410.3-L, DoD MUL, JSCP Annex B)

B. Execute adjustments to wholesale-level supply support operations. (**) (DLA-0) (**)

1. Implement selective suspensions and/or modifications of materiel management policies and procedures, as authorized by OASD(MI&L). (**) (**) (**)

2. Expand supply support activities, as warranted. (**) (**) (**)

IV. WARTIME RESPONSIBILITIES:

The DLA wartime mission is to provide logistics support to the services as stated in DoD Directive 5105.22; the DLA Charter. (DoD Directive 5105.22) (DLA) (DLAMP)

V. MANNING REQUIREMENTS:

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA:

DEFENSE MAPPING AGENCY (DMA)

I. AGENCY MOBILIZATION PLANNING COORDINATOR:

Plans and Exercises Division, Directorate of Plans and Requirements, Room 111, telephone (202) 653-1465 (AV 294-1465).

II. PLANNING RESPONSIBILITIES:

A. Carry out mobilization planning activities to ensure adequate and timely marshalling of DMA resources during rapid or graduated expansion of the nation's defense forces. (DoD MMP) (PRP) (DMA MP)

1. Maintain within the Agency an organization with responsibility to identify, review, and focus on mobilization issues within DMA's functional areas of responsibility for partial, full, and total mobilization. (DoD MPP) (PRP) (DMA MP)

2. Develop and maintain DMA mobilization plans and documents to ensure continued Mapping, Charting, and Geodesy (MC&G) support to defense forces under crisis or wartime situations. (**) (**) (**)

3. Coordinate DMA mobilization plans with OSD staff elements, OJCS, Military Departments, defense Agencies, and other Federal Agencies, as appropriate. (**) (**) (**)

4. Establish procedures, new current legislation, standby legislation, and emergency authorization documents to execute mobilization decisions. (**) (GC) (**)

B. Provide MC&G support to the Secretary of Defense, the JCS, the Military Departments, the Defense Agencies, and the commanders of the unified and specified commands. (DoD Directive 5105.40) (Director DMA) (DMA MP)

1. Provide commanders of unified and specified commands with operational levels of MC&G products and with stocks sufficient to meet initial force and immediate mobilization war reserve requirements. (**) (PPD) (DMAINST 8680.1)

2. Support Military Department MC&G activities in developing and maintaining the capability to support the unified and specified commands. (**) (ADD/P&D) (DMA MP)

3. Review adequacy of MC&G product coverage of the area of potential hostilities and areas of potential expansion, and upgrade deficient products, as necessary. Provide interim or substitute products where needed coverage does not exist or desired products cannot be made available within the required time frame. (**) (ADD/P&D) (**)

4. Formulate and/or provide guidance for the development of plans and procedures under the Planning, Programming, and Budgeting System (PPBS) to ensure adequate levels of MC&G funding and manpower resources and the utilization of those resources in support of a crisis or wartime mobilization. (**) (CM) (**)

5. Prepare and maintain emergency plans and procedures for increased data collection and increased production and distribution of MC&G materials to ensure satisfaction of urgent requirements under crisis or wartime mobilization conditions. (**) (ADD/P&D) (**)

6. Develop plans and procedures to insure the maintenance, protection and retention of MC&G worldwide data base, reference materials, and reproducible copies of existing products. (**) (**) (**)

C. Coordinate with the Department of Transportation on MC&G support to the U.S. Coast Guard, the merchant marine, National Defense Reserve Fleet, and allied shipping supporting mobilization. (**) (PRP) (**)

1. Identify U.S. Coast Guard and merchant marine MC&G requirements and plan for maintenance of mobilization stocks to meet these requirements. (**) (**) (**)

2. Plan for the augmentation of existing offices and issue points to meet expanded and dispersed distribution requirements. (**) (PPD/CMM) (**)

D. Coordinate MC&G requirements for Civil Reserve Air Fleet aircraft with Department of Transportation and/or Military Airlift Command to ensure that re-supply capabilities are adequate for support of emergency operations. (**) (PPD) (**)

E. Prepare plans to provide entry-level and refresher MC&G training for military and civilian DoD personnel. (**) (PPE/POC) (**)

1. Coordinate with Services to define increased level of MC&G training required. (**) (PPE) (**)

2. Develop enhanced curricula at Defense Mapping School and DMA production centers to provide for an accelerated MC&G training capability. (**) (PPE/POC) (**)

F. Develop plans for the wartime or emergency employment by DMA of the MC&G assets of the National Oceanic and Atmospheric Administration, the U.S. Geological Survey, and other Federal and non-Federal Government organizations and commercial enterprises. (**) (ADD/P&D) (**)

1. Prepare appropriate memoranda of understanding for DMA employment of MC&G assets of non-DoD Governmental Agencies; determine the need for those capabilities and identify the assets available within NOAA, USGS, and other Federal Agencies, to meet these needs. (**) (PPE/ADD/P&D) (**)

2. Identify, and formulate plans for mobilization of non-Federal Governmental activities and commercial enterprises that have MC&G production capabilities. (**) (**) (**)

G. Represent the Department of Defense in MC&G policy development and execution planning with allied nations. (**) (**) (**)

1. Review existing host nation support agreements and bilateral memoranda of understanding with respect to existing mutual support and/or production capabilities. Identify MC&G shortfalls for which host nation support is required. (**) (PPE) (**)

2. Identify allied national MC&G shortages to be provided by U.S. MC&G assets under bilateral memoranda of understanding. (**) (PPE/ADD/P&D) (**)

H. Develop policy and plans relative to the DMA War Reserve Program to support unified and specified command requirements for prepositioned and other war reserves of MC&G products. (**) (PRP) (DMAINST 8680.1)

1. Receive newly established modifications to war reserve materiel stockage requirements from the unified and specified commands. (**) (**) (**)

2. Program DMA MC&G resources to satisfy unified and specified command requirements for war reserve support. (**) (ADD/P) (**)

3. Procure, hold, and maintain MC&G war reserve stocks at prescribed stock levels and configurations as agreed to with the unified and specified commands; plan to release stocks upon command notification. (**) (PPD) (**)

I. Develop policy and plans for accelerated procurement of critical supplies needed to fulfill emergency and mobilization requirements and for stockpiling of supplies needed for mobilization. (**) (FL) (**)

J. Provide personnel administrative oversight to civilian mobilization planning to ensure adequate and timely marshalling of personnel resources at mobilization. (FPM 910) (PO) (DMAINST 3005.6)

1. Develop policy, plans, procedures, and guidance for accession and training of civilian manpower to augment and sustain the Agency mission. (DoD Directive 5105.40) (POC) (DMA MP)

2. Coordinate the DoD screening policy, plans, and procedures with respect to members of the Ready Reserve, including key and emergency-essential DMA civilian positions. (DoD Directives 1200.7 and 1404.10) (POC) (**)

III. CRISIS RESPONSIBILITIES:

A. Provide MC&G support to the Secretary of Defense, the Joint Chiefs of Staff, the Military Departments, Defense Agencies and commanders of the unified and specified commands as required during a crisis situation. (DoD Directive 5105.40) (Director DMA) (DMA MP)

1. Provide commanders of unified and specified commands with operational levels of MC&G products and with stocks sufficient to meet initial force and immediate mobilization war reserve requirements. (**) (PPD) (DMAINST 8680.1)

2. Support Military Department MC&G activities in support of the unified and specified commands. (**) (ADD/P&D) (DMA MP)

3. Ensure adequacy of MC&G product coverage of the area of hostilities and areas of potential expansion, and upgrade deficient products, as necessary. Provide interim or substitute products where needed coverage does not exist or desired products cannot be made available within the required time frame. (**) (**) (**)

4. Execute and maintain emergency plans and procedures for increased data collection and increased production and distribution of MC&G materials to ensure satisfaction of urgent requirements. (**) (**) (**)

5. Ensure the maintenance, protection, and retention of MC&G worldwide data base, reference materials, and reproducible copies of existing products. (**) (**) (**)

B. Execute plans for the emergency employment by DMA of the MC&G assets of the National Oceanic and Atmospheric Administration and the U.S. Geological Survey. (**) (**) (**)

C. Execute MC&G cooperative plans in concert with allied nations. (**) (PPE/ADD/P&D) (**)

1. Implement existing host nation support agreements and bilateral memoranda of understanding with respect to existing mutual support and/or production capabilities. Identify MC&G shortfalls for which host nation support is needed to support the crisis requirement. (**) (**) (**)

2. Identify allied national MC&G shortages to be provided by U.S. MC&G assets under bilateral agreements. (**) (PPE) (**)

D Utilize prepositioned and other war reserves of MC&G products to support crisis needs. (**) (PPD) (**)

1. Program DMA MC&G resources to satisfy unified and specified command requirements for war reserve support. (**) (ADD/P) (DMAINST 8680.1)

2. Procure, hold, and maintain MC&G war reserve stocks at prescribed stock levels and configurations as agreed to with the unified and specified commands; release stocks for crisis use upon command notification. (**) (PPD) (DMA MP)

E. Execute plans for accelerated procurement of critical supplies needed to fulfill emergency requirements generated by the crisis. (**) (FL) (**)

IV. WARTIME RESPONSIBILITIES

A. Provide MC&G support to the Secretary of Defense, the Joint Chiefs of Staff, the Military Departments, Defense Agencies and commanders of the unified and specified commands as required for wartime mobilization. (DoD Directive 5105.40) (Director, DMA) (**)

1. Provide commanders of unified and specified commands with operational levels of MC&G products and with stocks sufficient to meet initial force and immediate mobilization war reserves requirements. Provide for replenishment of stocks as war reserves are depleted. (**) (PPD) (DMAINST 8680.1)

2. Support Military Department MC&G activities in support of unified and specified commands. (**) (ADD/P&D) (DMA MP)

3. Ensure adequacy of MC&G product coverage of the area of hostilities and areas of potential expansion, and upgrade deficient products as necessary. Provide interim or substitute products where needed coverage does not exist or desired products cannot be made available within the required time frame. (**) (**) (**)

4. Execute and maintain emergency plans and procedures for increased data collection and increased production and distribution of MC&G materials to ensure satisfaction of urgent requirements under wartime mobilization. (**) (**) (**).

5. Ensure the maintenance, protection, and retention of MC&G worldwide data base, reference materials, and reproducible copies of existing products. (**) (**) (**).

B. Provide MC&G support to the merchant marine (including National Defense Reserve Fleet and allied shipping) supporting mobilization. (**) (Director, DMA) (**)

1. Ensure maintenance of sufficient stocks of MC&G products to meet mobilization requirements of the merchant marine. (**) (PPD) (**)

2. Augment manpower levels of existing offices and issue points to meet expanded and dispersed distribution requirements. (**) (PPD/CMM) (**)

C. Ensure fulfillment of MC&G requirements for Civil Reserve Air Fleet aircraft. (**) (PPD) (**)

D. Execute plans to provide entry-level and refresher MC&G training for military and civilian DoD personnel. (**) (PPE/POC) (**)

1. Coordinate with Services on a continuing basis to define level of MC&G training required under mobilization. (**) (PPE) (**)

2. Install enhanced curricula at Defense Mapping School and DMA production centers to provide for an accelerated MC&G training capability. (**) (**) (**)

E. Execute plans for the wartime employment by DMA of the MC&G assets of the National Oceanic and Atmospheric Administration, the U.S. Geological Survey, and other Federal and non-Federal Government organizations and commercial enterprises. (**) (ADD/P&D) (**)

1. Implement plans for DMA employment of MC&G assets of non-DoD Governmental Agencies; determine the need for these capabilities; identify the assets available within NOAA, USGS, and other Federal Agencies, that are required by Department of Defense to meet these needs. (**) (**) (**)

2. Implement plans for the mobilization of non-Federal Governmental activities and commercial enterprises that have MC&G production capabilities. (**) (**) (**)

F. Execute MC&G cooperative plans in concert with allied nations. (**) (**) (**)

1. Implement existing host nation support agreements and bilateral memoranda of understanding with respect to existing mutual support and/or production capabilities. Identify MC&G shortfalls for which host nation support is needed to support mobilization requirements. (**) (**) (**)

2. Identify allied national MC&G shortages to be provided by U.S. MC&G assets under bilateral memoranda of understanding. (**) (**) (**)

G. Manage the DMA War Reserve Program to support unified and specified command requirements for pre-positioned and other war reserves of MC&G products. (**) (PRP) (DMAINST 8680.1)

1. Utilize DMA MC&G resources to satisfy unified and specified command requirements for war reserve support. (**) (ADD/P) (**)

2. Procure, hold, and maintain MC&G war reserve stocks at prescribed stock levels and configurations as agreed to with the unified and specified commands; release stocks upon command notification. (**) (PPD) (**)

H. Execute plans for accelerated procurement of critical supplies needed to fulfill mobilization requirements. (**) (FL) (**)

I. Maintain personnel administrative oversight to civilian mobilization actions, ensuring continued adequate marshalling of personnel resources. (FPM 910) (PO) (DMAINST 3005.6)

V. MOBILIZATION STRUCTURE (MANNING)

A. Increase military manning at selected distribution points with Joint Mobilization Augmentation positions. (DoD Directive 5105.40) (POM) (DMA MP)

B. Backfill vacated military positions with individual mobilization augmentees or reactivated retirees, as appropriate. (**) (**) (**)

C. Increase civilian workyears required to meet accelerated production commitments, through either use of overtime or increased hiring, as necessary. (**) (POC) (**)

D. Execute the national emergency standby recruitment of civilian personnel to meet manpower needs. (FPM 910) (POC) (DMAINST 3005.6)

E. Manning Requirements:

Current Manning:

Civilians: 9302

(Recalled Reservists):
147*

(Recalled Military
Retirees): 292*

(Members of National
Guard Units): 72*

Military: 480
(Active Duty): 480
(Part time): 0

Mobilization Manning:

Civilians. 9302

Military 513

*Current as of 5 June 1986. Military retirees are under age 60.

DEFENSE NUCLEAR AGENCY (DNA)

I. AGENCY MOBILIZATION PLANNING COORDINATOR:

Deputy Director for Operations and Administration (DDOA), Headquarters, DNA, 6801 Telegraph Road, Alexandria, Virginia, 22310-3398, (202) 325-7065, or AUTOVON 221-7066.

II. PLANNING RESPONSIBILITIES:

A. Provide planning support to the JCS on the operational aspects of the composition of the nuclear stockpile and the allocation and deployment of nuclear weapons. (DoD Directive 5105.31, Nuclear Weapons Stockpile Memorandum, JCS 2430/---) (DNA/OPSM) (DNA Joint Manpower Program (JMP), Nuclear Stockpile Report RCS: HQ DNA (OSD) 28M).

B. Advise the Under Secretary of Defense for Acquisition (USD(A)) on required and ongoing DoD nuclear weapons effects research and nuclear weapons test programs. (DoD Directive 5105.31) (DNA/DDST, AFRI, FCDNA) (DNA-JMP; DNA Instruction (TBP)).

C. In conjunction with DoE and USD(A), plan for the resumption of nuclear testing in the environments now prohibited by the Limited Test Ban Treaty. (Limited Test Ban Treaty - Safeguard C) (Director, DNA) (DoD Transition Plan for Revised Safeguard C Support, 21 April 1976; MOU Between the DoE and the Department of Defense on Manning and Support for Safeguard C and Conduct of Nuclear Weapons Tests Outside the North American Continental Limits, September 1984).

D. Advise the Assistant to the Secretary of Defense (Atomic Energy) on nuclear weapon activities associated with technical nuclear safety, nuclear weapon logistics, the application of nuclear energy in non-weapon fields, the transmission of information to appropriate Congressional committees, and on agreements between the Department of Defense and the DoE on nuclear matters. (DoD Directive 5105.31) (Director, DNA) (DoD Directive 3150.2, DNA MP-II (TBP)).

E. Train emergency staff to support the NCA, the JCS, the Military Departments and the nuclear CINCs with nuclear stockpile status information and nuclear weapons effects technical information. (JCS COOP) (DNA/DDOA) (DNA COOP).

F. In conjunction with JCS, the military Services and the DoE, plan for expediting production of nuclear weapons. (JAI 3000.1K) (DNA DDOA, DDST) (TBD).

G. Develop Level II mobilization plans to support the overall DoD mobilization effort. (DoD MMP) (DNA/OAOP) (TBD).

III. CRISIS RESPONSIBILITIES:

A. Be prepared to activate the Emergency Staff to provide nuclear weapon stockpile information to the NCA and the JCS. (JCS COOP) (DNA/OAOP) (DNA COOP).

B. Be prepared to issue instructions on behalf of JCS to raise the national stockpile of nuclear weapons to maximum operational availability. (JAI 3000.1K) (DNA/OAOP) (DNA COOP, Emergency Staff SOP (TBP)).

C. Continue those peacetime (Section II, above) responsibilities as may be decided by JCS, USD(A) and ATSD(AE) or other competent authority. (DoD Directive 5105.31, DoD MMP) (Director, DNA) (DNA MP-II (TBP)).

D. Execute Level II mobilization plans, as required. (DoD MMP) (Director, DNA) (DNA MP-II (TBP)).

IV. WARTIME RESPONSIBILITIES: Same as Section III, above.

V. MANNING REQUIREMENTS:

CURRENT MANNING (FY 86):

Civilians: 798

Military: 563

Active Duty: 563

MOBILIZATION MANNING:

(No change foreseen at this time)

Civilians: 798

Military: 563

ASSISTANT SECRETARY OF DEFENSE COMPTROLLER (ASD(C))

I. AGENCY MOBILIZATION PLANNING COORDINATOR:

Overall Coordination, and Contracting Audit and/or Cost Control Coordination: Directorate for Planning, Review and Analysis/OASD(C)CA&CC, Room 4B929, 697-4998.

Management Systems Coordination: Directorate for IRMSystems/OASD(C)MS, Room 1C535, 695-5679.

Program and/or Budget Coordination: Directorate for Construction, OASD(C)P/B, Room 3B866, 697-4133.

II. PLANNING RESPONSIBILITIES:

A. Plan for crisis implementation of the Planning, Programming, and Budgeting System (PPBS). (DASD(P/B), DASD(CA&CC), DASD(MS))

1. References:

NOTE: These references apply throughout for ASD(C) responsibilities. They provide authorities and implementation policies and procedures. Additional references are cited when applicable to specific tasks.

a. DoD Instruction 7045.7, "Implementation of the Planning, Programming, and Budgeting System," May 23, 1984

b. DoD Directive 7045.14, "The DoD Planning, Programming, and Budgeting System," May 22, 1984

c. DoD Instruction 7250.10, "Implementation of Reprogramming of Appropriated Funds," January 10, 1980

d. DoD Instruction 7250.XX, "Reprogramming Procedures for Military Construction and Family Housing," (TBP)

e. JCS Memorandum of Policy No. 136, September 1982, "Joint Program and Budget Procedures"

f. Secretary of Defense Memorandum, January 12, 1984, "OSD Planning, Programming and Budgeting (PPB) Crisis Management Procedures"

g. Secretary of Defense Memorandum, April 7, 1979, "Establishment of the Defense Resources Board"

h. DoD 7110-1-M, "Budget Guidance Manual," July 1985

B. Plan for the Defense Automation Resources Information Center in DLA to obtain up-to-date ADP equipment inventories to be stored at multiple alternate sites for use by surviving battle staffs:

1. DoD Components inventory from Defense Automation Resources Information Center in DLA.

2. Other government Agencies inventories from the General Services Administration.

3. Private sector inventories from FEMA. (DASD(MS))

C. Expand inventory data to reflect information that shall enable quick referral of requests for the location that can be used to process computer workload when the original site is no longer operative:

1. Excess time that is available for use by others.

2. Specific computer operating system and version in use on each computer; etc. (DASD(MS))

D. ASD(C) shall develop and publish policy guidance for the Department of Defense to ensure that Automated Information System (AIS) planning provides for the capabilities necessary to effectively support essential DoD mission requirements during periods of emergency. (DEPSECDEF Memorandum, February 20, 1986) (DASD(MS))(TBP)

III. CRISIS RESPONSIBILITIES:

A. Provide funding and accounting guidance, procedures, and support to DoD Components. (DASD(P/B), DASD(CA&CC), DASD(MS))

1. Establish liaison with Military Departments and Defense Agencies to ensure coordinated and uniform methods of approach to financial aspects of mobilization requirements.

2. Maintain a list of funding flexibilities potentially useful to Defense Agencies during emergency situations.

3. Issue general alert to Military Departments and Defense Agencies of potential submission of mobilization funding requirements when such mobilization appears imminent.

4. Request from the Services any revision and/or reduction in accounting reports.

5. Request from the Services any additional transfer and/or reprogramming authorities, relief from limitations, ceilings, floors, apportionment controls, and other legislative restrictions.

B. Arrange for data on the availability of existing DoD information technology. (DoD Directive 7950.1 and DoD 7950.1-M) (DASD(MS))

1. Charge the Defense Automation Resources Information Center in DLA to respond to authorized DoD Component inquiries on (1) the availability of excess computer time in the Department of Defense and (2) the whereabouts of specific types of ADP equipment within the Department of Defense.

C. Reduce nonessential information collection and dissemination. (DoD Directive 5000.19). (DASD(MS))

1. Consult with OSD principal staff assistants to identify and act on OSD-imposed information reporting requirements that can be suspended.

2. Charge DoD Components to identify and act on internally-imposed information reporting requirements that can be suspended.

IV. WARTIME RESPONSIBILITIES

A. Determine and formulate solutions to funding requirements during hostilities. (DASD(P/B), DASD(CA&CC), DASD(MS))

1. Establish liaison with Military Departments and Defense Agencies to develop timing, format, and data to be provided concerning resource requirements.

2. Evaluate Military Department and Defense Agency requests for additional resources and adjust as necessary.

3. Determine appropriate methods for expeditiously funding additional requirements.

4. Process adjusted requests for resources using the most expeditious methods for evaluating and submitting to the appropriate authority for approval.

5. Provide rapid processing of funding request approvals to Military Departments and Defense Agencies.

6. Coordinate with ASD(P&L) and the Services on changes to the stock and industrial fund operations.

B. Arrange for data on the availability of existing DoD information technology. (DoD Directive 7950.1 and DoD 7950.1-M). (DASD(MS))

1. Charge the Defense Automation Resources Information Center (DARIC) in DLA to respond to authorized DoD Component inquiries on (1) the availability of excess computer time in the the Department of Defense and (2) the whereabouts of specific types of ADP equipment within the Department of Defense.

2. Coordinate with Acquisition Executive in the allocation of scarce and critical ADP equipment and commercial software.

C. Reduce nonessential information collection and dissemination. (DoD Directive 5000.19) (DASD(MS))

1. Consult with OSD Principal Staff Assistants to identify and act on OSD-imposed information reporting requirements that can be reduced or eliminated.

2. Charge DoD Components to identify and act on internally-imposed information reporting requirements that can be reduced or eliminated.

3. Work with DoD Components to identify legally mandated reports and to request that Congress suspend the requirements.

D. Streamline oversight processes to accelerate the deployment of automated information systems. (DoD Directive 7920.1 and DoD Instruction 7920.2) (DASD(MS))

1. Expedite OSD milestone approval of major automated information systems that are critical to defense mission fulfillment.

2. Identify major automated systems that can be delegated to DoD Components for milestone approval.

V. MOBILIZATION STRUCTURE AND/OR CONSIDERATIONS

A. The Crisis Management Council (CMC) is the vehicle through which the ASD(C) and other principal advisors shall advise the Secretary of Defense on planning, programming, and budgeting issues during crisis. In effect, the CMC is an executive committee of the Defense Resources Board (DRB) and ensures that recommendations submitted to the Secretary during Crisis shall be scrutinized for their programmatic impact. The DoD Program Review Group (PRG) supports the DRB during peacetime and is incorporated into the OSD CMC when the latter is activated.

B. Emergency authorities are designed to expedite existing authorities and procedures. These authorities are specifically legislated by Congress to provide flexibility in crisis for resource allocation while retaining Congressional oversight of the allocation process.

C. Workload in crisis shall expand significantly. Procedures have been developed to expedite resource funding actions such as preformatted emergency authorities implementation documents.

D. Information systems workload will surge beyond planned capacity at military ports and terminals, bases and stations, military maintenance facilities, and recruit processing centers.

E. Information systems facilities at other Government Agencies, State and local governments, and in the private sector could be made available to defense establishments when needed in an emergency.

Manning Requirements

Current Manning:

Civilians: 223

Military: 7

Mobilization Manning:

Civilians: 223

Military: 7

Active:

IMA:

TABLE 1

<u>EMERGENCY AUTHORITY</u>	<u>TYPE ACTION</u>	<u>REFERENCES</u>	<u>SECDEF ACTION</u>	<u>OASD(C) ACTION</u>
BUDGET SUPPLEMENTAL	Additional appropriation requests to meet urgent requirements.	"Budget Guidance Manual," 7110-1-M (Note: applies throughout)	Determine need. Ltr. to OMB for approval.	Evaluate. Prep supplemental. Prep SECDEF.
BUDGET AMENDMENT	Revision of Budget after submission, before appropriation.	"Budget Guidance Manual," 7110-1-M	Determine need. Ltr. to OMB for approval	Evaluate. Prep amendment. Prep SECDEF.
REPROGRAMMING	(1) Reprogram funds within appropriation. (2) Revise thresholds.	DoD Instruction 7250.10	(1) Approve. DD1415 to Congress for reprogramming above threshold.	(1) Evaluate. Prep SECDEF. (2) Approve. Ltr. to FMS.
TRANSFER AUTHORITY (Reprogramming action)	Transfer between appropriations.	DoD Appropriation Act. DoD Instruction 7250.10	Determine need. Ltr. Service Secretaries Ltr. to OMB for approval. DD 1415 to Congress.	Evaluate. Prep SECDEF.
DEFICIENCY AUTHORITY	Deficiency obligations for 'food and forage.'	Revised Statutes (41 U.S.C. 11) Sec. 3732 DoD Directive 7220.8	Approve. Ltr. to Congress. Ltr. to OMB. Ltrs. to Service Secs.	Evaluate. Prep SECDEF.
EMERGENCY MILCON	Construction vital to national security. Requires normal reprogramming.	10 U.S.C. 2803	Approve. Ltr. to Congress (Also, Service Secretaries have authority.)	Prep reprogramming action.
MILCON CONTINGENCY AUTHORITY	Transfer of funds for construction for national security needs.	10 U.S.C. 2804 MILCON Appropriation Act. DoD Directive 4270.32	Approve. Ltr. to Congress.	Evaluate Prep SECDEF.

TABLE 1, continued

EMERGENCY AUTHORITY	TYPE ACTION	REFERENCES	SECDEF ACTION	OASD(C) ACTION
MILCON CRISIS AUTHORITY	Construction vital to national security in war, emergency within appropriation funds.	10 U.S.C. 2808, "National Emergency Act." 50 U.S.C. 1601	Approve. Ltr. to Congress.	Evaluate. Prep SECDEF.
APPORTIONMENT EXCEPTIONS	Obligate at increased rates.	31 U.S.C. 1512	Requires President approve specific exempt approps. (thru OMB). Ltr. to Congress.	Evaluate. Prep SECDEF.
EMERGENCY FUNDS MECHANISMS	Not available now, models for future initiatives.	(Prior to 1980) Defense Contingency (RVN) Defense and SEA Emergency Funds.	Request from President, Congress.	Evaluate. Prep SECDEF.
E&E EXPENSES	Confidential military uses.	O&M appropriations. 10 U.S.C. 140	Approve for Defense Agencies. Service Secretaries approve own. Report to Congress.	Evaluate. Prep SECDEF.
MINOR MILCON	Minor construction.	10 U.S.C. 2805	Approve. Report to Congress and Service Secretaries.	Evaluate. Prep SECDEF.
WORKING CAPITAL TRANSFER AUTHORITY	Transfer funds between IF & SF.	DoD Appropriation Act.	Determine need. Request OMB approval. Ltr. to Congress.	Evaluate. Prep SECDEF.

ASSISTANT SECRETARY OF DEFENSE (FORCE MANAGEMENT AND PERSONNEL) (ASD(FM&P))

I. AGENCY MOBILIZATION PLANNING COORDINATOR: Mobilization Planning and Requirements, OASD(FM&P) (MP&R), 3D826, 695-0711.

II. PLANNING RESPONSIBILITIES:

A. Provide oversight to the military mobilization planning and execution process. (DoD Directive 5124.2) (DASD(MPR)) (DoD MMP, DoD Directives 1100.18 and 1404.10 and DoI Instruction 1100.19)

1. Appoint a coordinator, and establish a structure and process for mobilization planning. (DoD Directives 5124.2 and 3020.36 (draft)) (**)
(DoD MMP)

2. Develop and maintain, with the assistance of other DoD Components, the DoD Master Mobilization Plan and ensure integration of supporting (Level II) plans. (DoD Directive 3020.36 (draft)) (**) (**)

3. Advise and assist in the preparation of legislative programs in support of military mobilization. (DoD Directive 5124.2) (DASD(RM&S)) (N/A)

4. Review manpower expansion plans developed in support of the MMP for adherence to equal opportunity guidelines and legislation. (**) (DASD(EO)) (N/A)

5. Establish, in conjunction with the services, guidance for interservice coordination at installation level in those areas where two or more Services are collocated with, and in competition with, civilian industry for scarce, local resources at mobilization. (**) (DASD(MPR)) (TBP)

B. Establish, in coordination with OUSD(P), OUSD(R&E), OASD(P&L), OJCS, and the Military Departments, a structure for conducting force expansion mobilization planning. (DoD Directive 5124.2) (DASD(RM&S)) (TBP)

C. Establish procedures for determination and validation of Military Department and Defense Agency mobilization manpower (military and civilian) demand and supply. (DoD Directive 5124.2) (DASD(MPR), (DoD Directive 1100.18)

1. Establish the assumptions, responsibilities, policies, and concepts for peacetime management of DoD manpower resources (military and civilian) to meet projected wartime demand. (DoD Directives 1100.18 and 1100.4) (**)
(DoD Instruction 1100.19)

2. Develop and promulgate procedures for rapid estimation of time-based manpower requirements, demand and supply for the DG planning scenarios or any crisis at hand. Assist the Military Departments in emergency manpower allocation planning. (DoD Directive 1100.18) (**)\ (**)

D. Formulate, review and/or provide guidance for the development of plans and procedures for the transfer of selected Agencies, organizations, and personnel within the Executive Branch, as listed below: (DoD Directive 5124.2) (DASD(MPR)) (EAP TBP)

1. Transfer U.S. Coast Guard from DoT to the Navy.
2. Transfer Federal Aviation Administration (FAA) from DoT to the Air Force.
3. Transfer National Oceanic and Atmospheric Administration (NOAA) to Defense Mapping Agency (DMA).
4. Transfer of uniformed members of the Public Health Service to the Department of Defense.
5. Transfer other Agencies, as directed.

E. Establish, in coordination with OASD(RA) and OASD(MM&PP), policy guidance for managing and mobilizing retired military personnel. (DoD Directive 5124.2) (DASD(MPR)/DASD(MMPP)) (DoD Directive 1352.1)

F. In coordination with the American Red Cross (ARC) and OASD(MM&PP), develop contingency plans for ARC military family support requirements during mobilization. (DoD Directive 5124.2) (DASD(FSE&S)/DASD(MMPP)) (TBP)

G. In conjunction with DASD(RM&S) and DASD(CPP), develop policies, procedures, and options, and identify Military Department prerogatives for manpower resources. (DoD Directive 5124.2) (DASD(MM&PP)) (TBP)

1. Provide guidance and review planning of the Military Departments with respect to military leave, separations, and reassignment policies in a mobilization. (**) (DASD(MM&PP)O&EPM) (TBP)

2. Review military prisoner and correction facility policies to include restoration to duty, parole, clemency, and deserter apprehension, and determine changes needed to support mobilization. (**) (DASD(MM&PP)LLP) (DoD Instruction 1325.4)

3. Review officer and enlisted promotion and grade ceiling policies and statutes, determine necessary changes, and prepare appropriate standby documentation to support mobilization. (**) (DASD(MM&PP)O&EPM) (TBP)

4. Review compensation and bonus programs to include base pay, proficiency and hazardous duty pay, enlistment bonuses and reenlistment bonuses, and determine changes needed to support mobilization. (**) (DASD(MM&PP)COMP) (37 U.S.C. 1008(A) & 1008(B)- Annual Reports to Congress)

5. Review morale, welfare, and recreation policies and determine changes needed to support mobilization. (**) (DASD(MM&PP)PA&S) (TBP)

6. Review mobilization policies governing casualty reporting and assistance, military funeral support, POWs, and MIAs, and determine changes needed to support mobilization. (**) (DASD(MM&PP)PA&S) (TBP)

H. Develop policies, plans, procedures, and guidance for the accession of manpower to augment and sustain military forces. (DoD Directive 5124.2) (DASD(MM&PP)) (TBP)

1. Define the decision process to resume induction of enlisted personnel. (**) (DASD(MM&PP)AP) (MI&L Memo, May 1985, Management of DoD Mobilization Manpower Acquisition Process)

2. Establish the assumptions, responsibilities, policies, and concepts for managing the flow of both volunteers and inductees into the Military Services at mobilization. (**) (**) (**)

3. Formulate plans with Selective Service System (SSS), review, and provide needed guidance for development of integrated automated systems and procedures to transition effectively from peacetime manpower accessions to a national mobilization. (**) (**) (**)

4. Provide guidance for the expansion of Military Entrance Processing Stations (MEPS). (**) (**) (**)

5. Establish accession standards and define quality control requirements associated with each standard. (**) (DASD(MM&PP)AP) (DoD Directive 1145.1, AR 601-270, AR 40-501)

6. Review Service plans for processing and support of dependents of Reservists and new accessions, and determine changes needed to support mobilization. (**) (DASD(FSE&S)) (N/A)

7. In coordination with ODASD(MM&PP), OASD(HA), and SSS, define and develop legislation for registration and possible induction of health personnel. (**) (DASD(MPR)) (TBP)

8. Review officer accession and appointment policies (including statutory requirements) and determine changes needed to support mobilization. (**) (DASD(MM&PP)O&EPM) (TBP)

I. Develop, in coordination with the Departments of State and Health and Human Services, OJCS, and the DoD Components, policy and planning guidance for emergency evacuation procedures for military dependents, DoD employees and their dependents, and DoD contractor personnel who do not have wartime obligations in theater. (DoD Directive 5124.2) (DASD(MM&PP)) (EAP TBP)

1. Develop policy and guidance for DoD planning for emergency noncombatant evacuation. (**) (DASD(MP&R)) (DoD Directive 5100.51)

2. Develop plans for reception of noncombatants with the Departments of Health and Human Services and the Department of the Army to ensure the planning for reception and onward movement of evacuees to final destinations in CONUS is adequate. (DoD Directive 5100.51) (**) (TBP)

3. Define the decision process in regard to noncombatant evacuation. (**) (**) (TBP)

J. Ensure the DoD Components plan adequately to meet the training and education requirements of rapid or graduated expansion during conditions of mobilization. (DoD Directive 5124.2) DASD(MM&PP)TP & ED) (N/A)

1. Review Service capability to accommodate the projected mobilization training base expansion requirements. (**) (DASD(MMPP)) (TBP)

2. Review projections of Service ability to conduct effective unit training upon mobilization. (**) DASD(MM&PP)TP) (TBP)

3. Review Service plans for adjusting professional development education programs. (**) (DASD(MM&PP)ED) (TBP)

4. Review Service plans to expand officer acquisition training, enlisted initial, and/or recruitment and specialized skill training. (**) (DASD(MI&PP)TP) (TBP)

5. Review Service plans for adjusting voluntary education programs. (**) (DASD(MM&PP)ED) (TBP)

6. Review Service plans for adjusting "basic skills education programs" during mobilization. (**) (DASD(MM&PP)ED) (TBP)

7. Review Service plans for acceleration of Service Academy resources and other officer procurement programs. (**) (DASD(MMPP)ED) TBP)

K. Develop, in coordination with OGC, OASD(P&L), and DoL, rapid means for DoL and DoD contractors in time of mobilization to obtain issuance and renewal of variations, tolerances, and exemptions essential to national defense under the provisions of Section 16, P.L. 91-596, "Occupational Safety and Health Act of 1970." (DoD Directive 5124.2) (DASD(FSE&S)) (TBP)

1. Develop and submit legislation allowing the President (in time of mobilization) to delegate to the Secretary of Defense authority to issue such variations, tolerances, and exemptions as necessary. (**) (**) (TBP)

2. Develop and publish guidance and procedures for acquiring variations or exemptions from the standards issued under Section 6 of the "Occupational, Safety, and Health Act of 1970," for DoD and DoL contractors and/or subcontractors. (**) (**) (TBP)

L. Develop, in coordination with ODP&E, a mobilization program and budget that will accommodate FM&P's functional areas or responsibility. (DoD Directive 5124.2) (DASD(RM&S)) (TBP)

M. In conjunction with ODASD(MPR), plan and coordinate the development of procedures to expand DoD's civilian workforce rapidly during mobilization. (DoD Directive 5124.2) (DASD(CPP)) (DoD Directive 3005.6)

N. In coordination with ODASD(MPR), develop policy and guidance to reemploy civilian employees evacuated from a theater of operations, whenever their services are needed. (DoD Directive 5124.2) (DASD(CPP)) (DoD Directive 3005.6 and DoD Instruction 1100.19)

O. Develop policy and guidance to continue the peacetime services of DoD civilian employees in overseas locations where the continuity of such services is essential to the war effort. (DoD Directive 3005.6) (DASD(CPP)) (DoD Directive 1404.10)

P. Ensure the list of Emergency-Essential civilians overseas is updated annually. (DoD Directive 1404.10) (DASD(CPP)) (N/A)

Q. Plan for and coordinate DoD's participation in the National Defense Executive Reserve Program (NDER). (DoD Directive 1400.31) (DASD(CPP)) (DoD Directive 1100.6)

R. In conjunction with ODASD(CPP), develop plans and procedures to obtain relief from peacetime statutory and administrative constraints on defense civilians in times of crisis. (DoD Directive 1400.31) (DASD(RMS)) (TBP)

S. Develop plans, in conjunction with ODASD(CPP) and USD(A) to facilitate the distribution of manpower between the competing demands of DoD installations and defense industry. (DoD Directive 1400.31) (DASD(RM&S)) (TBP)

T. Develop procedures and/or plans to ease the social and economic impacts occurring in the private sector as a result of mobilization. (DoD Directive 5124.2) (Director (EA)) (TBP)

1. Review mobilization plans to identify major shifts in manpower or logistics assets and provide estimates of the relative impact on the affected communities. (**) (**) (TBP)

2. Identify Federal resources that could be used during mobilization to minimize social and economic impacts, and establish a process to facilitate this utilization during mobilization. (**) (**) (TBP)

U. In conjunction with supporting components (Department of Defense and DoT), develop and maintain a mobilization plan for the Defense Equal Opportunity Management Institute (DEOMI) to allow for continued or expanded operations during crises and wartime. (DoD Directive 5124.2) (ODASD(MM&PP)MMO) (DEOMI Mob Plan - TBP)

V. Plan, support, coordinate, and participate in the exercise of FM&P functions in mobilization, deployment, and crisis management exercises, placing emphasis on testing the performance of critical AISs. (RM&S) (MMP, Subsection F.1., DoD Directive 3110.3)

W. Establish and maintain a "lessons learned" and "action items" list for evaluating progress and following up on needed improvement in FM&P AIS performance and mobilization preparedness to support essential FM&P functions on mobilization. (RM&S)

III. CRISIS RESPONSIBILITIES

A. Monitor social and economic impacts occurring in the private sector as a result of mobilization and focus resources to minimize these impacts. (DoD Directive 5124.2) (Director (EA)) (N/A)

B. Allocate military manpower resources, and implement manpower resource policies, procedures, and options in coordination with the Military Departments. (DoD Directive 5124.2) (DASD(KM&S)(MR)) (N/A)

1. Initiate implementation of "Stop-Loss" procedures. (**) (DASD(MM&PP)PA&S) (TBP)

2. Implement military prisoner and correction facilities policies in support of mobilization. (**) (DASD(MM&PP)LLP) (TBP)

3. Convene a special meeting of Defense Advisory Committee on Women in the Service (DACOWITS) members to provide them with detailed information concerning the mobilization and solicit their advice and assistance for the SECDEF. (**) (DASD(MM&PP)AP and DACOWITS) (N/A)

4. In conjunction with DASD(MM&PP) obtain relief from statutory and administrative active military grade and strength ceilings during mobilization and allocate spaces among DoD Components. (**) (DASD(RM&S)) (TBP)

5. Align appropriate military personnel promotion and grade ceiling policies and statutes with mobilization force structure requirements. (**) (DASD(MM&PP)O&EPM) (N/A)

6. Implement crisis management procedures for compensation and bonus programs. (**) (DASD(MM&PP)COMP) (N/A)

7. Implement crisis management procedures for morale, welfare, and recreation policies. (**) (DASD(MM&PP)PA&S) (N/A)

8. Implement crisis management procedures for reporting casualties, military funeral support, POWs, and MIAs. (**) (**) (N/A)

C. Implement appropriate decision options and emergency action processes to resume conscription and the draft process. (MOU between the Department of Defense and SSS, and EAP) (DASD(MM&PP)AP) (TBP)

1. In coordination with OJCS and the Military Departments, determine the manpower shortfalls and ensuing draft quotas. (**) (DASD(MPR)) (TBP)

2. With SECDEF approval, request SSS commence the lottery. (**) (**) (TBP)

D. Implement noncombatant emergency evacuation procedures and monitor execution phase to determine what additional decisions are needed. (DoD Directive 5124.2) (DASD(MP&R)) (DoD Directive 5100.51 and EAP)

E. Monitor Military Department training and education programs and provide additional decisions as needed. (DoD Directive 5124.2) (DASD(MM&PP)TP and ED) (N/A)

F. Coordinate among the DoD Components to establish additional actions necessary to achieve total mobilization and force expansion. (DoD Directive 5124.2) (DASD(MPR)) (N/A)

G. Manage the variation and exemption process for the Department of Defense under the provisions of Section 16, P.L. 91-596, "Occupational Safety and Health Act of 1970." (DoD Directive 5124.2) (DASD(FSE&S)) (N/A)

H. Coordinate and direct the implementation of appropriate FM&P crisis actions to support the current emergency and/or mobilization. (DoD Directive 5124.2) (DASD (MP&R)) (N/A)

I. Allocate civilian manpower resources. (DoD Directive 3005.6) (DASD(RM&S))(P&CR))(TBP)

J. Represent the Secretary of Defense with FEMA, OPM, DoL, and other Federal Agencies to coordinate the allocation of the national civilian workforce. (DoD Directive 1400.31) (DASD(CPP))

K. Request relief from peacetime statutory and administrative constraints on civilian workforce policies, as appropriate. (DoD Directive 5124.2) (DASD (CPP)) (TBP)

L. In conjunction with DASD(FSE&S), monitor and assist, when required, the evacuation of non-essential civilians from the theater(s) of operations. (DoD Directive 1404.10) (DASD(CPP)) (N/A)

M. When justified, request the Secretary of Defense to award to eligible DoD civilian employees serving overseas a danger pay allowance. (DoD Directive 1404.10) (DASD(CPP)) (TBP)

N. Continue to monitor the crisis, and assess the need to modify DEOMI curriculum and/or scheduling for all courses of instruction. Begin preparations, as necessary, to implement the DEOMI mobilization plan. (DoD Directive 5124.2) (DASD (MM&PP)MEO) (N/A)

IV. WARTIME RESPONSIBILITIES

A. Manage the allocation of military manpower resources. (DoD Directive 5124.2) (DASD(RM&S)) (TBP)

1. Implement DoD Mobilization Manpower Acquisition Process. (ASD(MI&L) Memorandum dated 21 May 1985) (DASD(MM&PP)AP) (N/A)

2. Use MOU between SSS and DoD to augment and reinforce the SSS. (MOU between the Department of Defense and SSS dated 1 October 1985) (***) (N/A)

3. In coordination with ASD(HA), implement DoD's mobilization accession standards. (DoD Directive 5124.2) (**) (TBP)

4. Implement officer accession and appointment policies. (**)
(DASD(MM&PP)O&EPM) (TBP)

5. Monitor the flow of individuals and/or accessions into each
Military Department. (**) (DASD(MM&PP)AP) (N/A)

B. Along with DASD(CPP), monitor noncombatant evacuation. (DoD Directive
5100.51) (DASD(MM&PP)PA&S/DASD(CPP)) (N/A)

C. In coordination with other DoD Components develop plans and proce-
dures for demobilization. (DoD Directive 5124.2) (DASD(MPR)) (TBP)

D. Manage the allocation of the civilian work force and monitor DoD
Components compliance with civilian personnel policies and guidance.
(DoD Directive 1400.31) (DASD(CPP)) (TBP)

E. Implement the DEOMI mobilization plan. (DoD Directive 5124.2)
(ODASD(MM&PP)MEO) (LEOMI Mob Plan - TBP)

V. MANNING REQUIREMENTS:

Current Manning:

Civilians: 98

(Recallable Reservists):¹

(Recallable military²
retirees):

Military: 48

(Active Duty): 48

(Part time): 1

(Preassigned retirees): 20

Mobilization Manning:

Civilians: 98

Military: 49

(Recalled military
retirees): 20

¹Key Federal employees are not considered recallable for the purposes of this
Plan.

²Every military retiree under age 60 who has not been screened from preassign-
ment will be included here.

ASSISTANT SECRETARY OF DEFENSE (HEALTH AFFAIRS) (ASD(HA))

I. AGENCY MOBILIZATION PLANNING COORDINATOR:

Medical Planning, 1C545, 697-8233.

II. PLANNING RESPONSIBILITIES:

A. Formulate and provide policy guidance to ensure adequate medical resources for either rapid or gradual expansion of the Armed Forces on mobilization and in time of war (DoD Directive 5136.1) (Medical Readiness) (DG).

B. Provide policy guidance on determining medical manpower requirements, including the division of requirements between the Active and Reserve components, and the utilization of all health service personnel. (**) (**) (TBP)

C. Provide policy guidance to ensure adequate medical training capability for crisis or mobilization requirements. (**) (**) (**)

D. Provide policy guidance on accession management for crisis or mobilization requirements. (**) (**) (**)

1. Formulate policy guidance on the accession of medical personnel from Reserve Officer's Training Corps, Health Professions Scholarship Program, Uniformed Services University of the Health Sciences, and the Selective Service during periods of increased medical manpower demand. (**) (**) (**)

2. Coordinate with FM&P regarding policy on the voluntary and/or involuntary accession of medical personnel in a crisis or mobilization environment. (**) (**) (**)

3. Develop plans for use of all available medical personnel (AC, RC, Retirees, Civilians) to meet highest priority demands across services. (**) (**) (**)

E. Monitor plans for the provision of adequate medical materiel on mobilization and in time of war. (**) (**) (PPBS)

1. Review Service estimates of wartime medical logistic needs and capabilities. (**) (**) (**)

2. Approve Service standardized Deployable Medical Systems for use in contingencies. (**) (**) (DoD Directive 6430.2)

F. Formulate and provide policy guidance to ensure that adequate hospital beds and force structure are available in both the theater and CONUS. (DoD Directive 5136.1) (Medical Readiness) (TBP)

1. Develop an integrated CONUS medical mobilization plan that addresses the mobilization expansion of DoD facilities, as well as the utilization of VA hospital beds (through the VA/DoD Contingency System) and civilian hospital beds (through the National Disaster Medical System). (**) (**) (**)

G. Provide policy guidance for the coordination and consolidation of resources under crisis or wartime conditions. (DoD Directive 5136.1) (Medical Resources Administration) (TBP)

H. Formulate guidance for the Health Affairs budget planning responsibilities. (DoD Directive 7110.1) (Medical Resources Administration) (TBD)

I. Develop and maintain an integrated system for the planning, programming, and budgeting for medical facility construction projects throughout the Department of Defense and for managing the allocation of the financial resources approved for such projects. (**) (DoD Directive 5136.1) (TBP)

J. Formulate and review policies and guidance establishing the validation of medical research and development requirements and coordinate Service efforts in meeting medical research needs. (**) (Professional Affairs and Quality Assurance) (TBP)

K. Formulate policies and guidance with regard to all aspects of preventive medicine and review and evaluate Service efforts in disease control and prevention. (**) (**) (**)

L. Provide an information system that integrates functional requirements within the Military Health Care System; and ensures standardization to the degree necessary to support that architecture. (DoD Directive 5136.1) (Medical Systems Support Center) (TBD)

1. Provide support to DASD(MR) with theater medical evacuation planning and procedures, through the Defense Medical Regulating Information System (DMRIS). (**) (**) (**)

2. Provide support to DASD(MR) by providing automation to link the National Disaster Medical System (NDMS) and Veterans Administration (VA). (**) (**) (**)

3. Provide an automated information system to support DASD(MR & MRA) in the accountability of non-active duty patients and billing information from DoD to non-DoD facilities. (**) (**) (**)

4. Provide resources of the Defense Enrollment Eligibility Reporting System (DEERS) data base and the DMSSC network to support DASD(MR, PA&QA, & MRA) policy regarding medical R&D and surveillance programs, to include fitness for duty information and the Reportable Disease Data Base (RDDB) during mobilization and in time of war. (**) (**) (**)

5. Provide automated information systems to support DASD(MR and MRA) with the management of logistics, to include blood products, and keep Services fully informed of objectives and plans. (**) (**) (**)

6. Provide the DEERS data base to support DASD(MR and MRA) and ASD(FM&P) in the rapid accession of Guard and Reserve forces, so that these active-duty members and their beneficiaries receive appropriate medical care according to entitlement. (**) (**) (**)

7. Provide support to DASD(MR and MRA) for maximum cross-Service utilization of medical assets. (**) (**) (**)

8. Provide planning support for the rapid identification of casualties, to include the duplicate panoramic x-ray identification system maintained through the DEERS data base. (**) (**) (**)

M. Analyze the crisis and wartime requirements of the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) and develop specifications for incorporation in contract documents. (DoD Directive 5136.1) (OCHAMPUS) (TBP)

1. Prepare adequate contractual clauses to cover the mobilization and/or crisis contingencies, to include the activation of the National Disaster Medical System. (FAR, COM-FI(M)) (OCHAMPUS) (TBP)

2. Amend the current contracts for inclusion of mobilization requirements. (FAR, COM-FI(M)) (OCHAMPUS) (TBP)

3. Develop contingency instructions for contractor operations to be used in the event of a mobilization action. (FAR, COM-FI(M)) (OCHAMPUS) (TBP)

4. Prepare instructions for relaxation of processing requirements, but ensure that the organization remains in compliance with the legal obligations to pay for only covered services. (REG, Policy Manual, COM-FI(M)) (OCHAMPUS) (TBP)

N. Develop program change implementation and follow-up plans. (DoD Directive 5136.1) (OCHAMPUS) (TBP)

1. Prepare necessary contract documents to make emergency procurement of additional contractor services, as necessary, to meet the requirements to process a major surge of medical claims from beneficiaries unable to receive care through the direct care system. (FAR) (OCHAMPUS) (TBP)

2. Develop staff plan to make OCHAMPUS personnel available at the contractor sites to ensure expeditious implementation of the necessary processing actions to ensure care for entitled beneficiaries. (DoD Directive 5136.1) (OCHAMPUS) (TBP)

O. Plan for the Uniformed Services University of the Health Sciences orderly expansion of education programs and resources required to accelerate the training of medical officer candidates in response to mobilization and/or emergency situations. (DG) (Medical Readiness) (TBP)

III. CRISIS RESPONSIBILITIES:

A. Coordinate with the CINCs and/or Services any necessary CONUS cross-Service utilization of medical manpower to meet varying peak requirements. (DG) (Medical Readness) (N/A)

B. Review and validate Service capability to regulate flow of students in medical training programs to meet surge requirements. (**) (**) (**)

1. Monitor capability to accelerate existing graduate medical education programs. (**) (**) (**)

2. Validate capability to expand and accelerate combat-related medical training programs. (**) (**) (**)

3. Identify inter-Service sharing of training resources and potential for use of civilian resources. (**) (**) (**)

C. Review and validate plans on accession management in time of crisis. (**) (**) (N/A)

1. Review and monitor medical recruiting programs during a crisis. (**) (**) (N/A)

2. Review and direct the Reserve Officer Training Corps, Health Professions Scholarship Program, and Uniformed Services University of the Health Sciences medical accessions programs during a period of crisis. (**) (**) (N/A)

D. Review, analyze, coordinate, and provide recommendations on medical logistics Crisis Management System issues. (DoD Directive 5136.1) (Medical Readiness) (N/A)

1. Provide staff support to the DoD Health Council. (DoD Directive 5138.8) (**) (**)

2. Serve on the Acquisition, and Installation, and Logistics Boards. (DoD Directive 5136.1) (**) (**)

E. Evaluate the need for expanding DoD hospital capabilities in CONUS, as well as evaluating the need for activation of any of the backup systems available to the Department of Defense. (**) (Medical Readiness) (**)

1. Examine the need for expanding the CONUS hospital bed capability by activating all or part of CONUS mobilization plans. (**) (**) (**)

2. Evaluate the need for activation of either the VA/DoD Contingency System or the National Disaster Medical System. (**) (**) (**)

F. Coordinate and consolidate requests for internal and external resources. (DoD Directive 5136.1) (Medical Resources Administration) (N/A)

G. Request additional HA personnel or release personnel as appropriate. (**) (Principal Deputy Assistant Secretary) (**)

H. Perform resource associated functions. (**) (Medical Resources Administration) (N/A)

1. Conduct and coordinate all HA budget and resource analysis, programming, and negotiations. (**) (**) (**)

2. Exercise oversight and develop policy for hospital management operations, benefit coverage and medical facility planning and engineering in the Military Health Services System. (**) (**) (**)

3. Manage HA responses to legislative requests. (**) (**) (**)

I. Perform the HA budget crisis responsibilities (DoD Directive 5136.1) (Medical Resources Administration) (TBP).

J. Review the capability of military medical facilities to support DoD-wide health care requirements. (DoD Directive 5136.1) (Medical Resources Administration) (N/A)

1. Coordinate with each Service to determine current bed availability and time frame to reach full expansion capacity at affected facilities. (**) (**) (**)

2. Survey each Service to determine any emergent MILCON funding necessary to achieve expansion. (**) (**) (**)

K. Develop emergency policies, plans, procedures, and guidance for rapid response to priority research requirements. (DoD Directive 5136.1) (Professional Affairs and Quality Assurance) (TBP)

L. Coordinate efforts of DoD Boards and Committees; e.g., Armed Forces Epidemiological Board, Armed Forces Medical Intelligence Center and Armed Forces Pest Management Board, in the rapid identification and prioritization of emergency requirements. (DoD Directive 5136.1) (Professional Affairs and Quality Assurance) (TBP)

M. Develop and coordinate emergency policies and guidance with regard to preventive medicine. (**) (Professional Affairs and Quality Assurance) (TBP)

N. Provide assistance in crisis by operation of medical information systems to integrate information requirements within the Military Health Care System, and to support an interface with other systems as follows: (DoD Directive 5136.1) (Medical Systems Support Center) (N/A)

1. Provide crisis support to DASD(MR) by providing automation to link the National Disaster Medical System (NDMS) and Veterans' Administration (A). (**) (**) (**)

2. Provide crisis support to DASD(MR and MRA), through an automated information system, to maintain accountability of non-active duty patients and billing information from non-DoD facilities. (**) (**) (**)

3. Provide crisis support to DASD(MR, PA&QA, and MRA) through resources of the Defense Enrollment Eligibility Reporting System (DEERS) data base and the DMSSC network to conduct Medical R&D and surveillance programs to include fitness for duty information and Reportable Disease Data Base (RDDB). (**) (**) (**)

4. Provide crisis support to DASD(MR and MRA) through automated logistics system, to include blood products. (**) (**) (**)

5. Provide crisis support to DASD(MR and MRA) and ASD(FM&P) through the DEERS data base, for rapid accession of Guard and Reserve Forces, so that these active-duty members and their beneficiaries receive appropriate medical care according to entitlement. (**) (**) (**)

6. Provide crisis support to DASD(MR and MRA) for maximum cross-service utilization of CONUS medical assets. (**) (**) (**)

7. Provide crisis support for the rapid identification of casualties, to include the duplicate panoramic x-ray identification system maintained through the DEERS data base. (**) (**) (**)

O. Support the National Disaster Medical System (NDMS) OCHAMPUS claims processing system. (DoD Directive 5136.1) (OCHAMPUS) (N/A)

P. Implement all OCHAMPUS tasks and responsibilities detailed in the planning section of the MMP. (MMP) (OCHAMPUS) (N/A)

1. Activate contract modifications necessary to meet the appropriate mobilization requirements. (FAR) (OCHAMPUS) (TBP)

2. Issue, if required, emergency sole source contracts for handling an increased work load nationwide, using claims processing organizations which do not have current CHAMPUS contracts. (FAR) (OCHAMPUS) (TBP)

3. Transfer OCHAMPUS office in Europe (OCHAMPUSEUR) to the United States if mobilization, or other precipitating circumstance, involves combat in Europe. (DoD Directive 5136.1) (OCHAMPUS) (TBP)

4. Secure additional personnel and qualified replacements for losses of personnel employed at OCHAMPUS due to military transfers and activation of Reserve and National Guard units or the implementation of Selective Service. (DoD Directive 5136.1) (OCHAMPUS) (TBP)

5. Provide staff assistance to the Uniformed Services in their endeavor to educate the new beneficiaries. (DoD Directive 5136.1) (OCHAMPUS) (TBP)

Q. Activate the fiscal intermediary requirements and/or responsibilities for a partial mobilization at a crisis level. (OCHAMPUS) (DoD Directive 5136.1) (OCHAMPUS)(N/A)

R Develop and implement instructions for the relaxation of fiscal intermediary claims processing and payment requirements, as may be directed. (DoD Directive 5136.1) (OCHAMPUS) (TBP)

S. Evaluate the need for the provision of expanded Uniformed Services University of the Health Sciences educational programs, and determine the requirement for additional resources needed to accelerate the training of medical officer candidates. (DG) (Medical Readiness) (N/A)

IV. WARTIME RESPONSIBILITIES:

A. Coordinate with the CINCs and/or Services. Direct any necessary CONUS cross-Service utilization of medical manpower to meet varying peak requirements. (**) (Medical Readiness) (N/A)

B. Recommend Services regulate training programs to ensure maximum outputs of trained medical personnel. (**) (**) (**)

1. Discontinue training programs not directly related to medical mobilization. (**) (**) (**)

2. Accelerate graduate medical education programs. (**) (**) (**)

3. Expand and accelerate combat-related medical training programs. (**) (**) (**)

4. Implement inter-Service sharing of training resources and use of identified civilian medical education resources. (**) (**) (**)

5. Secure American Medical Association (AMA) and Association of American Medical Colleges (AAMC) concurrence in policy regarding possible actions during crises that may affect physician training programs.

C. Monitor the Services' efforts to access medical personnel during wartime. (**) (**) (**)

1. Recommend medical recruiting efforts to maximize wartime medical manpower. (**) (**) (**)

2. Complete the accessions of wartime medical personnel from the ROTC, HPSP, and USUHS programs. (**) (**) (**)

D. Monitor medical logistic resource availability and acquisition situations. (DoD Directive 5136.1) (**) (JCS-JMAB/DLA PAM)

1. Provide clinical expertise for critical medical materiel. (DoD Directive 6430.2) (DoDMSB) (DoD Directive 6430.2)

2. Monitor acquisition of medical materiel by the Defense Logistics Agency and/or Defense Personnel Support Center. (**) (**) (N/A)

E. Recommend testing theater and/or CONUS mobilization plans for expanding DoD facilities in CONUS, host nation medical support, the VA and/or DoD Contingency System, and the National Disaster Medical System. (DoD Directive 5130.1) (Medical Readiness) (TBP)

F. Request additional HA staff personnel, as appropriate. (**)
(Principal Deputy Assistant Secretary) (TBP)

G. Perform resource functions. (**) (Medical Resources Administration)
(TBP)

1. Conduct and coordinate all HA budget and resource analysis, programming, and negotiations. (**) (**) (**)

2. Exercise oversight and develop policy for hospital management operations, benefit coverage, and medical facility planning and engineering in the Military Health Services System. (**) (**) (**)

3. Manage HA responses to legislative requests. (**) (**) (**)

H. Fulfill budget wartime responsibilities. (DoD Directive 7110.1)
(Medical Resource Administration) (N/A)

I. Perform those responsibilities involving health facilities. (**) (**)
(TBP)

1. Serve as the program manager for military medical facility construction resources. (**) (**) (**)

2. Survey each Service to determine current bed availability and time frame to reach full expansion capacity. (**) (**) (**)

3. Review all MILCON projects to determine if any should be canceled to divert resources to the mobilization effort. (**) (**) (**)

4. Coordinate action to bring all required facilities to full expansion capability. (**) (**) (**)

5. Provide necessary PPBS Programming and Planning support for expansion of the Direct Care System to meet wartime requirements. (**) (**)
(**)

J. Develop emergency policies, plans, procedures, and guidance for rapid response to priority research requirements. (**) (Professional Affairs and Quality Assurance) (TBP)

K. Coordinate efforts of DoD Boards and Committees; e.g., Armed Forces Epidemiological Board, Armed Forces Medical Intelligence Center and Armed Forces Pest Management Board, in the rapid identification and prioritization of emergency war related requirements. (**) (**) (**)

L. Develop emergency policies and guidance with regard to preventive medicine. (**) (Professional Affairs and Quality Assurance) (**)

M. Provide wartime assistance by operation of medical information systems to integrate information requirements within the Military Health Care System, and to support an interface with other systems as follows: (**) (Medical Systems Support Center) (N/A)

1. Provide wartime support to DASD(MR) by providing automation to link the National Disaster Medical System (NDMS) and Veterans' Administration (VA). (**) (**) (**)

2. Provide wartime support to DASD(MR and MRA) through an automated information system to maintain accountability of non-active duty patients and billing information from non-DoD facilities. (**) (**) (**)

3. Provide wartime support to DASD (MR, PA&QA, and MRA) through resources of the Defense Enrollment Eligibility Reporting System (DEERS) data base and the DMSSC network to conduct medical R&D and surveillance programs to include fitness for duty information and Reportable Disease Data Base (RDDDB). (**) (**) (**)

4. Provide wartime support to DASD(MR and MRA) through automated logistics system, to include blood products. (**) (**) (**)

5. Provide wartime support to DASD(MR and MRA) and ASD(FM&P) through the DEERS data base, for rapid accession of Guard and Reserve Forces, so that these active-duty members and their beneficiaries receive appropriate medical care, according to entitlement. (**) (**) (**)

6. Provide wartime support to DASD(MR and MRA) for maximum CONUS cross-Service utilization of medical assets. (**) (**) (**)

7. Provide wartime support for the rapid identification of casualties, to include the duplicate panoramic x-ray identification system maintained through the DEERS data base. (**) (**) (**)

N. Support the National Disaster Medical System (NDMS) OCHAMPUS claims processing system. (DoD Directive 5136.1) (OCHAMPUS) (N/A)

O. Ensure OCHAMPUS is adequately staffed to support the fiscal intermediaries, the Uniformed Services and the beneficiaries. (DoD Directive 5136.1) (OCHAMPUS) (N/A)

P. Activate the contract modifications that require the fiscal intermediaries to implement all tasks and procedures established for wartime mobilization. (FAR) (OCHAMPUS) (TBP)

1. Issue, if required, emergency sole source contracts for handling an increased work load nationwide, using claims processing organizations that do not have current CHAMPUS contracts. (FAR) (OCHAMPUS) (N/A)

2. Transfer OCHAMPUS office in Europe (OCHAMPUSEUR) to the United States if mobilization involves combat in Europe or if dependents are evacuated from Europe as a result of the need for troop movements. (DoD Directive 5136.1) (OCHAMPUS) (N/A)

3. Provide staff assistance to the Uniformed Services to educate new beneficiaries. (DoD Directive 5136.1)

Q. Activate the fiscal intermediary requirements and/or responsibilities for a partial, full or total mobilization at a wartime level. (DoD Directive 5136.1) (OCHAMPUS)

R. Provide for the orderly expansion of educational programs and resources required to accelerate the training of medical officer candidates. (DG) (Medical Readiness) (N/A)

V. MANNING REQUIREMENTS:

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA:

ASSISTANT SECRETARY OF DEFENSE (PUBLIC AFFAIRS) (ASD(PA))

I. MOBILIZATION PLANNING:

A. The Directorate for Plans (OASD-PA-DPL), 2D774, 697-1254/6163, is the primary action Agency for mobilization planning.

II. PLANNING RESPONSIBILITIES:

A. Develop and maintain the OASD-PA Mobilization Plan and associated documents.

1. Determine OASD-PA staff requirements, organizational realignments, and operational schedule necessary to function during mobilization and prepare the necessary implementation documents for use in the event of mobilization.

2. Provide representation to the Department of Defense and other Agencies' planning, policy, and coordination committees; etc., as necessary.

3. Prepare the DoD Public Affairs Master Scenario Events Lists (MSELs) for JCS and/or DoD Mobilization exercises and provide a representative to serve as the DoD PA Controller for those exercises.

4. Develop the OASD-PA support plan for the DoD Continuity of Operations Plan (COOP).

5. Develop the OASD-PA support plans for manning and maintaining 24-hour operation in the DoD Crisis Coordinator Group (CCG) and the JCS PA Cell.

6. Conduct periodic evaluations of the OASD-PA's plans to execute its responsibilities as defined in the Master Mobilization Plan and refine and update those responsibilities and plans, as necessary.

B. Develop the public affairs guidance and/or plans (PA G/P) for the mobilization issues and actions that will generate media interest or require public announcement, acknowledgement or response by the Department of Defense.

1. Identify the actions and/or issues.

2. Identify both the DoD's and other Agencies' points-of-contacts (POCs) for those actions and/or issues.

3. Task, as appropriate, the Department of Defense, JCS, Services; etc., POCs for input into public affairs planning.

4. Determine the most appropriate method of handling the public affairs aspects of each action and/or issue.

5. Develop the PA G/P as required.

6. Periodically review the PA G/P, preferably in conjunction with DoD mobilization exercises, and update as required.

III. CRISIS RESPONSIBILITIES:

A. Review current OASD-PA Mobilization Plans and JCS OPLANS and implement or prepare to implement, as appropriate.

1. Man the CCG, JCS PA Cell; etc., as required.
2. Review, update, and execute, as required, OASD-PA personnel augmentation plan and internal reorganization.
3. Prepare for 24-hour news desk operations and evaluate the need for daily or special news conferences.
4. Provide representatives, as required, to DoD (and other) special crisis coordination and/or policy committee meetings, etc.
5. Review, update, and execute, as required, mobilization public affairs guidance and/or plans.
6. Maintain continuous liaison with all OUSDs and OASDs through CCG interaction, daily SecDef staff meetings and DPL and DDI Desk Officer contacts.
7. Maintain continuous liaison with the NSC and/or DoS offices of public affairs.
8. Provide PA guidance and assistance as necessary to all unified and specified commands, Uniformed Services, and DoD Agencies.

IV. WAR TIME RESPONSIBILITIES: Continue actions listed in Section III, above.

V. MANNING REQUIREMENTS:

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA:

ASSISTANT SECRETARY OF DEFENSE (RESERVE AFFAIRS) (ASD(RA))

I. AGENCY MOBILIZATION PLANNING COORDINATOR:

Mobilization Policy and Plans, OASD(RA), (MP&P), 2D523, 697-0739.

II. PLANNING RESPONSIBILITIES:

A. Provide overall guidance within the Department of Defense on matters pertaining to mobilization of Reserve components. (DoD Directive 5125.1) (All RA Staff) (DoD MMP, DoD Directives 1235.9, 1235.10, 1352.1, and 1225.6)

B. Analyze and develop policies, provide advice, and issue guidance on matters pertaining to the management and mobilization of Reserve component manpower. (**) (DASD(G/R M&P)) (**)

1. Provide policy, programs and guidance for the mobilization of the Ready Reserve. (**) (**) (DoD Directive 1235.10)

2. Provide policy programs and guidance for the management and mobilization of the Standby Reserve. (**) (**) (DoD Directive 1235.9)

3. Establish policy, in conjunction with ASD(FM&P), for the management and mobilization of military retirees. (**) (**) (DoD Directive 1352.1)

C. Develop systems and standards for the administration and management of approved DoD plans and programs that support mobilization. (DoD Directive 5125.1) (All RA Staff) (DoD MMP)

1. Establish policy and provide guidance for the maintenance and reporting of personnel data pertaining to members of the National Guard and Reserve components and for the Reserve Components Common Personnel Data System (RCCPDS) to meet the needs for manpower planning and accounting. (**) (DASD (G/R M&P)) (DoD Directive 1205.17)

2. Collect, summarize, and publish periodically the "Official Guard and Reserve Manpower Strengths and Statistics" report with data on all pre-trained manpower available for mobilization. (**) (**) (DoD Instruction 7730.54)

3. Establish required plans in support of Continuity of Operations Plan (COOP). (**) (All RR Staff) (G/R R&T) (DoD Directive 3020.26)

4. Develop Level II Plans as directed by DoD Agencies to accomplish mobilization requirements. (**) (All RA Staff) (TBP)

5. Develop, as needed, and in coordination with appropriate Agencies, the Emergency Action Packages (EAPs) required to effect anticipated mobilization decisions and actions. (**) (**) (**)

D. Promulgate plans, programs, actions, and tasking, pertaining to the Reserve components and consistent with national security objectives and DoD policies, to promote the effective integration of Reserve component capabilities into a cohesive Total Force of both active and Reserve component units and personnel. (DoD Directive 1225.1) (All RA Staff) (DoD Directive 1200.7 and DoD Instruction 1100.19)

1. Manage and control the overall Ready Reserve screening program. (10 U.S.C. 271) (DASD (G/R M&P)) (DoD Directive 1200.7)

2. In cooperation with the Director, Defense Manpower Data Center, assist DoD Components in identifying civilian employees who are members of Reserve components or are Reserve retirees. (DoD Directive 1225.1) (**)
(DoD Directive 1100.19)

3. In coordination with OASD(FM&P), provide policy guidance for computation of Reserve component wartime manpower supply and demands. (**)
(**)

E. Review and evaluate programs of DoD Components that impact on the mobilization of Reserve components; monitor equipment distribution, training, and use of facilities and undertake management oversight activities, as may be required to ensure that policies, plans, programs, and actions pertaining to the Reserve components adhere to approved DoD policies and standards. (DoD Directive 5125.1) (DASD(G/R R&T), (G/R M&F)) (DoD Directive 1225.6 and DoD Instruction 1225.7)

1. Establish policy so that the Reserve components have adequate facilities to train in assigned wartime missions; and operate and maintain equipment. (10 U.S.C. 2231.(1)) (DASD (G/R M&F)) (DoD Instruction 1225.7)

2. Establish policy and provide guidance so that Reserve facilities will be available and utilized to the greatest practicable extent for efficiency and economy by all components of the armed forces and by the United States in time of war or national emergency. (10 U.S.C. 2231.(3)) (DASD (G/R M&F))
(DoD Instruction 1225.7)

3. Ensure that the Services plan to properly equip their Reserve component for their wartime mission prior to mobilization. (DoD Directive 5125.1) (**)
(DoD Directive 1225.6)

4. Monitor equipment procurement and distribution to ensure that the Reserve components are fully and compatibly equipped to perform and sustain their assigned missions and that the DoD policy of "first to fight, first to be equipped" is carried out. (**)
(DASD (G/R M&F)) (**)

5. Monitor and review all proposals for withdrawal, diversion or reduction of equipment from Reserve components. (**)
(**)

6. Provide to Congress a yearly report on the status of Reserve component equipment that includes information on shortfalls and planned actions to fill shortfalls. (**)
(**)
(10 U.S.C. 138)

7. Monitor the readiness and sustainability of Reserve units designated for augmentation of active forces upon mobilization. (**)
(DASD (G/R R&T), (DoD Directive 1235.10)

8. Ensure that the Services train early deploying units in the full spectrum of their wartime taskings. (**)
(**)

9. Monitor Reserve component programs and ensure that Ready Reserve training and evaluation procedures are consistent with standards established for the active force. (**) (**) (**)

F. Participate in planning, programming, and budgeting activities related to Reserve component mobilization. Monitor the progress of the budget process and insure that issues decided during the programming phase are properly reflected in the appropriation decisions inherent to budget preparation. (**) (DASD(G/RPB)) (TBP)

G. Serve on boards, committees, and other groups to ensure that Reserve component mobilization issues and impacts are represented. (**) (All RA Staff) (N/A) Specific RA membership includes:

1. Defense Resource Board. (ASD(RA))
2. Mobilization Steering Group. (ASD(RA)) (DoD Directive 5111.2)
3. Capabilities Evaluation Steering Group. (DASD (G/R R&T), DEPSEC DEF Memorandum of 4 October 1985)
4. Civilian and/or Military Manpower Committee. (DASD (G/R M&P))
5. Medical Readiness Policy Advisory Committee. (MP&P) (DoD Directive 5136.8)
6. Reserve Components Medical Council. (DASD (G/R M&P))

III. CRISIS RESPONSIBILITIES:

A. Support the decision process to partially or fully mobilize the Reserve components and Reserve retirees. (DoD Directive 5125.1) (All RA Staff) (DoD MMP)

1. Prepare supporting SECDEF and OSD memoranda to mobilize the Reserves. (**) (**) (**)
2. Obtain, as required, the authorities necessary for timely mobilization of all Reserve requirements. (**) (**) (**)

B. Review and evaluate programs and actions of each Service that impact on the Reserve components' ability to mobilize for their wartime mission. (**) (**) (**)

1. Ensure that Services are in compliance with DoD policies and guidance regarding mobilization of Reserve components. (**) (**) (**)
2. Ensure that personnel data and strengths pertaining to members of the National Guard and Reserve components and the Reserve Components Common Personnel Data System (RCCPDS) are accessible to Total Force managers upon mobilization. (**) (DASD (G/R M&P)) (DoD Directive 1205.17)
3. Monitor all Service reports on the equipment availability status of Guard and Reserve components. (**) (DASD (G/R M&P)) (DoD Directive 1225.6)

4. Monitor all Service efforts and provide guidance assistance to fill Guard and/or Reserve equipment shortfalls that exist at the onset of crisis. (**) (**) (**)

5. Monitor the redistribution of equipment between non-mobilized Reserve component units so that units scheduled to deploy first are adequately equipped. (**) (**) (**)

6. Monitor the impact of a call-up of the Reserve components on the training base, the utilization of State defense forces, and support to civil authorities during a national emergency. (**) (DASD (G/R R&T)) (N/A)

7. Monitor Guard and Reserve training and provide guidance and/or assistance, as necessary, to ensure that all training requirements are met. (**) (**) (**)

C. Support the Crisis Management System (CMS). (DUSD(P) Memorandum of 20 July 1985) (All RA Staff) (N/A)

1. Provide personnel to support the Crisis Coordinator Group (CCG). (**) (**) (**)

2. Provide assistance and guidance as required to support mobilization of Reserve components. (**) (**) (**)

3. Provide membership and support of CMS Councils, Boards, Committees, and Program Review Group. (**) (**) (**)

4. Monitor mobilization actions to ensure that all funding requirements are met. (**) (DASD(G/RPB)) (**)

5. Plan for and support all requirements in anticipation of executing the Continuity of Operations Plan. (**) (DASD (G/R R&T)) (DoD Directive C-3020.26)

IV. WARTIME RESPONSIBILITIES:

A. Same as Part III, above.

B. Establish policies and procedures for the reconstitution of Reserve component forces upon demobilization and the decrease and/or turnaround of all other related mobilization actions. (DoD Directive 5125.1) (DASD (G/R R&T)) (N/A)

1. In the event of the cessation of rising tensions or hostilities, determine actions to be taken to maintain vigilance, while returning the nation to a peacetime operation. (**) (All RA Staff) (**)

2. Develop standby legislation to facilitate reconstitution actions for Reserve components, including the extension of the 6-month period if necessary. (**) (**) (**)

V. Manning Requirements:

Current:

Civilians	31
Military	55
(Active Duty)	45
(Part Time, IMA's)	10

Mobilization Manning:

Civilian	31
Military	55

THE OFFICE OF THE GENERAL COUNCIL (OGC)

I. AGENCY MOBILIZATION COORDINATOR: Office of Legal Counsel, Office of the General Counsel, 3E977, 695-6804.

II. PLANNING RESPONSIBILITIES:

A. Provide advice to the OSD on statutes, Regulations, Instructions, and Executive Orders controlling mobilization activities or affected by mobilization activities. (DoD Directive 5100.77) (GC) (DoD Directive 5100.77)

1. Coordinate the development of an emergency authorities list with the Federal Legal Information Through Electronics System (FLITES), located in the Department of the Air Force. (DoD Directive 5160.64) (GC) (N/A)

2. Review and coordinate DoD legislative activities with the Office of the Assistant Secretary of Defense (Legislative Affairs) (OASD(LA)). (DoD Directive 5500.1) (GC)

3. Review and update the authorities contained within the DoD Emergency Authority Retrieval and Analysis System (DEARAS). (DoD Directive 5160.64) (GC) (N/A)

B. Review mobilization plans developed within the Department of Defense to ensure they comply with existing laws. (DoD Directive 5100.77) (GC) (N/A)

1. Prepare draft legislation to be offered during a crisis. (DoD Directive 5500.1) (GC) (TBP)

2. Prepare and submit amendments to current law which will eliminate unintended obstacles to mobilization. (**) (**) (**)

3. Maintain up-to-date, prepackaged, mobilization legislation. (DoD Directive 5500.1) (**) (**)

III. CRISIS RESPONSIBILITIES:

A. Review plans for civilian-military crisis actions to clarify joint and individual responsibilities. (DoD Directive 5100.77) (GC) (N/A)

B. Review legislation proposed by the Department of Defense or which would affect DoD operations. (DoD Directive 5500.1) (GC) (**)

C. Consult with Service GCs and the legal advisor to JCS on proposed DoD actions where coordination is required. (DoD Directive 5100.77) (GC) (**)

D. Prepare legal memoranda and documents. (**) (**) (**)

IV. WARTIME RESPONSIBILITIES:

A. Advise the Secretary of Defense on the legality of proposed courses of action including recommendations to be sent to the White House. (DoD Directive 5500.1) (GC) (N/A)

1. Prepare draft Executive Order declaring a national emergency, or prepare a memorandum requesting that Congress pass a declaration of war. (**) (**) (E.O. TBP)

2. Provide Secretary of Defense advice on international agreements, and controls over military actions. (**) (**) (N/A)

B. Monitor major legal actions by the Services, Defense Agencies, and the JCS legal office, and recommend changes to proposed legal activities that are inconsistent with departmental activities. (**) (**) (**)

1. Identify issues on which other legal offices have the lead and require them to submit documents for review and concurrence where necessary. (**) (**) (**)

V. MANNING REQUIREMENTS:

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA:

INSPECTOR GENERAL (IG)

I. MOBILIZATION PLANNING COORDINATOR

Office of the Deputy Inspector General for Program
Planning, Review and Management
400 Army Navy Drive, Rm 1016, Arlington, VA 22202
Telephone: (202) 695-9568; AV 225-9568

II. PLANNING RESPONSIBILITIES

A. Authority and Mission. The Inspector General, Department of Defense (IG, DoD), operates under the authority of DoD Directive 5106.1, March 14, 1983. This Directive implements the provisions of P.L. 95-452, "Inspector General, Department of Defense, Act of 1978," as amended, and directs that the IG, DoD shall:

1. Conduct, supervise, monitor, and initiate audits and investigations relating to programs and operations of the Department of Defense, including the Military Departments, as the IG considers appropriate.

2. Provide leadership and coordination and recommend policies for activities designed to promote economy, efficiency, and effectiveness in the administration of, and to prevent and detect fraud and abuse in, such programs and operations.

3. Provide a means for keeping the Secretary of Defense and the Congress fully and currently informed about problems and deficiencies relating to the administration of such programs and operations and the necessity for and progress of corrective action.

B. Master Mobilization Plan (MMP) Compliance. As a feature of ongoing inspections of Office of the Secretary of Defense (OSD) staffs and Agencies, IG, DoD, will review compliance with component responsibilities outlined in the DoD MMP.

C. IG Mobilization Planning Interface

1. Review OSD staff and Defense Agency planned emergency actions to:

a. Isolate initiatives having significant potential for fraud, waste, and abuse.

b. Upon implementation, recommend safeguards against fraud, waste, and abuse consistent with the extent of vulnerability and constraints imposed by emergency conditions.

2. Predesignate elements of OIG inspections, auditing, and investigative staffs to monitor mobilization programs and processes having high potential for inefficiency, significant consumption of resources, and fraud.

D. Review of Mobilization and/or Logistics Exercises

1. Identify planning and resources issues.
2. Monitor implementation of post exercise corrective measures activity.

E. Emergency Communications and Control

1. Establish a continuous means of alternate communications with all IG field activities.
2. Develop field and/or central office emergency programs surveillance teams based on predetermined program and/or process monitoring targets and geographic locations.

III. MOBILIZATION CRISIS ACTIONS

A. Establish Central Mobilization Action Review Groups. Activate centralized planning and coordinating groups to liaison directly with OSD components, Agencies, and the Services. Actions will include the targeting of mobilization programs and/or processes for monitoring and assistance by IG personnel and will serve to regulate the allocation of available Services' inspections, auditing, and investigative assets to activities of mutual relevance. These groups will coordinate the management of:

1. Liaison with OSD Crisis Coordination Group.
2. Unified and Specified Commands liaison.
3. Inspections planning and control.
4. Temporary redeployment of audit staffs.
5. Interagency coordination of criminal investigations.

B. Mobilization Surveillance Teams. Teams comprised of IG inspectors, auditors, and where appropriate, investigators, will target significant DoD programs and facilities (foreign and domestic) for general reviews calculated to enhance program efficiencies and minimize inadvertent loss of resources. Special inquiries and systemic problems will be referred to predesignated IG teams for further on-site review.

C. Deployment of On-site Mobilization Review Teams. IG personnel, working in conjunction with OSD staffs and agencies, will assign teams to selected programs and/or processes to augment Agency personnel in accomplishing objectives. Review teams will be assigned to:

1. Major base development programs.
2. Manpower acquisition and/or distribution.
3. Critical supply issue and replenishment programs.
4. Industrial base expansion incentives programs.
5. Expanded contract administration surge.
6. Reviews and briefings for new contractors.
7. Fiscal management and audit support for host nation agreements.

IV. WARTIME RESPONSIBILITIES

The IG, DoD, will resume traditional employment with emphasis on programs and processes that directly influence enhancement of warfighting capability. Special review teams will be structured and deployed to programs identified by the cognizant Mobilization Action Review Groups.

V. MANNING REQUIREMENTS:

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA:

DIRECTOR, OPERATIONAL TEST AND EVALUATION (OT&E)

I. MOBILIZATION PLANNING COORDINATOR: DOT&E(PR&EA), 1D731, 697-3898.

II. PLANNING RESPONSIBILITIES

A. Assist the ASD(P&L) in the development of streamlined and/or accelerated acquisition management policies. (DoD Directive 5141.2)(DOT&E (PR&EA))(TBP)

1. Ensure operational and developmental test and evaluation considerations are factored into streamlined acquisition policies. (**) (**) (**)

2. Establish an executive committee of Service test and evaluation (T&E) managers to determine and/or develop accelerated T&E procedures, giving special attention to methodologies for early estimation of system operational effectiveness and suitability. (**) (**) (**)

B. Develop policies and procedures to make maximum utilization of DoD and private-industry test capabilities. (DoD Directive 5141.2) (DOT&E(PR&EA))(TBP)

1. Establish an executive committee of Government and industry T&E facility managers to determine the most efficient utilization of available U.S. facilities. (**) (**) (**)

C. Formulate a plan for the maximum use of retired military and available civilian manpower to replace active duty military personnel in all test agencies. (DoD Directive 5141.2) (DOT&E(PR&EA)) (TBP)

III. CRISIS RESPONSIBILITIES

A. Participate in the development and assignment of priorities to accelerate the acquisition of critical weapons systems. (DoD Directive 5141.2) (DOT&E) (OSD Crisis Management System)

1. Participate in the OSD Crisis Management Council, Program Review Group, and Acquisition Management Committee, as required. (OSD Crisis Management System) (**) (Level II Plan)

B. Review accelerated test and evaluation procedures to ensure currency and applicability. (DoD Directive 5141.2) (DOT&E(PR&EA)) (N/A)

C. Notify Government and/or industry facility management executive committee of potential for activation. (DoD Directive 5141.2) (DOT&E (PR&EA)) (TBP)

1. Review implementation procedures to ensure a smooth transition period. (**) (**) (**)

D. Notify military and civilian personnel identified in test agency activation plan. (DoD Directive 5141.2) (DOT&E(O)) (TBP)

IV. WARTIME RESPONSIBILITIES

A. Implement accelerated T&E procedures for weapons systems acquisition programs identified for acceleration. (DoD Directive 5141.2) (DOT&E(P&P)) (TBP)

B. Activate the Government and/or industry facilities management committee. (DoD Directive 5141.2) (DOT&E(PR&EA)) (TBP)

C. Recall identified military and civilian personnel to fill vacated test agency positions. (DoD Directive 5141.2) (DOT&E(O)) (TBP)

V. MANNING REQUIREMENTS:

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA:

DIRECTOR, PROGRAM ANALYSIS AND EVALUATION (PA&E)

I. AGENCY MOBILIZATION PLANNING COORDINATOR:

Theater Assessments and Planning (ODPA&E(TA&P)), 2C-270, 697-0584.

II. PLANNING RESPONSIBILITIES:

A. Ensure that DoD plans, programs, and budgets are compatible with DoD's mobilization capability objectives through biannual PPBS review. (DoD Directive 5141.1) (ODPA&E(TA&P)) (DoD Directive 7045.14)

1. Analyze and evaluate current mobilization-related plans and programs to ensure feasibility and consistency with defense objectives. (**) (**) (**)

2. Assess the DoD Component program submissions. Advise the Defense Resources Board (DRB) of the adequacy of proposed programs to meet mobilization capability goals and objectives. (**) (**) (**)

3. Review DoD Component programs to ensure that funding is adequate to attain deployment objectives. Raise issue to the DRB, if appropriate. (**) (**)

4. During the DRB budget review, raise issues to the Secretary and ASD(C) if PBD actions delete funds necessary to achieve deployment objectives. (**) (**) (**)

B. Establish (jointly with OASD(A&L) and OASD(FM&P)) criteria for determining the Department of Defense mobilization material and/or manpower demands. (DoD Directive 5141.1) (ODPA&E(TA&P)) (DoD Directive 7045.14)

1. Develop illustrative planning scenario(s) for use in determining force structure and mobilization material and/or manpower demands. (**) (**) (**)

2. Develop criteria, goals, and objectives for the planning and programming of force structure and deployments. (**) (**) (**)

3. Establish criteria for translating projected mobilization material demands into mobilization production requirements for weapons systems that are not authorized for war reserve stockage. (**) (**) (**)

C. Establish (jointly with ATSD(AE)) policies and procedures governing the planning for nuclear munitions stockpiles. (DoD Directive 5141.1) (ODPA&E Strategic Programs (SP)) (DoD Directive 5148.2)

1. Establish criteria and responsibilities for computing nuclear munitions inventory requirements. (**) (**) (**)

D. Provide analytical support to other OSD elements, as necessary, for mobilization planning. (TA&P, DoD Directive 5141.1.)

III. CRISIS RESPONSIBILITIES:

A. As Executive Secretary to the Defense Resources Board (Programming Phase), the Director, PA&E, will manage, for the DRB, required reviews of the existing Defense Program to ensure its adequacy to meet evolving mobilization and/or wartime requirements. The DoD Program Review Group (PRG), which is chaired by the DRB Executive Secretary (Programming Phase), assists the DRB Executive Secretary in reviewing proposed program issues and selecting issues that should be brought to the DRB's attention. (DoD Directive 7045.14) (Director, PA&E) (Executive Secretary to the DRB memo of June 9, 1981)

B. When the OSD Crisis Management System (CMS) is activated, the Director, PA&E will ensure the PRG is prepared to support the CMS Crisis Management Council's review of PPB issues. (DoD Directive 7045.14) (DPA&E) (SECDEF Memorandum of January 19, 1984)

C. When the OSD Crisis Management System (CMS) is activated, ODP&E will form a Crisis Analysis Group to provide analytical support to the component parts of the CMS. (DoD Directive 5141.1) (ODPA&E, TA&P) (DoD Directive 3020.36)

D. Provide analytical support to other OSD elements, as necessary. (DoD Directive 5141.1) (ODPA&E) (DoD Directive 7045.1)

1. Conduct evaluations of U.S. and/or foreign country military capabilities vis-a-vis U.S. national security objectives for the situation at hand. (**) (**) (**)

2. Review Joint Staff recommendations concerning material shortages deemed critical by the Service and/or relevant CINCs; recommend asset allocation and/or production priorities, as appropriate. (**) (**) (**)

E. Monitor implementation of planning responsibilities listed in Part II, above. (**) (**) (**)

IV. WARTIME RESPONSIBILITIES: Continued crisis functions in Part III, above.

V. MOBILIZATION STRUCTURE AND/OR CONSIDERATIONS:

A. No requirements for changes in the level of PA&E manning are foreseen during crisis or war; however, replacement of limited losses to the Military Services should be anticipated.

B. <u>Manning:</u>	<u>Current</u>	<u>Mobilization</u>
<u>Civilians:</u>	92	92
<u>Including:</u>		
- Recallable reservists	9	7
- Recallable Mil. Ret.	7	2
 <u>Military:</u>	24	24
<u>Including:</u>		
- Active Duty	24	24
- Part time	0	0
- Preassigned Ret.	0	0
- Recalled Mil. Ret.	0	0
 Totals	<hr/> 116	<hr/> 116

1. Review and make recommendations to the Secretary of Defense concerning a complementary industrial base investment policy for stockage and industrial capability contained in each year's Defense Guidance. (**) (**)
(JSCP, JIMPP, and JPAM)

2. Provide guidance to the Services for preparing DoD input to the "Joint Industrial Mobilization Planning Process (JIMPP)." (NSDD 188) (J-4)
(JCS Pub 21, JSCP, and JSPD)

NOTE: Implementing Directive TBP

3. Review and, in coordination with OASD(P), approve the U.S. Forces Command biennially prepared Key Assets Protection Program (KAPP) listing of critical transportation, communication, power, and industrial facilities, and links absolutely vital to supporting warfighting capabilities. (DoD Directive 5160.54) (J-4) (Key Assets List)

4. Develop, publish, and distribute annually a composite CINCs' Critical Item List (CIL) for use by DoD Components in acquisition management supporting CINC wartime requirements. (DoD Directive 5160.54) (J-4) (CINC SITREPS)

5. Monitor the requirements, stockage, and funding for the CINCs' critical items through the Critical Items Tracking and Evaluation System (CITES).

6. Monitor CINC warfighting requirements and Services acquisition, stockages, and funding for the CINCs' Critical Items through the Critical Items Tracking and Evaluation System (CITES). (DoD Directive 5160.54) (J-4)

E. Assess and make recommendations regarding military and industrial mobilization capabilities and programs via the Joint Program Assessment Memorandum (JPAM) and the Joint Strategic Planning Document (JSPD). (DoD Directive 5100.1) (J-4) (JCS Pub 21)

F. Plan and conduct joint mobilization exercises to review and evaluate Service mobilization programs and plans. (Defense Guidance) (J-7) (JCS Pub 4 and DoD Directive 1235.10)

1. Develop mobilization exercise scenarios. (**) (**) (**)

2. Publish coordinated Service, department, and Agency mobilization exercise objectives. (**) (**) (**)

3. Publish exercise plans and controlling instructions which reflect a coordinated Master Scenario Events List (MSEL) for mobilization items. (**) (**) (**)

III. CRISIS RESPONSIBILITIES

A. Perform OJCS mobilization staff OPR functions through a mobilization manager in the Logistic Readiness Center (LRC) of the National Military Command Center (NMCC), coordinating closely with the Services and DLA command centers. (DoD Directive 5100.1) (J-4) (JOPES, JSCP, and SM 481-83)

B. Based on threat assessments and CINC input, determine mobilization actions required for implementation and/or execution of CINC OPLANS. (DoD Directive 5100.1) (J-4) (JCS Pub 21)

C. Provide recommended priorities for the Department of Defense to begin industrial production and repair surge and other leadtime industrial capability advances to lessen CINCs' critical items deficits as early as possible, especially for previously unfunded surge systems and equipment. (**) (**) (**)

1. Update the Master Urgency List (MUL) within 72 hours of surge and/or mobilization decision.

2. Update the Critical Items List (CIL) with latest scenario priorities.

D. Recommend to the SECDEF appropriate Presidential and/or Congressional actions required to support mobilization. (DoD Directive 5100.1) (J-5) (JCS Pub 4)

E. Recommend priorities for allocation of materiel and transportation assets to fulfill competing logistic requirements. (**) (**) (**)

1. Modify assignment of UMMIPS Force and/or Activity Designators for U.S. and foreign country forces in conjunction with the Services and DSAA, as necessary. (DoD Directive 4410.6) (J-4) (JCS Pub 3)

2. Prepare recommendations on priorities for allocation of materiel assets for decision by the Joint Material Priorities and Allocation Board, JCS, or Secretary of Defense, where appropriate. (**) (**) (**)

3. Prepare recommendations on priorities for augmentation of transportation assets with civil transportation resources for decision by the Joint Transportation Board (JTB), JCS, or Secretary of Defense, as appropriate. (JCS Pub 4) (J-4) (JCS Pub 15)

F. Provide representation to councils, boards, committees, and program review groups as specified in the OSD Crisis Management System. (JCS Pub 4) (J-1, J-3, J-4, J-5, J-6, J-7, and J-8) (OSD Crisis Management System)

IV. WARTIME RESPONSIBILITIES

A. Perform OJCS mobilization staff OPR functions through a mobilization manager in the Logistic Readiness Center of the National Military Command Center, coordinating closely with the Services and DLA command centers. (DoD Directive 5100.1) (J-4) (JOPES, JSCP, and SM 481-83)

B. Based on continuing threat assessments and CINC input, recommend to the Secretary of Defense changes in the level of military and industrial mobilization required and in the emergency mobilization authorities and waivers thereto as necessary. (DoD Directive 5100.1) (J-5) (JCS Pub 21, DoD Instruction 4005.3, and JOPES)

C. During and following mobilization, recommend priorities for allocation of materiel and transportation assets to fulfill competing logistic requirements. (**) (**) (JCS Pub 21, "JDA Procedures Manual," and JOPES)

1. Modify assignment of UMMIPS Force and/or Activity Designators for U.S. and foreign country forces in conjunction with the Services and DSAA as necessary. (DoD Directive 4410.6) (J-4) (JCS Pub 3)

2. Prepare recommendations on priorities for allocation of materiel assets for decision by the Joint Material Priorities and Allocation Board, JCS, or Secretary of Defense, as appropriate. (**) (**) (**)

3. Prepare recommendations on priorities for allocation of transportation assets for decision by the Joint Transportation Board, JCS or Secretary of Defense, as appropriate. (DoD Directive 5100.1) (J-4) (JCS Pub 15)

D. In support of manpower-related mobilization requirements and, when appropriate, provide recommendations to the Director for Logistics (J-4) relative to required levels of mobilization, emergency authorities, and the need for implementing the Selective Service. Provide manpower mobilization date for the Joint Chiefs of Staff. (JCS Pub 4) (J-1)

E. Track status of Key Assets and other secondary power, communication, transportation, and industrial facilities and links that have useful capacity or that have been damaged or destroyed due to terrorism, sabotage, or war and prepare appropriate recommendations to the Secretary of Defense on logistical recovery courses of action. (DoD Directive 5160.54) (J-4) (Key Assets List)

V. MOBILIZATION STRUCTURE AND/OR CONSIDERATIONS:

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA:

MILITARY DEPARTMENTS AND/OR UNIFORMED SERVICES

Mobilization is a multi-faceted operation whose elements include: an announcement to mobilize, order involuntary recall and/or activation of reserve elements, assembly, mission preparation, movement, and deployment. Each Service mobilizes its units and individuals in a unique manner. Military Departments will adopt the following policy and guidelines into their planning and preparations for mobilization. For planning purposes, the Coast Guard is considered a military Department under the Department of the Navy. General responsibilities and tasks are:

I. PEACETIME:

A. Develop Plans

1. All Military Departments issue policy and guidance to support functional areas of mobilization planning at all levels.

a. Provide written mobilization planning guidance and assign functional responsibilities to subordinate commands and organizations.

b. Formalize cyclic reviews of mobilization planning factors, policies, and guidance to support major operational plans.

c. Determine mobilization planning assumptions and resultant procedures that encompass all levels of mobilization to include initial use of the Presidential Call-up Authority (10 U.S.C. 673b). Provide supplemental guidance to reduce turmoil during the transition from one level of mobilization to another.

d. Plan for the accession and reception of volunteers, of inductees, and of direct appointment officers.

2. Navy, in coordination with JCS and DoT, prepares plans to receive the U.S. Coast Guard as an element of the Navy, upon declaration of national emergency or by E.O.

3. Air Force prepares to receive elements of the Federal Aviation Administration, as directed.

B. Maintain Units

1. Identify unified and specified CINC force requirements necessary for the prosecution of military operations IAW current family of operational plans.

2. Provide equipment, training, and materiel to those AC/RC units, in order of operational employment, as identified in global OPLANS.

3. Maintain stability for RC units, when practicable on various operational time phased force deployment data lists to reduce training and/or manning turbulence.

C. Process Personnel

1. Plan for the fill of organized and/or structured units with all categories of personnel prioritized by service mobilization plans.
2. Issue post-mobilization personnel processing procedures that accomplish these functions in a 1-day time frame (excluding mission training time).

D. Prepare Fiscal Actions

1. Develop procedures for rapid preparation of legislative packages that will allow fiscal reprogramming actions during crisis or mobilization.
2. Modify procurement and contracting procedures to contain wording that will expedite processing during a crisis or mobilization.
3. Identify peacetime activities to be suspended and funds to be reprogrammed for surge requirements.
4. Develop post-mobilization mission essential purchasing requirements in priority sequence.
5. Develop procedures to consolidate mobilization program surge requirements in a supplemental budget for rapid review and submission through the National Command Authority to the Congress.

E. Plans and/or Procedures to Acquire Facilities for Mobilization

1. Review existing facility assets to determine if they are sufficient to support mobilization OPLANS. Determine additional facility requirements based on using minimum acceptable criteria for existing facilities.
2. Examine buildings in civil sector to determine if facilities, such as hotels and warehouses, can be used to satisfy mobilization needs. Coordinate the possible use of these facilities with FEMA as outlined in DoD Directive 3005.2.
3. Plan for the use of pre-stocked relocatable facilities such as tents, modular facilities, and pre-engineered buildings to maximum extent possible.
4. Develop plans and procedures for satisfying remaining facilities through construction. Facilities that can be constructed during a mobilization in time to meet the need date should be planned for accomplishment under the contingency authorities provided by DoD Directive 4270.32 or a special supplemental appropriation. Advance design of these facilities may be necessary. Facilities with long construction times, which must be placed under construction prior to a mobilization, should be programmed in the regular military construction program.
5. Maintain a current list of facilities by type, size, and construction dates that are to be constructed during mobilization. Provide lists to the DoD construction agents.

6. DoD construction agents (Army Corps of Engineers and Naval Facilities Engineering Command) will develop procedures to support the mobilization construction program.

7. Determine if additional resources are needed to operate and maintain the physical plant during mobilization. If additional contract services are required, ensure that industry capability exists to provide the services in addition to the construction that will be required. Advise OASD(FM&P) of problems and assistance needed.

8. Identify environmental laws that may adversely affect timely acquisition of facilities during mobilization. Submit legislative proposals as part of the military construction program to provide the relief needed.

F. Determine Industrial Base Needs

1. Identify key warfighting systems and repair parts necessary to meet demands of a full mobilization expressed in 60 and 90 days requirement time-frames.

2. Allow for industrial surge requirements when developing procurement actions and contracts which are based upon an analysis of mobilization needs.

3. On a regular basis, collect and consolidate supplemental budget data to begin preparing the industrial base for a surge beginning at confirmation of national strategic warning by DIA.

4. Integrate projected Allied Forces industrial base needs and/or capabilities for common user items (e.g., F-16 production, 120mm tank gun).

G. Train Personnel and/or Units

1. Plan for the appropriate familiarization, orientation, and refresher training of all categories of individuals and units during initial stages of a mobilization and later for sustainment.

2. Develop plans, as required, to adjust the training base at mobilization.

a. Plan to train the most critically needed skills.

b. Supplement the training with appropriate equipment.

3. Determine training base load for all categories of personnel including, accessions, inductees, IRR retrainees, IRR refresher training, in-service retrainees, retirees, direct appointments, in-service refresher, and new system orientations and/or qualifications.

4. Consider currently available resources in initial mobilization stage plans. Training base mobilization construction plans should be recognized as having their greatest impact on requirements beginning at M+60 out to M+180 days.

5. Consider in planning assumptions the minimum industrial base surge support for initial trainee requirements with improvements occurring at M+12 months.

6. Incorporate post-mobilization training requirements into analysis of training base capabilities.

7. Provide OSD an annual assessment of the Service training base capabilities in terms of the requirement and programmed resources.

8. Consider DoD-wide single source designated executive agent training where possible in Service planning; e.g., armored vehicle training for all services conducted at Ft. Knox under U.S. Army, with other Service instructor input.

9. Develop mobilization ammunition requirements to include necessary amounts to accommodate the first 60 days post-mobilization training.

10. Develop institutional training program that uses an increased training day and week as a standard of measurement.

11. Plan to participate in JCS-sponsored Command Post Mobilization Exercises.

H. Develop Automated Data Processing Support Systems

1. Prepare systems to monitor forces and phases of the crisis or mobilization.

2. Information management systems should be planned so as to consolidate ADP support for all functional areas of a mobilization; thereby reducing the total number of varying systems carrying similar data.

3. Reduce administrative functions to meet mobilization surge requirements.

4. Review ADP procedures that stimulate development of effective command, control, and communications capabilities for enhanced crisis response.

5. Design and test mobilization related ADP systems to ensure their ability to operate effectively.

II. CRISIS:

A. Execute Plans

1. Implement policies and guidance appropriate to the crisis level and operational needs.

2. Validate planned personnel and materiel requirements necessary for crisis response.

3. Discontinue funding for OCONUS peacetime troop unit movements for institutional training exercises, unless directed otherwise.

4. Operate joint forces deployment management systems for crisis response.

5. Review with JCS, the assignment of Force/Activity Designators to units in light of their crisis mission; modify assignment if warranted.

B. Legislative Relief

Upon Secretary of Defense decision, initiate mobilization construction projects.

III. WARTIME

A. Execute Plans

1. Initiate planned adjustments to wholesale-level materiel support system.

2. Determine fiscal support and sustainment levels necessary for the prosecution of the war effort. Submit a supplemental budget request to OSD to meet the additional requirements.

3. Forward standby legislation packages for relief from legal impediments to mobilization effort.

4. Implement wartime communications and information management systems.

B. Manage Personnel

1. Fill all units to authorized wartime fill levels. Implement In-Theater wholesale personnel fill plans.

2. Fill additional Non-DoD Agency and activity vacancies requiring military personnel, upon OSD position requirement validation.

3. Activate, once directed by SECDEF, the DA/DoD contingency plan and the National Disaster Medical System (NDMS) to assist the Services in the care of their sick and wounded.

4. Plan to Transfer OCONUS theater patients to CONUS prior to the outbreak of hostilities. Plan to assume management of expanded CONUS medical capability.

C. Logistics

1. Submit through the Joint Staff verified requirements, or provide adjusted resources for sustainment and surge. Requirements should include the current force structure, less attrition, and a display which depicts the planned force build up, should it be ordered.

2. Implement new mobilization required construction.

3. Plan for the integration of commercial substitutes or reduced specification items into the force structure to eliminate combat and combat support equipment shortages upon mobilization.

4. Plan for the attrition of logistical support (supplies and transportation).

D. Comptroller

1. Implement legislative packages submitted and approved by Congress to reduce impediments to mobilization.

2. Implement DoD procedures that will identify fiscal requirements for sustained warfare. These procedures should allow quick, efficient development of supplemental appropriations, as determined by OSD.

3. Develop emergency procedures which will assist the Services in reviewing and distributing limited resources to their best use.

DEFENSE INTELLIGENCE AGENCY (DIA)

I. AGENCY MOBILIZATION PLANNING COORDINATOR: (Directorate of Plans and Policy (DP), 1C760, 695-8095)

II. PLANNING RESPONSIBILITIES

A. Develop and coordinate plans and procedures to accommodate the increase in time-sensitive intelligence requirements for support of the NCA, JCS, unified and specified commands, and other DoD Components during a crisis situation leading to mobilization. Ensure Agency transition from peace to war while continuing to meet responsibilities enumerated by Presidential order and DoD Directive. (E.O. 12333 and DoD Directive 5105.21 //DP)

1. Maintain Agency-level plans which support OSD and JCS Crisis Action and Continuity of Operations Plans (COOP). (DoD Directive 3020.26, JCS SM-769-85, and JCS SM-478-84 //DP)

2. Review unified and specified command and Joint Chiefs of Staff Operations and Concept Plans (OPCONPLANS) to ensure appropriate intelligence support to DoD decision-makers and operational commanders. (DoD Directive 5105.21 //DP)

B. Consolidate mobilization requirements on an annual basis and submit these to the JCS and the Services for validation and approval. (JCS Memorandum of Policy 173, "Manpower for Joint and International Activities" //RHR)

C. Develop training programs that adequately indoctrinate assigned mobilization personnel in preparation of assuming crisis positions within the Agency. (DIA Regulation 24-1, DoD Directive 3305.2 //OT)

III. CRISIS RESPONSIBILITIES

A. Review and revise emergency plans, procedures, and standby implementation documents, organizational realignments and staffing arrangements required to effectively manage defense intelligence manpower and personnel activities during pre-, trans-, and post-mobilization phases. (DoD Directive 3005.6 //RHR)

1. Revalidate key personnel requirements and identify individual Reserve and/or mobilization losses and gains (DoD Directive 1100.18 //RHR).

2. Identify potential shortfalls in essential functions and professional skills and develop methods to meet these deficiencies. (DoD Directive 3005.6 //RHR)

B. Survey established and proposed training programs designed to retrain non-essential personnel as well as incoming Mobilization Augmentees in functions and capabilities deemed essential in the trans-mobilization environment. (DIA Regulation 24-1, DoD Directive 3305.2 //OT).

C. Review, in conjunction with JCS, unified and specified command OP/CONPLANS to ensure compatibility and consistency with existing intelligence collection, processing analysis and dissemination systems. (DoD Directive 5100.1, JCSP //DP-1)

D. Implement intelligence collection plans for the coordination and management of intelligence requirements by national-level resources and tactical resources available to theater-level forces. (DoD Directives 5105.21 and 5105.29 and HUMINT Plan //DC and OA)

IV. WARTIME RESPONSIBILITIES

A. Provide continuous intelligence support to the NCA, JCS, and unified and specified commands through the existing channels as well as special war-time mechanisms. Ensure a continuum of intelligence to the warfighters as well as all nodes of the NMCS. (JCS SM-769-85 //DIA)

B. Monitor the intelligence training program to ensure its effectiveness. (DoD Directive 3305.2 //OT)

V. MANNING REQUIREMENTS

A. In accordance with the annual Joint Mobilization Augmentation, DIA will require approximately 1200 military reserve and/or mobilization augmentees on or after M-Day (JCS Memorandum of Policy 173 //RHR).

B. Additional civilian recruitments and/or activation of a Retired Civilian Reserve Program (RCRP) could provide the nearly 800 specially skilled civilian personnel estimated to be required during the post M-day period.

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA:

DEFENSE INVESTIGATIVE SERVICE (DIS)

I. AGENCY MOBILIZATION PLANNING COORDINATOR

Assistant Director (Planning and Special Projects)
1900 Half Street, SW
Washington, DC 20324-1700

II. PLANNING RESPONSIBILITIES

A. Develop plans and procedures to manage increased personnel and industrial security workload requirements in support of DoD elements during crisis and mobilization conditions. (DoD Directive 5105.42) (V0030) (DISR 06-3)

B. Develop the DIS Master Mobilization Plan (DISMMP) and Continuity of Operations Plan (COOP). (DoD Directives 1100.18 and 3020.26) (V0030) (DISR 06-3)

C. Maintain the DIS WARTIME Manpower Planning Systems (WARMAPS) consistent with DoD guidance. (DoD Directive 1100.19) (V0030) (DISR 06-3)

D. Develop plans and policies to ensure the continuation of essential DIS operations during time of national emergencies and facilitate the implementation of modified operational plans to meet DoD requirements. (DoD Directive 5105.42) (V0030) (DISR 06-3)

E. Jointly with OASD(A&L), OUSD(P), OUSD(R&E), and ODPA&E develop plans and programs to minimize and/or counter the threat of sabotage, terrorism, and attack damage to Critical Items List (CIL) items.

III. CRISIS RESPONSIBILITIES:

A. Coordinate crisis impact assessment on DIS operational elements and their ability to perform mission critical functions to include, where necessary, augmentation and reassignment of personnel to offset Reservist vacancies and workload surges. (DoD Directive 3005.6) (V0030/V0900) (DISR 06-3)

B. Implement modified workforce responsibilities and procedures consistent with specific crisis situations. (DIS COOP) (V0030/V0900) (DISR 06-3)

C. Direct and manage efforts of DIS field elements to ensure effective operations during a national emergency or war. (DoD Directive 5105.42) (V0000) (DISR 06-3)

D. Review and revise continuity of operations plans, procedures, organizational and management structures, as needed, to effectively carry out the DIS mission. (DoD Directive 3005.6) (V0030/V0900) (DIS COOP)

IV. WARTIME RESPONSIBILITIES:

A. Manage personnel security investigations and manage the Industrial Security programs in support of the Department of Defense, as directed by DUSD(P). (DoD Directive 5105.42) (V0000) (DISMMP)

B. Implement and modify mobilization plans and procedures for optimum utilization of DIS resources. (DoD Directive 3005.6) V00030) (DISR 06-3)

C. Allocate resources to ensure minimal disruption of personnel and industrial security mission functions. (DoD Directive 5105.42) (V0900) (DISR 06-3)

V. MOBILIZATION STRUCTURE AND/OR MANNING REQUIREMENTS

A. The Mobilization Planning Coordinator is responsible for ensuring that the operational requirements of each DIS element adversely impacted by the mobilization environment are identified and appropriately resourced. Coordinate efforts of program managers with civilian personnel and Management and Resources Directorate to determine needed adjustments in staffing patterns to reach optimal operating efficiency of each operational segment.

B. Manning Requirements:

Current Manning:

Civilian: 4217

Military: 0

Mobilization Manning:

Civilian: 4217

Military: N/A*

*DIS anticipates implementation of a 6-day work week for all civilian employees and continued reliance on the Military Departments for overseas investigations.

OFFICE OF THE MANAGER, NATIONAL COMMUNICATIONS SYSTEM (OMNCS)

I. AGENCY MOBILIZATION PLANNING COORDINATOR

NCS-JS, DCA Headquarters Building, 4262, 692-9274.

II. PLANNING RESPONSIBILITIES

A. Assist the Executive Office of the President in the coordination of the planning for national security emergency preparedness communications for the Federal Government under mobilization conditions. (E.O. 12472, section 1(b)(2)) (OMNCS) (TBD)

B. Submit anticipated FYDP mobilization requirements through the DoD budget process. (E.O. 12472, section 1(e)(2)) (NCS-FMO) (TBD)

1. Develop and maintain program and/or funding priorities for use in shifting resources during mobilization conditions. (TBD) (TBD) (TBD)

2. Determine funding requirement procedures for rapid processing during mobilization conditions. (TBD) (TBD) (TBD)

C. Serve as a focal point for joint industry-Government national security emergency preparedness telecommunications mobilization planning. (E.O. 12472, section 1(d)(1)) (NCS-JS) (E.O. 12382)

D. Assist in the initiation, coordination, restoration, and reconstitution of national security emergency preparedness telecommunications services or facilities under mobilization conditions. (E.O. 12472, section 1(d)(2)) (NCS-EP) (NCC Charter)

1. Develop and exercise comprehensive service restoration plans. (TBD) (NCS-EP) (NCC Charter, section 3.b.3.)

2. Maintain access to an accurate inventory of the minimum essential equipment, personnel and other resources that are available for restoration operations to include the location and capabilities of all industry network operations centers. (TBD) (NCS-EP) (NCC Charter, section 3.b.5.)

3. Identify liaison points in each company providing NSEP telecommunications services to the Federal Government. (TBD) (NCS-EP) (NCC Charter, section 3.b.5.)

4. Maintain the ability to rapidly transfer operations from normal to emergency operations. (TBD) (NCS-EP) (NCC Charter, section 3.b.7.)

5. Monitor the status of essential telecommunications facilities. (TBD) (NCS-EP) (NCC Charter, section 3.b.4.)

E. Assist in the development of plans for mobilization of the commercial telecommunications industry. (E.O. 12472) (NCS-JS) (E.O. 12382)

1. Prepare and maintain emergency plans and procedures for increased data collection on telecommunication resources and capabilities and for increased involvement in the allocation of such resources under crisis or wartime mobilization conditions. (E.O. 12472) (NCS-EP) (TBD)

2. Identify non-Federal Governmental activities and commercial enterprises that have telecommunication service or manufacturing capabilities, and formulate plans for their mobilization. (E.O. 12472, section 1.(g)(4)) (NCS-JS) (TBD)

3. Nominate telecommunications facilities for inclusion in the Key Assets Protection Program. (NCS-EP) (DoD Directive TBD)

F. Develop plans, procedures, and programs for consideration by the NCS Committee of Principals and the Executive Agent. (E.O. 12472, section 1.(g)(1)) (OMNCS) (TBD)

1. Develop plans and procedures for the management, allocation, and use, including the establishment of priorities or preferences, of Federally-owned or leased telecommunications assets under mobilization conditions. (TBD) (NCS-EP) (TBD)

2. Develop test and exercise programs and procedures for the evaluation of the capability of U.S. telecommunications resources to meet mobilization requirements. (TBD) (NCS-EP) (TBD)

3. Develop plans, procedures, and standards for minimizing or removing technical impediments to the interoperability of Government-owned and/or commercially-provided telecommunications systems. (TBD) (NCS-TS) (TBD)

G. Develop plans and procedures to ensure adequate and timely availability of personnel resources for mobilization activities. (DoD MMP) (TBD) (TBD)

1. Develop plans to integrate mobilization augmentees into the anticipated mobilization operations of the OMNCS. (TBD) (TBD) (TBD)

H. Implement and administer approved plans or programs as assigned, including any system of priorities and preferences for the provision of communications service, ensuring their ability to contribute to the satisfaction of mobilization telecommunication service requirements. (E.O. 12472, section 1.(g)(2)) (OMNCS) (TBD)

1. Administer the restoration priority system for intercity private line services in conjunction with Federal Communication Commission. (NCS-EP) (47 CFR, Part 211)

2. Maintain and update the National Plan for Communications Support on Emergencies and Major Disasters. (NCS-EP) (47 CFR, Part 202)

3. Maintain Annex C-XI to Federal Emergency Plan D. (NCS-EP) (47 CFR, Part 202)

I. Conduct technical studies or analyses, and examine research and development programs, for the purpose of identifying improved approaches, which may assist Federal entities in fulfilling national security emergency preparedness telecommunications objectives. (E.O. 12472, section 1.(g)(5)) (OMNCS) (TBD)

J. Provide U.S. representative to the NATO Civil Communications Committee (CCPC) for the purpose of planning U.S. civil communications support to the NATO military mission. (Memorandum for Assistant Secretary of State for European Affairs) (NCS-EP) (TBD)

III. CRISIS RESPONSIBILITIES

A. Assist the Executive Office of the President in the provision of national security emergency preparedness communications for the Federal Government. (E.O. 12472, section 1.(b)(1) and (2)) (OMNCS) (TBD)

1. Promptly provide technical analysis and/or damage assessment of service disruptions and identify necessary initiation and/or restoration actions. (NCC Charter, section 3.b.1) (NCS-EP) (NCC SOP TBD)

2. Coordinate prompt restoration of telecommunications services in support of NSEP needs. (NCC Charter, section 3.b.2) (NCS-EP) (NCC SOP TBD)

3. Coordinate and expedite the initiation of NSEP telecommunications services. (NCC Charter, section 3.b.8) (NCS-EP) (NCC SOP)

4. Coordinate network reconfiguration plans in support of NSEP needs. (NCC Charter, section 3.b.10.) (NCS-EP) (NCC SOP)

B. Administer a system of priorities and preferences (E.O. 12472, section 1.(g)(2)) (NCS-EP) (47 CFR, part 211 and NSEP Telecommunications Procedures)

C. Submit mobilization resource requirements through OASD(C³I) to Executive Agent when mobilization appears imminent, to ensure adequate funding for NSEP telecommunications activities. (TBD) (TBD) (TBD)

D. Update plans for reallocation of manpower within OMNCS and for the integration of mobilization augmentees. (TBD) (TBD) (TBD)

E. Implement plans for the mobilization of non-Federal Governmental activities and commercial enterprises that operate telecommunications service or manufacturing facilities. (E.O. 12472) (NCS-EP) (TBD)

IV. WARTIME RESPONSIBILITIES

A. Assist the Executive Office of the President, should the President issue implementing instructions in accordance with the National Emergencies Act, in the exercise of the war power functions of the President. (E.O. 12472, section 1.(b)(1)) (OMNCS) "Communications Act of 1934," as amended, 47 U.S.C. 706 (a), (c)-(d), and classified plan.)

B. Assist the Executive Office of the President in the provision of national security emergency preparedness communications for the Federal Government. (E.O. 12472, section 1.(b)(1) and (2)) (OMNCS) (TBD)

1. Promptly provide technical analysis and/or damage assessment of service disruptions and identify necessary restoration actions. (NCC Charter, section 3.b.1.) (NCS-EP) (NCC SOP TBD)

2. Direct prompt restoration of telecommunications services in support of NSEP needs. (NCC Charter, section 3.b.2.) (NCS-EP) (NCC SOP)

3. Direct and expedite the initiation of NSEP telecommunications services. (NCC Charter, section 3.b.8.) (NCS-EP) (NCC SOP)

4. Direct network reconfiguration plans in support of NSEP needs. (NCC Charter, section 3.b.10.) (NCS-EP) (NCC SOP)

C. Administer a system of priorities and preferences. (E.O. 12472, section 1.(g)(2)) (NCS-EP) (47 CFR, part 211 and NSEP Telecommunications Procedures)

D. Implement plans for the mobilization of non-federal governmental activities and commercial enterprises that operate telecommunications service or manufacturing facilities. (E.O. 12472) (NCS-EP) (TBD)

E. Implement plans for the reallocation of personnel and funding to ensure adequate support to wartime NSEP telecommunications activities. (DoD MMP) (NCS-FMO) (TBD)

V. MOBILIZATION STRUCTURE AND/OR CONSIDERATIONS: (e.g., increases, losses, sourcing, planning references)

A. Form NCS relocation teams. (Classified plan)

B. Increase manning to levels specified in the Joint Table of Distribution with Individual Mobilization Augmentees or reactivated retirees. (JTD)

C. Increase civilian worktime as required through use of overtime or increased hiring, as required.

Current Manning:

Civilian: _____

(Recallable reservists)

(Recallable Military Retirees)

Military: _____

(Active Duty) _____

(Part Time) _____

(Preassigned Retirees) _____

Mobilization Manning:

Civilians: TBD

Military: TBD

(Recalled Military Retirees) _____

NATIONAL SECURITY AGENCY/CENTRAL SECURITY SERVICE (NSA/CSS)

I. AGENCY MOBILIZATION PLANNING COORDINATOR: Office of Support Plans (Q12), Directorate of Plans (Q1), 9A106, Ft. Meade, Maryland, (301) 688-6411.

II. PLANNING RESPONSIBILITIES:

A. Provide guidance and formulate a mobilization preparedness plan (DoD Directive 3020.36 (Draft)) (DDPP) (DoD MMP).

1. Develop procedures to ensure adequate levels of civilian and military human resources during rapid or gradual expansion of the work force. (DoD Directives 3005.6 and 1100.18 and DoD Instruction 1100.19) (DDA) (DoD MMP and NSA/CSS MMPP (Draft))

2. Develop procedures to ensure adequate levels of materiel to support a rapid or gradual expansion of the work force. (DoD Directive 3005.3 and DoD Instructions 1100.19 and 4140.47) (ADIL) (**)

3. Submit aggregate civilian and military manpower requirements to OASD(FM&P) and MILDEP Secretaries, respectively, for comparison and conflict resolution. (DoD Directive 1100.18 and DoD Instruction 1100.19) (DDPR) (**)

4. Identify reservists and retirees for preselected assignment to NSA/CSS HQs. (DoD Directives 1200.7, 1235.10, and 1352.1) (DDA) (**)

5. Identify personnel potentially vulnerable to draft. (DoD Instruction 1100.19) (**) (**)

6. Develop procedures to ensure retention of direct-hire civilians, contractor personnel, and foreign national employees performing critical support during crises. (DoD Directive 3005.6) (GC, DDA, DDPP, DDPR) (**)

7. Document, at least annually, the Agency's emergency-essential, critical, and key positions. (DoD Instruction 1100.19 and DoD Directives 1200.7, 1404.10, and 3005.6) (**) (NSA/CSS MMPP (Draft))

B. Develop organizational responsibilities to accomplish specific pre-mobilization and mobilization tasks. (DoD Directives 3005.6 and 3020.36 (Draft)) (DDPP) (DoD MMP and NSA/CSS MMPP (Draft))

Develop "streamlined, emergency" administrative procedures for use during a "crisis" and/or mobilization. (DoD Directive 3005.6) (DDA) (**)

C. Monitor the arrangements (and provide assistance when required) between the Commander, Fort Meade, and the Service Cryptologic Elements (supporting the NSA/CSS HQs) for providing logistics and administrative support to accommodate the mobilized military cryptologic Reserves assigned to NSA/CSS HQs. (N/A)(DDA) (NSA/CSS MMPP (Draft) and Ft. George G. Meade Mobilization Plan)

D. Ensure mobilization preparedness planning conforms with other crisis management planning and procedures. (DoD Directive 3005.6) (DDPP) (DoD MMP and NSA/CSS MMPP (Draft))

1. Participate in those exercises which test mobilization preparedness procedures in a crisis management environment. (**) (**) (**)

2. Develop corrective action procedures in response to lessons learned during mobilization exercises. (**) (**) (**)

E. Submit anticipated PPBS mobilization requirements to appropriate DoD authority for programmed funding purposes. (DoD Directive 3005.6) (DDPR) (**)

1. Maintain list of funding flexibilities potentially useful during emergency situations. (**) (**) (**)

2. Determine funding requirement procedures for rapid processing prior to crises. (**) (**) (**)

III. CRISIS RESPONSIBILITIES

A. Provide for continued and increased SIGINT operations. (E.O. 12333 and DoD Directive S-5100.20) (DDO) (NSA/CSS MMPP)

B. Provide for continued and increased COMSEC and COMPUSEC support. (NSDD 145) (DDI) (**)

C. Submit PPBS mobilization requirements to appropriate DoD authority when mobilization appears imminent. (DoD MMP) (DDPR) (**)

D. Update emergency manpower allocation planning and coordinate with OASD(FM&P) and MILDEP Secretaries. (DoD Directive 1100.18) (DDA, DDPP, and DDPR) (DoD MMP and NSA/CSS MMP (Draft))

E. Stay aware of revised DoD authorizations. (DoD Directive 3005.6) (DDPP) (**)

F. Participate on interagency committees to resolve civilian work force conflicting claims, if so warranted. (DoD Directives 3005.6 and 5111.2) (DDA) (DoD MMP)

IV. WARTIME RESPONSIBILITIES

A. Ensure adequate levels of trained manpower. (DoD Instruction 1100.19, and DoD Directives 3005.6 and 5124.1) (**) (NSA/CSS MMPP (Draft))

B. Ensure adequate materiel support. (DoD Directive 3005.6) (ADIL) (**)

C. Modify PPBS mobilization requirements to meet wartime needs. (DoD Instruction 1100.19) (DDPR) (DoD MMP and NSA/CSS MMPP (Draft))

V. MANNING REQUIREMENTS:

Increase required staffing positions to 1,000 civilians and 4,000 military (including retirees and individual mobilization augmentees). (For details, see Level II Plan: NSA/CSS Master Mobilization Preparedness Plan (MMPP)).

Current Manning:

Civilians:

Military:

Mobilization Manning:

Civilians:

Military:

Active:

IMA:

Appendix W
Distribution

Distribution:

OUSD(P)	4
OUSD(A)	4
OASD(AE)	2
OASD(C)	2
OASD(HA)	2
OASD(FM&P)	10
OASD(P&L)	10
OASD(RA)	4
OASD(PA)	1
OASD(C3I)	5
OGC	1
ODDRE	2
ODOTE	1
ODPA&E	1
OJCS	10
OUA	5
OUSN	5
OUSAF	5
USCG	4
IG	2
DCA	2
DIA	2
DIS	2
DLA	2
DMA	2
DNA	2
NCS	2
NSA/CSS	2
FEMA	2

Appendix X
References

REFERENCES

- (a) DoD Directives S-3020.36, "Assignment of Emergency Preparedness Responsibilities to Departments of Defense Components (U)," August 28, 1973
- (b) Title 50, United States Code, Section 1601 et seq.
- (c) Title 10, United States Code, Section 2803
- (d) Title 10, United States Code, Section 2808
- (e) Title 10, United States Code, Section 2804
- (f) Title 10, United States Code, Section 673c
- (g) Title 10, United States Code, Section 673b
- (h) Title 10, United States Code, Section 673a
- (i) Title 10, United States Code, Section 2404
- (j) Title 10, United States Code, Section 7430
- (k) Title 42, United States Code, Section 6241
- (l) Title 50, United States Code, Appendix 2061-2166
- (m) Title 42, United States Code, Section 217
- (n) Title 14, United States Code, Section 3
- (o) Executive Order 11490, "Assigning Emergency Preparedness Functions to Federal Departments and Agencies," October 28, 1969
- (p) DoD Directive 5100.51, "Non-Combatant Evacuation," October 11, 1966
- (q) DoD Directive 5111.1, "Under Secretary of Defense for Policy," September 27, 1985
- (r) DoD Directive 5111.2, "Department of Defense Mobilization and Deployment Steering Group," April 2, 1979
- (s) National Security Decision Directive 188," (Title Classified, Per NSC FOI/Mandatory Review)
- (t) National Security Decision Directive 47, "National Policy Statement on Emergency Mobilization Preparedness," July 22, 1982
- (u) DoD Directive 5030.45, "DoD Representation on Federal Emergency Management Agency (FEMA) Regional Preparedness Committees and Regional Field Boards," November 29, 1983
- (v) DoD Directive 3025.12, "Employment of Military Resources in the Event of Civil Disturbances," August 19, 1971
- (w) DoD Directive 5200.1, "DoD Information Security Program," June 7, 1982
- (x) DoD Directive 5200.30, "Guidelines for Systematic Declassification Review of Classified Information in Permanently Valuable DoD Records," March 21, 1983
- (y) DoD Directive 5100.76, "Physical Security Review Board," February 10, 1981
- (z) DoD Directive 5200.8, "Security of Military Installations and Resources," July 29, 1980
- (aa) DoD Instruction 5220.30, "Physical Security of Sensitive Conventional Arms, Ammunition, and Explosives at Contractor Facilities," September 26, 1984
- (ab) DoD Directive 5220.22, "DoD Industrial Security Program," December 8, 1980
- (ac) DoD Directive 5160.54, "DoD Key Assets Protection Program (KAPP)," December 5, 1986
- (ad) DoD Directive 5100.55, "United States Security Authority for North Atlantic Treaty Organization Affairs," April 21, 1982
- (ae) DoD Directive 5210.60, "Security Clearance Program for United States Citizens Employed Directly by the North Atlantic Treaty Organization, the South-East Asia Treaty Organization, and the Central Treaty Organization," June 7, 1972
- (af) DoD Instruction C-5220.29, "Implementation of the North Atlantic Treaty Organization Industrial Security Procedures(U)," December 15, 1982
- (ag) DoD Directive 5230.11, "Disclosure of Classified Military Information to Foreign Governments and International Organizations," December 31, 1984

- (ah) DoD Instruction 5230.17, "Procedures for Disclosure of Classified Military Information to Foreign Governments and International Organizations," February 17, 1985
- (ai) DoD Instruction 5230.20, "Control of Foreign Representatives," June 25, 1984
- (aj) DoD Directive 5230.24, "Distribution Statements on Technical Documents," March 18, 1987
- (ak) DoD Directive 5230.25, "Withholding of Unclassified Technical Data from Public Disclosure," November 6, 1984
- (al) DoD Instruction 5230.18, "The DoD Foreign Disclosure and Technical Information System (FORDTIS)," November 6, 1984
- (am) DoD Directive 5132.2 "Assistant Secretary of Defense (International Security Affairs)," September 27, 1985
- (an) DoD Directive 5105.38, "Defense Security Assistance Agency," August 10, 1978
- (ao) DoD Directive 5133.1, "The Assistant Secretary of Defense (International Security Policy)," September 27, 1985
- (ap) DoD Directive 3020.26, "Continuity of Operations Policies and Planning," October 24, 1985
- (aq) DoD Directive 5128.1, "Assistant Secretary of Defense (Acquisition and Logistics)," November 19, 1985
- (ar) DoD Directive 3005.5, "Criteria for Selection of Items for War Reserves," December 4, 1974
- (as) DoD Instruction 4140.47, "Secondary Item War Reserve Requirements Development," February 24, 1984
- (at) DoD Directive 4220.7, "Bulk Petroleum Supply," June 10, 1987
- (au) DoD Directive 5160.65, "Single Manager for Conventional Ammunition," November 17, 1981
- (av) DoD Directive 4140.2, "Management of War Reserves," December 4, 1974
- (aw) DoD Instruction 4140.21, "Management of War Reserves for Integrated Items Assigned to the Military Departments, the Defense Supply Agency and the General Services Administration," December 31, 1974
- (ax) DoD Directive 4140.25, "Management of Bulk Petroleum Products, Storage, and Distribution Facilities," May 15, 1980
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Appendix Y

Glossary

Appendix Y

Mobilization Glossary*

DoD Master Mobilization Plan

ABNCP	Airborne Command Post
ACP	Allied Communications Publication
ADCP	Analysis and Data Collection Plan
ADP	Automatic Data Processing
AFRRI	Armed Forces Radiobiology Research Institute
AIG	Address Indicator Group
ANMCC	Alternate National Military Command Center
ARB	Alternate Reconstitution Bases
ATBAR	Atomic Strike Approval Request
ATRES	Resume of Atomic Post-Strike Results Report
ATRON	Atomic Reconnaissance Crew Broadcast Report
AUTODIN	Automatic Digital Network
AUTOSEVOCOM	Automatic Secure Voice Communications
AUTOVON	Automatic Voice Network
BMEWS	Ballistic Missile Early Warning System
BSP	Basic Security Plan
CAOSOP	Coordination of Atomic Operations Standing Assessment
CAT	Crisis Action Team
CBR	Chemical, Biological, and Radiological
CCF	Collection Coordination Facility
CCG	Crisis Coordination Group
C-DAY	The day in which a deployment operation commences
CGSC	Command and General Staff College
CIA	Central Intelligence Agency
CIL	Critical Items List
CILDSS	Critical Items List Decision Support System
CINC	Commander in Chief
CINCCENT	Commander in Chief, Central Command
CINCMAC	Commander in Chief, Military Airlift Command
CINCNOAD	Commander in Chief, North American Aerospace Defense Command
CINCSAC	Commander in Chief, Strategic Air Command
CINCSOUTH	Commander in Chief, Southern Command
CINCSpace	Commander in Chief, Space Command
CINCUNK	Commander in Chief, United Nations Command Korea
CINCUSTRANSCOM	United States Commander in Chief, U.S. Transportation Command
CITES	Critical Items Tracking and Evaluation System
CMC	Commandant of the Marine Corps
CMS	OSD Crisis Management System
COMPUSEC	Computer Security
COMSEC	Communications Security
COMUSK	Commander U.S. Forces, Korea
CONPLAN	Concept Plan

*Standard definitions may be found in JCS Pub 1, "Department of Defense Dictionary of Military and Associated Terms," 1 January 1986. Abbreviations commonly used in mobilization are given here.

CONUS	Continental United States
COOP	Continuity of Operations Plan
COSIN	Control Staff Instructions
CPO	Civilian Personnel Office
CPX	Command Post Exercise
CRAF	Civil Reserve Air Fleet
CSP	Crisis Staffing Procedures
D-Day	Commencement of Hostilities Day
DCA	Defense Communications Agency
DEARAS	DoD Emergency Authorities Retrieval and Analysis System
DEFCON	Defense Condition
DGZ	Designated Ground Zero
DIA	Defense Intelligence Agency
DINET	Defense Industrial Network
DISUM	Daily Intelligence Summary
DLA	Defense Logistics Agency
DMA	Defense Mapping Agency
DMZ	Demilitarized Zone
DNA	Defense Nuclear Agency
DND, Canada	Department of National Defense, Canada
DoC	Department of Commerce
DoD	Department of Defense
DoE	Department of Energy
DOS	Department of State
DoT	Department of Transportation
DRB	Defense Resources Board
DSAA	Defense Security Assistance Agency
DTG	Date Time Group
EAM	Emergency Action Message
EAP	Emergency Action Package
EFTO	Encrypt for Transmission Only
EMAS	Exercise Message Analysis System
EMATS	Emergency Message Automatic Transmission System
EMPB	Emergency Mobilization Preparedness Board
ENDEX	End of Exercise
EOP	Emergency Operating Procedures
ERT	Execution Reference Time
ESI	Extremely Sensitive Information
EW	Electronic Warfare
EXPLAN	Exercise Plan
FAA	Federal Aviation Administration
FCC	Federal Communications Commission
FCDNA	Field Command, Defense Nuclear Agency
FEMA	Federal Emergency Management Agency
FMS	Foreign Military Sales
FORGEN	Force Generation Report
FYDP	Five-Year Defense Plan
GMT	Greenwich Mean Time (ZULU)
GWS	General War Subsystem
HERT	Headquarters Emergency Recovery Team
IDS	Inter-Departmental System
IEMATS	Improved Emergency Message Automatic Transmission System
JCC	Joint Coordination Center
JCS	Joint Chiefs of Staff

JDA	Joint Deployment Agency
JDS	Joint Deployment System
JECC	Joint Exercise Control Center
JECG	Joint Exercise Control Group
JED	Joint Exercise Division
JEM	Joint Exercise Manual
JIMPP	Joint Industrial Mobilization Planning Process
JMP	Joint Manpower Program
JOPEs	Joint Operations Planning and Execution System
JOPS	Joint Operations Planning System
JRS	Joint Reporting Structure
JTF	Joint Task Force
KAL	Key Assets List
KAPP	Key Assets Protection Program
LIMDIS	Limited Distribution
LNO	Limited Nuclear Option
LOC	Lines of Communication
M-DAY	Mobilization Day
MARAD	Maritime Administration
MC&G	Mapping, Charting, and Geodesy
MDZ	Maritime Defense Zones
MECS	Minimum Essential Command Suite
MEECN	Minimum Essential Emergency Communications Network
MMP	Master Mobilization Plan
MOD, Canada	Minister of Defense, Canada
MOP	Memorandum of Policy
MSC	Military Sealift Command
MSCD	Military Support for Civil Defense
MSEL	Master Scenario Events List
MTMC	Military Traffic Management Command
MUL	Master Urgency List
N-DAY	Day notification begins
NATO	North Atlantic Treaty Organization
NCA	National Command Authorities
NCS	National Communications System; net control station
NDOC	National Defense Operations Center (Canada)
NEACP	National Emergency Airborne Command Post
NEO	Noncombatant Evacuation Operations
NIPIR	Nuclear Immediate Photo Interpretation Report
NLT	Not Later Than
NM	Nautical Miles
NMCC	National Military Command Center
NMCS	National Military Command System
NOMS	Nuclear Operations Monitoring System
NORAD	North American Aerospace Defense Command
NPIC	National Photographic Interpretation Center
NSA/CSS	National Security Agency/Central Security Service
NSC	National Security Council
NSEP	National Security Emergency Planning
NSTL	National Strategic Status Report
NUCAP	Nuclear Capabilities Status Report
NUCSTAT	Nuclear Operational Status Report
NUDET	Nuclear Detonation
OB	Order of Battle

OJCS	Organization of the Joint Chiefs of Staff
ONPG	Operational Nuclear Planner Groups
OPCON	Operational Control
OPG	Operations Planners Group
OPLAN	Operations Plan
OPR	Office of Primary Responsibility
OPREP	Operations Report
OPSDEPS	Operations Deputies
OPSEC	Operational Security
OSD	Office, Secretary of Defense
OSDCMC	Office, Secretary of Defense Crisis Management Council
OSS	Operational Storage Sites
PACCS	Post Attack Command Control System
PACOM	Pacific Command
PBA	Production Base Analysis
PEAD	Presidential Emergency Action Document
PLAN D	Federal Emergency Plan D
PO	Project Officer
PPBS	Planning, Programing and Budgeting System
PRC	People's Republic of China
PSYWAR	Psychological Warfare
RAP	Remedial Action Project
RECA	Residual Capability Assessment
RECAS	Residual Capability Assessment System
RECLAU	Reconnaissance Launch Report
RECONT	Reconnaissance Intentions Report
RMS	Resource Monitoring System
ROC	Republic of China
ROK	Republic of Korea
RTA	Residual Threat Assessment
SAR	Search and Rescue
SART	Strategic Aircraft Reconstitution Team
S-DAY	Surge Day
SEAGA	Selective Employment Air Ground Alert Forces
SECCOM	Secretary of Commerce
SECDEF	Secretary of Defense
SECSTATE	Secretary of State
SECTRANS	Secretary of Transportation
SEDIS	Site Exercise Data Injection System
SELREL	Selected Release
SI	Special Intelligence
SIDA	Single Integrated Data Base
SIGINT	Signal Intelligence
SIOP	Single Integrated Operations Plan
SITREP	Commander's Situation Report
SPECAT	Special Category
SRF	Secure Reserve Force
SRP	SIOP Reconnaissance Plan
STARTEX	Start of Exercise
TDD	Target DGZ Designator
UN	United Nations
UNITREP	Unit Status and Identity Report
USA	United States Army
USAF	United States Air Force

USCENTCOM	United States Central Command
USCG	United States Coast Guard
USCINCEUR	United States Commander in Chief, Europe
USCINCLANT	United States Commander in Chief, Atlantic
USCINCPAC	United States Commander in Chief, Pacific
USCINCSO	United States Commander in Chief, Southern Command
USCINCSOC	United States Commander in Chief, Special Operations Command
USD	Under Secretary of Defense
USFJ	United States Forces, Japan
USFK	United States Forces, Korea
USIA	United States Information Agency
USMC	United States Marine Corps
USN	United States Navy
USSR	Union of Soviet Socialist Republics
USTRANSCOM	United States Transportation Command
WESTPAC	Western Pacific
WIN	WWMCCS Intercomputer Network
WIS	WWMCCS Information System
WP	Warsaw Pact
WPREQ	Request for JCS Nuclear Reserve Weapons
WWABNCP	Worldwide Airborne Command Post
WDMS	Worldwide Data Management System
WWMCCS	Worldwide Military Command and Control System

Appendix Z

Index

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