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UNITED STATES EUROPEAN COMMAND
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LOGISTICS

Common User Logistics in the USEUCOM AOR

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1. **Summary.** To prescribe the Common User Logistics concept for the management of common logistics support in the USEUCOM area of responsibility (AOR).
 2. **Applicability.** This Directive applies to all HQ USEUCOM directorates/staff and all associated units to include component commands and Joint Task Forces.
 3. **Internal Control Systems.** This Directive contains no internal control provisions and is not subject to the requirements of the internal management control program. For HQ USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.
 4. **Suggested Improvements.** The proponent for this Directive is the Logistics Operations Division, Logistics and Security Assistance Directorate. Suggested improvements should be forwarded to HQ USEUCOM/ECJ4-LO, Unit 30400, APO AE 09131.
 5. **References.**
 - a. DoD Instruction 4000.19, Interservice, Interdepartmental and Interagency Support.
 - b. Joint Pub 0-2, Unified Action Armed Forces (UNAAF).
 - c. Joint Pub 1-02, Department of Defense Dictionary of Military and Associated Terms.
 - d. Joint Pub 4-01.3, Joint Tactics, Techniques, and Procedures for Movement Control, dated 9 April 2002.
 - e. Joint Pub 4-07, Joint Tactics, Techniques, and Procedures for Common User Logistics During Joint Operations, dated 11 June 2001.
 - f. USEUCOM Directive 60-8, Logistics Support Using Acquisition and Cross-Servicing Agreements (ACSA).
 - g. USEUCOM Directive 63-1, Management of Bulk Petroleum Products in USEUCOM.

This Directive supercedes ED 60-11, dated 17 June 1999.

- h. USEUCOM Directive 64-1, Transportation Policy and Management.
- i. USEUCOM Directive 65-1, Common Items of Supply and Base Operating Support.
- j. USEUCOM Directive 66-1, Mortuary Affairs.
- k. USEUCOM Directive 66-2, Policy for Theater Asset Visibility
- l. USEUCOM Directive 67-6, Single Manager Integrated Medical Logistics System.

CHAPTER I

1. **Overview.**

a. According to Joint Publication (JP) 4-07, "Common User Logistics is materiel or service support shared with or provided by two or more services, Department of Defense (DOD) agencies, or multinational partners to another Service, DoD agency, non-DoD agency, and/or multinational partner in an operation. It is usually restricted to a particular type of supply and/or service and may be further restricted to specific unit(s) or types of units, specific times, missions, and/or geographic areas." The United States European Command (USEUCOM) often designates particular service components or agencies to provide common logistics support to other organizations. These decisions are usually based on a particular organization's ability to provide this logistics support. Another consideration is geographic location. Oftentimes, a service component may have the preponderance of resources in a given country. Another determining factor may be Title 10, United States Code (USC) or service regulations. In most cases, common user logistics can be more economical and can eliminate duplication of effort and redundancies.

b. As stated in JP 4-07, common user logistics support may be designated by a variety of methods. Examples include Presidential directives, legislative actions, or Secretary of Defense directives. Inter-Service Support Agreements (ISSA) between one or more services developed at the local level may also be used. These ISSAs may be either long term or for a specified time. An example of an ISSA is U.S. Army Logistics Support to U.S. Air Force tactical air control parties. When the United States participates as part of a coalition in an operation, Acquisition and Cross-Servicing Agreements are a method by which the U.S. can provide or receive food, fuel, transportation, ammunition or other types of materiel or services to or from coalition partners. Finally, the Combatant Commander may designate an organization to provide logistics support to other organizations in Operations Plans, Operations Orders, or Directives.

2. **Organizations Providing Common User Logistics within the USEUCOM AOR.** The following paragraphs describe key logistics organizations within the EUCOM theater and the various logistics services they provide. Although many of these organizations perform specific common user logistics functions, military units should always address their logistics needs through their established service logistics channels first, as these channels will usually provide the required support or will know how and when to seek assistance from the common user logistics provider.

a. U.S. European Command Logistics and Security Assistance Directorate (ECJ4): Develops, coordinates, and implements logistical plans and operations for Commander, USEUCOM, to include mobility and transportation, supply and maintenance, contingency contracting, life support, host nation support, medical readiness, mortuary affairs, humanitarian assistance, support agreements, engineering/construction services, and security assistance and defense cooperation in armaments programs.

(1) Logistics Operations Division (ECJ4-LO)

(a) Logistics Support Office (ECJ4-LO-LSO): Develops and coordinates the theater concept of logistics. Develops and coordinates plans and policies for mortuary affairs, humanitarian aid and distribution, base operating support, beddown, maintenance, life support matters, and all classes of supply. Monitors the logistics readiness and sustainability status of USEUCOM forces. Directs the Joint Logistics Operation Center (JLOC) during crises and contingency operations.

(b) Joint Movement Center (ECJ4-LO-JMC): Plans, apportions, allocates, coordinates and deconflicts all modes of theater transportation. Monitors and directs movement operations to support the priorities of Commander, USEUCOM during daily operations, exercises and missions. The JMC reviews TPFDDs, conducts transportation feasibility analyses, and coordinates all common-user theater air, land and sea transportation. The JMC monitors the transportation system, analyzes movement performance, and prepares adjustments. Additionally, the JMC provides force tracking through the ability to locate units that are using common-user transportation within the theater.

(c) Joint Petroleum Office (ECJ4-LO-JPO): Develops and coordinates plans and policies for Class III, Bulk and Packaged Petroleum, Oil, and Lubricants in the USEUCOM AOR. Plans, manages, and coordinates the theater receipt, storage, and distribution of petroleum products, and tracks POL inventory levels. Oversees the theater's quality surveillance program.

(d) Intra-Theater Commercial Transportation Branch (ECJ4-LO-ICTB): Negotiates conventions, agreements, and tenders of service to effect commercial transportation (rail, barge, truck, and bus) for most of the EUCOM AOR and arbitrates disputes arising from such negotiations. Processes all claims for/against the U.S. government and commercial carriers. Administers the U.S. Customs program within Central Europe. Monitors the reporting of transportation discrepancies in shipments within the EUCOM AOR. Monitors the movement of duty free cargo within the EUCOM AOR and manages the NATO customs stamp program. Acts as the EUCOM area monitoring office for the overage-shortage-damage/transportation discrepancy report program.

(2) Plans and Mobility Division (ECJ4-PM)

(a) Plans and Programs Branch (ECJ4-PM-PPB): Writes, coordinates, and edits logistics input to the theater strategy. Develops, manages, coordinates and evaluates logistics annexes and input to OPLANs, CONPLANs, Functional Plans and OPORDs in conjunction with

the deliberate planning process. Reviews and evaluates joint and service logistics policy, doctrine and programs from the theater perspective. Assists in development of joint logistics concepts, policies, and procedures. Monitors and participates in logistics exercises and seminar games.

(b) Mobility Branch (ECJ4-PM-MB): Develops and coordinates the theater portion of the Defense Transportation System in support of priorities established by Commander, USEUCOM during exercises or periods of crisis. Coordinates transportation and distribution matters with the Joint Staff, supporting and supported unified commanders, defense and service agencies, and NATO, as required, to ensure effective and efficient use of transportation resources. Develops USEUCOM airlift, surface, and sea transportation policy and operational guidance, and develops theater transportation regulations.

(c) Logistics Information Systems Branch (ECJ4-PM-LIS): Oversees the USEUCOM Total Asset Visibility (TAV) program. Plans, coordinates, and executes logistics operations using Automatic Identification Technologies (AIT) and Automated Information Systems (AIS) in support of deployment, redeployment, force tracking, and sustainment of theater forces. Leads all USEUCOM AIT initiatives.

(3) International Division (ECJ4-ID): Directs execution of USEUCOM Security Assistance (SA), Defense Cooperation in Armaments (DCA), Humanitarian Assistance (HA) programs, International Military Education and Training (IMET), and Foreign Military Sales (FMS). Directs operation of the Offices of Defense Cooperation (ODC) located in friendly and allied countries throughout the theater.

(4) Multinational Logistics Division (ECJ4-ML): Ensures international logistics agreements are in place to support contingency operations. Develops and publishes command policy and plans regarding contingency/field contracting. Negotiates, concludes and coordinates bilateral host nation support agreements (HNSA) based upon requirements produced by logistics and operational planners. Coordinates the execution, evaluation and validity of HNS plans and procedures. Develops and publishes joint logistics support plans (JLSPs), which contain procedures under which HNS will be provided. Negotiates, concludes and coordinates component execution of acquisition and cross-servicing agreements (ACSA). Oversees prepositioned War Reserve Materiel in theater.

(5) Engineer Division (ECJ4-EN): Provides review, coordination and recommendation concerning acquisition, disposal and transfer of real estate in USEUCOM. Reviews, coordinates, and guides the theater's MILCON and Host Nation Construction programs, and prioritizes and oversees exercise-related construction (ERC) for JCS exercises. In coordination with ECJ5, prepares/coordinates studies of potential basing changes within USEUCOM. Establishes policy and leads theater environmental security matters.

(6) Medical Readiness Division (ECJ4-MR): Advises Commander, USEUCOM, on all health service support activities in the theater, and coordinates and integrates service component health service support activities. Develops theater medical plans and establishes policies for the employment of theater medical resources during exercises, humanitarian assistance missions,

and crisis and contingency operations. Provides medical threat assessments and force health protection guidance, and recommends theater patient evacuation policy for USEUCOM.

b. U.S. Transportation Command (USTRANSCOM): Provides inter-theater air, land, and sea transportation and common user port management at seaports of debarkation (SPODs) and seaports of embarkation (SPOEs) for the Department of Defense across the range of military operations. Acts as the DOD focal point for in-transit visibility of all items in the transportation pipeline. Provides theater commanders with transportation planning and feasibility expertise during the Deliberative Planning Process. USTRANSCOM executes its mission through three component commands: Air Mobility Command (USAF), Military Sealift Command (USN), and Military Traffic Management Command (USA).

(1) Air Mobility Command (AMC): Provides common-user airlift, air refueling, and strategic aeromedical evacuation transportation services to deploy, employ, sustain, and redeploy U.S. forces on a global basis. Acts as the single manager of aerial ports, and where designated, operates the common-user aerial ports of embarkation/debarkation (APOE/APODs).

(2) Military Sealift Command (MSC): Provides common-user and exclusive use sealift transportation services to deploy, employ, sustain, and redeploy U.S. forces on a global basis.

(3) Military Traffic Management Command (MTMC): Manages CONUS transportation and provides common-user ocean terminal and traffic management services to deploy, employ, sustain, and redeploy on a global basis. Manages seaports under the single port manager concept for all common-user SPOEs and/or SPODs. When designated, operates the seaport.

c. United States Army Europe (USAREUR)

(1) Deputy Chief of Staff, Logistics (DCSLOG). DCSLOG establishes, supervises, reviews, and develops logistics-resource requirements for executing policy, programs, and procedures relating to supply, storage, ammunition, maintenance, transportation, and support services.

(a) The U.S. Army Logistics Civil Augmentation Program (LOGCAP). LOGCAP is a U.S. Army Materiel Command initiative designed to bridge gaps in resource availability by pre-planning during peacetime for the use of civilian contractors to perform/provide selected logistical services in wartime and other contingencies to augment U.S. and allied forces and NGOs in an area of operation. LOGCAP is designed for use in areas where no bilateral or multilateral agreements or treaties exist. Within the USEUCOM AOR, the U.S. Army Materiel Command-Europe serves as the lead agency to provide LOGCAP support to the service components and DoD agencies.

(2) 21st Theater Support Command (TSC). Headquartered at Panzer Kaserne, Kaiserslautern, the 21st TSC's mission is to provide and sustain uninterrupted logistics and power projection theater support to all services in the Central Region (Germany and the BENELUX countries), Italy, and the Balkans; to rapidly deploy to conduct Army, Joint, or Multinational logistical sustainment and support operations; and to redeploy as directed. The

21st TSC provides support to USAREUR's Immediate Ready Force, Theater Distribution System, Deployment Processing Center, Sustainment Base, and Balkan Sustainment Command. The 21st TSC also provides USEUCOM's Disaster Mortuary Affairs Response Team. The 21st TSC operates through several brigade sized subordinate commands to include the General Support Center-Europe and the Theater Distribution Center assigned to the 37th TRANSCOM.

(a) 37th Transportation Command (TRANSCOM). Headquartered at Klaber Kaserne, Kaiserslautern, the 37th TRANSCOM provides common user military line haul transportation support, distribution services, military police (MP) operations, and reception, staging and onward movement operations within the Central Region and to other locations when directed by 21st TSC, including Italy and the Balkans. Transportation missions include the movement of general cargo for all services and DOD organizations; limited heavy lift; ALOC clearance from APODs; mail; arms, ammunition, and explosives (AA&E); classified equipment movement; refrigerated movement; and SPOD clearance, as required. 37 TRANSCOM also operates the Theater Distribution Center (TDC), USAREUR's breakbulk point for incoming multi-consignee containers and commercial/military air pallets. Acting as the hub of a hub and spoke theater distribution system, the TDC receives, sorts and redistributes class II, III (P), IV, VII and IX to over 90 DOD customers throughout the EUCOM AOR, and is also responsible for containerizing all cargo destined to the Balkans. 37TRANSCOM MP missions include providing transportation security for AA&E and classified equipment movement, managing military customs, supporting contingency operations, ensuring law and order, providing general officer security, and operating the Mannheim Confinement Facility.

(b) The 1st Transportation Movement Control Agency (1st TMCA), headquartered at Kleber Kaserne, Kaiserslautern, is the USAREUR Executive Agent for movement control in the USAREUR area of operation. Their mission is to plan for and provide the transport and movement control of U.S. forces, their materiel, equipment, and sustainment supplies into, out of, and within the theater of operations during contingencies, wartime, and in peace.

(c) The 29th Support Group (SPT GP) provides operational and tactical logistical support to units in USEUCOM and area support in Germany and BENELUX. Missions include providing Direct Support/General Support maintenance and sustainment support, ammunition and explosive ordnance disposal support, theater wide airdrop services, and aviation intermediate maintenance support to USAREUR units. The 29th SPT GP operates USAREUR's power projection platforms and provides trained and ready support modules that are rapidly deployable in as little as 48 hours.

(d) The General Support Center Europe (GSC-E) is the only echelon above corps general support supply and maintenance organization in the theater with unique multifunctional logistics capabilities ready to perform any mission that may be assigned. GSC-E provides general supply support, general maintenance support, base operations support, and other unique multifunctional logistics services, including Theater Logistics Contract Management, Humanitarian Assistance Programs, and Theater Oil Analysis Program and Material Testing.

d. United States Air Forces Europe (USAFE). Headquartered in Ramstein AB, Germany, USAFE operates its common user logistics responsibilities through two subordinate commands. 3rd Air Force is headquartered at RAF Mildenhall, UK, and is responsible for operations in the UK, Scandinavia, and the Azores. 16th Air Force is headquartered at Aviano AB, Italy, and is responsible for operations in Italy, Turkey, and Israel.

(1) The Theater Distribution Management Cell (TDMC) is assigned to HQ USAFE/LGT and is located at the aerial port of Ramstein AB, Germany. The TDMC is a multi-service staffed distribution management organization that has the mission of determining the method of onward movement for USEUCOM air cargo transiting the theater. The primary focus of the TDMC is to reduce Customer Wait Time (CWT), improve Time Definite Delivery (TDD) of cargo, and save fiscal resources by optimizing velocity. The TDMC accomplishes this task by employing Logistics Information Systems to make modal decisions prior to and after cargo arrival to assist in meeting CWT/TDD standards established under the Strategic Distribution program.

(2) The Air Mobility Operations Control Center (AMOCC), located at Ramstein AB, Germany is COMUSAFE's single command and control (C2) for theater air mobility operations. It provides centralized planning, tasking, scheduling, coordination and C2 for assigned and attached theater airlift, air refueling, and operational support aircraft (OSA) forces. It also provides coordination and communication for assigned and attached theater aeromedical evacuation aircraft while operating in the EUCOM AOR. The AMOCC performs the same functions at the theater level that AMC's Tanker-Airlift Control Center (TACC) provides globally. The AMOCC is COMUSAFE's air mobility link to the joint logistics system and the Defense Transportation System, and performs as a supporting element of the USAF global air mobility system.

e. United States Navy Europe (NAVEUR). Headquartered in London, NAVEUR operates common user aerial and seaports in selected locations in Southern Europe (e.g. Naples, IT, Sigonella, IT, and Rota, Spain). The U.S. Navy also provides virtually all of the logistics support required by the deployed U.S. Marine Corps forces. Additionally, when serving as lead service for a particular operation or event, NAVEUR may provide other common user logistics functions.

f. U.S Marine Corps Forces, Europe (MARFOREUR). MARFOREUR is headquartered at Panzer Kaserne, Boblingen, Germany. Due to its force structure, MARFOREUR generally does not provide any common user logistics functions to other organizations on a permanent basis in the USEUCOM AOR. However, when United States Marine Corps units deploy to the AOR from CONUS, these units may be temporarily designated as lead service to provide common user logistics functions to other organizations.

g. Special Operations Command Europe (SOCEUR). A subordinate command of EUCOM, SOCEUR is headquartered at Patch Barracks, Germany, and has the primary responsibility to exercise operational control over theater assigned or attached special operations forces (SOF). When directed by Commander, USEUCOM, SOCEUR establishes a joint task force (JTF) or joint special operations task force (JSOTF) to plan, coordinate, and conduct special operations in support of Commander, USEUCOM or SACEUR. The logistic support of SOCEUR as a JTF or

JSOTF is provided by outside agencies. SOCEUR possesses an extremely limited organic logistics support capability.

h. Army Air Force Exchange System/Navy Exchange System

(1) The Army Air Force Exchange System mission is to provide quality merchandise and services at uniformly low prices to eligible customers in the AOR and to donate 100 percent of earnings back to those customers for quality of life programs and modern places to shop.

(2) The Navy Exchange System mission is to provide eligible customers with quality goods and services at a savings and to support quality of life programs. The Navy Exchange is part of the Naval Supply Systems Command, which provides U.S. Naval Forces with quality supplies and services.

i. The United States Army Medical Material Command Europe (USAMMCE) in Pirmasens, Germany is the Single Integrated Medical Logistics Manager for the Military Health Care System in the EUCOM AOR and provides out of sector support to the Department of State, Humanitarian Assistance Program and the U.S. Central Command (CENTCOM) in Southwest Asia. USAMMCE's core competencies are as follows: acquisition, storage and distribution of medical materiel; clinical engineering support; optical fabrication; management of war reserve and prepositioned Class VIII stocks; assembly, reconstitution, and disassembly of medical facilities; and training customers. USAMMCE supports 52 medical facilities, 243 embassies, and 672 other customers throughout the EUCOM and CENTCOM AORs.

j. The Defense Commissary Agency Europe (DeCA), headquartered at Kapaun AS, Germany, provides subsistence and supply support to the EUCOM AOR through 3 Central Distribution Centers (located at RAF Lakenheath in the UK and Germersheim and Kaiserslautern in Germany) and supports a meat processing plant, 61 commissaries, 10 NEXMARTS, 13 Embassies and 215 Active Charge Sale Accounts. DeCA depends upon both the 37th TRANSCOM and the commercial sector to meet its surface distribution requirements.

k. Defense Logistics Agency-Europe (DLA-E), headquartered at Weisbaden, Germany, serves as the Defense Logistics Agency's primary U.S. European Command focal point for disseminating, coordinating, and tracking Warfighter issues and concerns to and from all DLA activities in Europe and CONUS. DLA-E provides on site tailored customer support and trains and fields Initial Response Teams to conduct site surveys and DLA Contingency Support Teams that deploy to forward operating locations to establish DLA services in the field when requested by the theater commander. Other DLA agencies operating in the USEUCOM AOR are:

(1) Defense Supply Center Philadelphia-Europe Region ensures combat readiness and sustainment by providing integrated Subsistence (Class I), Clothing & Textile (Class II), Building/Barricade Items (Class IV), Personal Welfare Items (Class VI), General & Industrial (G&I) Major End Items (Class VII), Medical (Class VIII) and G&I Repair Parts (Class IX) logistical support throughout Europe, Africa and Southwest Asia.

(2) Defense Distribution Depot-Europe (DDD-E) at Germersheim, Germany, provides forward stockage of several classes of common-user supply items, including operational rations, barrier/construction materials, packaged POL, clothing, textile and tentage, medical, repair parts, and humanitarian assistance supplies. DDD-E also executes joint theater distribution of supplies via air, road, rail, and barge throughout Europe, Africa and Southwest Asia.

(3) Defense Energy Support Center –Europe provides comprehensive energy solutions to USEUCOM, in-theater U.S. government activities and NATO, and delivers quality fuels to its customers to meet warfighter requirements.

(4) Defense Reutilization and Marketing Service-International (DRMS-I) Forward Support Team-Europe. DRMS-I's primary mission is to redistribute assets among the military services, authorized U.S. federal agencies and eligible donees that are under the umbrella of the United States Agency for International Development or the Association of State Agencies for Surplus Property. DRMS-I also supports the State Department's Humanitarian Assistance Program and Foreign Military Sales Program.

(5) The Document Automation & Production Service is responsible for document automation and printing within the Department of Defense, encompassing electronic conversion, retrieval, output and distribution of digital and hardcopy information.

1. Defense Contract Management Agency (DCMA). As primary contracts manager, DCMA interfaces directly with industry. DCMA performs a variety of contract administration and surveillance functions to ensure that Federal acquisition programs, supplies, and services are delivered on time, and within cost and performance requirements.

(1) DCMA retains a Liaison and Operations Officer within EUCOM J4, and provides contract administration from DCMA Northern Europe in Loudwater, UK and DCMA Southern Europe in Wiesbaden, Germany. DCMA Southern Europe oversees subordinate offices in Italy and Israel, as well as contingency operations in Bosnia and Kosovo.

(2) DCMA Areas of Expertise. DCMA can provide a wide variety of administrative services for contracts delegated by the procuring organization. These services vary from pre-contractual advice to post-contractual quality assurance, and include contract negotiation, pricing, property surveillance, as well as other services. DCMA provides this support for a wide range of logistics-related contracts within the EUCOM AOR including Contingency Contract Administration Support, fuels quality assurance support, nuclear/biological/chemical weapons reduction contracts, and support for all phases of major defense acquisition programs.

(3) DCMA's most visible support to EUCOM is its administration of the Balkans Support and LOGCAP contracts within theater. In the Balkans alone, contracted support administered by DCMA accounts for about 70% of all sustainment of EUCOM forces in theater. These Civil Augmentation Programs (CAP) contracts can provide almost all types of sustainment support. DCMA can deploy personnel to administer CAP contracts to assure support is provided per the terms of the contract.

(4) DCMA performs deliberate and crisis action planning functions for operational and conceptual plans for contingencies, exercises and training in the area of contract administration.

(5) Upon request of the procuring organization, DCMA can assess industry capabilities for certain defense requirements, as well as the industrial surge capability for critical component shortages on contracts for which DCMA maintains supply chain management oversight.

m. General Services Administration (GSA). Headquartered in Washington, DC, GSA's mission is to help federal agencies better serve the public by offering, at best value, superior workplaces, expert solutions, acquisition services and management policies. GSA provides workspace, security, furniture, equipment, supplies, tools, computers, and telephones, and manages travel and transportation services.

n. Defense Finance Accounting System-Europe. (DFAS-E) Located in Kaiserslautern, Germany, DFAS-E provides accounting, vendor payments and disbursing functions for USAREUR, USAFE, DeCA, U.S. Army Medical Command and other DoD activities in Europe.

CHAPTER II

1. **Overview.** The supported Joint Task Force (JTF) Commander is largely responsible for developing an effective joint logistics support concept for the joint command's area of operations. As outlined in JP 4-07, joint commanders may take a variety of steps to develop an efficient logistics infrastructure. They may begin with a Logistics Assessment of the Situation. Supporting organizations and agencies work with the JTF J-4 to develop this assessment. The focus of this assessment is to ensure that the overall logistics system provides required resources on time, anticipates requirements, identifies resources, and identifies and delegates common user logistic requirements. Each service and agency must provide the JTF J-4 with a list of requirements in an approved format using common units of measure. In many cases, the JTF Commander will appoint a lead Service, normally the dominant user, to provide specific Common User Logistics (CUL) for the JTF. The specific tasks assigned to the CUL provider must be well defined so that service components and agencies understand exactly what will be and what will not be provided. CUL support may be coordinated through the JTF J-4. In some cases, CUL support may be coordinated directly through the CUL provider with the JTF J-4 performing only a monitoring function. However, the JTF HQ will maintain responsibility for establishing, adjusting, and deconflicting priorities. Only the JTF Commander will have the authority to cross-level supplies from one service component to another within the JTF. Examples of major CUL services provided during contingency operations are listed below.

2. **Contractor-Provided Logistics Support at Deployed Locations.** Common user logistics support is currently provided in many forward locations via contractor. In these instances, units requiring support from the contractor must provide their requirements to the Administrative Contracting Officer (ACO). The ACO, who is assigned to DCMA, will forward the requirement to the contractor, who will in turn provide a "Rough Order of Magnitude" estimate for the requested services. More often than not, the customer will also have to work with the Comptroller to arrange for reimbursement of the services provided.

3. **Port of Embarkation/Port of Debarkation Management.** In accordance with Joint Pub 4-01, USTRANSCOM--through its components Air Mobility Command (AMC) and Military Traffic Management Command (MTMC)--is the DoD designated single port manager for all common user air and seaports worldwide. Commander, USEUCOM will designate wartime and contingency ports in conjunction with USTRANSCOM and appropriate host nation authorities. USTRANSCOM component commands and the identified CUL provider will perform functions IAW Appendix D (Port Management) of ED 64-1, *Transportation Management and Policy*.

a. Aerial Ports of Embarkation/Aerial Ports of Debarkation. (APOE/APOD) In accordance with Joint Pub 4-01.1, USEUCOM J3 and J4 communicate the USEUCOM Commander's strategic airlift requirements to USTRANSCOM through the Joint Operations Planning and Execution System. While AMC serves as the single port manager, Commander, USEUCOM may designate a CUL provider to operate the Arrival/Departure Airfield Control Group and/or the Air Terminal Movement Control Team mission. These organizations are responsible for cargo preparation, documentation, and upload/offload of aircraft with onward or retrograde cargo. Additionally, the CUL provider may be required to establish a Personnel Assistance Point to assist incoming forces into the theater.

b. Sea Port of Embarkation/Sea Port of Debarkation. (SPOE/SPOD) In accordance with Joint Pub 4-01.5, Commander, USEUCOM identifies the deployment and sustainment requirements of the joint force to accomplish assigned tasks. In coordination with component commanders and USTRANSCOM, USEUCOM selects the water terminals and the units required to operate the facilities. Water Terminal operations relate to the scheduling, loading and discharging of cargo at a port designated for receipt of DOD cargo. MTMC's 598th Transportation Terminal Group (TTG), located at Rotterdam, Netherlands, will establish terminal capability to receive, stage, document and trans-ship cargo within the port. In ports where there is not a continuous MTMC presence, the stevedore services will either be contracted or performed by military terminal service units brought in to perform load and discharge operations. The size of the designated seaport, the Commander's deployment flow requirement, and the availability of host nation support will normally determine the port commander and subordinate terminal units required. A component service may be identified to provide a Common User Port Support Activity. This ad hoc organization receives and stages equipment in staging areas, corrects improperly secured loads, provides licensed vehicle operators, provides qualified personnel to assist in loading/offloading vessels, assists in servicing aircraft, provides emergency maintenance, and assists the port commander with cargo accountability in the staging area.

4. **Commercial Surface Transportation.** The default common user logistics provider for securing commercial surface transportation in the theater is the Intra-theater Commercial Transportation Branch (ICTB) of USEUCOM J4. When USEUCOM forces begin operations in a new area in the AOR, ICTB negotiates tenders, conventions, and special agreements for truck, bus, rail and/or barge transportation services. In certain other areas, where a particular service component may be the CUL provider, that service component may perform these actions (See Matrix at Appendix B). Only personnel appointed on USEUCOM letter-order, designated by name, grade and position as "Negotiator" and/or "Transportation Agent" are authorized to procure commercial transport of service. After award, the tenders, conventions and agreements

will be distributed to all parties involved so that the DFAS-Europe can pay according to the rates and conditions negotiated. At that point, authorized service component or defense agency transportation offices may coordinate for the movement of cargo based on these in-place tenders, conventions, and special agreements.

5. **In Transit Visibility.** According to EUCOM Directive 66-2, USAREUR serves as the USEUCOM Automatic Identification Technology (AIT) Executive Agent. In accordance with JP 4-07, Logistics ITV is critical to the proper execution of CUL support. Optimally, a unit in one service component that requires a particular common use item would have visibility of all stockage levels throughout the AOR in order to meet a critical mission requirement. In a contingency situation, customer components and agencies will be required to provide automated reports CUL to common user logistics providers. Deployed Joint Task Force Commanders will identify and prioritize locations for AIT instrumentation and coordinate requests for deployable AIT capability with USEUCOM J4-PM-LIS branch.

6. **Customs Operations**

a. The source document for many customs issues in the USEUCOM AOR is the "Agreement Between the Parties to the North Atlantic Treaty Regarding the Status of Their Forces (NATO SOFA)" signed in London, UK on 19 June 1951. Article XI of this Agreement allows the duty free importation of equipment and reasonable quantities of provisions, supplies and other goods for exclusive use of the force and, in cases where such use is permitted by the receiving State, its civilian component and dependents. Most NATO countries recognize and utilize the AE Form 302-1, which certifies that the cargo being imported or exported is in support of U.S. forces. Other NATO countries employ their own specific forms to perform the same function. Some non-NATO countries in the AOR such as Albania, Bulgaria, Estonia, FYROM, Finland, Georgia, Kazakhstan, Latvia, Lithuania, Moldova, Romania, Slovakia, Slovenia, Sweden, and Uzbekistan have signed the "Agreement among the States parties to the North Atlantic Treaty and the other States participating in the Partnership for Peace (PfP) regarding the status of their forces." This agreement "shall apply the provisions" of the original NATO SOFA, which allows for the duty free importation of the items described in Article XI of the NATO SOFA into these countries. Detailed information regarding customs operations in the USEUCOM AOR is available in USAREUR Reg 55-355 and the Defense Transportation Regulation, Part V (Customs). In actual practice, many nations do not automatically grant duty free status to cargo imported for U.S. forces. In many areas a particular service component or agency has been identified to resolve customs issues with host nation authorities (See Matrix at Appendix B). These organizations may work through U.S. Embassy Defense Attaché Offices or through Offices of Defense Cooperation, depending on the country. In the Balkans, the lead service or agency may work with SFOR or KFOR Headquarters.

b. When USEUCOM forces begin operation in "new" areas, the organization that creates the customs agreement with the host nation should ensure that the host nation allows the duty free importation of U.S. cargo. They must agree on a simple form to certify duty free status, preferably the AE 302-1, which can be used in non-NATO countries if the host nation agrees. They must agree on when cargo can be imported. If U.S. forces anticipate importing cargo 24 hours a day, seven days a week, then host nation customs office hours may have to be extended.

All agreements must be in writing and these arrangements must be promulgated to U.S. transportation organizations throughout the theater. One effective way to accomplish this is through an exchange of diplomatic notes between the host nation and the local U.S. Embassy. When required, EUCOM J5 will address customs issues with host nations at the front end of operations, while EUCOM J4 will provide procedural guidance on customs. When one service component is the predominant organization operating in the "new" country, then that component will make customs arrangements. Obviously, no DoD organization can enter into any agreement regarding the importation of foreign cargo into the United States.

7. **Clearance Execution.** For international movements, and movements in a foreign country there are two types of clearances normally required, diplomatic and technical. The technical clearance ensures that the cargo being moved can physically transit the LOC and that systems are in place to effectively coordinate the movement. The diplomatic clearance is the approval from the sovereign nation to transit or move within their territory, by the mode of transportation requested, over a specific route, normally during a given time period. Diplomatic and Technical clearances can be very detailed and complex.

8. **Movement Prioritization.** Movements within the USEUCOM AOR will be IAW the intent of the Commander, USEUCOM. As a general rule, when two service components or agencies are in competition for a scarce transportation resource, the EUCOM staff will determine which has priority IAW the Commander's intent. Routinely, ECJ4-PM's Mobility Branch will determine transportation priority policy and ECJ4-LO's Joint Movement Center will determine day-to-day current operations priorities. Within a subordinate Joint Task Force (JTF), the JTF Commander will determine the priority with the JTF's transportation assets. If requirements and resources are internal to one particular service component, then that service will determine the priority. In some locations, such as Ramstein Air Base, jointly staffed organizations (e.g. the Theater Distribution Management Cell) may determine the priorities for transportation activities operating in and around that particular port.

9. **Movement Control** is a continuum that involves coordinating and integrating logistics, movement information, and programs that span the strategic, operational, and tactical levels of war. Movement control is guided by a system that balances requirements against mode capabilities and assigns resources based on the combat commander's priorities. Movement control is also the commitment of apportioned transportation assets according to command planning directives. Within the USEUCOM AOR, movement control is the responsibility of the organization identified in Appendix B with responsibility for Traffic Management."

10. **Common User Supply**

a. The largest common user supply provider in the USEUCOM AOR is the Defense Logistics Agency. The Defense Logistics Agency ships common user Class I, II, III, III(P), IV, VIII, and IX supplies directly from depots in CONUS, from Defense Distribution Depot-Europe, and/or from direct vendor deliveries. Additionally, Defense Logistics Agency Europe trains and fields DLA Contingency Support Teams (DCSTs) when requested by the Commander, USEUCOM. One team each is deployed in support of SFOR and KFOR respectively.

b. In some circumstances, a service component may be designated as CUL provider for a particular supply commodity. Usually, this is the service that is "most capable" of providing the service. This may or may not be the dominant user of the service. Some commodities lend themselves to common usage more than other commodities. Class I, IV, VI, VIII, and X are all fully suited for common usage as all services and organizations make use of the same items. Class III is a good candidate for common usage except for a very few service unique items. Class II, V, and IX are fairly poor candidates for CUL except for certain like items. In combined operations, another nation may be designated as the CUL provider for various supply commodities.

11. **Maintenance and Salvage.** Maintenance is normally a service responsibility because major equipment items are usually service-unique items. However, when small detachments are attached to larger units of other services (e.g. USAFE tactical control parties), like-type pieces of equipment (e.g. HMMWVs etc.) may be serviced by a CUL provider. Salvage is also normally a service responsibility. When property is no longer required or usable to a particular service, it will be turned in to the DLA's Defense Reutilization and Marketing Service, which will offer the item to other agencies within the Department of Defense, to other federal agencies or for donation to America's state and local governments and other qualified organizations. Property not reused may then be offered for sale to the public.

12. **Host Nation Support.** According to Joint Pub 4-07, Host Nation Support is the civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war, based on agreements mutually concluded between nations. Within USEUCOM, there are many long-standing agreements with the various host nations based on the NATO SOFA, the PfP adoption of the NATO SOFA, and bi-lateral agreements, such as an Acquisition and Cross Servicing Agreement, between the U.S. and various host nations. Logistics support provided by the host nation can free up U.S. logistics and transport resources to be used in other locations. Often, a lead service is identified to arrange for host nation support for all U.S. forces in a particular location.

13. **Financial Management.** The Defense Finance and Accounting Service Europe (DFAS-E) provides common user finance and accounting services throughout the AOR.

FOR THE COMMANDER:

OFFICIAL

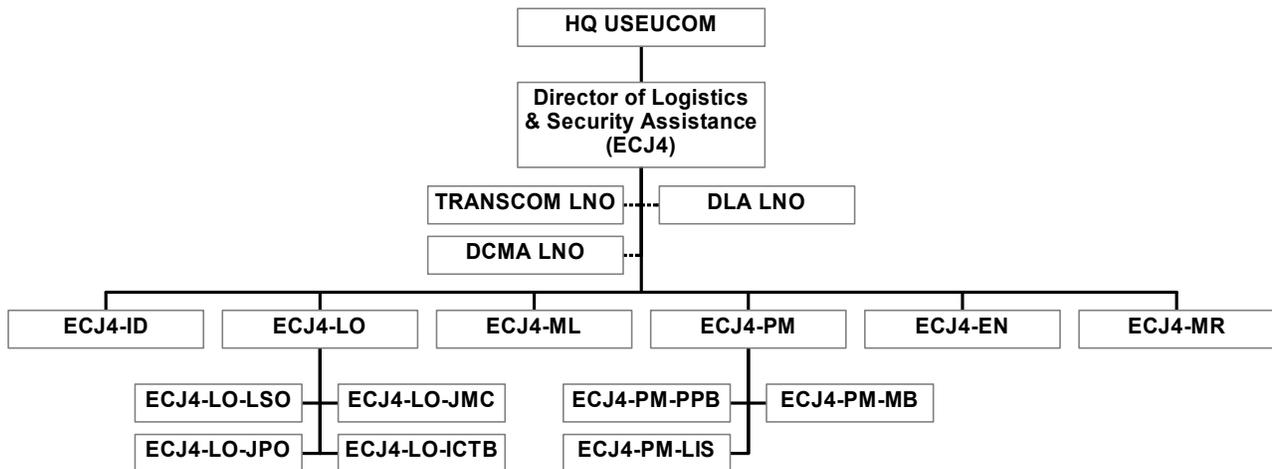
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Lieutenant General, USA
Chief of Staff

RICKEY K. WILLIAMS
LTC, USA
Adjutant General

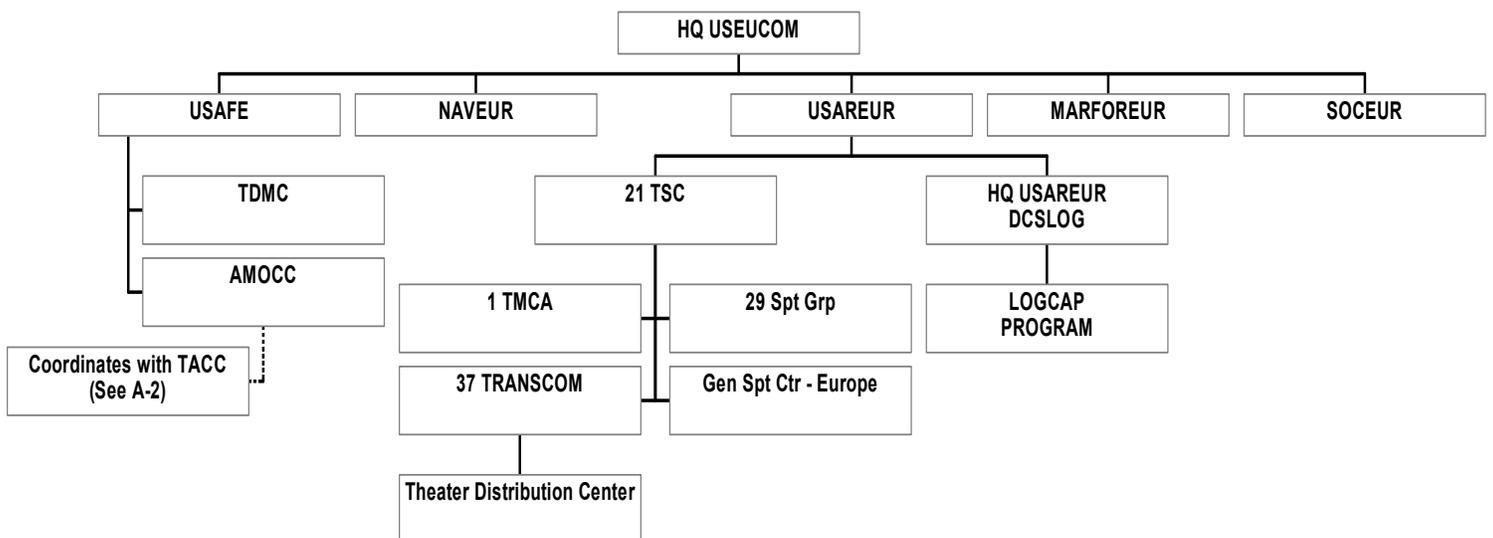
Appendix A

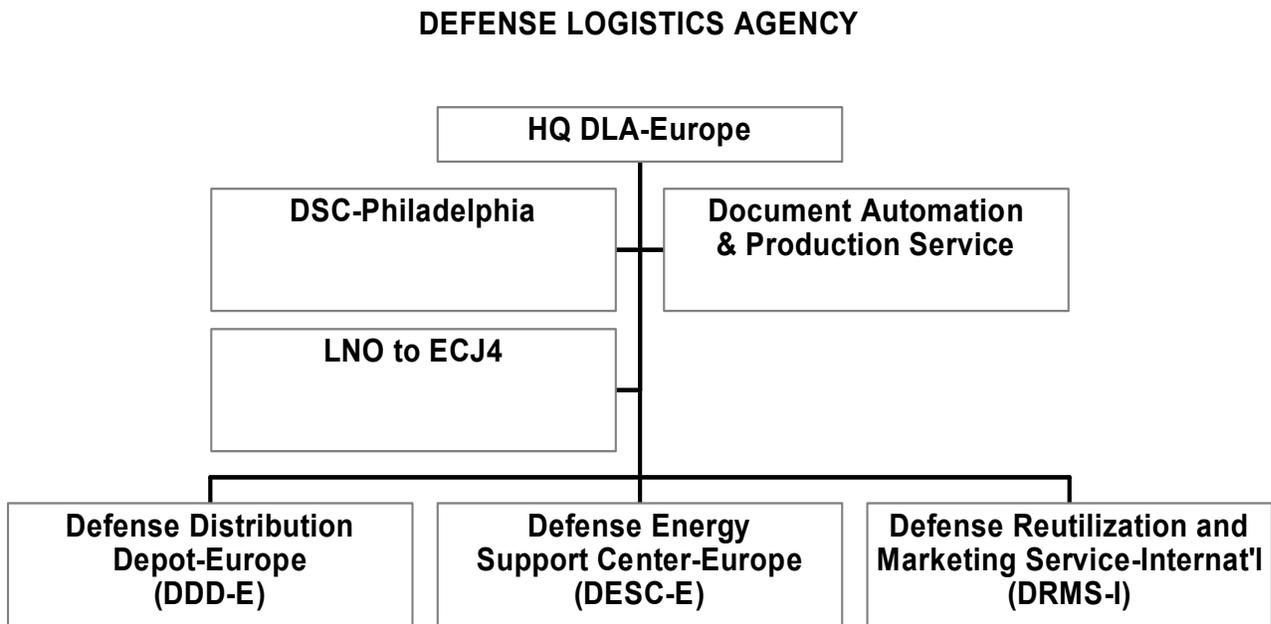
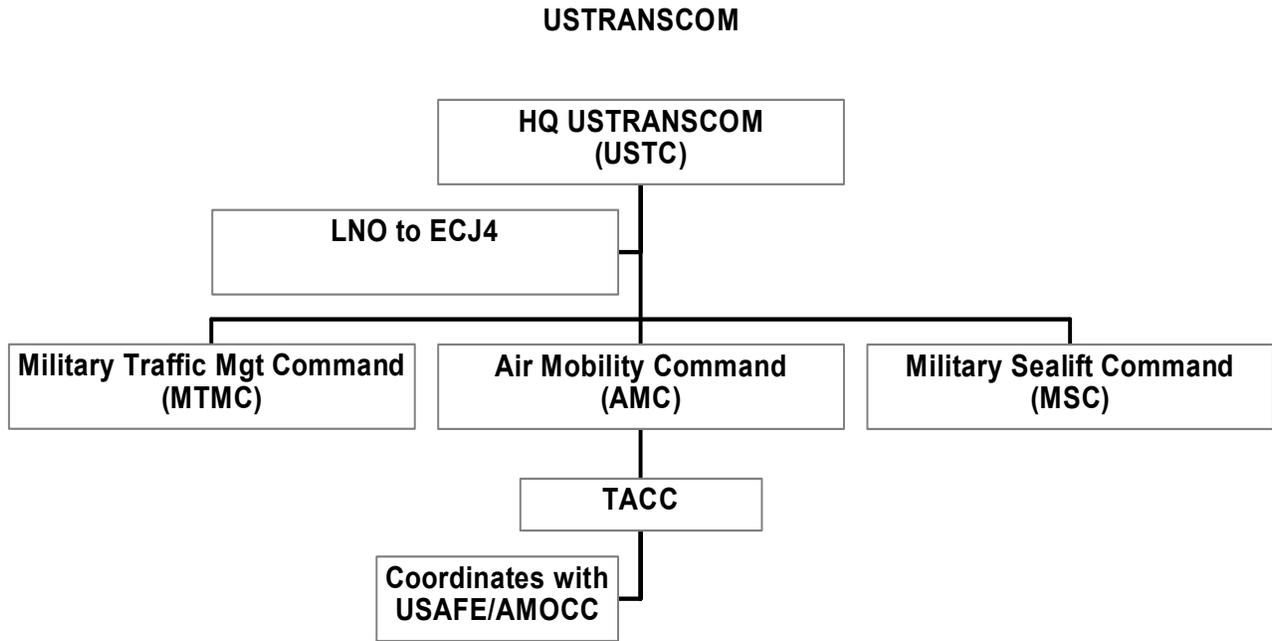
Common User Logistics Organizational Charts

HQ USEUCOM LOGISTICS AGENCIES



EUCOM OPERATIONAL UNITS





Appendix B

Common User Logistics Geographic Responsibilities

COUNTRY	AERIAL PORTS ¹	OCEAN CARGO TERMINALS ²	ORGANIC MILITARY HIGHWAY ³	CUSTOMS ⁴	TRAFFIC MGT ⁵	MORTUARY SERVICES ⁶	BASE OPS SUPPORT ⁷
Albania	AF	MTMC		A	A	A	
Austria	AF			A	A	A	
Baltic States	AF	MTMC		A	A	A	
Belgium	AF	MTMC	A	A	A	A	A
Bosnia	AF		A [◇]	A	A	A	A
Bulgaria	AF	MTMC	A [◇]	A	A	A	
Croatia	AF	MTMC	A [◇]	A	A	A	
Czech Republic	AF			A	A	A	
Denmark	AF	MTMC	A [◇]	A	A	A	
Finland	AF	MTMC				A	
France	AF	MTMC		AF	AF/A	A	AF
FYROM	AF		A [◇]	A	A	A	A
Germany	AF	MTMC	A	A	A	A	A/AF
Greece	AF/N	MTMC	A [◇]	MTMC/N	A	A	N
Greenland	AF	MTMC		AF	AF	AF	AF
Hungary	AF		A [◇]	A	A	A	A
Iceland	AF/N	N	N	N	N	N	N
Israel	AF	MTMC		AF	AF	AF	
Italy	AF/N	MTMC/N	A/N	A/AF/N	A/N [†]	A	A/AF/N
Kosovo	AF		A [◇]	A	A	A	A
Luxembourg	AF		A	A	A	A	A
Netherlands	AF	MTMC	A	A	A	A	A
Norway	AF	MTMC		AF	AF	AF	AF
Poland	AF	MTMC		A	A	A	
Portugal	AF	MTMC		N		N	
(Azores)	AF	MTMC		AF	AF	AF	AF
Romania	AF		A [◇]	A	A	A	
Serbia	AF		A [◇]	A	A	A	
Slovakia	AF			A	A	A	
Slovenia	AF		A [◇]	A	A	A	
Spain	AF/N	N		N	N	N	N
Sweden	AF	MTMC		AF	AF	AF	
Turkey	AF	MTMC		AF	AF	AF	AF
United Kingdom	AF	MTMC		AF	AF	AF	AF/N

CODES: A=USAREUR; AF=USAFE/AMC; N=NAVEUR; MTMC=Military Traffic Mgt Cmd
(DLA is lead for all Fuels Support and Supply Support—except Class V—in all countries)

◇ Organic transportation here includes both military trucks and contractor assets.

† Navy provides traffic management in Rome, Naples, and Sicily, to include any Navy ships.

NOTES:

1. **Aerial Ports:** Passenger and cargo handling/processing services at an airfield designated for sustained movement or as a point of arrival or departure.
2. **Ocean Cargo Terminals:** Management of the receipt, transit storage or staging, processing, and loading/unloading of passengers and cargo aboard ships at water ports.
3. **Organic Military Highway:** Surface transportation provided by government owned/operated vehicles.
4. **Customs:** Management and coordination for the duty-free importation/exportation of official US cargo.
5. **Traffic Management:** The direction, control, and supervision of all assigned functions associated with the use of freight and passenger transportation services.
6. **Mortuary Services:** The search for, recovery, identification, preparation, and disposition of human remains.
7. **Base Ops Support:** Those critical functions required to maintain personnel at an operating base (food services, lodging, base supply/transportation, public works/engineering, etc.)