

USTRANSCOM

Support to



**Foreign Humanitarian
Assistance**

23 APRIL 2012

Preface

In the days following the massive earthquake that devastated Haiti in January 2010, Commander, United States Transportation Command (USTRANSCOM) directed his staff and Transportation Component Commands (TCC), Military Surface Deployment and Distribution Command (SDDC), Military Sealift Command (MSC), and Air Mobility Command (AMC) and the Joint Enabling Capabilities Command (JECC), to begin compiling lessons learned. These lessons form the basis of this document that addresses the distribution successes and challenges experienced through the command's interaction with the supported Geographic Combatant Commander (GCC), United States government agencies (USG), non-government organizations (NGO), as well as the impacted nation.

This handbook is designed for users of the Defense Transportation System (DTS) during a relief effort. It is intended to expose the reader to the enabling distribution and joint planning capabilities USTRANSCOM can provide in support of a Foreign Humanitarian Assistance (FHA) mission. It also highlights processes and capabilities, in work and on the horizon, which USTRANSCOM is evaluating to ensure the command remains on the leading edge of distribution improvements to provide the best possible support to the mission, the Warfighter, and the nation.

Listed in Attachment 2 is contact information for both the major support areas mentioned in this document and for USTRANSCOM liaison officers (LNO) assigned to the GCCs.

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Introduction

“During this period of great instability and uncertainty the challenge to our nation’s leadership, **commanders at all levels**, and the civilian leadership of agencies and organizations is to **recognize what resources are available and how to work together to effectively apply them**. Despite potential philosophical and operational differences, all efforts must be coordinated to create an atmosphere of cooperation that ultimately contributes to national unity of effort. Therefore, pursuit of interagency, IGO, and NGO coordination and cooperation as a process should be viewed as a means to mission accomplishment, not an end in itself. While some loss of organizational freedom of action is often necessary to attain full cooperation, a zeal for consensus should not compromise the authority, roles, or core competencies of individual agencies.” *Capstone Concept for Joint Operations*

This document is an introduction to the role of USTRANSCOM staff, component and subordinate commands in developing, integrating and executing a set of interrelated deployment and distribution capabilities that directly support FHA operations. In line with the command’s overall strategic objectives, effectively supporting humanitarian relief efforts requires combining improved business processes, advanced technology, and information management to deliver on-time performance, optimal asset utilization, and cost-effective distribution solutions.

Around the world our service personnel are participating in the full spectrum of military operations ranging from major combat to supporting humanitarian missions. To properly support the GCCs and their designated Joint Task Force (JTF) Commander(s), USTRANSCOM, as the Department of Defense’s (DOD) Distribution Process Owner (DPO) and DOD Mobility Joint Force Provider, must rapidly respond to ever changing requirements. As with most other types

of military operations, each FHA operation will always be unique, reflecting the political, military, economic, social, information, and infrastructure characteristics of the environment. It is this uniqueness that presents the greatest challenge for crafting a well focused response. That challenge is amplified when working outside the continental United States with a host nation

(HN) in distress, numerous civilian and government agencies, and multiple combatant commanders.

The role of USTRANSCOM in an FHA operation is as a supporting command to a GCC. That GCC is responsible for managing multiple competing requirements, typically in support of a Lead Federal Agency (LFA), which in international incidents is normally the United States Agency for International Development (USAID). During FHA operations, a key challenge for USTRANSCOM, in its role as DOD's DPO, is working effectively in support of the objectives the LFA requests military support for, while cooperatively operating with the numerous relief agencies likely involved. When not coordinated, the activities of non-DOD agencies (e.g. NGOs) can have a measureable impact on planned operations of the military organizations, and vice versa. To minimize the possible negative impacts, logisticians must understand the capabilities of all the agencies involved in a crisis response, and so too must the leadership of the HN, GCC, JTF, and LFA. This understanding is necessary to gain unity of effort; effectively use the strengths of the participants; ensure the smooth exchange of information; and maximize the resources the team brings to a relief effort.

USTRANSCOM executes its mission of integrating transportation, distribution and enabling capabilities across the range of FHA requirements through its four component and subordinate commands: SDDC, MSC, AMC and JECC. Together they make available numerous capabilities to the supported GCC, the JTF Commander, and U.S. government agencies that can act as force multipliers and assist in relieving the burden on the HN during FHA operations.



Together, We Deliver.

**General William M. Fraser III
Commander, USTRANSCOM**

USTRANSCOM FHA Enabling Capabilities

Joint Enabling Capabilities Command (JECC)

The JECC, which was reassigned to USTRANSCOM on July 1, 2011, consists of three subordinate commands — the Joint Communications Support Element (JCSE), the Joint Public Affairs Support Element (JPASE) and the Joint Planning Support Element (JPSE) — which provide mission-tailored, ready joint capability packages to Combatant Commanders in order to facilitate rapid establishment of joint force headquarters, fulfill Global Response Force execution and bridge joint operational requirements. The JECC rapidly enables critical command and control capabilities across the full spectrum of military operations including support to FHA. The JECC is a part of the Global Response Force meaning that in crisis response and contingency operations, a mechanism is in place to enable the commander of USTRANSCOM to deploy the JECC’s mission-tailored packages in an expeditious manner.



Following the devastating earthquake in Port-au-Prince, Haiti on Jan. 12, 2010, the JECC deployed over 60 members from JCSE, JPASE and JPSE to provide mission-tailored communications, public affairs, operations, logistics and knowledge management support to Operation Unified Response and JTF-Haiti.

JCSE was one of the operation’s first responders and provided the very first communication capabilities on-site in Haiti. Within hours of arrival, the JPASE team provided electronic media outlets around the world with interviews from senior JTF-Haiti leaders and also served as the only U.S. spokespersons for the first week of the operation. As the initial JTF formation was taking place, the JPSE team members rapidly integrated throughout the JTF staff sections and immediately began working several high priority planning and coordination efforts as numerous staffs came together to operationally support the relief efforts.



Initial deployment for an FHA operation generally requires only critical C2, communications systems; security; civil-military operations center (CMOC); PA, and **logistic capabilities (e.g., initial theater opening capability)**. Follow-on forces deploy as capabilities expand and requirements are better defined. However, U.S. forces often conduct FHA operations in austere locations where airport and seaport facilities may be limited or inadequate. If the affected country has insufficient port offloading facilities, U.S. personnel and equipment needed to establish or augment this capability, should arrive prior to the primary force packages. In some cases, **it may be necessary to expand existing facilities or construct new facilities to accommodate essential transshipment or the flow of forces into the country.**” JP 3-29

Joint Task Force – Port Opening (JTF-PO)

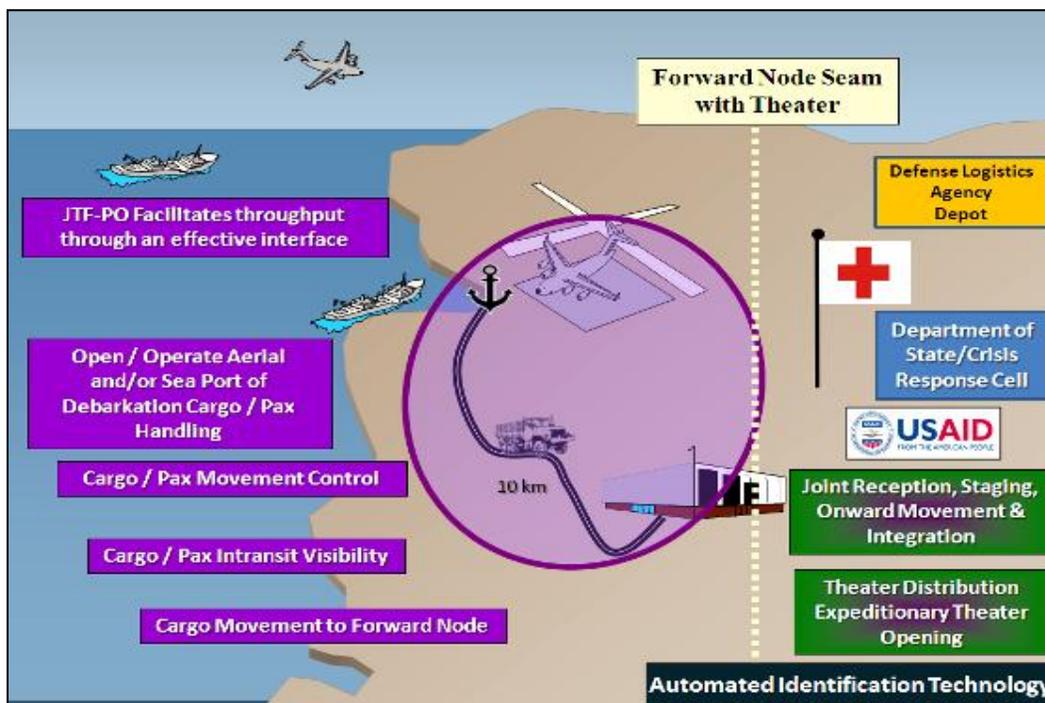


Figure 1: JTF-PO Air and Sea Concept of Operations

Within hours of the devastating earthquake in Haiti, USTRANSCOM offered to employ its new air and sea port-opening units and their operational capabilities (fig.1). These distribution assets were conceived in response to numerous lessons learned from previous disaster relief efforts and operations in austere environments; but Operation UNIFIED RESPONSE was the first operational employment. The USTRANSCOM Commander can quickly deploy a modular and scalable, fully resourced JTF-PO capability in support of the GCC or Joint Force Commander (JFC) to be in place in advance of the flow of forces and supplies. Integrating air, sea, and surface elements into a JTF-PO contingency response force creates a unique joint capability that includes port of debarkation (POD) and distribution assessments, POD and forward node (FN) opening and initial operations, cargo and passenger transfer operations, establishment of joint in-transit visibility (ITV) and radio frequency identification (RFID) networks, and initial movement control. The JTF-PO is jointly trained and equipped to optimize POD throughput and to

coordinate and synchronize POD/FN operations to aid distribution and Joint Reception, Staging, Onward Movement, and Integration (JRSO&I). The port opening capability exists separately for either a seaport or airfield, but both can be employed simultaneously, if required. This force multiplier is an essential element of any response package supporting FHA or Humanitarian Assistance/Disaster Relief (HA/DR) efforts in which the mobility infrastructure has been negatively impacted or is located in an austere environment.



Joint Logistics Over-the-Shore (JLOTS)

Joint Logistics Over-The-Shore (JLOTS) provides a nation with a ship discharge capability without the benefit of deep draft-capable port facilities, such as in austere locations, or to augment existing port facilities and damaged ports. JLOTS occurs when Navy and Army Logistics Over-The-Shore (LOTS) forces conduct operations together under a JFC. The scope of JLOTS operations extends from acceptance of ships for offload through the arrival of equipment and cargo at inland staging and marshalling areas. GCCs have overall responsibility for JLOTS operations in their areas of responsibility (AOR). During the first days of an FHA operation, a JTF-PO Joint Assessment Team (JAT) may determine that JLOTS is required. USTRANSCOM provides subject matter experts (SME) and JLOTS planning support to the supported GCC staff for concept development. Specific JLOTS operations will be identified by the JFC including tentative JLOTS sites and force requirements. The supported GCC can then request JLOTS forces to begin expeditious movement of ships, forces and equipment. Forces assigned to conduct the JLOTS operation are normally organized under a JLOTS Commander operating in support of a JTF. USTRANSCOM is responsible for orchestrating the movement of anticipated sealift assets. The USTRANSCOM Commander, through his component command, SDDC, provides the single port manager (SPM) for worldwide common-user seaports, including those discharge sites requiring JLOTS capabilities. The strategic sealift vessels employed in support of JLOTS operations may include Military Sealift Command (MSC) common-user vessels, MSC contracted vessels and barges, and U.S. Maritime Administration (MARAD) maintained vessels referred to as Ready Reserve Force (RRF) vessels. The strategic sealift vessels operate under the combatant command (COCOM) of USTRANSCOM. The strategic sealift vessels, including the RRF vessels when activated, operate under the operational control (OPCON) of Commander Military Sealift Command and under the tactical control (TACON) of the MSC geographic

commander. Common-user sealift vessels and RRF ships when not conducting missions are maintained in a reduced operating status (ROS) and require the USTRANSCOM Commander authorization for their activation.

MSC Prepositioning vessels and MSC Naval Fleet Auxiliary Force (NFAF) vessels may also support JLOTS operations. These vessels operate under the (COCOM) of the Regional Combatant Commander, under the OPCON of Numbered Fleet Commander and under the TACON the Task Force Commander. For more detail see JP 4-01.6, *Joint Logistics Over-the-Shore [JLOTS]*.

Global Patient Movement

Early in FHA operations, USTRANSCOM, serving as the DOD single manager for patient movement, will ensure the GCC, JTF Commander, Health and Human Services, National Disaster Medical System, and HN medical agencies are aware of what aeromedical assets USTRANSCOM can bring to bear in the area of operations (AO). USTRANSCOM's Theater Patient Movement Requirements Centers (TPMRCs) oversee and track patient movement through the DTS in



coordination with GCCs. The TPMRCs consolidate known requirements for patient movement, and in coordination with AMC's 618th Air and Space Operations Center (Tanker Airlift Control Center), schedule those requirements for evacuation. Depending on the level of medical support requested, the 618th AOC (TACC) will assign the mission to a currently scheduled AMC mission, another DOD aircraft, a specially equipped AMC aeromedical aircraft, or on occasion, a commercial carrier. The TPMRC coordinates patient movement using the TRANSCOM Regulating and Command and Control Evacuation System (TRAC2ES), which regulates patient movement from both the Aerial Port of Embarkation through to the Aerial Port of Debarkation, ensuring that patients reach their ultimate destination and receive the definitive medical care necessary.

“Many crisis response missions, such as foreign humanitarian assistance and disaster relief operations, require time-sensitive sourcing of critical commodities and capabilities, and rapid delivery to the point of need. **In these operations, joint logistics is most often the main effort. The primary challenges for logisticians during these types of operations are gaining visibility of the requirements, sensing competing priorities and adjusting continuously as the situation unfolds to ensure sustained readiness over time.**” JP 4-0, *Joint Logistics*

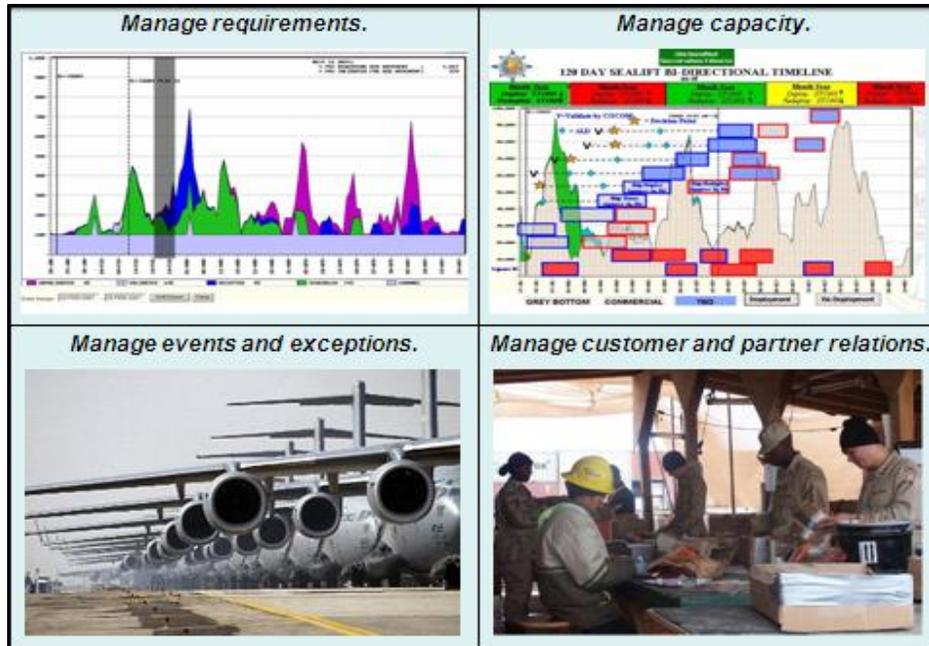


Figure 2: Fusion Center Core Competencies

USTRANSCOM Fusion Center

Effective support for any relief effort requires that the supported GCC understand and, more importantly, prioritize the multitude of incoming military and commercial distribution requirements with those of the supported LFA. Based on the GCC's prioritization, USTRANSCOM can integrate and synchronize the requirements and plan distribution support to the relief mission. Getting the correct item to the right location is critical to success.

USTRANSCOM operates a Fusion Center that merges the expertise of the entire headquarters, as well as that of each USTRANSCOM component and subordinate command, acting as one team to optimize, synchronize, and manage the movement of global requirements (fig. 2). During FHA operations, that synchronization of requirements and capacity must now include those requirements added by the supported GCC. The operational core of experienced logisticians working in the Fusion Center is the lynchpin in the collaboration between the command and our relief effort partners. The team ensures the distribution requirements are delivered in the most effective and expeditious manner available.

In the Fusion Center, deployment and distribution assets are directed to meet the objective of greatest need and can be modified on the fly as a disaster relief effort develops. Command and control (C2) and ITV systems play a pivotal role in providing a common operating picture to optimize FHA movement requirements to more efficiently use transportation resources. USTRANSCOM distribution information on its component and subordinate command resources is provided by the Single Mobility System (SMS) and Integrated Development Environment/Global Transportation Network Convergence (IGC). The Coalition Mobility System (CMS) in the Coalition Theater Logistics (CTL) portal provides an information sharing capability for collaboration, planning, and mission execution between the DoD and international/interagency coalition partners. The Fusion Center is augmented, as required, to

support the increased operations tempo and to ensure the customer is supported in the most expeditious manner possible. Visibility, reliability, velocity, effectiveness and efficiency are the metrics used by the Fusion Center to ensure the best possible collaborative and cooperative decisions are made while always keeping support to the Warfighter as the primary measure of success.

Subject Matter Experts

At the request of a supported commander, USTRANSCOM provides experienced distribution SMEs to augment geographic Deployment and Distribution Operations Centers (DDOC). (Due primarily to manning limitations, most of the GCC DDOCs are maintained in a “warm” status, meaning either they are manned at a minimum level or only during a particular shift or not manned at all until required. See Attachment 2 for contact information concerning these DDOCs.) These SMEs provide support as required by the GCC but also function as liaisons back to the USTRANSCOM Fusion Center facilitating the movement of personnel and materiel efficiently into and out of the AO. Several of these teams interact throughout the year with the GCC team they are expected to support. For example, a team works with United States Northern Command and the Federal Emergency Management Agency (FEMA) to refine the disaster relief support efforts anticipated during a typical hurricane season. This early interaction is essential to proficiently providing coordinated and effective relief support, and benefits both USTRANSCOM and the supported GCC.

In USTRANSCOM, the Joint Interagency Coordination Group (JIACG) provides a valuable point of contact for interagency cooperation and serves as a vital conduit for the flow of both requirements and capabilities between our partners. Their regular engagement with numerous non-DOD organizations opens a critical avenue into early collaboration and visibility of the requirements from multiple USG agencies. When requested to conduct logistics operations that cross the responsibility of DOD and other government agencies such as the repatriation of American citizens or movement of international passengers, the JIACG can utilize its connections to its interagency SMEs to expedite the planning and execution processes.

Joint Publication (JP) 3-29, *Foreign Humanitarian Assistance* states, “Foreign humanitarian assistance (FHA) consists of Department of Defense (DOD) activities, normally in support of the United States Agency for International Development (USAID) or Department of State (DOS), conducted outside the United States, its territories, and possessions to relieve or reduce human suffering, disease, hunger, or privation. While, U.S. military forces are not the primary U.S. Government (USG) means of providing FHA, the foreign assistance they are tasked to provide is designed to supplement or complement the efforts of the host nation (HN) civil authorities or agencies that may have the primary responsibility for providing that assistance.”

USTRANSCOM has a robust and experienced contracting office that, early in an FHA operation, begins contracting with civilian providers and integrating available distribution resources into the operation. USTRANSCOM contracting SMEs are an integral part of the initial cadre of support personnel. **Contracting is a force enabler that integrates across all functional areas, including logistics.** Operational contract support (OCS) provides access to commercial assets and services with unique skill sets

and knowledge when and where they are needed, reduces military operations tempo, and circumvents reliance on extended supply chains through local providers. Using contracts to procure HN capabilities, or those from commercial providers that are familiar with the AO, helps to stabilize the operation by presenting a familiar face to the populace and reducing what some see as a threatening military presence. Contracting allows other USTRANSCOM personnel to focus their efforts on missions that do not readily lend themselves to contract support. It also reduces the number and types of operations that need to be transitioned to other agencies once relief efforts evolve to sustainment operations. OCS management, oversight, and transition require extensive coordination in both planning and execution with other government agencies and other mission partners.

Another very valuable SME is the command's political advisor (POLAD). The POLAD is specifically assigned from the State Department to USTRANSCOM, as well as other COCOMs, to provide U.S. foreign policy perspectives and diplomatic considerations in order to facilitate mission accomplishment. The POLAD can be an integral participant in an FHA operation in which coordination with the DOS and U.S. Embassy can ease challenges presented when working with HN agencies. In Operation UNIFIED RESPONSE the USTRANSCOM POLAD was deployed with the earliest assessment teams and proved to be a valuable asset in gathering critical distribution information.



Training and Education

USTRANSCOM aggressively pursues logistics and distribution education opportunities for its personnel. The education can come from university classrooms, professional discussions with commercial partners, or from experience gained through participation in exercises or shared in lessons learned gathered from real world operations. The distribution experts that are developed in USTRANSCOM are encouraged to share their knowledge and skills at every opportunity; and the command has created a variety of forums to facilitate this exchange of distribution operational and educational experience. Many of the education opportunities mentioned below are available to any USG personnel or organizations and, in some cases, NGO members seeking a greater understanding of distribution operations in support of FHA operations.

The USTRANSCOM JIACG hosts several events that include exposure to and interaction with multiple civilian agencies. Bi-annually, a multiple-day symposium is scheduled to discuss common issues, complex logistics, and distribution challenges involved in operating with multiple logistics providers in support of humanitarian assistance operations. The JIACG team also sponsors targeted conferences led by outside agencies such as USAID to provide insight into the operations and requirements of the other agencies frequently involved in relief efforts. The training highlights how humanitarian agencies relate to the U.S. military's mission, role and responsibilities when supporting FHA missions. This training includes interactive presentations, discussion groups, and case studies.

At USTRANSCOM, the JIACG sponsors the USAID led Joint Humanitarian Operations Course. This course provides a forum for U.S. military personnel to discuss relationships between USAID, its partners and the U.S. military, in order to enhance their ability to work collaboratively during HA/DR operations. This course is requested from USAID who then sends instructors to deliver the training on-site for audiences of up to 30 personnel per session.

The USTRANSCOM JIACG team embraces every opportunity to collaborate with and educate their non-DOD connections and provide products to assist OGAs, inter-agencies and NGOs in obtaining information about the capabilities available from USTRANSCOM. This handbook serves as one such product, but another is the USTRANSCOM public portal at <http://www.transcom.mil>.

USTRANSCOM encourages its officers attending the Joint Forces Staff College to attend the Joint Interagency Multinational Planner's Course. This specialized short course addresses the dynamic challenges confronting mid-grade civilian and military planners who conduct interagency coordination for complex contingencies overseas. The 5 day course assists officers in transforming organizations where processes are being developed to improve a whole-of-government comprehensive approach to solving complex contingencies. This course educates officers in the latest developments in interagency coordination and serves as a forum for an exchange of best practices. Participants typically include representatives from both the interagency and military planner community.

The JIACG has encouraged the use of a desktop training capability developed by the former Joint Forces Command, the Small Group Scenario Trainer. This capability allows agencies with limited staff and travel budgets to participate, from their desktop computers, in exercises with USTRANSCOM and various GCCs. Exercises focus on varying situations and parameters in which these organizations could become involved during an FHA operation. Further, this training highlights areas that need improvement and provides a low cost method to test various solutions.

USTRANSCOM staff makes extensive use of exercise participation to hone their operational skill sets and to test capabilities that have been developed in response to shortfalls identified during previous operations or exercises. In its role as the DOD distribution lead, USTRANSCOM supports GCC, Service, and agency exercises. The command also designs and executes its own annual series of exercises, involving all levels of the headquarters, component and subordinate command staffs, to test the command's readiness to support a military operation. These annual exercises simulate supporting the entire range of deployment and distribution

requirements. Exercises alternate annually between pre-engagement preparation and movements and the challenges of conducting deployment and distribution during a fully developed operation. Although this series of exercises is not always focused on a disaster relief scenario, most of the capabilities being exercised are essential to the efficient conduct of FHA operations.

USTRANSCOM has also developed a field exercise that is specifically focused on the transition phase of distribution operations using JTF-PO enablers at aerial ports of debarkation (APODs) and or sea ports of debarkation (SPODs). The intent of this annual exercise, TURBO TRANSITION, is to expose a different GCC team, service members, Defense Logistics Agency (DLA) personnel, other Federal agencies, and NGOs to the challenges of conducting the seamless hand-off of distribution responsibilities. TURBO TRANSITION was originally exercised in July 2010 and was well received by the participants. Many of the organizations involved in the introductory exercise have asked to be included in the next scheduled event and many other groups have expressed interest in participating in future exercises. TURBO TRANSITION is not designed specifically for response to FHA operations and is just as relevant to supporting domestic disaster relief efforts or any distribution effort in austere conditions. This exercise is also a forum to demonstrate new technologies that may serve as distribution enablers in the near future.



Future Enablers

To support their distribution mission, USTRANSCOM, through the TCCs, has control over hundreds of military aircraft and can contract for commercial airlift support, when required. The command also has access to numerous military sealift assets and can contract for space on commercial vessels or charter an entire ship, as the requirement dictates. Yet even with all these resources available, USTRANSCOM constantly seeks opportunities to improve their support to the customer. Improvements may come in the form of process modifications, better synchronization of transitions, greater visibility of asset movements, or increased lift capability.

USTRANSCOM is continuously engaged in generating and supporting initiatives that show potential to improve distribution operations. The command is dedicated to investing in the future and is highly involved in evaluating assets that currently exist, that are in development, and those that are just concepts. Through early involvement, USTRANSCOM can evaluate, and perhaps influence, an asset's utility in improving the distribution process and the execution of the USTRANSCOM FHA support mission.

The USTRANSCOM Future Deployment and Distribution Assessment; Research, Development, Test and Evaluation program; and the Joint Capabilities Technology Demonstration program explore innovative joint technologies that address JDDE capability gaps. These programs allow USTRANSCOM to selectively focus development monies in support of Service and Defense Agency initiatives and concepts that will enable the DOD to conduct the deployment and distribution mission in the most efficient and effective manner possible. Looking toward the future, USTRANSCOM continues to assess mobility assets and distribution concepts that may support not only the Warfighter but future FHA operations as well. Below are examples of two such enablers.

Joint High Speed Vessels



The Joint High Speed Vessel (JHSV) production program has seven ships under contract with an option for three more. All ships will be operated by the Navy (Military Sealift Command). These ships can rapidly transport medium sized cargo payloads – up to 600 tons, and 312 personnel. Their primary missions are to support intra-theater asset movement

requirements; and fleet partnership station missions. The JHSV's operating speed of 35 knots, roll-on/roll-off facilities and helicopter landing deck able to support day and night operations, as well as its ability to use austere, shallow draft ports makes it an extremely flexible asset. It can support a wide range of operations, including HA/DR and FHA, in small or damaged ports. In Operation UNIFIED RESPONSE, a commercial High Speed Vessel (HSV) was leased by

USTRANSCOM to create a “High Speed Lane” to rapidly transport large quantities of supplies between the United States and Haiti, providing a real world demonstration of concept.

Hybrid Airships

Although several years away from potential approval and production, hybrid airships are being evaluated by the military for their possible utility in accomplishing a wide spectrum of missions. It is the hybrid’s ability to embark and disembark cargo anywhere that magnifies the potential utility for U.S. Armed Forces. Smaller hybrids like the Hybrid Aircraft



Multi Role that can carry payloads in the 30-50 ton range or the Hybrid Ultra Large Aircraft which can operate from land and sea, independent of airports and carry loads in excess of 500 tons are all being discussed. Even United Nations officials see the potential in airships for accomplishing humanitarian missions. They envision using “Angel Ships” to deliver food and medical care to remote areas of the world that lack modern transportation infrastructure.

Individually, these two enablers could have a significant impact on support to an FHA or HA/DR mission, but in combination with prepositioned stocks (PREPO), the opportunity to reduce response times for delivery of disaster relief supplies is greatly enhanced. USTRANSCOM supports the Joint Chiefs, Services, and DLA in storing PREPO onboard ships specifically located to minimize response times in support of the Warfighter. This afloat PREPO is packaged to meet anticipated conflict requirements. A similar concept is in use by the Office of Foreign Disaster Assistance at USAID and FEMA. Both organizations preposition items in multiple land-based facilities around the U.S. and in several foreign countries to meet anticipated disaster relief requirements. The PREPO distribution concept in combination with the potential of both the JHSV and hybrid airship could enable effective and efficient support to an FHA or HA/DR requirement.

Conclusion

As a supporting command in FHA missions, USTRANSCOM does not directly lead the relief operation but it does assist in coordinating and shaping the distribution and initial operational response. USTRANSCOM works to continuously identify deficient or missing distribution and operational critical needs and design solutions specifically targeted to satisfy those requirements (e.g. JTF-PO). USTRANSCOM understands the challenges of working with multiple logistics partners – it does it every day. The command constantly strives to anticipate those challenges and then craft processes to turn those challenges into opportunities to execute its vision – **Synchronize and deliver unrivaled, full-spectrum, deployment and distribution solutions.** USTRANSCOM constantly works to improve its procedures to most effectively and efficiently meet the needs of the customer, whether it is the Warfighter, State Department, relief organization, or foreign nation.

This strategic document has consolidated information and observations gathered from FHA and disaster relief operations as well as from numerous government publications relevant to conducting successful distribution operations in support of FHA events. It highlights USTRANSCOM’s diverse capabilities to meet the challenges of humanitarian operations with the intent of reinforcing those capabilities to the GCCs, USG, NGO, and IGO entities with whom USTRANSCOM has worked or may work in the future.

JP 3-29 states that “With the exception of immediate response to prevent loss of life, military forces normally conduct FHA only upon the request of Department of State (DOS) and in coordination with the chief of mission (COM) and USAID. The military normally plays a supporting role in FHA. Typical supporting roles include: providing prompt aid that can be used to alleviate the suffering of foreign disaster victims; making available, preparing, and transporting nonlethal excess property to foreign countries; transferring on-hand DOD stocks to respond to unforeseen emergencies; providing funded and space available transportation of humanitarian and relief supplies; conducting some DOD humanitarian demining assistance activities; and conducting foreign consequence management (FCM).”





ATTACHMENT 1

GLOSSARY OF REFERENCES, ACRONYMS

Section A – References

- a) Joint Publication 3-29, *Foreign Humanitarian Assistance*, 17 March 2009
- b) Joint Publication 4-0, *Joint Logistics*, 18 July 2008
- c) Joint Publication 4-01.6, *Joint Logistics Over-the-Shore (JLOTS)*, 5 August 2005
- d) Joint Publication 4-02, *Health Service Support*, 31 October 2006
- e) Capstone Concept for Joint Operations, 15 Jan 2009
- f) Joint Task Force – Port Opening Aerial Port of Debarkation (APOD) Concept of Operations, 1 January 2009
- g) Joint Task Force – Port Opening Seaport of Debarkation (SPOD) Concept of Operations, 1 August 2008
- h) Naval Institute Proceedings, *HULA—A Helium Magic Carpet*, June 2003, pgs 74-75; Mr. Chuck Myers
- i) Interview with USTRANSCOM JIACG team, 15 March 2010

Section B – Acronyms

618 th AOC (TACC)	618 th Air and Space Operations Center (Tanker Airlift Control Center)
AMC	Air Mobility Command
AO	Area of Operations
AOR	Area of Responsibility
C2	Command and Control
CMOC	Civil-Military Operations Center
COM	Chief of Mission
CONOPS	Concept of Operations
DDOC	Deployment and Distribution Operations Center
DLA	Defense Logistics Agency
DOD	Department of Defense
DPO	Distribution Process Owner
DOS	Department of State
DTS	Defense Transportation System
FCM	Foreign Consequence Management
FEMA	Federal Emergency Management Agency
FHA	Foreign Humanitarian Assistance
FN	Forward Node
GCC	Geographic Combatant Commander
GPMRC	Global Patient Movement Requirements Center
HA/DR	Humanitarian Assistance/Disaster Relief
HN	Host Nation
IGO	Intergovernmental Organization

Section B – Acronyms (Continued)

IO	International Organization
JAT	Joint Assessment Team
JCSE	Joint Communications Support Element
JDDE	Joint Deployment and Distribution Enterprise
JECC	Joint Enabling Capabilities Command
JFC	Joint Force Commander
JHSV	Joint High Speed Vessel
JIACG	Joint Interagency Coordination Group
JFC	Joint Force Commander
JPASE	Joint Public Affairs Support Element
JRSO&I	Joint Reception, Staging, Onward Movement and Integration
JPSE	Joint Planning Support Element
JTF	Joint Task Force
JTF-PO	Joint Task Force – Port Opening
LFA	Lead Federal Agency
LNO	Liaison Officer
LOTS	Logistics Over-The-Shore
MARAD	U.S. Maritime Administration
MSC	Military Sealift Command
NFAF	Naval Fleet Auxiliary Force
NGO	Nongovernmental Organization
OCS	Operational Contract Support
OFDA	Office of U.S. Foreign Disaster Assistance
OGA	Other Government Agency
POD	Port of Debarkation
POLAD	Political Advisor
PREPO	Prepositioned Stocks
ROS	Reduced Operating Status
RRF	Ready Reserve Force
SDDC	Military Surface Deployment and Distribution Command
SME	Subject Matter Expert
SPM	Single Port Manager
TACC	Tanker Airlift Control Center
TCC	Transportation Component Commands
U.S.	United States
USAID	United States Agency for International Development
USG	United States Government
USTRANSCOM	United States Transportation Command

ATTACHMENT 2

CONTACT INFORMATION

Section A – USTRANSCOM Capability Points of Contact (POC)

Joint Enabling Capabilities Command (JECC)

JECC J3: Comm: (757) 836-9731; DSN: 836-9731

JECC JOC Watch Officer: Comm: (757) 836-8939; DSN: 836-8939

Joint Task Force – Port Opening (JTF-PO)

TCJ3-T: JTF-PO training - Comm: (618) 220-7536 / 7533; DSN: 770-7536 / 7533

TCJ5/4-SS: JTF-PO SME - Comm: (618) 220-4814; DSN: 770-4814

Joint Logistics Over-the-Shore (JLOTS)

TCJ5/4-II, Comm: (618) 229-1490; DSN: 779-1490

Global Patient Movement Requirement Center

Comm: (618) 229-4201; DSN: 779-4201

Fusion Center

TCJ3 DDOC Chief, Comm: (618) 220-7700; DSN: 770-7700

TCJ3-E (Supports CENTCOM, EUCOM, AFRICOM, SOCOM),
Comm: (618) 220-7410; DSN: 770-7410

TCJ3-W (Supports NORTHCOM, PACOM, SOUTHCOM, STRATCOM),
Comm: (618) 220-7710; DSN: 770-7710

Joint Interagency Coordination Group (JIACG)

Comm: (618) 220-3740; DSN: 770-3740

USTRANSCOM Exercises

TCJ3-T, Comm: (618) 220-7459; DSN: 770-7459

TCJ5/4-SS, JTF-PO SME - Comm: (618) 220-4814; DSN: 770-4814

Section B – Contact Phone Numbers for GCC DDOCs/Ops Centers and Assigned USTRANSCOM Liaison Officers (LNO)

USTRANSCOM DDOC Chief / Deputy

***** Comm: (618) 220-7700 / 7701; *****
DSN: 770-7700 / 7701

USPACOM DDOC - [Comm: 808 477-9432 / 7377; DSN: 315 477-9432 / 7377]

USTRANSCOM LNO to PACOM:

Comm: (808) 477-0414;
DSN: 315 477-0414

USSOUTHCOM DDOC - [Comm: 305 437-2458 / 3716; DSN: 567-2458 / 3716]

USTRANSCOM LNO to USSOUTHCOM:

Comm: (305) 437-1426;
DSN: 567-1426 / 3060

USNORTHCOM DDOC - [Comm: 719 554-2067 / 5402; DSN: 692-2067 / 5402]

USTRANSCOM LNO to USNORTHCOM:

Comm: (719) 554-7215;
DSN: 692-7215

EUCOM DDOC - [Comm: 011 49 711 680-5064; DSN: 430-5064]

AFRICOM DDOC - [Comm: 011 49 711 729-3135; DSN: 421-3135]

USTRANSCOM LNO to EUCOM / AFRICOM:

Comm: 011 49 711 680 8517;
DSN: (314) 430-8517 or (314) 421-2737

USCENTCOM DDOC - [DSN: 318-430-5388]

USTRANSCOM LNO to USCENTCOM / SOCOM:

Comm: (813) 827-6334;
DSN: 651-6334

