USTRANSCOM HANDBOOK 10-20

JOINT PLANNER'S HANDBOOK FOR DEPLOYMENT OPERATIONS

November 2005

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PREFACE

The United States Transportation Command and United States Joint Forces Command have developed this *Joint Planners' Handbook for Deployment Operations* to facilitate the effective and efficient planning of all phases of joint force deployment. **This handbook is not intended to be authoritative, but is offered as a supplement to extant joint doctrine and tactics, techniques, and procedures**. Terms and abbreviations from JP 1-02, *DOD Dictionary of Military and Associated Terms*, are applied where appropriate. However, several terms, abbreviations, and definitions are unique to this handbook.

The focus of this handbook is on the joint planning tasks and activities required to enable force projection in a timely, efficient, and effective manner. This publication also provides a method for conducting joint deployment planning in a collaborative environment. The methods, guidelines, and checklists contained herein are generic and were written for broad application across command and organizations throughout the joint deployment planning community.

This handbook has been developed expressly for:

- Joint force deployment planners—who develop plans, recommend priorities and courses of action, and communicate decisions.
- Joint force commanders—who develop commander's guidance, establish priorities, and make decisions regarding force projection.
- The joint force component commanders and deployment planners—those who ultimately ensure execution of force projection plans.

Appendix B of this handbook provides a structured approach for using collaboration to support crisis action and deployment planning actions. It contains guidelines for using collaborative environments and collaboration tools to accomplish deployment tasks. This document does not endorse any particular collaboration tool, tool suite, or methodology. It provides a methodology for creating collaboration checklists to support deployment activities. It also provides military planners with action items and decision matrices that link crisis action items to the joint deployment operations architecture.

CARLOS D. PAIR
Major General, U.S. Army
Chief of Staff
U.S. Transportation Command

JOHN R. WOOD
Major General, U.S. Army
Director. Joint Experimentation
U.S. Joint Forces Command

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CHAPTER I
CRISIS ACTION COMPONENTS AND DEPLOYMENT OPERATIONS PHASES

"Future force projection missions, like those throughout history, will demand well-developed operational and logistical planning, force mix, appropriate sequencing into and out of a theater, and a constant requirement for soldier and unit versatility. Such missions will require leaders and units that can operate in ambiguity and have the agility to adapt and adjust. Set piece thinking does not fit force projection. All of these requirements will occur in a joint or combined environment."

General Fredrick M. Franks, Jr.
Commander, VII Corps
Gulf War

1. Introduction

a. With fewer US forces present overseas, United States national military strategy relies heavily on the fundamental concept of force projection and the military element of power projection. Successful force projection rests on the ability to alert, mobilize, and deploy forces to a regional crisis and then rapidly amass combat capabilities as personnel and materiel arrive in the theater. A key element of force projection is deployment. Deployment is the relocation of forces and materiel to desired operational areas. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental United States (CONUS), intertheater, and intratheater movement legs, staging, and holding areas.

b. CJCSM 3122.02C, *Joint Operation Planning and Execution System (JOPES) Volume III (Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution)*, describes three crisis action planning (CAP) phases–situation awareness, planning, and execution.

c. Operating underneath the CAP components are the following deployment operations phases:

(1) Predeployment activities.

(2) Movement to and activities at the port of embarkation.

(3) Movement to the port of debarkation (POD).

(4) Joint reception, staging, onward movement, and integration (JRSOI) activities.

Paragraphs 2 through 4 discuss the deployment operations phases that operate underneath each component.

2. Situational Awareness

During situational awareness, only the predeployment activities phase of deployment operations applies, and mission analysis is conducted. This phase begins with an event that raises the potential for a military response, including movement of forces (personnel, weapon systems, equipment, and necessary support or a combination thereof). This phase includes the development of courses of action (COAs) and the selection of the desired COA and ends with the development of orders and their transmission. The supported commander develops various COAs representing options for applying a military response to the event under consideration. The COA recommendations are presented to the Chairman of the Joint Chiefs of Staff and, subsequently, to the Secretary of Defense for consideration and selection. This process is a particular method of planning, where procedures are individually, sometimes simultaneously, executed and often interrelated to produce the plan.

3. Planning

During planning, only the predeployment activities phase of deployment operations applies. Those activities are discussed below and a sequential view of strategic deployment planning is provided in Figure 1-1.

STRATEGIC DEPLOYMENT PLANNING

FUNCTION	ACTIVITY			
DEPLOYMENT PROCESS PHASES	PREDEPLOYMENT ACTIVITIES	MOVEMENT TO AND ACTIVITIES AT PORT OF EMPARKATION	MOVEMENT TO PORT OF DEBARKATION	JOINT RECEPTION, STAGING, ONWARD MOVEMENT, & INTEGRATION
DEPLOYMENT PROCESS OWNER(S)	SOURCING COMMAND	SOURCING COMMAND AND/OR US TRANSPORTATION COMMAND	US TRANSPORTATION COMMAND	SUPPORTED COMMAND
PLANNING SEQUENCE (collaborative and concurrent)	4 ←	3 ←	2 ←	1
EXECUTION SEQUENCE (iterative and continuous)	1 →	2 →	3 →	4
LOCATION OF DEPLOYMENT PROCESS INTERFACES	HOME STATION	HOME STATION TO PORT OF EMBARKATION	PORT OF EMBARKATION TO PORT OF DEBARKATION	PORT OF DEBARKATION TO FINAL DESTINATION

Figure 1-1. Strategic Deployment Planning

a. **Structure Force**. This phase begins with a selected COA and ends when movement/ deployment requirements are established.

(1) For deployment, identify the forces required to meet the mission, including tasking assigned forces (including Active Components and Reserve Components (RC) or other assigned forces).

(2) For sustainment (passenger, cargo, vendor) and other movements, requirements will be established to meet customer needs and defined mission objectives.

(3) All initial force movements require:

(a) A sourced, tailored, and prioritized force list.

(b) Established command relationships.

(c) Transportation mode and source determination.

b. **Refine Movement Information**. This phase begins once initial requirements are established and continues until fully complete movement/deployment requirements are established. Includes verifying funding authorization.

c. **Prepare Force for Movement**. This phase begins with completed movement/ deployment requirements and ends with a movement-ready force in compliance with the *Defense Transportation Regulation* (DTR). This phase includes preparing support organizations to conduct movement operations. Most activity in this phase is at the operational and tactical level:

(1) Cargo preparation.

(2) Personnel processing.

(3) Movement and support requirements coordination.

(4) Initial loads and/or stow plans development.

4. Execution

During execution, all deployment operations phases are applied as discussed below.

a. **Predeployment Activities**

(1) **Schedule Movement**. This phase begins with the initial identification of a force needing movement and ends when a lift schedule for that movement is generated. Movement scheduling is an iterative process at every level of the supported and supporting commands to get the right people, supplies, and equipment to the right place at the right time. The United States Transportation Command (USTRANSCOM), in collaboration with the supported commander, develops transportation schedules to accommodate movement requirements after verifying transportation feasibility. Time-phased force and deployment data (TPFDD) accuracy is critical to the lift scheduling process, because it directly impacts force closure. Errors in lift scheduling or late changes to the validated

TPFDD requiring a change in transportation mode (e.g., airlift to sealift) could significantly reduce the supported commander's operational capability or flexibility. For example, the following scheduling activities could be significantly impacted:

(1) Receipt of movement requirements.

(2) Determination of movement mode(s).

(3) Assessment of lift capability and development of the schedule.

(4) Building and publishing of schedule of events.

(5) Confirmation of movement clearances.

Note: During this phase, the installation transportation office is responsible for properly preparing and documenting cargo and hazardous materials (HAZMAT) properly and help create an accurate unit deployment list (UDL) in coordination with the Unit Movement Officer. These functions are critical for port throughput and visibility of cargo in the strategic pipeline.

b. **Movement to and Activities at the POE**

(1) POEs include seaports of embarkation (SPOEs) and aerial ports of embarkation (APOEs). Activities at POEs focus on the staging, marshaling, and loading of individuals, units, equipment, and materiel on designated transportation assets prior to movement to PODs. USTRANSCOM is the DOD-designated single, worldwide manager for common-user/commercial POEs and PODs. Movement to these ports is a shared responsibility among USTRANSCOM and its components, the Services, and other supporting commands because of the limited availability of organic and common-user transportation assets.

(2) **Assemble and Marshal Force**. This phase begins when both a movement-ready force and a corresponding lift schedule exist. It ends when the force departs for the POE. Assembly and marshaling may occur one or more times. It involves bringing together people, supplies, and equipment in preparation for movement. Support

functions are established and positioned to expedite and control the movement and throughput of the force.

(3) **Conduct Embarkation Operations**. This phase begins when a specific force is scheduled to transit the POE and ends when the force departs that POE. This phase includes activities associated with people and cargo arriving at the POE. They are inspected, sequenced, manifested, and loaded onto lift assets. Movement to and through the POE creates movement data that is reported. Common concerns in this phase include units coming to the port out of TFPDD sequence, not reading the port call message, or arriving late.

c. **Movement to the POD**

(1) **Move**. This phase begins when a force embarks and ends when it debarks. The lift provider reports movement progress and coordinates arrival at the POD. Movement to PODs can be conducted using common-user/commercial and organic or assigned/attached lift assets.

(2) **Conduct Debarkation Operations**. This phase begins when a specific force arrives at the POD and ends when the force departs the POD. This phase includes activities associated with people and cargo arriving at the POD. They are offloaded, inspected, and moved through the port to assembly areas. Movement to and through the POD creates movement data, which are reported.

d. **JRSOI Activities**

(1) In a force projection environment, the ability to execute a mission largely depends on the speed with which forces assemble at the required location. JRSOI is the essential process that transitions deploying forces, consisting of personnel, equipment, and materiel arriving in theater, into forces capable of meeting the supported combatant commander's operational requirements. Maintaining effectiveness and promoting efficiency in JRSOI facilitates preparation for operations by providing adequately resourced, mission-capable forces to execute the supported combatant commander's mission.

(2) This phase starts with reception activities at port assembly areas and ends when force integration starts. It includes reception activities at port assembly areas, staging of personnel and cargo into shipments for onward movement, and movement in the supported combatant commander's area of responsibility (AOR).

(3) JRSOI is the critical link between the deployment and employment of the joint forces in the AOR. The objective is to create a seamless flow of personnel, equipment, and materiel from offload at PODs through employment as a reassembled, mission-capable force.

(4) The Secretary of Defense has designated the Commander, USTRANSCOM, as the worldwide manager for all common-user APOEs, aerial ports of debarkation (APODs), SPOEs, and seaports of debarkation (SPODs).

(5) USTRANSCOM, through the Air Mobility Command (AMC) and the Military Surface Deployment and Distribution Command (SDDC), will normally manage common use aerial ports and seaports respectively for the supported combatant commander. In areas not served by a permanent USTRANSCOM presence, USTRANSCOM will deploy an AMC mission support element, including aerial port expertise. If POD is an austere or bare-base, USTRANSCOM, with the concurrence of the supported commander, may deploy a Contingency Response Group (CRG) to open the base and ready the APOD for arrival of forces. If APOD infrastructure only requires mobile command and control (C2), a mission support team or tanker airlift control element (TALCE) will deploy, as will a SDDC port management cell to manage the SPODs.

(6) To ensure efficient operations of the port (air or sea) and to achieve maximum throughput at the port, AMC and SDDC are identified as common-user theater port managers with the mission of overseeing the entire reception phase of JRSOI. In doing this, JRSOI planners ensure that balance and synchronization are applied to the reception phase to achieve maximum throughput of the port.

5. Electronic Collaboration Tools

Deployment planning activities consist of multiple organizations gathering, analyzing, and assessing information. Electronic collaboration can boost information sharing and increase planner ability to communicate and resolve issues and react to the dynamics associated with deployment operations. The deployment process requires continuous planning, which begins with the requirement to deploy forces and ends when units are assembled in the theater and are integrated into the joint force. The need to share deployment data and information among multiple organizations is at the heart of completing deployment-planning actions. In today's environment, face-to-face meetings, telephone discussions, and messages constitute common forms of collaboration and knowledge exchange. Electronic collaborative tools offer options for quickly completing this exchange with better accuracy. Examples of this kind of collaboration include video teleconferences and Internet chat rooms. The current Department of Defense standard is the Defense Collaborative Tool Suite.

CHAPTER II
PREDEPLOYMENT ACTIVITIES

"A typical example occurred when we started strategic mobility. General Abrams asked me how we could deploy the 101st Airmobile/Air Assault Division as fast as possible. Although the 101st had problems with air, it seemed to be the most expedient method. My analysis was to employ all air and all surface, thus optimizing both air and surface to see how we could do.

By using all air, we discovered some incredible things. The CH-47s caused us the biggest problem we had in the 101st. The Chinooks had to be totally disassembled to get them into C-141s and the C-5s. The empennage had to be removed, and so forth, and I believe it took approximately 220 hours for all kinds of mechanics and a special battalion of aviation maintenance people or a company to disassemble all the special types of equipment, put them in the aircraft, take them to the other side, and put them in the target area. Then, it took about 400 hours to reassemble and test-fly them to ensure they were operable.

Well, when we discovered that, we added the time required for disassembly and reassembly and considered that reassembly took place within the reaches of the enemy in the target area. When the division landed in the target area, the loss of the heavy-lift helicopters made it incapable of deploying its artillery and other equipment necessary for combat. Certain types of ships had the lighter barge aboard . . . we discovered . . . we could just wheel the entire three squadrons of 48 helicopters on the elevators, without any disassembly at all, remove the rotors, and stow them right within the fuselage . . . .

This is ultimately what we did. We could get the division to its destination in fighting shape and deploy it in the target area. Then we could take the helicopters out and remount the rotors . . . would be ready to go in just a day or two more than if we had gone completely by air, and they would not be targets in the objective area.

The unit of transportation must match the characteristics of the cargo and the commodity that it has to carry."

Lieutenant General (Ret) Henry R. Del Mar
US Army

1. General

Predeployment activities are primarily a Service responsibility to prepare forces for combat operations and deployment. The principal activity that requires joint participation is operational planning. The deployment plan is a subset of the campaign plan and is based on the supported commander's approved COA.

2. Planning Activities

Deployment planning begins when events that affect national security or domestic objectives initiate the need for preparing a military response. This planning follows a collaborative, iterative planning process. The basic planning activities are shown in Figure 2-1. Appendix A, "Commander's Deployment Checklist," provides further detail on required predeployment

PLANNING ACTIVITIES	
COURSE OF ACTION DEVELOPMENT	**PLAN DEVELOPMENT**
Initiation MIssion Analysis Planning Guidance Develop Staff Estimates Commander's Estimate Course of Action Selection	Concept of Operations Development Concept of Operations Review and Approval Force Planning Support Planning Nuclear Planning Transportation Planning Time-Phased Force and Deployment Data Development Shortfall Identification Documentation Plan Review and Approval Supporting Plans

Figure 2-1. Planning Activities

planning activities. The use of collaborative tools and shared applications enables plan development and refinement. Such collaboration facilitates concurrent COA development, force planning, support planning, and transportation planning by the supported commander's staff and between multiple echelons of supporting commands and agencies. See Appendix B, "Deployment Planning Using Collaboration," for further guidance.

3. Campaign Planning

a. The campaign plan provides the concept of operations (CONOPS) required to synchronize and integrate all military activities to accomplish a strategic objective. Campaign planning is the means by which supported commanders arrange for unified action and provide the guidance for their subordinate and supporting commanders to execute joint operations. Campaign plans are the operational extension of a supported commander's intent. They translate strategic concepts into unified plans for military action by specifying how the supported commander intends to conduct operations to achieve the objectives.

b. Developing the best possible plan using the collective wisdom available among all military planning staffs is a must. The Joint Operation Planning and Execution System (JOPES) combine individual Service terminology and operating procedures into one standard multifaceted system. It is the end-to-end process the Department of Defense uses to deploy forces and is used for planning and execution. The acronym "JOPES" can be confusing, since it is used interchangeably to describe **both** the entire **process** and the automated **system** and database. The **process** includes the actions from a macro level that contain orders, appendixes, routing, staffing, and data capture. The **system** is the automated software and tools—the actual means by which operational planners translate "the will of the commander" and communicate orders.

c. JOPES is the integrated joint C2 system used to develop the campaign plan. It allows planners to store preplanned COAs, copy stored plans for refinement, and create new plans. The JOPES TPFDD is the sequence of military force to support the joint force commander's (JFC) CONOPS. JOPES is also used to track requirements, departures, and arrivals in its scheduling and movement subsystem.

d. Additionally, JOPES provides users with an ordered and comprehensive set of procedures for resolving complex strategic mobility force deployment and sustainment problems. The TPFDD letter of instruction (LOI) provides guidelines for developing a TPFDD in the JOPES environment.

For further information on JOPES procedures, refer to CJCSMs 3122.01, Joint Operation Planning and Execution System (JOPES) Volume I (Planning Policies and Procedures), *3122.02C,* Joint Operation Planning and Execution System (JOPES) Volume III (Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution), *and 3122.03A*, Joint Operation Planning and Execution System Volume II Planning Formats and Guidance.

4. Collaboration and Coordination

As often as possible, the supported command, Service component commands, Joint Staff, and supporting commands should work in a collaborative environment to verify the current planning situation and review COAs and the CONOPS. Included in this review should be the details of the developing TPFDD based on the transportation deployment plan. Planners should discuss the movement requirements as related to the proposed combat forces. Collaboration capabilities enhance communications and the ability of the joint planning and execution community (JPEC) to react to changes in the political or military situation. Adjustments made in the collaborative environment do not replace the requirement to document adjustments in the system of record. Movement requirement initiators, i.e., the supported command, must change the system of record (JOPES) to reflect changes agreed to in a collaborative environment.

5. Military and Movement Requirements

Commander, USTRANSCOM, reviews the proposed COAs for supportability and prepares COA deployment estimates for the supported commander. As directed by the supported commander within time constraints, JOPES data is used to develop a preliminary force deployment estimate and closure profile. A movement requirement is the JFC request, approved by the Secretary of Defense, for USTRANSCOM to move a force or military requirement involving strategic transportation (airlift, sealift, surface move, or mode of travel at USTRANSCOM's discretion).

For further information on military and movement requirements, refer to CJCS Guide 3122, Time-Phased Force and Deployment Data (TPFDD) Primer, page B-2, a*nd CJCSM 3122.02C, J*oint Operation Planning and Execution System (JOPES) Volume III (Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution), page H-A-1.

6. Transportation Planning—The TPFDD Process

a. The TPFDD is the supported commander's statement of movement requirements by unit type, time period, and priority for arrival. It is both a force requirements and a prioritized transportation movement document. It is a dynamic document that planners must continuously monitor and refine during the entire deployment process to reflect current deployment information. A transportation plan is developed using the TPFDD process, as depicted in Figure 2-2.

b. **Developing a TPFDD is an iterative, repetitive, and collaborative process**, as it is developed along a particular path of refinement. Like any plan, it is repetitive because it has to be continually reviewed to verify and update planning factors in response to changing situations. It is collaborative, as it requires the active input and participation of all players— the supporting and supported commanders, the Services, the joint task force , and numerous other organizations that affect deployment of joint forces.

7. Supported Commander Identifies Forces

The process begins when the supported commander identifies force requirements. Identification of force requirements in fluid situations can surface through the supported commander's request for forces (RFF) that leads to a SecDef deployment order (DEPORD) and eventually a TPFDD change. See Appendix C, "Request for Forces/Deployment Order Process," for further details. The supported commander directs the force provider to identify units to satisfy those requirements (sourcing). The supported commander also directs the force providers and Service component commands to verify that the selected units meet the supported command criteria for readiness and availability. Following verification, the supported commander submits strategic movement requirements to USTRANSCOM. USTRANSCOM, in collaboration with the force providers,

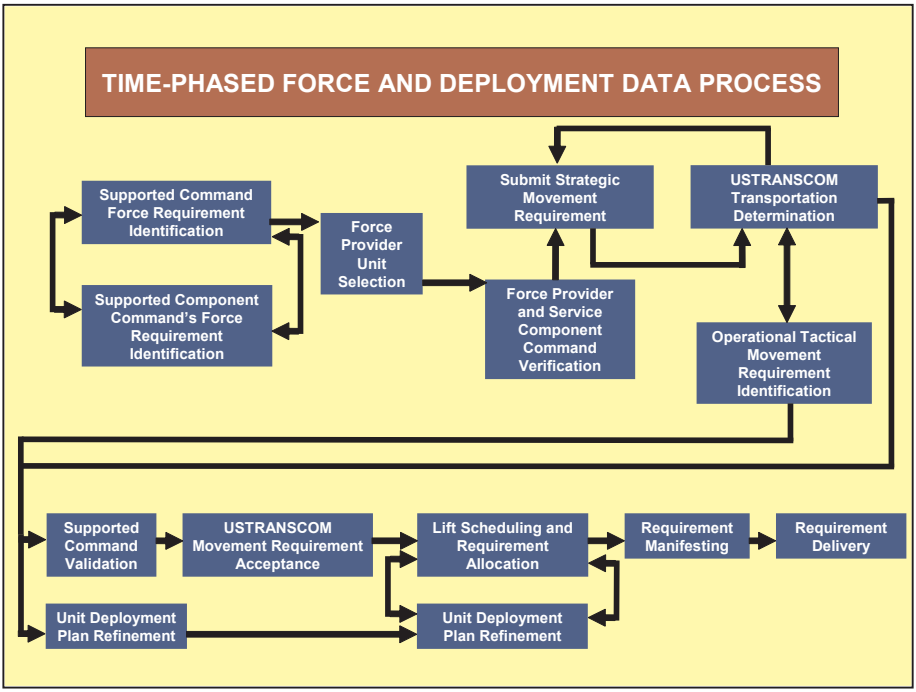


Figure 2-2. Time-Phased Force and Deployment Data Process

other lift providers, and the Service component commands, determines the transportation mode, source, and itinerary for each movement requirement. Finally, the supported commander reviews the movement requirement sourcing and transportation information, coordinates any adjustments, and validates the movement requirements to USTRANSCOM for transportation execution. At a minimum, the supported commander enters or reviews the following data in the TPFDD before directing unit selection: movement requirement, unit type code, destination, required delivery date (RDD), commander's required date (CRD), POD (recommended), latest arrival date (LAD) (recommended), earliest arrival date (EAD) (recommended), and priority.

8. Force Modules

The supported commander always identifies movement requirements for strategic requirement submission and validation in force modules. Movement requirements also may be grouped by latest validation date

or RDD to assist force providers and lift providers with unit selection and transportation determination.

9. Unit Selection

a. Force providers identify units to satisfy the supported commander's force requirements. During unit selection, the force provider (or subordinate organizations) enters unit data and movement requirement data into the TPFDD. The accuracy of movement requirement data at this point in TPFDD development is critical. Force providers must ensure the movement requirement data accurately depicts the unit line number (ULN) cargo at Level IV detail and shows the correct number of passengers. Incorrect data entered into the TPFDD will potentially make subsequent transportation determination inaccurate and cause problems in maintaining in-transit visibility (ITV) of unit movement. Note: Although "bad" data in JOPES does adversely affect ITV, JOPES itself was not designed as an ITV tool.

b. The force provider or subordinate organization ensures the following data is completed for each movement requirement:

(1) Unit identification code (UIC),

(2) Parent indicator code,

(3) Force indicator code,

(4) Origin location,

(5) POE (recommended),

(6) Transportation mode/source to POE (recommended),

(7) Ready-to-load date (RLD),

(8) Available to load date (ALD) (recommended),

(9) Level IV cargo data,

(10) Passengers requiring transportation, and

(11) Movement requirement point of contact (POC) information (use Reserve non-baseline field).

10. Timely Submission of Movement Requirements

a. USTRANSCOM, in concert with the JFC's Service components, creates a transportation plan as part of the unit selection and approval process. Standards for movement requests are contained in CJCSM 3122.02C, *Joint Operation Planning and Execution System (JOPES) Volume III (Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution)*. The maximum amount of lead time possible should be provided. The transportation plan describes the mode and source that units use to move from home station ("origin") to a location ("destination") in the AOR. Most often, this destination is called the tactical assembly area (TAA), but it may be wherever the JFC determines force integration occurs.

b. The JFC determines the timeline when components must select and approve forces. It is the responsibility of the Service components and the Services to ensure selected units:

(1) Represent forces allocated to the JFC by the Secretary of Defense or President.

(2) Meet force capability, readiness, and availability requirements.

(3) Move by the required transportation mode, source, and means and within the required time periods to support the campaign plan.

(4) Have a coordinated unit deployment plan, including JRSOI, in the AOR.

11. Submission and Validation Timeline

Supported commands develop planning requirements and milestone dates for the operation in collaboration with supporting commands. The supplemental TPFDD LOI includes the milestones for unit selection, verification, movement requirement submission, transportation

determination, and validation. The milestones are calculated by reverse planning from the supported command-determined movement requirement RDD at the destination (based on the campaign plan).

12. Force Provider Movement Requirement Verification

a. The force provider reviews the movement requirements selected for submission (in the supported command's submission force module) in collaboration with the supported command's Service component commands.

b. Selected units must meet the following criteria for force provider verification:

(1) Selected units conform to the supported command readiness level for deployment.

(2) Selected units will be available at the origin to begin movement to the planned POE on the planned RLD.

(3) The unit has been alerted for deployment.

(4) The unit deployment plan has been coordinated with the lift providers and the supported command's Service component commands.

(5) Unit deployment list cargo data, to the transportation control number (TCN) level of detail, is available electronically to the lift providers.

(6) HAZMAT is documented in accordance with the Defense Transportation Regulation, Parts II and III.

(7) Movement requirement unit, passenger, and Level IV cargo data are free of fatal errors and accurate for the tailored unit.

13. Project Code

When verification is complete, the force provider enters an "**S**" in the project code field for each verified movement requirement. The force provider also

informs the supported command and the supported command's Service component commands (when required).

14. Submission and Validation Increment

The supported command, in collaboration with its Service component commands, force providers, and lift providers, reviews the force requirements to determine the initial or next movement requirement submission increment. The supported command identifies the movement requirements for submission based on the movements to date, previously validated movement requirements, changes since the last validation, movement requirement priorities, and the movement requirements with an RDD at the destination that require validation to move by their planned transportation mode and source. Early in a crisis, the supported command may be forced to submit requirements close to their latest validation date. As the crisis continues through the transition segment into sustained operations, the time between strategic movement requirement submission and supported command validation can extend.

15. Initial Response

During a crisis operation, the supported combatant commander may indicate an initial response segment. Subsequent increments contain requirements with EADs up to approximately C030 for air movement and LADs up to approximately C050 for sea movement. After the initial increment, the supported command will begin submitting movement requirements daily. For example, the second validation increment contains movement requirements with a latest validation date of C001. As ships begin departing SPOEs with unit equipment, the supported command will begin pushing the strategic requirement submission date earlier.

16. Service Component Command Verification

When required by the supported command, the Service component commands verify the movement requirements selected for validation (in the supported command's validation force module). Regardless of the requirement to enter Service component command verification data into the TPFDD, the Service component commands should collaborate with the force and lift providers on unit deployment plans to ensure effective and efficient JRSOI in the supported command's AOR.

Selected units must meet the following criteria for Service component command verification:

(1) The force provider-selected units conform to the supported command's readiness level for deployment.

(2) The movement requirements have the correct RDD at destination, have the correct priority, and are time-phased according to the supported command's lift allocation.

(3) The unit deployment plan has been coordinated with the lift providers, force providers, and supported command.

(4) Reception, staging, and onward movement arrangements are in place in the supported command AOR and that information is available to the deploying unit.

17. Project Code

When verification is complete, the supported command's Service component command enters an "**SC**" in the project code field for each verified movement requirement. The Service component command also informs the supported command that the movement requirements are verified.

18. Strategic Movement Requirement Submission

When verification is complete, the supported command informs USTRANSCOM and other lift providers. This notification is movement requirement submission and signals USTRANSCOM to start transportation mode and source determination. Movement requirements should be submitted as early as possible in the planning cycle to allow adequate time for USTRANSCOM to develop and coordinate the transportation plan and to ensure the most effective and efficient use of lift assets.

19. Transportation Mode and Source Determination

For all movements requiring strategic transportation, USTRANSCOM performs mode and source determination in collaboration with the supported command, Service component commands, and force providers

to maximize efficient use of strategic lift assets. USTRANSCOM will work directly with the supported command to ensure the transportation plan is in compliance with the supported commander's intent. The supported commander has final approval authority of the transportation plan.

20. Movement Requirement Itinerary

USTRANSCOM will change movement requirement itinerary data to match the selected mode and source, POE, POD, intermediate locations, and itinerary dates.

21. Project Code

USTRANSCOM places either an "**X**" or an "**A**" in the project code field after the last data entry in that field. The "**X**" signifies that USTRANSCOM changed one or more mode or source codes or movement requirement itinerary data; the "**A**" signifies approved as planned. For example, a movement requirement with an "SC" in the project code field that was approved as planned would have "**SCA**" as the project code. If a movement requirement was verified by the force provider only and the mode and source to the POD were changed, it would be coded "**SX**." When transportation determination is complete, USTRANSCOM notifies the supported command, force provider, and other lift providers.

22. Supported Command Validation

a. The supported command validates requirements to the lift providers, including USTRANSCOM, for movement. The supported command reviews the movement requirements in the validation force module that have completed transportation determination. The supported command collaborates with the force and lift providers on adjustments to units or transportation to meet operational priorities.

b. The supported command validates the movement requirements when satisfied that the movement requirements in the validation force module:

(1) Contain forces allocated to the supported commander.

(2) Meet force capability, readiness, and availability requirements.

(3) Have TPFDD that is free of fatal errors for automation purposes.

(4) Provide for movement within the required time periods to support the campaign plan.

(5) Have a coordinated unit deployment plan, including JRSOI in the AOR.

(6) Are within the CJCS lift allocation (for exercises—are within lift budget).

c. To complete validation, the supported command enters a "**V**" into the movement requirement schedule status flag (SSF) for all validated movement requirements. The supported command also transmits a validation message to the lift and force providers.

23. Building the Deployment Bridge

During the initial stages of deployment, USTRANSCOM needs time and assets to "build a bridge" or infrastructure to transport forces into the theater. Depending on the distance, USTRANSCOM may establish POEs, aerial refueling locations, transship–transload sites, and PODs. To satisfy these requirements, USTRANSCOM may validate movement requirements for transportation-enabling infrastructure (units or personnel deployed solely because of the deployment operation; e.g., CRG, TALCE, mission support team, port opening team.). This validation is accomplished in collaboration with the supported command and the Service component commands.

24. TPFDD Letter of Instruction

a. This LOI describes how to conduct joint deployment planning and execution across the Department of Defense and lists the procedures for building the TPFDD. The JOPES standard TPFDD LOI (found in Enclosure F, "TPFDD Letter of Instruction (LOI)," to CJCSM 3122.02C, *Joint Operation Planning and Execution System (JOPES) Volume III (Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution)*) directs deployment planning actions for the supported combatant commander and components, the JFC, the

theater special operations command, the supporting commanders, and other members of JPEC. The TPFDD LOI contains directions for identifying force requirements, selecting forces to fulfill requirements, and deploying or redeploying those forces.

b. The supported combatant commander publishes AOR-specific supplemental instructions to the standard TPFDD LOI. These instructions describe theater-specific force deployment planning and execution procedures, such as lift constraints, port designations, and validation windows that deviate from the standard TPFDD LOI.

25. Milestones

The supported command, in collaboration with the force providers, lift providers, sustainment providers, and their Service component commands, determines process milestones. These milestones are normally published in the supported command supplemental TPFDD LOI and posted in the collaborative environment. Detailed instructions for computing the process milestones are in Chapter III, “Movement to and Activities at the Port of Embarkation.” TPFDD milestones are shown in Figure 2-3.

26. Internal USTRANSCOM Responsibilities

The USTRANSCOM Operations Directorate (TCJ3) directs the global air, land, and sea transportation capabilities of the Defense Transportation System (DTS) to meet national security objectives provided by the Department of Defense. C2 of lift forces and logistic infrastructure is accomplished through the TCJ3 Deployment and Distribution Operations Center (DDOC).

Two separate divisions share responsibility for the process by which the supported combatant command’s force flow requirements (i.e., crisis action, force rotation, exercise, sustainment) are analyzed, validated, and scheduled for movement via DTS resources. These two divisions are identified as requirements and operations. The Requirements Division is the single point of entry for supported combatant command requirements. Upon receipt of a movement requirement, division transportation planners, in coordination with USTRANSCOM components, conduct analysis and develop the best transportation plan that meets the supported combatant

TIME-PHASED FORCE AND DEPLOYMENT DATA MILESTONES		
Milestone	**Description**	**Considerations**
Force Capability Requirement Identification	The supported command identifies the forces required to support the approved course of action	Supported command also publishes unit readiness criteria.
Unit Selection and Verification	Force providers select units (unit identity code (UIC)-level detail) that provide the required capability, enter movement requirements data into Joint Operation Planning and Execution System (JOPES), and verify the capabilities to the supported command	Selected units must meet supported command readiness and availability criteria.
Submit Strategic Movement Requirements	The supported command accepts force provider-and Service component command-verified units and notifies lift providers that movement requirements are ready for transportation determination	This date must allow time for transportation mode selection well before latest validation date.
Transportation Determination	US Transportation Command and other lift providers determine the transportation mode and source for each unit line number (ULN) for the origin to port of embarkation (POE) and POE to port of debarkation (POD) and POD to destination legs and update ULN data in JOPES	This date must allow time for transportation mode selection well before latest validation date.
Latest Validation Date	This is the latest date on which the supported command can validate a ULN and have it arrive at the POD by the latest arrival date (LAD) based on the selected transportation mode and source.	Latest validation date accounts for the transit time from origin to destination and transportation lead time.
Movement Requirement Acceptance	US Transportation Command reviews the validated requirements, enters a "T" in the schedule status flag (SSF), and directs the transportation component commands to start scheduling transportation.	US Transportation Command coordinates changes to validated requirements with the supported command and force providers.
Movement Requirement Scheduling	An "A" is entered into the SSF. When a ULN is allocated to a transportation asset.	
Movement Requirement Manifesting	An "M" is entered into the SSF when a ULN is manifested on a transportation asset.	

Figure 2-3. Time-Phased Force and Deployment Data Milestones

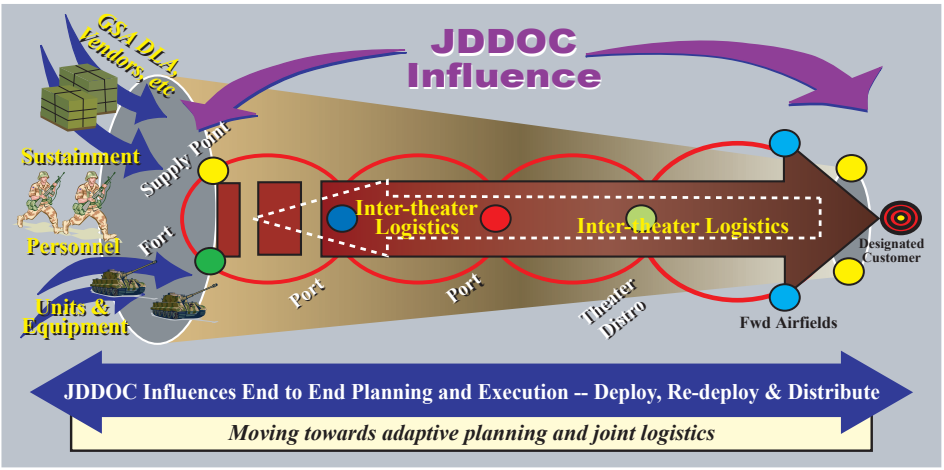


Figure 2-4. JDDOC Influence Across Strategic and Operational Logistics

commander's timing and phasing for movement. The Requirements Division tracks force flow requirements from sourcing and supported combatant command validation ("V" in the JOPES SSF field) through transportation acceptance ("T" in the JOPES SSF field). Movement requests must be submitted to USTC/J3-R in accordance with the Time Phase Force Deployment and Distribution Letter of Instruction (TPFDD LOI), which states that airlift movement requests are due NLT 21 days prior to EAD for airlift (AK), NLT 44 days for sealift (SE). Once the transportation plan is completed and the requirement is accepted for movement, it is sent to the USTRANSCOM components for lift scheduling. Just prior to execution, (per TPFDD LOI, ALD -7 for AK, ALD-14 for SE), lift is allocated ("A" in the JOPES SSF field), and the movement requirement is passed to the Operations Division for execution management. The Operations Division tracks the movement requirement from lift allocation and initial execution through final closure in theater.

27. Joint Deployment & Distribution Operations Center

a. A Joint Deployment and Distribution Operations Center (JDDOC) is a COCOM organization designed to improve end-to-end deployment and distribution. Linking sustainment, distribution and movement

requirements, JDDOCs bridge gaps in the distribution pipeline that have been the source of tactical disadvantages from World War II to Operation Desert Storm. JDDOCs improve COCOM ability to locate and provide data on shipment quantity, composition and delivery times and expedite the distribution of high priority commodities. This improves the speed and agility of deploying forces, increases cost effectiveness and efficiency of supply distribution and enhances ability to meet the constantly changing requirements of the military forces.

b. The strength of the JDDOC is the organizations ability to reach back to the national partners (U.S.Transportation Command, Joint Forces Command, Defense Logistics Agency, Army Material Command, Joint Munitions Command, Army Field Service Command and the individual Services.) to address and solve issues for the Regional Combatant Commander (RCC).

The purpose of a JDDOC is to synchronize and optimize national and theater multi-modal resources for distribution, force movement, and sustainment in COCOM AOR's. A JDDOC accomplishes this by linking strategic deployment and distribution processes to operational and tactical functions in support of the warfighter. Furthermore, the JDDOC provides visibility, synchronization, and management of capacity through reach forward/back synergy. The specified tasks of the JDDOC are:

(1). Confirm COCOM deployment and distribution priorities. Validate and direct Combined Force Air Component Commander (CFACC) intra-theater airlift requirement support to components and Combined Joint Task Forces (CJTFs).

(2). Monitor and direct Coalition Forces Land Component Commander (CFLCC) intra-theater surface distribution support to components and CJTFs.

(3). Adjudicate identified COCOM distribution and intra-theater shortfalls.

(4). Coordinate for additional USTRANSCOM/National partners support and materiel.

(5). Set the conditions for effective theater retrograde.

The JDDOC accomplishes this mission through six specific focus areas.

(1). Total Asset Visibility (TAV) of forces and materiel.

(2). Define gaps and seams between strategic and tactical systems architecture within and between Regional Combatant Command AORs.

(3). Synchronize and optimize strategic and operational distribution. Execute container, 463L pallet system, and Radio Frequency Identification Data (RFID) tag management.

(4). Establish retrograde visibility.

(5). Develop strategic and operational performance measures.

c. The JDDOC works for the respective Regional COCOM Director of Logistics (J4) and coordinates with the COCOM Service components and the national partners supporting those components. It provides a forward presence and a single point of contact for deployment and distribution requirements that allows Regional COCOM and theater staffs to focus forward on the war fight, instead of trying to focus both forward and backward to national systems.

d. The JDDOC is flexible, scalable and tailorable based on the needs of the COCOM. During wartime scenarios or other increased operations tempo, trained experienced logistics experts with appropriate “skill sets” are brought in to build upon a solid COCOM “JDDOC” core made up of existing COCOM staff. As the scale of the operation increases, various “tiers” can be layered on top of the “core” to provide the additional expertise required. A three tiered approach was developed in support of the 1-4-2-1 National Military Strategy (NMS). The first tier (Fig 2-4) would use the core elements, the second tier (Fig 2-5) would build on the first using theater assets and the final tier would encompass the first two tiers and the national partners (USTRANSCOM, DLA, Services, etc.). As the scale of the operation increased, various “tiers” could be layered on top of the “core” to provide the additional expertise required for the increased OPTEMPO. COCOM’s can request USTRANSCOM

deployment of JDDOC National Partners at any tier. The JDDOC template promotes a concept which enables the each COCOM to vary the size of the JDDOC structure based on the needs of the Combatant Commander. The idea is to provide logistics experts to build onto a solid COCOM core during wartime scenarios and give that core more capabilities than it would normally have. The key to the success of the JDDOC is that the "JDDOC Core" foundation must have personnel with proper qualifications and experience ("skill sets") to coordinate the movement of cargo and personnel within the AOR.

JDDOCs coordinate with COCOM Service components and with national partners supporting those components. The JDDOC is not only the single face to the warfighter for synchronizing inter- and intra-theater deployment and distribution requirements but it also serves as the DPO's single face to the RCC.

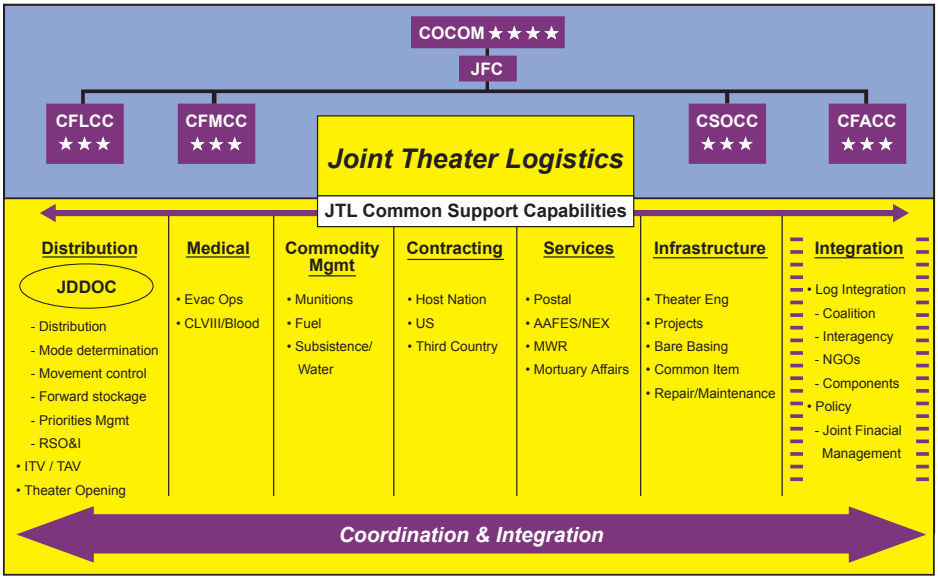


Figure 2-5. JDDOC's Role in Joint Theater Logistics Common Support Capabilities

CHAPTER III
MOVEMENT TO AND ACTIVITIES AT THE PORT OF EMBARKATION

"But mobility means more than ships and planes; it means ports, airfields; it means terminal service, terminal transfer units; it means the where-with-all to load and unload ships. We've got a long way to go before we ever get to an optimum condition that we would have enough. What is enough? We really don't know. . . . At the same time those units are being mobilized, you're deploying active duty units from the same mobilization station. They will all be competing for the same transportation assets. Now who's going to get the transportation? The guy's going to the port or the units coming on active duty. We've never thought that out too well."

Lieutenant General (Ret) Oren E. DeHaven
US Army

1. Introduction

a. This chapter focuses on the tactical relocation of forces and materiel to the POE— whether aerial or sea. For contingencies, units must be capable of executing any combination of movements to the POE. This deployment phase normally begins with receipt of an execute order. The order, along with any additional guidance, is forwarded to the appropriate subordinate commands, deploying units, and installation. Deploying units are then validated and configured for movement. USTRANSCOM provides a port call message that identifies the date the unit must have its equipment at the POE to meet ALDs. Also, the port call message or the operation order for sealift normally will include details for vehicle reduction and preparation. USTRANSCOM enters APOE and airflow scheduling information into the Global Transportation Network (GTN). Scheduling information also is available within the Global Command and Control System (GCCS).

b. Based on port call messages and air schedules, the deploying unit or command backward plans movements to the POEs. The deploying unit higher headquarters or the installation normally prepares a movement schedule or order containing unit movement times and modes for movement to POEs. Part III, "Mobility," of DOD 4500.9-R, *Defense Transportation Regulation*, provides information on SPOE/APOE responsibilities, organization, and operations.

c. Additionally, this chapter reviews the means of tracking (ITV) cargo movements through the deployment infrastructure.

2. Surface Movement

a. **Cargo movement and port management** are the two critical components of surface movement. To meet the cargo movement mission, USTRANSCOM, through its components, develops best-value transportation options and manages the transportation of freight, such as ammunition, fuel, vehicles, food, and other commodities, to locations around the world. USTRANSCOM, through SDDC, manages 25 ports worldwide, in addition to establishing port operations at any port where a need exists. USTRANSCOM professionals handle all aspects of the ship loading process; including planning, staging, cargo loading, documentation, and cargo unloading. SDDC performs certain single-manager transportation functions, including coordination with the individual Service efforts through USTRANSCOM. SDDC, more than Military Sealift Command (MSC) or AMC, is intermodal—the coordinated passage of cargo and passengers by way of two or more primary modes of transport (sea, air, rail, or road) from origin to destination, as defined by the passenger or the shipper and consignee, with a single travel directive (bill of lading or ticket). Multi-modal operations require significant coordination between SDDC and commercial transportation providers. The planner must recognize that USTRANSCOM needs sufficient lead time to put contracts into place.

b. **Surface Movement Capabilities**. The following lists motor and rail transportation asset capacities:

(1) **Motor**. In both CONUS and outside CONUS (OCONUS), 40-foot flatbed semi trailers transport all eligible unit equipment (including

20-foot containers). In CONUS, equipment ineligible for transport on the 40-foot flatbed semi-trailer is typically loaded on railcars.

(2) **Rail**. In CONUS, 89-foot bi-level commercial railcars are used to transport small vehicles and trailers. The 68-foot DODX flatcars, centrally managed by SDDC, are reserved for the transport of heavy vehicles, such as the M1, M60, and M88. USTRANSCOM retains the specific capacities of CONUS and OCONUS railcars. Rail requires tie-down equipment for vehicles and cargoes, whether CONUS or OCONUS. MTMCTEA Pamphlet 55-19, *Tiedown Handbook for Rail Movements* (available at *http://www.tea.army.mil/pubs/nr/deploy/ fgpamphlets/PAM_55-19.pdf*), provides specific requirements. Railcars are used because the standard heavy equipment transporter truck (M1070) that can haul overweight and outsize cargo generally exceeds the size and weight limits for most state highway permits.

3. Highway Movement to POE

a. **General**. In CONUS, units within one day (400 miles) of the POE will normally road march or convoy wheeled vehicles to the POE. The unit reviews policy and guidance for public highway use in CONUS and convoy movement control procedures that apply during peacetime, mobilization, and deployment. Procedures for highway movement OCONUS are found in local command regulations and policies.

b. **Military Convoy Movement**

(1) A **convoy** is defined as any group of six or more vehicles temporarily organized to operate as a column, with or without escort, proceeding together under a single commander. During mobilization/deployment, vehicle infiltration is prohibited. When 10 or more vehicles an hour are dispatched to the same destination, over the same route, they also are considered a convoy. (Local policy may be more restrictive.) Oversize/overweight vehicles are defined as vehicles with sizes or weights exceeding the legal limitations prescribed by the state or local authorities in which the vehicles are operating.

(2) Requests for convoy and oversize/overweight vehicle movement follow a sequence of events. First, a unit requests movement through the installation transportation officer (ITO). The ITO then forwards requests to State Army Reserve Command (STARC) Headquarters (HQ). The STARC coordinates with all of the states affected and returns approval/ disapproval to the ITO who provides the decision to the unit.

(3) For convoy moves in CONUS, units should prepare convoy movement requests using Defense Department Form (DD 1265). Movement of oversized/overweight vehicles is requested using DD Form 1266. A DD Form 2777 can also be used to request convoy approval and oversized/overweight movement. Depending on the deploying unit's supporting transportation organization and local standing operating procedure (SOP), requests are forwarded through command channels to USTRANSCOM. (Approval authority is through the State Movement Control Center, which is part of the STARC. The tiedown handbook for truck movements is MTMCTEA Pamphlet 55-20.

c. **Commercial Movement.** Unit vehicles and equipment that are not road marched to the POE using military transport normally move by commercial motor or rail. The unit movement officer forwards movement requirements for commercial transportation through command channels to the ITO. The ITO, in turn, coordinates the required commercial support through SDDC.

4. Rail Movement to POE

a. In CONUS, the deploying unit determines its movement requirements and submits them through command channels to SDDC.

b. The **ITO** is the official liaison with SDDC and the railway agent. The ITO inspects all railcars for serviceability before units begin loading and provides technical advice to units on blocking, bracing, and tiedown materiel. The ITO ensures that rail loading schedules are maintained according to the movement order. The unit submits rail requirements to the ITO, who can obtain both commercial and military rail assets.

c. **Equipment Preparation**. The deploying unit is responsible for preparing their equipment for rail loading. This includes banding, blocking, bracing, and documenting secondary loads. Installations normally have a center for obtaining blocking and bracing materials needed to load equipment on railcars. Units load railcars under the technical supervision of the ITO, who is ultimately responsible for approving all rail loads. A source for railcar loading guidance is MTMCTEA Pamphlet 55-19, *Tiedown Handbook for Rail Movements*. Upon request, through FORSCOM, the ITO can request assistance from SDDC's WARTRACE Deployment Support Brigades (DSB).

d. **Rail Requirements**. The ITO is responsible for obtaining railcars based on deploying unit requirements. ITO office personnel validate railcar requirements based on unit rail load plans and the shipping configuration of the items to be deployed. Accurate automated unit deployment list/UDL data is essential. The ITO maximizes the available loading space to efficiently use rail assets and to reduce the carrier's transportation charges. Based on equipment data from the unit deployment list, the ITO can prepare the bill of lading (BOL) using the Transportation Coordinators-Automated Information for Movements System II (TC-AIMS II). This information is obtained by scanning the TC-AIMS II-generated military shipping label (MSL) using portable bar code readers. The scanned information is then used to prepare the BOL and provide ITV over items being moved.

e. **Railcars.** Units deploy on DOD-owned railcars or commercial railcars. The types of railcars vary from carrier to carrier. The three basic types of cars are:

(1) Open-top cars (flatcars and gondolas). These cars vary in length, but military-useful flatcars are 60, 68, and 89 feet long. The cargo requirements determine the type and size of the railcars to be ordered. These railcars are the preferred type for deployments. These cars usually come equipped with chains and reduce the need for blocking and bracing material, loading times, and line-haul transportation costs. Flatcars without side rails are easier to load, as wider vehicles (e.g., tracked vehicles) can be easily accommodated.

(2) Closed cars (boxcars).

(3) Specialty cars; such as multilevel, caboose, heavy-lift, and trailer on flatcar.

f. **Loading**

(1) The most common and expeditious method of loading vehicles is called the circus method. This method uses flatcars as a roadbed with spanners placed between the cars. Tracked vehicles can be loaded without spanners when cars are equipped with short drawbars. After the loading sequence for the train has been determined, the vehicles are staged in that sequence. All vehicles are then loaded onto the rearmost car and moved forward to their assigned locations. At the railhead, an officer in charge (OIC) is appointed to oversee rail-loading operations. The rail-loading site includes a medical aid station and may include C2 facilities, warming tents, and other life support services as required.

(2) The following rail-load checklist contains essential activities for rail-load operations:

(a) Appoint a railhead OIC familiar with all applicable rail-loading and safety procedures.

(b) Designate a railhead safety officer.

(c) Inspect railcars for serviceability and cleanliness (i.e., ensure debris, rocks, and dirt are removed).

(d) Prepare railcars for loading (i.e., ensure hand brakes are set, wheels are chocked, spanners are in place, and chains are positioned).

(e) Turn off overhead power lines, if required.

(f) Ensure sufficient lighting is available to support rail-load operations.

(g) Ensure a qualified medical aid team is standing by.

(h) Ensure vehicles are properly prepared/configured for rail movement (includes ensuring all lifting and tiedown shackles are attached to the vehicles; removing or banding canvas and bows to prevent wind damage; banding materials secured in the bed of trucks; ensuring hood latches are functional and secure; inflating tires to highway pressure; securing moving vehicle parts, such as gun barrels, wrecker booms and M113 ramps; and properly sequencing vehicles for loading) (SDDCTEA Pamphlet 55-19, *Tiedown Handbook for Rail Movements*, contains guidance for loading and securing equipment on railcars). (i) Ensure tiedown teams have the proper equipment (e.g., work gloves, breaker bars, wrenches, pliers, ratchets).

(j) Provide sufficient numbers of railcar guides.

(k) Brief all soldiers on rail operation hazards.

(l) Do not ride in or on equipment when train is moving.

(m) Do not touch wires, poles, or switches.

(n) Never walk between or backwards on railcars.

(o) Do not move vehicles without a guide.

(p) Ensure vehicle guides have at least one railcar distance between themselves and a moving vehicle.

(q) Guide vehicles into position, place transmissions in neutral, set parking brake, turn off ignition, and ensure battery switches are in the “off” position.

g. **Tiedown Procedures**. The following steps refer to loading chain-equipped flatcars:

(1) Inspect chain assemblies and components.

(2) Apply chains in pairs and in equal numbers to the vehicle tiedown points.

(3) Secure chains through tiedown points at a 45-degree angle.

(4) Pull chains as tight as possible, ensuring there are no twists or kinks, and secure chain hook to chain.

(5) Hand-tighten turnbuckles first, and then continue to tighten them with open-end or crescent wrench until 1/8 inch of the rubber compression ring shows. Leave approximately one inch of deflection in the chain.

(6) Store unused chain assemblies in the railcar channels.

(7) Railcars must be off-loaded promptly at the destination, so they can be returned for further use and to avoid payment of demurrage or detention charges. Tariffs usually allow 48 hours of free time for unloading commercial railcars. Blocking, dunnage, and banding are removed from the unloaded cars before releasing the cars to the carrier.

h. **Planning Guidance**. The following are general rail movement planning guidance:

(1) Vehicle and generator set fuel tanks will be 3/4 full.

(2) Space heaters will be shipped empty.

(3) Ammunition and fuel, other than the fuel in vehicle fuel tanks, will not be loaded together on any unit vehicle for inbound or outbound rail movement.

(4) Sensitive arms, ammunition, and explosives will be locked and sealed in approved security containers. Seals and/or seal locks, identified in DOD 4500.9-R, *DTR Part II, Cargo Movement*, will be used to secure all sensitive shipments. If railcar design permits, security containers will be placed door-to-door to prevent unauthorized access to sensitive material. If container doors do not

match, an empty container is placed against the loaded container to ensure there is a door-to-door match.

(5) Hazardous cargo must have appropriate warning placards on all sides of the load. (Note: Units are not authorized to stencil permanent placards on vehicles.)

(6) Unit equipment will be loaded in organic vehicles to the extent practicable.

(7) Equipment loads will be properly secured using Association of American Railroads-approved banding material.

(8) Units should protect older vehicles (e.g., the M939 series 5-ton, high mobility multipurpose wheeled vehicle) against in-transit damage by rolling down side windows, lowering windshields, and turning mirrors inward. In newer vehicles (e.g., the family of medium tactical vehicles, palletized load system, heavy equipment transporter system, and heavy expanded mobility tactical truck) the windows must remain up because of potential damage by rain to the electronic transmission and central tire inflation systems.

(9) Open glass should be protected with plywood, cardboard, or a double layer of bubble wrap. However, cost versus benefit must be evaluated. The destination and the immediate necessity for mission-ready vehicles are the primary considerations in weighing potential damage against protective material costs. Do not cover headlights, windshields, or mirrors with tape.

5. APOE Activities

a. APOE operations are divided into four major areas: the marshaling area, the alert holding area, the call-forward area, and the ready line/loading ramp area. Operating within these areas is the deploying unit, the departure airfield control group (DACG), the TALCE, and the load teams. Each of these organizations has specific responsibilities in one or more of the APOE operating areas, as depicted in Figure 3-1. Again, DOD 4500.9-R, *DTR Part III, Mobility*, provides more information on APOE operations. Movement and documentation of equipment

AERIAL PORT OF EMBARKATION CONFIGURATION

Marshalling Area

- Deployment Unit Area of Responsibility
- Unit Prepares for Air Movement
- Assembles Vehicles Equipment, Supplies and Passengers (PAX)
- Delivers to Alert Holding Area Where Operational Control Passes to DACG/MCT

Alert Holding Area

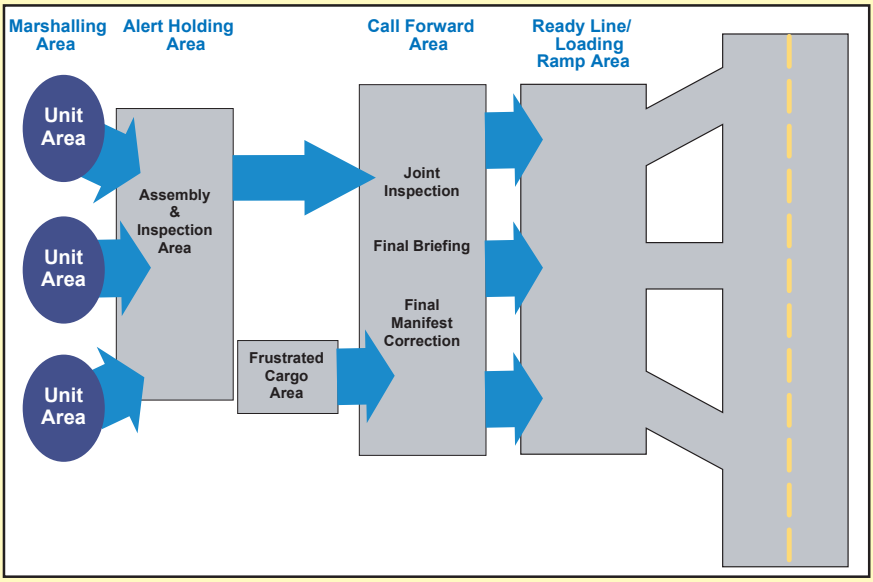
- DACG/MCT Area of Responsibility
- DACG/MCT Receives and Pre-Inspects Loads
- DACG/MCT Oversees Load Movement to Call Foward Area

Call Forward Area

- Dual DACG/MCT & TALCE Area of Responsibility
- Joint Inspections and Discrepancy Corrections
- DACG/MCT Passess Control to TALCE at Ready Line

Ready Line/ Loading Ramp Area

- TALCE Area of Responsibility
- Conducts Briefings and Additional Inspections as Required
- Supervises Aircraft Loading



MAJOR FUNCTIONS

- Prepares Electronic PAX and Cargo Manifest
- Conducts Initial Inspection
- Releases Chalk to DACG/MCT at the Alert Holding Area

- Accepts Chalk/Load Inspects
- Establishes Traffic Flow Pattern
- Establishes Communications with Deploying Unit and TALCE

- Conducts Joint Inspections
- Conducts Final Briefings
- Prepares and Transmits Final Manifest
- Compiles Statistical Data
- Provides Area for Correction of Discrepancies Identified During Joint Inspections

- Establishes Aircraft Parking Plan
- Receives Load at Ready Line
- With Aircraft Loadmaster or Load Team Chief, Supervises Loading and Restraining of Cargo

Figure 3-1. Aerial Port of Embarkation Configuration

and personnel to the APOE may be in preparation for movement by commercial charter aircraft. If this is the case, actions at the APOE will be in accordance with commercial carrier instructions and joint Federal travel regulations.

b. **APOE Chain of Command**. USTRANSCOM exercises overall control of APOEs. The deploying unit's personnel, equipment, and vehicles are initially under the control of the deploying unit commander. Control passes to the APOE DACG, and then to AMC—the lift provider.

(1) **DACG**. The DACG is designed to assist USTRANSCOM and the deploying unit with receiving, processing, and loading personnel and equipment. The capabilities of the DACG are tailored based on the mission and the military units performing aerial port operations. Overall responsibility for departure airfield control group operations in CONUS is assigned to the installations. Personnel and equipment resources come from units or activities that are not required to move with the deploying force. Appendix C, "Arrival/Departure Airfield Control Operations (A/DACG)," to U.S. Army Forces Command/ Army National Guard (ARNG) Regulation 55-1, *Unit Movement Planning*, establishes installation APOE tasking assignments for the most commonly used APOEs in peacetime and for contingency planning. The DACG may also be a cargo transfer company tailored to the deploying forces' airlift requirements.

(2) **TALCE**. USTRANSCOM provides or deploys an AMC TALCE to the APOE to conduct airlift operations, including aircraft and ground support. The TALCE provides minimum essential onload, offload, and en route AMC mission support during deployment, employment, and redeployment operations. It provides continuous liaison with all interested agencies to ensure the operation proceeds according to plan. The TALCE is responsible at the APOE for aircraft movement control, communications, technical supervision of loading, and aircraft staging.

c. **Marshaling Area**

(1) The installation or base commander designates the marshaling area. Marshaling area activities are the responsibility of the deploying commander. Ideally, marshaling area activities should

take place as close as possible to the departure airfield.

(2) During marshaling area activities, deploying units are normally assisted by the ITO, supporting units, or other designated organizations per deployment SOP or local policy. The deploying unit should not be required to perform support functions, thus permitting concentration on preparation for the deployment.

(3) Deploying unit activities in the marshaling area include:

(a) Establishing liaison with the DACG and other activities.

(b) Coordinating a joint planning conference with the DACG and TALCE (if available). This includes discussion/agreement on aircraft allowable cabin load (ACL), dimension restrictions for building 463L pallets based on aircraft type, aircraft configuration, standard equipment preparation requirements and checks, the air flow schedule, and any other areas/ issues impacting deploying unit preparation to include processing.

(c) Performing final preparation of vehicles and equipment according to air transport guidelines (to include weighing and marking center of balance). Field Manual (FM) 55-15, *Transportation Reference Data*, provides procedures for weighing and marking vehicles.

(d) Ensuring adequate shoring material is on hand and readily available.

(e) Preparing electronic personnel and cargo manifests.

(f) Assembling personnel, supplies, and equipment into aircraft loads according to established load plans.

(g) Ensuring planeload or troop commanders are appointed and properly briefed on their responsibilities.

(h) Providing escorts for sensitive items.

(i) Developing alternate (bump) plans for chalks in the event aircraft become non-mission-capable.

(4) Within the marshaling area, the DACG is responsible for the following:

(a) Maintaining liaison with the deploying unit and the TALCE.

(b) Coordinating with the TALCE for United States Air Force (USAF) technical assistance required by the deploying unit.

(c) Calling aircraft loads forward from the marshaling area and assuming control in the alert holding area.

d. **Alert Holding Area**

(1) The alert holding area is the equipment, vehicle, and passenger control area. It is normally located in the vicinity of the departure airfield and is used to assemble, inspect, hold, and service aircraft loads. Control of loads is transferred from the individual unit to the DACG at this point. The deploying unit is responsible for the following:

(a) Ensuring the aircraft load arrives at the alert holding area at the time specified by the DACG.

(b) Providing the DACG with passenger and/or cargo manifests and required documentation.

(c) Correcting load discrepancies identified during pre-inspection.

(d) Ensuring vehicle drivers remain with the vehicles until released.

(e) Passing control of unit aircraft loads to the DACG.

(2) The DACG is responsible for the following:

(a) Ensuring loads arrive at the alert holding area on time.

(b) Receiving, inventorying, and controlling aircraft loads as they arrive at the alert holding area.

(c) Inspecting aircraft loads to ensure that they are complete and correctly prepared.

(d) Ensuring required shoring, floor protection materials, and 463L pallet dunnage are available.

(e) Verifying the accuracy of weight and balance markings.

(f) Establishing a discrepancy correction area.

(g) Inspecting documentation for accuracy and completeness.

(h) Inspecting hazardous materials for proper documentation.

(i) Providing emergency maintenance; petroleum, oil, and lubricants (POL); and related services, as needed, to accomplish the outloading mission.

(j) Coordinating for materials handling equipment (MHE) support.

(k) Directing or guiding aircraft loads to the joint inspection area (call-forward area).

e. **Call-Forward Area**. The call-forward area is the portion of the departure airfield where the joint inspection of deploying unit equipment and cargo is conducted by the DACG, the deploying unit, and the TALCE. The inspection team completes a DD Form 2133, “Joint Airlift Inspection Record,” to indicate to the loadmaster that it has completed the required inspection. Deficiencies are corrected by the unit and

rechecked by the inspection team. Upon joint inspection completion, the deploying unit arranges its vehicles (with drivers), pallets, and equipment into the call-forward load (chalk) sequence. The deploying troops receive a final briefing, and the TALCE reviews all manifests for accuracy. DOD 4500.9-R, *DTR Part III, Mobility*, Appendix O, "Center of Balance Determination," describes how to compute the center of balance. Further, Appendix E, "Preparation of Equipment and Supplies and Joint Inspection Procedures," Figure E-1, "Checklist for Pallet Build-up," describes how to build a 463L pallet.

(1) The DACG's responsibilities in the call-forward area include:

(a) Establishing communications with the TALCE and deploying units.

(b) Checking HAZMAT documentation and load plans and refining the upload sequence.

(c) Ensuring that passenger/cargo manifests are correct.

(d) Ensuring the deploying unit adheres to the established movement timetable.

(e) Reassembling, with the assistance of the TALCE, aircraft loads and preparing required manifest changes if an aircraft aborts or discrepancies are discovered in the planned ACL.

(f) Ensuring that discrepancies found during the joint inspection are corrected.

(g) Maintaining statistical data to account for the current status of all unit personnel and equipment scheduled for air movement.

(h) Providing loading team personnel and support equipment (safety equipment, MHE, pusher vehicle) as required.

(i) Ensuring load team members are properly outfitted with gloves, goggles, ear protection, and reflective devices.

(j) Escorting aircraft loads to the ready line and ensuring all personnel are briefed on flight safety.

(k) Retaining a final corrected copy of each passenger/cargo manifest and inspection record.

(l) Ensuring that deficiencies noted during the joint inspection are relayed to the alert holding area and the unit (this helps prevent recurrence of the same deficiencies).

(m) Providing the necessary logistic support (fueling and defueling capability, maintenance, and other related services) to accomplish the outloading mission.

(n) Providing passenger holding areas as required.

(o) Transmit electronic final cargo and passenger manifest(s) to down-line stations and GTN within one hour of departure.

(2) The TALCE's responsibilities include:

(a) Coordinating with the DACG on all changes required by aircraft configuration.

(b) Conducting the joint inspection with the DACG and unit representatives.

(c) Providing a passenger briefing guide for the passengers' representative to use in briefing soldiers for on/off-load procedures.

(d) Briefing vehicle drivers and passengers on flight line safety, driving procedures, smoking rules, and special precautions.

(e) Providing a team chief for each loading team.

(f) Providing passenger escort to the aircraft.

(g) Notifying the DACG to dispatch loads/chalks to the loading ramp/ready line area.

(h) Providing airflow information to the DACG.

f. **Ready Line/Loading Ramp Area**. The loading ramp area, including ready line area, is controlled by the TALCE. At this point, control of units, for movement purposes, passes to AMC. The planeload commander or troop commander is the senior occupant (not part of the flight crew) aboard the aircraft.

(1) The troop commander's responsibilities include:

(a) Monitoring and controlling aircraft passengers.

(b) Retaining one copy of the final passenger/cargo manifest.

(c) Providing assistance in loading and securing the aircraft load as requested by the load team chief.

(d) Ensuring that vehicle drivers and equipment operators follow load team chief or loadmaster instructions when loading equipment on the aircraft.

(2) The load team is an ad hoc organization, which usually includes drivers and a small group of soldiers who load, tiedown, and assist the loadmaster in loading the aircraft. The load team chief's responsibilities include:

(a) Receiving loads at the ready line.

(b) Directing and supervising the load teams and vehicle drivers.

(c) Coordinating with the aircraft loadmaster, directing all loading operations, and ensuring all equipment and supplies are properly restrained in the aircraft.

(d) Coordinating with the TALCE's ready line coordinator on any needed special assistance or equipment.

(e) Collecting the required copies of the passenger/cargo manifest and making sure they are given to the aircraft loadmaster.

(f) Passing the load completion time to the airlift operations center section of the TALCE.

(3) The DACG's responsibilities include:

(a) Transferring control of the aircraft load to the TALCE.

(b) Providing load teams to assist in loading and securing aircraft loads.

(c) Maintaining coordination with the deploying unit representative and TALCE.

(d) Obtaining individual aircraft load completion time from the TALCE.

(4) The TALCE's responsibilities include:

(a) Accepting planeloads from the DACG at the ready line and loading them aboard aircraft.

(b) Ensuring each aircraft load is positioned at the proper aircraft at the specified time.

(c) Escorting passengers to the aircraft.

(d) Ensuring all drivers are briefed on flight line safety.

(e) Ensuring that each aircraft load is positioned at the proper aircraft at the specified time.

(f) Maintaining liaison with the aircraft crew and the DACG.

(g) Coordinating with the aircraft primary loadmaster and ensuring that loads are placed aboard the aircraft in time to meet the scheduled departure time.

(h) Providing (if required) and operating MHE and special loading equipment.

(i) Maintaining communications with the DACG and deploying units.

(j) Providing the aircraft's primary loadmaster with copies of the passenger/ cargo manifests and retaining a copy for TALCE files.

6. SPOE Activities

a. USTRANSCOM, through SDDC, is the DOD-designated single port manager for all worldwide common user/commercial seaports. Units deploy equipment and supplies by sea through a port that is generally commanded or contracted by SDDC. Where SDDC does not have a transportation terminal battalion or other contractual agreements, a SDDC deployment support team temporarily operates the SPOE. USTRANSCOM directs the deployment of units and sustainment through SPOEs according to the TPFDD. The port call message identifies the earliest/latest dates the unit must arrive at the SPOE for movement processing and vessel loading and gives the unit special instructions for a successful deployment to the SPOE. Figure 3-2 depicts a notional SPOE.

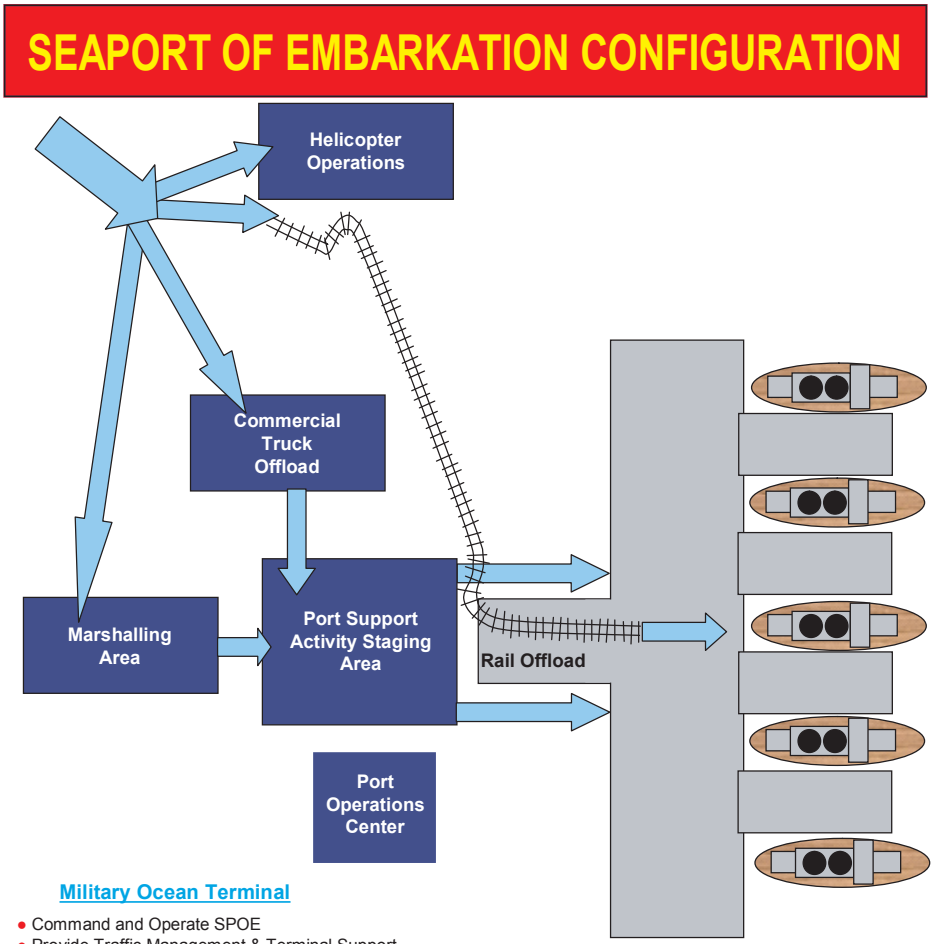
b. USTRANSCOM's deployment responsibilities include:

(1) Evaluating movement requirements and coordinating vessel selection between SDDC and MSC.

(2) Preparing and issuing port call messages.

(3) Receiving port support activities (PSAs) from supporting installations and directing their functions and activities. Appendix B, "Seaport of Embarkation Support," to ARNG Regulation 55-1, *Unit Movement Planning*, lists what installations are responsible to provide PSAs to specific SPOEs.

(4) Receiving, staging, and transshipping unit equipment in the port.



Military Ocean Terminal

- Command and Operate SPOE
- Provide Traffic Management & Terminal Support
- Co-ordinate Security

Deploying Unit

- Establish Liaison with Marshalling Area
- Identify PAX & Equipment for Move
- Secure Unit Equipment Within Marshalling Area
- Provide Trained Load Teams

Designated Supporting Installation

- Establish & Operate Marshalling Area
- Provide Port Support Activities
- Support the Deploying Unit
  - Control & Co-ordination
  - Billets
  - Mess
  - Security & Force Protection
  - Vehicle Wash Facility
  - Parking
  - Fuel
  - Emergency Maintenance
  - Local Transportation

Figure 3-2. Seaport of Embarkation Configuration

(5) Establishing and directing port communications, safety policies, and physical security procedures.

(6) Regulating military traffic within the port.

(7) Directing deployment support brigades to assist deploying units.

(8) Assisting ITO/DTO/UMOs and traffic managers with shipping unit equipment and supplies to the POE.

(9) Developing stow plans, supervising vessel loading, inspecting vessel readiness, and providing documentation.

c. For movement to SPOEs, deploying units and equipment may use an en route marshaling area. These areas are ideally located near the port staging area and in the immediate vicinity of rail and truck discharge sites.

For further information, refer to SDDCTEA Pamphlets 55-21, *Lifting and Tiedown Handbook for Helicopter Movements*; 55-22, *Marine Lifting and Lashing*; and 55-23, *Tiedown Handbook for Container Movements*.

d. **SPOE Marshaling Area**

(1) The SPOE marshaling area is the final en route location for the preparation of unit equipment for overseas movement prior to the equipment entering the port staging area. Establishment of a marshaling area reduces congestion within the terminal area and provides space for sorting vehicles for vessel loading. There is no set organization or physical layout for a marshaling area. Equipment arriving at the marshaling area is segregated in accordance with the vessel stow plan.

(2) A supporting installation is assigned responsibility for the logistical support of deploying units that transit the marshaling area. The installation element providing this support is not part of the PSA. The PSA operates in the SPOE staging area. If marshaling areas are not used, units move directly to the port staging area.

e. **SPOE Staging Area**

(1) As the vessel readies for loading, the port commander, based on a call-forward plan, sends equipment from the marshaling area to the staging area. The SDDC port manager assumes custody of the cargo in the staging area. Activities within the area include equipment inspection for serviceability, packing lists/load card, accuracy of dimensions and weights, properly secured secondary loads, and documentation of any cargo requiring special handling. MSLs affixed to equipment will be scanned using bar code readers.

(2) A PSA may be assigned to augment port operations in the staging area. The PSA is a temporary military augmentation organization comprised of personnel with specific skills that aid the port commander in receiving, processing, and clearing cargo at the SPOE. The makeup and operation of the PSA are tailored to the type, size, and mode of transportation of units passing through the port. The PSA is in direct support of the port manager/operator.

(3) A PSA's functions include:

(a) Receiving and staging unit equipment in SPOE/SPOD staging areas.

(b) Providing personnel, as required, to assist in loading/off-loading trucks, rail cars, and vessels.

(c) Correcting improperly secured loads and equipment configuration deficiencies.

(d) Providing licensed vehicle operators for all types of equipment.

(e) Assisting in servicing self-deploying aircraft, to include air traffic control, fire protection, fueling/defueling, configuration reduction or disassembly, and shrink wrapping.

(f) Providing maintenance as required.

(g) Assisting the port manager with cargo accountability in the SPOE/SPOD staging area.

(h) Medical support.

"During the Korean War and the Vietnamese War, thousands of tons of critical cargo and supplies representing millions of dollars were lost, destroyed, or not used for the purpose intended. The cargo and supplies were lost to the system in transit or misplaced due to inadequate asset visibility in transit and/or each theater reception area. In each case, the port operator would blame the receiving customer for not knowing what he had received. The receiving customer would always blame the port operator for delivering items to him with insufficient documentation for him to accurately receive, inventory, and pick them up on his files, and so forth. As a result, thousands and thousands of critical supplies were never used for the purpose intended."

Lieutenant General (Ret) Jack C. Fuson
US Army

7. In-Transit Visibility

a. ITV refers to the capability to track the identity, status, and location of DOD unit and nonunit cargo, passengers, and medical patients as part of the joint total asset visibility (JTAV) initiative. USTRANSCOM is the functional proponent for ITV. ITV is a shared responsibility among the deploying force, supporting commands and agencies, USTRANSCOM, and the supported combatant commander (COCOM). Accurate, disciplined adherence to force validation and manifesting is essential for unit tracking. Accurate reporting begins with the deploying force. Deploying forces are responsible, through their appropriate component chains of command, to the supported combatant commander and USTRANSCOM for confirming accurate force data. The supported (COCOM) validates the force flow and data to USTRANSCOM. USTRANSCOM is responsible for tracking forces and equipment embarked on strategic lift using unit line numbers and transportation control numbers.

Effective 15 December 2004, all shipments moving into Afghanistan require a secondary steel cable seal with a unique alpha-numerical

marking/bar code applied on the locking bars. This applies to sustainment and unit equipment moving in containers. This is in addition to the primary seals. The cable must be wrapped a minimum of two times around the two center locking bars until tight and then sealed. Cables should be a minimum of 76 inches with a minimum diameter cable of 3/16". For information on purchasing the cables, contact SDDC's Terminals Division, G3, at 757-878-7555 or DSN: 872-7555.

b. **Verify Supporting Unit Movement Data**. Supporting combatant commanders are responsible to the supported combatant commander for the accurate reporting of their movement requirement data. Unit verification of movement data must begin at the deploying unit level, since the deploying unit is most familiar with what it is deploying for the operation. Verified movement requirement data in electronic format are compiled at each successive level of command until received by the combatant command from its components. Verified movement requirement data is then provided to the supported combatant command for planning and execution.

c. **Organization for Movement Control**. Movement control involves planning, routing, scheduling, and controlling common-user assets and maintaining visibility of forces and materiel moving through the deployment process. Properly resourced and executed movement control will assist commanders with force tracking. It also enhances JRSOI of personnel, equipment, and supplies moving over lines of communications (LOCs) in accordance with command directives and responsibilities. The supported geographic combatant commander has a wide range of options for performing movement control. These options include directing subordinate JFCs and Service components to perform their own movement control or creating a fully integrated joint organization. Regardless of the movement control option selected, the geographic combatant commander should task organize the movement control function commensurate with the mission, scope of operations, and geography of the operational area. Normally, the geographic combatant commander delegates operational control of the various parts of the transportation system to the most capable Service components but retains the authority to set priorities and apportion and allocate resources.

d. **ITV Tracking**

(1) The movement of cargo shipments by military and commercial means requires the input of shipment information into ITV and tracking systems, such as GTN and JTAV. The process begins when the requisition is received in Defense Automatic Addressing System and concludes when the shipment receipt is made at the ultimate consignee. The reporting of shipment process segment updates to the ITV systems ensures that visibility of the shipment is maintained throughout the movement process. Technology enhancements; such as automated identification technology (AIT), including two-dimensional barcodes, radio frequency tags, and optical memory cards; provide improved updating and increased ITV. Data structures are essential to ensuring currency and receipt of information in the ITV systems.

(2) To ensure accurate ITV:

(a) Preplan the ITV infrastructure at the earliest stages by ensuring communications, systems support (the what, where and who is responsible), technical data capture and enabling technologies, and the systems architecture at each node with the capability to read, write, and process cargo and passengers electronically are available; and frequency approvals are granted.

(b) Ensure firewall and connectivity issues are resolved early, guidance on security classification of movement information is disseminated, and there is early involvement by Service leads to enforce documentation and process shortfalls.

(3) **Global Transportation Network**

(a) GTN provides the central database for all scheduled transportation movements. It integrates the automated movement control systems used by the Services, Defense agencies, and USTRANSCOM; providing the capability to track

unit movements and sustainment operations globally. It is an automated C2 information system that supports the family of transportation users and providers, both Department of Defense and commercial, by providing an integrated system of ITV information and C2 capabilities. GTN collects and integrates transportation information from selected transportation systems. The resulting information is provided to the Joint Staff, combatant commanders, USTRANSCOM, USTRANSCOM's component commands, and other DOD customers to support transportation planning and decision-making during peace and war.

(b) System queries can provide information in a great number of formats. GTN is the central repository for visibility of assets in transit from origin to destination, including all military-, government-, and vendor-documented shipments. GTN's database will contain shipment status information, booking information, passenger reservation information, aircraft and ship manifests, personal property data, medical patient information, and vessel and aircraft scheduling data.

(c) GTN gives its customers, located anywhere in the world, a seamless, near-real-time capability to access – and employ – transportation and deployment information. In keeping with modern technology, GTN is completely available on the World Wide Web. GTN assistance contact information is provided in Chapter VII, "Where Things Go Wrong and Where to Find Help."

(d) **Partial List of Capabilities**

- **Quick Query**: Designed for the user who knows a specific TCN, name, or other piece of information.

- **Cargo**: Allows for the retrieval of cargo status information with very little knowledge of the shipment required.

- **On-Hand**: Allows users to construct a query to view cargo that is identified as on-hand at an aerial or surface port.

- **Passengers**: Retrieves information on passengers traveling in the DTS.

- **Schedules**: Provides airlift schedules and actual movement status. It allows you to narrow your search by entering select mission qualifiers (e.g., date, location, mission identification).

- **Reference Table**: Answers questions regarding codes (International Civil Aviation Organization, military aircraft, and so forth) used in GTN.

- **Unit Moves**: Will allow access to unit movements traveling in the DTS and supporting specific operations or exercises. Input qualifiers include UIC or ULN.

- **Address Book**: Maintains file of E-mail addresses used when mailing GTN results.
- **Alert Manager**: Provides a capability to perform actions related to saved alerts.

- **Alert Definition**: Allows users to develop an alert for the Schedules or Cargo Network.

- **Alert Notification**: Informs GTN users of executed alerts.

(4) **Single Mobility System (SMS)**

(a) SMS is a Web-based visualization tool and information system that provides visibility of air, sea, and land transportation assets and provides aggregated reporting of cargo and passenger movements. SMS does this by collecting plane, ship, and truck movement data from other computer systems, such as GTN, the consolidated air mobility planning system, the Global Decision Support System (GDSS), the Joint Air Logistics Information System, the Defense Transportation Tracking System, and the Air National Guard interface data processor. SMS also provides requirement-management and mission-building services for the Air Force Reserve.

(b) The SMS embodies the mobility access portal concept, a Web-based interface or "doorway" to other mobility databases. Users can log in to SMS and take advantage of preset hyperlinks to access other C2 sites and add their own Web sites to a custom list. SMS includes three phases: Phase 1, Air Mobility; Phase 2, Sea Mobility; and Phase 3, Land Mobility. Each phase draws data from various databases and provides the user with a single, easy-to-use interface into essential information.

(c) The SMS home page contains the links used to navigate. Some of the links are accessible based on permissions and privileges. Figure 3-3 is a screen shot that indicates the type of information available to authorized users.

(d) SMS is maintained by USTRANSCOM. The functional manager is USTRANSCOM/TCJ3-OSC. SMS accounts can be obtained by E-mailing *SMS@ustranscom.mil* (for problems, call DSN 576-8021. See Chapter VII, "Where Things Go Wrong and Where to Find Help" for SMS POC information.

e. **Command and Control**. C2 of movement assets engaged in the movement of cargo shipments ensures that the lift or movement asset location and status are visible to the lift providers to make decisions involving diversions, en route stops, management of classified movements and protection of lift assets. In addition, the C2 information of lift assets provides visibility for planning reuse of the asset once the current movement is completed. C2 is an essential feature of military and commercial lift provider management of lift resources in a constrained environment.

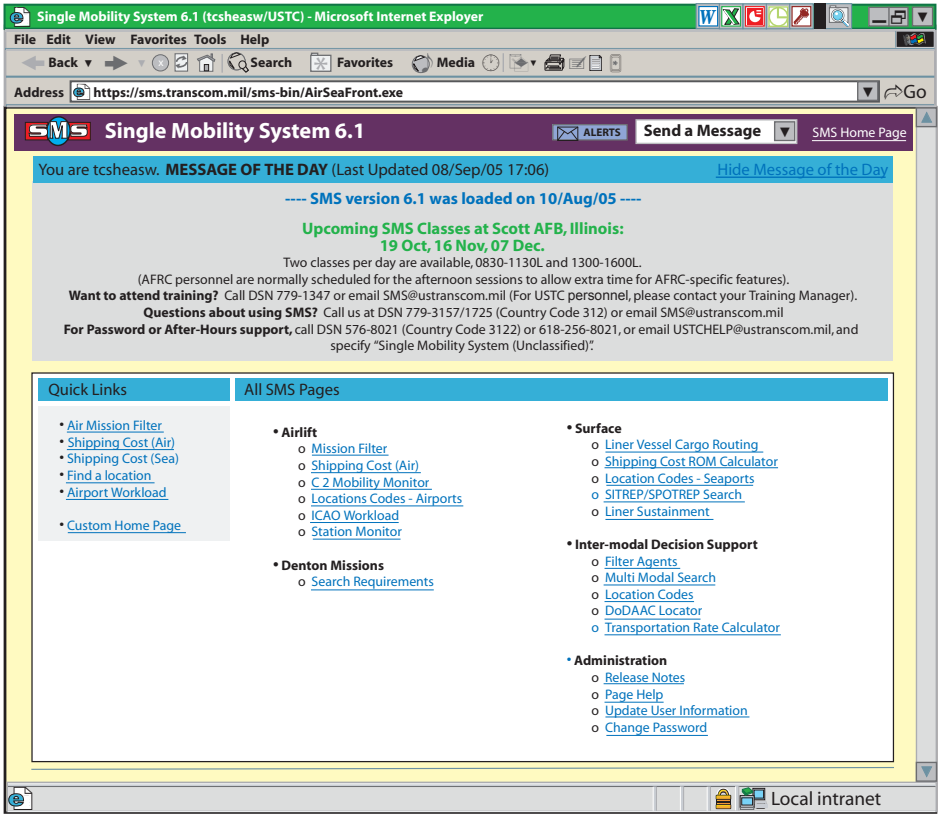


Figure 3-3. Information Available to Authorized Users

CHAPTER IV
MOVEMENT TO THE PORT OF DEBARKATION

Transit times and other limitations associated with movement to POD differ by port, mode, and cargo type. Each has to be evaluated during planning and managed closely during execution. A smooth and coordinated flow of requirements through ports is essential. USTRANSCOM can provide planning assistance for transload and transshipment operations and factors. This chapter primarily describes the characteristics of transportation assets to explain constraints on air and surface movements. For airlift and sealift, the basic characteristics concentrate on cargo loading, handling, stowage and unloading characteristics of each transportation asset. The capabilities are explained in area, weight, and volume capacities to determine vessel and aircraft type.

1. Mode, Source, and Means

a. Because USTRANSCOM is the single manager of the defense transportation system, joint force deployment planners can rely on this expertise to ensure the most efficient and effective deployment of their military forces. The following is a description of how USTRANSCOM selects mode, source, and means.

b. **Mode Selection**. Mode describes the transportation method by which a cargo requirement will be moved (i.e., air, ocean, or surface). USTRANSCOM selects the mode of transportation in coordination with the JFC. Mode is determined for each transportation leg; origin to the POE, POE to POD, and POD to the destination. The selection of mode is based on unit priority, RDD, and transportation asset and resource availability. USTRANSCOM evaluates unit priority, Joint Chiefs of Staff (JCS) lift allocation, and JFC guidance; and selects a transportation mode that will meet the TPFDD RDD for each ULN. Once a mode is selected, it will not be changed unless a unit priority is raised, a lift is reduced, or JFC directs it.

c. **Source Selection**. Source describes who provides the transportation asset (i.e., USTRANSCOM or a commercial source). USTRANSCOM selects the transportation source in coordination with the JFC and

transportation component commands (TCCs). The transportation source is determined for each movement stage; origin to POE, POE to POD, and POD to destination. Source selection is based on unit priority, delivery dates, transportation asset, and resource availability. USTRANSCOM evaluates unit priority; JCS lift allocation, and JFC guidance to select a transportation asset that meets the TPFDD RDD.

d. **Means Selection**. Transportation means are the manner in which USTRANSCOM makes the transportation asset available. For example, air transportation may be provided by the USAF, contracted commercial, or civil reserve air fleet (CRAF) aircraft.

2. Air Movement

a. **General**. USAF transport aircraft capacity is currently below the JCS-approved 54.5 million ton miles a day requirement as determined by *Mobility Requirements Study '05*. Limited assets and increased airlift demands (scheduled force rotations, CJCS exercises, and Presidential support) solidifies the reasoning for Department of Defense assigning USTRANSCOM as the single point manager for strategic airlift and to be the mode/source co-selector of transportation assets. Commercial aircraft can be used to augment organic assets and are a common choice for moving passengers. During an extended operational surge or crisis, supplemental airlift capacity can be acquired through commercial partner volunteers or activation of the DOD-commercial aviation partnership agreement i.e., the CRAF program.

b. **USAF Aircraft Capacity**

(1) Airlift capacity differs by aircraft type, as well as by a number of factors. During execution, capacity fluctuates because of factors such as runway length, weather conditions (level of heat and humidity), flight distances, and cargo type and/or weights. For example, a C-5 departing with a runway temperature of 66º Fahrenheit (F) can carry 303,000 pounds of cargo and fuel; at 122ºF, the combined cargo and fuel weight drops to 242,000 pounds. Airfield elevation and runway length impact capability in a similar manner. The higher the elevation and the shorter the runway, the less cargo and fuel an aircraft can carry. The variance

in aircraft capabilities and planning factors is the primary reason USTRANSCOM experience should be used during mode-source selection. Figure 4-1 depicts the standard cargo capacity for each aircraft by type.

(2) DOD customers cannot assume airlift is always available to move a requirement. Alternate transportation modes should be considered. Movement requirements should be submitted as early as possible, to allow for proper modal determination. Be confident that USTRANSCOM has the expertise to define and resolve transportation issues associated with contingency deployment requirements.

c. **Civil Reserve Air Fleet**

(1) **General**. CRAF is a unique and significant part of the nation's mobility. It is comprised of selected civil aircraft from US airline operators. CRAF aircraft are contractually committed to support DOD airlift requirements in emergencies when the airlift need exceeds the capacity of military aircraft. CRAF has three main segments: international, national, and aeromedical evacuation.

(2) **International**. These aircraft augment the AMC's long-range intertheater C-5s and C-17s. This segment is divided into long-range and short-range categories.

(a) **Long-Range**. This category consists of passenger and cargo aircraft capable of trans-oceanic operations.

STANDARD CARGO CAPACITY						
Characteristics	C-5	C-17	C-130	C-141	KC-10	KC-135R
Minimum Runway Length/Width	6000 feet (ft)/ 148 ft	3000 ft/ 90 ft	3000 ft/ 80 ft	6000 ft/ 98 ft	7000 ft/ 148 ft	7000 ft 148 ft
Planning Cargo Load	65 short tons (STs)	45 STs	10 STs	22.5 STs	30 STs	15 STs

Figure 4-1. Standard Cargo Capacity

(b) **Short-Range**. This category consists of medium-sized passenger and cargo aircraft supporting near offshore operations.

(3) **National**. These aircraft satisfy increased DOD airlift requirements in the United States during an emergency. This segment is further divided into domestic and Alaskan categories.

(a) **Domestic**. This category can satisfy increased DOD airlift requirements in the United States.

(b) **Alaskan**. This category provides airlift for Alaska within the United States Pacific Command's AOR.

(4) **Aeromedical Evacuation**. These are civil passenger aircraft that can be converted into air ambulances using kits containing litter stanchions and other aeromedical equipment. Aeromedical aircraft are used to evacuate casualties from operational theaters to hospitals in CONUS. They are also used to return medical supplies and medical crews to the theater of operations.

d. **CRAF Stages**. The Commander, USTRANSCOM, with the approval of the Secretary of Defense, is the activation authority for all three stages of CRAF. The CRAF program is activated in an incremental series of three stages.

(1) **Stage I**, "Committed Expansion," defines the initial activation level and is normally used for regional crisis or small-scale contingencies. Stage I was activated during Operations DESERT SHIELD, DESERT STORM, and IRAQI FREEDOM.

(2) **Stage II**, "Defense Airlift Emergency," provides a second level of commercial airlift support, and is the first stage that augments aeromedical airlift. This stage supports major regional conflicts or a major theater war. Stage II CRAF was activated during Operations DESERT SHIELD and DESERT STORM.

(3) **Stage III**, "National Emergency," provides the highest level of commercial airlift augmentation. This stage supports multiple theaters of war and national mobilization. It involves the use of civil

air resources owned by a US entity or citizen that the air carriers will furnish to the Department of Defense in time of declared national defense-oriented emergency or war. Stage III CRAF has never been activated.

e. **Participation in CRAF**

(1) Airline operators contractually pledge aircraft to support the various categories of CRAF. In return, the government makes peacetime airlift business available to civilian airlines that commit aircraft to the CRAF program. Operators must maintain minimum fleet commitment levels. Additionally, aircraft committed to CRAF must be United States-registered and possess certain operational capabilities. All carrier participants must be fully certified Federal Aviation Agency carriers and meet the stringent standards of the Federal aviation regulations pertaining to commercial airlines. Figure 4-2 is an illustration of aircraft capabilities necessary to qualify for the international segment of the CRAF program.

CIVIL RESERVE AIR FLEET SEGMENT PARAMETERS		
CRAF Segment	**Operations Requirement**	**Minimum Range**
Long-Range International	Overwater operations	3,500 nautical miles
Short-Range International	Overwater operations	1,500 nautical miles

Figure 4-2. Civil Reserve Air Fleet Segment Parameters

(2) When a CRAF stage is activated, carriers must have their committed aircraft ready for a CRAF mission within 24 to 48 hours after a mission is assigned by AMC. Once activated, air carriers continue to operate and maintain the aircraft with their resources; however, AMC controls the aircraft missions.

f. **Airlift Cargo Categories**. Airlift cargo is segregated into three different categories: bulk, oversized, and outsized. The subparagraphs below define these categories and their transportation limitations.

(1) **Bulk**. The bulk category consists of cargo that is generally shipped in volume where the transportation conveyance is the only external container; such as liquids, ore, or grain. It also consists of cargo that will fit on a 463L cargo system pallet or standard commercial airline pallet/cargo container.

(2) **Oversize**. The oversize category consists of cargo exceeding the usable dimension of a 463-L pallet loaded to the design height of 96 inches, but equal to or less than 1,000 inches in length, 117 inches in width, and 105 inches in height. It is larger than bulk, or palletized cargo, but less than approximately 10 feet wide and 9 feet high. Aircraft that can carry oversized cargo include the C-5, C-17, C-141, C-130, KC-10, and L-100 (a stretch version of the C-130). Several commercial aircraft types can accommodate oversize cargo. The 747-200 can carry 54 percent of its load as oversized cargo while the 747-400, with its wider door and stronger floor, can carry 72 percent of its load as oversized cargo. Examples of oversize cargo are the armored personnel carrier, HMMWV, assault vehicles, trailers, and jet engines.

(3) **Outsize**. The outsize category consists of all cargo larger than oversize. Outsize cargo requires the use of C-5 or C-17 aircraft or surface transportation. It is a single item that exceeds 1,000 inches long by 117 inches wide by 105 inches high in any one dimension. Certain commercial aircraft can accommodate outsize cargo, for example, the AN-124 and the Super Guppy. Examples of outsize cargo are the M1A2 Abrams tank, the H-60 helicopter, and the Multiple Launch Rocket System.

g. **Commercial Airlift**

(1) **Commercial Contract Air**. USTC determines the right mix of capability between air and surface assets to meet transportation requirements. When organic lift (i.e., airlift assets owned and operated by the Department of Defense) cannot move all of the transportation requirements requiring air movement, AMC contracts for commercial contract air support. Under commercial contract air agreements, commercial partners provide routine scheduled service to specific locations that support exercises, contingencies, and

long-term expansion of lift capacity. The opportunity to compete for peacetime lift contracts provides an incentive for air carriers to commit aircraft to the CRAF.

(2) **Common-user lift** is a pool of USTRANSCOM-controlled lift that provides transportation to the Department of Defense across the range of military operations. It includes strategic transportation assets, either government-owned or chartered, that are under the operational control of AMC, MSC, or SDDC. Common-user assets range from organic or chartered pools of common-user assets that are available day-to-day to a larger pool of common-user assets phased in from other sources.

(3) **Commercial augmentation air** is airlift contracted to AMC from commercial airlift carriers. Commercial augmentation provides a significant airlift capability. For example, approximately 90 percent of the troop movements and 60 percent of cargo air movements may use commercial augmentation air during a contingency.

(4) **Expansion buys** are AMC airlift procurements purchased against a short notice (generally 30 days or less) requirement. Expansion buys are usually accomplished monthly and are in addition to or over and above the baseline amount contracted by the Department of Defense for the operating period. Procurements of this type are beneficial, but may be limited because of the short notice between the date the customer submits the request for airlift and the date of movement (generally 30 days or less). These limitations can mean insufficient airlift availability. For example, available capacity can be limited if the commercial marketplace is saturated (e.g., during the summertime for passengers and Christmas time for cargo movements). With an expansion buy, airlines contract their aircraft as soon as possible (on a first-come, first-serve basis) to ensure they not only have revenue to cover costs, but also have the time to bid crews (45 days prior to operation), plan scheduled maintenance, and provide aircraft servicing (e.g., catering, ground handling).

(5) **Commercial charter fees** are standard fees (quoted on a per trip basis), which vary by carrier, mission length, origin/destination,

and other factors. Rates are negotiated with the carriers each year.

h. **Commercial Charter Cancellation Fees**. The carrier charges cancellation fees pursuant to the contract terms when the user/ contracting officer cancels the movement. Fees are greatest when the cancellation occurs within the operating month, within 14 days of movement, or within 72 to 24 hours of the planned movement. Fees are normally a percentage of the cost of the contracted rate, with the highest percentage for cancellations within 24 hours of scheduled movement. Figure 4-3 lists the time frames and their corresponding charges for cancelled missions. The times are all prior to scheduled departure. Cancellation charges will not apply to missions terminated or canceled because of weather situations beyond the control of the contractor or the government.

CANCELLATION CHARGES				
Cancellation Time Frame	Type Mission	Percentage	Type Mission	Percentage
7 days or less	Cargo	31.60%	Passenger	31.80%
8 to 14 days	Cargo	21.80%	Passenger	19.80%
15 to 30 days	Cargo	10.20%	Passenger	11.30%
31 to 45 days	Cargo	7.00%	Passenger	7.00%
46 to 75 days	Cargo	N/A	Passenger	N/A
NOTE: Missions awarded less than five days prior to the operating date and subsequently canceled will not be charged a cancellation fee.				

Figure 4-3. Cancellation Charges

3. Sea Movement

a. **Sealift Availability**. Sealift assets are available through two USTRANSCOM components, MSC and SDDC. MSC charters provide ocean transportation for equipment, fuel, supplies, and ammunition to sustain US forces. SDDC provides liner service.

b. **Sealift Deployment Levels**. Sealift possesses the flexibility to expand from a small force to a major capability for transporting military

forces. USTRANSCOM, in collaboration with the JCS and supported combatant commander, determines the size of the sealift need. During deployments, sealift support is typically conducted in three levels: **Pre-positioned, surge, and sustainment**. The MSC pre-positioning program consists of 36 at-sea ships plus two aviation support ships. Surge shipping includes ships from the USTRANSCOM-controlled fleet, as well as the commercial market. Sustainment refers to shipping, mostly container ships, to deliver large quantities of resupply and ammunition.

c. **Sealift Categories**. Sealift shipping falls into three broad categories: **dry cargo, liquid cargo, and passengers**. Dry cargo ships transport the equipment and supplies required to conduct and sustain the operation. Tankers carry refined POL. Passenger ships provide troop carrying capability and noncombatant or sealift medical evacuation capability. The subparagraphs below further describe these ship categories and the characteristics of them that are most useful for DOD missions.

(1) **Dry Cargo Ships**. A dry cargo ship is considered to be usable with a minimum carrying capability of 2,000 long tons of cargo and the ability to carry unit equipment, ammunition, or sustainment supplies—without significant modification. Major types of dry cargo ships include:

(a) **Breakbulk ships**, which are characterized by large open hatches and fitted with boom-and-winch gear or deck cranes.

(b) **Roll-on/roll-off (RO/RO) ships**, which are specifically designed to carry wheeled and tracked vehicles as all or most of their cargo.

(c) **Fast sealift ships (FSS)**, which are RO/RO ships equipped with on-board cranes and self-contained ramps that enable the ships to off-load onto lighterage while anchored at sea or in ports where shore facilities for unloading equipment are unavailable. They are specially suited to transport heavy or bulky unit equipment, such as tanks, large wheeled vehicles, and helicopters. FSS are the fastest cargo ships in the world.

(d) **Large medium speed RO/RO ships**, which have features similar to an FSS, though they are not as fast and have a capacity to carry almost twice the cargo.

(e) **Containerships**, which are specifically designed to carry all of their cargo in standard ocean shipping containers that are stacked into vertical “cells” below deck and lashed on deck.

(f) **Barge ships**, which are designed to carry barges (lighters) or a combination of barges and containers.

(g) **Dry bulk carriers**, which are designed to carry sand, rock, coal, ore, construction material, grain, or similar cargoes.

(h) **Float on/float off**, a partially submersible vessel which, when lowered into the water, allows smaller craft and barges to float onto its hold for onward transport.

(2) **Liquid Cargo Ships or Tankers**. Liquid cargo ships and tankers are specifically designed to transport liquid cargoes in bulk. Tankers are classed by size and type of cargo.

(3) **Troop/Passenger Ships**. Troop/passenger ships are designed for military troops movements.

d. **Vessel Acquisition and Activation**. The vast majority of vessels required to support military operations are not under DOD control during peacetime. To acquire these ships, MSC charters them from owning/controlling organizations. For surge sealift, MSC first looks to the United States market to charter ships (as mandated by the Military Cargo Preference Act of 1904). If no suitable ships are available, government-owned ships may be activated.

e. **Government-Owned/Controlled Assets**

(1) MSC currently operates 122 **noncombatant, civilian-crewed ships** around the world. In addition, the command has access to 68 other ships kept in reduced operating status that are ready to be activated if needed. Government-owned shipping is the most readily available source for sealift.

(2) **Common-user point-to-point ships** are owned by or under long-term time charter to MSC. In a crisis, these ships may be immediately diverted to load deploying military cargo. However, MSC common-user shipping involved in peacetime sealift may require time to reposition to CONUS POEs.

(3) **Ready Reserve Force (RRF)** ships carry combat surge and follow-on cargo during contingencies or military exercises. The RRF is the most significant source of government-owned early deployment shipping, in both the number of ships and overall cargo-carrying capability. Currently, the RRF consists of 68 ships maintained in a readiness status, making them available in 4-, 5-, 10- or 20-day periods.

f. **Commercial-Owned Assets**. Commercial ships are required to fill sealift requirements in virtually every major crisis situation. The US flag fleet commercial shipping is generally considered to be the most responsive to DOD requirements, but the number of militarily useful United States flag ships is steadily declining. The Department of Defense can acquire US flag shipping by the following methods:

(1) **Commercial Charter**. A routine commercial asset can be contracted in two days (not including positioning time).

(2) **Sealift Readiness Program** are formal agreements between US flag ships and the Department of Defense for the acquisition of ships.

(3) **Voluntary Intermodal Shipping Agreement (VISA)** provides ensured access to US flag assets, both vessel capacity and intermodal systems, to meet DOD contingency requirements. VISA is similar to the DOD CRAF program and will replace the Sealift Readiness Program.

(4) **Voluntary tanker agreement** provides for tanker owners to voluntarily make their vessels available to satisfy DOD needs.

(5) **Requisitioned Shipping**. Under authority of the Merchant Marine Act, the Secretary of Transportation (SECTRANS) is authorized to requisition any vessel that is majority owned by US citizens, whether registered under the US flag or a foreign flag, whenever the President proclaims that the security of the nation makes it advisable or during any national emergency (declared by the President or Congress).

(6) **Liner Agreements**. Liner operators are common carriers operating ships on scheduled sailings over established trade routes.

g. **Basic Sealift Planning Concepts**. Cargo characteristics (area, weight, or volume) determine the type of vessel. The planner must also consider cargo loading, cargo handling, stowage, and unloading characteristics. Specialized vessels—for example, area in square feet for a RO/RO and volume for container ships—are designated based on specific criteria.

h. **Number of Days From Notification to Activation**. In an ideal world, MSC would receive a requirement at least 30 days prior to the ALD (60 days for exercises and force rotations). Rarely is an MSC-operated ship immediately available. More often, MSC needs time to reroute a ship, bring a ship out of a reduced operating status, or charter and position a ship for loading.

i. **Sealift Time Constraints**

(1) **Number of Days to Get a Sealift Ship out of a Reduced Operational Status (ROS)**. MSC operates 122 ships around the world and has access to 64 other ships, which are kept in ROS. If activated, most can be ready to sail in four days. Others are maintained in a standard 5-, 10- or 20-day activation readiness status. Maritime pre-positioning ships can be underway within 24 hours of notification.

(2) **Time for an Activated Ship to Sail from its Current Location to the Loading Location**. This depends on the type of ship

activated and where the ship is going. Most are positioned near anticipated loading ports. Pre-positioning ships remain at sea, ready to deploy on short notice, and are preloaded with vital equipment, fuel, and supplies to initially support military forces.

(3) **Time for Commercial Industry to Respond to a Request for Proposal (RFP)**. There is no standard commercial planning factor, as it is never known who is going to respond to an RFP. RFPs may be closed within a few hours, or within as long as a month, depending on the urgency of the requirement.

(4) **Length of Time to Place a Ship on Contract**. MSC needs 8 to 12 days to charter a vessel. In maritime terminology, leasing agreements are known as charters. Once a commercial ship has been chartered, it must be sailed to the loading port. The vast majority of vessels required to support military operations are not under DOD control during peacetime. Some type of lease agreement or operating agreement between the Department of Defense and the vessel owner (either commercial firms or US and allied government agencies) must be put in place before the United States Government acquires these ships.

(5) **Sailing Time From POE to POD**. Sailing time depends on the type of ship and where the vessel is going. The fastest cargo ships in the world are the FSS. They are capable of sailing from the US East Coast to Europe in just six days and to the Persian Gulf via the Suez Canal in 18 days.

4. Ammunition Movement

USTRANSCOM supervises the containerized ammunition distribution system (CADS) fleet of nearly 9,000 intermodal freight containers certified to meet international standards for the shipment of hazardous cargo. The CADS fleet is primarily used to transport ammunition between US-based and overseas ammunition depots. Most ammunition is containerized, but some is moved as breakbulk or palletized.

5. Transloading and Transshipping Operations

a. **General**. Cargo is often transferred between assets. For example, a C-5 may be used as strategic lift to get cargo to the US European Command which then is transloaded into an intertheater asset, such as a C-17, for onward movement into another AOR. The same process could occur for ship or container.

b. **Transloading Operations**. Transloading involves the transfer of conveyance loads from a movement asset e.g., a B-747 aircraft to a similar asset, a military C-17 aircraft. The identification of load components is maintained in the transfer, e.g., the TCN or ULN. Load configuration, pallet or container, is always maintained.

c. **Transshipping Operations**. Transshipment may involve a modal change e.g., air to truck. However, cargo and passenger loads may be re-configured, re-containerized/palletized, and re-documented. Cargo may be placed in hold status pending movement, diverted, or traced and tracked during the process.

d. **Transload Do's**

(1) Follow TPFDD flow priority (first-in-first-out).

(2) Follow clearly defined transload procedures.

(3) Maintain transload shipment identification and electronic updating to prevent loss of ITV.

(4) Raise transload problems and issues to the USTRANSCOM DDOC.

e. **Transload Don'ts**

(1) DO NOT change TPFDD flow after departure from origin.

(2) DO NOT change transload operations without explicit approval from the JFC.

6. EAD-LAD Window—The Importance of Delivery Dates

a. The movement of forces through deployment is primarily restricted during this phase— movement to the POD—because of limited resources and physical constraints (number of aircraft, ships, ports, and transportation units). Planners must give consideration to both historical and current constraints that limit the ability to move forces through the deployment pipeline. One method is to provide a window that permits delivery within an established time range. Planners describe this period as the EAD-LAD window. This window is best set collaboratively by the supported command planners, the JFC, and USTRANSCOM. In this manner, movements meet delivery expectations of the JFC while respecting the physical limitations of the transportation system. This approach receives additional emphasis in the subparagraph 6b discussion on calculating a validation date. The joint goal is to schedule assets to deliver forces within this window. This goal can be met under two conditions:

(1) The window dates are not too restrictive or narrow.

(2) Movement requirements are validated early enough to consider the use of all modes of transportation.

b. **Calculating the Validation Date**. A validation date calculation begins from the RDD at the TAA and is worked in reverse to establish the validation date. Figure 4-4 provides an example of this calculation and presents the information needed to establish the validation date:

(1) Column 1: The information used in the calculations.

(2) Column 2: The source of the calculation information.

(3) Column 3: The calculation.

(4) Column 4: The result of the calculation.

c. **Transportation Lead Time**. Transportation lead time is measured from when USTRANSCOM accepts the movement requirement until the transportation asset is available for loading at a port. Lead time

is usually associated with either the origin point or the POE for a unit. Transportation lead times vary by mode. Standard-planning lead times for the origin and POE are established by USTRANSCOM, but vary significantly during deployment operations and are managed on a case-by-case basis. Examples for computing transportation lead time for different modes are provided in Figure 4-5.

CALCULATION EXAMPLE			
Information	**Information Source**	**Calculation**	**Sample Date**
Required Delivery Date (RDD) at the Tactical Assembly Area (TAA) (The date that a force must arrive at the TAA and complete unloading)	Campaign Plan	Planned Force Integration Date at the TAA	C+50
Discharge and Movement Time (Time needed to discharge cargo and transport the force from the port of debarkation (POD) to the TAA)	Lift Provider and Movement and Reception Planners in the Joint Operations Area (JOA)	Joint reception, staging, onward movement, and integration factors	4 days; in the Continental United States (CONUS), it may be up to 9 days 1
Latest Arrival Date (LAD) at the POD (A day, relative to C-day, that is specified by the supported combatant commander as the latest date when a unit, a resupply shipment, or replacement personnel can arrive at the POD and support the concept of operations)	Joint Force Planner	RDD minus the Transit Time to TAA 2	C+50 - 4 days = C+46
Earliest Arrival Date (EAD) at the POD (A day, relative to C-day, that is specified by a planner as the earliest date when a unit, a resupply shipment, or replacement personnel can be accepted at a POD during a deployment)	Joint Force Planner	LAD-Flexibility Factor 3 (In this example, 5 days early. The EAD and LAD make up the optimum period for the force to arrive at the POD. Sometimes called the EAD-LAD window).	C+46 - 5 days = C+41(The EAD-LAD window in this example is C+41 through C+46). (Business rules dictate 3 days for airlift and 7 days for sealift).
Port of Embarkation (POE) to POD Transit Time (Generally, the strategic movement from CONUS to the JOA)	Lift Provider	USTRANSCOM planning factor for (Sealift: Depends on vessel/cargo type and worldwide distance. Airlift: Depends on the worldwide distance)	Sealift: 12 days; Airlift: 1-3 days
Available to Load Date (ALD) at the POE (A date specified for each unit in a time-phased force and deployment data indicating when that unit will be ready to load at the POE)	Lift Provider	LAD minus the sailing time (transit time) to POD	C+48 -12 days = C+34

Figure 4-4. Calculation Example

CALCULATION EXAMPLE (Cont.)			
Information	**Information Source**	**Calculation**	**Sample Date**
Transit Time (Time needed to move the force from the Origin to the POE; includes POE processing time.)	Lift Provider	USTRANSCOM-generated planning factor	5 days
Force Ready to Load Date at the Origin (The date when a unit will be ready to move from the origin, i.e., mobilization station)	Lift Provider	ALD minus transit time to POE	C+34 - 5 days = C+29
Transportation Lead Time (The days needed to get the lift to the origin.)	Lift Provider	Sealift-contracting, activation, sail to loading port time. Airlift: N/A	Sealift: 22 days or Airlift: 0 days
Movement Requirements Submission (The days needed to process the transportation requirement through JFC, USTRANSCOM, Services, and so forth.)	Joint Force Planner	LAD minus 50 days	50 days
Validation Date	Joint Force Planner	ALD Transportation Lead Time	See Examples

NOTES

1. TPFDD requirements must allow seven days between the LAD and RDD for any sealift movement arriving at a CONUS SPOD with a final destination east of the Mississippi River and 9 days for west of the Mississippi River. As a minimum, all sealift movements arriving at an OCONUS SPOD must allow 7 days between LAD and RDD to reach final destination within the AOR. USTRANSCOM repetitively receives validated TPFDD requirements with a one- or two-day window between the LAD and RDD for sealift movements. If a ship arrives at the LAD, there is not sufficient time to discharge the ship, pass through customs, and transit cargo to final destination.

2. The LAD must be no earlier than the ALD at the POE plus the maximum POE to POD transit time.

3. The difference between the EAD and LAD is a quantification of the flexibility that the supported command has in accepting the ULN at the POD; however, the EAD should be based on the ALD at the POE plus USTRANSCOM published POE to POD transit time.

Figure 4-4. Calculation Example (Cont.)

d. **Transit Time**. Transit time is the time it takes a transportation asset to move between transportation nodes; for example, the time it takes to travel between an origin and a POE or a POE and a POD. Transit times are dependent on the speed of the transportation asset and distance traveled and will vary by mode. Standard transit times between the origin, POE, and POD are established by USTRANSCOM. The JFC sets transit times between the POD and the TAA.

e. **Port Throughput Times**. Port throughput time defines the period between arrival at a port and departure from that port. It includes the time needed to complete common port activities, such as unloading, processing, call-forwarding, load preparation, and loading.

USTRANSCOM, the supporting commands, or the JFC sets port throughput times. Port throughput times fluctuate during deployment operations and are monitored throughout the deployment process.

COMPUTING TRANSPORTATION LEAD TIME

SEALIFT

RDD	= C+29
• Discharge & Movement Time	– 4 days
• POE-POD Transit Time	– 14 days
• Transit Time (Convoy 2 days & loading 4 days)	– 6 days
• Transportation Lead Time (contract and move asset)	– 10 days
• Movement Requirements Submission	– 50 days
Validation Date	= C- 55

AIRLIFT

RDD	= C+29
• Discharge & Movement Time	– 4 days
• POE-POD Transit Time	– 4 days
• Transit Time (Convoy 0 days & loading 1 days)	– 1 days
• Transportation Lead Time (contract and move asset)	– 1 days
• Movement Requirements Submission	– 50 days
Validation Date	= C- 31

LEGEND:

POE-POD	Port of Embarkation - Port of Debarkation
RDD	Required Delivery Date

Figure 4-5. Computing Transportation Lead Time

CHAPTER V
JOINT RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION

"DESERT STORM synchronization required detailed joint planning, timely and predictable airflow and seaflow. In December, the primary cause of overcrowding (in the vicinity of [ports of debarkation]) was a lack of unit integrity in the sea flow. Property of individual units was frequently dispersed among multiple ships. An analysis of 19 randomly selected combat arms and combat support battalions indicate that, on average, a battalion's equipment arrived on seven vessels over a period of 26 days. On average, combat service support battalions came into port on 17 vessels over a period of 37 days. As an example of one extreme, all the equipment of the 121st Signal Battalion of the 1st Infantry Division (M), one of the lead units from [the continental United States], arrived on two ships within three days of each other. At the other extreme, gear belonging to the 143d Signal Battalion and 1st Maintenance Battalion from Europe was spread over 17 and 26 ships respectively, docking over periods of 25 and 45 days respectively. The disruption of throughput operations caused by dispersion of unit property on multiple ships was further exacerbated when single ships were loaded with partial unit sets bound for two different ports. The failure to synchronize airflow and sea flow and not maintain unit integrity contributed to excessively long stays in port by soldiers awaiting equipment. The consequent over concentration in the staging area strained available reception capability and provided the enemy a vulnerable target over an extended period."

1st Infantry Division (Forward) DESERT SHIELD/STORM After Action Report, 30 May 1991

1. Introduction

a. **Description**. JRSOI is the final phase of deployment and is the critical link between deployment and employment of joint forces in the operational area. The JRSOI phase of joint force projection occurs in the operational area. This phase comprises the essential processes

required to transition arriving personnel, equipment, and materiel into forces capable of meeting operational requirements. JRSOI is the responsibility of the supported combatant commander. Deployment is not complete until the deploying unit is a functioning part of the deployed forces. JRSOI is the critical link between deployment and employment of forces in the operational area. The time between the initial arrival of the deploying unit and its operational employment is potentially the period of its greatest vulnerability. During this transition period, the deploying unit may not be able to fully sustain and defend itself or contribute to mission accomplishment because some of its elements have not attained their required mission capability. JRSOI planning is focused on the rapid integration of deploying units to make them functioning and contributing members of the joint force. The context of each JRSOI process may vary, reflecting the nature of the operation; mission, enemy, terrain and weather, troops and support available, and time available; and civilian considerations. However, deploying forces, regardless of Service, normally undergo some form of JRSOI. For example, a fighter squadron may complete JRSOI in a few hours at the reception point or aerial port. Other units may require 30 days or longer to complete the entire process.

b. **Duration**. JRSOI begins when the conveyances are off-loaded at the PODs in the operational area. The deployment process continues through the JRSOI phase until the units, sustainment supplies and equipment, and replacement personnel reach the final destination and the JFC begins integration. For unit moves, this is normally the TAA.

c. **Responsibilities**. The supported combatant commander manages JRSOI operations and sends JRSOI activity reports to the Chairman of the Joint Chiefs of Staff. The supported combatant commander continues to coordinate multinational issues and participates in multinational evaluation of multinational operations. The supported combatant commander integrates forces into an employment-ready force. The supported command's actions are reported to the Chairman of the Joint Chiefs of Staff in situation reports (SITREPs), which are an input to the assessment of accomplishment of military objectives.

2. JRSOI Characteristics

Successful JRSOI is characterized by three overarching principles: unity of command, synchronization, and balance. JRSOI expedites the continuous and controlled flow of forces and supplies into and within the theater. JRSOI enhances the efficient use of limited assets, personnel, and facilities by avoiding saturation at nodes and along LOCs en route and within the theater. In order to accomplish this, JRSOI depends on a well-planned and carefully managed TPFDD flow. JRSOI includes receiving personnel, materiel, and equipment; assembling them into units at designated staging sites; moving these units to a destination within the joint operations area (JOA) or TAA; and integrating these units into a mission-ready joint force. Often, these activities are performed concurrently rather than sequentially. They may be performed in a different sequence, and some steps may even be performed before a deploying unit enters the theater. For example, embarked Marine air-ground task forces task-organize before they deploy, thereby eliminating most staging area activities associated with reuniting forces and equipment and organizing them for onward movement.

3. Synchronization

Synchronization occurs when the right units, equipment, supplies, and capabilities arrive in the correct order at the appropriate locations and supporting activities are coordinated in such a fashion as to operate in consonance with one another so that the tempo of force deployment, planning, and execution is uninterrupted. This enhances C2 and helps maintain unit integrity. Managing the timing of the TPFDD flow up to the point of movement is a key activity for ensuring that the arrival time of personnel, equipment, and materiel coincide. Force planners and supporting transportation deployment agencies must ensure that unit integrity is a dominant consideration when planning unit and equipment deployment and/or movement increments to their supporting transportation load plans and movement schedules.

"Although personnel were usually flown to the Gulf, most equipment and supplies were sent by sea. Close coordination among the entire transportation network was necessary to ensure that airlifted personnel reached the theater near the date their equipment was scheduled to arrive. Arrival of personnel before their equipment would increase the burden on the Saudi infrastructure. It also would expose troop concentrations in the port areas to possible enemy attack by ballistic missiles, aircraft, and terrorists."

Conduct of the Persian Gulf War
DOD Final Report to Congress, April 1992

4. Reception

"As was demonstrated in 1995 during Operation JOINT ENDEAVOR (Bosnia), forces can move from origin to mission site within the same theater. During operational deployments to a contingency area located within the same theater as the stationed forces, units may deploy by various combinations of unit convoys, self-deploying aircraft, intratheater airlift, trucks, rail, barges or intercoastal shipping, and commercial surface transportation. Regardless of the transportation mode utilized during deployment, efficient reception is essential in assisting the debarkation of arriving forces that ultimately leads to the integration and subsequent rapid buildup of mission capability."

Operation JOINT ENDEAVOR (1995-)
Initial Impression Report

a. **Description**. Reception is the process of unloading personnel, equipment, and materiel from strategic or operational transport and marshaling the deploying units for movement out of the reception area. Reception operations include all of those functions required to receive and clear unit personnel, equipment, and materiel through the POD. Successful port and terminal operations require detailed planning and disciplined adherence to procedures. When possible, port and terminal operation responsibilities should be articulated in agreements between supporting and supported combatant commands to clearly fix responsibility for specific functions within the port and terminal. Standard parameters exist in these areas and can serve as models for port operations. The use of standard agreements may not always be

possible due to geography, economics, political considerations, etc., but C2 and reporting procedures should be standardized with the port and terminal. Functional aspects outlined in POD operations that may be outlined in agreements include:

(1) Command arrangements.

(2) Command relationships.

(3) Reporting requirements for port support operations.

(4) Responsibilities for the life support of transient units.

(5) Crisis action policies and procedures.

(6) Frustrated cargo procedures.

b. **Port Operations**. In general, large port operations have terrain management plans with designated local dispersal, staging, marshaling, and call-forward areas, as well as restricted traffic patterns to regulate movement in, around, and through the POD terminal. Force planners and supporting deployment agencies must ensure that unit continuity is a dominant consideration when planning unit and equipment deployment and movement increments and their supporting schedules. They can accomplish this as follows:

(1) Schedule the arrival of unit personnel and equipment to coincide. In most deployments, unit equipment will usually arrive at the SPODs and the personnel arrive at the APODs. If the equipment arrives too early, the terminal marshaling and staging areas may become saturated with equipment and materiel awaiting unit personnel to clear the terminal complex. If personnel arrive before unit equipment, it increases the life and logistic support and force protection requirements at the terminal complex.

(2) Combatant commanders must plan and regulate the transportation flow by ensuring that adequate support and reception assets are effectively coordinated through a theater reception plan. This is done by ensuring that terminal units are available or

deployed early in the movement schedule (TPFDD) to facilitate JRSOI.

(3) Critical to successful JRSOI operations is a movement control system that must be established to allow the supported combatant commander to adjust the movement schedule for all units (combat and support) as the requirements of the mission change. The movement control team at the POD is a critical link between strategic and operational movement. The flow of the deployment must be regulated and integrated to allow a balanced and synchronized flow of forces and supplies into and throughout the AOR. In order to manage the impact of changes, terminal operators must be prepared to:

(a) Provide movement personnel and equipment resources at critical sites to ensure efficient off- and on-loading.

(b) Develop flexible, responsive steps, at all levels, to maintain throughput.

(c) Synchronize all aspects of terminal operations (e.g., adjusted deployment flow may require different staging or support).

"In Operation JOINT ENDEAVOR, the Army established a heliport to reassemble helicopters that were shipped by air. The heliport occupied a portion of an airfield, which affected the number of aircraft that could be parked on the field. This reduced the throughput of the airfield and consequently slowed the deployment, an Army decision that impacted the strategic flow."

Operation JOINT ENDEAVOR (1995-)
Draft Lessons Learned

5. Staging

"As we have learned many times, the US can ship supplies and materiel to an objective area much more effectively and efficiently than the objective area can unload and distribute those supplies."

LTG (Ret.) Joseph M. Heiser
***A Soldier Supporting Soldiers*, 1992**

a. The staging process begins in marshaling areas in the vicinity of PODs when personnel link up with their equipment. The major objective of staging is to assemble and prepare forces to perform their mission. Combat power is built incrementally throughout JRSOI as personnel, equipment, and materiel pass through to the final destination. Staging includes the assembling, temporary holding, and organizing of arriving personnel, equipment, and materiel into units and forces and the preparing of them for onward movement and employment. This often involves consecutive iterations of staging and onward movement as units move from the PODs through theater terminals to their final destination. Staging requirements must be planned and communicated to supporting units executing actions to prepare and organize the personnel, supplies, equipment, and materiel for efficient staging operations. Staging areas are usually established in proximity to PODs, inland terminals, or theater LOCs.

b. During staging, deploying forces have limited mission capability and are not self-sustainable. The supported combatant commander must provide facilities, sustainment, life support, and protection until deploying units regain their combat or mission capability.

6. Onward Movement

"At the time of execution, the rail deployment plan was based on an invalidated deployment rate (20 trains per day). At the planned rate of movement, the division could deploy the bridge opening package, open the ground lines of communications, accomplish the transfer of authority, and begin enforcement of the ZOS [zone of separation] by D+30. As the deployment began, it rapidly became apparent that the rail LOC [line of communications] would only throughput about half of the planned deployment rate. As a result, ad hoc force tailoring decisions had to be made to compensate for the reduced rail lift capacity."

Operation JOINT ENDEAVOR (1995-)
Initial Impressions Report

Movement to forward positions or onward movement is the process of moving units and accompanying equipment and materiel from reception facilities, marshaling areas, and staging areas to the operating areas. It

includes moving non-unit personnel arriving to gaining commands and moving sustainment materiel from reception facilities to distribution sites. Rail, road, inland and coastal waterways, and/or air can accomplish this movement. Terminals are established at the operational and tactical levels to support onward movement. The onward movement process encompasses support to all Service components of a joint operation, and often includes host-nation support (HNS) efforts. Movement of personnel, equipment, and materiel is prioritized according to the combatant commander's needs. Onward movement is completed when force elements are delivered to the designated location at the designated time and are preparing for integration into the joint force.

"The distances traveled were considerable. The long haul from the port of Ad-Dammam to the logistic bases at King Khalid Military City (KKMC) was over 334 miles along the northern route. With the staggering number of support vehicles using the northern MSR [main supply route], it was not uncommon for multiple convoys to jam the two-lane MSRs. Along the northern route, it was a common site to see large trucks breaking off from the two-lane road and carving additional passing lanes through the sands of the desert. With a long LOC [line of communications] over generally poor roads, Colonel Whaley was faced with the task of creating a transportation network capable of supporting Desert Shield objectives. As the Deputy Commanding General (DCG), Transportation, 22d Support Command, Colonel Whaley began by establishing a series of convoy support centers to increase the road network efficiency. According to the Army Chief of Staff's official history, These centers resembled huge truck stops in the desert, and like all truck stops, operated 24 hours a day, providing fuel, latrines, food, sleeping tents, and limited vehicle repair facilities. The convoy support centers quickly became welcomed oases for overworked and exhausted long haul truck drivers."

BG Robert H. Scales
Certain Victory: United States Army in the Gulf War, 1993

7. Integration

a. Integration is the synchronized handoff of units into an operational commander's force prior to mission execution. Integration into the joint force completes the deployment process. The goal of integration is to provide the operational commander with a mission capable force. The two major prerequisites to integration are that the unit must be

mission-capable and must be integrated into the C2 processes of its higher headquarters. Integration is complete when the receiving commander establishes C2 over the arriving unit and the unit is capable of performing its assigned mission. Force tracking, which occurs as the force builds combat power, culminates in force closure as reported by the commander of the unit. Force closure is defined as "the point in time when a supported JFC determines that sufficient personnel and equipment resources are in the assigned operational area to carry out assigned tasks."

b. **Complete Force Integration**. The unit is integrated with logistics and operational components of the gaining command and completes any final command-directed training and activities before being committed to missions. The JRSOI process ends when the unit commander reports the unit is ready for operations and the unit is integrated with its higher headquarters.

8. JRSOI In-Transit Visibility

The supported combatant commander needs to ensure synchronization, reception, and continuous flow of forces and supplies and that they are received and electronically process to a destination within the JOA or TAA. The automated systems provide a capability vital to coordinated onward movement and visibility. They provide a means to receive and process units and personnel, equipment, and materiel en route from reception areas to staging areas and forward to the assembly areas. The physical capabilities and limitations of the distribution network, along with the effects of combat, can limit the ability to execute onward movement as planned. Information is critical to successful execution of onward movement. This information includes the location, characteristics, and capacities of roads, aerial ports, and rail lines, combined with the current status of highway regulation, traffic circulation and surface distribution plans, and movement programs.

CHAPTER VI
SUSTAINMENT

"The route of sustainment — from point of supply to user — is the lifeblood of our combat power."

Henry H. Shelton
Former Chairman of the Joint Chiefs of Staff

1. Introduction

a. **Sustainment** is defined as the "provision of personnel, logistic, and other support required to maintain and prolong operations or combat until successful accomplishment or revision of the mission or the national objective." It includes the supplies and services needed to support the initial execution of approved operation plans, an intermediate level of supplies to support the force until resupply is available, and the replenishment stocks necessary to maintain and conclude operations.

b. **Unit and Non-Unit Sustainment**. Sustainment is a select depiction for the traditional non-unit sustainment processes. There is an important distinction between unit and non-unit sustainment. **Unit sustainment** consists of all of the replenishment items that are earmarked for a specific unit. For example, tank ammunition and repair parts, which could only be used by the tanks making up part of the mechanized task force, would be unit sustainment items for the force's tank element. **Non-unit sustainment** consists of those items not specifically unique to a particular unit, such as rations, fuel, small arms ammunition, and repair parts for common user items.

2. Sustainability

a. **Sustainability** is the ability to maintain the necessary level and duration of operational activity to achieve military objectives. Sustainability is a function of providing for and maintaining those levels of ready forces, materiel, and consumables necessary to support military effort.

b. The **science of logistics** concerns the integration of strategic, operational, and tactical sustainment efforts within the theater, while scheduling the mobilization and deployment of units, personnel, equipment, and supplies in support of the employment concept of a geographic combatant commander.

> *"Logistics sets the campaign's operational limits. The lead-time needed to arrange logistics support and resolve logistics concerns requires continuous integration of logistic considerations into the operational planning process. This is especially critical when available planning time is short. Constant coordination and cooperation between the combatant command and component staffs — and with other combatant commands — is a prerequisite for ensuring timely command awareness and oversight of deployment, readiness, and sustainment issues in the theater of war."*
>
> **JP 1, *Joint Warfare of the Armed Forces of the United States***

3. Sustainment Planning

Sustainment planning is directed toward providing and maintaining levels of personnel, materiel, and consumables required to sustain the planned levels of combat activity for the estimated duration and at the desired level of intensity. Sustainment planning is the responsibility of the supported combatant commanders in close coordination with the Services and Defense agencies. Theater sustainment management should emphasize velocity and time-definite delivery from CONUS and other sources outside the theater rather than large in-place inventories.

4. Force Planning

The purpose of force planning is to identify all of the forces needed to accomplish the supported combatant commander's CONOPS and phase them into the theater of operations. The purpose of support planning is to identify the quantities of supplies, equipment, and replacement personnel required to sustain the forces and phase their movement into the theater to support the CONOPS.

5. Sustainment In-Transit Visibility

Throughout the movement of sustainment cargo, node and portoperators, commercial transportation service providers, installations, and depots play critical roles in ensuring seamless ITV by providing movement information to GTN. USTRANSCOM, the DOD lead for ITV, is not the sole process owner. Rather the process consists of all the players who must follow designated business procedures to provide accurate source data; prompt updates, shipment status information, and shipment receipt notices; employ the various automated information systems; use appropriate AIT; and adhere to acceptable standards. In concert, those efforts provide data to build the necessary integrated ITV picture.

6. Support Planning

a. Support planning determines the quantities of supply by broad category and converts them into weights and volumes that are then compared to the transportation infrastructure capability. The intent is not to identify the detailed levels of particular supplies, but to identify and phase into the theater the gross quantities of needed sustainment. These quantities are based on the number and types of combat, combat support, and combat service support units to be employed in the operation. Support planning is completed when all significant supply, equipment, and personnel requirements have been determined, consolidated by the supported commander, and then entered into the TPFDD file for the plan.

b. During this campaign support planning, planners are primarily concerned with how much strategic lift will be needed to move the support requirements. Thus, the gross estimates of supplies and replacement personnel do little more than initially determine the amount of space and number of passenger seats needed. Before the OPLAN is complete, and definitely before it can be implemented, logistics and personnel planners attempt to define the requirements in more detail.

c. **Support Requirements**. Planners should include supplies, equipment, materiel, and replacement personnel for the forces, as well as civil engineering, medical, and enemy prisoners of war materiel and the equipment and supplies to support the civil affairs effort.

d. **Support Calculation**. Planning support requires using consumption rates developed and maintained under the Services responsibility to supply, equip, and maintain forces assigned to combatant commanders. This calculation is generally made by the Service component commanders, who refer to Service and United States Special Operations Command planning guidelines and doctrine. It is also possible for the supported commander to perform the calculations using component-supplied force lists and planning factors. See Figure 6-1.

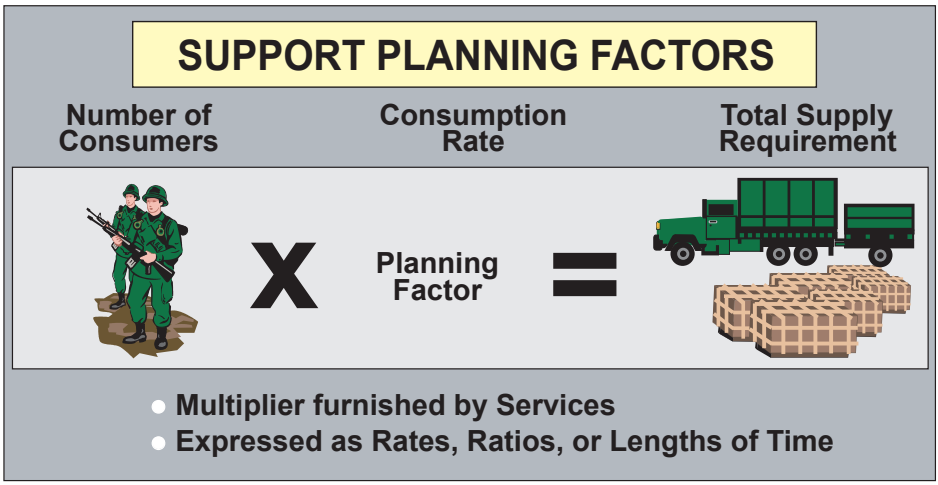


Figure 6-1. Support Planning Factors

(1) The computation of sustainment uses Service planning factors, or consumption rates, and the number of forces, or consumers, to be supported. The product of these factors becomes a total supply requirement, as illustrated in Figure VI-1.

(2) This total must be expressed as gross movement requirements in barrels of POL, short tons or measurement tons of equipment and materiel identified by broad supply class or subclass, and numbers of personnel. These calculations are generally made by the Service component commanders.

(3) The actual calculations are usually determined using planning factors from the Services. These planning factors can be applied to numbers of people, numbers of equipment types, or numbers of

recurring type units; for instance, rations: 6.8 lbs per person per day; spare parts: 25 filters per 10 to 18 tractors per month operating in a dusty environment; or munitions: number of high-explosive rounds per day fired by 155mm batteries using a heavy rate of fire.

7. Pre-Positioning

Because strategic transportation assets are limited, especially in the early days of a deployment, pre-positioning supplies eliminates some of the competition for strategic lift.

Pre-positioning is an essential sustainment asset that further bridges the time between when a unit begins to operate in the theater and when continuous resupply is established. The Army's Army War Reserve AWR-3 Program, the Marine Corps Maritime pre-positioning ships, and the Army and Air Force afloat pre-positioning ships program in the Mediterranean Sea and the Indian and Pacific Oceans are examples of afloat pre-positioned war materials that substantially reduce the near-term strategic lift requirement for unit equipment allowance, basic load, and additional accompanying supplies. See Figure 6-2.

STRATEGIC MOBILITY OPTIONS	
Airlift	**Sealift**
Very Fast	Slow to Very Slow
Very Flexible	Some Flexibility
Limited Capacity	Huge Capacity (1 ship = 130 C-5s)
Most Expensive	Least Expensive
Airfield Dependent	Seaport Dependent
	Requires Special Offload Equipment (civilian ships)

Figure 6-2. Strategic Mobility Options

8. Resupply

Resupply includes all of the materiel needed to sustain the forces and the supplies necessary to replenish the consumed supplies. Quantities needed to supply all in-place and deploying units in the theater are computed and resupply becomes a continuous requirement as long as forces remain in an area of operations. The continuous resupply pipeline largely depends on sealift. Sealift is the most efficient and effective method for delivering resupply on a large scale, but it can take days or weeks to meet resupply demands due to loading and unloading restraints and sailing times. Therefore, airlift can be used for initial and critical resupply deliveries until sealift channels are established.

9. Supply Buildup

Supply buildup includes all supplies above the consumption rate that can be delivered into the operational area and stockpiled. The stockpile then acts as a buffer in the supply system that can continue to sustain the forces should the supply pipeline be temporarily interrupted. Supply buildup policy is defined in the concept of support in the combatant commander's strategic concept. For example, the policy may specify that a 15-day supply buildup of all supply classes be in place at the end of 30 days. Replacement personnel are categorized as a non-unit-related requirement that is designed to keep all units daily at 100 percent combat effectiveness. The requirement for replacement personnel is computed using Service attrition factors at various rates for non-combat losses and intensities of combat. Replacements are time-phased into replacement centers within the objective area at regular intervals. On the other hand, filler personnel are individuals of suitable grade and skill initially required to bring a unit to its authorized strength.

10. Planning Balance

Distribution planning must synchronize and balance materiel distribution flow with the other operational processes, such as deployment of military units and their accompanying logistic resources, to bring them together at the decisive place and time. Moreover, distribution planning must ensure that intertheater and intratheater deployment and sustainment requirements are balanced and compatible with the theater's JRSOI and theater

distribution capabilities. In addition, distribution planning should ensure that these requirements can be satisfied within the resource constraints imposed on the supported commander for mission execution.

11. Joint Flow and Analysis System for Transportation (JFAST)

a. JFAST is a multi-modal transportation analysis model designed for the JPEC. JFAST is used to determine transportation requirements, perform COA analyses, and project delivery profiles of forces and equipment by air, land, and sea.

b. The first major use of JFAST was for Operation DESERT SHIELD. It was successfully used to analyze the airlift and sealift transportation requirements for deploying US forces and predict arrival dates in theater. These deployment estimates provided input for establishing concepts of operations and timing for future military operations. During Operation DESERT STORM, JFAST focus was to project ship movements, provide delivery forecasts, and analyze “what-if” scenarios, such as canal closings and maintenance delays. JFAST has become the primary tool used by JPEC to analyze support for humanitarian efforts, such as those in Rwanda and Somalia, and North Atlantic Treaty Organization operations (e.g., Bosnia). JPEC strongly supports the continued development and use of JFAST to determine the transportation feasibility of US national defense plans and contingency operations (e.g., Operation ENDURING FREEDOM).

c. JFAST is the result of reengineering three independent models that previously existed for airlift, sealift, and land transportation into a common architecture. The graphical user interface makes significant use of maps, animations, and other graphic displays to aid the planner in understanding the output from the scheduling models. To assist in preparing briefings, JFAST makes extensive use of object linking and embedding automation and Microsoft Office software.

d. JFAST accepts JOPES TPFDD in “B8” format as its requirements input file. While unclassified reference files are distributed with the application, the majority of the classified reference files are created and maintained at USTRANSCOM. Input to those files includes characteristics for individual ships provided by MSC, aircraft

characteristics and port data for airports provided by AMC, and aircraft characteristics and port data for origins and seaports provided by SDDC. In the event that a JOPES TPFDD is not available, JFAST can be used to build a “notional” TPFDD. This TPFDD can then be used in JFAST for transportation analysis.

e. JFAST is interoperable with a variety of defense transportation-related systems. It exchanges movement and requirements data with other systems. Interfaces include GCCS, JOPES, GDSS, the GTN Exercise System, the enhanced logistics intratheater support tool, and the mobilization and deployment capability assurance project integrated management initiative.

12. Sustainment Generator (SUSGEN)

a. As a module in JFAST, SUSGEN is a logistic transportation-planning tool that estimates supply consumption and personnel replacements for deployed forces. Use of this tool allows the geographic combatant commands to block an appropriate portion of the available lift for sustainment flow. SUSGEN develops records for flow modeling that represents these loads on the transportation system. This is achieved by the creation of movement requirement records in JOPES that are especially formatted as cargo increment number and personnel increment number records. SUSGEN currently generates Level-3 detail (short tons) by cargo category code. This provides realistic transportation plans to USTRANSCOM. At execution, the actual tonnage from supply and passengers from requisitions replace these temporary records.

b. SUSGEN enables the planner to develop a scenario that includes provisions for varying consumption rates over time and for building up a supply reserve. The planner establishes critical locations, such as origins, locations of theater logistic bases, and ports, to support these nodes. Sustainment is produced for all classes and subclasses of military supply, based on the incremental expansion of the forces as they are deployed to the theater. Routing of the appropriate quantities to correct locations is accomplished by the designation of the forces that will be sustained via the various logistic bases. This routing can be as simple as an aggregation at a central point for the entire theater

or as complex as time-phased shifts to different supporting logistic bases for specific units that are expected to have a significant change in operating location over time. Use of pre-positioned stocks, HNS, and accompanying supplies to meet the sustainment needs of the force can also be modeled and their effects shown in the flow of sustainment.

13. Sustainment Movement

a. Besides deployment transportation, the supported combatant commander has day-to-day operating requirements for theater forces. Channel flights (routinely scheduled and express service) and liner service provide the sustainment for the deployed forces.

b. **Channel flights** are common-user airlift service provided on a scheduled basis between two points. In recent years, there have been two types of channel air flights. The frequency channel is time-based and serves two or more points at **regular intervals**, flying fixed routes on published schedules. It is scheduled at a desired frequency, e.g., biweekly, weekly, or monthly. Conversely, the requirement channel serves two or more points **on a scheduled basis**. Requirement channels are dependent on **the volume of traffic**. Priority sustainment requirements will be moved on predetermined channels validated by the Services or supported commander, as appropriate, and USTRANSCOM. The supported commander should use the lift capability allocated to meet the competing need for forces and resupply to sustain in-place and augmenting forces. The supported commander then sub-allocates the theater sustainment lift (including mail) to his components. This should be done in the initial stages of OPORD/TPFDD execution. Under situations of competing geographic combatant commander demands, the CJCS Joint Transportation Board (JTB) will allocate lift in accordance with the JTB charter. Component commands authorized by the respective supported commanders may generate requirements. For deliberate planning, such requirements will be identified for movement in the JOPES database. Both scheduled and requirements-based channels are being utilized today, but commencing in FY 04, they are being methodically replaced with intermodal distribution channel service, with established time definite delivery thresholds. Unlike frequency and requirements channels, which are validated from port to port, intermodal distribution channels provide door-to-door distribution

service and are validated from the source of supply to an established theater supply receiving point. Distribution channels are implemented through an expanded validation process, and provide intermodal service to their theater customer while assuring reliable time-definite delivery of cargo on a predictable basis.

c. **Air Mobility Command**. AMC is the single operating component for DOD airlift that strives to provide responsive and economic airlift to satisfy logistics requirements for all DOD agencies. Within AMC is the Tanker Airlift Control Center, which is the executing agency for airlift based upon customer requirements.

d. **Liner Service**. This is a service provided by a shipping company whereby cargo-carrying ships are operated between scheduled and/or advertised ports on a regular basis. They are international water carriers that ply fixed routes on published schedules. This service is available to the Department of Defense on a day-to-day basis for the intermodal movement of containers via liner service through the worldwide rate agreements negotiated by USTRANSCOM through MSC. However, certain cargo, such as ammunition and oversized equipment, are classified as excepted commodities and require the negotiation of a specific rate pursuant to the relevant contract's changes clause (e.g., Special Middle East Sealift Agreement). When cargo requirements are received by SDDC, they can be booked directly aboard United States flag carriers that can provide door-to-door service, if required. During contingencies, MSC contracts can provide additional services such as chassis, refrigerated containers and generator sets, and other types of services. See Figure 6-3.

e. Figure 6-4 identifies the types of commercial sealift that provides sustainment transportation for deployed forces.

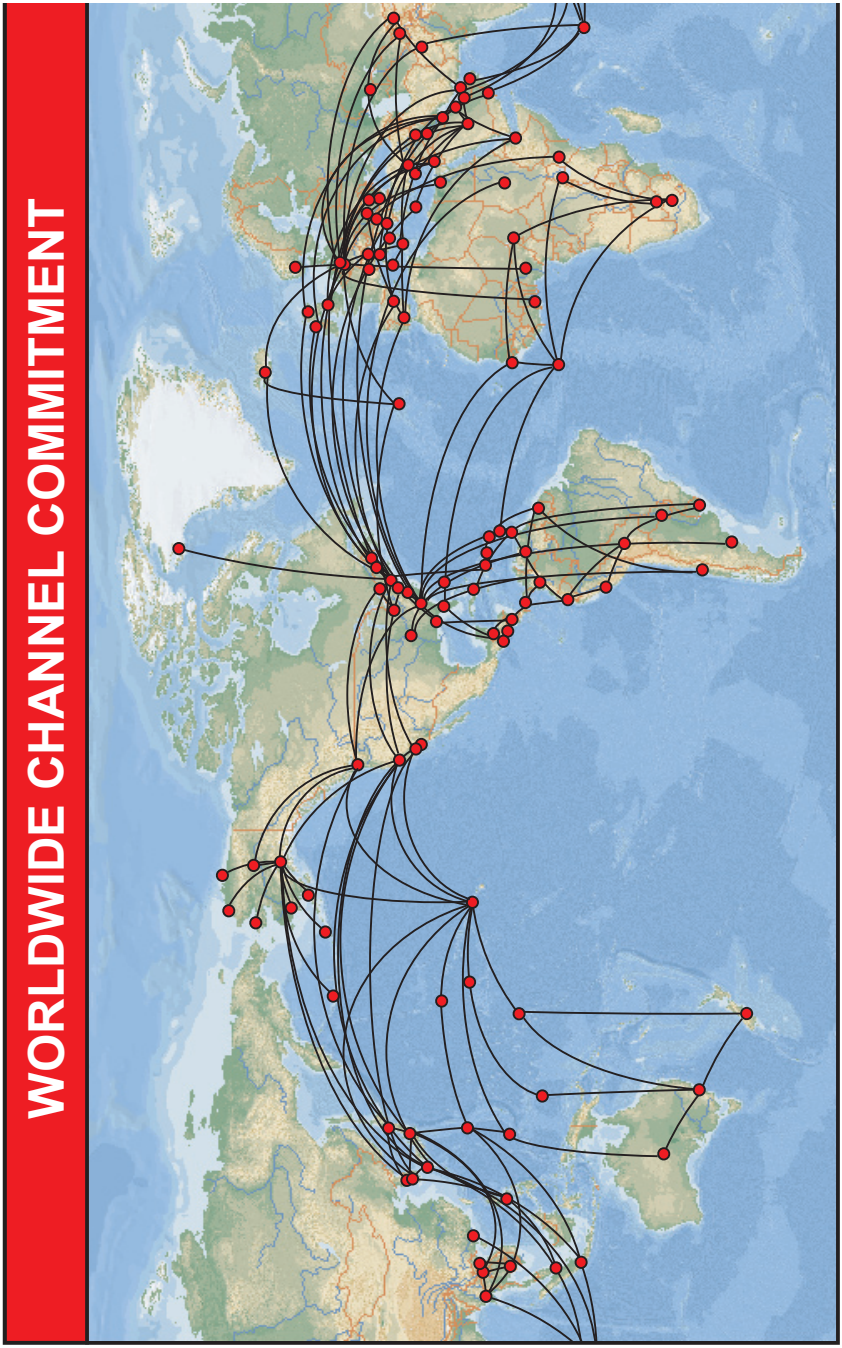


Figure 6-3. Worldwide Channel Commitment

TYPES OF COMMERCIAL SEALIFT	
Liner Service	Service provide by shipping company whereby cargo carrying ships are operated between scheduled and/or advertised ports on a regular basis. Companies may also provide for land shipper's facility to the transportation from the consignee's destination. This is sometimes referred to as "door-to-door" service.
Feeder Service	Shipping containers unloaded by large vessels in major ports and then transshipped to their destination via smaller ships. This my be included in the Liiner servicer described above.
Inducement Service	The minimum quanity of cargo or the minimum charge required by a shipping line to make it workwhile to call at a particular port.
Contract Affreightment	Agreement for the movement of cargo on a measurement ton basis.
Tramp Service	Ships that will call at any port whatever cargoes are available.

Figure 6-4. Types of Commercial Sealift

CHAPTER VII
WHEN THINGS GO WRONG AND WHERE TO FIND HELP

1. Common Errors

a. Requirements Planning

(1) Submitting movement requirements in a time frame that allows no other option for movement other than air.

(2) Planning transportation without considering its complex nature.

(3) Planning transportation for requirements without understanding how it works.

(4) Processing requirements without applying discipline.

(5) Not collaborating and exchanging planning requirements information in a timely manner.

b. Requirements Execution

(1) Changing planned transportation without coordination.

(2) Deploying requirements that are substantially different than what was planned.

(3) Failing to identify and correct data discrepancies.

(4) Improper identification of and accounting for sensitive cargo.

(5) Incomplete or incorrect MSL information.

(6) Incorrect marking, blocking, bracing, or weighing of containers.

(7) Improper identification, declaration, marking, or loading of HAZMAT.

(8) Incomplete documentation and data entry prohibit timely, complete, and accurate ITV reporting.

GLOBAL TRANSPORTATION NETWORK ASSISTANCE	
Help Desk-Technical	**Request for Accounts**
Comm: (618) 256-6836 DSN: 576-6836 Toll Free: (877) 906-0246 FAX (not for account requests) Comm: (618) 256-8768 DSN: 576-8768 STE: DSN 779-1605 E-mail: ***ustc-gtn2helpdesk@ustranscom.mil***	Comm: (618) 229-1015 DSN: 779-1015 STE: DSN 576-6869 DSN: 576-6600 FAX Comm: (618) 256-6600 DSN: 576-6600

Figure 7-1. Global Transportation Network Assistance

2. Help

a. **Seaport/Airport Capability Studies**. To acquire current seaport and airport capability studies for planning purposes, call the USTRANSCOM J2 Intelligence watch officer at 618-229-3857 or DSN 779-3857.

b. **GTN Assistance.** See Figure 7-1.

c. **SMS Assistance**

(1) The SMS functional manager can be contacted at DSN 779-4139.

(2) Requests for new accounts and training should be E-mailed to: ***sms@ustranscom.mil.*** For problems, call DSN 576-8021 or commercial (618) 256-8021.

d. **DDOC Points of Contact**. The DDOC is the single focal point for JFC and Service planners/executers to consult with any issue during movement planning and execution. Figure 7-2 lists POCs.

e. **Financial Management—Helpful Resource Information**

(1) **Deployment Data Accuracy is Essential**. Deployments utilizing chartered contingency airlift missions require a high level of operational data detail to enable accurate and timely customer billing. Many contingency airlift missions lack coherent ULNs, among other essential data points. Agencies using JOPES and related deployment systems must ensure that ULNs, UICs, unit name, and providing organization codes are properly entered into these systems.

(2) **Airlift Rates Available Online**. AMC airlift rates are available at *http://public.amc.af.mil/business/fm/rates.htm* through the "Business Customer Links" tab.

(3) **Transportation Cost Estimates Available Online**. The SMS Web-based airlift mission tracking tool contains a "transportation rate calculator," which can be used to compute rough-order magnitude cost comparisons by shipment mode. This site can be accessed without a password at *https://sms.transcom.mil/sms-perl/SMSWEBStart.pl*.

(4) **Airlift Billing Information Available Online**. AMC continues to automate billing information and publish contingency bills on the Web. Customers seeking access to the AMC financial Web site should contact HQ AMC/FMP (DSN 779-2317). USTRANSCOM, in conjunction with AMC, is striving to enhance the billing process and is investigating several options for improvement.

DEPLOYMENT AND DISTRIBUTION OPERATIONS CENTER POINTS OF CONTACT		
POSITION	DSN	COMMERCIAL
Deployment and Distribution Operations Center	779-1005	618-229-1005
CENTCOM Requirements Branch	779-1045	618-229-1045
GLOBAL Requirements Branch	779-2444	618-229-2444
Current Operations Chief	779-1747 -1697 -1698	618-229-1754 -1697 -1698

Figure 7-2. Deployment and Distribution Operations Center Points of Contact

APPENDIX A
COMMANDER'S DEPLOYMENT CHECKLIST (SC-Supported Commander, FP-Force Provider, LP-Lift Provider, SP-Sustainment Provider)

___ Establish Planning Timeline (SC)

___ Include significant tasks and provide framework for process discipline

___ Execute Operation Planning Process (SC)

___ Develop commander's estimate/mission analysis/COA/etc.

___ Determine and disseminate clear mission objective (end-state) (who/what/when/where/why)

___ Integrate strategic, operational, tactical activities

___ Establish, Implement, and Monitor Collaborative Networks (SC w/FP, LP, SP)

___ Establish newsgroups and business rules

___ Identify known / anticipated planning constraints/establish battle rhythm (synchronize user actions)

___ Publish and enforce supplemental, AOR-special instructions/ TPFDD LOI

___ Identify Force Requirements which Support COA and Mission Objective/End-State (SC w/FP, SP)

___ Tailor force to mission / integrate sustainment and lift

___ Service component commanders coordinate requirements/ potential sourcing with counterparts

___ Identify plan identification, force requirements numbers, and force modules (FMs)

___ Incorporate bi/multi-lateral and HNS/contractor capabilities and constraints

___ Align theater/JOA transportation infrastructure capabilities and constraints

___ Develop JRSOI plan which fully supports COA and provides end-to-end view

___ Structure/Phase Force and Supporting Infrastructure (SC w/FP, SP)

___ Establish CRDs/supporting employment timeline
___ Synchronize C, D, N, and S days

___ Request RC mobilization (if required) and account for implementation/deployment timeline

___ Integrate Operational Capabilities (sourcing) (SC w/FP, SP)

___ Source with apportioned/allocated forces; identify shortfalls to CJCS

___ CJCS tasks supporting commanders to source; supporting commanders task component commanders

___ Supporting component commanders source or notify Service HQ for sourcing if unable to source

___ Supporting commanders verify sourcing (ULN) and lift requirements to supported commander

___ Confirm integration of deployment and employment timelines starting with mobilization and movement to ports

___ Synchronize and deconflict infrastructure supporting deployment activities

___ Validate supporting/component commander(s)' identification of units for operational capabilities and lift requirements to USTRANSCOM

___ Document Force Assets (SC w/FP, LP, SP)

___ Enforce accurate and timely documentation for force assets (throughout validation, align operational capabilities as FMs/force packages, initiate force tracking)

___ Identify detailed descriptions of force capabilities and input to supporting AIS/ ADP

___ Identify/track the status and location of DOD unit and non-unit cargo and passengers to ensure the effective execution of operations

___ Coordinate Transportation (SC w/LP)

___ USTRANSCOM tasks components to provide lift; components identify carriers

___ Apportion, allocate, conduct feasibility of lift

___ Confirm/gain approval for early country/theater clearances, port authorizations, overflight/transit/landing/refueling/staging rights

___ Validate that transportation meets operational needs

___ Deploying force commanders premanifest ULNs to available lift and identify shortfalls

___ Execute Plan (SC w/FP, LP, SP)

___ Monitor "planned versus actual" deployment flow

___ Deploying force commanders manifest and report ULNs

___Continuously direct and manage change

___Anticipate and minimize disruption of overall flow (ripple effect) with changes to allocated/validated requirements

___ Execute JRSOI (SC)

___ Develop/integrate/execute JRSOI plan

___ Monitor / manage transportation closure (gaining force commander reports arrival and integration of force via SITREP)

___ Track force flow and conduct JRSOI

___ Determine and Report Force Closure (JFC responsibility) (SC)

___ Commander's assessment based on overall plan (requirements), transportation closure, and JRSOI

COMMANDER'S DEPLOYMENT DECISION MATRIX			
Event	**Operational Impact**	**Operational Risk**	**Action To Reduce Operational Risk**
Significiant change to course of action (COA) after COA selection	• Faulty deployment concept • Incorrect deployment requirements build • Faulty transportation feasibility analysis • Delayed time-phased force and deployment data (TPFDD) build	• Deployment concept will not support planned actions • Deployment requirements exceed lift capacity/ infrastructure • Mission execution timelie inacurate	• Thorough/complete mission analysis • Detailed deployment guidance in Cdr's guidance/intent
Slow or delayed request for forces (RFF) indification/approval	• Late requirements identification/ sourcing • Delayed TPFDD build • Requested forces miss latest arrival date (LAD)/required delivery date (RDD)	• Inadequate force capability to execute assigned tasks • Improperly phased/sequenced force flow • Successful mission execution	• Thorough /complete mission analysis • Redistrubute operational tasks • Deplay mission execution
Slow or delayed deployment order (DEPORD) approval	• Late requirements identification/ sourcing • Delayed TPFDD build • Requested forces miss LAD/ RDD	• Indeadequate force capability to execute assigned tasks • Improperly phased/sequenced force flow • Successful mission execution	• Redistibute operational tasks • Delay mission execution
Execute TPFDD that lacks proper balance between combat and combat support assets	• Slow deployment execution • Clogged aerial ports of debarkation and sea ports of debarkation • Slow joint reception, stagiing, onward movement, and integration	• Inadequate force capability to execute assigned tasks • Delayed mission execution • Lack of momentum and sustained combat action	• Conduct appropriate risk analysis • Ensure sufficient port opening and reception enablers are moved early in TPFDD
	• Inaccurate force requirements identified through RFF/DEPORD process • Delayed TPFDD build • Slow deployment execution	• Piecemeal employment of the joint fource • Lack of operational synchronization • Delayed mission execution	• Disciplined execution of Joint Operation Planning and Execution System • Concurrent collaborative planning

Figure A-1. Commander's Deployment Decision Matrix

APPENDIX B
DEPLOYMENT PLANNING USING COLLABORATION

1. Scope

This appendix presents a method for conducting joint deployment planning in a collaborative environment. It contains guidelines for using collaborative environments and collaboration tools to accomplish deployment tasks. This appendix does not endorse any particular collaboration tool, tool suite or methodology. This method and guidelines are generic and were written for broad application across command and organizations throughout the joint deployment planning community.

Several collaborative efforts are already mature in USTC based on this philosophy. For example, USTC J3-RC (CENTCOM Requirements Branch) conducts bi-weekly Information Work Station (IWS) sessions with COCOM and COCOM-forward planning and execution cells to affect short and near-term transportation solutions. Contact USTC J3R (DSN 779-1830) for details regarding these specific efforts.

2. Purpose

This appendix was prepared to improve the joint deployment process. It is designed to complement evolving doctrine for joint deployment planning and execution.

3. Applications

a. Support interaction, communication, and decision making among military planners during crisis action planning.

b. Provide a structured approach for using collaboration to support crisis action and deployment planning actions.

c. Provide a methodology for creating collaboration checklists to support deployment activities.

d. Provide military planners with action items and decision matrices that link crisis action items to the joint deployment operations architecture (JDOA).

4. Introduction

a. This appendix provides a set of guidelines for action officers and decision makers using collaboration and collaborative tools (CT) for deployment planning activities. Deployment planning and execution activities are collaborative endeavors. The tasks, activities, and processes required to execute deployment and redeployment require information sharing and exchange as decisions repeatedly cross both organizational and functional boundaries. Today's collaboration tools include text messages and memorandums that exchange information in a formatted fashion, while telephone calls and face-to-face discussions are a less structured means of information exchange. Technology, particularly the development of electronic-based collaboration tools, offers an opportunity to improve the way planners collaborate.

b. The availability of electronic CT creates a potential for collapsing the time needed to conduct planning and execution activities. The guidelines herein accommodate both the established planning and execution processes and the use of CT as enablers to those processes. It also supports four formal deployment and redeployment improvements initiatives sponsored by the joint deployment process owner (JDPO).

5. Background

a. The JDPO is the DOD authority with the responsibility for the joint deployment process. One of the JDPO mission statement tasks is to investigate and promote technological solutions to produce a seamless joint deployment process. Using collaboration and collaborative tools during all planning and execution phases of deployment planning is one of four JDPO initiatives under this task.

b. Other initiatives are:

(1) Joint Forces Capabilities Register. Develop a register (listing) of force capabilities for deployment and redeployment planning.

(2) Integrated Joint Systems and Procedures. Integrate procedures and systems to significantly improve joint deployment and redeployment planning and execution.

(3) Revised JOPES Orders Process. Consolidate the content and reduce the number of orders in the CAP process.

c. Appendix Contents. This appendix contains six annexes. The annexes address concepts, elements and a methodology for collaboration planning, specifically:

(1) Annex A introduces general concepts of collaboration.

(2) Annex B includes elements of collaborative sessions.

(3) Annex C describes a methodology and format for creating a collaboration checklist.

(4) Annex D provides a series of action items for planning a collaborative session.

(5) Annex E provides an example of a collaborative checklist.

(6) Annex F presents collaborative task matrixes for elements of the deployment and redeployment process that apply to key stakeholders in the process.

ANNEX A TO APPENDIX B
CONCEPTS OF ELECTRONIC COLLABORATION

Collaboration using electronic tools and their ability to speed-up coordination and decision-making processes will have a positive impact on deployment planning and execution activities. Collaboration is a methodology, not the panacea to issues such as data standardization and availability that have degraded deployment planning and execution processes for years.

1. Collaboration

Military planners often need to share deployment data and information from multiple organizations to complete a planning action. In today's deployment environment face-to-face meetings, telephone discussions, and messages constitute common forms of collaboration and knowledge exchange. Applying electronic collaborative tools will increase the options for completing this exchange. The following paragraphs address some of the important elements that make up a collaborative landscape.

2. The Right Individual

Skilled planners tend to experience little difficulty collaborating and sharing knowledge across organizational boundaries. The right individual has decision-making authority. They also know which individuals in other organizations are essential to executing planning activities. Individuals who possess specific knowledge about a deployment task and know who to contact are key to successful electronic collaboration.

3. The Right Information

Individuals or organizations must know two things to successfully use electronic collaboration. First, where information is located and which organization or individual possesses it. Second, the kind of information needed for collaboration. Since information comes in many different forms, it is important to know the exact type and format of planning information.

4. Types of Collaboration

Collaboration can require knowledge sharing within a single organization or among several organizations at the same organizational level, e.g., between combatant command components. This is horizontal collaboration. Information exchange can also occur between two or more organizations at different organizational levels, e.g., between a deploying unit and its parent command. This is vertical collaboration. Knowledge sharing and collaboration occur in both a vertical and horizontal manner.

5. The Right Time

Coordinating a time when the individuals can meet for collaboration can be a significant issue and this challenge becomes more difficult as the number of participants grows. The responsibility for finding the right time belongs to the lead agency or organization conducting the collaborative session. Several important characteristics of collaboration are also related to time, although in a different context. Collaboration can occur interactively, in other words, multiple participants can work a task simultaneously within the same time frame. Collaboration can also occur passively when multiple participants work separately on the same task but at different times.

6. The Right Location

A meeting held in an electronic location will have a look and feel that is quite different from a meeting held in a physical location. The lead participant sets directions and standards for all participants well in advance of the meeting time. One of the greatest challenges of collaboration may be getting the right individuals to a specific meeting place. This challenge emphasizes the need for clear communications and directions between participants and individuals to establish electronic meeting locations.

7. Goals and Products

Collaboration is most effective when used to achieve a known objective. Successful collaboration requires that the goal, end-state objective, or product is clearly defined and understood by the participants. The goal, product, or objective will define the characteristics of a collaborative session

and which tools will be used. Ideally, identifying these goals and products will be completed before a collaboration session is initiated.

8. Tools and Applications

Leaders of collaborative sessions will determine which CT to use. CT and applications are packaged in suites or sets that offer planners multiple collaboration options. It is incumbent upon individuals leading the planning efforts or participating in a collaborative session to synchronize the tools and features to be used during a collaboration session. In all cases matching the CT or set of tools with the methodology and process before engaging a collaborative environment increases the probability of producing the desired product or objective.

9. Infrastructure

Electronic collaboration requires communications connectivity and support, particularly access to the SECRET Internet Protocol Router Network (SIPRNET) and links to telecommunications, satellites, and telephone lines. Planners must obtain permissions to access the SIPRNET through local system administrators. The assistance of a communications specialist is critical to electronic communications in an electronic environment. A specialist is needed to establish infrastructure needs and to obtain proper access permissions.

10. Organizational Relationships—Authority and Responsibility

Individual and organizational responsibility and authority must be clearly acknowledged and observed while operating in a collaborative environment. The level of authority delegated to individuals participating is a critical component of successful collaboration. If collaboration is used for decision-making, the representatives must possess authority to speak for and execute the agreement from the session. Without authority, collaboration sessions will be limited to information sharing activities only.

ANNEX B TO APPENDIX B
ELEMENTS OF A COLLABORATIVE SESSION

1. General

a. Using a collaborative environment requires defining the elements that form the structure of a collaborative environment. The following is an introduction and discussion of the key elements for an electronic collaboration session.

b. These elements are described below.

2. Key Elements of a Collaborative Session

a. **Roles**. Individual and organizational roles during a collaborative session parallel those in a physical meeting. Collaboration roles can be described as leader, recorder, participant, and technical support. These roles also define potential collaboration session relationships.

b. **Processes and Activities**. Processes and activities are at the core of collaboration. Processes are a series of sequentially linked and related activities that produce a final product. An activity is an element of a process. Processes and activities define the goals and objectives of collaboration.

c. **Goals**. A deployment planner must answer the question, “What are we trying to do?” before initiating a collaborative session. The deployment product, goal, or objective will drive most decisions required for planning and managing a collaborative session. The end product helps identify who participates, whether a formal or institutionalized process or activity can be used, and what knowledge requirements must be available for participant action. The goal and objectives will also influence collaborative tool selection, meeting location, and architecture requirements.

d. **Participant Types**. Participants are defined as active or passive with the designation based on participant activities. The type of collaboration process will determine participant roles.

e. **Products**. Products are the output of a process or activity and come in a wide variety of formats. Products are either formal or informal. Documents, briefings, and spreadsheets represent formal products although formal products can have a non-physical form, such as an approval or a decision. Formal products are often used to initiate the follow-on process or activity. Informal products can be described as a consensus, understanding, or knowledge exchange. They represent the often ad hoc nature of collaboration and serve as enablers to formal processes. They are absolutely essential to achieving process goals and objectives.

f. **Location**. Generally, the features and characteristics of meetings in a physical or electronic location are comparable. Distinct advantages of electronic collaboration include the ability to participate in a meeting directly from one's own workspace without having to travel. Technology exists to allow virtually unlimited attendance and simultaneous participation in multiple collaborative sessions.

g. **Tool(s)**. Tools are applications within an application suite that allow participants to interact within a collaborative environment.

h. **Architecture**. Architecture provides the foundation for electronic collaboration and consists of three components: communications, hardware, and software.

i. **Technical Support**. A collaboration session is totally dependent upon synchronized communications and fully functioning hardware and applications. It is incumbent upon planners to ensure that individuals with the proper technical skills are included in the collaboration process before and during collaborative activities. These skills include the ability to connect, operate, and manipulate the selected hardware and software tools.

j. **Knowledge**. An individual participating in a collaborative session is a subject matter expert (SME) who possesses key knowledge, information, or data associated with an activity. The SME's knowledge enhances the ability of all participants to accomplish the goals of the session.

ANNEX C TO APPENDIX B
CREATING COLLABORATIVE CHECKLISTS FOR DEPLOYMENT PLANNING

1. Introduction

Collaboration can benefit deployment planning if collaborative activities are product focused and a structured approach is applied to creating that product. One technique for structuring a session is to use a checklist format. This chapter provides a suggested checklist format and the contents of that format. The collaborative checklist concept is built on two premises: (1) collaboration will not change deployment-planning activities. and (2) such planning occurs in a highly structured environment.

2. A Collaborative Checklist Methodology

A fundamental question that must be answered when creating any collaboration checklist is: “What are we trying to do?” The answer is the first component needed to create a checklist. Once this question is answered and defined, the other checklist components can be defined by answering the associated who, why, when, where, and how questions. Answers to these questions provide the content needed to fill-in and complete the checklist.

3. Defining the Goal

a. Answering the question, “What are we trying to do?” and defining its associated product are relatively straightforward tasks if the product is created within the organization. Most deployment products depend upon information or data produced by multiple organizations. Defining deployment products often requires that individuals or organizations examine and understand products from an internal perspective and how that product relates to external organizations or individuals. The following technique, a matrix approach, can be used to understand both the internal and external relationships of organizations and their products.

b. A matrix approach can identify:

(1) a specific product,

(2) the organization directly responsible for the product,

(3) the interaction between organizations involved in generating a product,

(4) when these products are created, and

(5) which tool to use.

c. Detailed analysis using this matrix technique provides a comprehensive perspective on product relationships, sources, and responsibilities. An example analysis matrix is presented at Figure B-C-1.

4. Collaborative Checklist Structure

a. Once the product has been defined the second step is creating a checklist. The following describes a proposed checklist format containing five sections.

b. These sections are:

(1) Administrative Actions.

(2) Meeting Preparations.

(3) Meeting Participation.

(4) Information Management.

(5) Information Coordination and Exchange.

EXAMPLE OF AN ANALYSIS MATRIX						
Level 1 Product	**What**	**Who**	**Why**	**When**	**Where**	**How**
Daily Lift Priority	Decision	USTRANSCOM	Frequent Tasking to Components	Per USTRANSCOM Rhythm	Lift Priority News Group	IWS and CT (to be determined)
Level 2 Product	**What**	**Who**	**Why**	**When**	**Where**	**How**
Coordinate Daily Lift Commitment with Supported Commands	Action	USTRANSCOM and Supported Combatant Commander	Authority to Commit Lift Capability	Per USTRANSCOM Battle Rhythm	USTRANSCOM Collaboration Space for Lift Priority	IWS and CT (to be determined)
Level 3 Product	**What**	**Who**	**Why**	**When**	**Where**	**How**
Priority-Based Daily Lift Commitment by Mode	Decision	USTRANSCOM and Supported Combatant Commanders	Lift Manager Responsibility	Per USTRANSCOM Battle Rhythm	USTRANSCOM Collaboration Space for Lift Priority	Lift Priority News Group
	Negotiate Daily Lift (by Mode) Against Supported Commander Movement Priorities	USTRANSCOM Mission Control Center; POC (Phone, FAX, E-mail, IWS Designation); Supported Commander Battle Staff Center POC (Phone, FAX, E-mail, IWS Designation)	Lift Provider and Strategic Lift Coordinator and Manager	Per USTRANSCOM Battle Rhythm	USTRANSCOM Collaboration Space for Lift Priority	IWS and CT (to be determined)
Level 4 Product	**What**	**Who**	**Why**	**When**	**Where**	**How**
Daily Lift Commitment by Mode	Decision	USTRANSCOM and USTRANSCOM Component Commanders	Lift and Asset Manager Responsibilities	Per USTRANSCOM Battle Rhythm	Lift Priority News Group	IWS and CT (to be determined)
Legend CT - collaborative tool **FAX** - facsimile **IWS** - Info Work Space **POC** point of contact **USTRANSCOM** - US Transportation Command						

Figure B-C-I. Example of an Analysis Matrix

5. Collaborative Checklist Content

a. **Section 1—Administrative Actions**. This section lists actions that will ensure the equipment, software, and physical support needed to operate in a collaborative environment is in-place and functioning. These checklist actions will likely be standard across every checklist. This section is focused on the individuals or organizations that are first time or infrequent users of CT. Thus the utility of this checklist section depends upon an individual's familiarity with CT and how frequently they use a collaborative environment for decision making. Examples of meeting preparation actions in this section are presented at Annex F.

b. **Section 2—Meeting Preparation**. The purpose of this section is to help deployment planners and organizations find, review, and organize current and historical information in preparation for a collaborative session. Checklist actions include:

(1) Reviewing planning transactions.

(2) Reviewing the current status of planning efforts.

(3) Creating or reviewing the agenda.

The capability to share and exchange information and knowledge (a knowledge management structure) before, during, and after collaborative session is crucial. There is tremendous value in knowing who the primary actors are, the agenda topics, and where deployment information is posted prior to participating in a collaboration session. Examples of meeting preparation actions in this section are presented at Annex F.

c. **Section 3—Meeting Participation**. This section lists those actions critical to a successful collaborative session. This includes a sequence for completing those actions and who or what organization will participate in completing the actions. Every collaborative session must have an agenda that will keep participants focused on producing a specific product. Reviewing information from prior sessions and understanding the purpose and products are essential for success.

(1) Logging into the collaborative session and accessing the pre-determined electronic location for the collaborative meeting are the initial actions in this checklist. These are followed by what could be described as common practices for holding a meeting:

(a) Roll call.

(b) Review session protocols.

(c) Review agenda.

(d) Review results from the previous session.

(e) Review information or transactions that affect previous session results.

(f) Discuss how new or supplemental information will affect previous session results.

(g) Reach a decision or impasse during the session.

(h) Announce ending of or exit from the session.

(2) This list of common meeting practices may be modified, supplemented, or reduced to meet session and participant requirements. Examples of section 3 checklist actions are provided at Annex F.

d. **Section 4—Information Management**. This checklist section contains actions necessary to document session proceedings, distribute products derived from the collaborative session, and post results to an information management location. Completing these actions gets information to the right place while deterring the spread of misinformation and “hear-say.” Results from collaboration sessions are often documented and managed at the local level by a single individual or function within an organization. Such practices must be modified and expanded to give a broader range of individuals and organizations the opportunity to passively review collaborative session

results. Examples of information management actions in section 4 are provided at Annex F.

e. **Section 5—Product Coordination**. This section addresses post-collaborative session activities that follow adjournment of a collaboration session. Defining where products will be posted and how to access them is a significant collaborative activity. This section provides a series of actions for distributing and finding collaborative session products. It describes what to do with a product once it is created. An example of coordination actions in section 5 is provided at Annex F. Deployment planning productivity increases if a checklist and product-driven approach is applied to collaborative activities. The techniques and methodology presented in this annex proposes a structure for collaborative planning activities. It suggests that a “fill-in-the-blank” capability and a single, generic checklist methodology can be used to guide deployment-planning activities in a collaborative environment.

ANNEX D TO APPENDIX B
COLLABORATIVE SESSION PLANNING

1. Purpose

This annex provides a series of action items for planning a collaborative session. The statements are grouped in a manner which addresses planning, participation in, and exiting a collaborative session.

2. Planning a Collaborative Session

a. Establish the session goal or objective.

b. Determine what process or activities will be used to achieve the goal or objective.

c. Identify the product(s) that will be produced.

d. Determine which individuals and organizations need to participate.

e. Determine the roles and relationships of individuals and organizations.

f. Identify which CT/applications will be used.

g. Identify the physical and electronic locations.

h. Identify knowledge, information, and data requirements.

i. Identify architecture requirements

(1) Identify requirements for communication links.

(2) Identify equipment requirements.

j. Coordinate technical support.

(1) Ensure access to SIPRNET.

(2) Ensure application account is established.

k. Coordinate and set session time and date.

3. Preparing Collaborative Session Activities

a. Confirm the process or activities.

b. Confirm goal or objectives.

c. Confirm organizational and individual participation.

d. Confirm the end products or results from session have not changed.

e. Confirm availability of physical and electronic meeting locations.

f. Confirm availability of collaborative tools and applications—ensure that there are enough licenses for applications used.

g. Confirm architecture support for session.

(1) Confirm availability of communications links.

(2) Confirm availability of equipment.

h. Confirm availability and access to knowledge, information, and data associated with the goal or objective.

i. Confirm technical support for application.

j. Conduct preliminary administrative actions.

(1) Confirm meeting times.

(2) Prepare and distribute log-in procedures (as needed).

(3) Establish rules of engagement (ROE) (as needed).

(4) Determine discussion topics.

(5) Prepare and distribute agenda.

(6) Prepare presentation materials.

(7) Task individuals or organizations to prepare presentations.

(8) Establish presentation time limits (as needed).

(9) Establish discussion time limits (as needed).

(10) Establish and confirm where pre-meeting documentation will be filed/posted.

(11) Determine “exit criteria” for session.

(12) Establish and confirm where post-meeting documentation will be filed/posted.

4. Entering a Collaborative Session

a. Assemble team at physical location.

b. Confirm equipment is available (as needed).

c. Confirm virtual location is identified (as needed).

d. Confirm required knowledge, information, and data are available.

e. Confirm technical support is available (as needed).

f. Perform technical (equipment, tool, and communication link) checks (as needed).

g. Confirm CT and applications are available (as needed).

h. Log into pre-determined location.

i. Announce presence in electronic location.

5. Initiating a Collaborative Session

a. Announce the start of the session and its purpose—start session on time.

b. Conduct participant roll call—ensure participants include the required SME's.

c. Review meeting rules and protocols (as needed).

d. Review ROE (as needed).

e. Review CT usage (as needed).

f. Review agenda.

g. Review exit criteria.

h. Offer time for participant questions.

6. Managing a Collaborative Session

a. Follow agenda.

b. Keep discussions focused on agenda topics.

c. Maintain control of session activities.

d. Enforce rules of engagement.

e. Facilitate presentations.

f. Enforce pre-established time limits.

g. Engage technical support to work around technical glitches.

h. Document discussions and decisions.

i. Summarize meeting activities and decisions before closing session.

j. Provide location for viewing post-session documents.

k. Establish next session times and topics.

l. Close/terminate session with participant acknowledgement.

7. Participating Actively in a Collaborative Session

a. Acknowledge participation requirement.

b. Confirm meeting time and location.

c. Prepare materials for session.

d. Assemble at the physical location.

e. Confirm equipment is available (as needed).

f. Perform technical (equipment, tool, and communication link) checks (as needed).

g. Confirm technical support is available (as needed).

h. Enter session collaborative location and check-in before start time.

i. Note introductory remarks from session leader.

j. Follow ROE.

k. Present materials.

l. Participate in discussions.

m. Follow pre-established time limits.

n. Follow session protocols.

o. Document applicable discussions and decisions.

p. Engage technical support to work around technical glitches (as needed).

q. Annotate end of session information – next session; document location, etc.

r. Broadcast departure from session.

8. Participating Passively in a Collaborative Session

a. Acknowledge participation role (as needed).

b. Confirm meeting time and location.

c. Assemble at the physical location.

d. Confirm equipment is available.

e. Perform technical (equipment, tool, and communication link) checks (as needed).

f. Confirm technical support is available (as needed).

g. Enter session virtual location and check-in before start time.

h. Follow rules of engagement.

i. Monitor discussions.

j. Follow session protocols.

k. Document applicable discussions and decisions.

l. Engage technical support to work around technical glitches (as needed).

m. Annotate end of session information–next session; document location, etc.

n. Broadcast departure from session.

9. Documenting a Collaborative Session

a. Find the location or file for storing documents.

(1) Create or establish a document storage location if one is not available.

(2) Use a previously established file structure as a template or example.

b. Use the established file naming convention to track and store documents and files. Establish a document naming convention if one is not established.

c. Determine how to capture session actions and activities using CT.

d. Periodically capture session activities and place in files.

e. Periodically review and purge files of outdated or unwanted materials.

f. Assist participants in locating collaborative files.

g. Broadcast and post file activities, particularly those critical the achieving session goals and objectives.

h. Close and lock access to files when necessary.

i. Work file access issues with technical support when needed.

10. Exiting a Collaborative Session

a. Ensure pre-established goals and objectives have been met—restate “hold over” issues for the next session’s agenda.

b. Ensure current session activities have been documented.

(1) Restate participant taskings.

(2) Restate decisions and agreements reached during the session.

c. State goal or objectives for the next collaborative session.

d. Establish time and location for next collaborative session (per battle rhythm).

e. Announce departure from session or that session is closed.

ANNEX E TO APPENDIX B
EXAMPLE OF A COLLABORATIVE CHECKLIST

This annex provides an example of a collaborative checklist in Figure B-E-1. Annex C, “Creating Collaboration Checklists for Deployment Planning,” of Appendix B, “Deployment Planning Using Collaboration,” describes techniques and actions that can be used to create a collaborative checklist.

LIFT COMMITMENT ACTIONS		
1. Administrative Actions	**Responsibilities**	**Source**
a. Set Meeting Time AW USTRANSCOM and Component Commander's Battle Rhythms	USTRANSCOM/DDOC	Lift Commitment News Group
b. Confirm Availability of Physical Location	Session Participants	Internal Organization Action
c. Confirm Availability of Equipment (Monitor Computer Headset)	Session Participants	Internal Organization Action
d. Confirm Availability of Collaborative Tool	Session Participants	Internal Organization Action
e. Set Collaborative Tool	USTRANSCOM/DDOC	Lift Commitment Newsgroup or E-mail
f. Confirm Technical Support	Session Participants	Internal Organization Action
g. Confirm Communications Support	Session Participants	Internal Organization Action
2. Meeting Preparations	**Responsibilites**	**Source**
a. Collect and Review Lift Commitment Topics/Issues/Lastest Transaction Data	Session Participants	Lift Priority NewsGroup
b. Fill-in Formatted Lift Commitment Agenda for Collaborative Session and Post all Lift Commitment NewsGroup Location	USTRANSCOM/DDOC	Lift Priority NewsGroup
3. Meeting Preparations	**Responsibilities**	**Source**
a. Log onto Collaborative Evironment and Electronic Location for Lift Commitment Session	Session Participants	Physical and Ele tronic Location(s)
b. Define Which CT Will Be Used	USTRANSCOM/DDOC	CT Suite
c. Conduct Collabortive Session IAW Lift Priority Session Agenda	USTRANSCOM/DDOC	Lift Priority Agenda and Selected CT

Figure B-E-1. Lift Commitment Actions

LIFT COMMITMENT ACTIONS (Cont.)		
3. Meeting Particapation Cont.	**Responsibilities**	**Source**
d. Log into pre-determined location	Session Participants	Collaborative Environment
e. Conduct Active Participant Roll Call NOTE 1. "*" = Mandatory Participants NOTE 2. Parentheses Content is Proposed Collaborative Session Organization Designation **USTRANSCOM** • USTRANSCOM DDOC Chief* (USTC/DDOC1) • USTRANCSOM Air Cell* (USTC/AIR1) • USTRANCOM Surface Cell* (USTC/SURF[1]) • USTRANCOM Log Cell* (USTC/LOG) • SCCD BSD* (SDDC/BSD1) • MSC COC* (MSC/COC[1]) • AMC TACC* (AMC/TACC[1]) • Passisve Participants (TBD)	USTRANSCOM/DDOC1	Collaborative Environment
f. Review Previously Agree to Data/Information Posted to Lift Commitment NewsGroup • Airlift Commitment (96 Hour Projection) - USTC/AIR1 • Sealift Commitment (Projection ?) - MSCCOC1 and SDDCBSD1 • Current Supported combatant commander Movement Priority (Results From Last Collaboration Session)	Session Participants and USTRANSCOM/ DDOC1	Entries in Lift Commitment NewsGroup
g. Lift Commitment Review **Airlift - USTC/DDOC1 AND USTC/AIR1** • Current Airlift Commitment • Current Airlift Priority • APOE and APOD Workload Issures Impacting Commitment and Priority • Proposed Changes to Airlift Commitment and Priority • Adjusted Lift Commitment and Priority Decision	USTRANSCOM Participants	Selected CT and Lift Commitment NewsGroup Information

Figure B-E-1. Lift Commitment Actions (Cont.)

LIFT COMMITMENT ACTIONS (Cont.)		
3. Meeting Participation Cont.	**Responsibilities**	**Source**
Sealift - USTC/DDOC1, USTC/SDDC1 and USTCD/MSC1 • Current Sealift Commitment • Current Sealift Priority • SPOE and SPOD Workload and Issues Impacting Commitment and Priority • Proposed Changes to Sealift Commitment and Priority • Adjusted Sealift Commitment and Priority Decision **Surface Lift - USTC/MMC1 and USTC/SDDC1** • Current Surface Lift Commitment • Current Surface Lift Priority • Curent APOE, SPOE, Terminal, etc. Workload and Issues • Propsed Changes to Surface Commitment and Priority • Adjusted Surface Lift Commitment Decision	USTRANSCOM Participants	Selected CT and Lift Commitment NewsGroup Information
h. Document Lift Commitment Decisions	USTRANSCOM/DDOC1	Lift Commitment NewsGroup
4. Lift Commitment Information Management	**Responsibilities**	**Source**
a. Distribute Lift Commitment Decicons. • Post Lift Commitment Decision to Lift Commitment and Lift Priority NewsGroups • Send E-mail to Lift Commitment and Lift Priority Participants Once NewsGroup are Posted	USTRANSCOM/DDOC1	• Lift Commitment and Lift Priority NewsGroup • E-mail
5. Lift Commitment Coordination	**Responsibilities**	**Source**
a. Coordinate Lift Commitment with Supported Commander(s) Lift Priority	USTRANSCOM/DDOC1	• Selected Collaborative Tool Suite • Lift Priority NewsGroup • USTRANSCOM Collaborative Checklist for Lift Priority
b. Reconvene Lift Commitment Session As Needed (Return to Step 2 of Collaborative Checklist for Lift Commitment)	USTRANSCOM/DDOC1	• Lift Commitment NewsGroup • USTRANSCOM Collabortive Checklist for Lift Commitment

Figure B-E-1. Lift Commitment Actions (Cont.)

LIFT COMMITMENT ACTIONS (Cont.)

LEGEND

AMC	Air Mobility Command
APOD	Aerial Port of Debarkation
APOE	Aerial Port of Embarkation
BSD	Battle Staff Directory
COC	Combat Operations Center
CT	Collaborative Tools
DDOC	Deployment and Operations Center
IAW	In Accordance With
LOG	Logistics
MSC	Military Sealift Command
SDDC	Military Surface Deployment and Distribution Command
SPOD	Sea Port of Debarkation
SPOE	Sea Port of Embarkation
SURF	Surface
TACC	Tanker Airlift Control Center
TBD	To Be Determined
USTC	United States Transportation Command
USTRANSCOM	United States Transportation Command

Figure B-E-1. Lift Commitment Actions (Cont.)

ANNEX F TO APPENDIX B
ORGANIZATIONAL TASK MATRICES

1. Purpose

This annex presents collaborative tasks for deployment and redeployment as related to CAP phases. Each matrix (represented as a figure below) connects tasks, task products, participants, and CT with stakeholders in the deployment and redeployment process. These matrices were derived from activities and products contained in the operational view 2/5 (OV-2/5) JDOA.

2. Primary Collaboration Tool(s)

The tools that are common to Web-based and Internet capabilities include a “white” board, audio/video conferencing, text messaging (chat), (E-mail), document sharing, application sharing, need to address document storage/retrieval—access to a common data environment, paging, telephone (landline, Web, or wireless), and bulletin board

3. Secretary of Defense Collaborative Task Matrix

It is not envisioned that the Secretary of Defense will be directly connected to the DOD collaborative environment. See Figure B-F-1.

SECRETARY OF DEFENSE DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analysis					
	Evaluate a Developing Crisis	Situation Assessment Situation Report	White House Situation Room	DOS, NIC, CJCS, FBI	N/A	Telephone, Text Messaging
	Assess, and Disseminate Information	Information Initial Event Evaluation Situation Assessment	CJCS	SecDef, CJCS, Geographic Combatant Commander, DOS	NSC, DOS, CIA, NRO, NGA, CJCS	Telephone, Text Messaging
	Determine National Strategic Objectives	Planning Guidance	SecDef	NSC	N/A	N/A
	Coordinate DOD Activities with Other Federal Departments and Agencies	Department and Agency Support and Response	SecDef	OFA, CJCS	Geographic Combatant Commander	Telephone, Audio/Video Conference
	Update National Strategic Objectives	Planning Guidance	SecDef	NSC, CJCS, Geographic Combatant Commander	NSC, Services	Telephone, Audio/Video Conference, Text Messaging
	Evaluate COA	COA Evaluation COA Refinements	SecDef	NSC, CJCS, Service Chiefs	N/A	N/A
	Approve COA for Release	COA Approval Selected COA	SecDef	NSC, CJCS	Geographic Combatant Commander	Telephone, Audio/Video Conference
	Phase: Structure Force Data					
	Authorize Mobilization	Mobilization Order	SecDef			

Figure B-F-1.

Secretary of Defense Deployment/Redeployment Collaborative Tasks

SECRETARY OF DEFENSE DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS(Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Conduct POE Operations					
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	Information Planning Guidance Input to Revised Strategic Guidance				
	Phase: Move					
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	Information Input to Revised Strategic GuidancePlanning Guidance				
	Phase: Conduct POD Operations					
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	Information Planning Guidance Input to Revised Strategic Guidance				
	Phase: JRSOI					
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	Planning Guidance Input to Revised Strategic Guidance				
	Assess Accomplishment of National Strategic Objectives	Assessment of Strategic National Objectives Report	SecDef	NSC, CJCS, SC	N/A	All

LEGEND

CIA–Central Intelligence Agency; **CJCS**–Chairman of the Joint Chiefs of Staff; **COA**--course of action; **DOD**--Department of Defense; **DOS**--Department of State; **FBI**–Federal Bureau of Investigation; **JRSOI**--joint reception, staging, onward movement, and integration; **ME**--multinational elements; **N/A**--not appropriate; **NGA**–National Geospatial-Intelligence Agency; **NIC**–national intelligence community; **NRO**–National Reconnaissance Office; **NSC**–National Security Council; **OFA**--Other Federal agencies; **POD**--port of debarkation; **POE**--port of embarkation; **Ref**--reference; **SC**–supported commander; **SecDef**--Secretary of Defense

Figure B-F-1. (Cont.)

Secretary of Defense Deployment/Redeployment Collaborative Tasks

SECRETARY OF DEFENSE DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Prepare Force for Movement					
	Coordinate and Disseminate Strategic Guidance	Strategic Guidance	SecDef			
	Update National Strategic Objectives	SecDef Mission Direction Situation Assessment Planning GuidanceThreat Assessment	SecDef			
	Coordinate DOD activities with Other Federal Departments and Agencies	Department and Agency Support and Response	SecDef			
	Phase: Schedule Movement					
	Direct Deployment or Execution	Execution Authorization	SecDef	CJCS, ME	NSC	Telephone
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	Planning Guidance	SecDef	OFA, CJCS	NSC, SC, Services, Agencies	Telephone, Audio/Video Conference, Text Messaging
	Phase: Assemble and Marshal Force					
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	Information Planning Guidance Input to Revised Strategic Guidance				

Figure B-F-1. (Cont.)

Secretary of Defense Deployment/Redeployment Collaborative Tasks

4. Chairman of the Joint Chiefs of Staff Deployment/ Redeployment Collaborative Task Matrix

CHAIRMAN OF THE JOINT CHIEFS OF STAFF DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission					
	Evaluate a Developing Crisis	Situation Assessment Assessment of the Impact of Threat Activity on Strategic Mobility Operations Initial Event Evaluation	NMCC -OT	NIC, Geographic Combatant Commander	FP, SP, LP	Telephone, Text Messaging, White Board
	Request and Analyze SITREP	Situation Assessment	NMCC-OT	NIC, SC	FP, SP, LP	Telephone, Text Messaging
	Assess and Disseminate Information	Situation Assessment Initial Event Evaluation	NMCC-OT	SecDef, OFA, Geographic Combatant Commander, NIC	FP, SP, LP	All
	Provide Situation Overview to the SecDef	Situation Overview	CJCS	NIC	N/A	Telephone, Text Messaging
	Coordinate and Disseminate Strategic and Operational Guidance	Planning Guidance	CJCS, JS/J1/J3/ J4/J6	NIC, SC	JS J2/J4/J5/ J6/J7, FP, SP, LP	All
	Direct Development of Possible Military Actions	PLANNING ORDER	CJCS	SC	FP, SP, LP, MRF (Unique)	All
	Support COA Development	COA Input	CJCS	OASD (PA), SC, FP, SP, LP, MRF (Unique)		
	Recommend Refinement to the Commander's Estimate	COA Refinements	CJCS	OASD (PA), SC, FP, SP, LP, MRF (Unique)		
	Present COA	COA Recommendation Commander's Estimate	CJCS	N/A	N/A	N/A
	Develop the Appropriate Order	Appropriate Order Selected COA Communiqué to Multinational Elements	CJCS	SecDef, SC	OASD (PA), FP, SP, LP	All

Figure B-F-2.
Chairman of the Joint Chiefs of Staff Deployment/Redeployment Collaborative Tasks

CHAIRMAN OF THE JOINT CHIEFS OF STAFF DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Structure Force					
	Coordinate and Disseminate Strategic Guidance.	Strategic Guidance and Direction	CJCS, JS/J1/J3/ J4/J6	NIC, SC	JS J2/J4/J5/ J6/J7,FP,SP,LP	All
	Chair Boards and Resolve Issues	Priority Decisions	CJCS, JS/J1/J3/ J4/J6	NIC, SC	JS J2/J4/J5/ J6/J7,FP,SP,LP	All
	Establish Triggers and Alert Settings	Triggers and Alert Settings	CJCS	SC, FP, SP, LP	MRF	All
	Evaluate Force Structure Requirements.	Mobilization Recommendation Planning Guidance	CJCS, JS/J1/J3/ J4/J6	NIC, SC	JS J2/J4/J5/ J6/J7,FP,SP,LP	All
	Monitor OPORD Development	OPORD Status	CJCS	SC, FP, SP, LP	MRF	All
	Monitor Triggers and Alert Mechanisms	Triggers and Alert Settings	CJCS, JS/J1/J3/ J4/J6	NIC, SC	JS J2/J4/J5/ J6/J7,FP,SP,LP	All
	Phase: Prepare Force for Movement					
	Evaluate Crisis for Continued Deliberate Planning.	Crisis Evaluation Report	CJCS	SC, FP, SP, LP, MRF	N/A	All
	Evaluate a Developing Crisis.	Situation Assessment Information Planning Guidance	CJCS	SC, FP, SP, LP, MRF	N/A	All
	Monitor Triggers an Alert Mechanisms	Information	CJCS	SC, FP, SP, LP, MRF	N/A	All

Figure B-F-2. (Cont.)

Chairman of the Joint Chiefs of Staff Deployment/Redeployment Collaborative Tasks

CHAIRMAN OF THE JOINT CHIEFS OF STAFF DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Schedule Movement					
	Develop the Execute Order 1	Execute Order Communiqué to Multinational Elements	CJCS	SC, FP, SP, LP, MRF	N/A	Text Messaging, Bulletin Board, Document Sharing, A/V Conference
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	Guidance and Direction Situation Report	JCS	OASD (PA),SC, FP, SP, LP, MRF	N/A	All
	Generate Plan Revisions	Guidance Message Planning Guidance	JCS	SC, FP, SP, LP	MRF	All
	Phase: Assemble and Marshal Force					
	Generate Plan Revisions	Guidance Message Operation Summary Planning Guidance	JCS	SC, FP, SP, LP	MRF	All
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	Information Input to Revised Strategic Guidance Situation Report Updated Assessment and Guidance	JCS	OASD (PA),SC, FP, SP, LP, MRF	N/A	All
	Phase: Conduct POE Operations					
	Generate Plan Revisions	Guidance Message Operation Summary Planning Guidance	JCS	SC, FP, SP, LP	MRF	All

Figure B-F-2. (Cont.)

Chairman of the Joint Chiefs of Staff Deplioyment/Redeployment Collaborative Tasks

CHAIRMAN OF THE JOINT CHIEFS OF STAFF DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Conduct POE Operations (Cont.)					
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	Situation Report Information Updated Assessment and Guidance Input to Revised Strategic Guidance High Interest Tracking Request	JCS	OASD (PA),SC, FP, SP, LP, MRF	N/A	All
	Phase: Move					
	Generate Plan Revisions	Guidance Message Operation Summary Planning Guidance	JCS	SC, FP, SP, LP	MRF	All
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	High Interest Tracking Request Situation Report Input to Revised Strategic Guidance Updated Assessment and Guidance Information	JCS	OASD (PA),SC, FP, SP, LP, MRF	N/A	All
	Phase: Conduct POD Operations					
	Generate Plan Revisions	Guidance Message Operation Summary Planning Guidance	JCS	SC, FP, SP, LP	MRF	All
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	High Interest Tracking Request Situation Report Information Input to Revised Strategic Guidance Updated Assessment and Guidance	JCS	OASD (PA),SC, FP, SP, LP, MRF	N/A	All

Figure B-F-2. (Cont.)

Chairman of the Joint Chiefs of Staff Deployment/Redeployment Collaborative Tasks

CHAIRMAN OF THE JOINT CHIEFS OF STAFF DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: JRSOI					
	Generate Plan Revisions	Guidance Message Operation Summary Planning Guidance	JCS	SC, FP, SP, LP	MRF	All
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	High Interest Tracking Request Situation Report Information Input to Strategic Guidance Updated Assessment and Guidance	JCS	OASD (PA),SC, FP, SP, LP, MRF	N/A	All
	Assess Accomplishment of Military Objectives	Accomplishment of Military Objectives Report Request for Information Assessment of National Strategic Objectives Report	JCS	SC	FP, SP, LP, MRF	All

LEGEND and NOTE

A/V--audio visual; **CJCS**--Chairman of the Joint Chiefs of Staff; **COA**--course of action; **FP**--force provider; **JCS**--Joint Chiefs of Staff; **JS**--Joint Staff; **LP**--lift provider; **MRF**--movement requirement forces; **N/A**--not appropriate; **NIC**--national intelligence community; **NMCC-OT**--National Military Command Center-Operations Team; **OASD**--Office of the Assistant Secretary of Defense; **OFA**--Other Federal agencies; **OPORD**--operation order; **PA**--public affairs; **POD**--port of debarkation; **POE**--port of embarkation; **Ref**--reference; **SC**--supported commander; **SecDef**--Secretary of Defense; **SITREP**--situation report; **SP**--sustainment provider.

[1] See Enclosure N, "CJCS Execute Order," of CJCSM 3122.01, *Joint Operation Planning and Execution System (JOPES) Volume I (Planning Policies and Procedures.*

Figure B-F-2. (Cont.)

Chairman of the Joint Chiefs of Staff Deployment/Redeployment Collaborative Tasks

5. Supported Commander Task Matrix

SUPPORTED COMMANDER DEPLOYMENT/REDEPLOYMENT TASKS						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission					
	Monitor AOR Current Events	Situation Assessment	SC Watch	JCS NMCC	NIC	Telephone, Text Messaging, A/V Conf
	Participate in the Standing (day-to-day) Collaborative Environment	Situation Assessment	SC Battle Staff	JCS NMCC	FP, LP	Telephone, Text Messaging, A/V Conf
	Determine Response to Situation	SITREP Request for Change to Rules of Engagement	SC Battle Staff	JCS NMCC	FP, LP	Telephone, Text Messaging, A/V Conf
	Report Significant AOR Events	SITREP	SC Battle Staff	JCS NMCC	FP, LP	Telephone, Text Messaging, A/V Conf
	Evaluate a Developing Crisis	Tasking	SC Battle Staff			Telephone, Text Messaging, A/V Conf
	Establish Intelligence. Information Requirements	Intelligence Requirements Intelligence and Operations Reports	SC	Comp FP, Comp SP, Comp LP	NIC	All
	Establish Crisis Collaborative Session	Crisis-Specific Collaborative Environment	SC Battle Staff	CJCS, Comp FP, Comp SP, Comp LP	FP, LP	All
	Implement Antiterrorist, Force Protection Guidance	Force Protection Guidance	SC Battle Staff	Comp	DOS, OASD, NIC, CJCS	All
	Assess and Disseminate Information	Situation Assessment Situation Information Projected Casualty Flow Initial Event Evaluation	SC Battle Staff	CJCS, Comp	FP, SP, LP	All
	Assist in Developing Appropriate Order	Input to Order	SC Battle Staff	CJCS, Comp	FP, SP, LP	All

Figure B-F-3.
Supported Commander Deployment/Redeployment Tasks

SUPPORTED COMMANDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission (Cont.)					
	Analyze Current Plans and Agreements for Applicability	Plans and Agreements Review	SC Battle Staff	Comp	CJCS	All
	Evaluate Status of Noncombatants in the Area and Develop a Noncombatant Evacuation Plan	NEOs Plan	DOS	Battle Staff	FP, SP, LP	All
	Advise US Embassy of Current Situation and Potential Hazards	Situation Assessment	SC	DOS	CJCS	Text Messaging, A/V Conf
	Develop Command PIRs	PIRs	SC	Comp FP, Comp SP, Comp LP	NIC	All
	Assess the Impact of Threat Activity on Strategic Mobility Operations	Priority Intel and Force Protection Information Requirements for Strategic Mobility	SC and LP	Comp FP, Comp SP, Comp LP	NIC	All
	Coordinate Strategic and Operational Guidance	Force Protection Guidance Planning Guidance	SC	CJCS, FP, SP, LP, Comp	N/A	All
	Task Participation in the Crisis Collaborative Environment	Tasking Message	SC	CJCS, FP, SP, LP, Comp	N/A	Text Messaging, A/V Conf, Paging
	Provide Planning Guidance	COA Planning Guidance Planning Guidance Host-Nation Support Agreement	SC	CJCS, FP, SP, LP, Comp	N/A	All
	Develop CONOPS	CONOPS	SC	DOS, CJCS, FP, SP, LP, Comp	ME	All
	Plan, Determine, and Allocate Supply and Deployment LOCs	Concept of Logistic Support	SC Battle Staff (J4)	DOS, CJCS, FP, SP, LP, Comp		

Figure B-F-3. (Cont.)
Supported Commander Deployment/Redeployment Tasks

SUPPORTED COMMANDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission (Cont.)					
	Develop Preliminary Force Lists	Preliminary Force Lists	SC Battle Staff	CJCS, FP, SP, LP, Comp	N/A	All
	Conduct COA Legal Review	COA Legal Review	SC Battle Staff (J4, SJA)	DOS, CJCS	FP, SP, LP, Comp	Document Sharing
	Conduct Campaign Planning	Campaign Plan	SC Battle Staff (J3)	FP, SP, LP, Comp	CJCS	All
	Implement Information Assurance and OPSEC Guidance	Implemented Information Assurance and OPSEC Guidance	SC Battle Staff	N/A	N/A	N/A
	Conduct Risk Analysis	Risk Assessment	SC Battle Staff (J3)	FP, SP, LP, Comp	CJCS	All
	Develop and Publish Supported Commander's Estimate	Commander's Estimate COA Recommendation	SC Battle Staff	CJCS, FP, SP, LP, Comp	N/A	All
	Negotiate TDD Standards	TDD Standard Proposal Unresolved Proposed TDD Standard				
	Phase: Structure Force					
	Establish JTF.	JTF Designation	SC	CJCS, Comp	FP, SP, LP, Comp	All
	Coordinate Strategic and Operational Guidance.	Guidance Message Planning Guidance Input to Revised Strategic Plan Strategic Guidance and Direction	SC	CJCS, FP, SP, LP, Comp	N/A	All

Figure B-F-3. (Cont.)
Supported Commander Deployment/Redeployment Tasks

SUPPORTED COMMANDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Structure Force (Cont.)					
	Resolve Critical Forces, Logistics or Lift Conflicts, Shortfalls, and Limitations	Force Structure Requirements Concept of Logistic Support Critical Conflicts/Shortfall Report Planning Guidance Priority Decisions Shortfall and Solution Recommendation	SC Battle Staff	CJCS	FP, SP, LP, Comp	All
	Refine CONOPS, Support Concept, and JRSOI Plan for the Selected COA	COA Input Concept of Logistic Support CONOPS Planning Guidance Refined CONOPS, Support Plan and JRSOI Plan for Selected COA	SC	CJCS, FP, SP, LP, Comp	N/A	All
	Establish Lift Allocations	Lift Allocation Lift Allocation Message	SC	CJCS, FP, SP, LP, Comp	N/A	All
	Establish Force and Sustainment Requirements	Deployment Data Force Capability Evaluation Information Lift Schedule Sustainment Guidance Force Capability Tasking	SC	CJCS, FP, SP, LP, Comp	N/A	All
	Generate Refined COA Mission tasking	Planning Guidance	SC Battle Staff	FP, SP, LP, Comp	CJCS	All
	Coordinate Multinational Issues	Multinational Support Agreements and Plan	SC Battle Staff	ME, Comp	DOS, FP, MRF, SP, LP	Telephone, Text Messaging
	Develop OPORD	OPORD	SC Battle Staff	CJCS, FP, MRF (Unique), SP, LP, Comp	N/A	All

Figure B-F-3. (Cont.)
Supported Commander Deployment/Redeployment Tasks

SUPPORTED COMMANDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Structure Force (Cont.)					
	Establish Triggers and Alert Mechanisms for Deployment Data	Transportation Requirement Trigger	SC Battle Staff LP	CJCS, FP, MRF (Unique), SP, LP, Comp	N/A	All
	Establish Triggers and Alert Settings	Triggers and Alert Settings Criteria for Triggers and Alert Settings	SC Battle Staff	Comp	FP, SP, LP	All
	Monitor Triggers and Alert Mechanisms	Information	SC Battle Staff LP	CJCS, FP, MRF (Unique), SP, Comp	N/A	All
	Phase: Prepare Force for Movement					
	Report Early Attainment or Deviations from a Specified Deployability Posture	Readiness Report	SC Battle Staff	CJCS	FP, LP	Text Messaging, A/V Conf
	Provide Sustainment Distribution Guidance	Sustainment and Distribution Guidance	SC Battle Staff	CJCS	FP, LP	Text Messaging, A/V Conf
	Verify that Provided Forces Meet Employment Requirements	Verified Force Requirements List	SC Battle Staff	FP, Comp	SP, LP	All
	Assist in the Development of the Execute Order 1	Input to Order	SC Battle Staff	CJCS	FP, LP	All
	Monitor Triggers and Alert Mechanisms	Information	SC Battle Staff LP	CJCS, FP, MRF (Unique), SP, Comp	N/A	All
	Phase: Schedule Movement					
	Update sustainment Information	Input to Sustainment and Logistics Support Concept Updated Assessment and Guidance	SC Battle Staff	FP, SP, LP, Comp	MRF	All

Figure B-F-3. (Cont.)
Supported Commander Deployment/Redeployment Tasks

SUPPORTED COMMANDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Schedule Movement (Cont.)					
	Validate Movement Requirements	Validated Movement Requirements Movement Requirements Data Updated Assessment and Guidance Lift Supportability Estimate	SC Battle Staff	FP, SP, LP, Comp	MRF	All
	Execute the OPORD	EXECUTE ORDER	SC Battle Staff	NIC, MRF, FP, SP, LP, Comp	N/A	All
	Task Establishment of AOR or JOA Movement Control	Movement Control Tasking	SC Battle Staff	LP, Comp	FP, SP	All
	Respond to SecDef Guidance	Planning Guidance				
	Provide Updated and Prioritized Deployment Requirements and Guidance	Deployment Data Guidance Message Updated Assessment and Guidance Updated Movement Requirements	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Monitor Mobilization, Deployment, Employment and Sustainment Activities	SITREP Information Planning Guidance Updated Assessment Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Monitor Day-to-Day Operations and Provide Guidance	Information SITREP Guidance and Direction Intelligence Situation Update Update Assessment of Day-to-Day Operations	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Issue Reception and Onward Movement Guidance	JRSOI Guidance Information	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Coordinate Multinational Issues	Multinational Coordination Report	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All

Figure B-F-3. (Cont.)
Supported Commander Deployment/Redeployment Tasks

SUPPORTED COMMANDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Assemble and Marshal Force					
	Respond To SecDef Guidance	Planning Guidance	SC Battle Staff	FP, MRF, SP, LP	N/A	All
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	SITREP Updated Assessment and Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Monitor Day-to-Day Operations and Provide Guidance	Guidance and Direction	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Provide Updated and Prioritized Deployment Requirements and Guidance	Guidance Message High Interest Tracking Request Updated Movement Requirements	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Coordinate Multinational Issues	Input into Revised Strategic Guidance Multinational Coordination Report Call Forward Procedures Multinational Elements Guidance and Task	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Issue Reception and Onward Movement Guidance	JRSOI Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Update Sustainment Information	Input to Sustainment and Logistics Support Plan Updated Assessment and Guidance Updated Sustainment Plan	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Phase: Conduct POE Operations					
	Respond To SecDef Guidance	Planning Guidance	SC Battle Staff	FP, MRF, SP, LP	N/A	All

Figure B-F-3. (Cont.)
Supported Commander Deployment/Redeployment Tasks

SUPPORTED COMMANDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Conduct POE Operations (Cont.)					
	Monitor Mobilization, Deployment, Employment and Sustainment Activities	SITREP Updated Assessment and Guidance Movement Report	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Provide Updated and Prioritized Deployment Requirements and Guidance	Guidance Message High-interest Tracking Request Planning Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Monitor Day-to-Day Operations and Provide Guidance	Guidance and Direction Updated Assessment and Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Coordinate Multinational Issues	Input into Revised Strategic Guidance Multinational Coordination Report Multinational Elements Guidance and Tasking	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Update Sustainment Information	Input to Sustainment and Logistics Support Concept Updated Sustainment Plan Updated Assessment and Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Phase: Move					
	Respond to SecDef Guidance	Planning Guidance	SC Battle Staff	FP, MRF, SP, LP	N/A	All
	Monitor Mobilization, Deployment, Employment, and Sustainment Activities	SITREP Updated Assessment and Guidance Movement Report Planning Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All

Figure B-F-3. (Cont.)
Supported Commander Deployment/Redeployment Tasks

SUPPORTED COMMANDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Move (Cont.)					
	Monitor Day-to-Day Operations and Provide Guidance	Guidance and Direction Updated Assessment and Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Provide Updated and Prioritized Deployment Requirements and Guidance	Guidance Message High-interest Tracking Request Updated Assessment and Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Coordinate Multinational Issues	Input into Revised Strategic Guidance Multinational Coordination Report Multinational Elements Guidance and Tasking	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Update Sustainment Information	Input to Sustainment and Logistics Support Concept Non-Unit Sustainment Information Updated Sustainment Plan Updated Assessment and Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Phase: Conduct POD Operations					
	Issue Reception and Onward Movement Guidance	JRSOI Guidance	SC Battle Staff	ME, FP, MRF, SP, LP, Comp	CJCS	All
	Respond to SecDef Guidance	Planning Guidance	SC Battle Staff	FP, MRF, SP, LP	N/A	All
	Issue Reception and Onward Movement Guidance	JRSOI Guidance	SC Battle Staff	ME, FP, MRF, SP, LP, Comp	CJCS	All

Figure B-F-3. (Cont.)
Supported Commander Deployment/Redeployment Tasks

SUPPORTED COMMANDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	**Phase/Task**	**Product/Outcome/ Result**	**Task Lead**	**Active Participants**	**Passive Participants**	**Collaborative Tool(s)**
	Phase: Conduct POD Operations (Cont.)					
	Issue Reception and Onward Movement Guidance	JRSOI Guidance	SC Battle Staff	ME, FP, MRF, SP, LP, Comp	CJCS	All
	Respond to SecDef Guidance	Planning Guidance	SC Battle Staff	FP, MRF, SP, LP	N/A	All
	Monitor Mobilization, Deployment, Employment and Sustainment Activities	SITREP Updated Assessment and Guidance Port Activities Report	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Provide Updated and Prioritized Deployment Requirements and Guidance	Guidance Message High-interest Tracking Request	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Monitor Day-To-Day Operations and Provide Guidance	Guidance and Direction Updated Assessment and Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Coordinate Multinational Issues	Input into Revised Strategic Guidance Multinational Coordination Report Multinational Guidance and Tasking	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Update Sustainment Information	Input to Sustainment and Logistics Support Concept Non-Unit Sustainment Information Updated Sustainment Plan Updated Assessment and Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All

Figure B-F-3. (Cont.)
Supported Commander Deployment/Redeployment Tasks

SUPPORTED COMMANDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: JRSOI					
	Respond to SecDef Guidance	Planning Guidance	SC Battle Staff	FP, MRF, SP, LP	N/A	All
	Coordinate Multinational Issues	Input to Revised Strategic Guidance Multinational Concerns Multinational Guidance and Tasking Guidance and Direction Multinational Coordination Report Updated Asmnt of Day-to-Day Operations	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Manage JRSOI Operations	SITREP JRSOI Activities Report Updated Asmnt and Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Issue Reception and Onward Movement Guidance	JRSOI Guidance Movement Plan	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Integrate Forces.	SITREP Information Non-Unit Sustainment Information Travel Data	SC	MRF, SP, Comp	N/A	All
	Monitor Day-to-Day Operations and Provide Guidance	Guidance and Direction Lift Plan Sustainment Asmnt Updated Asmnt and Guidance	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All

Figure B-F-3. (Cont.)
Supported Commander Deployment/Redeployment Tasks

SUPPORTED COMMANDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	**Phase/Task**	**Product/Outcome/ Result**	**Task Lead**	**Active Participants**	**Passive Participants**	**Collaborative Tool(s)**
	Phase: JRSOI (Cont.)					
	Update Sustainment Information	Input into Sustainment and Logistics Support Concept Input into Theater Logistics Support Concept Input into Theater Distribution Plan Non-Unit Sustainment Information Updated Asmnt and Guidance Updated Sustainment Plan	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Participate in Multinational Evaluation of Military Operations	Information SITREP	SC Battle Staff	FP, MRF, SP, LP, Comp	CJCS	All
	Provide Updated and Prioritized Deployment Requirements and Guidance.	High-interest Tracking Request Guidance Message	SC	MRF, SP, Comp	N/A	All

LEGEND and NOTE

AOR--area of responsibility; **Asmnt**–assessment; **A/V**--audio visual; **CJCS**--Chairman of the Joint Chiefs of Staff; **COA**--course of action; **Comp**--component; **Conf**--conference; **CONOPS**--concept of operations; **DOS**--Department of State; **FP**--force provider; **Intel**–intelligence; **JOA**--joint operations area; **JCS**–Joint Chiefs of Staff; **JRSOI**--joint reception, staging, onward movement, and integration; **JTF**--joint task force; **LOC**--line of communications; **LP**–lift provider; **ME**–multinational elements; **MRF**--movement requirement forces; **N/A**--not appropriate; **NEOs**--noncombatant evacuation operations; **NIC**--national intelligence community; **NMCC**--National Military Command Center; **OASD**--Office of the Assistant Secretary of Defense; **OPORD**--operation order; **OPSEC**--operations security; **PIRs**--priority intelligence requirements; **POD**--port of debarkation; **POE**--port of embarkation; **Ref**--reference; **SC**--supported commander; **SecDef**--Secretary of Defense; **SITREP**--situation report; **SJA**--staff judge advocate; **SP**--sustainment provider; **TDD**--time definite delivery.

[1]See Enclosure N, "CJCS Execute Order," of CJCSM 3122.01, *Joint Operation Planning and Execution System (JOPES) Volume I (Planning Policies and Procedures.)*

Figure B-F-3. (Cont.)
Supported Commander Deployment/Redeployment Tasks

6. Force Provider Collaborative Task Matrix

FORCE PROVIDER DEPLOYMENT/REDEPLOYMENT TASKS						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission					
	Assess Force Readiness	Status of Readiness and TrainingTasking	FP Operations Center	CJCS, NIC, Combatant Commanders	N/A	All
	Evaluate Developing Crisis	Situation Assessment	FP Watch	CJCS, NIC, Combatant Commanders	N/A	All
	Advise that the Supporting Information for Commander's Estimate is Ready	Commander's Estimate Input	FP Operations Center	SC	N/A	Text Messaging, Telephone
	Assess and Disseminate Information	Situation Assessment Force Protection Guidance Situation Information Exchange	FP Watch	CJCS, Combatant Commanders	N/A	All
	Collaborate on Potential Force Requirements	Force Capability Evaluation	FP Operations Center	SC	FP Comp	All
	Participate in the Crisis Collaborative Environment	Information Tasking	FP Operations Center	SC, SP, LP, FP Comp	CJCS	All
	Coordinate Strategic and Operational Guidance	Input to Planning Factors Planning Guidance	FP Operations Center	SC, FP Comp	N/A	All
	Support COA Development	Planning Guidance COA Input COA Options Information	FP Operations Center	SC, SP, LP, FP Comp	N/A	All
	Develop Sustainment and Logistics Support Concept	Input to Lift Plan Input to Sustainment and Logistics Support Concept	FP Operations Center	SC, SP, LP, FP Comp	N/A	All
	Define Logistics Planning Factors	Input to Planning Factors	FP Operations Center	SC, SP, LP, FP Comp	N/A	All

Figure B-F-4.
Force Provider Deployment/Redeployment Collaborative Tasks

FORCE PROVIDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission (Cont.)					
	Implement Anti-terrorist, Force Protection Guidance	Force Protection Guidance	FP Operations Center	SC, MRF, FP Comp	N/A	All
	Implement Information Assurance and OPSEC Guidance	Implemented Information Assurance and OPSEC Guidance	FP Operations Center	SC, MRF, FP Comp	N/A	All
	Conduct Campaign Planning	Input to Campaign Plan	FP Operations Center	SC, MRF (Unique), FP Comp	SP, LP	All
	Report Significant Events	SITREP	FP Operations Center	SC, MRF, FP Comp	N/A	All
	Phase: Structure Force					
	Increase Force Readiness Posture	Status of Readiness and Training Readiness Report Potential Mobilization Notification	FP Operations Center	SC, FP Comp	N/A	All
	Issue the Appropriate Order	Appropriate Order Selected COA	FP Operations Center	SC, MRF, FP Comp	N/A	All
	Coordinate Strategic and Operational Guidance	Input to Revised Strategic Guidance	FP Operations Center	SC, MRF, FP Comp	N/A	All
	Coordinate Mobilization Needs	Mobilization Requirements	FP Operations Center	SC, MRF, SP, LP, FP Comp	N/A	All
	Apply Tasking and Mission Statements	Planning Guidance Tasking	FP Operations Center	SC, FP Comp, MRF	SP, LP	All
	Develop Lift Constraints	Lift ConstraintsLift Allocation Message	FP Operations Center	SC, FP Comp	LP, SP	Text Messaging, A/V Conferencing
	Develop CONOPS	CONOPS Review	FP Operations Center	SC, LP, SP, FP Comp	N/A	All

Figure B-F-4. (Cont.)

Force Provider Deployment/Redeployment Collaborative Tasks

FORCE PROVIDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Structure Force (Cont.)					
	Publish Supporting OPORD	Supporting OPORD	FP Operations Center	MRF, FP Comp	N/A	All
	Establish Triggers and Alert Settings	Triggers and Alert Settings	FP Operations Center	MRF, LP, SP, FP Comp	SC	All
	Collaborate on Sustainment Planning	Sustainment Plan Input to Sustainment and Logistics Support Concept TaskingType Address Notification	FP Operations Center	SC, LP, MRF, SP	N/A	All
	Resolve Critical Forces, Logistics, or Lift Conflicts, Shortfalls, and Limitations	Shortfall Report Shortfall Resolution Guidance Message Shortfall and Solution Recommendation TaskingProgress ReportUpdated Assessment and Guidance	FP Operations Center	SC, SP, LP, MRF, FP Comp	N/A	All
	Coordinate Mobilization Needs.	Mobilization Requirements	FP Operations Center	SC, MRF, SP, LP, FP Comp	N/A	All
	Select Forces.	Sourced Force Requirements List Call Forward Procedures Selected Force List Mobilization Order Information Tasking Status of Readiness and Training Sustainment Planning Factors Updated Assessment and Guidance	FP Operations Center	SC, SP	LP	All

Figure B-F-4. (Cont.)

Force Provider Deployment/Redeployment Collaborative Tasks

FORCE PROVIDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Prepare Force for Movement					
	Monitor Triggers and Alert Mechanisms	Information	FP Operations Center	SC, MRF, SP, LP, FP Comp	N/A	All
	Phase: Schedule Movement					
	Provide Verified Movement Requirements	Verified Force Movement Requirements List	FP Operations Center	SC, MRF, FP Comp	LP	All
	Execute OPORD	Execute OPORDPlanning GuidanceTasking	FP Operations Center	MRF, FP Comp	LP, SP	All
	Coordinate Organic Movements	Coordinated Organic Lift Movements Proposed Lift Schedule Installation Deployment plan Movement Request	FP Operations Center	SC, MRF, LP, FP Comp	N/A	All
	Monitor Day-to-Day Operations	Updated Assessment of Day-to-Day Operations	FP Operations Center	SC, MRF, FP Comp	LP	All
	Monitor Unit Actions	SITREP Updated Assessment and Guidance Information	FP Operations Center	MRF	LP	All
	Phase: Assemble and Marshal Force					
	Collaborate on Sustainment Planning	Input to Sustainment and Logistics Support Concept Sustainment Plan Updated Sustainment Plan	FP Operations Center	MRF	LP	All
	Monitor Unit Actions	SITREP Information Updated Assessment and Guidance	FP Operations Center	MRF	LP	All
	Monitor Movements	Movement Report Updated Assessment and Guidance Request for Information	FP Operations Center	SC, MRF, LP, FP Comp	N/A	All

Figure B-F-4. (Cont.)

Force Provider Deployment/Redeployment Collaborative Tasks

FORCE PROVIDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Conduct POE Operations					
	Collaborate on Sustainment Planning.	Sustainment Plan Updated Sustainment Plan Input to Sustainment and Logistics Support Concept	FP Operations Center	MRF, FP Comp	LP, SP	All
	Monitor Day-to-Day Operations and Provide Guidance	Movement Information	FP Operations Center	SC, MRF, LP, FP Comp	N/A	All
	Monitor Unit Actions.	SITREP Information Updated Assessment and Guidance	FP Operations Center	MRF	LP	All
	Monitor Movements.	Movement Report Updated Assessment and Guidance Request for Information Port Activities Report	FP Operations Center	SC, MRF, LP, FP Comp	N/A	All
	Phase: Move					
	Collaborate on Sustainment Planning	Input to Sustainment and Logistics Support Concept Sustainment Plan Updated Sustainment Plan	FP Operations Center	MRF, FP Comp	LP, SP	All
	Monitor Day-to-Day Operation and Provide Guidance	Movement Information	FP Operations Center	MRF, FP Comp	LP, SP	All
	Monitor Movements	Movement Report Request for Information Updated Asmnt and Guidance	FP Operations Center	MRF, FP Comp	LP, SP	All
	Monitor Unit Actions	Management Plan SITREP Unit Deployment and Actions Report Updated Asmnt and Guidance	FP Operations Center	MRF, FP Comp	LP, SP	All

Figure B-F-4. (Cont.)

Force Provider Deployment/Redeployment Collaborative Tasks

FORCE PROVIDER DEPLOYMENT/REDEPLOYMENT TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Conduct POD Operations					
	Collaborate on Sustainment Planning	Sustainment Plan	FP Operations Center	MRF, FP Comp	LP, SP	All
	Monitor Unit Actions	SITREP Information Updated Assessment and Guidance	FP Operations Center	MRF	LP	All
	Monitor Movements	Movement Report Updated Asmnt and Guidance Request for Information	FP Operations Center	SC, MRF, LP, FP Comp	N/A	All
	Phase: JRSOI					
	Collaborate on Sustainment Planning	Sustainment Plan	FP Operations Center	MRF, FP Comp	LP, SP	All

LEGEND

Asmnt--assessment; **A/V**--audio visual; **CJCS**--Chairman of the Joint Chiefs of Staff; **COA**--course of action; **Comp**--component; **CONOPS**--concept of operations; **FP**--force provider; **JRSOI**--joint reception, staging, onward movement, and integration; **LP**--lift provider; **MRF**--movement requirement forces; **N/A**--not appropriate; **NIC**--national intelligence community; **OPORD**--operation order; **OPSEC**--operations security; **POD**--port of debarkation; **POE**--port of embarkation; **Ref**--reference; **SC**--supported commander; **SITREP**--situation report; **SP**--sustainment provider.

Figure B-F-4. (Cont.)

Force Provider Deployment/Redeployment Collaborative Tasks

7. Sustainment Provider Collaborative Task Matrix

SUSTAINMENT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission					
	Evaluate a Developing Crisis	Situation Assessment	SP Operations Center	CJCS, NIC, Combatant Commanders	N/A	All
	Report Significant Events	Situation Assessment SITREP	SP Operations Center	CJCS, NIC, Combatant Commanders	N/A	All
	Assess, and Disseminate Information	Situation Assessment	SP Operations Center	CJCS, SC	N/A	All
	Collaborate on Potential Sustainment Requirements	Preliminary Sustainment Assessment Sustainment Planning Factors Transportation Planning Factors	SP Operations Center	SC	N/A	All
	Participate in the Crisis Collaborative Environment	Tasking Information	SP Operations Center	CJCS, SC	N/A	All
	Review Sustainment Information and Government and Civilian Capabilities	Initial Sustainment Sourcing Report Preliminary Sustainment Assessment Sustainment Planning Factors Transportation Planning Factors	SP Operations Center	CJCS, SC	N/A	All
	Coordinate Strategic and Operational Guidance	Input to Planning Factors Planning Guidance	SP Operations Center	SC	N/A	All
	Support COA Development	COA Input Information JRSOI Plan Planning Guidance Sustainment Assessment	SP Operations Center	FP, SC, LP	N/A	All
	Coordinate Sustainment and Logistics Support Concept	Sustainment Plan Concept of Logistic Support Lift Plan	SP Operations Center	SC, FP, LP	N/A	All

Figure B-F-5.
Sustainment Provider Deployment/Redeployment Collaborative Tasks

SUSTAINMENT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission (Cont.)					
	Negotiate TDD Standards	TDD Standard TDD Proposal Unresolvable TDD Standard	SP Operations Center	SC, FP, LP	N/A	All
	Publish TDD Standard	TDD Standard	SP Operations Center	SC, FP, LP	N/A	All
	Implement Information Assurance and OPSEC Guidance	Implemented Information Assurance and OPSEC Guidance	SP Operations Center	CJCS, SC	N/A	All
	Conduct Campaign Planning	Input to Campaign Plan	SP Operations Center	SC, FP, LP	N/A	All
	Advise that Sustainment Information for the Commander's Estimate is Ready	Commander's Estimate Input	SP Operations Center	SC	N/A	Text Messaging, Telephone
	Complete and Verify Sustainment Requirements to Supported Commander	Sustainment Plan	SP Operations Center	SC, FP, LP	N/A	All
	Phase: Structure Force					
	Coordinate Strategic and Operational Guidance	Input to Revised Strategic Guidance	SP Operations Center	SC	N/A	Text Messaging, Telephone
	Coordinate Mobilization Needs	Mobilization Requirements	SP Operations Center	SC, FP, LP	N/A	All
	Apply Tasking and Mission Statements	Planning GuidanceCall Forward ProceduresTasking	SP Operations Center	SC, MRF	N/A	All
	Develop Lift Constraints	Lift Constraints Lift Allocation	SP Operations Center	SC, LP, FP	N/A	Text Messaging, A/V Conferencing

Figure B-F-5. (Cont.)

Sustainment Provider Deployment/Redeployment Collaborative Tasks

SUSTAINMENT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Structure Force (Cont.)					
	Refine Sustainment Portion of CONOPS or OPORD	Sustainment Plan Concept of Logistic Support CONOPS Input to Sustainment and Logistics Support Concept JRSOI Plan Lift Schedule Refined Sustainment Assessment Sustainment Input for CONOPS Updated Mission Information	SP Operations Center	SC, FP, LP	N/A	
	Establish Triggers and Alert Settings	Triggers and Alert Settings	SP Operations Center	SC	N/A	All
	Monitor Triggers and Alert Mechanisms	Information Shortfall Report Sustainment Variance Report	SP Operations Center	SC	N/A	All
	Process Updated Type Address Codes	Updated Type Address Codes	SP Operations Center	SC	N/A	All
	Report Status of Critical Logistics Conflicts, Shortfalls, and Limitations and Recommend Solutions	Critical Conflict/Shortfall Report Progress Report Shortfall and Solution Recommendation Shortfall Report Shortfall Message Sustainment Shortfall Notification Mobilization Requirements	SP Operations Center	CJCS, FEMA, SC, Component	N/A	All
	Report Status of High-interest Items	SITREPShortfall and Solution Recommendation	SP Operations Center	SC, FP, LP	N/A	All
	Assess Sustainment Support Capabilities	Sustainment Guidance Sustainment Support Assessment	SP Operations Center	SC, FP, LP	N/A	All

Figure B-F-5. (Cont.)
Sustainment Provider Deployment/Redeployment Collaborative Tasks

SUSTAINMENT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Structure Force (Cont.)					
	Source Requirements	Initial Sustainment Requirements Sourced Sustainment Requirements List Requirements Sourcing Information	SP Operations Center	CJCS, SC, FP, LP	N/A	All
	Receive Allocated Lift for Forces and Sustainment	Lift Allocation	SP Operations Center	CJCS, SC, FP, LP	N/A	All
	Publish supporting OPORD	Supporting OPORD	SP Operations Center	SC, FP, LP	N/A	All
	Phase: Prepare Force for Movement					
	Source Requirements	Initial Sustainment Sourcing Report Requirements Sourcing Information Requisition Sources Sustainment Requirements Information Status Reports Updates Assessment and Guidance	SP Operations Center	CJCS, SC, FP, LP	N/A	All
	Phase: Schedule Movement					
	Synchronize Movements	Updated Assessment and Guidance Distribution Plan Distribution Strategy Renegotiation Request Movement Schedule Change	SP Operations Center	CJCS, SC, FP, LP	N/A	All
	Execute OPORD	Planning Guidance Updated Sustainment Plan	SP Operations Center	SC	MRF	All
	Establish Theater Distribution System	Input into theater Distribution Plan Information	SP Operations Center	SC	LP	All

Figure B-F-5. (Cont.)
Sustainment Provider Deployment/Redeployment Collaborative Tasks

SUSTAINMENT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Schedule Movement (Cont.)					
	Update Sustainment Information	Updated Assessment and Guidance SITREP	SP Operations Center	SC	N/A	All
	Update and Execute Detailed Sustainment Movement CONOPS/Plan	Initial Sustainment Requirements Concept of Logistic Support Movement Request	SP Operations Center	SC, LP	N/A	All
	Report Status of High-interest Sustainment Items	Movement Status Report SITREP High-interest Tracking Report	SP Operations Center	SC, MRF	N/A	All
	Coordinate Direct Vendor Deliveries	Information Planning Guidance	SP Operations Center	SC, LP	MRF	All
	Phase: Assemble and Marshal Force					
	Monitor Movements	Movement Report Movement Information Trigger/Alert Information Updated Assessment and Guidance	SP Operations Center	SC, FP, LP	N/A	All
	Report Status of High-interest Sustainment Items	High-interest Tracking Report SITREP	SP Operations Center	SC, MRF	N/A	All
	Update Sustainment Information	SITREP Input into Sustainment and Logistics Support Concept Information	SP Operations Center	SC	N/A	All

Figure B-F-5. (Cont.)

Sustainment Provider Deployment/Redeployment Collaborative Tasks

SUSTAINMENT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Conduct POE Operations					
	Monitor Movements	Movement Action Movement Report Movement Information Origin to POE Distribution System Movement Metric Measurements POE Distribution System Movement Metric Measurements Trigger/Alert Information Updated Assessment and Guidance	SP Operations Center	SC, FP, LP	N/A	All
	Report Status of High-interest Sustainment Items	High-interest Tracking Report SITREP	SP Operations Center	SC, MRF	N/A	All
	Update Sustainment Information	SITREP Input into Sustainment and Logistics Support Concept Information	SP Operations Center	SC	N/A	All
	Phase: Move					
	Monitor Movements	Movement Report Movement Information POE to POD Distribution System Movement Metric Measurements Trigger/Alert Information Updated Assessment and Guidance.	SP Operations Center	SC, FP, LP	N/A	All
	Report Status of High-interest Sustainment Items	High-interest Tracking Report SITREP Updated Assessment and Guidance	SP Operations Center	SC, MRF	N/A	All

Figure B-F-5. (Cont.)
Sustainment Provider Deployment/Redeployment Collaborative Tasks

SUSTAINMENT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Move (Cont.)					
	Update Sustainment Information	SITREP Input into Sustainment and Logistics Support Concept Information Updated Assessment and Guidance	SP Operations Center	SC	N/A	All
	Phase: Conduct POD Operations					
	Monitor Movements	JRSOI Distribution System Movement Metric Measurements Port Activities Report Movement Information Movement Report Trigger/Alert Information Updated Assessment and Guidance	SP Operations Center	SC, FP, LP	N/A	All
	Report Status of High-interest Sustainment Items	High-interest Tracking Report SITREP	SP Operations Center	SC, MRF	N/A	All
	Update Sustainment Information	SITREP Input into Sustainment and Logistics Support Concept Information	SP Operations Center	SC	N/A	All
	Phase: JRSOI					
	Coordinate Distribution System Adjustments	Distribution System Change Recommendation	SP Operations Center	SC, FP, LP	N/A	All

Figure B-F-5. (Cont.)
Sustainment Provider Deployment/Redeployment Collaborative Tasks

SUSTAINMENT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: JRSOI (Cont.)					
	Coordinate Distribution System Adjustments	Distribution System Change Recommendation	SP Operations Center	SC, FP, LP	N/A	All
	Monitor JRSOI Activities	JRSOI Activities Report JRSOI Distribution System Movement Metric Measurements Movement Information Non-Unit Sustainment Information SITREP Trigger/Alert Information Updated Assessment and Guidance	SP Operations Center	SC, FP, LP	N/A	All
	Report Status of High-interest Sustainment Items	High-interest Tracking Report SITREP	SP Operations Center	SC, MRF	N/A	All
	Update Sustainment Information	SITREP Movement Report Input into Sustainment and Logistics Support Concept Information	SP Operations Center	SC	N/A	All

LEGEND
A/V--audio visual; **CJCS**--Chairman of the Joint Chiefs of Staff; **COA**--course of action; **CONOPS**--concept of operations; **FEMA**--Federal Emergency Management Agency; **FP**--force provider; **JRSOI**--joint reception, staging, onward movement, and integration; **LP**--lift provider; **ME**--multinational elements; **MRF**--movement requirement forces; **N/A**--not appropriate; **NIC**--national intelligence community; **OPORD**--operation order; **OPSEC**--operations security; **POD**--port of debarkation; **POE**--port of embarkation; **Ref**--reference; **SC**--supported commander; **SITREP**--situation report; **SP**--sustainment provider; **TDD**--time definite delivery.

Figure B-F-5. (Cont.)
Sustainment Provider Deployment/Redeployment Collaborative Tasks

8. Lift Provider Collaborative Task Matrix

LIFT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission					
	Evaluate a Developing Crisis	Situation Assessment	LP Operations Center	CJCS, NIC, Cmbt Cdrs	N/A	All
	Assess the Impact of Threat Activity on Strategic Mobility	Assessment of Impact of Threat Activity on Strategic Mobility Operations Request for Information	LP Operations Center	CJCS, NIC, Cmbt Cdrs	N/A	All
	Assess and Disseminate Information	Situation Assessment	LP Operations Center	CJCS, NIC, Cmbt Cdrs	N/A	All
	Report Significant Events.	SITREP Intelligence and Operations Reports	LP Operations Center	CJCS, NIC, Cmbt Cdrs	N/A	All
	Collaborate on Potential Lift Requirements	Information Preliminary Lift Assessment	LP Operations Center	SC, LP Comp	N/A	All
	Participate in the Crisis Collaborative Environment	Tasking Information	LP Operations Center	SC, SP, LP Comp	CJCS	All
	Coordinate Strategic and Operational Guidance	Planning Guidance	LP Operations Center	SC, LP Comp	N/A	All
	Support COA Development	COA InputInformation	LP Operations Center	SC, FP, SP, LP Comp	N/A	All
	Develop a Lift Plan for each COA	Campaign Plan Lift Plan Sustainment Plan	LP Operations Center	SC, FP, SP, LP Comp	CJCS	All
	Develop Transportation Planning Factors	Transportation Planning Factors	LP Operations Center	CJCS, SC, LP Comp	FP, SP	All
	Implement Information Assurance and OPSEC Guidance	Implemented Information Assurance and OPSEC Guidance	LP Operations Center	CJCS, SC, LP Comp	N/A	All

Figure B-F-6.
Lift Provider Deployment/Redeployment Collaborative Tasks

LIFT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission (Cont.)					
	Conduct Campaign Planning	Input to Campaign Plan	LP Operations Center	SC, FP, SP, LP Comp	N/A	All
	Perform Transportation Feasibility Analysis for each COA Lift Plan	Transportation Feasibility Analysis	LP Operations Center	CJCS, SC, SP, LP Comp	FP	All
	Provide TDD Supporting Information	Lift Segment TDD Standards Transportation Cost and Schedule Options	LP Operations Center	SP, LP Comp	FP	All
	Phase: Structure Force					
	Coordinate Strategic and Operational Guidance	Input to Revised Strategic Guidance Planning Guidance Strategic Guidance and Direction	LP Operations Center	SC, LP Comp	N/A	All
	Coordinate and Recommend Sea and Aerial POEs and PODs and Intermediate Staging Bases	Sea and Aerial POEs Contingency Operations Listing	LP Operations Center	SC, LP Comp	N/A	All
	Generate Channel Route Sets	Channel Route Sets	LP Operations Center	SC, LP Comp	N/A	All
	Review and Revise Route Structure	Channel Airlift Request Channel Structure Description Proposed Channel Structure Route Structure	LP Operations Center	SC, LP Comp	N/A	All

Figure B-F-6. (Cont.)
Lift Provider Deployment/Redeployment Collaborative Tasks

LIFT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Structure Force (Cont.)					
	Forecast Cargo and Passenger Requirements	Air Cargo Forecast Surface Cargo Forecast Passenger Forecast Sea Cargo Forecast Airlift Requirements Forecast Short Term Channel Lift Requirements	LP Operations Center	SC, LP Comp	N/A	All
	Analyze Transportation Capabilities	Lift Constraints Lift Plan Priority Decisions Sea Cargo Forecast Shortfall and Solution Recommendation Transportation Capabilities Report Updated Assessment and Guidance	LP Operations Center	SC, LP Comp	N/A	All
	Identify Lift Augmentation Requirements	Coordinated Mobilization Request Lift Augmentation Request Tasking				
	Apply Tasking and Mission Statements	Planning Guidance Selected COA	LP Operations Center	SC, MRF, LP Comp	N/A	All
	Update Transportation Planning Factors	Transportation Planning Factors	LP Operations Center	CJCS, SC, ME, LP Comp	FP, SP	All
	Refine Lift Portion of CONOPS for OPORD Input	Lift Plan	LP Operations Center	SC, FP, SP, LP Comp	CJCS	All
	Establish Triggers and Alert Mechanisms	Triggers/Alert Settings	LP Operations Center	LP Comp	SC	All
	Monitor Triggers and Alert Mechanisms	Information	LP Operations Center	LP Comp	SC	All
	Collaborate on Sustainment Planning	Lift Plan Sustainment Plan	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All

Figure B-F-6. (Cont.)

Lift Provider Deployment/Redeployment Collaborative Tasks

LIFT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Structure Force (Cont.)					
	Resolve Issues and Resolve Shortfalls	Critical Conflicts/Shortfall Report Planning Guidance Shortfall and Solution Recommendation	LP Operations Center	LP Comp	SC	All
	Develop and Publish Initial Transportation Plans	Lift Plan Call Forward Procedures Lift Schedule Movement Plan Planning Guidance	LP Operations Center	LP Comp	SC, FP, SP	All
	Publish Supporting OPORD	Supporting OPORD	LP Operations Center	LP Comp	SC	All
	Phase: Prepare Force for Movement					
	Assess and Disseminate Information	Information	LP Operations Center	CJCS, NIC, Combatant Commanders	N/A	All
	Monitor Triggers and Alert Mechanisms	Information	LP Operations Center	CJCS, NIC, Combatant Commanders	N/A	All
	Phase: Schedule Movement					
	Schedule Lift	Coordinate Organic Lift Movements Lift Schedule Mission Execution Information	LP Operations Center	LP Comp	SC	All
	Execute OPORD	Planning Guidance	LP Operations Center	DOT, SC, LP Comp	N/A	All

Figure B-F-6. (Cont.)
Lift Provider Deployment/Redeployment Collaborative Tasks

LIFT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Schedule Movement (Cont.)					
	Coordinate Lift Support	Available Lift Options Domestic Route Order (DD1085) Lift Allocation Worksheet Lift Supportability Estimate Movement Plan Movement Request Preliminary Lift Assessment Updated Asmnt and Guidance Validated Movement Rqmnts Mode Recommendation Data Error Report	LP Operations Center	SC, FP, SP, LP Comp	N/A	All
	Coordinate Call-forward	Call Forward Procedures Updated Asmnt and Guidance Uniform Shipping Instructions Call Forward Notification	LP Operations Center	SC, FP, SP, LP Comp	N/A	All
	Establish Movement Control in the AOR or JOA	Movement Control Plan	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Direct Mission Execution	Mission Execution Information Execute Order 1	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Manage Lift Execution	SITREP Coordinated Direct Vendor Deliveries Movement Requirements Data Finalized Lift Reqmt Approval Guidance and Direction Input into Theater Distribution Plan Movement Plan Passenger Mvmnt Schedule Planning Guidance Shortfall and Solution Recommendation Tasking Updated Asmnt and Guidance	LP Operations Center	SC, FP, MRF, LP Comp	SP	All

Figure B-F-6. (Cont.)

Lift Provider Deployment/Redeployment Collaborative Tasks

LIFT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Schedule Movement (Cont.)					
	Collaborate on Sustainment Planning	Input to Sustainment and Logistics Support ConceptSustainment Plan	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All
	Synchronize Movements	Updated Movement Requirements Distribution Plan Input to Theater Distribution Plan	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All
	Phase: Assemble and Marshal Force					
	Collaborate on Sustainment Planning	Input to Sustainment and Logistics Support Concept Sustainment Plan	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All
	Coordinate Call-forward	Call Forward Procedures Updated Assessment and Guidance	LP Operations Center	SC, FP, SP, LP Comp	N/A	All
	Position Crew	Information	LP Operations Center	SC, FP, MRF LP Comp	N/A	All
	Position Lift Conveyance	Information	LP Operations Center	SC, FP, MRF, LP Comp	N/A	All
	Load Conveyance	Bill of Lading Information Manifest Movement Information Shipment Information Waybill	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All
	Move Conveyance	Bill of Lading Information Manifest Mission Execution Information Movement Ready ShipmentTCMD Waybill	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All

Figure B-F-6. (Cont.)
Lift Provider Deployment/Redeployment Collaborative Tasks

LIFT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Assemble and Marshal Force (Cont.)					
	Manage Lift Execution	Movement Report Situation Report Shortfall and Solution Recommendation Planning Guidance Call Forward Notification Guidance and Direction Information Input to Theater Distribution Plan Lift Schedule Movement Information Updated Assessment and Guidance	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Refine Lift Portion of CONOPS for OPORD	Input to Lift Plan	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Phase: Conduct POE Operations					
	Manage Lift Execution	Updated Assessment and Guidance Lift Schedule Port Activities Report Situation Report High-interest Tracking Report Manifest Planning Guidance Guidance and Direction Information Management Action Movement Information Transportation Planning Factors	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Conduct International Clearance Procedures	Customs Clearance Situation Report	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Load Conveyance	Anti-hijacking Form Border Clearance Approval Documents Cargo / Passenger Information Movement Information	LP Operations Center	SC, FP, MRF, LP Comp	SP	All

Figure B-F-6. (Cont.)

Lift Provider Deployment/Redeployment Collaborative Tasks

LIFT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Conduct POE Operations (Cont.)					
	Offload Conveyance	Bill of Lading Information Manifest Movement Information Waybill	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Collaborate on Sustainment Planning	Input to Sustainment and Logistics Support Concept Sustainment Plan	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All
	Refine Lift Portion of CONOPS for OPORD Input	Input to Lift Plan	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Manage Lift Execution	Updated Assessment and Guidance Information SITREP Movement Report High-interest Tracking Report Planning Guidance Guidance and Direction Manifest Movement Information Request for Information Shortfall and Solution Recommendation	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Move Conveyance	Border Clearance Approval Documents Cargo or Passenger Manifest Mission Execution Information	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Collaborate on Sustainment Planning	Input to Sustainment and Logistics Support Concept Sustainment Plan	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All
	Refine Lift Portion of CONOPS for OPORD Input	Input to Lift Plan	LP Operations Center	SC, FP, MRF, LP Comp	SP	All

Figure B-F-6. (Cont.)
Lift Provider Deployment/Redeployment Collaborative Tasks

LIFT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Conduct POD Operations					
	Manage Lift Execution	Updated Assessment and Guidance Guidance and Direction Manifest Information Shortfall and Solution Recommendation Port Activities Report Situation Report Movement Report High-interest Tracking Report Planning Guidance Lift Schedule	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Conduct International Clearance Procedures	Border Clearance Approval Documents Customs Clearance Situation Report	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All
	Offload Conveyance	Bill of Lading Information Border Clearance Approval Documents Cargo or Passenger Manifest Movement Information Shipment Information Waybill	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All
	Collaborate on Sustainment Planning	Input to Sustainment and Logistics Support Concept Sustainment Plan	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All
	Refine Lift Portion of CONOPS for OPORD Input	Input to Lift Plan	LP Operations Center	SC, FP, MRF, LP Comp	SP	All

Figure B-F-6. (Cont.)

Lift Provider Deployment/Redeployment Collaborative Tasks

LIFT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: JRSOI					
	Manage Lift Execution	Updated Assessment and Guidance Movement Report Situation Report Movement Plan Guidance and Direction Information Lift Plan Movement Status Report Movement Report Shortfall and Solution Recommendation High-interest Tracking Report Input to Theater Distribution Plan	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Create Delivery Document	Bill of Lading Information Transportation Discrepancy Report (SF 361)	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Load Conveyance	Bill of Lading Information Manifest Movement Information Shipment Information Waybill	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Move Conveyance	Bill of Lading Information Manifest Mission Execution Information Movement Information Shipment Information Waybill	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All

Figure B-F-6. (Cont.)
Lift Provider Deployment/Redeployment Collaborative Tasks

LIFT PROVIDER DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: JRSOI (Cont.)					
	Offload Conveyance	Bill of Lading Information Manifest Movement Information Shipment Information Waybill	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All
	Collaborate on Sustainment Planning	Input to Sustainment and Logistics Support Concep Input to Theater Distribution Plan Sustainment Plan	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All
	Refine Lift Portion of CONOPS for OPORD Input	Input to Lift Plan Sustainment Plan	LP Operations Center	SC, FP, MRF, LP Comp	SP	All
	Resolve Disputed Billing	Disputed Billing Information	LP Operations Center	SC, FP, MRF, SP, LP Comp	N/A	All

LEGEND

AOR–area of responsibility; **Asmnt**--assessment; **CJCS**--Chairman of the Joint Chiefs of Staff; **Cmbt Cdrs**--combatant commanders; **COA**–course of action; **Comp**--component; **CONOPS**--concept of operations; **DOT**–Department of Transportation; **FP**–force provider; **JOA**--joint operations area; **JRSOI**--joint reception, staging, onward movement, and integration; **LP**–lift provider; **ME**–multinational element; **MRF**–movement requirement forces; **Mvmnt**--movement; **N/A**--not appropriate; **NIC**–national intelligence community; **OPORD**–operation order; **OPSEC**--operations security; **POD**–port of debarkation; **POE**–port of embarkation; **Ref**–reference; **Reqmt**--requirement; **Reqmts**--requirements; **SC**–supported commander; **SITREP**--situation report; **SP**--sustainment provider; **TCMD**--transportation control and movement document; **TDD**--time definite delivery.

[1] See Enclosure N, "CJCS Execute Order," of CJCSM 3122.01, *Joint Operation Planning and Execution System (JOPES) Volume I (Planning Policies and Procedures*.

Figure B-F-6. (Cont.)

Lift Provider Deployment/Redeployment Collaborative Tasks

9. Movement Requirement Forces (Deploying Unit) Collaborative Task Matrix

MOVEMENT REQUIREMENT FORCES (DEPLOYING UNIT)DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission					
	Evaluate a Developing Crisis	Situation Assessment	MRF Operations Center	FP	N/A	All
	Maintain Situational Awareness	Situation ReportSituation Awareness	MRF Operations Center	FP	N/A	All
	Review and Update Unit Readiness Data	Status of Readiness and Training Readiness Report	MRF Operations Center	FP	CJCS	Text Messaging, Application Sharing, Telephone
	Support COA Development	COA Input Information	MRF Operations Center	FP	SC, SP, LP	All
	Develop Transportation Planning Factors	Transportation Planning Factors	MRF Operations Center	FP	SC, SP, LP	All
	Implement Antiterrorist and Force Protection Guidance	Status of Readiness and Training	MRF Operations Center	FP	SC	All
	Implement Information Assurance and OPSEC Guidance	Implemented Information Assurance and OPSEC Guidance	MRF Operations Center	FP	SC	All
	Report Significant Events	Situation Report	MRF Operations Center	FP	SC	All
	Phase: Structure Force					
	Respond to Potential Mobilization Notification	Guidance Message	RC Headquarters	FP, Services	SC, SP, LP	All
	Task Units	Unit Tasking Message Shortfall Message Force Capability Evaluation Readiness Report Sourced Force Requirements List Tasking	MRF Operations Center	FP	SC	All

Figure B-F-7.
Movement Requirement Forces (Deploying Unit) Deployment/Redeployment Collaborative Tasks

MOVEMENT REQUIREMENT FORCES (DEPLOYING UNIT)DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Structure Force (Cont.)					
	Receive Mobilization Order	Readiness Report	RC Headquarters	SecDef, FP, Services	SC, SP, LP	All
	Refine Unit Deployment Data	Deployment Data Shortfall Report Unit Deployment Plan Unit Movement Plan	MRF Operations Center	FP	SC	All
	Implement Antiterrorist, Force Protection Guidance	Force Protection Training Report	MRF Operations Center	FP	SC	All
	Review and Update Requisitioning Information	Requisitioning Information Requests and Requisitions	MRF Operations Center	FP	N/A	All
	Participate in Crisis Collaborative Environment	Participation in Collaborative Environment	MRF Operations Center	FP	N/A	All
	Confirm Deployment Procedures	Call Forward Procedures Request for Approval	MRF Operations Center	FP	N/A	All
	Identify Shipment Requirement	Movement Request Movement Requirements Data				
	Tailor and Update Unit and Accompanying Supplies Deployment Data	Shortfall Report UDL Readiness Report Requisitioning Information Movement RequestTailored Equipment or Personnel Lists	MRF Operations Center	FP	SP, LP	All
	Prepare Requisition Data	Issue Release Document Movement Request	MRF Operations Center	FP	SP, LP	All
	Collaborate on Sustainment Planning	Sustainment Plan Input into Sustainment and Logistics Support Concept	MRF Operations Center	FP, SP	SC, LP	All

Figure B-F-7. (Cont.)
Movement Requirement Forces (Deploying Unit) Deployment/Redeployment Collaborative Tasks

MOVEMENT REQUIREMENT FORCES (DEPLOYING UNIT)DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Schedule Movement (Cont.)					
	Verify Unit Deployment Requirements	Verified Force Movement Requirements UDL Movement Plan	MRF Operations Center	FP	N/A	All
	Approve Shipment Request	Movement Request Shipment Request	MRF Operations Center	FP	N/A	All
	Prepare and Package Shipment	Issue Release Document Shipment Items	MRF Operations Center	FP	N/A	All
	Prepare Documentation for Shipment and Movement	ATCMD Shipment Information Movement Request				
	Execute OPORD	Planning Guidance Tasking Execute Order 1 Deployment Order	MRF Operations Center	N/A	N/A	N/A
	Execute and Manage Movements	Management Action Situation Report Information Unit Deployment Actions Report	MRF Operations Center	FP	N/A	All
	Coordinate Call-Forward	Call-Forward Procedures Coordinated Call-Forward Procedures	MRF Operations Center	FP, LP	SC	All
	Coordinate Organic Movements	Coordinated Organic Lift Movements	MRF Operations Center	OFA, FP, LP, ME	N/A	All
	Phase: Assemble and Marshal Force					
	Prepare Personnel, Supplies, and Equipment for Deployment	Assembled Unit Information Deployment Documentation Movement Ready Force Load Sequence Schedules	MRF Operations Center	N/A	N/A	N/A

Figure B-F-7. (Cont.)
Movement Requirement Forces (Deploying Unit) Deployment/Redeployment Collaborative Tasks

MOVEMENT REQUIREMENT FORCES (DEPLOYING UNIT)DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Schedule Movement (Cont.)					
	Verify Unit Deployment Requirements	Verified Force Movement Requirements UDL Movement Plan	MRF Operations Center	FP	N/A	All
	Approve Shipment Request	Movement Request Shipment Request	MRF Operations Center	FP	N/A	All
	Prepare and Package Shipment	Issue Release Document Shipment Items	MRF Operations Center	FP	N/A	All
	Prepare Documentation for Shipment and Movement	ATCMD Shipment Information Movement Request				
	Execute OPORD	Planning Guidance Tasking Execute Order 1 Deployment Order	MRF Operations Center	N/A	N/A	N/A
	Execute and Manage Movements	Management Action Situation Report Information Unit Deployment Actions Report	MRF Operations Center	FP	N/A	All
	Coordinate Call-Forward	Call-Forward Procedures Coordinated Call-Forward Procedures	MRF Operations Center	FP, LP	SC	All
	Coordinate Organic Movements	Coordinated Organic Lift Movements	MRF Operations Center	OFA, FP, LP, ME	N/A	All
	Phase: Assemble and Marshal Force					
	Prepare Personnel, Supplies, and Equipment for Deployment	Assembled Unit Information Deployment Documentation Movement Ready Force Load Sequence Schedules	MRF Operations Center	N/A	N/A	N/A

Figure B-F-7. (Cont.)
Movement Requirement Forces (Deploying Unit) Deployment/Redeployment Collaborative Tasks

MOVEMENT REQUIREMENT FORCES (DEPLOYING UNIT)DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Assemble and Marshal Force					
	Prepare Personnel, Supplies, and Equipment for Deployment	Assembled Unit Information Deployment Documentation Movement Ready Force Load Sequence Schedules	MRF Operations Center	N/A	N/A	N/A
	Enter Data for Movement Manifest	Deployment Data Manifest Movement Information	MRF Operations Center	FP, LP	SC	Shared Application, Telephone, Text Messaging
	Execute and Manage Movements	Movement Report Management Action Deployment Documentation Unit Deployment Actions Report Force Movement Schedule Information Movement Status Report Situation Report	MRF Operations Center	FP, LP	N/A	All
	Collaborate on Sustainment Planning	Sustainment Plan Updated Sustainment Plan Non-Unit Sustainment Information	MRF Operations Center	FP, SP	SC, LP	All
	Coordinate Call-forward	Coordinated Call Forward Procedures	MRF Operations Center	FP, LP	SC	All
	Execute Origin to POE Movement	Schedules and Requirements	MRF Operations Center	FP, LP	SC	All
	Phase: Conduct POE Operations					
	Conduct Call-forward	Call Forward Notification	MRF Operations Center	FP, LP	SC	All

Figure B-F-7. (Cont.)
Movement Requirement Forces (Deploying Unit) Deployment/Redeployment Collaborative Tasks

MOVEMENT REQUIREMENT FORCES (DEPLOYING UNIT) DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Conduct POE Operations (Cont.)					
	Conduct Call-forward	Call Forward Notification	MRF Operations Center	FP, LP	SC	All
	Execute and Manage Movements	Information Management Action Port Activities Report Situation Report Unit Deployment Actions Report	MRF Operations Center	FP, LP	N/A	All
	Collaborate on Sustainment Planning	Sustainment Plan Updated Sustainment Plan	MRF Operations Center	FP, SP	SC, LP	All
	Phase: Move					
	Monitor Movements	SITREP Movement Report Unit Deployment Actions Report	MRF Operations Center	FP, SP	SC, LP	All
	Collaborate on Sustainment Planning	Non-Unit Sustainment Information Sustainment Plan Updated Sustainment Plan	MRF Operations Center	FP, SP	SC, LP	All
	Phase: Conduct POD Operations					
	Collaborate on Sustainment Planning	Sustainment Plan Non-Unit Sustainment Information Updated Plan	MRF Operations Center	FP, SP	SC, LP	All
	Prepare for Onward Movement	Information Movement Request Unit Deployment Actions Report Non-Unit Sustainment Information SITREP Updated Sustainment Plan Management Action	MRF Operations Center	FP, SP	SC, LP	All

Figure B-F-7. (Cont.)
Movement Requirement Forces (Deploying Unit) Deployment/Redeployment Collaborative Tasks

MOVEMENT REQUIREMENT FORCES (DEPLOYING UNIT)DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: JRSOI					
	Collaborate on Sustainment Planning	Sustainment Plan Non-Unit Sustainment Information Updated Sustainment Plan Transportation Discrepancy Report (SF 361)	MRF Operations Center	FP, SP	SC, LP	All
	Execute and Manage Movements	JRSOI Activities Report Unit Deployment Actions Report Management Action Movement Report Unit Movement Plan	MRF	FP, LP	SC	All
	Review and Update Requisitioning Information	Requisitioning Information Sustainment Requisitions	MRF	FP, LP	SC	All
	Perform JRSOI Activities	Management Action Non-Unit Sustainment Information Updated Sustainment Plan Tasking Force Integration Readiness Report JRSOI Activities Report	MRF	SC, SP, LP	SC	All

LEGEND

ATCMD--advanced transportation control and movement document; **CJCS**--Chairman of the Joint Chiefs of Staff; **COA**--course of action; Comp-component; **FP**-- force provider; **LP**--lift provider; **ME**--multinational elements; **MRF**--movement requirement forces; **N/A**--not appropriate; **OFA**--other Federal agencies; **OPORD**--operation order; **OPSEC**--operations security; **POD**--port of debarkation; **POE**--port of embarkation; **RC**--Reserve Component; **Ref**--reference; **SC**--supported commander; **SecDef**--Secretary of Defense; **SITREP**--situation report; **SP**--sustainment provider; **UDL**--unit designation list

[1] See Enclosure N, "CJCS Execute Order," of CJCSM 3122.01, *Joint Operation Planning and Execution System (JOPES) Volume I (Planning Policies and Procedures*.

Figure B-F-7. (Cont.)
Movement Requirement Forces (Deploying Unit) Deployment/Redeployment Collaborative Tasks

10. Movement Execution Forces Collaborative Task Matrix

MOVEMENT EXECUTION FORCES DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission					
	Consolidate Availability of Health Services	Health Services Availability Master List	MEF	MRF	FP	All
	Coordinate with Intelligence Provider	Intelligence Situation Update	MEF	MRF	FP	All
	Develop Transportation Planning Factors	Input to Planning Factors	MEF	MRF	FP	All
	Report Significant Events	Intelligence and Operations Reports	MEF	MRF	FP	All
	Review and Update Unit Readiness Data	Readiness Report Status of Readiness and Training	MEF	MRF	FP	All
	Phase: Structure Force					
	Coordinate Call-Forward.	Call-Forward Procedures Coordinated Call-Forward Procedures	MEF	MRF, LP, LP Comp	FP	All
	Coordinate Mobilization Needs	Coordinated Mobilization Request	MEF	MRF, FP	SP	All
	Develop Short-Term Movement Requirements Forecast	Short-Term Movements Requirements Forecast	MEF	MRF, FP, LP	SP	All
	Establish Triggers and Alert Mechanisms.	Triggers and Alert Settings	MEF	MRF, FP, LP	SP	All
	Perform Preliminary Planning for Deployment Support	Input to Lift Plan Input Into Planning Factors Planning Guidance Preliminary Deployment Support Plan	MEF	MRF FP, SP, LP	N/A	All

Figure B-F-8.

Movement Execution Forces Deployment/Redeployment Collaborative Tasks

MOVEMENT EXECUTION FORCES DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Structure Force (Cont.)					
	Refine Unit Deployment Plan	Unit Deployment Plan Unit Movement Plan	MEF	MRF, FP	LP, SP	All
	Resolve Issues and Shortfalls	Planning Guidance Shortfall and Solution Recommendation	MEF	MRF, FP, SP	LP	All
	Update Transportation Planning Factors	Transportation Planning Factors	MEF	MRF, LP, LP Comp	FP	All
	Phase: Prepare Force for Movement					
	Assess and Disseminate Information	Information	MEF	MRF, FP, SP, LP,	LP	All
	Create Government Documentation	Cargo Documentation	MEF	MRF, FP, SP	LP	All
	Resolve Issues and Shortfalls	Critical Conflicts / Shortfall Report Planning Guidance Shortfall and Solutions Factors	MEF	MRF, FP, SP	N/A	All
	Select Level of Service and Priority for Transportation / Distribution	Sustainment Requisitions	MEF	MRF, SP, FP	LP	All
	Phase: Schedule Movement					
	Apply Tasking and Mission Statements	Information Updated Movement Plan	MEF	MRF, FP, LP	SP	All
	Approve and / or Direct Cargo Flow	ATCMD Guidance and Direction Mode Shift-Diversion / Challenge	MEF	MRF, FP, LP	SP	All

Figure B-F-8. (Cont.)

Movement Execution Forces Deployment/Redeployment Collaborative Tasks

MOVEMENT EXECUTION FORCES DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Schedule Movement (Cont.)					
	Assign Movement Capabilities	Mode Recommendation	MEF	MRF, FP, LP	SP	All
	Confirm Passenger Reservation	Reservation	MEF	MRF, LP, FP	SP	All
	Coordinate Move	ATCMD Coordinated Organic Lift Movements Installation Deployment Plan Movement Plan	MEF	MRF, LP, FP	SP	All
	Coordinate Transportation Plan Schedule Updates	Information Installation Deployment Plan Unit Movement Plan	MEF	MRF, LP, FP	SP	All
	Determine Movement or Shipment Mode	Installation Deployment Plan Mode Data Movement Request Movements Requirements Data	MEF	MRF, LP, FP	SP	All
	Establish Movements Control in the Area of Responsibility or Joint Operations Area	Information Movement Control Plan	MEF	MRF, LP, SC	FP, SP	All
	Execute and Manage Movements	Information Management Plan Sustainment Plan Tasking Updated Assessment and Guidance	MEF	MRF, LP, FP	SP	All

Figure B-F-8. (Cont.)

Movement Execution Forces Deployment/Redeployment Collaborative Tasks

MOVEMENT EXECUTION FORCES DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Schedule Movement (Cont.)					
	Generate ATCMD Data for Air / Surface Movement	ATCMD Shipment Information	MEF	MRF, LP, FP	SP	All
	Generate Shipment Documentation	Bill of Lading Information Domestic Route Order (DD 1085) Request One Time Only Standing Route Order and Rates Shipment Information Transportation Control and Movement Document Waybill	MEF	MRF, LP	FP	All
	Provide Passenger Travel Documents	Passenger Name Record	MEF	MRF	LP	All
	Request Movement Assistance / Authority	Movement Plan Movement Request Updated Movement Requirements	MEF	MRF, LP, FP	SP	All
	Schedule Pickup	Lift Schedule Shipment Information Uniform Shipping Instructions	MEF	MRF, LP, LP Comp	FP, SP	All
	Phase: Assemble and Marshal Force					
	Coordinate Move	Guidance and Direction Updated Movement Plan	MEF	MRF, LP	FP, SP	All
	Execute and Manage Movements	Guidance and Direction Information Sustainment Plan Updated Assessment and Guidance	MEF	MRF, LP, SP	FP	All

Figure B-F-8. (Cont.)
Movement Execution Forces Deployment/Redeployment Collaborative Tasks

MOVEMENT EXECUTION FORCES DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Assemble and Marshal Force (Cont.)					
	Load Conveyance	Bill of Lading Information Highway Clearance Permit Manifest Movement Information Shipment Information Waybill	MEF	MRF, LP	N/A	All
	Perform Preliminary Planning for Movement	Movement Plan	MEF	MRF, LP	FP	All
	Process Cargo for Shipment	Bill of Lading Information Movement Information Shipment Information Transportation Control and Movement Document Waybill	MEF	MRF, LP	FP	All
	Process Shipment at Transshipment Point	Information Manifest	MEF	MRF, LP	FP	All
	Request Highway Clearance	Highway Clearance Permit	MEF	MRF	LP, FP	All
	Phase: Conduct Embarkation Operations					
	Conduct Call-Forward	Call-Forward Notification Guidance and Direction	MEF	MRF, LP	FP	All
	Conduct International Clearance Procedures	Border Clearance Approval Documents	MEF	MRF, LP	FP	All
	Create Load Plan / Stow Plan	Load Plan	MEF, LP	MRF	FP	All

Figure B-F-8. (Cont.)

Movement Execution Forces Deployment/Redeployment Collaborative Tasks

MOVEMENT EXECUTION FORCES DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Conduct Embarkation Operations (Cont.)					
	Conduct Call-Forward	Call-Forward Notification Guidance and Direction	MEF	MRF, LP	FP	All
	Conduct International Clearance Procedures	Border Clearance Approval Documents	MEF	MRF, LP	FP	All
	Create Load Plan / Stow Plan	Load Plan	MEF, LP	MRF	FP	All
	Execute and Manage Movements	Guidance and Direction Information Lift Schedule Management Action Movement Information Movement Request Sustainment Plan Updates Assessment and Guidance	MEF	MRF, LP, SP, FP	N/A	All
	Generate Shipment Documentation	Shipment Information Shipper Export Declaration	MEF	MRF, LP, SP, FP	N/A	All
	In-check Passengers and Cargo	Cargo Movement Information Customs Clearance Passenger name Record Port Activities Report Shipment Information Transportation Control and Movement Document	MEF	MRF, LP	N/A	All
	Load Conveyance	Anti-Hijacking Form Border Clearance Approval Documents Cargo / Passenger Load Information Movement Information Seat Map Shipment Information	MEF	MRF, LP, LP Comp	N/A	All

Figure B-F-8. (Cont.)

Movement Execution Forces Deployment/Redeployment Collaborative Tasks

MOVEMENT EXECUTION FORCES DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Conduct Embarkation Operations (Cont.)					
	Prepare Items for Movement	Shipment Information Transportation Control and Movement Document	MEF	MRF, LP, LP Comp	N/A	All
	Prepare Manifest	Manifest	MEF	MRF, LP, LP Comp	N/A	All
	Phase: Move					
	Monitor Movements	Updated Assessment and Guidance	MEF	MRF, SC, FP, SP, LP	N/A	All
	Phase: Conduct POD Operations					
	Arrange for Staging	Guidance and Direction	MEF	SC, LP, SP, MRF	FP	All
	Complete Documents for Cargo Receipt	Information Movement Document	MEF	SC, LP, SP, MRF	FP	All
	Coordinate Onward Movement	Lift Plan Movement Control Request Movement Request	MEF	SC, LP, SP, MRF	FP	All
	Document Shipment	Shipment Activity Report Shipment Information	MEF	SC, LP, SP, MRF	FP	All
	Execute and Manage Movements	Guidance and Direction Information Management Action Movement Control Plan Movement Information Reception or Workload Plan Sustainment Plan Updated Assessment and Guidance	MEF	SC, LP, SP, MRF	FP	All
	In-Check Passengers and Cargo	Movement Document Movement Information Movement Status Report Passenger Manifest	MEF	SC, LP, SP, MRF	FP	All

Figure B-F8. (Cont.)
Movement Execution Forces Deployment/Redeployment Collaborative Tasks

MOVEMENT EXECUTION FORCES DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Conduct Debarkation Operations (Cont.)					
	Receive Movement and Unload	Conveyance Discharge Report Manifest Movement Document Movement Information	MEF	SC, LP, SP, MRF	FP	All
	Resolve Discharge Report Discrepancies	Discharge Report Memo Transportation Discrepancy Report (SF 361)	MEF	SC, LP, SP, MRF	FP	All
	Review Shipment Documentation	Customs Clearance Shipment Activity Report Shipment Information	MEF	SC, LP, SP, MRF	FP	All
	Phase: JRSOI					
	Arrange Carrier and Movement to Destination	Border Clearance Approval Documents Cargo Documentation Intra-Theater Routing Request Movement Information Movement Request Shipment Information Unit Movement Plan	MEF	SC, LP, SP, MRF	FP	All
	Certify Invoice	Bill or Invoice	MEF	SC, LP, SP, MRF	FP	All
	Complete Documentation for Cargo Receipt	Bill or Invoice Disputed Billing Information Movement Information Transportation Discrepancy Report (SF 361)	MEF	SC, LP, SP, MRF	FP	All

Figure B-F-8. (Cont.)
Movement Execution Forces Deployment/Redeployment Collaborative Tasks

MOVEMENT EXECUTION FORCES DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: JRSOI (Cont.)					
	Execute and Manage Movements	Guidance and Direction Movement Information Sustainment Plan Updated Assessment and Guidance	MEF	SC, LP, SP, MRF	FP	All
	Generate Shipment Document	Bill of Lading Information Manifest Movement Information Shipment Information Waybill	MEF	SC, LP, SP, MRF	FP	All
	Hold Shipment for Onward Movement`	Movement Information	MEF	SC, LP, SP, MRF	FP	All
	Load Conveyance	Shipment Information	MEF	SC, LP, SP, MRF	FP	All
	Receive Movement and Unload	Shipment Information Movement Information	MEF	SC, LP, SP, MRF	FP	All

LEGEND

ATCMD--advanced transportation control and movement document; **Comp**--component; **FP**--force provider; **JRSOI**--joint reception, staging, onward movement, and integration; **LP**--lift provider; **MEF**--movement execution functions; **MRF**--movement requirement forces; **N/A**--not appropriate; **POD**--port of debarkation; **Ref**--reference; **SC**--supported commander; **SP**--sustainment provider.

Figure B-F-8. (Cont.)

Movement Execution Forces Deployment/Redeployment Collaborative Tasks

11. Multinational Elements Collaborative Task Matrix

MULTINATIONAL ELEMENTSDEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Analyze Mission					
	Assess and Disseminate Information	COA Approval Selected COA	MF	SC, JS, FP, SP	LP	All
	Collect, Process, Assess, and Disseminate World Event Information to the United States	Information	MF	SC, JS	FP, LP, SP	All
	Coordinate Multinational Strategic and Operational Guidance	Initial Event Evaluation Situation Assessment	MF	SC, JS	FP, SP, LP	All
	Coordinate Planning Activities to Meet Multinational Strategic Direction	Department and Agency Support Response	MF		SC, JS, FP, SP	All
	Establish Logistics Factors for Use by Host Nations, Other Multinational Elements and the United States	Planning Guidance Situation Assessment	MF	SC, JS, SP	FP, LP	All
	Identify Forces or Support for Military Operations	Situation Report COA Evaluation COA Refinements Planning Guidance	MF	SC, JS	FP, LP, SP	All
	Provide Allies' Situation Analysis to the United States	Mobilization Order	MF	SC, JS	FP, LP, SP	All
	Phase: Structure Force					
	Coordinate Multinational Strategic and Operational Guidance	Department and Agency Support Response Planning Guidance	MF	SC, JS	FP, LP, SP	All
	Identify Forces or Support for Military Operations	SecDef Mission Direction	MF	SecDef, JS, SC	FP	All

Figure B-F-9.
Multinational Elements Deploymnet/Redeployment Collaborative Tasks

MULTINATIONAL ELEMENTSDEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Structure Force (Cont.)					
	Coordinate Multinational Strategic and Operational Guidance	Department and Agency Support Response Planning Guidance	MF	SC, JS	FP, LP, SP	All
	Identify Forces or Support for Military Operations	SecDef Mission Direction	MF	SecDef, JS, SC	FP	All
	Provide Multinational Input into Concept of Operations (CONOPS)	Planning Schedule SecDef Mission Direction	MF	SecDef, JS, SC	FP, LP, SP	All
	Phase: Prepare Force for Movement					
	Coordinate Diplomatic Clearances, Land Management Issues, and Other Multinational Requirements	Threat Assessment	MF	JS, SC, FP, SP, LP,	MRF	All
	Phase: Schedule Movement					
	Coordinate Time Frame for Execution of the Operational Concept	Execution Authorization	MF	JS, SC, FP, SP, LP	MRF	All
	Execute National Commitments to Multinational Strategy and Operations	Planning Guidance	MF	JS, SC, FP, SP, LP	MRF	All
	Phase: Assemble and Marshal Force					
	Participate in Multinational Evaluation of Military Operations	Information Input to Revised Strategic Guidance Planning Guidance	MF	JS, SC, FP, SP, LP	MRF	All
	Phase: Conduct Embarkation Operations					
	Participate in Multinational Evaluation of Military Operations	Information Input to Revised Strategic Guidance Planning Guidance	MF	JS, SC, FP, SP, LP	MRF	All

Figure B-F-9. (Cont.)

Multinational Elements Deploymnet/Redeployment Collaborative Tasks

MULTINATIONAL ELEMENTSDEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS (Cont.)						
Map Ref	Phase/Task	Product/Outcome/ Result	Task Lead	Active Participants	Passive Participants	Collaborative Tool(s)
	Phase: Move					
	Execute National Commitments to Multinational Strategy and Operations	Information Input to Revised Strategic Guidance	MF	JS SC, FP, SP, LP, MRF, MEF	N/A	All
	Participate in Multinational Evaluation of Military Operations	Planning Guidance Information Input to Revised Strategic Guidance	MF	JS SC, FP, SP, LP, MRF, MEF	N/A	All
	Phase: Conduct Debarkation Operations					
	Execute National Commitments to Multinational Strategy and Operations	Planning Guidance	MF	SC, LP, SP, MEF, MRF	FP	All
	Participate in Multinational Evaluation of Military Operations	Assessment of National Strategic Objectives Report Input to Revised Strategic Guidance Planning Guidance	MF	SC, LP, SP, MEF, MRF	FP	All
	Phase: JRSOI					
	Coordinate Diplomatic Clearances, Land Management Issues, and Other Multinational Requirements		MF	SC, LP, SP, MRF	FP	All
	Execute National Commitments to Multinational Strategy		MF	SC, LP, SP, MRF	FP	All
	Participate in Multinational Evaluation of Military Operations		MF	SC, LP, SP, MRF	FP	All

LEGEND

COA--course of action; **FP**--force provider; **JRSOI**--joint reception, staging, outward movement, and integration; **JS**--Joint Staff; **LP**--lift provider; **MEF**--movement execution functions; **MF**--multinational forces; **MRF**--movement requirement forces; **N/A**--not appropriate; **Ref**--reference; **SecDef**--Secretary of Defense; **SC**--supported commander; **SP**--sustainment provider

Figure B-F-9. (Cont.)

Multinational Elements Deploymnet/Redeployment Collaborative Tasks

12. Other Government Agencies Collaborative Task Matrix

OTHER GOVERNMENT AGENCIES DEPLOYMENT/REDEPLOYMENT COLLABORATIVE TASKS						
Map Ref	**Phase/Task**	**Product/ Outcome/ Result**	**Task Lead**	**Active Participants**	**Passive Participants**	**Collaborative Tool(s)**
	Phase: Analyze Mission					
	Consolidate Availability of Health Services	Health Service Availability Report	OGA	JS, FP, LP, SP	SC	All
	Gather Threat Information	Intelligence Situation Update	OGA	JS, FP, LP, SP	SC	All
	Phase: Structure Force					
	Provide Lift Augmentation.	Status Reports	OGA	JS, LP	SC, FP, SP	All
	Phase: Conduct Embarkation Operations					
	Accept/Reject Shipper's Export Declaration	Customs Clearance	OGA	FP, SP, LP, MRF, MEF	N/A	All

LEGEND
FP--force provider; **JS**--Joint Staff; **LP**--lift provider; **MEF**--movement execution functions; **MRF**--movement requirement forces; **N/A**--not appropriate; **OGA**--other governmental agency; **Ref**--reference; **SC**--supported commander; **SP**--Service Provider

Figure B-F-10.
Other Government Agencies Deployment/Redeployment Collaborative Tasks

APPENDIX C
REFERENCES

This Handbook was developed using the following primary references.

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GLOSSARY
PART I—ABBREVIATIONS AND ACRONYMS

ACL	allowable cabin load
AIT	automated identification technology
ALD	available to load date
AMC	Air Mobility Command
AOR	area of responsibilities
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ARNG	Army National Guard
BOL	bill of lading
C2	command and control
CADS	containerized ammunition distribution system
CAP	crisis action planning
CJCS	Chairman of the Joint Chiefs of Staff
CJCSM	Chairman of the Joint Chiefs of Staff Manual
COA	course of action
CONOPS	concept of operations
CONUS	continental United States
CRAF	civil reserve air fleet
CRD	commander's required date
CT	collaborative tools
DACG	departure airfield control group
DD	Defense Department form
DD	Department of Defense Form
DDOC	Deployment and Distribution Operations Center
DEPORD	deployment order
DOD	Department of Defense
DSB	Deployment Support Brigade
DTO	Division Transportation Officer
DTR	Defense Transportation Regulation
DTS	Defense Transportation System
EAD	earliest arrival date
FM	field manual; force module
FP	force provider
FSS	fast sealift ships

GBL	government bill of lading
GCCS	Global Command and Control System
GDSS	Global Decision Support System
GTN	Global Transportation Network
HAZMAT	hazardous materials
HNS	host -nation support
HQ	headquarters
ITO	installation transportation officer
ITV	in-transit visibility
JCS	Joint Chiefs of Staff
JDOA	joint deployment operations architecture
JDPO	joint deployment process owner
JFAST	joint flow and analysis system for transportation
JFC	joint force commander
JOA	joint operations area
JOPES	Joint Operations Planning and Execution System
JPEC	joint planning and execution community
JRSOI	joint reception, staging, onward movement, and integration
JSAP	Joint Staff Action Package
JTAV	joint total asset visibility
JTB	Joint Transportation Board
LAD	latest arrival date
LOI	letter of instruction
LP	lift provider
MCB	Movement Control Battalion
MCT	Movement Control Team
MHE	materials handling equipment
MSC	Military Sealift Command
MSL	military shipping label
OCONUS	outside the continental United States
OIC	officer in charge
OSD	Office of the Secretary of Defense
POC	point of contact
POD	port of debarkation
POE	port of embarkation
POL	petroleum, oil, and lubricants
PSA	port support activity

RC	Reserve Component
RDD	required delivery date
RFF	request for forces
RFP	request for proposal
RLD	ready-to-load date
RO/RO	roll-on/roll-off
ROE	rules of engagement
ROS	reduced operational status
RPC	requirements planning cell
RRF	Ready Reserve Force
SC	Supported Commander
SDDC	Military Surface Deployment and Distribution Command
SDDCTEA	Military Surface Deployment and Distribution Command Transportation Engineering Agency
SecDef	Secretary of Defense
SITREP	Situation Report
SMS	Single Mobility System
SOP	Standing Operating Procedure
SP	Sustainment Provider
SPOD	Sea Port of Debarkation
SPOE	Sea Port of Embarkation
SSF	Scheduled Status Flag
STARC	State Army Reserve Command
TAA	Tactical Assembly Area
TALCE	Tanker Airlift Control Element
TC-ACCIS	Transportation Coordinator's Automated Command and Control Information System
TC-AIMS II	Transportation Coordinators – Automated Information for Movements System II
TCN	Transportation Control Number
TMCA	Theater Movement Control Agency
TPFDD	Time-Phased Force and Deployment Data
UDL	Unit Deployment List
UIC	Unit Identification Code
ULN	Unit Line Number
UMO	Unit Movements Officer
USAF	United States Air Force
USTRANSCOM	United States Transportation Command

PART II—TERMS AND DEFINITIONS

active participant. An individual or organization with the decision-making or approval authority to produce a product. The active participant also has decision-making or approval authority over the product resulting from a collaborative session. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

alert order. 1. A crisis-action planning directive from the Secretary of Defense, issued by the CJCS, that provides essential guidance for planning and directs the initiation of execution planning for the selected course of action authorized by the Secretary of Defense. 2. A planning directive providing essential planning guidance and directing the initiation of execution planning after the directing authority approves a military COA. An alert order does not authorize execution of the approved COA. (JP 1-02)

application sharing. A capability that allows participants within a collaborative environment to launch and use common software applications. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

assembly area. 1. An area in which a command is assembled preparatory for further action. 2. In a supply installation, the gross area used for collecting and combining components into complete units, kits, or assemblies. (JP 1-02)

available-to-load date. A date specified for each unit in a time-phased force deployment data indicating when that unit will be ready to load at the point of embarkation. Also called **ALD**. (JP 1-02)

battle rhythm. The timing and scheduled presentation of situation reports, briefings, formal collaborative sessions, and other required actions during planning and execution. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

calendar/scheduling. The arrangement of tasks and activities in an electronic format based on month, day and time; a calendar. This electronic format can be shared and updated by various collaborative team members and may provide automatic notification of calendar/ schedule updates and a change summary. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

channel airlift. Common-user airlift service provided on a scheduled basis between two points. There are two types of channel airlift. A requirements channel serves two or more points on a scheduled basis depending upon the volume of traffic; a frequency channel is time-based and serves two or more points at regular intervals. (JP 1-02)

chat. Real-time, on-line interactive discussion conducted via text messaging. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

Civil Reserve Air Fleet. A program in which the Department of Defense contracts for the services of specific aircraft, owned by a US entity or citizen, during national emergencies and defense-oriented situations when expanded civil augmentation of military airlift activity is required. These aircraft are allocated, in accordance with Department of Defense requirements, to segments, according to their capabilities, such as international long range and short range cargo and passenger sections, national (domestic and Alaskan sections) and aeromedical evacuation and other segments as may be mutually agreed upon by the Department of Defense and the Department of Transportation. Also called **CRAF**. (JP 1-02)

collaboration. To work together, using electronic tools, in an interaction between individuals with shared interests and goals, especially in a joint coordination effort. For example, it enables two or more operational users to simultaneously participate in strategic, operational and tactical transportation issues and consult on transportation information and data at various locations around the world. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

collaborative environment. An electronic medium that gives geographically separated individuals and organizations the ability to interactively work together for a common goal. The use of high-speed telecommunications networks and a common suite of multimedia planning, conferencing, and assessment tools enable this capability. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

collaborative session. An online, real-time meeting conducted in a collaborative environment; as in the physical realm, collaborative sessions are initiated for a specific purpose and terminated when the desired result has been achieved. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

collaborative tools. Tools that facilitate coordination and the sharing of data, information, and knowledge among organizations and individuals and across geographic and temporal boundaries. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

collaborative tools suite. A collection of integrated collaborative tools. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

collaborative workspace. A specific 'location' or area within a collaborative environment where work is performed, displayed, and stored; usually established or dedicated for use by a specific group of collaborating individuals or organizations. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

common data environment. A common data repository or exchange updated in real time or at known periodic intervals; enables authorized participants to view, modify, and distribute products developed during collaborative planning; may contain or provide connectivity to common reference files that support the collaborative planning effort. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

common-user transportation. Transportation and transportation services provided on a common basis for two or more Department of Defense (DOD) agencies and, as authorized non-DOD agencies. Common-user assets are under the combatant command (command authority) of the Commander, US Transportation Command, excluding Service-unique or theater-assigned transportation assets. (JP 1-02)

communicate. To use any means or method to convey information of any kind from one person or place to another. (JP 1-02)

communications. Included in this category are "wires" that connect computers, such as local area networks, the secure internet protocol router network, virtual private networks, etc. It may also include signal devices, satellites, as well as virtual and security devices. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

concept of operations. A verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The concept of operations frequently is embodied in campaign plans and operation plans; in the latter case, particularly when the plans cover a series of connected operations to be carried out simultaneously or in succession. The concept is designed to give an overall picture of the operation. It is included primarily for additional clarity of purpose. Also called **commander's concept** or **CONOPS**. (JP 1-02)

concurrent collaboration. Similar, but discrete efforts conducted simultaneously through the sharing of information in a common data environment. The active, simultaneous participation of multiple commands and organizations in a decision-making process. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

concurrent planning. Similar, but related planning efforts conducted at the same time. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

consolidated air mobility planning system. The Mobility Air Force's (MAF) primary C2 planning and scheduling system that provides mobility

mission planners with an integrated view for planning missions and scheduling AMC air mobility resources to support peacetime, contingency, humanitarian, and wartime operations. CAMPS also provide advanced user capabilities such as allocation management by allocating the airframes (i.e., C17, C5, C141) to the missions. Also called **CAMPS**. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

course of action. 1. Any sequence of activities that an individual or unit may follow. 2. A possible plan open to an individual or commander that would accomplish, or is related to the accomplishment of the mission. 3. The scheme adopted to accomplish a job or mission. 4. A line of conduct in an engagement. 5. A product of the Joint Operation Planning and Execution System concept development phase. Also called **COA**. (JP 1-02)

crisis action planning. 1. The Joint Operation Planning and Execution System process involving the time-sensitive development of joint Operation Plans and orders in response to an imminent crisis. Crisis action planning follows prescribed crisis action procedures to formulate and implement an effective response within the time frame permitted by the crisis. 2. The time-sensitive planning for the deployment, employment, and sustainment of assigned and allocated forces and resources that occurs in response to a situation that may result in actual military operations. Crisis action planners base their plan on the circumstances that exist at the time planning occurs. Also called **CAP**. (JP 5-0.)

debarkation. The unloading of troops, equipment, or supplies from a ship or aircraft. (JP 1-02)

Defense Logistics Agency. DLA provides worldwide logistics support for the peacetime and wartime operations, as well as emergency preparedness and humanitarian missions, for the combatant commands and the Services. DLA also provides logistics support to other DOD components and certain Federal agencies, foreign governments, international organizations, and others as authorized. Supplies critical resources needed to accomplish worldwide missions. Also called **DLA**. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

Defense Transportation System. That portion of the Nation's transportation infrastructure that supports Department of Defense common-user transportation needs across the range of military operations. It consists of those common-user military and commercial assets, services, and systems organic to, contracted for, or controlled by the Department of Defense. Also called **DTS**. (JP 1-02)

Defense Transportation Tracking System. The mission of the Defense Transportation Tracking System (DTTS) is to ensure the safe and secure movement of all DOD sensitive conventional arms, ammunition and explosives and other sensitive material using satellite technology and 24-hour staff oversight, and to support DOD's in-transit visibility (ITV) and total asset visibility initiatives. DTTS monitors all sensitive shipments, including non-ordnance related classified, pilferable, hazardous, and high-value cargo moving from consignor to consignee. The monitoring is accomplished by using periodic satellite positioning and other coded/text messages from equipped vehicles. DTTS also identifies and coordinates responses to in-transit accidents/incidents. DTTS provides ITV and expedites movements within CONUS for all military services, and other DOD and government agencies and programs. The ITV data is also provided to GTN. Also called **DTTS**. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

deliberate planning. 1. The Joint Operation Planning and Execution System process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. Deliberate planning is accomplished in prescribed cycles that complement other Department of Defense planning cycles in accordance with the formally established Joint Strategic Planning System. 2. A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. Deliberate planners rely heavily on assumptions regarding the circumstances that will exist when the plan is executed. (JP 1-02)

deployment. 1. In naval usage, the change from a cruising approach or contact disposition to a disposition for battle. 2. The movement of forces within operational areas. 3. The positioning of forces into a formation for battle. 4. The relocation of forces and materiel to desired operational

areas. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental United States, intertheater, and intratheater movement legs, staging, and holding areas. (JP 1-02)

Deployment and Distribution Operations Center. The USTRANSCOM DDOC coordinates, plans, schedules, and executes transportation assets to meet the Joint Force Commander's (JFC) movement requirements. These responsibilities are delegated between the Requirements Branch (RB) and the Current Operations Cell (CO). These sections use the USTRANSCOM Movement Requirement Process to identify the appropriate movement asset for meeting a JFC request to transport a Military Requirement from the point of origin to closure in theater. The RB tracks movement requirements in the TPFDD from creation through JFC validation (V in the JOPES Schedule Status Flag [] field), transportation acceptance validation (T in the JOPES SSF field), and lift allocation (A in the JOPES SSF field). The RB then passes the movement requirement to the CO, which manages movement execution according to the expectations of the JFC. The CO monitors the movement requirement from initial movement to transportation closure. Also called **DDOC**. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

deployment order. A planning directive from the Secretary of Defense, issued by the Chairman of the Joint Chiefs of Staff, that authorizes and directs the transfer of forces between combatant commands by reassignment or attachment. A deployment order normally specifies the authority that the gaining combatant commander will exercise over the transferred forces. (JP 1-02)

deployment planning. Operational planning directed toward the movement of forces and sustainment resources from their original locations to a specific operational area for conducting joint operations. Encompasses all activities from origin or home station through destination, specifically including intra-continental United States, intertheater, and intratheater movement legs, staging areas, and holding areas. (JP 1-02)

distributed network. A network structure in which resources comprising the network, such as switching equipment and processors, are distributed

throughout the geographical area being served. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

distributed collaboration. The use of interoperable computer applications to conduct planning in a real-time and collaborative fashion over a distributed computer network. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

document/file sharing. Capability that allows multiple participants to simultaneously review and/or revise a single copy of a specific document/file. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

earliest arrival date. A day, relative to C-day, that is specified by a planner as the earliest date when a unit, a resupply shipment, or replacement personnel can be accepted at a port of debarkation during a deployment. Used with the latest arrival data, it defines a delivery window for transportation planning. Also called **EAD**. (JP 1-02)

electronic teaming. The way members participating in an electronic environment organize themselves to accomplish a specific task or common goal. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

electronic mail. The exchange of computer stored text messages by telecommunication. Also called **E-mail.** (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

embarkation. The process of putting personnel and/or vehicles and their associated stores and equipment into ships and/or aircraft. (JP 1-02)

execute order. 1. An order issued by the Chairman of the Joint Chiefs of Staff, by the authority and at the direction of the Secretary of Defense, to implement a National Command Authorities decision to initiate military operations. 2. An order to initiate military operations as directed. Also called **EXORD**. (JP 1-02)

execution planning. The phase of the Joint Operation Planning and Execution System crisis action planning process that provides for the translation of an approved course of action into an executable plan of action through the preparation of a complete operation plan or operation order. Execution planning is detailed planning for the commitment of specified forces and resources. During crisis action planning, an approved operation plan or other National Command Authorities-approved course of action is adjusted, refined, and translated into an operation order. Execution planning can proceed on the basis of prior deliberate planning, or it can take place in the absence of prior planning. Also called **EP**. (JP 1-02)

force module. A grouping of combat, combat support, and combat service support forces, with their accompanying supplies and the required non-unit resupply and personnel necessary to sustain forces for a minimum of 30 days. The elements of force modules are linked together or are uniquely identified so that they may be extracted from or adjusted as an entity in the Joint Operation Planning and Execution System databases to enhance flexibility and usefulness of the Operation Plan during a crisis. Also called **FM**. (JP 1-02)

force module package. A force module with a specific functional orientation (e.g., air superiority, close air support, reconnaissance, ground defense) that include combat, associated combat support, and combat service support forces. Additionally, force module packages will contain sustainment in accordance with logistic policy contained in Joint Strategic Capabilities Plan Annex B. Also called **FMP**. (JP 1-02)

force provider. The force provider supplies the organized units not assigned to the supported commander. force providers include geographically and functionally organized combatant commanders and the Services. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

force requirement number. An alphanumeric code used to uniquely identify force entries in a given operation plan time-phased force deployment data. Also called **FRN**. (JP 1-02)

force shortfall. A deficiency in the number of types of units available for planning within the time required for the performance of an assigned task. (JP 1-02)

force sourcing. The identification of the actual units and their origins, ports of embarkation, and movement characteristics to satisfy the time-phased force requirements of a supported commander. (JP 1-02)

force tracking. The identification of units and their specific modes of transport during movement to an objective area. (JP 1-02)

Global Transportation Network. The automated support necessary to enable US Transportation Command and its components to provide global transportation management. The Global Transportation Network provides the integrated transportation data and systems necessary to accomplish global transportation planning, command and control, and in-transit visibility across the range of military operations. The designated Department of Defense in-transit visibility system provides customers with the ability to track the identity, status, and location of Department of Defense units and non-unit cargo, passengers, patients, forces, and military and commercial airlift, sealift, and surface assets from origin to destination across the range of military operations. The Global Transportation Network collects, integrates, and distributes transportation information to combatant commanders, Services, and other Department of Defense customers. Global Transportation Network provides US Transportation Command with the ability to perform command and control operations, planning and analysis, and business operations in tailoring customer requirements throughout the requirements process. Also called **GTN**. (JP 1-02)

hardware. 1. The generic term dealing with physical items as distinguished from its capability or function such as equipment, tools, implements, instruments, devices, sets, fittings, trimmings, assemblies, subassemblies, components, and parts. The term is often used in regard to the stage of development, as in the passage of a device or component from the design stage into the hardware stage as the finished object. 2. In data automation, the physical equipment or devices forming a computer and peripheral components. (JP 1-02)

host nation support. Civil and/or military manpower, equipment, and facility assistance rendered by a host nation to foreign forces within its territory during times of crisis/ emergencies or war, based on agreements mutually concluded between nations. Also called **HNS**. (JP 1-02)

installation. A grouping of facilities, located in the same vicinity, which support particular functions. Installations may be elements of a base. (JP 1-02)

intertheater airlift. The common-user airlift linking theaters to the continental United States and to other theaters as well as the airlift within the continental United States. The majority of these air mobility assets is assigned to the Commander, United States Transportation Command. Because of the intertheater ranges usually involved, intertheater airlift is normally conducted by the heavy, longer range, intercontinental airlift assets but may be augmented with shorter range aircraft when required. Formerly referred to as "strategic airlift." (JP 1-02)

In-Transit Visibility. The ability to track the identity, status and location of Department of Defense units, and non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; medical patients; and personal property from origin to consignee or destination across the range of military operations. Also called **ITV**. (JP 1-02)

joint force. A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments, operating under a single joint force commander. (JP 1-02)

joint force commander. A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Also called **JFC**. (JP 1-02)

Joint Operation Planning and Execution System. A system that provides the foundation for conventional command and control by national- and combatant command-level commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. Joint Operation Planning and Execution System (JOPES) includes joint operation planning policies, procedures, and reporting structures supported by communications and automated data processing systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, sustainment, and redeployment activities associated with joint operations. Also called **JOPES**. (JP 1-02).

joint reception, staging, onward movement, and integration. A phase of joint force projection occurring in the operational area. This phase comprises the essential processes required to transition arriving personnel, equipment, and materiel into forces capable of meeting operational requirements. Also called **JRSOI**. (JP 1-02)

latest arrival date. A day, relative to C-Day, that is specified by the supported combatant commander as the latest date when a unit, a resupply shipment, or replacement personnel can arrive and complete unloading at the port of debarkation and support the concept of operations. Used with the earliest arrival date, it defines a delivery window for transportation planning. Also called **LAD**. (JP 1-02)

leader. A leader may be actively selected, chosen by default or the environment. The session leader selects participants and understands the functional, organizational, and operational relationships needed to produce the product or complete the task. The leader plans, sets up, initiates, manages, terminates, and reports the results of collaborative meetings. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

lift. 1. Strategic. Air, land, and sea transport assets designated from deploying forces and cargo between theaters of operations or between CONUS and theaters of operations. 2. Theater. Air, land, and sea transport assets assigned to a commander for moving forces and cargo within a theater of operations. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication)

lift provider. The lift provider provides the assets and resources to relocate forces and material. Lift providers include US Transportation Command and its transportation component commands and elements of the force provider, sustainment provider, and supported commander's component commands that provide lift. Lift assets and resources may be organic to the lift provider or supplied through contracts with commercial industry. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

line of communications. A route, land, water, and/or air that connects an operating military force with a base of operations, along which supplies and military forces move. Also called **LOC**. (JP 1-02)

manifest. A document specifying in detail the passengers or items carried to a specific destination. (JP 1-02)

metadata. Information about information; more specifically, information about the meaning of other data. (JP 1-02)

Military Sealift Command. A major command of the US Navy, and the US Transportation Command's component command responsible for designated common-user sealift transportation services to deploy, employ, sustain, and redeploy US forces on a global basis. Also called **MSC**. (JP 1-02)

Military Surface Deployment and Distribution Command. A major command of the US Army, and the US Transportation Command's component command responsible for designated continental United States land transportation as well as common-user water terminal and traffic management service to deploy, employ, sustain, and redeploy US forces on a global basis SDDC is designated as the Deployment Process Owner (DPO) responsible for providing surface deployment command and control and distribution operations to meet National Security objectives in peace and war.. (JP 1-02) Note: Formerly called Military Traffic Management Command (MTMC) now called Military Surface Deployment and Distribution Command (SDDC).

mobilization. 1. The act of assembling and organizing national resources to support national objectives in time of war or other emergencies. See also **industrial mobilization**. 2. The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the Reserve Components as well as assembling and organizing personnel, supplies, and materiel. Mobilization of the Armed Forces includes but is not limited to the following categories. a. **selective mobilization**—Expansion of the active Armed Forces resulting from action by Congress and/or the President to mobilize Reserve Component units, Individual Ready Reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack. b. **partial mobilization**—Expansion of the active Armed Forces resulting from action by Congress (up to full mobilization) or by the President (not more than 1,000,000 for not more than 24 consecutive months) to mobilize Ready Reserve Component units, individual reservists, and the resources needed for their support to meet the requirements of a war or other

national emergency involving an external threat to the national security. c. **full mobilization**—Expansion of the active Armed Forces resulting from action by Congress and the President to mobilize all Reserve Component units in the existing approved force structure, as well as all individual reservists, retired military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security. Reserve personnel can be placed on active duty for the duration of the emergency plus six months. d. **total mobilization**—Expansion of the active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security. (JP 1-02)

movement control. 1. The planning, routing, scheduling, and control of personnel and cargo over lines of communications. 2. An organization responsible for the planning, routing, scheduling, and control of personnel and cargo movements over lines of communications. Managed by a Theater Movement Control Agency (TMCA) with subordinate Movement Control Battalions (MCBs). MCBs position Movement Control Teams (MCTs) at key nodes and along main and alternate supply routes. (JP 1-02)

multimedia tools. Applications that provide the capability to display and manipulate data in a variety of formats including video, audio, text, and graphics. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

newsgroup. A collection of discussions about particular subjects consisting of notes written to and distributed from a central internet site. Newsgroups are organized into subject hierarchies, which may contain multiple levels of subtopics and may be moderated by a designated person who controls Newsgroup contents. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

noncombatant evacuation operations. Operations directed by the Department of State, the Department of Defense, or other appropriate authority whereby noncombatants are evacuated from foreign countries

when their lives are endangered by war, civil unrest, or natural disaster to safe havens or to the United States. Also called **NEOs**. (JP 1-02)

operation order. A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. Also called **OPORD**. (JP 1-02)

operation plan. Any plan, except for the Single Integrated Operational Plan, for the conduct of military operations. Plans are prepared by combatant commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff and by commanders of subordinate commands in response to requirements tasked by the establishing unified commander. Operation plans are prepared in either a complete format (OPLAN) or as a concept plan (CONPLAN). The CONPLAN can be published with or without a time-phased force and deployment data (TPFDD) file. a. **OPLAN**—An operation plan for the conduct of joint operations that can be used as a basis for development of an operation order (OPORD). An OPLAN identifies the forces and supplies required to execute the Combatant Commander's (COCOM) Strategic Concept and a movement schedule of these resources to the theater of operations. The forces and supplies are identified in TPFDD files. OPLANs will include all phases of the tasked operation. The plan is prepared with the appropriate annexes, appendixes, and TPFDD files as described in the Joint Operation Planning and Execution System manuals containing planning policies, procedures, and formats. Also called **OPLAN**. b. **CONPLAN**—An operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPLAN or OPORD. A CONPLAN contains the COCOM's Strategic Concept and those annexes and appendixes deemed necessary by the combatant commander to complete planning. Generally, detailed support requirements are not calculated and TPFDD files are not prepared. c. **CONPLAN with TPFDD**—A CONPLAN with TPFDD is the same as a CONPLAN except that it requires more detailed planning for phased deployment of forces. Also called **CONPLAN**. (JP 1-02)

origin. Beginning point of a deployment where unit or non-unit-related cargo or personnel are located. (JP 1-02)

parallel planning. Related, but separate planning efforts conducted in tandem. (This ter m and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

participant. An individual or organization identified or designated as a necessary part of the collaboration session. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

passive participant. An observer to a process, or an individual with the need to know the results of a collaboration session. A passive participant may also serve as an advisor to an active participant. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

planning order. 1. An order issued by the Chairman of the Joint Chiefs of Staff (CJCS) to initiate execution planning. The planning order will normally follow a commander's estimate and a planning order will normally take the place of the CJCS alert order. National Command Authorities approval of a selected course of action is not required before issuing a CJCS planning order. 2. A planning directive that provides essential planning guidance and directs the initiation of execution planning before the directing authority approves a military course of action. (JP 1-02)

port of debarkation. The geographic point at which cargo or personnel are discharged. This may be a seaport or aerial port of debarkation. For unit requirements, it may or may not coincide with the destination. Also called **POD**. (JP 1-02)

port of embarkation. The geographic point in a routing scheme from which cargo or personnel depart. This may be a seaport or aerial port from which personnel and equipment flow to port of debarkation; for unit and non-unit requirements, it may or may not coincide with the origin. Also called **POE**. (JP 1-02)

ready-to-load date. The date when a unit will be ready to move from the origin, i.e., mobilization station. Also called **RLD**. (JP 1-02)

recorder. The recorder, in concert with the leader, ensures that knowledge, information, and data requirements are presented, recorded, distributed,

and filed. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

redeployment. The transfer of forces and materiel to support another joint force commander's operational requirements, or to return personnel, equipment, and materiel to the home and/ or demobilization stations for reintegration and/or out-processing. (JP 1-02)

request for forces. The forces are issued upon a decision by the Secretary of Defense to commence preparations for the conduct of military operations. The supported combatant commander requests forces through the Joint Staff to the Secretary of Defense. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

required delivery date. The date that a force must arrive at the destination and complete unloading. Also called **RDD**. (JP 1-02)

Requirements Branch. The Requirements Branch is one section of USTRANSCOM's Deployment and Distribution Operations Center. The Requirements Branch monitors movement requirements development by the joint force commander and his components and serves as the focal point to develop the transportation plan to support each strategic transportation request. The Requirements Branch receives notification of a movement requirement when the joint force commander publishes an operation plan/operations order with time-phased force and deployment data or when the joint force commander formally requests forces in a request for forces message to the Joint Staff J-3. Following Secretary of Defense approval of a deployment order authorizing movement and establishing a C-Day, the Requirements Branch engages in a collaborative dialog with the joint force commander to optimize the movement mode/ asset and deconflict movement requirements that exceed the support capacity of USTRANSCOM transportation component commands. This collaborative dialog takes place prior to the validation of the movement requirement (V in the scheduled status flag field) by the joint force commander. The Requirements Branch's primary responsibility involves developing a transportation plan that is fully negotiated with the joint force commander regarding delivery dates and feasible for the transportation component commands to execute. Requirements Branch's responsibility ends when the transportation component commands schedule/allocate

lift (A in the scheduled status flag field), then the Requirements Branch delivers the transportation plan to the Current Operations Cell for execution management. Also called **RB**. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

resupply. The act of replenishing stocks in order to maintain required levels of supply. (JP 1-02)

Single Mobility System . The Single Mobility System is a web-based command and control information planning tool that provides requirements and scheduled missions visibility to senior leadership, requirements planners, and unit schedulers. The Single Mobility System integrates data from multiple external systems to provide a correlated display of decision-ready information. It provides visibility of active duty, National Guard and Reserve Component airlift missions. It also provides visibility of ship schedules, booked and manifested cargo, and port data as well as many decision support tools, such as cost calculators, a port locator, and station workload. Also called **SMS**. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

software. Included in this category are applications and programs on the computers. Examples are collaboration tool suites such as InfoWork Space, Defense Collaborative Tool Suite , and digital dashboard with their embedded collaborative tools. Other items in this category are operating systems, database management systems, and programming languages. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

strategic airlift. See **intertheater airlift**. (JP 1-02)

supported commander. 1. The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. 2. In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for

ensuring that the supporting commander understands the assistance required. (JP 1-02)

supporting commander. 1. A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies as appropriate. 2. In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander. (JP 1-02)

sustainment. The provision of personnel, logistic, and other support required to maintain and prolong operations or combat until successful accomplishment or revision of the mission or of the national objective. (JP 1-02)

sustainment provider. The sustainment provider supplies the personnel and material that allow military forces assigned to the supported commander to initiate or continue operations. Sustainment includes replacement personnel (non-unit personnel) and sustaining equipment and supplies (non-unit cargo). Sustainment providers include the Services and the Defense Logistics Agency. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

sustainment records. In time-phased force and deployment data development, records are built to identify movement requirements associated with materiel required to support a unit after arrival in-theater from the time the prescribed loads are anticipated to be exhausted until regular supply commences. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

tactical assembly area. An area that is generally out of the reach of light artillery and the location where units make final preparations (pre-combat checks and inspections) and rest, prior to moving to the line of departure. Also called **TAA**. (JP 1-02)

technical support. Technical support manages the performance of systems, equipment, and applications. (This term and its definition are

applicable only in the context of this publication and cannot be referenced outside this publication.)

theater. The geographic area outside the continental United States for which a commander of a combatant command has been assigned responsibility. (JP 1-02)

throughput. The average quantity of cargo and passengers that can pass through a port on a daily basis from arrival at the port to loading onto a ship or plane, or from the discharge from a ship or plane to the exit (clearance) from the port complex. Throughput is usually expressed in measurement tons, short tons, or passengers. Reception and storage limitation may affect final throughput. (JP 1-02)

time-phased force and deployment data. The Joint Operation Planning and Execution System database portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including the following: a. In-place units; b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation; c. Routing of forces to be deployed; d. Movement data associated with deploying forces; e. Estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces; and f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources. Also called **TPFDD**. (JP 1-02)

time-phased force and deployment data letter of instruction. This instruction directs the single process and standard procedures to be used in developing and executing time-phased force and deployment data during crisis operations, force rotations, and exercises. It applies to supported and supporting commanders and agencies throughout the joint planning and execution community during both deployment and redeployment operations. Also called **TPFDD LOI**. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

transload. Transload operations involve the unloading of cargo or passengers from one transportation asset and reloading the same

cargo or passengers onto another transportation asset at the same location. Transload involves cargo handling and a re-documentation of cargo or passengers. Transload can occur at aerial ports, as well as ocean and surface terminals. Whenever a transload operation is used, planners should allow for additional transit time – normally, two or three days. Transload must not be seen as an inject point for components of the combatant commander to change their time-phased force and deployment data; what goes in the pipeline must come out in the same sequence, or the resulting disruption may negatively impact the entire delivery process. (DOD 4500.9-R, *DTR Part II*)

transportation asset. Lift assets consist of air, land, and sea carriers, both military and commercial. Assets include units, people, equipment, facilities, and storage space at nodes in the transportation network. Airborne tankers are defined as transportation assets when they are hauling cargo or personnel. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

transportation closure. The actual arrival date of a specified movement requirement at port of debarkation. (JP 1-02)

Transportation Component Command. The three component commands of United States Transportation Command: Air Force Air Mobility Command; Navy Military Sealift Command; and Army Military Traffic Management Command. Each transportation component command remains a major command of its parent Service and continues to organize, train, and equip its forces as specified by law. Each transportation component command also continues to perform Service-unique missions. Also called **TCC**. (JP 1-02)

transportation feasibility. Operation plans and operation plans in concept format are considered transportation feasible when the capability to move forces, equipment, and supplies exists from the point of origin to the final destination according to the plan. Transportation feasibility determination will require concurrent analysis and assessment of available strategic and theater lift assets, transportation infrastructure, and competing demands and restrictions. a. The supported commander of a combatant command (CINC) will analyze deployment, joint reception, staging, onward movement, and integration (JRSOI), and theater distribution

of forces, equipment, and supplies to final destination. b. Supporting COCOMs will provide an assessment on movement of forces from point of origin to aerial port of embarkation and/or seaport of embarkation. c. The Commander in Chief, United States Transportation Command will assess the strategic leg of the time-phased force and deployment data for transportation feasibility, indicating to the Chairman of the Joint Chiefs of Staff and supported CINC that movements arrive at the port of debarkation consistent with the supported COCOM's assessment of JRSOI and theater distribution. d. Following analysis of all inputs, the supported CINC is responsible for declaring a plan end-to-end executable. (JP 1-02)

transship. Transship operations involve transferring material between transportation assets. It occurs whenever a change in mode operator or carrier occurs. It usually includes segregating, repackaging, holding, documenting, staging or storing. During transship operations, cargo and passengers loads are reconfigured, repackaged, and re-documented before onward movement. (DOD 4500.9-R, *DTR Part II*)

unified command. A command with a broad continuing mission under a single commander and composed of significant assigned components of two or more Military Departments, that is established and so designated by the President, through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Also called **unified combatant command**. (JP 1-02)

unit deployment list. For a unit, a detailed listing in total of individual pieces of equipment and/or personnel; the individual dimensional characteristics in deployment configuration that a unit will deploy. Also called **UDL**. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

unit identification code. A six-character, alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces. Also called **UIC**. (JP 1-02)

unit line number. A seven-character alphanumeric code that describes a unique increment of a unit deployment, i.e., advance party, main body, equipment by sea and air, reception team, or trail party, in Joint Operation Planning and Execution System time-phased force and deployment data. Also called **ULN**. (JP 1-02)

unit type code. A Joint Chiefs of Staff developed and assigned code, consisting of five characters that uniquely identify a “type unit.” (JP 1-02)

United States Transportation Command. The unified command responsible for the mission to provide strategic air, land, and sea transportation for the Department of Defense, across the range of military operations. This command manages the Defense Transportation System. Also called **USTRANSCOM**. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

validation. Execution procedure used by the combatant command components, supporting combatant commanders, and providing organizations to confirm to the supported commander and US Transportation Command that all the information records in the time-phased force and deployment data are not only error free for automation purposes, but also accurately reflect the current status, attributes, and availability of units and requirements. Unit readiness, movement dates, passengers, and cargo details should be confirmed with the unit before validation occurs. (JP 1-02)

video teleconferencing. Current capability that enables participants in different geographical locations to conduct a meeting/conference in real time by means of an interactive audio/ video system. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

war reserve materiel requirement. That portion of the war materiel requirement required to be on hand on D-Day. This level consists of the war materiel requirement less the sum of the peacetime assets assumed to be available on D-Day and the war materiel procurement capability. (JP 1-02)

warning order. 1. A preliminary notice of an order or action that is to follow. 2. (**DOD only**) A crisis action planning directive issued by the Chairman of the Joint Chiefs of Staff that initiates the development and evaluation of courses of action by a supported commander and requests that a commander’s estimate be submitted. 3. (**DOD only)** A planning directive that describes the situation, allocates forces and resources, establishes command relationships, provides other initial planning guidance, and initiates subordinate unit mission planning. (JP 1-02)

water terminal. A facility for berthing ships simultaneously at piers, quays, and/or working anchorages, normally located within sheltered coastal waters adjacent to rail, highway, air, and/or inland water transportation networks. (JP 1-02)

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USTRANSCOM / TCJ5-RD
508 Scott Drive
Scott AFB 62225-5357
DSN 779-4161
Commercial (618) 229-4161
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