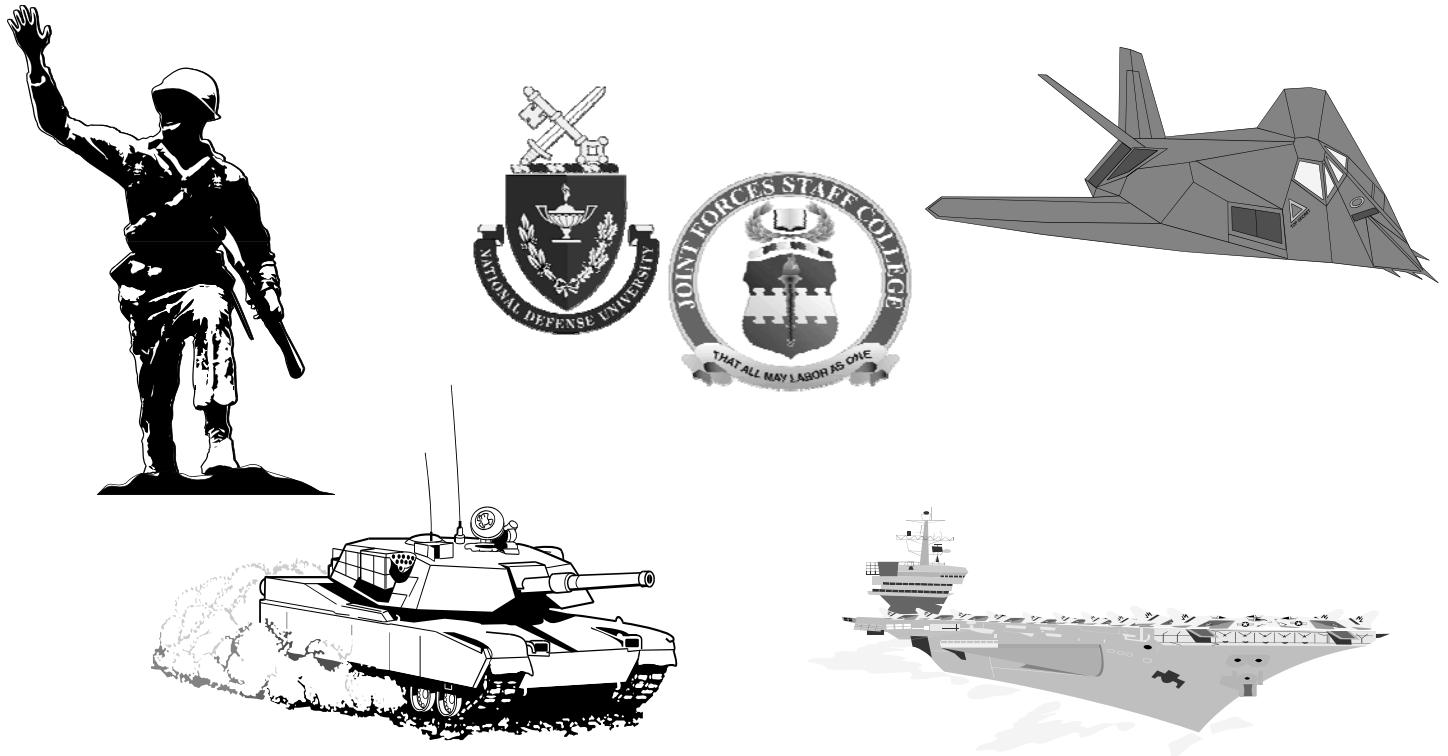


Joint Transition Course

Lesson Guide

16 – 20 June 2008

“Joint, Interagency & Coalition Warfare



“is Team Warfare”

**JOINT FORCES STAFF COLLEGE
7800 Hampton Blvd, Norfolk, VA 23511-1702**

JOINT TRANSITION COURSE (JTC)

COURSE OBJECTIVE. The objective of this course is for each student to gain awareness of the organizations, agencies and processes associated with the United States strategic planning environment. This course familiarizes students with Joint Professional Military Education Phase I (JPME I) curriculum and prepares them for attendance at the Joint Forces Staff College JPME Phase II course of instruction. Participants have subjects such as Operational Art, Information Operations, and the key components of Contingency and Crisis Action Planning associated with the Joint Operation Planning and Execution System (JOPES) introduced during this course of instruction.

COURSE SUMMARY. Students are introduced to the Joint Operation Planning and Execution System (JOPES) processes known as Contingency and Crisis Action Planning. Students are acquainted with the process of developing a plan based on a Chairman of the Joint Chiefs of Staff (CJCS) task assignment. How information technology (IT) assists in the planning. How the Joint Planning and Execution Community (JPEC) develop timely recommendations to aid the President or Secretary of Defense in making decisions involving the use of U.S. military forces. The course includes a discussion of major programs and initiatives to correct existing deficiencies in US capabilities.

COURSE CONTENT.

- a. LESSON 00 – STUDENT IN-PROCESSING. This block of time allows for JFSC staff to account for and in-process students for this course of instruction at JFSC.
- b. LESSON 01 – INTRODUCTION. This lesson provides an overview of the course and emphasizes the relationship between joint doctrine and JOPES.
- c. LESSON 02 – ORGANIZATIONAL STRUCTURE FOR JOINT PLANNING. This lesson describes the U.S. national military command structure. It illustrates the framework comprising the President Secretary of Defense, Joint Chiefs of Staff (JCS), combatant commands and the Department of Defense. It introduces the topic of command relationships and the type of authority employed to plan and execute joint operations. The lesson explains the assignment process for operational tasks through the Chairman of the Joint Chiefs of Staff (CJCS) to each of the combatant commands.
- d. LESSON 02A – COMPONENTS AND JOINT OPERATIONS. This lesson provides students with an overview of the United States Army, Marine Corps, Navy, and Air Force capabilities in joint operations and their vision for the future. Each presentations offers insights into Component responsibilities to organize, train, equip and prepare for future warfare in support of Combatant Commanders operational and mission requirements.
- d. LESSON 03 – DEPARTMENT OF DEFENSE PLANNING SYSTEMS. This lesson describes the interrelationships between the Joint Strategic Planning System

(JSPS), the Planning, Programming, Budgeting, and Execution (PPBE) process, and Joint Operation and Execution System (JOPES). The lesson identifies how strategic planning done by the CJCS is the foundation for operation and execution planning done by combatant commanders. It describes the PPBE process as the management framework for integrating strategy, resources, and planning into budgetary requirements.

e. LESSON 04 – OPERATIONAL WARFARE. This lesson describes the principles associated with the Operational Level of Warfare and Campaigning.

f. LESSON 04A – INFORMATION OPERATIONS. This is an introduction to Information Operations (IO). This lesson covers modern Command and Control Warfare (C2W) and IO doctrine, issues and their relevance to the strategic and operational planning and execution from peacetime through war.

g. LESSON 05 – JOINT PLANNING OVERVIEW. This lesson explains the historical development of Joint Operations Planning System (JOPS), Crisis Action Planning (CAP), Joint Deployment System (JDS), and Joint Operation Planning and Execution System (JOPES) Contingency Planning; their reference documents; their planning products: Operations Plan (OPLAN), Concept Plan (CONPLAN), and Security Cooperation Plan (SCP).

h. LESSON 06 – STRATEGIC GUIDANCE. This lesson explains the first function of the contingency planning process including sources of planning tasks and description of the mission analysis, threat assessment, and assumptions steps that lead to the In-Progress Review Assumptions (IPR-A).

i. LESSON 07 – CONCEPT DEVELOPMENT. This lesson will explain the three steps of concept development in the contingency planning process from planning guidance to commander's estimate and the subsequent Concept In-Progress Review Concept (IPR-C) that results in a Strategic Concept of Operations.

j. LESSON 08 – FORCE PLANNING. This lesson explains the force-planning step of plan development during the contingency planning process. This lesson examines the development of each Service component's Time-Phased Force and Deployment List (TPFDL) to include the use of force modules and the Time-Phased Force and Deployment Data (TPFDD) or Force Flow as major elements of force planning and execution.

k. LESSON 09 – SUPPORT PLANNING. This lesson explains the support-planning step of plan development during the contingency planning process. The lesson discusses the importance of sustainment for the forces identified in force planning, and how the Service components, using IT support, compute and add non-unit-related support requirements to the TPFDD or Force Flow. The lesson includes a discussion on replacement of personnel, civil engineering support, and medical support.

1. LESSON 10 – TRANSPORTATION PLANNING. This lesson explains how the transportation planner, using JOPES IT, can evaluate and simulate the strategic movement of cargo and personnel to determine the transportation feasibility of a Combatant Commander's concept of operations and support during the plan development of contingency planning.

m. LESSON 11 COMPLETION OF CONTINGENCY PLANNING.

a. TPFDD (FORCE FLOW) REFINEMENT. This portion of the lesson covers TPFDD (Force Flow) refinement and the coordination responsibilities of the supported commander, the supporting commands and organizations, and United States Transportation Command (USTRANSCOM).

b. DOCUMENTATION and PLAN REVIEW. This portion of the lesson explains the formal process used by the Joint Planning and Execution Community to review plans and the Plan In-Progress Review Final (IPR-F), which approves or disapproves plans.

c. PLAN ASSESSMENT. This portion of the lesson explains the responsibilities associated with the preparation of branches, sequels, supporting plans, interagency plans, and coalition plans where applicable. Plan Assessment and its In-Progress Review (IPR-R) is a continuous process in which the plan will be adapted or refined as required, terminated if no longer necessary, or executed if conditions dictate.

n. LESSON 12 – CRISIS ACTION PLANNING. This lesson discusses the conduct of joint planning and execution during time-sensitive situations. It examines Crisis Action Planning (CAP) and the procedures and processes for the issuance of taskings, guidance, to include the President and Secretary of Defense decisions.

o. LESSON 13 – CRISIS ACTION PLANNING EXERCISE. This lesson provides a Crisis Action Planning Exercise that deals with a humanitarian crisis operation. It provides an opportunity for students to participate as planners in a simulated complex incident. The students are required to analyze the situation and its requirements for conducting operations in Cameroon after a catastrophic volcanic eruption that has devastated the country. This event will require multi-national and interagency students to conduct a mission analysis, develop rules of engagement, and establish a command and control organization diagram during a time-sensitive situation.

JOINT TRANSITION COURSE
JTC 01

INTRODUCTION

STUDENT LESSON GUIDE

1. METHOD OF INSTRUCTION. This lesson period will include a welcome to the Joint Forces Staff College and provide an overview of the course. It covers administrative items, discusses course content, and other related issues and allows students the opportunity to introduce themselves. Approximate time for this lesson is one and one-half hour.

2. CLASSROOM MATERIAL.

- a. Audiovisual materials. Power Point Presentation.
- b. Handouts.
 1. Class schedule
 2. Student Lesson Guide
 3. JTC Planning Primer, December 2005
 4. The Joint Forces & Operational Warfighting SMARTbook
 5. Student issued publications

3. LESSON DEVELOPER. Joint Planning Orientation Division (JPOD)

4. OUTCOMES EXPECTED. Understand the goals and objectives of the Joint Transition Course (JTC).

5. LESSON OBJECTIVES (LO) AND SAMPLES OF BEHAVIOR (SB). Each student should know the focus of the course.

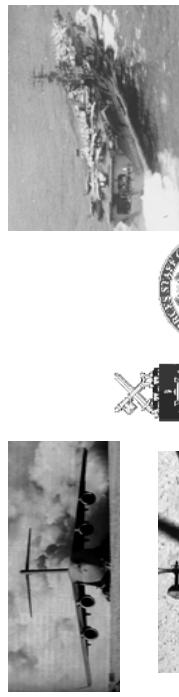
6. STUDENT REQUIREMENTS. None

7. REFERENCES.

- a. Joint Pub 1-02 DOD Dictionary of Military and Associated Terms
- b. Joint Pub 3-0 Joint Operations
- c. Joint Pub 5-0 Joint Operation Planning

National Defense University

Joint Forces Staff College



"That all may Labor as One,"

JFSC Mission Statement



To educate national security professionals to plan and execute joint, multinational, and interagency operations to instill a primary commitment to joint, multinational and interagency teamwork, attitudes and perspectives.

Introductions

- Name
- Service
- Country
- Experience
- Where are you coming from?
- Where are you going next?
- Family location?

Course Objective

Review joint, interagency, and multinational operations within the context of the United States Defense Structure and Planning Processes used during contingency and crisis action planning.

Joint Transition Course

Introduction
Organizational Structure for Joint Planning
Component Perspective - Army
Component Perspective – Marine Corps
Component Perspective – Navy
Component Perspective – Air Force
Component Perspective – Special Ops
DOD Planning Systems

Operational Warfare
Information Operations

Joint Transition Course

Joint Planning Overview
Strategic Guidance
Concept Development
Plan Development
Plan Assessment

Crisis Action Planning
CAP Exercise
Assessment

Joint Transition Course

Organizations and Command Relationship
Abbreviations and Acronyms
Joint Pub 3.0
Joint Pub 3.33
Joint Pub 5.0
JOPES Vol I (Excerpts)
Lesson Guide

Vocabulary

CAP	C-day	JRC	JPEC
Strategic Concept		LAD	
TPFDD	QDR	UIC	PPBE
M-day		TUCHA	
JSCP		JFAST	

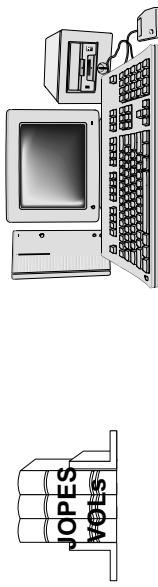
Joint Operation Planning Process

A coordinated Joint Staff procedure used by a commander to determine the best method of accomplishing assigned tasks and to direct the action necessary to accomplish the mission.

JP 1-02

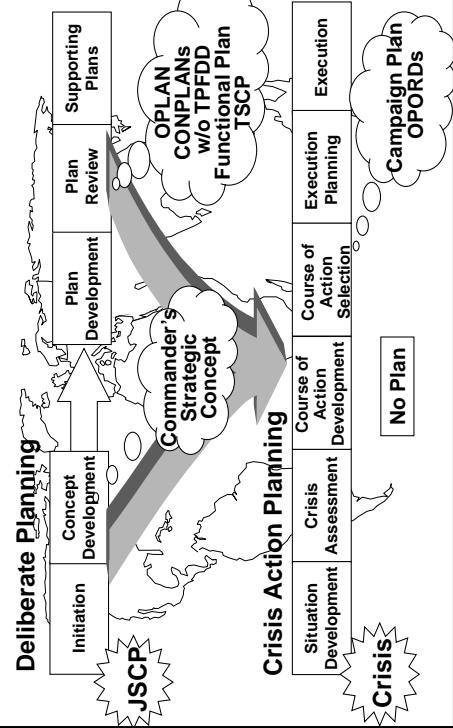
What is JOPEs? Develop and Execute War Plans

JOPEs is a **combination** of joint **policies and procedures**, supported by **T/T**, designed to provide joint commanders and planners with a capability to plan and conduct joint military operations.



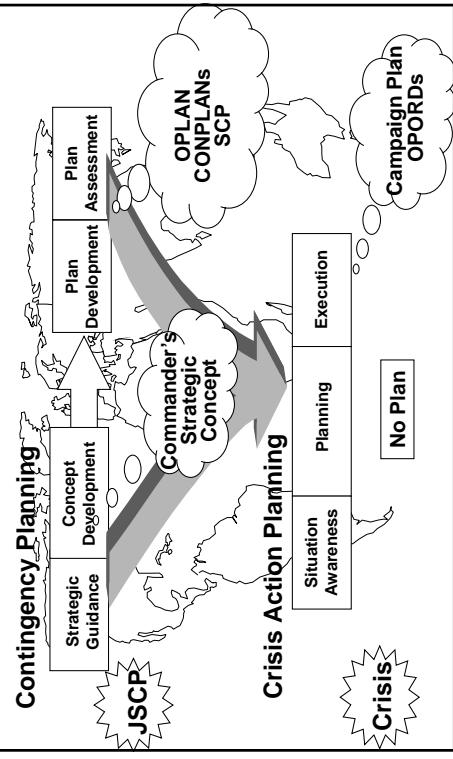
JOPEs

Joint Operation Planning and Execution System

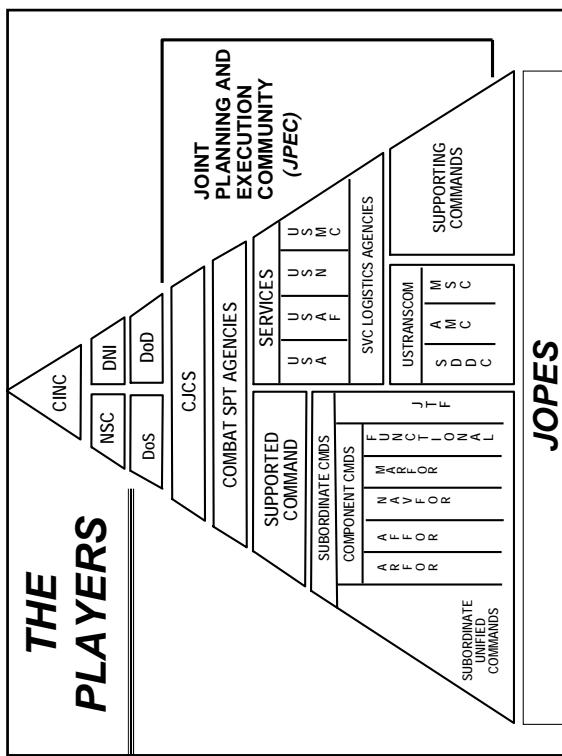


JOPEs

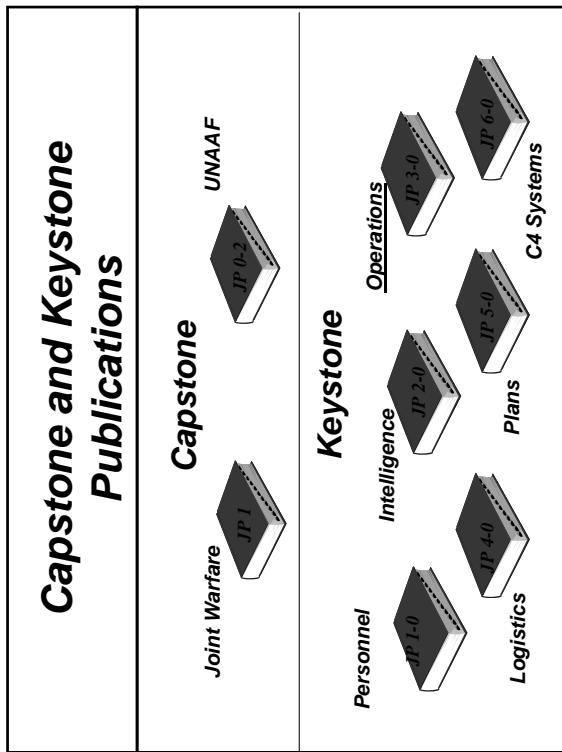
Joint Operation Planning and Execution System



THE PLAYERS



**Capstone and Keystone
Publications**



Joint Transition Course

- Points of Contact
 - Professor Larry Brady
 - Room E-232
 - 443-6223/6224
 - JFSC Quarter Deck
 - 443-6076

Information

- Phones
 - Drinks and Snacks
 - Restrooms
 - Smoking
 - Class Photo
 - Support activities schedule
 - Customer Support Services
 - JFSC Badges

Joint Planning Goal

The primary **goal** of planning is not the development of elaborate plans that inevitably must be changed; a more enduring goal is the development of planners who can cope with the inevitable change.

Joint Transition Course



Joint Forces Staff College
National Defense University

JOINT TRANSITION COURSE
JTC 02

ORGANIZATIONAL STRUCTURE FOR JOINT PLANNING
STUDENT LESSON GUIDE

1. METHOD OF INSTRUCTION. This lesson describes the organizational structure of the national military establishment, the chain of command from the President and/or the Secretary of Defense to the combatant commands, and command relationships to the Joint Chiefs of Staff and other support authorities. The lesson introduces students to the operational and organizational policies and procedures for exercise of command by combatant commands and other joint force commands. Approximate time for this lesson is one and one-half hours.

2. CLASSROOM MATERIAL.

- a. Audiovisual materials. Power Point Presentation
- b. Handouts.
 1. Student Lesson Guide
 2. Combatant Commands Fact Sheet

3. LESSON DEVELOPER. Joint Planning Orientation Division (JPOD)

4. OUTCOMES EXPECTED. Students will comprehend the doctrine, principles, and policies that govern joint force activities and performance of the Armed Forces of the United States. They will have a working familiarity with the command relationships and authorities combatant commanders use to direct military operations.

5. LESSON OBJECTIVES (LO).

- a. LO-1: COMPREHEND the structure and functions of the primary elements of the national military command structure.
 - (1) SB-A: EXPLAIN the National Military Command structure from the President and/or the Secretary of Defense to the Joint Chiefs of Staff (JCS), Services, and the Unified Commands and their major elements.
 - (2) SB-B: EXPLAIN the relationships among the following organizations and commands: Department of Defense, Chairman of the Joint Chiefs of Staff (CJCS), the Joint Staff, Services, and Combatant Commands.
 - (3) SB-C: SUMMARIZE the doctrinal options that Combatant Commanders have in organizing joint forces and illustrate with examples.

b. LO-2: COMPREHEND the assigned responsibilities and guidance to Combatant Commanders of Unified Commands (as provided for in the UCP, Joint Pub 0-2 (UNAAF), and Joint Pub 3-0, which they must consider in discharging their duties and responsibilities.

(1) SB-A: DESCRIBE the authority and responsibility of Combatant Commanders and of Service Chiefs by highlighting the differences between operational authorities\responsibilities and administrative and support authorities\responsibilities.

(2) SB-B: DESCRIBE the command channel for exercising command over joint military forces and SUMARIZE the seven levels of authority used to command and control US Military forces.

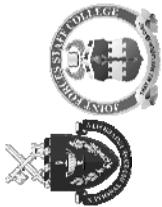
6. **STUDENT REQUIREMENTS.**

a. READ Joint Pub 3-0, Chapter II, Section 4, pages II-1 through II-7.

7. **REFERENCES**

- a. Joint Pub 1, Doctrine of the Armed Forces of the United States
- b. Joint Pub 3-0, *Joint Operation*.

Organizational Structure for Joint Planning



Joint Forces Staff College
National Defense University

Lesson Objectives

- Comprehend the structure and functions of the primary elements of the National Military Command structure.
- Comprehend the assigned responsibilities and guidance to Commanders of Unified Commands which they must consider in discharging their duties and responsibilities.

National Security Act of 1947

- Formed national military establishment
- Formed three executive departments
 - Army, Navy, Air Force
 - Each headed by cabinet-level secretary
- Established unified and specified commands
- Created position of Secretary of Defense
- Gave new secretary authority only to
 - Establish "general" policies
 - Exercise "general" direction, authority, control

Legislative and Executive Changes to the National Security Act of 1947

- 1948 Key West Agreement
- 1949 Amendment
- 1952 Amendment
- 1953 Plan
- 1958 Amendment
- 1978 Amendment

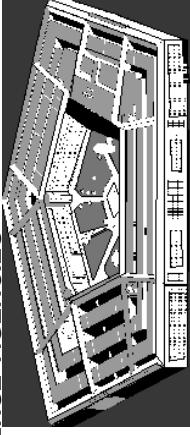
DOD Reorganization Act of 1986

- Designated Chairman *principal military adviser*
- Transferred duties of corporate JCS to Chairman
- Created position of Vice Chairman
- Specified chain of command to run from President to Secretary of Defense to unified and specified combatant commanders

Elements of the Department of Defense

Office of the Secretary of Defense

DEFENSE AGENCIES **DOD FIELD ACTIVITIES**



JOINT CHIEFS OF STAFF

JOINT STAFF **COMBATANT COMMANDS MILITARY DEPARTMENTS**

* * * *

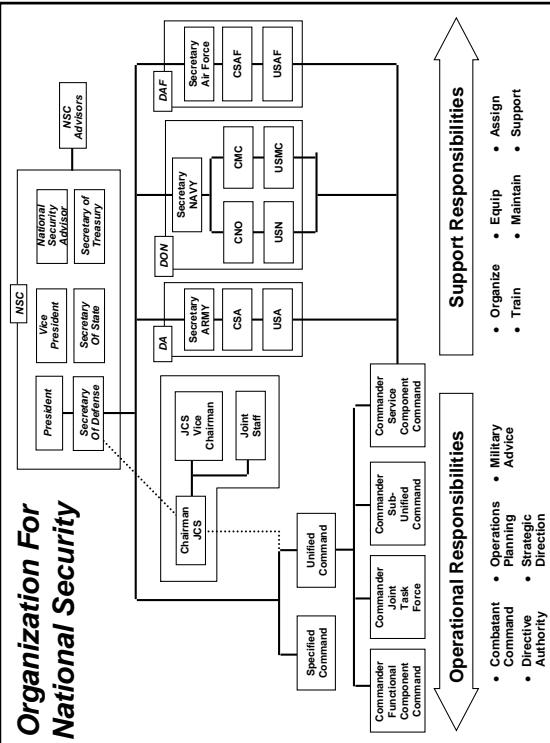


Unity of Effort

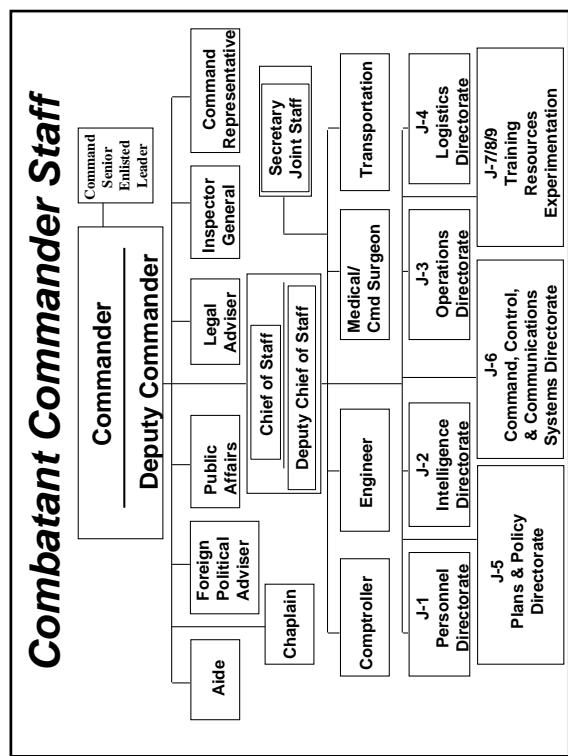
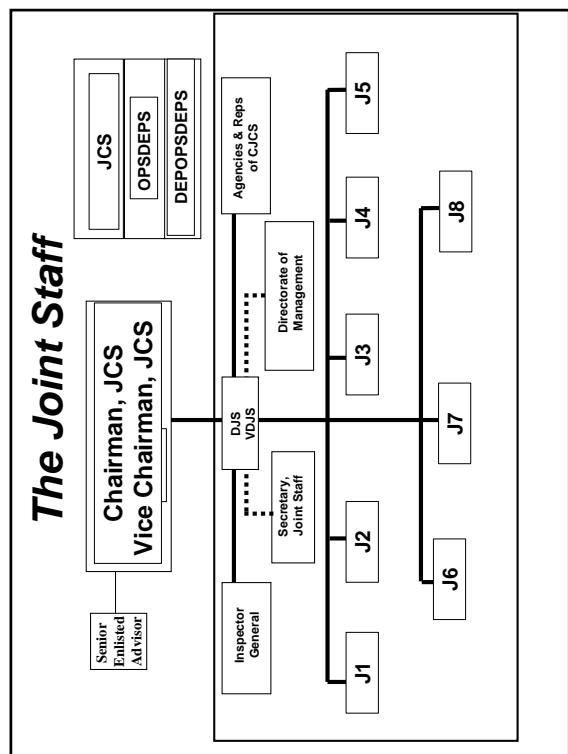
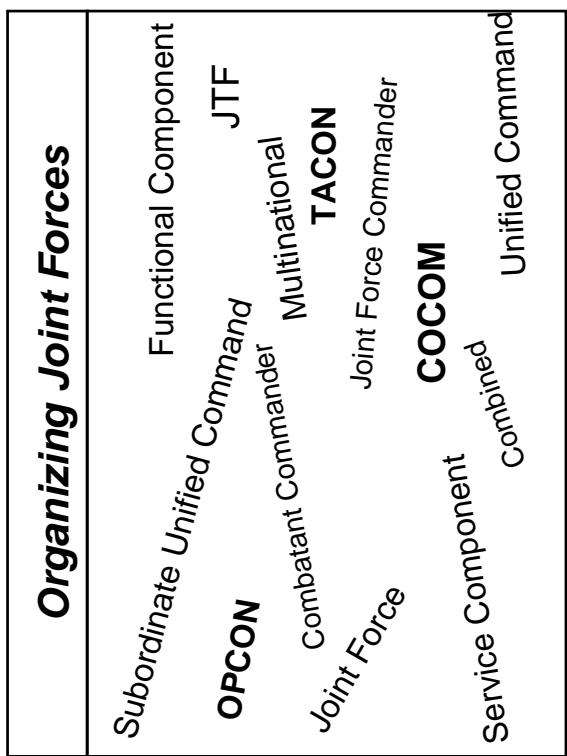


DEPARTMENT OF THE AIR FORCE

Effective use of the Nation's military power requires that the efforts of the separate Services and SOCOM be closely integrated.



<h3><i>Command Responsibilities</i></h3>	<p><u>ROLES</u> (Services and USSOCOM) - Purposes established by Congress to perform:</p> <ul style="list-style-type: none"> • OPS on LAND • LAND OPS essential to Naval Campaigns • OPS on & from the SEA • AIR OPS • Special OPS, Activities, Missions <p><u>FUNCTIONS</u> (Services and USSOCOM) - Specific responsibilities to fulfill their legally established roles, i.e. organize, train, equip</p> <p><u>MISSIONS</u> (Combatant Commanders) - Tasks assigned by the President or Secretary of Defense</p>
<h3><i>Functions of the Chairman</i></h3>	<ul style="list-style-type: none"> • Arranges for military advice to OSD • Is the senior military officer • May not exercise military command • Acts as spokesman for the Combatant Commanders • Assists the President and SecDef in performing their command functions
<h3><i>Doctrine for the Armed Forces of the United States (JP 1)</i></h3>	<ul style="list-style-type: none"> • Doctrine governing Unified Direction of Armed Forces • Covers the Functions of the Department of Defense and Its Major Components • Doctrine for Joint Command and Control • Doctrine for Joint Commands • Multinational Operations <ul style="list-style-type: none"> • Interagency, Intergovernmental Organization, and Nongovernmental Organization Coordination



<h2>Terminology</h2>	<ul style="list-style-type: none"> Joint Connote activities, operations, organizations, etc., in which elements of two or more military departments participate. 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 authorized to exercise operational control. <p>JP 1-02</p>	<h2>Terminology</h2> <ul style="list-style-type: none"> Combined Involving two or more forces or agencies of two or more allies Multinational Operations Military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance. <p>JP 1-02</p>
<h2>Terminology</h2>	<ul style="list-style-type: none"> 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 designated by the President. Specified Command A command that has a broad continuing mission, normally functional, and is established by the president. It is normally composed of forces from a single military department. <ul style="list-style-type: none"> -- None established at this time <p>JP 1-02</p>	<h2>Terminology</h2> <ul style="list-style-type: none"> Combatant Command One of the unified or specified combatant commands established by the president. Combatant Commander A commander of one of the unified or specified combatant commands established by the president. Joint Force Commander A general term applied to a combatant commander, subunified commander, or JTF commander authorized to exercise COCOM or OPCON over a joint force. <p>JP 1-02</p>

Command Relationships

Combatant Command (command authority) (COCOM)
(Unique to Combatant Commander)

- Planning, Programming, Budgeting, and Execution Process input
- Assignment of Subordinate Commanders
- Relations with DOD agencies
- Directive Authority for Logistics

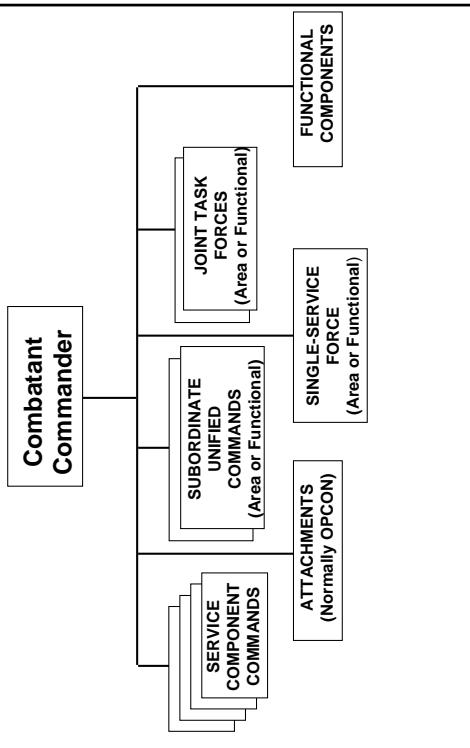
When OPCON is delegated

- Authoritative Direction for all Military Operations & Joint Training
- Organize and Employ Commands and Forces
- Assign Command Functions to Subordinates
- Establish Plans and Requirements for ISR Activities
- Suspend Subordinate Commanders from Duty

When TACON is delegated

- Local direction and control of movements or maneuvers to accomplish mission
- Aid, assist, protect, or sustain another organization

Combatant Command Organization



Subordinate Commands

Subordinate Unified Command

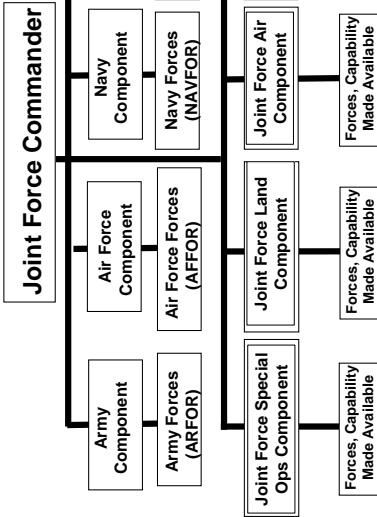
Established by a unified commander when authorized by the CJCS, composed of forces of two or more military departments to conduct operations on a continuing basis. Established on an area or functional basis.

Joint Task Force

A *joint force* that is constituted and so designated by the secretary of defense, a combatant commander, a subordinate unified command commander, or an existing JTF commander. A JTF may be established on an area or functional basis.

JP 1-02

Joint Force Commands



Joint Force Commands

Subordinate Commands (Components)

• Service Component Command

A command consisting of the service component commander and all those service forces, such as individuals, units, detachments, etc. Under the command that have been assigned to a combatant command.

• Functional Component Command

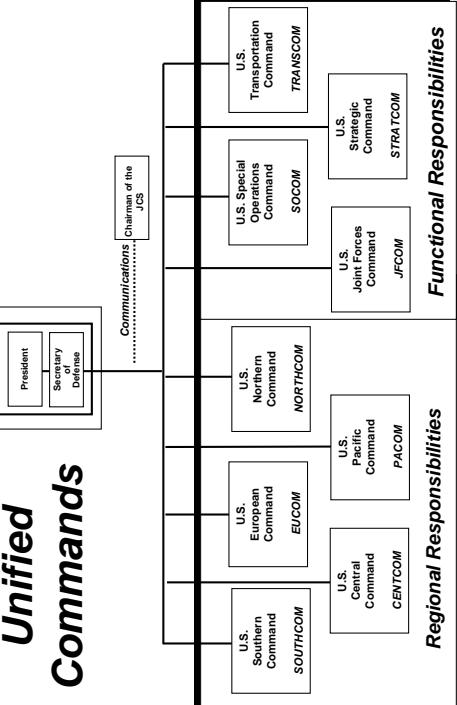
A command normally, but not necessarily, composed of forces of two or more military departments which may be established across the range of military operations to perform particular operational missions that may be of short duration or may extend over a period of time.

JP 1-02

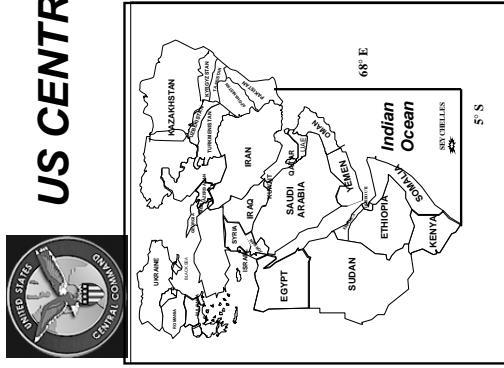
Component Commander Responsibilities

- Recommend proper employment of forces
 - Accomplish assigned operational missions
 - Nominate specific units for identified requirements
 - Conduct joint training
 - Identify changes in logistics support capabilities
 - Develop program and budget issues
 - Support exercises and contingency planning
- "Combatant Commander's resident expert"*

Unified Commands



US CENTRAL COMMAND



- President directed study of Rapid Deployment Force (RDF) in 1977
- RDJTF operational under USREDCOM as of 1980
- USCENTCOM established 1983
- Focus:
 - Iraq
 - Iran
 - Pakistan
 - Afghanistan

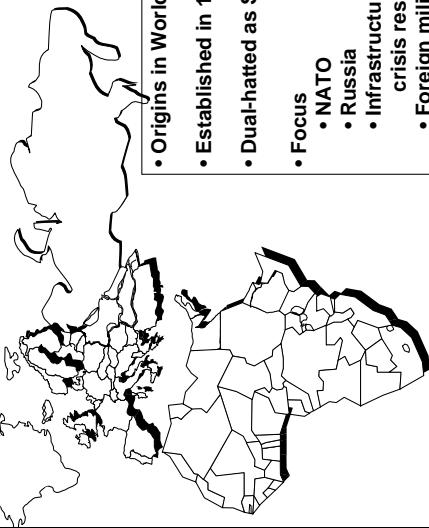
CENTCOM

Mission



U.S. Central Command working with national and international partners promotes development and cooperation among nations, responds to crisis and deters or defeats state and transnational aggression in order to establish regional security and stability

US EUROPEAN COMMAND

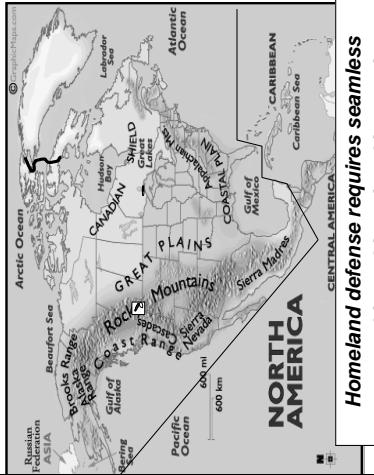


- Origins in World War II
- Established in 1947
- Dual-hatted as SACEUR
- Focus
 - NATO
 - Russia
 - Infrastructure and forces for crisis response
 - Foreign military interactions
 - Bosnia/Kosovo

US NORTHERN COMMAND



Layered and Comprehensive



- Origins in the Attack on the World Trade Center and Pentagon 11 Sep 2001
- Established 1 Oct 2002
- Focus
 - Homeland Defense (HD)
 - Defense Support of Civil Authorities (DSCA)
- NORCOM Homeland Defense Efforts Part of a Triad Including PACOM and NORAD
- HD and DSCA Missions Dictate Unparalleled Interagency Coord Effort

Homeland defense requires seamless geographic and functional integration

EUCOM

Mission



Maintain ready forces to conduct the full range of operations unilaterally or in concert with the coalition partners; enhance transatlantic security through support of NATO; promote regional stability; counter terrorism; and advance U.S. interests in the area of responsibility.

NORTHCOM



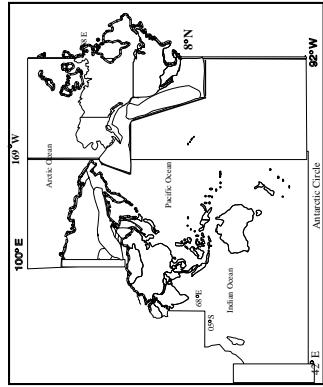
Mission

Anticipates and conducts Homeland Defense and civil Support operations within the assigned area of responsibility to defend, protect, and secure the United States and its interests.

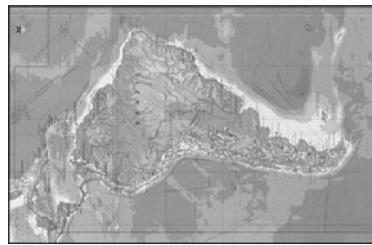


US PACIFIC COMMAND

- Origins in W.W.II - POA/SWPA
- Established 1947 - CNO as Executive Agent (EA)
 - SecNav became EA in 1954
 - EA discontinued by President Eisenhower 1958
 - Took over Far East Command (Japan, Korea) 1957
 - USMACV (Subunified) 1962-73
- Focus
 - Prosecute and Win the WOT
 - Advance Regional Security Cooperation and Engagement
 - Mature our Joint and Combined Warfighting Capabilities and Readiness
 - Posture Forces for Agile and Responsive Employment
 - Ensure Operational Plans at all Levels are Credible



US SOUTHERN COMMAND



- Established 1947 as CARIBCOM
- Redesignated SOUTHCOM in 1963
- Disestablishment recommended by DepSecDef 1970; opposed by JCS
- Disestablishment recommended by JCS in 1974; opposed by SecDef
- Focus
 - Promote Democracy
 - Counterdrug Operations
 - Humanitarian Disaster Relief

PACOM

Mission



U.S. Pacific Command, in concert with other U.S. government agencies and regional military partners, promotes security and peaceful development in the Asia-Pacific region by deterring aggression, advancing regional security cooperation, responding to crises, and fighting to win.

SOUTHCOM



Mission

The command's mission is to conduct military operations and promote security cooperation to achieve U.S. strategic objectives.



US JOINT FORCES COMMAND

Responsibilities:

- Transformation
- Joint Force Provider
- Joint Force Trainer
- Joint Force Experimentation
- Joint Force Integrator
- Joint Force Interoperability
- Joint Force Requirements

- Established 1947
- Dual Hatted as USLANTCOM and SACANT
- Designated as USACOM 1 Oct 93 to reflect change in focus to geographic and functional missions.
- Changed to USJFCOM Oct 99 to reflect increased emphasis on Joint integration and experimentation.
- 01 Oct 2002 transferred geographic area responsibilities to other Unified Commands and relinquished SACLANT
- USJFCOM designated NATO's Supreme Allied Commander for Transformation (ACT) 19 June 2003

US SPECIAL OPERATIONS COMMAND



Responsibilities

- Providing combat-ready SOF to other Combatant Commanders
- Developing strategy, doctrine and tactics
- Preparing and submitting budget proposals
- Training assigned forces
- Exercising command of selected special operations missions, if directed by President or SecDef

- Origins
 - JCS established JSOA Jan 84, described as failure by 1986
 - Congress provided impetus - mandated unified SOCOM by PL 99-661 of Nov 86
 - USSOCOM established 16 Apr 87 to revitalize special operations
 - ASD SO/LIC oversees policy, resources, and special ops activities
 - In 1989, given full program and budget authority

JFCOM



Mission

- Provide mission ready joint capable forces, and supports the development and integration of Joint, Interagency, and Multinational capabilities to meet the present and future operational needs of the Joint Force.



SOCOM

Mission



USSOCOM leads, plans, synchronizes, and as directed, executes global operations against terrorist networks. USSOCOM trains, organizes, equips, and deploys combat ready special operations forces to combatant commanders.

US STRATEGIC COMMAND

Responsibilities

- Global Strike (conventional and nuclear)
- Integrated Missile Defense
- DOD Information Ops
- Plan for and develop requirements for space operations
- C4ISR
- CNACND
- Combating WMD
- Proposed again by CINCSAC 1990
- On 27 Sep 91, President Bush announced decision to establish STRATCOM effective 1 Jun 92
- Merged Navy and Air Force strategic forces under single unified command
- Oct 02, Merged STRATCOM and SPACECOM

- Specified SAC and JSTPS formed in 1960 as USN/USAF compromise
- Goldwater-Nichols suggested unified STRATCOM; JCS not in agreement.

US TRANSPORTATION COMMAND



Themes

- Readiness to support the warfighting unified commands
- Force modernization and continuous improvement to the key processes in the Defense Transportation System (DTS)
- A dedicated focus on the needs of our people and their families.
- "Nifty Nugget 78" worldwide deployment exercise identified shortcomings in transportation
- Led to establishment of Joint Deployment Agency - May 79
- In 1986, Packard Commission recommended establishment of unified transportation command.
- TRANSCOM activated 1 Oct 87
- In Feb 92, designated Single Manager for DOD Transportation

STRATCOM

Mission



Provide the nation with global deterrence capabilities and synchronized DoD effects to combat adversary weapons of mass destruction worldwide. Enable decisive global kinetic and non-kinetic combat effects through the application and advocacy of integrated intelligence, surveillance and reconnaissance (ISR); space and global strike operations; information operations; integrated missile defense and robust command and control.



TRANS
COM

Mission

Provide air, land, and sea transportation
for the Department of Defense, both in
time of peace and war.

Vision

USTRANSCOM is responsible for creating and
implementing world-class global deployment and
distribution solutions in support of the President,
Secretary of Defense, and Combatant Commander-
assigned missions

Proposed Area of Responsibility

At Full Operational Capability

Today

UNCLASSIFIED



Presidential Direction

This new command will strengthen our security cooperation with Africa and help to create new opportunities to bolster the capabilities of our partners in Africa. Africa Command will enhance our efforts to help bring peace and security to the people of Africa and promote our common goals of development, health, education, democracy, and economic growth in Africa.

- President Bush directed the establishment of US Africa Command – 7 Feb 07
 - Interim establishment in Stuttgart, Germany
 - IOC – 1 Oct 07
 - FOC – 30 Sep 08
- SecDef provided updated direction on 4 Apr 07
 - Command Construct
 - Mission Focus
 - Army is Executive Agent

President George Bush
February 7, 2007



Policy Objectives

- Enhance Strategic Partnerships
- Consolidate Democratic Transitions
- Bolster Fragile States
- Strengthen Regional and Sub-Regional Organizations
- Strengthen Regional Security Capacity
- Strengthen CT Cooperation and Capacity
- Stimulate Africa's Economic Development and Growth
- Implement Presidential Initiatives
- Provide Humanitarian and Developmental Assistance

NSPD-50: US Strategy for Sub-Saharan Africa



USAFRICOM Concept

- U.S. Africa Command will support U.S. Government activities across Africa to:
 - Synchronize with US Interagency efforts
 - Assist diplomacy and development efforts
- Consolidate Africa responsibilities of three commands into one
- Goal is significant interagency representation from the beginning



AFRICOM Tasks

- Work with African states, regional organizations, and other partners to:
 - Build Partnership Capacity
 - Support USG agencies in implementing security policies
 - Conduct Theater Security Cooperation activities
 - Increase partner counter-terrorism skills
 - Enhance humanitarian assistance, disaster mitigation, and response activities
 - Foster respect for human rights
 - Support African regional organizations
 - As directed, conduct military operations



Organizational Structure for Joint Planning

Joint Forces Staff College
National Defense University

JOINT TRANSITION COURSE
JTC 02A

COMPONENTS AND JOINT OPERATIONS

STUDENT LESSON GUIDE

1. METHOD OF INSTRUCTION. This lesson provides students with an overview of the United States Army, Marine Corps, Navy, Air Force, and Special Operations Forces capabilities in joint operations and their visions for the future. Each presentations offers insights into Component responsibilities to organize, train, equip and prepare for future warfare in support of Combatant Commanders operational and mission requirements. Approximate time for this lesson is five hours.

2. CLASSROOM MATERIAL.

- a. Audiovisual materials. Power Point Presentation
- b. Handouts.
 - (1) Student Lesson Guide

3. LESSON DEVELOPER. Joint Planning Orientation Division (JPOD).

4. OUTCOMES EXPECTED. Students will understand the organization and functions of the components and their capabilities within the context of the conduct of joint operations.

5. LESSON OBJECTIVES (LO).

- a. LO-1: COMPREHEND the organizational structure of the components and their functions as force providers.
- b. LO-2: COMPREHEND the capabilities of the components in joint operations and key issues related to COCOM, OPCON, and TACON.

6. STUDENT REQUIREMENTS. None.

8. REFERENCES

- a. Joint Pub 1, Doctrine of the Armed Forces of the United States

U.S. NAVY



PURPOSE OF THE NAVY

Provide an instrument of foreign policy
through forward presence

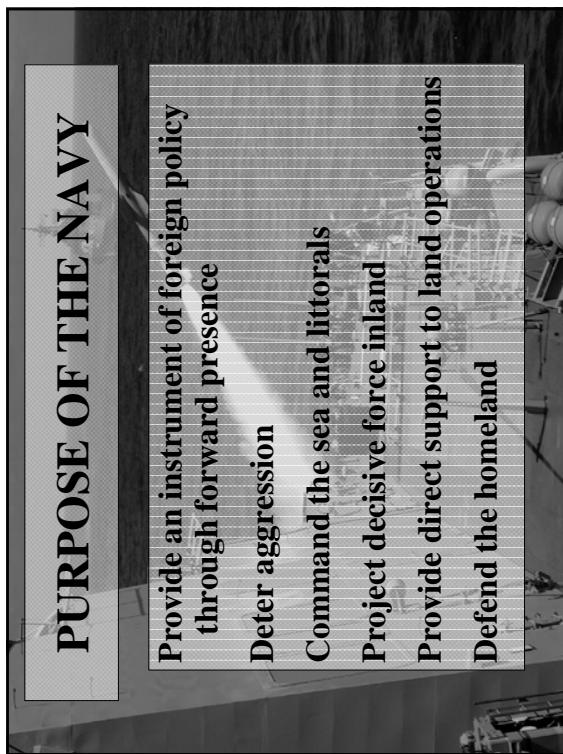
Deter aggression

Command the sea and littorals

Project decisive force inland

Provide direct support to land operations

Defend the homeland

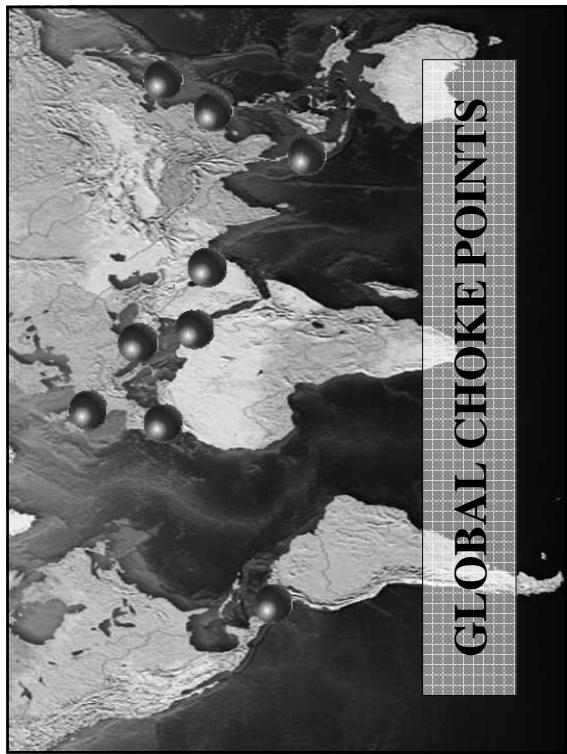


Navy Manpower as of 5/27/08

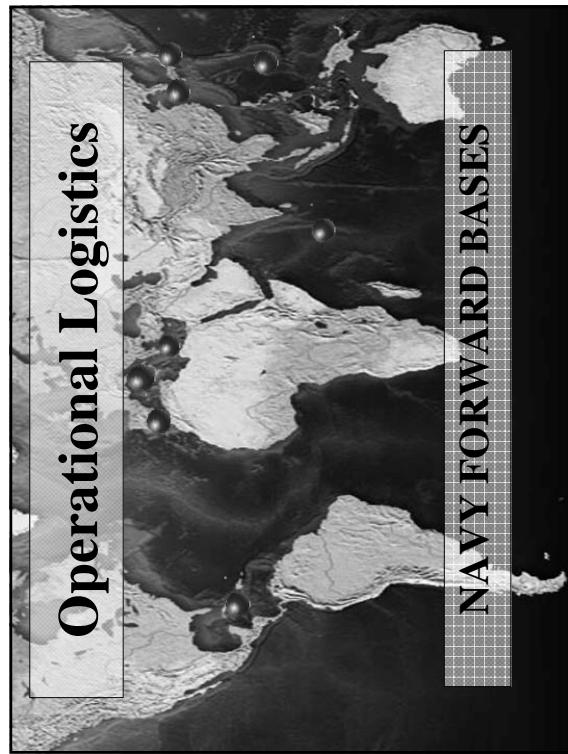
- Active Duty – 331,608
 - Officers 51,248
 - Enlisted 276,024
 - Midshipmen 4,336
- Ready Reserve – 125,734
 - Selected Reserves – 70,060
 - Individual ready Reserve – 55,674
- Reserves Mobilized – 4,725 (as of 5/21/08)
- Personnel on deployment – 74,510
 - DON Civilian Employees – 179,989

279 Deployable Ships as of 5/27/08

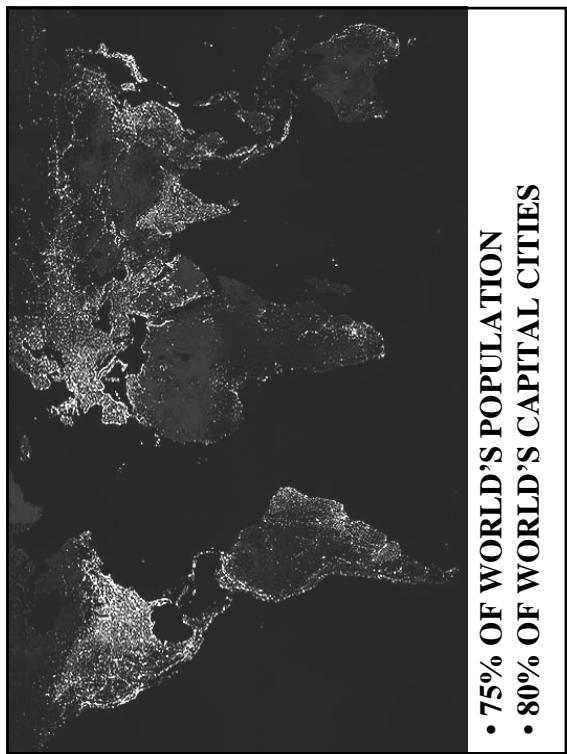
- 11 aircraft carriers (CV/CVN)
 - 2 amphibious command (LCC)
- 22 cruisers (CG)
 - 14 mine warfare (MCM)
 - 8 coastal patrol (PC) – (plus 5 PCs on loan to USCG)
- 52 destroyers (DDG)
 - 30 frigates (FFG)
 - 11 amphibious assault (LHA/LHD)
 - 9 amphibious transport dock (LPD)
 - 12 amphibious dock landing (LSD)
- 2 submarine tenders (AS)
 - 55 attack submarines (SSN)
 - 14 ballistic missile submarines (SSBN)
 - 4 guided missile submarines (SSGN)



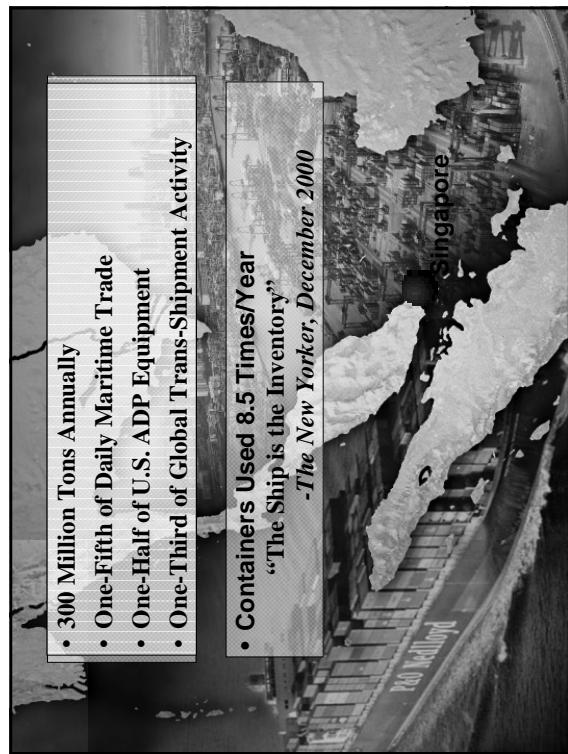
GLOBAL CHOKES POINTS



Operational Logistics



- 75% OF WORLD'S POPULATION
- 80% OF WORLD'S CAPITAL CITIES

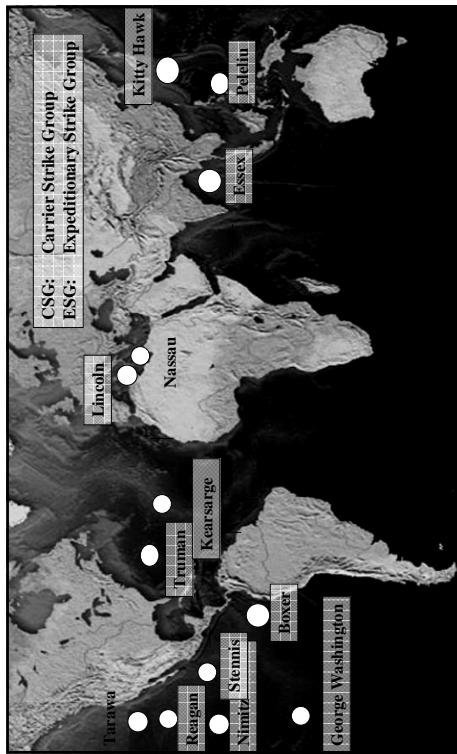


- 300 Million Tons Annually
- One-Fifth of Daily Maritime Trade
- One-Half of U.S. ADP Equipment
- One-Third of Global Trans-Shipment Activity

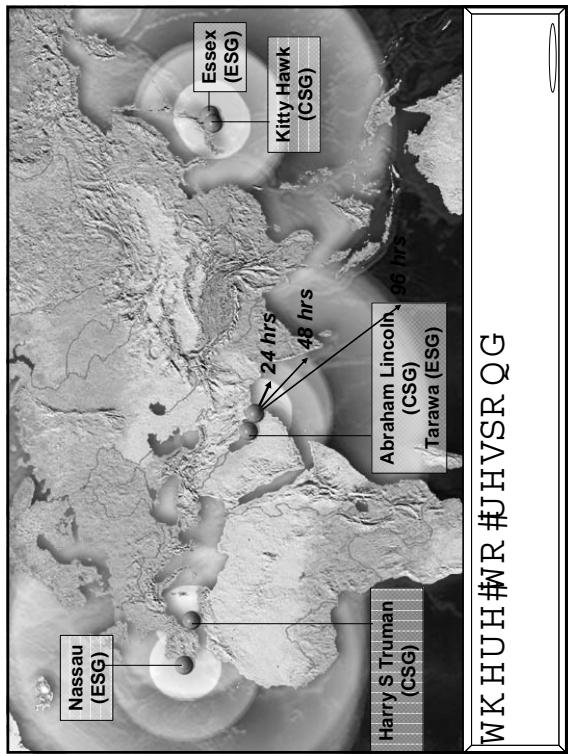
- Containerers Used 8.5 Times/Year

“The Ship is the Inventory”

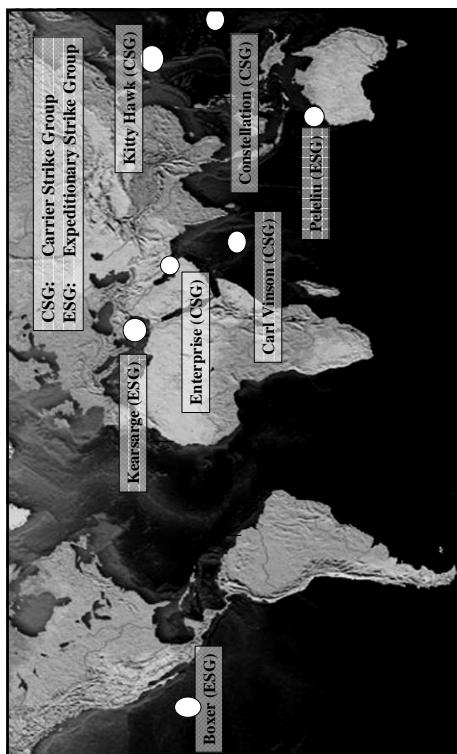
-*The New Yorker, December 2000*



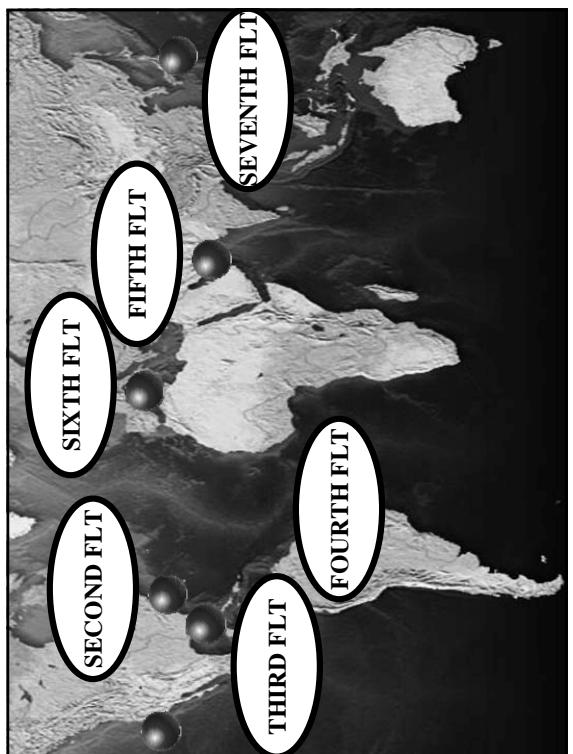
10 September 2001
 UNDERWAY: 110 SHIPS (35%) • UNDERWAY: 130 SHIPS (46%)
 DEPLOYED: 91 SHIPS (29%) • DEPLOYED: 120 SHIPS (43%)
 TOTAL PERSONNEL DEPLOYED: 44,638 • TOTAL PERSONNEL DEPLOYED: 74,540

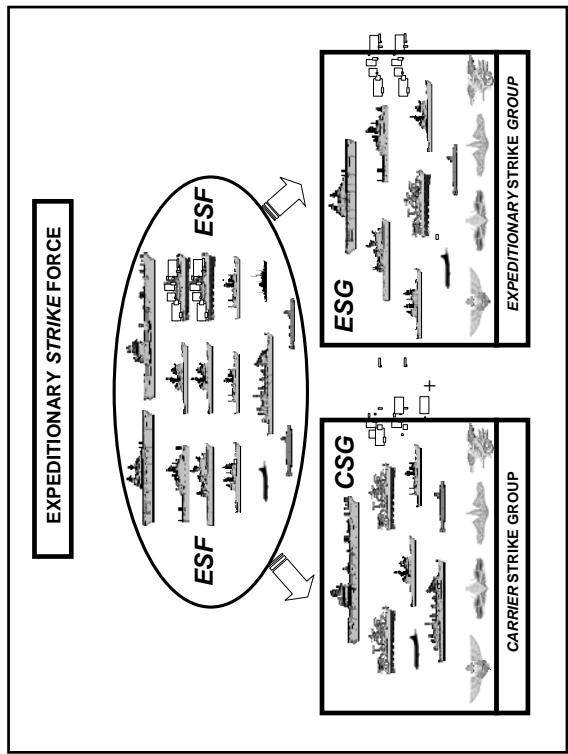
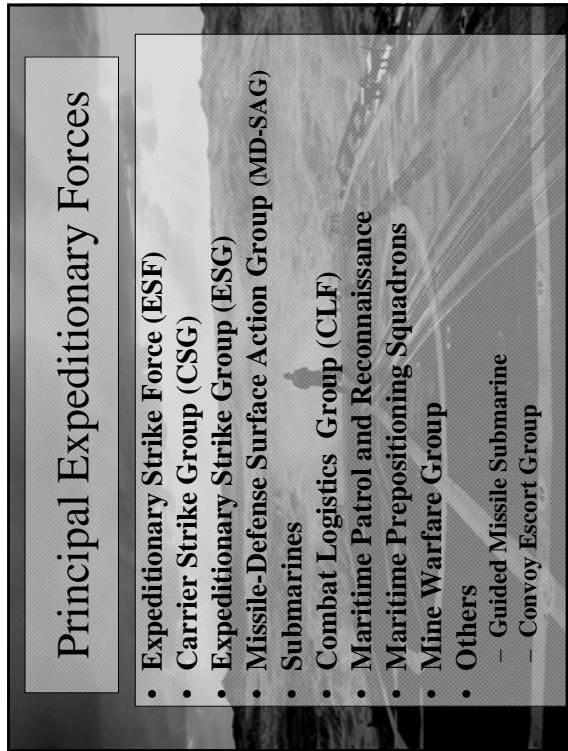


WK HUH #WNR #JHVSR QG



10 September 2001
 UNDERWAY: 110 SHIPS (35%) • UNDERWAY: 110 SHIPS (35%)
 DEPLOYED: 91 SHIPS (29%) • DEPLOYED: 91 SHIPS (29%)
 TOTAL PERSONNEL DEPLOYED: 44,638





Carrier Strike Group Capabilities

- 90-110 (240 max surge) sorties/day
- Ready on arrival
- Multi-mission
- Self sustaining
- 700 NM IN 24 Hours (29 kts)
- Command and control
- Provides sovereign territory

Carrier Strike Group

<u>Mission</u>
STRIKE/SEA CONTROL
AIR WARFARE/TBMD
SUW AND USW
STRIKE/SEA CONTROL
REPLENISHMENT

Carrier Strike Group Air Wing (CVW)

44	F/A-18	Strike/Fighter (3 SQDNs)
4/5	EA-6B	SEAD/Jammers
4	E-2C	AEW
6-12	SH/HH-60	USW/LOG/CSAR
2	C-2	Carrier Onboard Delivery

CRUISERS (CG)

- CAPABILITIES
 - RADAR ENGAGES MULTIPLE TARGETS
 - AIR WARFARE
 - STRIKE WARFARE
 - UNDERSEA WARFARE
 - SURFACE WARFARE
 - EW/C2W
 - EMBARKED HELO EXTENDS REACH
- LIMITATIONS
 - REQUIRES UNDERWAY REPLENISHMENT

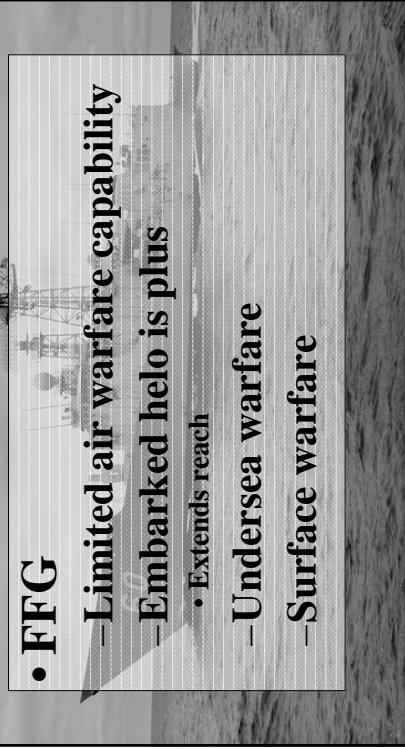


Destroyers

- DD
 - Warfare capabilities similar to CG
 - Steel hull enhances force protection
 - Primarily screen and strike
- DDG
 - Limited air warfare capability
 - Embarked helo is plus
 - Extends reach
 - Undersea warfare
 - Surface warfare
- FFG
 - Limited air warfare capability
 - Embarked helo is plus
 - Extends reach
 - Undersea warfare
 - Surface warfare

Frigates

- FFG
 - Limited air warfare capability
 - Embarked helo is plus
 - Extends reach
 - Undersea warfare
 - Surface warfare



Employment Concepts

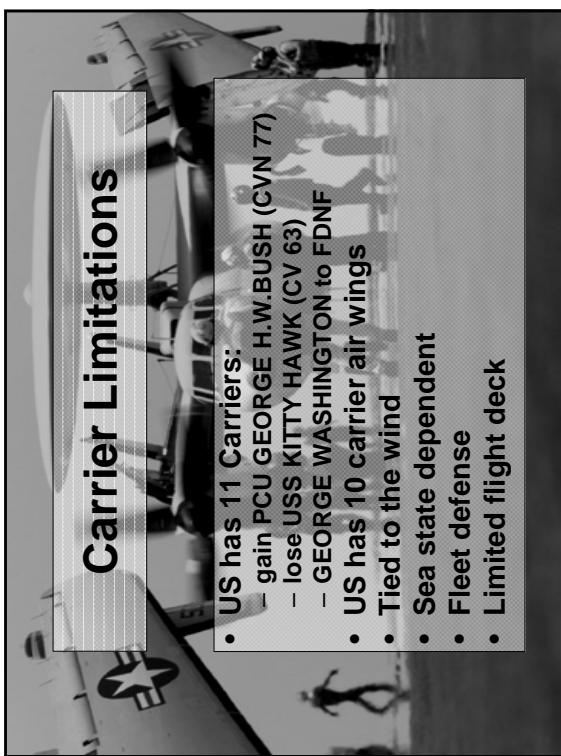
Carrier Operations

- CSG can host a JFACC and support up to 150 sorties per day. (Can surge up to 240 for a very short period.)
- Limitations
 - Connectivity
 - Strike Ops plans / publishes an AIRPLAN (ATO)
 - *Cyclic Ops* is the norm
 - Used 95% of the time
 - 12+ Hour Flying Day
 - 7-8 Cycles Per Day
 - 1+15 to 1+45 cycles (Flexible Air Plan)



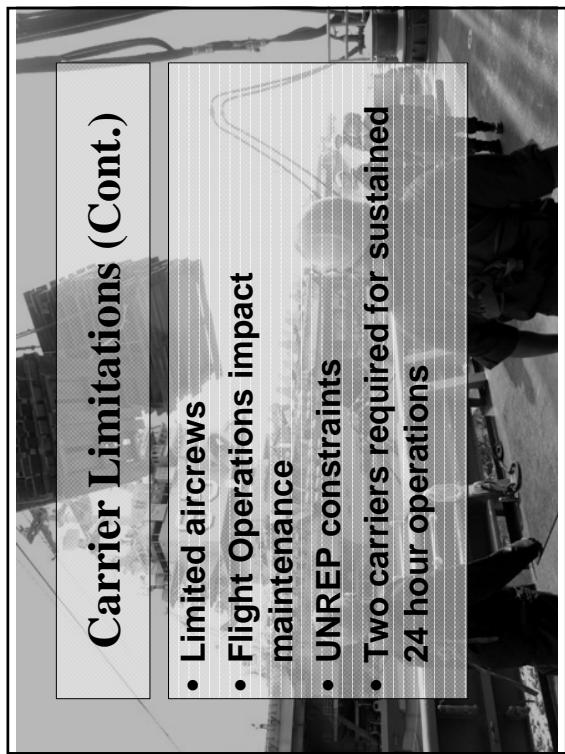
Carrier Limitations

- US has 11 Carriers:
 - gain PCU GEORGE H.W.BUSH (CVN 77)
 - lose USS KITTY HAWK (CV 63)
 - GEORGE WASHINGTON to FDNF
 - US has 10 carrier air wings
 - Tied to the wind
 - Sea state dependent
 - Fleet defense
 - Limited flight deck



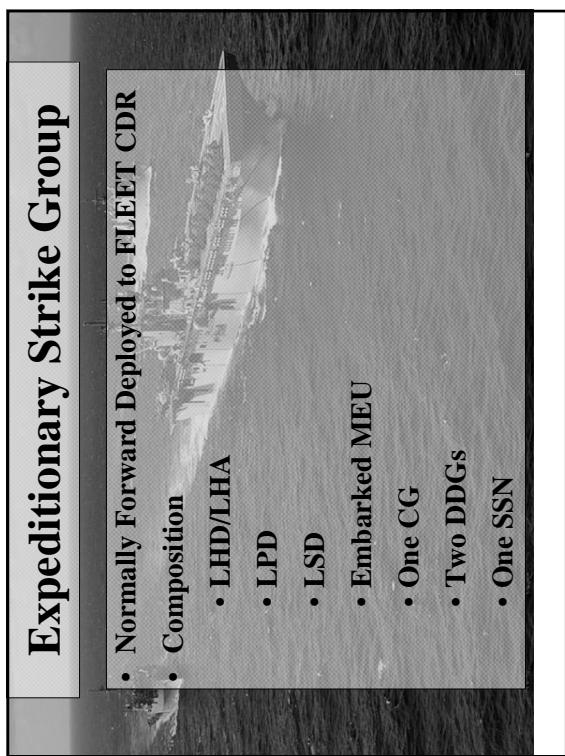
Carrier Limitations (Cont.)

- Limited aircrews
- Flight Operations impact maintenance
- UNREP constraints
 - Two carriers required for sustained 24 hour operations



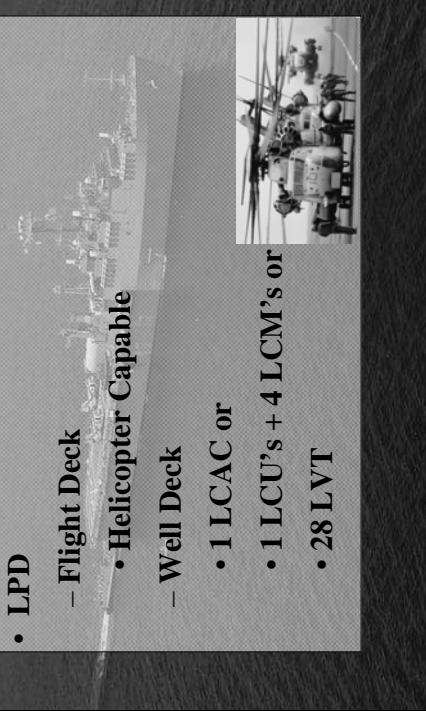
Expeditionary Strike Group

- Normally Forward Deployed to FLEET CDR
- Composition
 - LHD/LHA
 - LPD
 - LSD
 - Embarked MEU
 - One CG
 - Two DDGs
 - One SSN

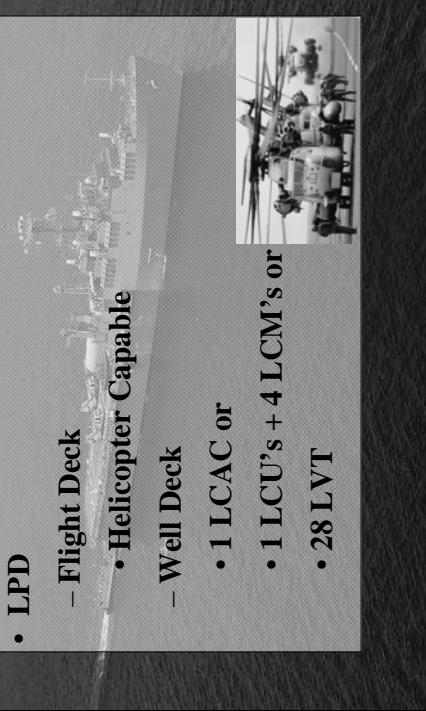


Amphibious Assault Ship

- LHD
 - Flight Deck
 - Harriers, CH-46, or V-22's
 - Well Deck
 - 3 LCAC's
 - 2 LCU's or 6 LCM's
- LHA
 - Flight Deck
 - Harriers, CH-46, or V-22's
 - Well Deck
 - 1 LCAC or 4 LCU's or 7 LCM's

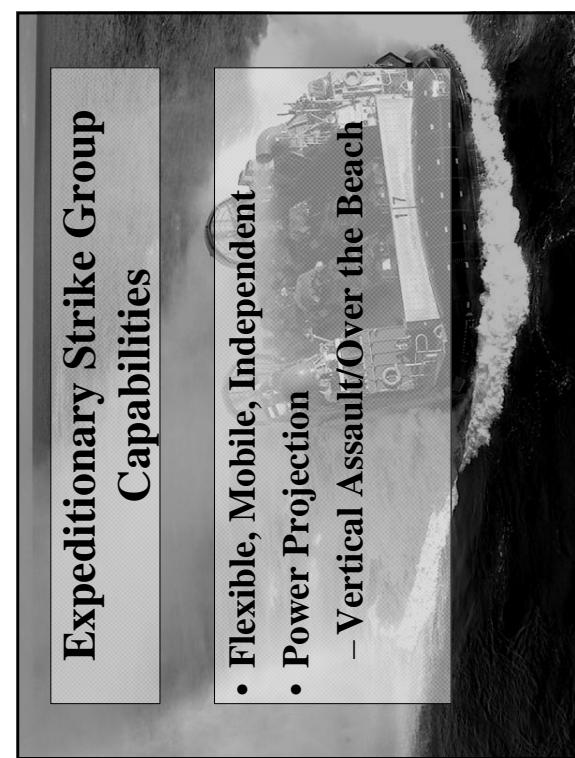


Amphibious Transport Dock



Dock Landing Ships

- LSD
 - Flight Deck
 - Helicopter Capable
 - Well Deck
 - 4 LCAC's or
 - 3 LCU's or
 - 10 LCM's or
 - 64 LVTP



Expeditionary Strike Group Capabilities

- Expeditionary Strike Group Capabilities
 - Flexible, Mobile, Independent Power Projection
 - Vertical Assault/Over the Beach

Expeditionary Strike Group Limitations

- Vulnerability
 - Air/Surface/Subsurface/Mines
- Transit Speed
 - Normal: 12-15 kts (Max: about 20 kts)
 - Cannot keep up with Aircraft Carriers

Surface Combatants

<u>Today</u>	<u>Tomorrow</u>
CG/DDG/FFG	CG(X)
• BMD	• BMD +
• STW/NSFS	• DDG-1000
• AAW	• NSFS +
• ASUW	LCS
• ASW	• MIW, SUW, or ASW
• MIO	
• C2W	

Submarine Forces

SSBN (Fleet Ballistic Missile)

- Strategic Deterrence (Nuclear)

SSN (Fast Attack)

- Stealth platform that can operate independently or as part of a Strike Group to provide:
 - Intelligence and Warning / Surveillance
 - Regional Sea Denial (USW/SUW/MIW)
 - Precision Strike
 - Operational Protection
 - Naval Special Warfare (NSW) Support

SSGN

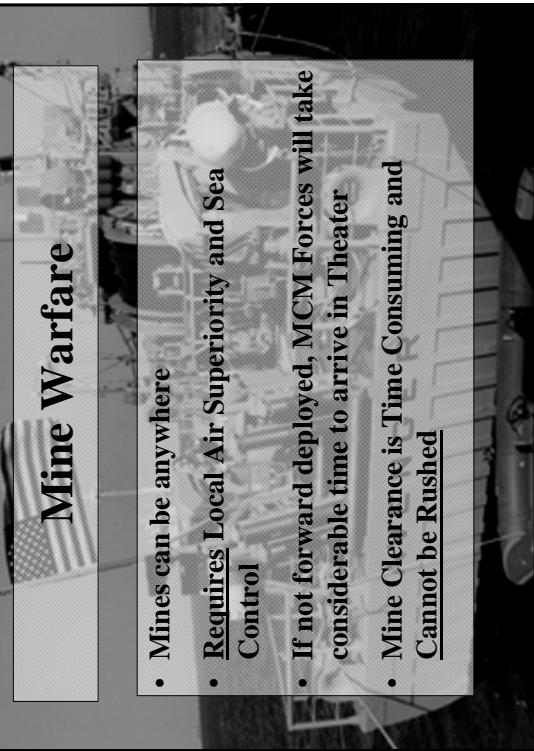
- Large Strike Capacity (up to 154 TLAMs)
- SOF capability
 - Lock In/Lock Out
 - DDS, ASDS

Submarine Limitations

- Command, Control, and Communications are more complicated than for surface vessels or aircraft
- Limited number of weapons
 - Can reload from forward based Tenders
- Water-Space Management Constraints
- Logistics
 - Limited primarily by Food (90-120 days)

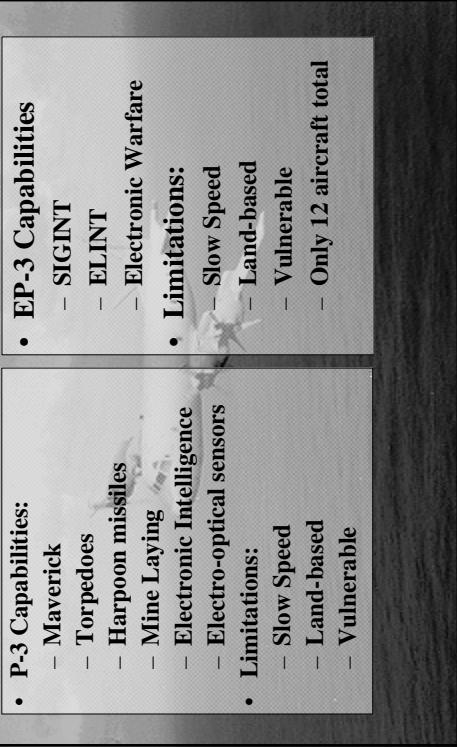
Mine Warfare

- Mines can be anywhere
- Requires Local Air Superiority and Sea Control
- If not forward deployed, MCM Forces will take considerable time to arrive in Theater
- Mine Clearance is Time Consuming and Cannot be Rushed



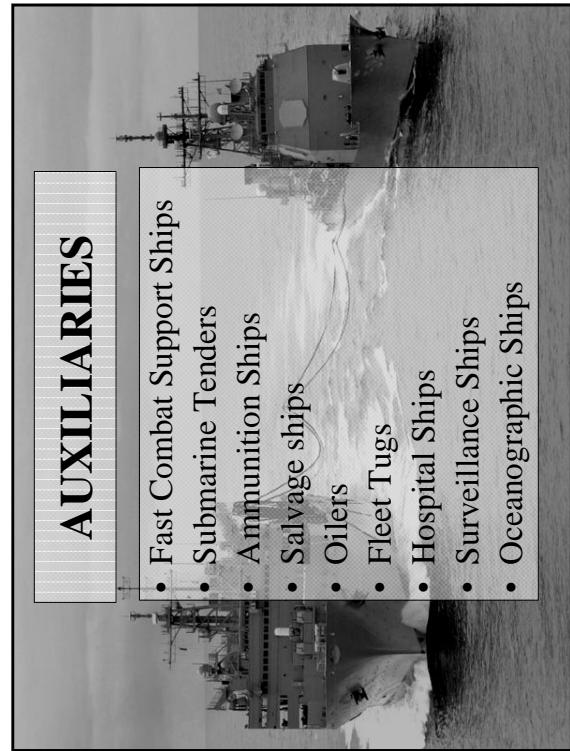
Maritime Patrol and Reconnaissance

- P-3 Capabilities:
 - Maverick
 - Torpedoes
 - Harpoon missiles
 - Mine Laying
 - Electronic Intelligence
 - Electro-optical sensors
- Limitations:
 - Slow Speed
 - Land-based
 - Vulnerable
 - Only 12 aircraft total



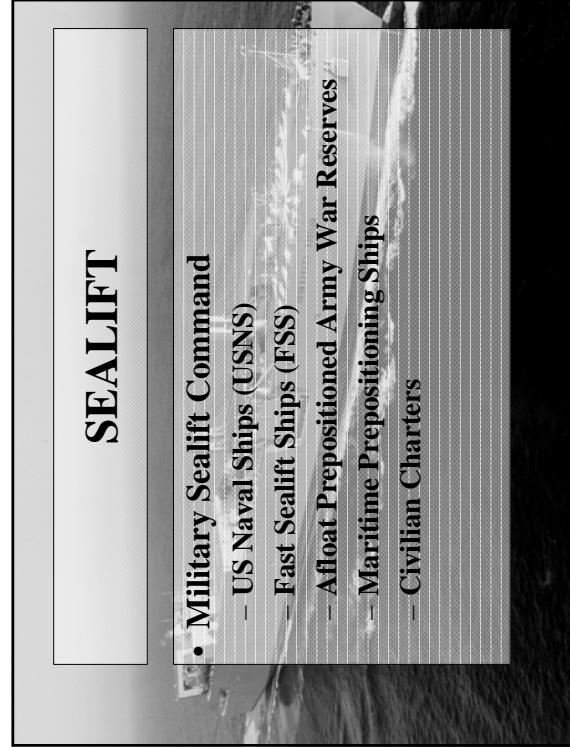
AUXILIARIES

- Fast Combat Support Ships
- Submarine Tenders
- Ammunition Ships
- Salvage ships
- Oilers
- Fleet Tugs
- Hospital Ships
- Surveillance Ships
- Oceanographic Ships



SEALIFT

- Military Sealift Command
 - US Naval Ships (USNS)
 - Fast Sealift Ships (FSS)
 - Afloat Prepositioned Army War Reserves
 - Maritime Prepositioning Ships
 - Civilian Charters



Navy Expeditionary Combat Command



Providing adaptive force packages of rapidly deployable expeditionary forces, made up of active duty and reserve mission specialists, to warfare commanders in support of maritime security operations around the globe.

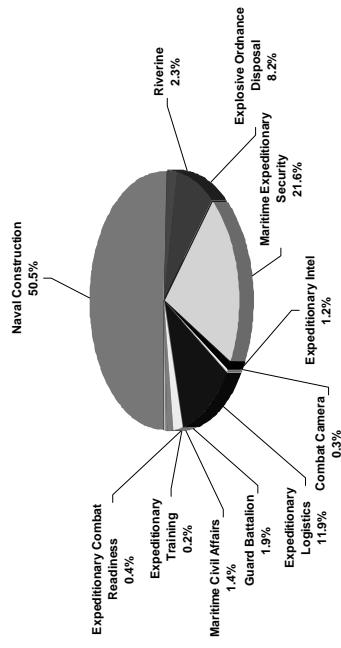


NECC

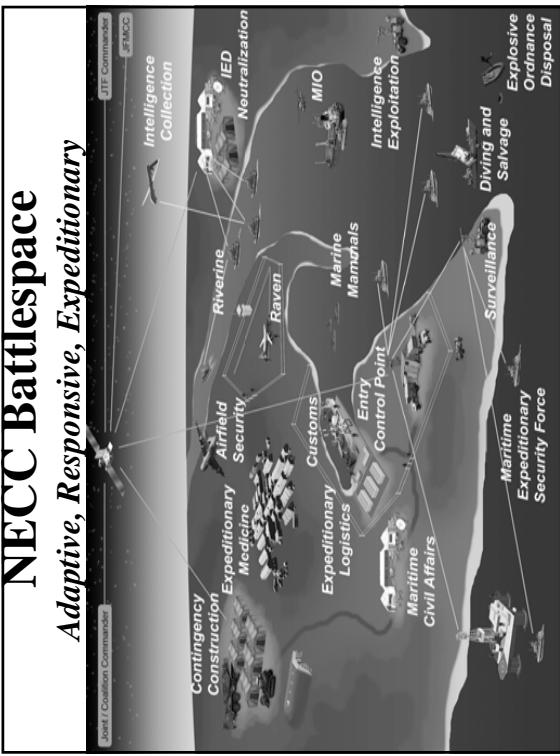
- Integrates Expeditionary Combat and Support Elements
 - Command and Control, Operations, Training, Civil Affairs, Port Security, Logistics, Construction, Coastal Warfare, Riverine Warfare, EOD, Combat Salvage and Diving Ops, Combat Photography, IAs



NECC At A Glance



47 percent of NECC forces are Reserve Component



Employment Concepts Carrier Operations

- Aircraft Per Cycle
 - 1 E-2C, 1 EA-6B, 16 F/A-18 (C and/or E/F), and 1-2 SH-60F
 - 3 or 4 20-24 Aircraft Strikes
- Can surge, fly 24 hour ops
 - Not manned for this (deck/air crew)
 - Can't sustain (after 72 hours)
- Multiple carriers needed to sustain around the clock operations
- With two carriers you can generate 300 sorties per day indefinitely



Operational C2W

- Operational Deception
 - Electronic Attack
 - Physical Destruction



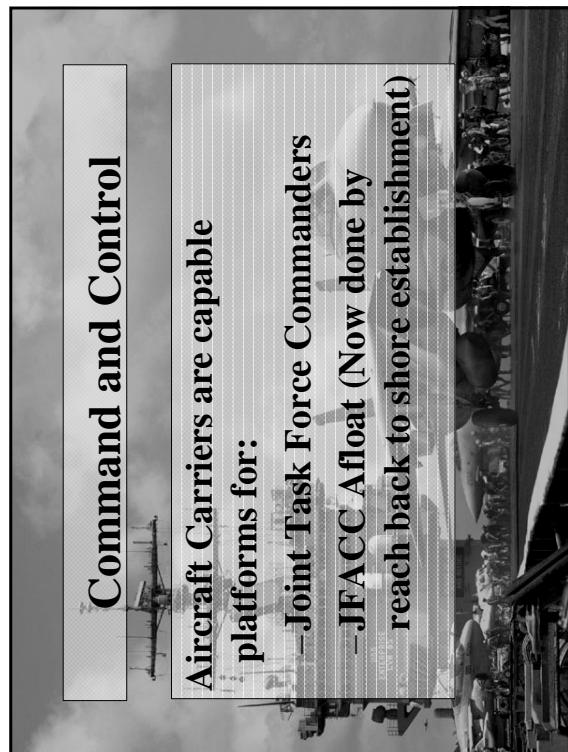
NAVY SPECIAL WARFARE



Command and Control

Aircraft Carriers are capable platforms for:

- Joint Task Force Commanders
- JFACC Afloat (Now done by reach back to shore establishment)



Operational Protection



- Operational air defense
- Theater missile defense
- Airspace control
- Sea control
- Force Protection
- Intelligence gathering
- Early Warning



Operational Fires



- Strike Aircraft
- Cruise missiles
- Torpedoes/Mines
- Naval gunfire
- Non-lethal methods



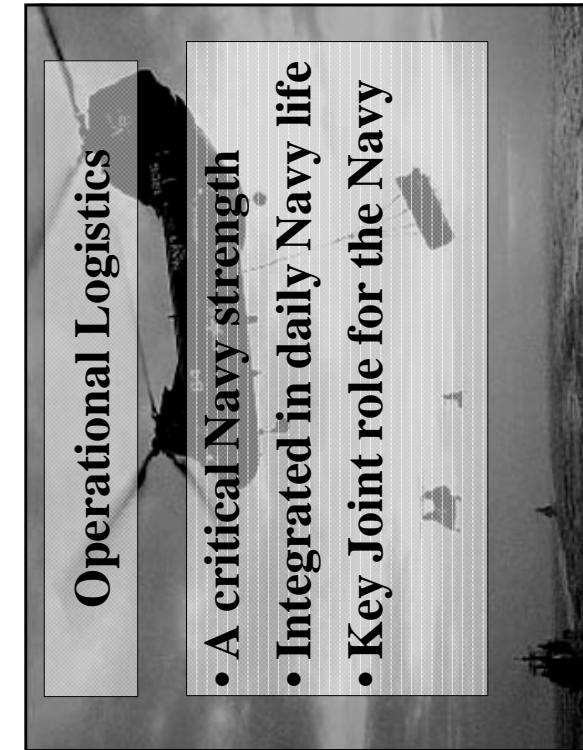
Operational Intelligence



- Submarines
- Patrol Aircraft
- SEALS
- Naval Security Group



Operational Logistics



- A critical Navy strength
- Integrated in daily Navy life
- Key Joint role for the Navy

Recent Navy Highlights

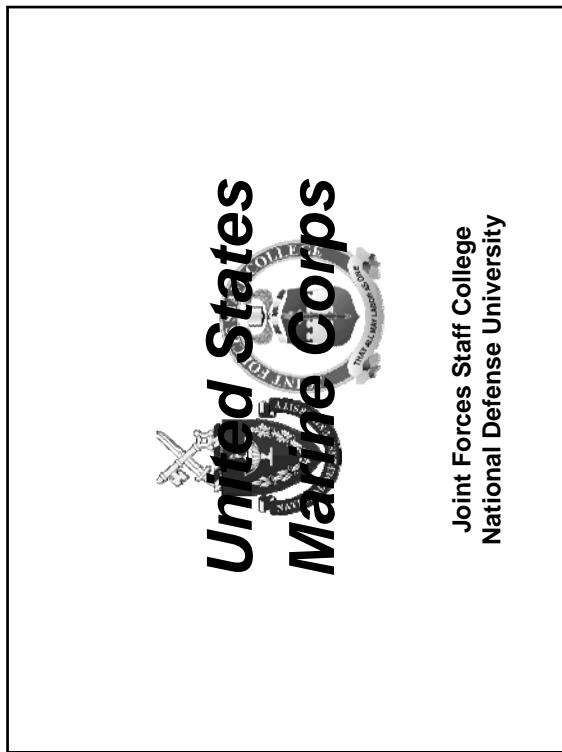
- 12 June 07 – MICHIGAN returns to service as 3rd of 4 SSGNs
- 12 July 07 – NECC establishes Riverine Squadron 3 (3rd & final)
- 11 Oct 07 – ADM Roughead became 29th CNO
- Oct 07 – Maritime Strategy at International Seapower Symposium
- 22 Oct 07 - NB Coronado Emergency Operations Center IRT San Diego wild fires.
- Oct 07 – Hospital Ship COMFORT concludes 4 month deployment (SOUTHCOM)
- Oct 07 – Navy ships engage pirates off Somalia
- 30 Oct 07 - Africa Partnership Station (APS) CTG 60.4, USS Fort McHenry (LSD 43) (supports AFRICOM).
- Nov 07 – ESSEX (LHD 2) & 31st MEU port visit in Cambodia
- Dec 07 – WHIDBAY ISLAND (LSD 41) assists cargo ship (18 hostages) attacked by Somalia based pirates

Recent Navy Highlights

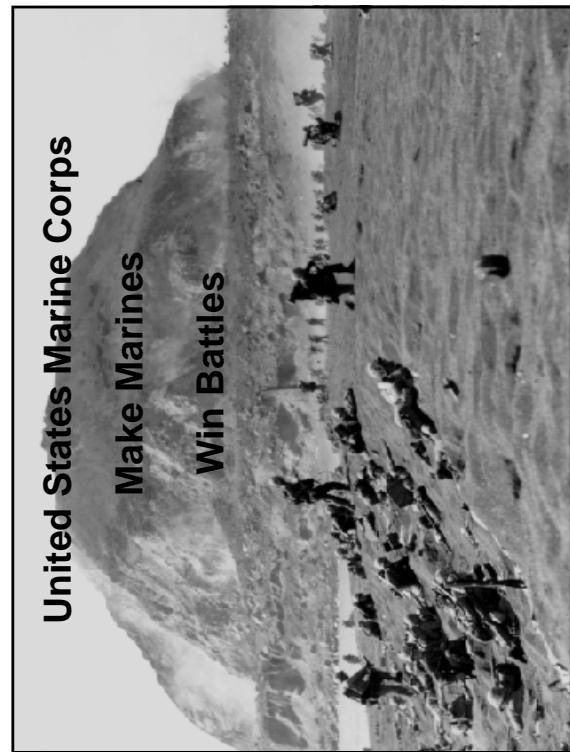
- Dec 07 – KEARSARGE (LHD 3) & 22nd MEU and TARAWA (LHA 1) & 11th MEU support tropical cyclone humanitarian efforts in Bangladesh
- Dec 07 – first LCS mission module (MW) is fielded
- 20 Feb 08 – LAKE ERIE destroys US satellite with SM-3
- 7 Apr 08 – GW (CVN 73) departs Norfolk to Yokosuka to relieve KHK as 7th Fleet aircraft carrier (FDNF) (CAW 5)
- 26 Apr 08 – 2nd SSGN FLORIDA sails on 1st deployment
- 27 Apr 08 – Riverine SQDN 3 deploys to Western Iraq
- 1 May 08 – MERCY deploys for Pacific Partnership 2008
- 4 May 08 – FORT MCHENRY back, APS deployment
- Mid-May 08 – Navy units ready to support Myanmar cyclone victims & China earthquake victims



Questions



Joint Forces Staff College
National Defense University



United States Marine Corps

Make Marines

Win Battles



Learning Objectives

- LO-1: COMPRHEND the primary roles, functions, doctrine, capabilities, and limitations of the U.S. Marine Corps
- LO-2: COMPREHEND the operational capabilities and limitations of U.S. Marine Corps.
- LO-3: COMPREHEND the type and capability of USMC forces available to Combatant Commanders.



Agenda

- Organization, Roles, and Functions
- Vision
- Core Competencies
- Force Structure
- The MAGTF Concept
- Joint Integration
- Summary



Organization, Roles, Functions

National Security Act of 1947

Organization (NSA 1947)

- “So organized as to include not less than three combat divisions and three air wings...
 - 3 Active Duty Divisions and 1 Reserve Division
 - 3 Active Duty Air Wing and 1 Reserve Air Wing



Organization, Roles, Functions

National Security Act of 1947

Roles (NSA 1947)

- ...Provide fleet marine forces of combined arms, together with supporting air components, for service with the fleet in seizure or defense of advanced naval bases, and
 - For the conduct of such land operations as may be essential to the prosecution of a naval campaign...
 - ...and shall perform other such duties as the President may direct.”
- Functions (NSA 1947 & DCODD 1500.1)
- “Organize, train, equip, and provide forces...”
 - For wide range of assigned functions



Vision

National Security Act of 1947

As the premier expeditionary “Total Force in Readiness,” the Marine Corps will be tailored to answer the nation’s call, at home or abroad...

- ...These capabilities will provide the geographic...
 - combatant commanders with scalable, interoperable, combined-arms Marine Air-Ground Task Forces (MAGTFs) to shape the international environment, respond quickly to the complex spectrum of crises and conflicts, and gain access or prosecute forcible entry operations...



Core Competencies

- Ready to Fight and Win
- Expeditionary Culture
- Combined-Arms Operations
- Task Organized
- Reserve Integration Expertise
- Forcible Entry From the Sea
- Marines are Naval in Character
- Joint Competency



Force Structure

- FY-05 Authorizations:
 - Active--175,000 (Currently near a temporary strength of 200,000)
 - Reserve--39,600
 - Civilian--18,815
- Active Duty Enlisted:
 - 86% below 30 years of age
 - 17% are teenagers
 - 67% Corporals & below
 - 94% Male and 6% Female
- Active Duty Officer
 - 64% below 35 years of age
 - 96% below rank of LtCol
 - 5,146 Aviators and 3327 Combat Arms
 - 94% Male and 6% Female



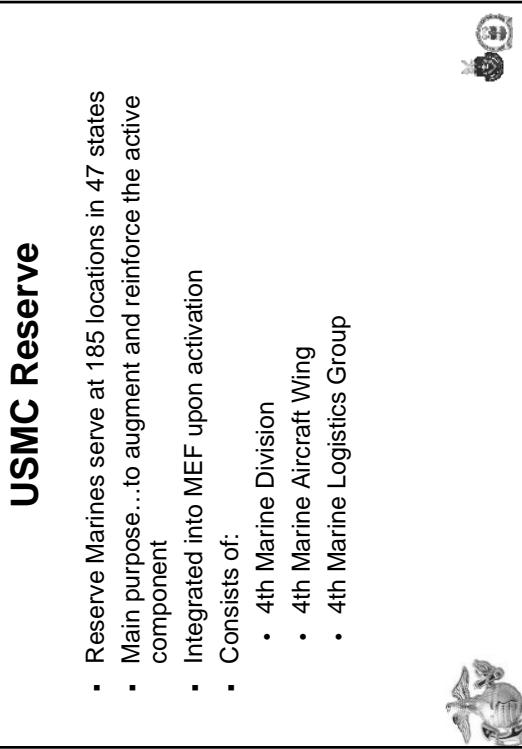
Force Structure

- Operating Forces: 64 %
 - Marine Forces Command (MARFORCOM)
 - II MEF
 - Marine Forces Pacific (MARFORPAC)
 - I MEF
 - III MEF
 - Supporting Establishment: 36%
 - 17 major bases/station
 - Includes schools, recruit depots, etc.



USMC Reserve

- Reserve Marines serve at 185 locations in 47 states
 - Main purpose...to augment and reinforce the active component
 - Integrated into MEF upon activation
 - Consists of:
 - 4th Marine Division
 - 4th Marine Aircraft Wing
 - 4th Marine Logistics Group



Operational Organization

Marine Air Ground Task Force Concept

- Task organized, expeditionary force
- Combined arms team
- Under leadership of single commander
- Self - sustaining
- C4I2 - equipped for joint /combined operations and capable of functioning as JTF / CJTF



Types of MAGTFs

- Marine Expeditionary Force (MEF)
- Marine Expeditionary Brigade (MEB)
- Marine Expeditionary Unit (MEU)
- Special Purpose MAGTF (SPMAGTF)



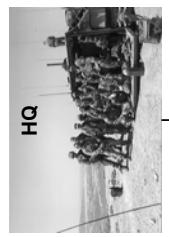
Tailored for Required Capabilities

Special Purpose MAGTF	Marine Expeditionary Unit (SO)C	Marine Expeditionary Brigade
Rapid Deployment	Forward Deployed Raids	Forcible Entry (Amphib)
Specific Mission	NEO OOTW Mobile Training Teams (MTT)	Rapid Deployment (MPF)
Manning and Sustainability as Required by Mission	3 Amphib	Combat Ops Ashore
	1500 - 3,000 Personnel	Joint C4I Capable
	15 days Sustainability	12-22 Amphib
	3,000 - 20,000 Personnel	30 days Sustainability
	30 days Sustainability	20,000 - 30,000 Personnel

“Forces Matched to Mission”



MAGTF Components



Special Purpose MAGTF

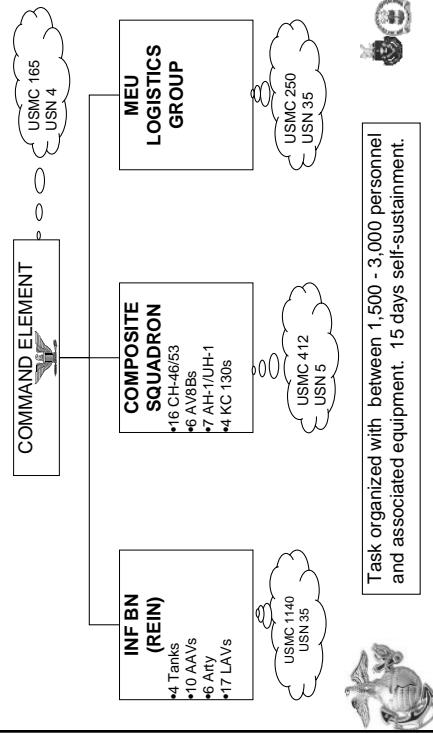
Task-organized to accomplish specific missions
▪ Humanitarian assistance, disaster relief, peacetime engagement activities, or regionally-focused exercises

Rapid deployment

Examples:

- SP Los Angeles (Riot Control)
- SP Dade County (Disaster Relief)
- SP Washington State (Fire Fighting)
- SP Somalia (NEO)
- UNITAS

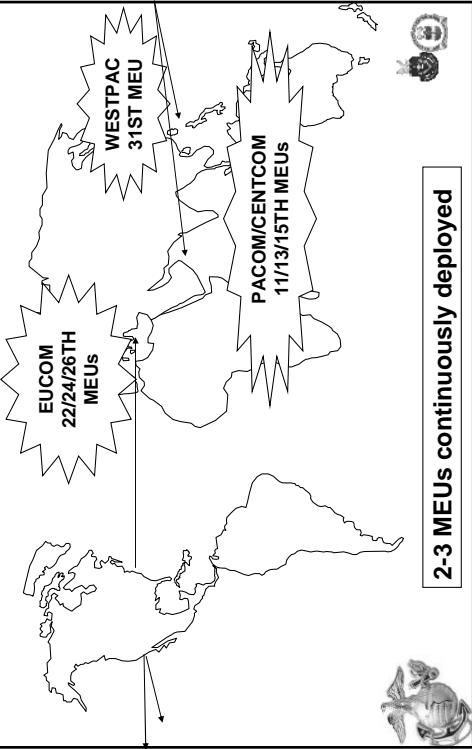
Marine Expeditionary Unit Special Operations Capable (SOC)



MEU(SOC)

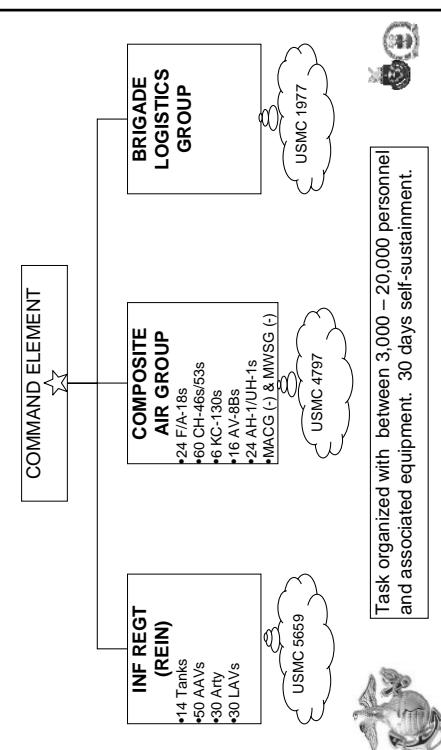
- Provide a forward deployed presence to promote peace and stability and are designed to be the Marine Corps' first-on-the-scene force.
- Normally based aboard amphibious shipping
 - Part of the Expeditionary Strike Group (ESG)
- Specialized training and evaluation prior to deployment includes:
 - Rapid Response Planning (6 hours notice to execution)
 - Amphibious Operations
 - Airfield/port seizure
 - Tactical Recovery of Aircraft and Personnel (TRAP)
 - Humanitarian Assistance (HA)
 - Noncombatant evacuation operations (NEO)
 - Intelligence, Surveillance and Reconnaissance
 - Supporting Arms Coordination
 - Direct Action
 - Other Crisis Response Contingencies
 - Security Operations
 - Peace Operations
 - Anti-Terrorism
 - VBSS, GOPLAT

Typical MEU (SOC) Locations



2-3 MEUs continuously deployed

Marine Expeditionary Brigade

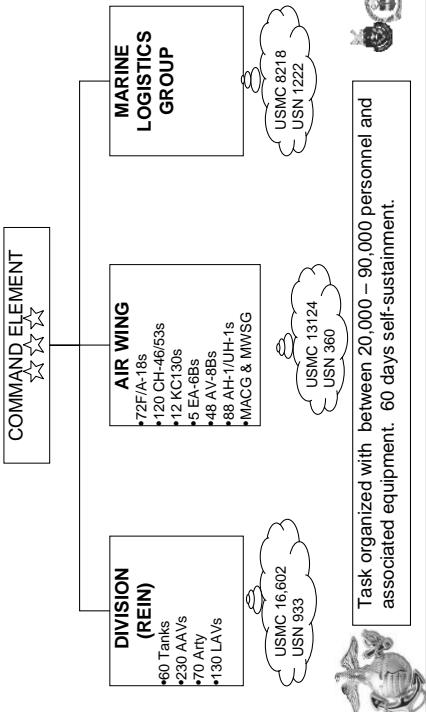


MEB

- Task-organized to respond to a full range of crises.
- Premier response force for smaller-scale contingencies
- Can deploy via amphibious ships (@15), MPS, Strat Air, or combination
- Missions include:
 - Conventional operations in support of a maritime campaign
 - Forced Entry
 - Amphibious assaults, raids and demonstrations
 - Sustained combat operations ashore
 - Non-combatant evacuation operations (NEO) (permissive and non-permissive)
 - Humanitarian and other MOOTW ops
 - Amphibious capabilities include:
 - Afloat Logistics support bases, airfields, and hospital
 - Afloat Command and Control
 - With C2 augmentation can serve as JTF HQ

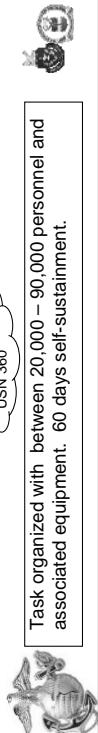


Marine Expeditionary Force



MEF

- Task-organized to fight and win our Nation's battles in conflicts up to and including a major theater war
- Expeditionary Operations include:
 - Amphibious Operations: Assaults, Raids, Demonstrations
 - MPF Operations: Show-of-Force, Preemptive Occupation
 - Sustained Operations Ashore in any geographic environment
- Capable to fully function as the core of a JTF



Capabilities provided to Combatant Commands

Mobile Training Teams

Port visits/combined exercises/mil-to-mil

Security and Humanitarian assistance

Show of Force

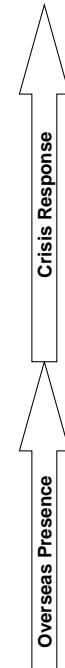
Noncombatant evacuation

Raid/rescue

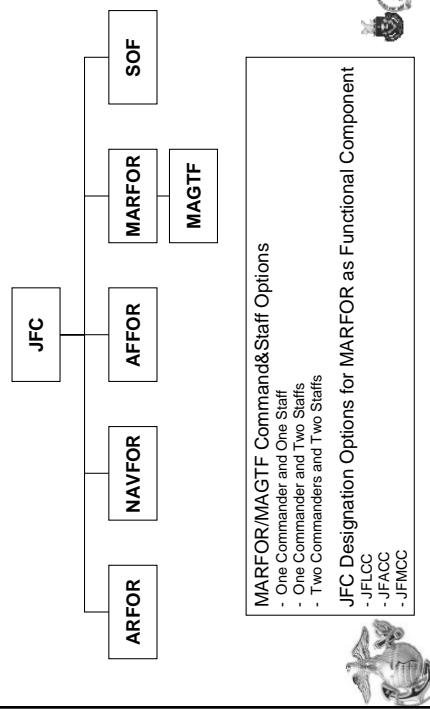
Punitive strike

Forcible entry

Sustained combat operations



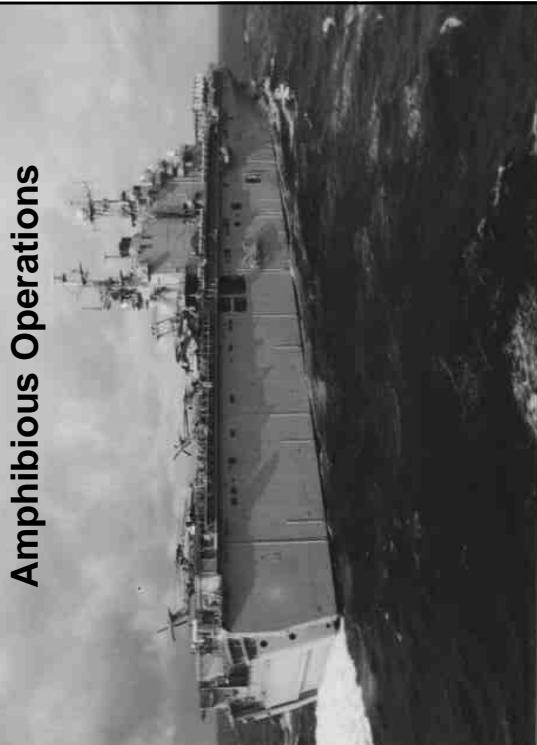
Marine Corps Component (Subordinate Joint Command Structure)

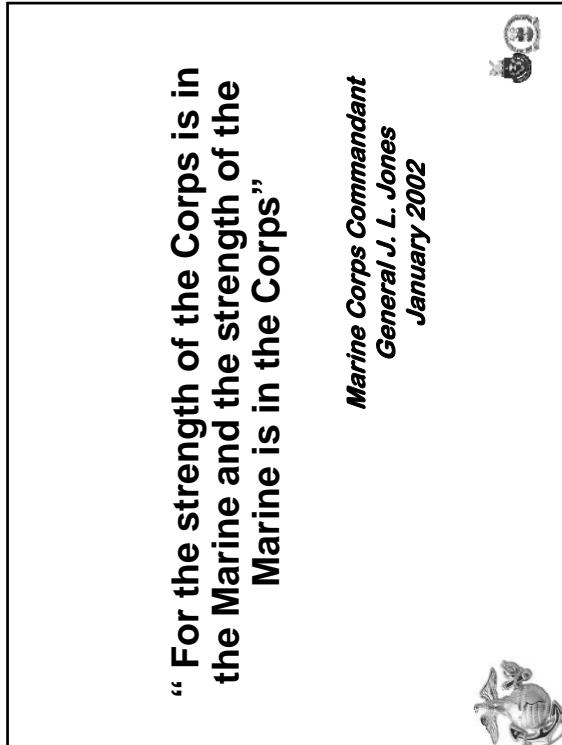
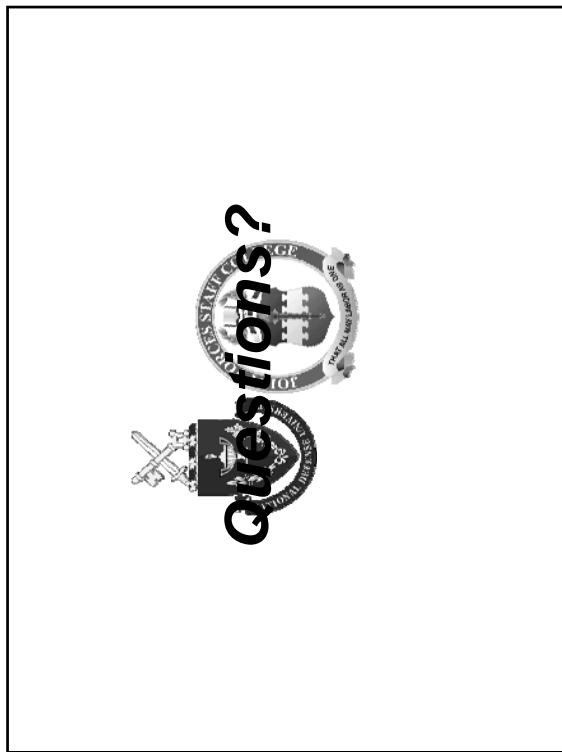


Amphibious Operations

- Forcible entry capability
- Show of force
- Strategically mobile threat
- Strategic deception/distraction
- Flexible reserve
- Freedom from foreign basing and over flight constraints
- Major limitation - mines

Amphibious Operations





CALL TO DUTY PURPLE CAPABILITIES - ARMY



Our Army at War...



Relevant and Ready, Today and Tomorrow

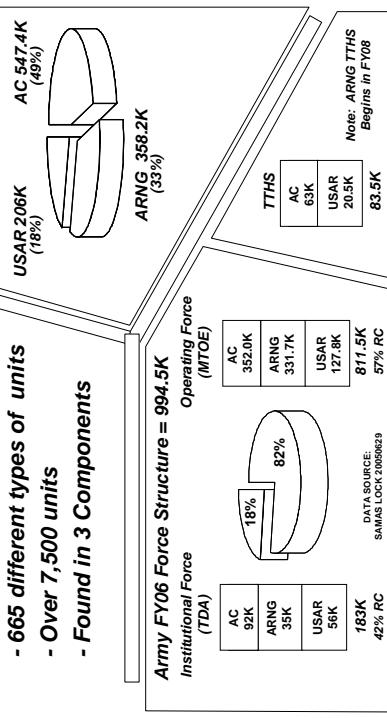
A Campaign Quality Army with Joint and Expeditionary Capabilities

CALL TO DUTY THE ARMY'S FORCE STRUCTURE



The Army is a complex force....

- 665 different types of units
- Over 7,500 units
- Found in 3 Components



MISSION

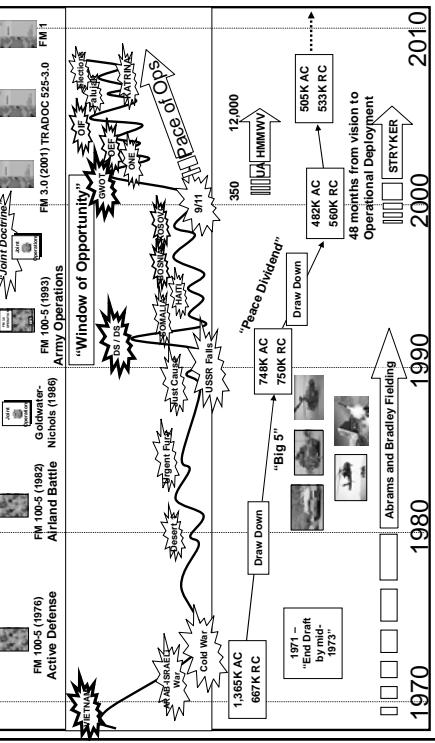
PROVIDING FORCES & CAPABILITIES

The Army exists to serve the American people, to defend the Nation, to protect vital national interests, and to fulfill national military responsibilities.

Our mission is enduring: to provide necessary forces and capabilities to the Combatant Commanders in support of the National Security and Defense Strategies. The Army recruits, organizes, trains, and equips Soldiers who, as vital members of their units and the Joint Team, conduct prompt, sustained combat and stability operations on land. The Army is also charged with providing logistics and support to enable the other Services to accomplish their missions, and supporting civil authorities in time of emergency, when directed.



CALL TO DUTY THE ARMY'S STORY SINCE 1970



AC/R = achieved end strength

EXECUTING THE ARMY PLAN

Vision: Relevant and Ready Landpower in Service to the Nation

Mission: To provide necessary forces and capabilities to the Combatant Commanders in support of the National Security and Defense Strategies

Four Overarching, Interrelated Strategies

- Provide Relevant and Ready Landpower** for the 21st Century Security Environment
- Train and Equip Soldiers to Serve as Warriors and Citizens Adaptive Leaders** for the 21st Century Security Environment
- Sustain an All-Volunteer Force Composed of Highly Competent Soldiers that are Provided an Equally High Quality of Life**
- Provide Infrastructure to Support the 21st Century Security Environment**

Risk: An adaptive enemy, limited resources, our pace of operations, and stress on the force

Conclusion: Protecting Peace and Freedom for the Nation

Current Force & Business Processes

Future Force & Business Processes

21st Century Security Environment
"An Era of Uncertainty and Unpredictability"
 Four Challenges: Traditional, Irregular, Catastrophic, and Disruptive.
A Persistent State of Conflict Will Endure

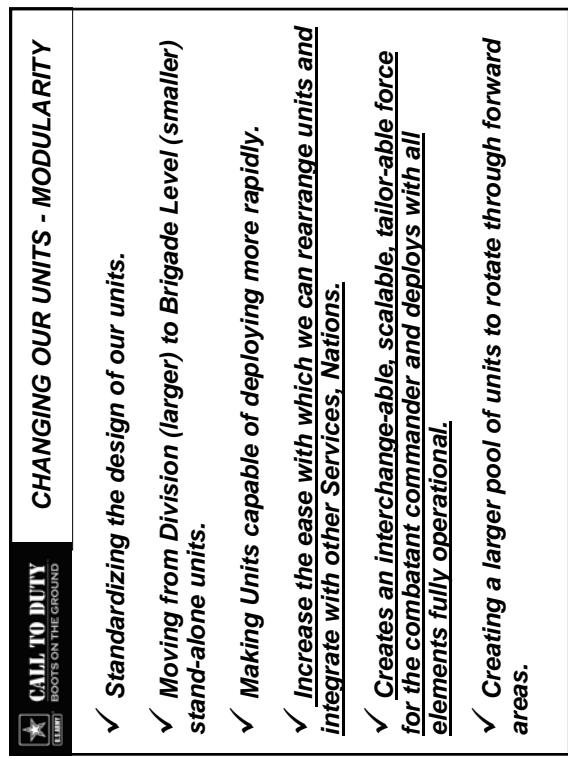
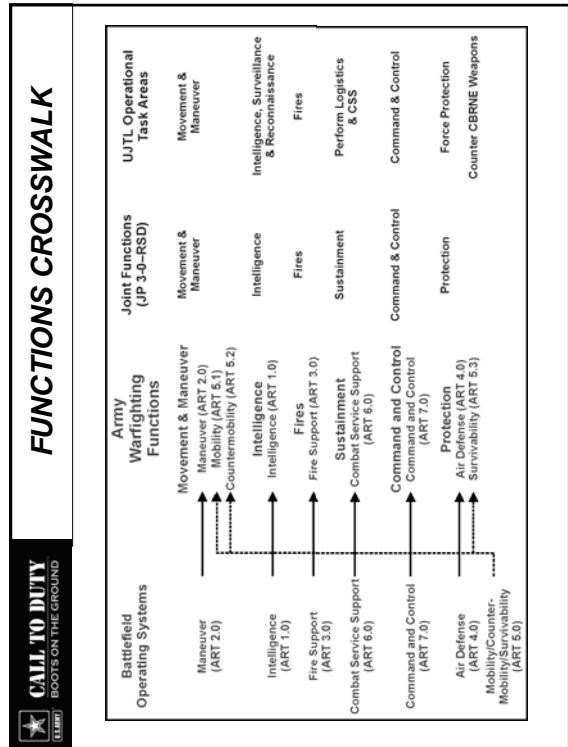
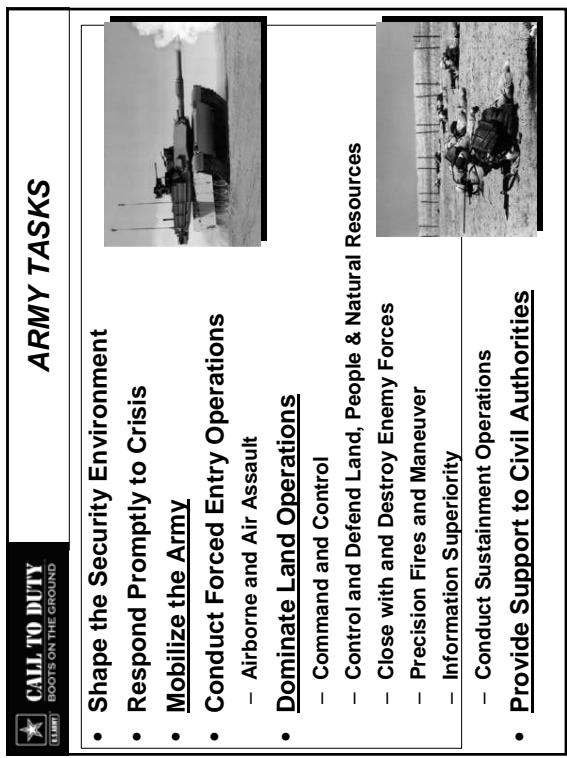
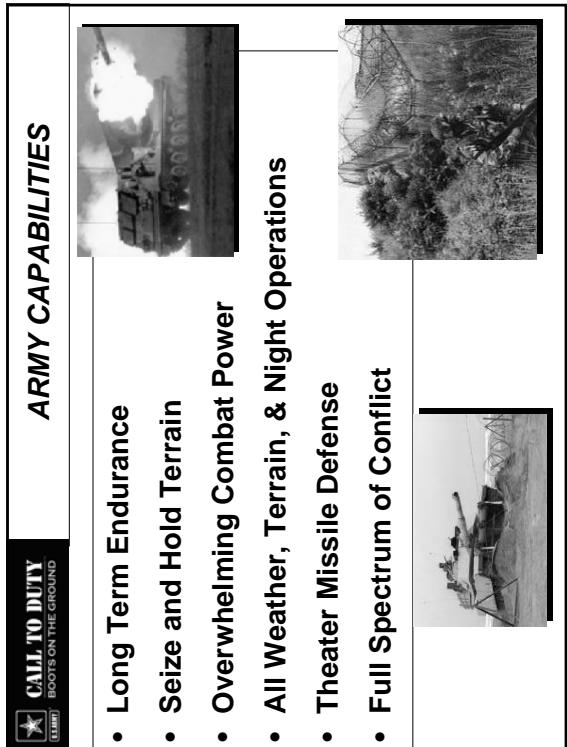
FULL SPECTRUM OPERATIONS

CALL TO DUTY
BOOTS ON THE GROUND

Army forces conduct three types of operations—offensive, defensive, and stability and reconstruction—as part of joint campaigns abroad. Army forces conduct civil support, offensive, and defensive operations in support of homeland security.

Joint Campaigns (Outside the United States)	<table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="padding: 2px;">Offense</td> <td style="padding: 2px;">Defense</td> </tr> <tr> <td style="padding: 2px;">Stability and Reconstruction</td> <td style="padding: 2px;"></td> </tr> </table>	Offense	Defense	Stability and Reconstruction	
Offense	Defense				
Stability and Reconstruction					
Homeland Security (Within the United States)	<table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="padding: 2px;">Offense</td> <td style="padding: 2px;">Defense</td> </tr> <tr> <td style="padding: 2px;">Civil Support</td> <td style="padding: 2px;"></td> </tr> </table>	Offense	Defense	Civil Support	
Offense	Defense				
Civil Support					
Civil Support	<table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="padding: 2px;">Offense</td> <td style="padding: 2px;">Defense</td> </tr> <tr> <td style="padding: 2px;"></td> <td style="padding: 2px;"></td> </tr> </table>	Offense	Defense		
Offense	Defense				

The mission dictates which type of operation predominates.



CALL TO DUTY **MODULAR FORCE TRANSFORMATION**

BOOTS ON THE GROUND

Element

Division-Based Organization

Modular BCT Based Organization

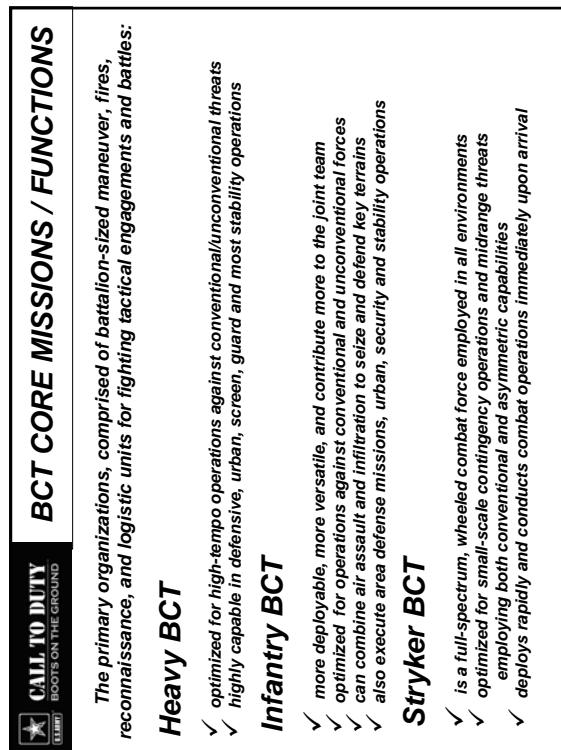
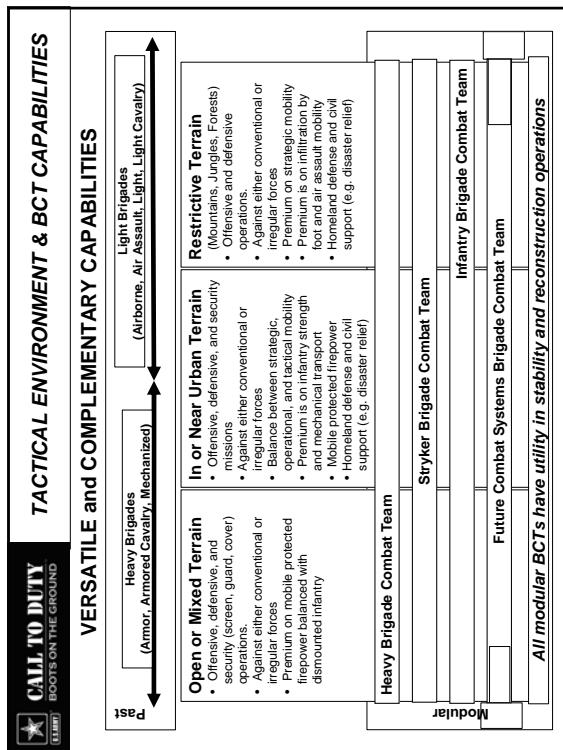
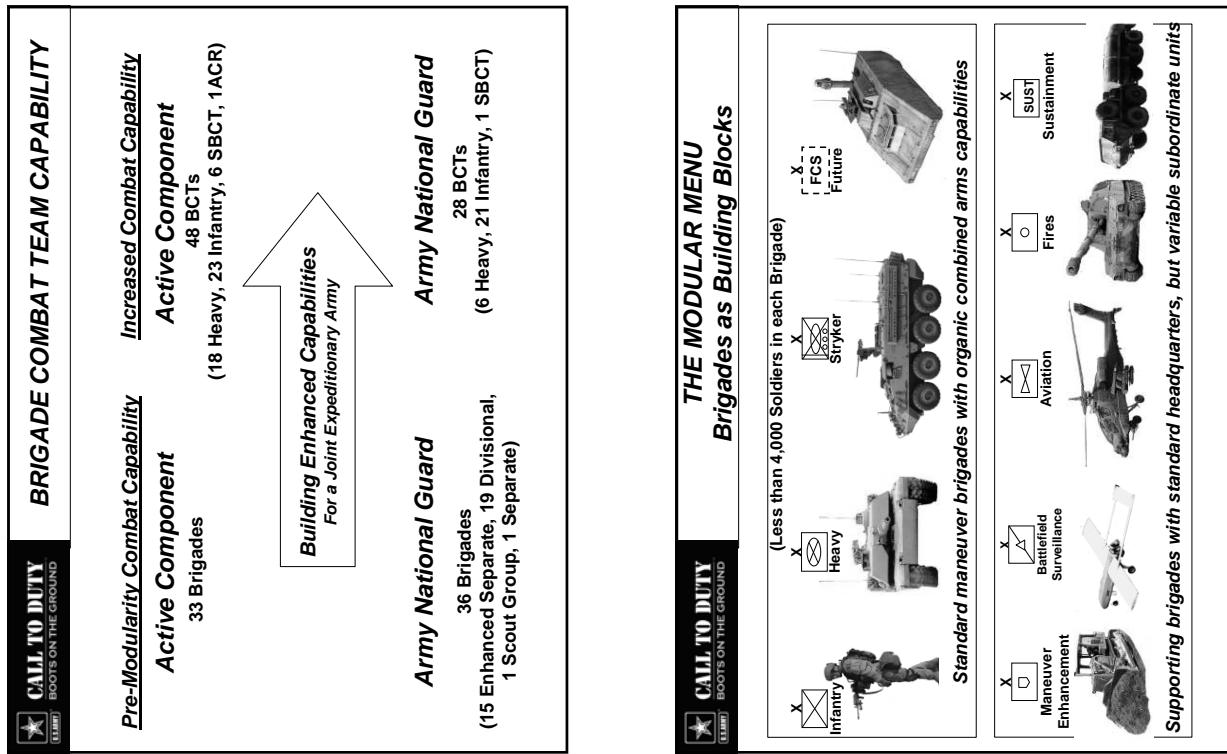
Permanently Organized BCT formations

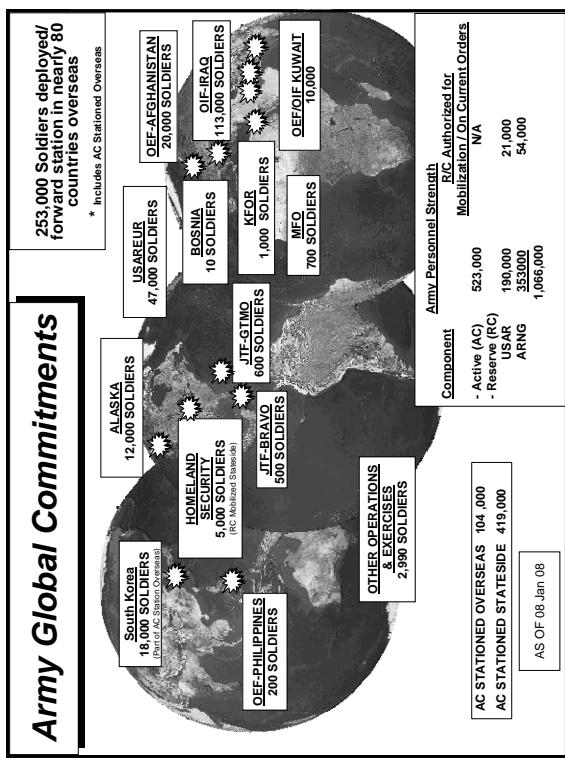
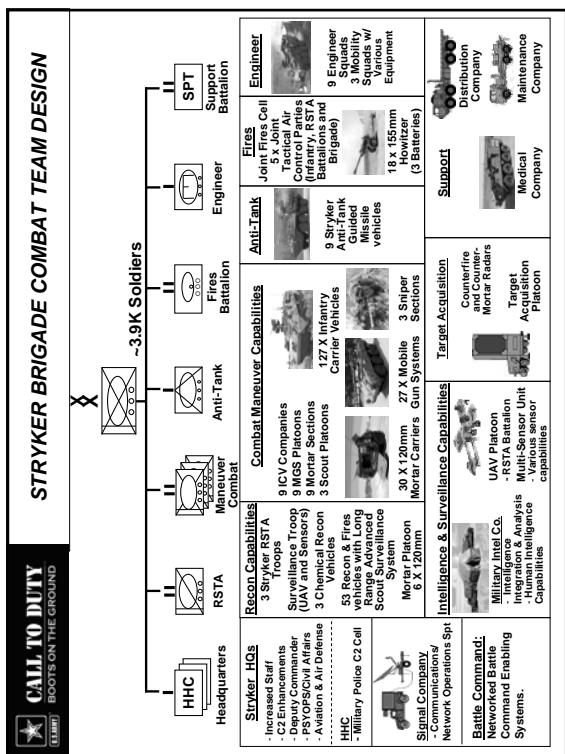
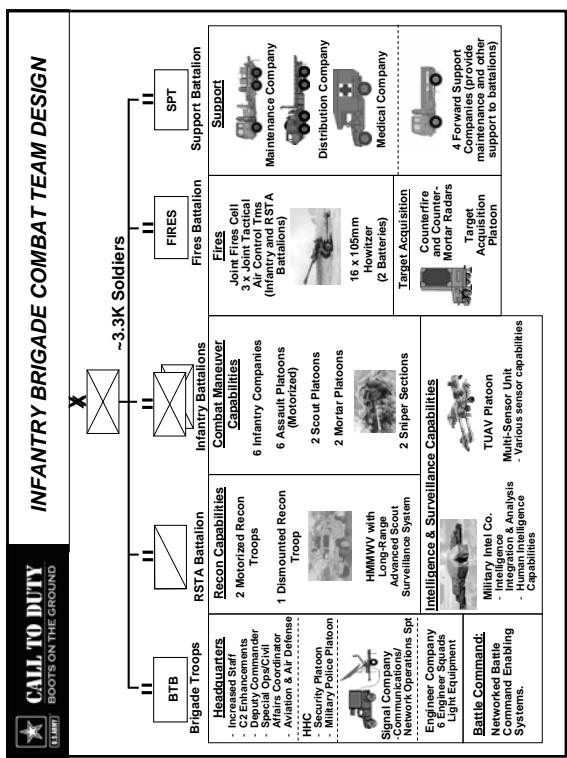
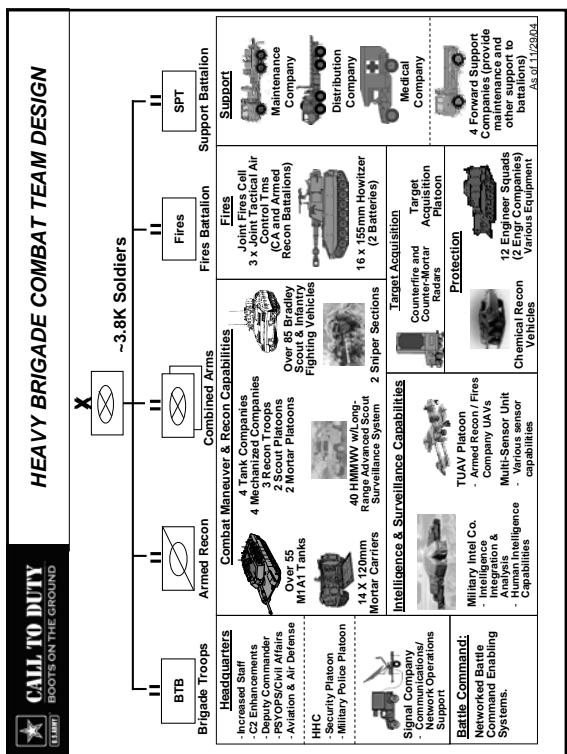
Short term Task-Organized BCTs

Modularity: Creating brigade-sized building blocks of combat power

- Achieve common organizational designs
- Organized as we fight - require minimal augmentation
- Any bty brigade easily attached to any headquarters
- Adaptive, JTF Capable headquarters

CALL TO DUTY BIOOTS ON THE GROUND	Army Support to Other Services (ASOS) <ul style="list-style-type: none"> • Mortuary affairs • Casualty operations • Postal operations • Network management • Bulk fuel • Transportation and distribution of Class I, III, IV, V, VI, VIII, IX, X • Real estate and contract support • Single manager of conventional ammunition • Theater topography support • General engineering and real property maintenance • EOD support to USSS • Land based water resources • Rail Operations
--------------------------------------	---







CALL TO DUTY
BOOTS ON THE GROUND

Growing and Rebalancing Operational Force Capabilities

- Increases Endstrength by 74.2K (AC 65.0K / ARNG 8.2K / USAR 1.0K)
- Increases Operating Force by 80.6K (AC 49.4K / ARNG 14.2K / USAR 17K)

Pre Growth FY 2013

Post Growth FY 2013

Active	482.4K	+ 65.0K	547.4K
ARNG	350.0K	+ 8.2K	358.2K
USAR	205.0K	+ 1.0K	206.0K
Total	1,037.4K	+ 74.2K	1,111.6K

ARNG and USAR rebalance and right-size to add 22K of Operating Force capacity

AC BCT Growth	FY08	FY09	FY10	FY11	FY12	FY13	Total
	+ 1	+ 1	+ 1	+ 3	+ 3	+ 6	+6

Build Enabling Capabilities in the Operating Force in FY08-FY13

Reserve Component Capabilities

<input type="checkbox"/> Military Police	<input type="checkbox"/> Medical	<input type="checkbox"/> Maneuver Enhancement Bde
<input type="checkbox"/> Engineer	<input type="checkbox"/> Quartermaster	<input type="checkbox"/> Battlefield Surveillance Bde
<input type="checkbox"/> Military Intelligence	<input type="checkbox"/> Transportation	<input type="checkbox"/> Sustain Brigade
<input type="checkbox"/> Fins Brigade	<input type="checkbox"/> Maneuver Enhancement Bde	<input type="checkbox"/> SBCT Maintenance
<input type="checkbox"/> ADA Bn/HQs	<input type="checkbox"/> Battlefield Surveillance Bde	<input type="checkbox"/> Quartermaster
<input type="checkbox"/> Patriot Bns	<input type="checkbox"/> Sustain Brigade	<input type="checkbox"/> Transportation
<input type="checkbox"/> JLENS/THAAD	<input type="checkbox"/> SBCT Maintenance	<input type="checkbox"/> EOD
<input type="checkbox"/> CBRNE		

As of 8JAN08

21ST CENTURY LEADERSHIP

Army Leaders in the 21st Century
"The Pentathlete"

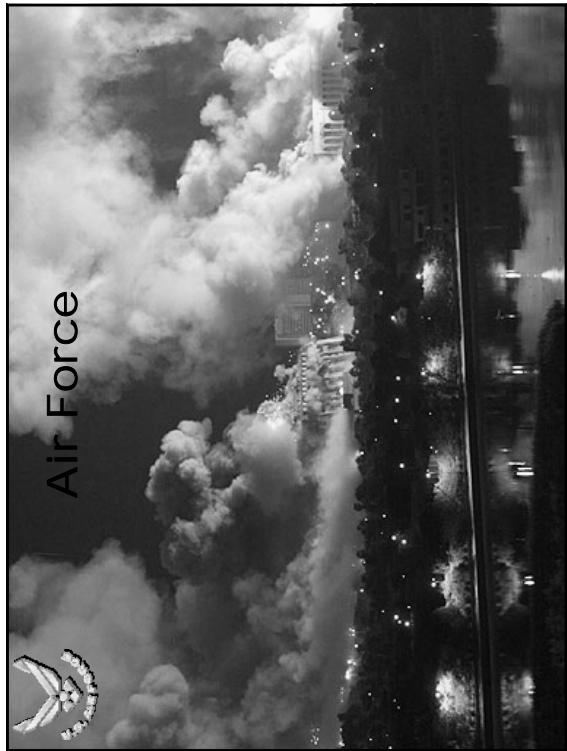
Multi-skilled Leader

- Strategic and creative thinker
- Builder of leaders and teams
- Competent full spectrum warrior or accomplished professional who supports the Soldier
- Effective in managing, leading, and changing large organizations
- Skilled in governance, statesmanship, and diplomacy
- Understands cultural context, and works effectively across it

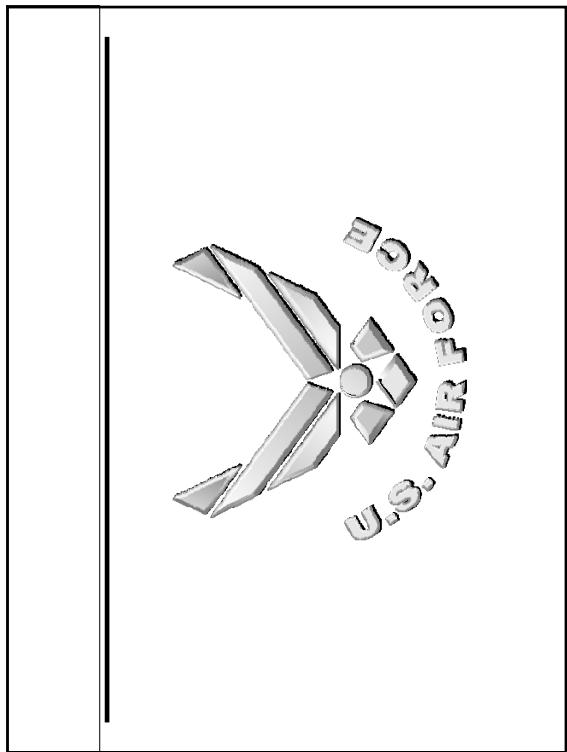
Leader Attributes

- Set the standard for integrity and character
- Confident and competent decision-maker in uncertain situations:
- Prudent risk taker
- Innovative
- Adaptive
- Accountable
- Empathetic and always positive
- Professionally educated and dedicated to life-long learning
- Effective communicator

Personifies the Warrior Ethos in all aspects, from war fighting to entrepreneurship to management... It's a way of life.



Air Force



Air and Space Force



- Air
- Air and Space
- Air, Space, and Cyberspace

HISTORY



- When was the “air force” established?
 - 1907
- When was the Army Air Corp established?
 - 1926
- When was the Department of the Air Force established?
 - 1947



Heritage

- “A modern, autonomous, and thoroughly trained Air Force in being at all times will not alone be sufficient, but without it there can be no national security.”

– General H.H. (“Hap”) Arnold, Commanding General of Army Air Forces, 1943-46



Heritage

- “The destiny of the United States rests on the continued development of our Air Force.”

– The Honorable W. Stuart Symington, First Secretary of the Air Force, 1947-50



Vision

Air and Space Dominance Through Global Vigilance, Reach, and Power



Mission

The mission of the United States Air Force is to deliver sovereign options for the defense of the United States of America and its global interests -- to fly and fight in Air, Space, and Cyberspace.



Core Values

-
- Integrity First
 - Service Before Self
 - Excellence in All We Do



Core Competencies

-
- Developing Airmen
 - Technology-to-Warfighting
 - Integrating Operations



Distinctive Capabilities

-
- Aerospace Superiority
 - Global Attack
 - Rapid Global Mobility
 - Precision Engagement
 - Information Superiority
 - Agile Combat Support



Accomplished By: (As Of 2007)

People:	AD—334,200	Aircraft:	AD—4,282
Pilot	11,400	Fighter	1619
Reserve	74,900	Bomber	172
Guard	107,000	Tanker	278
Civilians	168,558	Trainer	1284
TOTAL FORCE: 684.6K		Transport	529
		Other	370
		Reserve	410
		Guard	1,324

Spacecraft: 70+

ICBMs: 450 MMIII

FY 2005 numbers



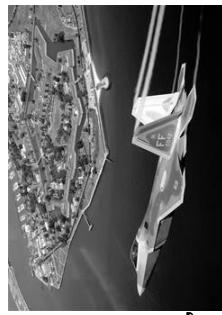
Distinctive Capabilities

- Air and Space Superiority
- Global Attack
- Rapid Global Mobility
- Precision Engagement
- Information Superiority
- Agile Combat Support



Air and Space Superiority

- First step of joint military operations
- Both are interdependent



“US Ground Forces have not been attacked from the air since 1953.”



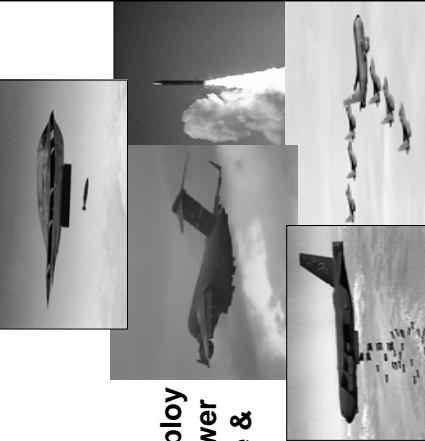
Some ‘Air’ Terms

- Air Superiority...That degree of dominance ... which permits the conduct of air operations ... at a given time and place without prohibitive interference.
- Air Supremacy...That degree of air superiority wherein the opposing air force is incapable of effective interference. (JP 1-02)



Global Attack

- Unique ability to attack rapidly, anywhere on the globe at anytime
- Aggressively employ air and space power to meet presence & power projection needs



Rapid Global Mobility



- Key to nation's ability to respond quickly and decisively
- Airlift and aerial refueling builds the bridge for joint forces to deploy / employ
- Supports combat, peace keeping, and humanitarian efforts
- Provides global presence



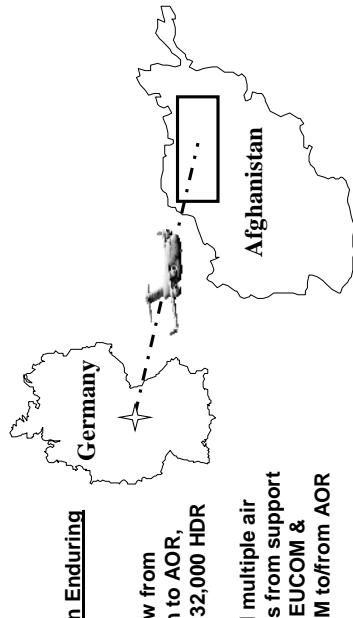
Rapid Global Mobility



Operation Enduring Freedom

C-17's flew from Ramstein to AOR, dropped 32,000 HDR

Required multiple air refuelings from support bases in EUCOM & CENTCOM to/from AOR



Supplies what is needed, where it is needed in the shortest possible time

Precision Engagement Destruction Without Disruption



Baghdad Barracks, Iraq

Pre Strike

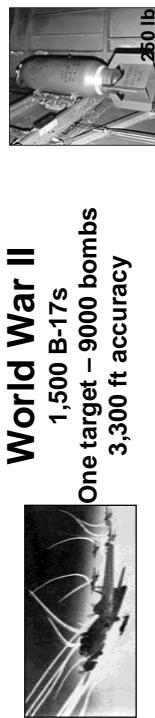
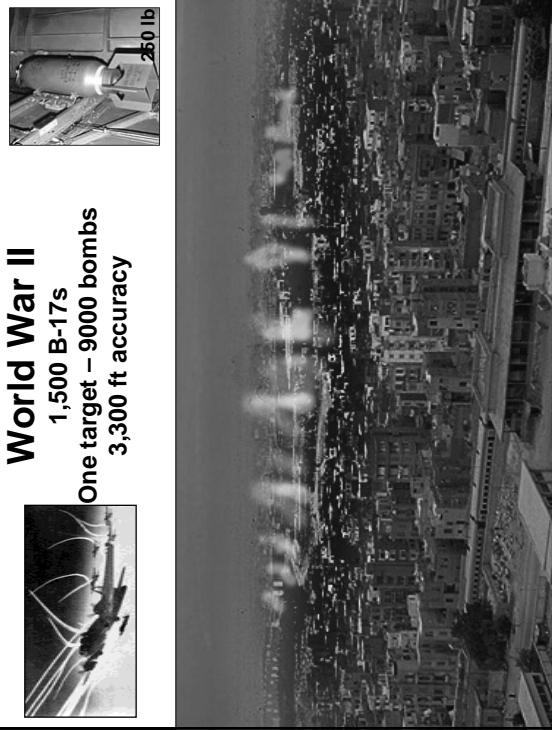
Post Strike



250 lb



After striking important military facilities, civilian activities unhampered



World War II

1,500 B-17s
One target – 9000 bombs
3,300 ft accuracy

Desert Storm

1 F-117
2 targets – 2 bombs
10 ft accuracy
Clear night



Vietnam

32 F-105s
One target – 192 bombs
700 ft accuracy



Information Superiority



The ability to collect, control, exploit, and defend information while denying an adversary the ability to do the same.

Today

1 B-2
16 targets – 16 bombs
19 ft accuracy
All weather





Agile Combat Support

- Intra-theater Airlift
- Airfield Opening
- CE, MNX, Trans, etc.
- Combat Comm
- Security Forces



Air and Space Power Functions

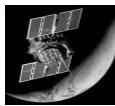
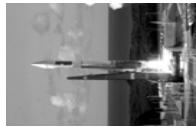
- Spacelift
- Counterair
- Counterland
- Strategic Attack
- Airlift
- Countersea
- Information Operations
- Command & Control
- Counterspace
- Air Refueling
- Combat SAR
- Surveillance & Reconnaissance
- Navigation & Positioning
- Weather Services

AFDD 1



Space Mission Areas

- Space Force Enhancement
- Positioning, Timing and Navigation
- Satellite Communication
- Weather/ES
- Space Control
- ISR
- Space Situational Awareness (SSA)
- Defensive Counterspace
- Offensive Counterspace
- Space Force Application
- Ballistic Missile Defense
- Space Support
- Satellite C2
- R&D
- Spacelift
- Difficult
- Expensive
- Not Responsive

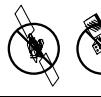


The Value of Space Superiority “A Day Without Space”

The opposite of the question “*What is the value of space?*” is “*What is the impact on your warfighting ability without space?*”

Imagine fighting a war without:

- No GPS - No Excalibur (155mm) munitions, JDAMs, GPS-aided/guided munitions
- No SATCOM - No MILSTAR, Iridium, INMARSAT, UHF F/O



- No space-based RISTA - No NRO SIGINT, IMINT, ELINT, COMINT, MASINT, RADARSAT
- No space-based Weather, Terrain, Environmental Monitoring (WTEM) - No DMSP, NOAA, GOES, IKONOS, Quickbird
- No space-based Missile Warning - No DSP, IR Battlespace characterization, missile warning

COUNTERAIR



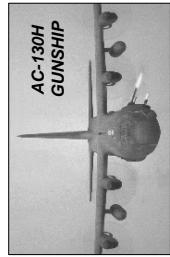
- (OCA) Seek out and neutralize / destroy enemy air forces, air bases, and launch facilities at a time and place of our choosing
- (DCA) To detect, identify, intercept, and destroy enemy airborne assets attack friendly forces or penetrating friendly airspace



COUNTERLAND



- Involves those operations conducted to attain a desired degree of superiority for ground forces
- CAS... air operations against hostile targets in close proximity to friendly forces and require detailed integration with the fire and maneuver of those forces
- Air interdiction ... operations conducted to divert, disrupt, delay, or destroy enemy surface military potential before it can be used



Counterland



STRATEGIC ATTACK



- Intent is to achieve objectives without first necessarily engaging enemy fielded forces
- Targets are enemy strategic centers of gravity (COGs)
- Effects may not be realized immediately

*We are not Softening them up...
We are killing them!*

Lt Gen Mike Moseley, CFACC

- It is the *desired effects*, not the weapon, that determines if a mission is strategic attack

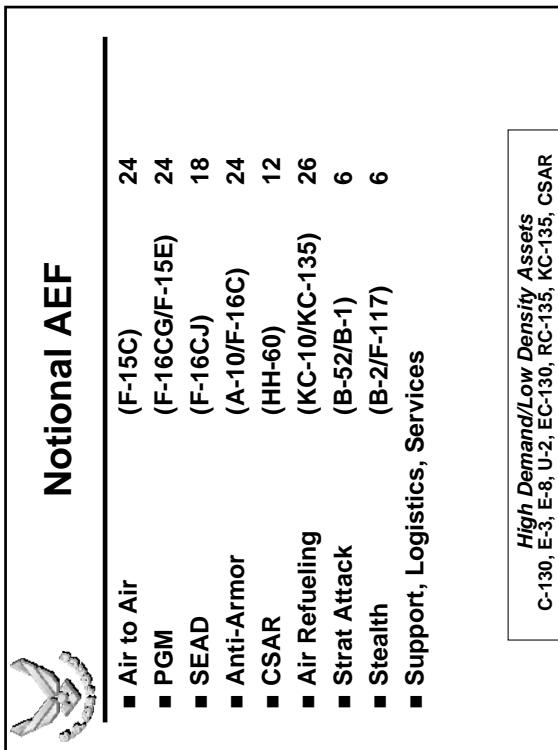
Major Commands



Notional AEF

- | Notional AEF | |
|------------------------------|-------------------|
| Air to Air | (F-15C) 24 |
| PGM | (F-16CG/F-15E) 24 |
| SEAD | (F-16CJ) 18 |
| Anti-Armor | (A-10/F-16C) 24 |
| CSAR | (HH-60) 12 |
| Air Refueling | (KC-10/KC-135) 26 |
| Strat Attack | (B-52/B-1) 6 |
| Stealth | (B-2/F-117) 6 |
| Support, Logistics, Services | |

High Demand/Low Density Assets
C-130, E-3, E-8, U-2, EC-130, RC-135, KC-135, CSAR



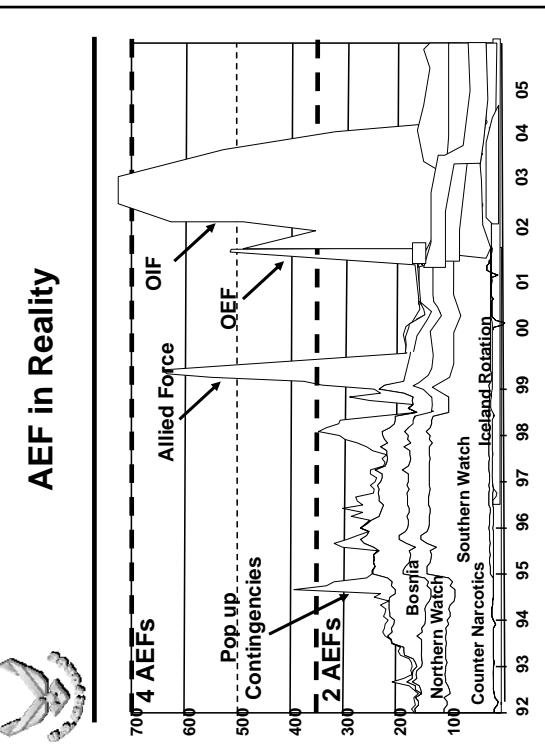
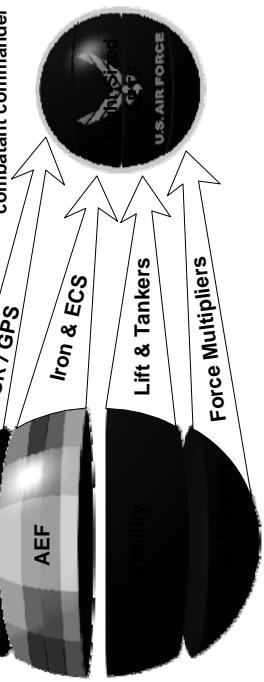
* = Proposed to stand up on 1 Oct 08

Building a Task Force (AETF)



Components of the AEF

Capabilities based units created from an AEF to deliver required effects specified by supported combatant commander



The JFACC



- JFC will normally designate a JFACC
- JFACC: Assigned to the component Commander having the **preponderance of air assets and the ability to effectively plan, task, and control joint air operations**
- JFACC derives authority from the JFC
- Responsibilities normally include:
 - Planning, coordinating, and monitoring joint air operations
 - Allocation and tasking of joint air operations forces

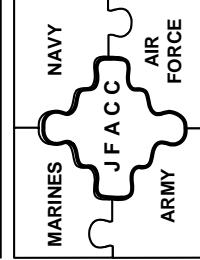
JFC's CONOPS and Apportionment DECISION

JFACC Duties

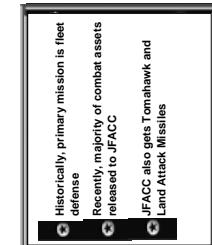


- Normally the Area Air Defense Commander (AADC), Airspace Control Authority (ACA), and Intelligence, Surveillance, Reconnaissance Coordinator, and Space Coordinating Authority (SCA)
- Accomplish various joint mission areas:
 - Counterair operations
 - Strategic attack operations
 - Airborne reconnaissance and surveillance
 - Air interdiction
 - Intratheater and Intertheater air mobility
 - Close air support
- Function as a supported/supporting commander, as designated by the JFC

JFACC & Joint Operations



- Primary purpose of a JFAC is to provide **unity of effort** for employing air and space power for the benefit of the joint force as a whole.
- **ARMY AVIATION ASSETS**
 - **NAVAL AVIATION ASSETS**
 - **MARINE AVIATION ASSETS**
 - **SOF AVIATION ASSETS**



- Historically, primary mission is fleet defense
- Recently, majority of combat assets released to JFACC
- JFACC also gets Tomahawk and Land Attack Missiles

Methodology to Integrate IO



Into the CAOC's "Kill Chain"

1. JFC/C2 Guidance & Intent (Objectives)
2. Target Development
3. Weaponizing & Allocation
4. ATO Development
5. Force Execution
6. Operational Assessments

- IO Task Planners ("IO APC")
 - IO Analysis and Planning Cell (IO APC) plans all IO tasks to accomplish JFACC's objectives (desired effects)
 - Task-level planning per IO capability (coordinate, de-conflict, synchronize operations)
- IO Integrators (IOIs)
 - IO Integrators (IOIs) ensure IO is correctly integrated throughout JAO/C Tasking & Execution process ("Kill Chain")
 - IOs ensure IO is integrated throughout ATO process so IO can effectively support operations

JOINT TRANSITION COURSE
JTC 03

DEPARTMENT OF DEFENSE PLANNING SYSTEMS

STUDENT LESSON GUIDE

1. **METHOD OF INSTRUCTION.** This lesson is an overview of the Joint Strategic Planning System (JSPS), the Chairman's Readiness System (CRS), and the Planning, Programming, Budgeting, and Execution (PPBE) process. In addition, it is designed to address several of the interrelationships and dependencies between these systems. The lesson identifies how strategic planning done by the CJCS is the foundation for operation and execution planning done by the combatant commanders. It describes the PPBE process and how it is the management framework for integrating operations, resources, and planning. This lesson is intended to provide an understanding of the JSPS process the students will refer to throughout the remainder of the course. Approximate time for this lesson is one and one-half hour.
 - a. The intent of the lesson is to examine the major participants of the JSPS, the JSPS processes and products, and selected major systems with close interrelationships to the JSPS. Lectures and discussions should focus on concerns and issues applicable to the theater and functional Combatant Commanders. Issues and concerns should be addressed from the Combatant Commanders' perspective, at the Combatant Commanders' level of consideration, and with an understanding of the Combatant Commanders' ability to provide input to, and influence, the JSPS and other related systems being examined during the lesson.
 - b. Discussions should include analysis of how decisions and direction at the Presidential, Secretary of Defense and Joint Staff levels can affect the unified commanders. Discussions should also include analysis of how the unified commanders are able to influence the JSPS and other related systems. This lesson provides a review and application forum for JPME Phase I material in addition to laying the foundation for discussions on the Joint Strategic Capabilities Plan (JSCP).

2. **CLASSROOM MATERIAL.**

- a. Audiovisual materials. Power Point Presentation
- b. Handouts.
 - (1) Student Lesson Guide
 - (2) Joint Strategic Planning System Diagram
 - (3) Joint Strategic Planning System Acronyms

3. **LESSON DEVELOPER.** Joint Planning Orientation Division (JPOD)

4. **OUTCOMES EXPECTED.** **OUTCOMES EXPECTED.** At the end of this lesson, students should have an understanding of the linkage between the National Security Strategy (NSS), National Defense Strategy (NDS), National Military Strategy (NMS) and the JSPS subsystems and documents (CRA, JSR, JSCP, CPR, CPA, JROC/FCB); the PPBE documents (SPG, JPG, PCP, POM/BCP, IPL); the CRS documents (JQRR) along

with their relationships, the inputs expected by the various systems and the expected results/products, and knowledge of the individuals within the DOD responsible for them.

5. LESSON OBJECTIVES (LO) AND SAMPLES OF BEHAVIOR (SB).

a. LO-1: COMPREHEND the formal processes used to develop military strategy and allocate resources.

(1) SB-A: EXPLAIN the processes and the products of the JSPS and other related systems at the National, Joint Staff, and Unified Command levels.

(2) SB-B: SUMMARIZE the missions and functions of the Joint Requirements Oversight Council (JROC).

(3) SB-C: DESCRIBE the purpose and requirements for the Functional Capabilities Board.

(4) SB-D: DESCRIBE the purpose and impact of the Chairman's Program Assessment (CPA) and the Chairman's Program Recommendation (CPR).

b. LO-2: COMPREHEND the relationship between the documents of the JSPS and other selected systems.

(1) SB-A: SUMMARIZE the relationship between selected strategic documents and the JSCP.

(2) SB-B: PARAPHRASE the relationship of the PPBE, JSPS and the CRS.

(3) SB-C: DESCRIBE the purpose and requirements of the Joint Quarterly Readiness Review (JQRR).

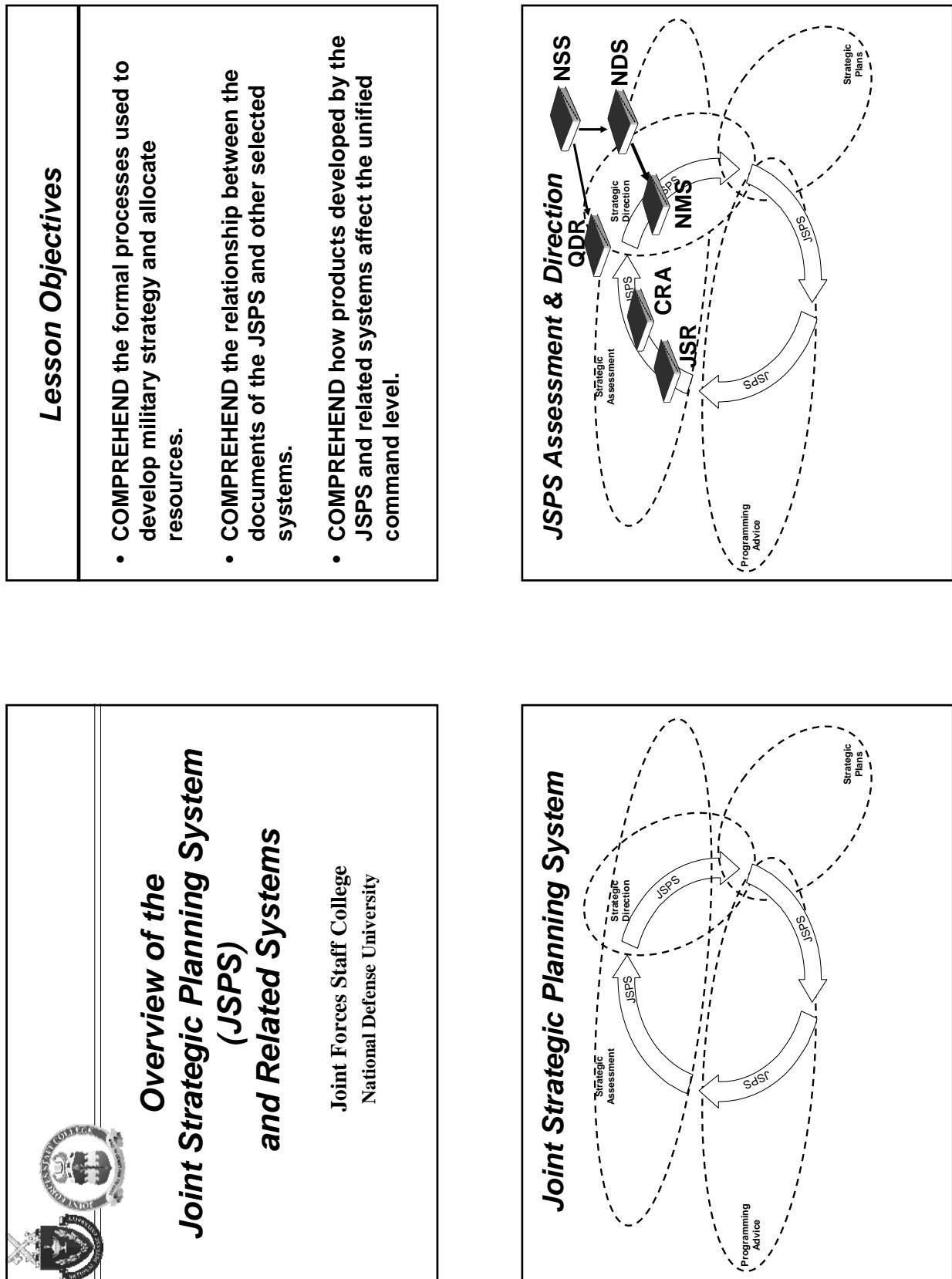
6. STUDENT REQUIREMENTS.

- a. Scan National Security Strategy:
http://www.dtic.mil/doctrine/jel/other_pubs/nss2006.pdf
- b. Scan National Defense Strategy:
http://www.dtic.mil/doctrine/jel/other_pubs/nds2005.pdf
- c. Scan National Military Strategy:
http://www.dtic.mil/doctrine/jel/other_pubs/nms_2004.pdf

7. REFERENCES.

- a. *National Security Strategy (NSS)*
- b. *National Defense Strategy (NDS)*
- c. *National Military Strategy (NMS)*
- d. CJCSI 3100.01A, *Joint Strategic Planning System* dated 1 September 1999.

- e. CJCSI 3137.01C, *The Functional Capabilities Board Process*, 12 November 2004.
- f. CJCSI 3401.01D, *Chairman's Readiness System*, 10 December 2004.
- g. CJCSI 5123.01D, *Charter of the Joint Requirements Oversight Council*, 1 August 2007.
- h. CJCSI 8501.01A, *Chairman of the Joint Chiefs of Staff, Commander in Chiefs of the Combatant Commands, and Joint Staff Participation in the Planning, Programming, and Budgeting System* dated 3 December 2004.



Joint Strategy Review (JSR)

- Assesses strategic environment for issues and factors that affect the national military strategy in the near and long term
 - Gather Info
 - Examine current, emerging, and future issues/threats
 - Assess strategy, forces, and policy objectives
- Continuous process
- Periodically results in a product
 - Formal ISR report or other document
 - 1988: Future Security Environment
 - 1989: Asymmetric Warfare Case Study
 - 2000-2001: Framed Issues for QDR 01
 - 2002: NMS
 - 2003: Chairman's Risk Assessment
 - 2004-2005: Framed Issues for QDR 05

Chairman's Risk Assessment (CRA)

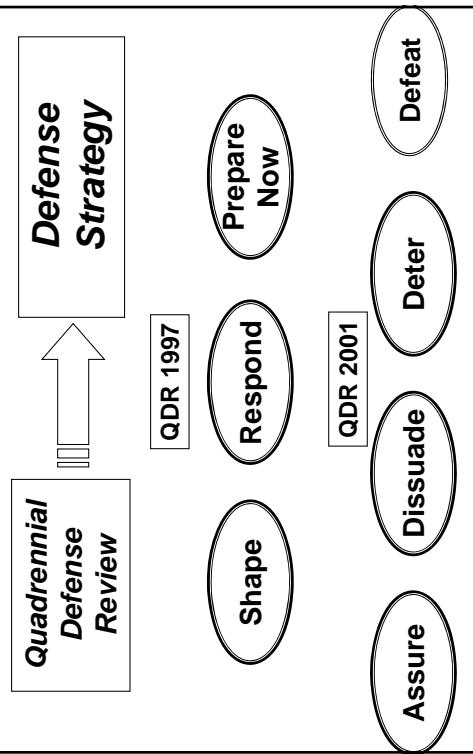
- Strategic and Military Risk
 - Programmatic Transmittal Letter
 - Articulates programs and initiatives to mitigate strategic and military risk
 - Is sent to Congress via SecDef
- Programmatic Advice
 - Reflects near-term priorities
 - Examines trends to achieve long-term goals/objectives
 - Identifies long-term readiness and modernization issues for JQRR or JROC processes or for FCB assessment

National Security Strategy March 2006

- | |
|---|
| <ul style="list-style-type: none">• Pillars<ul style="list-style-type: none">- Promote freedom, justice, and human dignity- Confronting the challenges of our time by leading a growing community of democracies• Goals<ul style="list-style-type: none">- Ending Tyranny- Promoting Effective Democracies- Extend Prosperity |
|---|



Quadrennial Defense Review



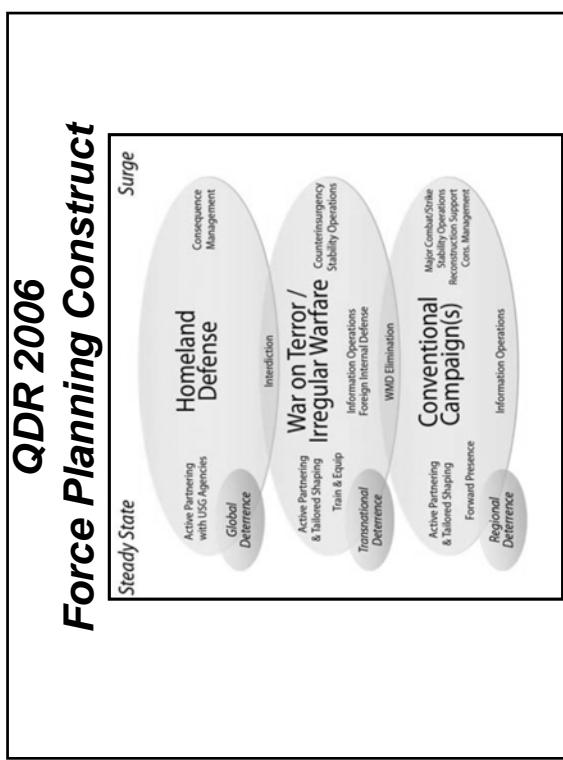
QDR 2006

Emphasis on realigning resource allocation

- Strategy is in place

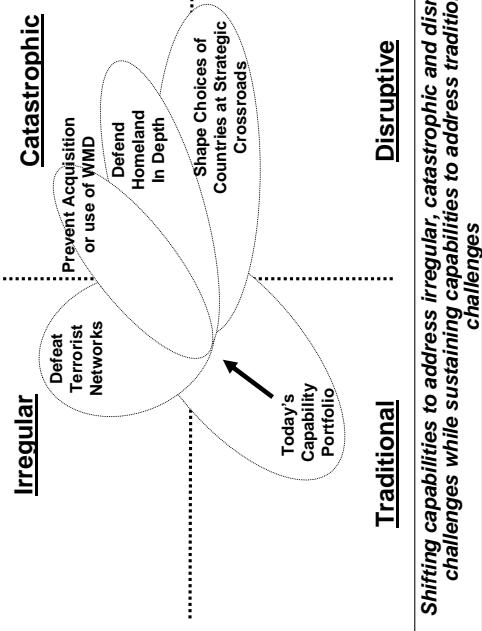
SecDef established 6 panels

- **Led by senior civilian/military officer**
 - Manning and Balancing
 - Enablers
 - Capabilities Mix
 - Roles and Missions
 - Authorities (Changes to Title 10)
 - Business Practices and Processes



QDR 2006 Force Planning Construct

Strategic Context: Four Challenges



National Defense Strategy March 2005

Purpose:

- Title 10 requires the Sec Def to "conduct a comprehensive examination of the national defense strategy, force structure, force modernization plans, infrastructure, and budget plan"

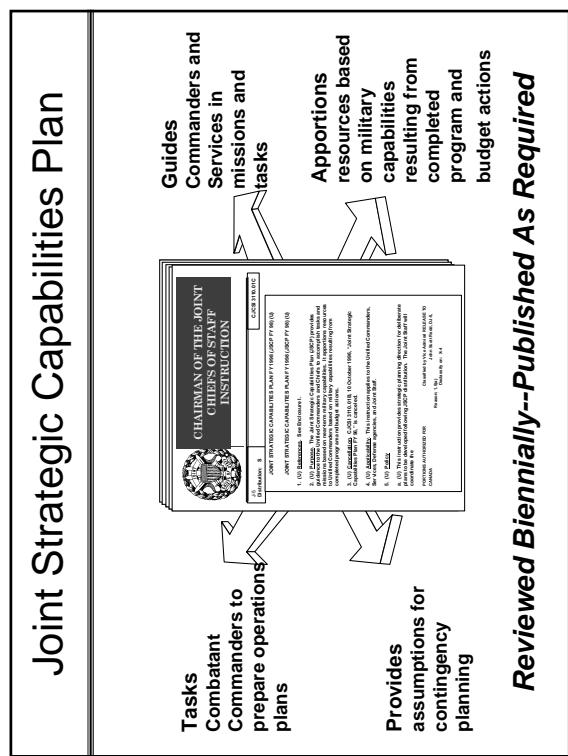
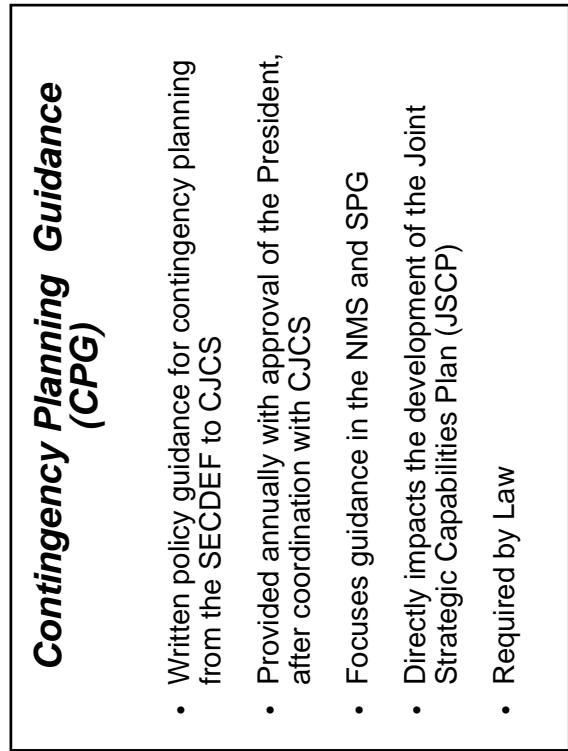
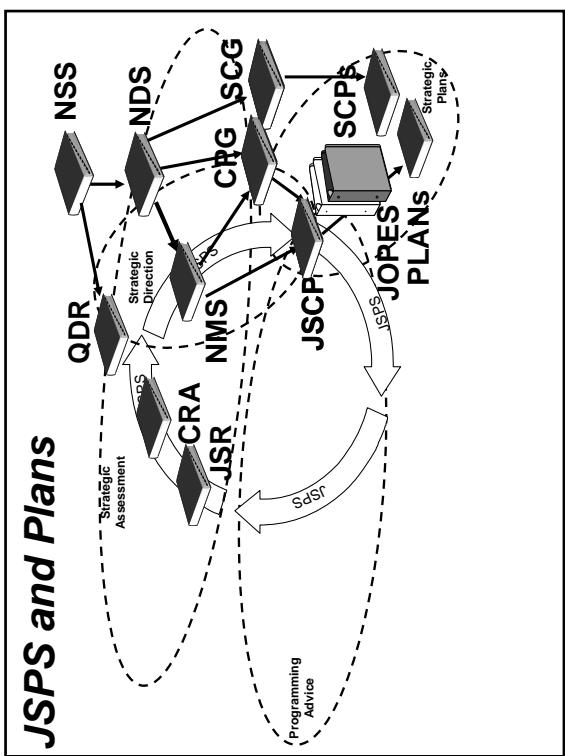
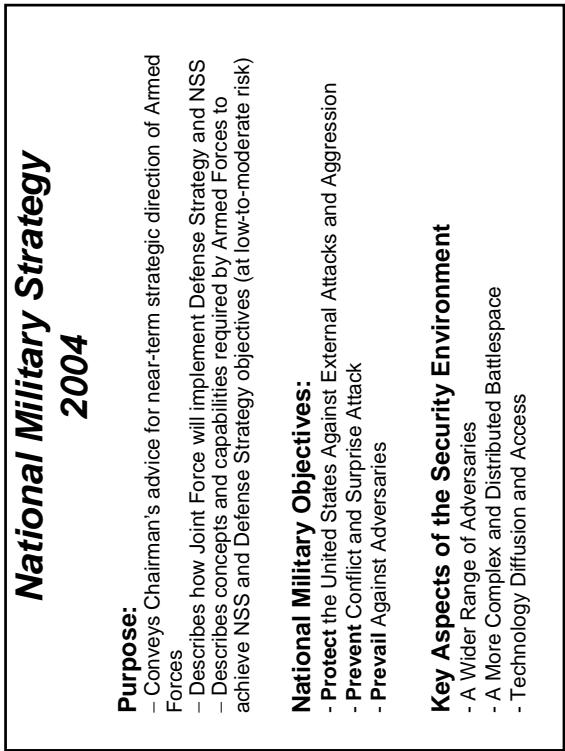
Defense Policy Goals (A-Triple D):

- **Assure** allies and friends
- **Dissuade** potential adversaries
- **Deter** aggression and counter coercion
- **Defeat** adversaries

Transformation

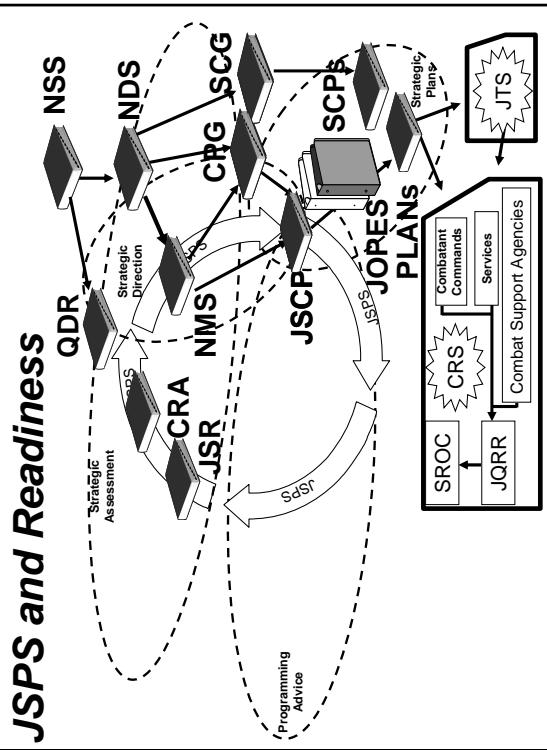
- Strengthening joint organizations
- Enhancing experimentation
- Exploiting intelligence advantages
- Developing transformational capabilities

Shifting capabilities to address irregular, catastrophic, and disruptive challenges while sustaining traditional challenges



Security Cooperation Guidance (SCG)

- SecDef's priorities for creating new partnerships and building the capacity of existing partnerships
- Unifies and focuses all DoD efforts. Single coordination and oversight documentation for
 - Joint Staff
 - CoComs (and components)
 - Services
 - OSD
 - Other Agencies
- Essential that we coordinate efforts across the US Gov't, especially with the DoS
- Provides an approved set of priorities for Security Cooperation Activities in each theater



Joint Training System (JTS)

A framework used by the joint community to: identify training requirements; develop training plans; and execute, evaluate, and assess joint training events. It provides an integrated, requirements-based method for aligning training programs with assigned missions consistent with command priorities and available resources. The JTS emphasizes a direct linkage between the National Military Strategy, combatant command mission requirements, and training.

Chairman's Readiness System

- Assessment of current force readiness
- Focus is on **near-term** (w/i 2 years) operational issues

Joint Quarterly Readiness Review (JQRR):

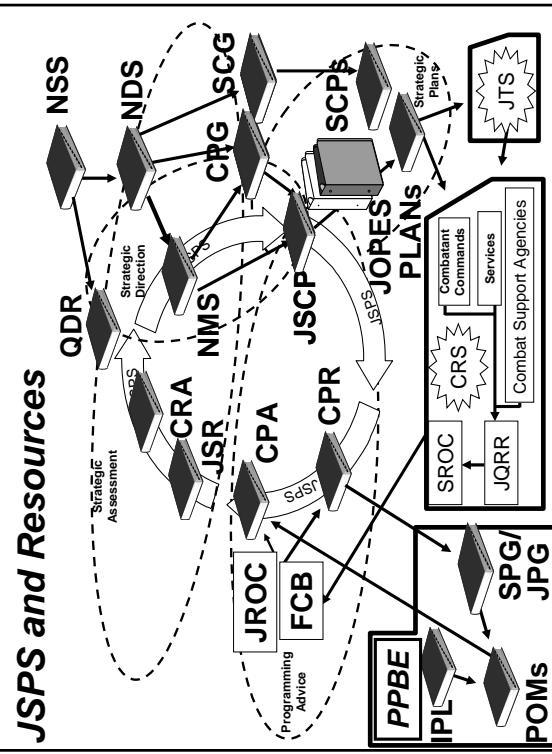
- Assesses current readiness against approved requirements
 - Capabilities must be resident in current force structure
- Information from JQRR provided as feedback into planning and programming processes

Senior Readiness Oversight Council (SROC):

- Advises the Sec Def on policy related to readiness
- Provides updates on readiness of the Services
- Provides reports on current and projected readiness issues.

Joint Quarterly Readiness Review (JQRR)

- Based on:
 - Strategies
 - Contingency plans
- Current location of forces
- Assess readiness to respond



Joint Requirements Oversight Council (JROC)

Assists CJCS to

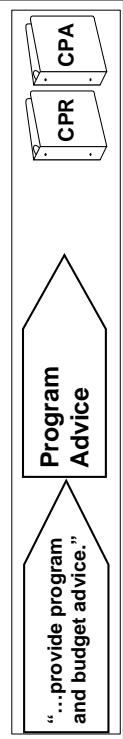
- Determine Commander's requirements
- Resolve cross-Service requirements
- Assess warfighting capability
- Ensure interoperability
- Eliminate duplications

CJCS Advice on Requirements, Programs and Budgets

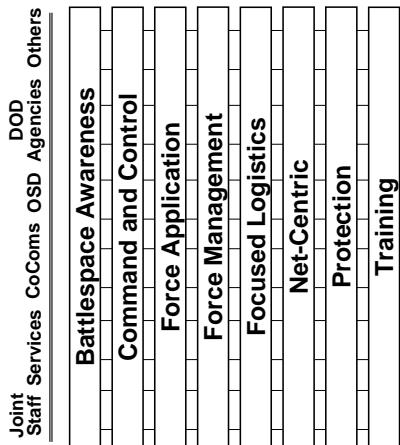
1. Assess military requirements for major acquisition programs
2. Advise the SECDEF on requirements priorities
3. Provide program advice to the SECDEF via Chairman's Program Recommendation (CPR)
4. Advise the SECDEF on the composite Program Objective Memorandum (POM) via the Chairman's Program Assessment (CPA)
5. Provide alternative program and budget recommendations



CJCS Title 10
Responsibilities:



Joint Functional Areas (JFA)



JROC/FCB Trips to the Combatant Commands



- Timed to influence the PPBE cycles
- Opportunity for Combatant Commanders to influence the CPR and CPA
- Allows CJCS to represent Combatant Commanders interests in the resourcing process

Capstone Concept for Joint Operations (CCJO)

Replaces Joint Operations Concepts (JOpsC)

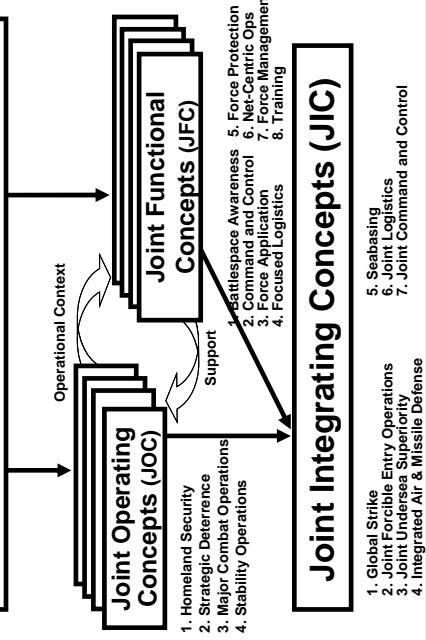
Purpose:

- Describes how future joint forces will operate across the range of military operations in support of strategic objectives in 2012-2025
- Provides foundation for the development/acquisition of new capabilities through changes in DOTMLPF
- Doctrine, organization, Training, Material, Leadership, Personnel, and Facilities

Background:

- Changes in security environment, technology and threat
- Must shift to a global perspective of the battlespace
- Capabilities based approach
 - Focuses on how the US can defeat a broad array of capabilities that an adversary may employ rather than who the adversaries are

CCJO Family



Joint Integrating Concepts (JIC)

1. Global Strike
2. Seabasing
3. Joint Force Entry Operations
4. Integrated Air & Missile Defense
5. Joint Command and Control
6. Joint Logistics
7. Joint Intelligence Superiority

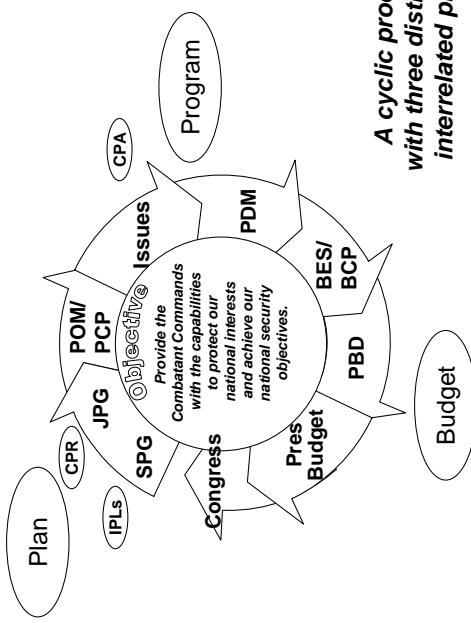
Strategic Planning Guidance (SPG)

- Major link between JSPS and PPBE
- SECDEF's Guidance to DOD
- Used to prepare POM'S
- Contains fiscal strategy, policy, and priorities

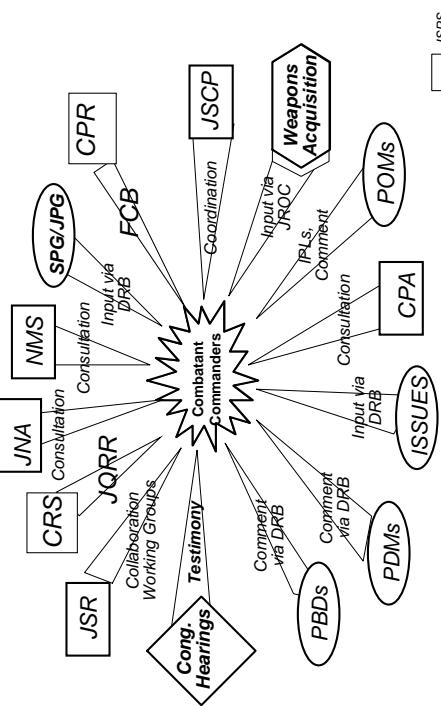
Joint Programming Guidance (JPG)

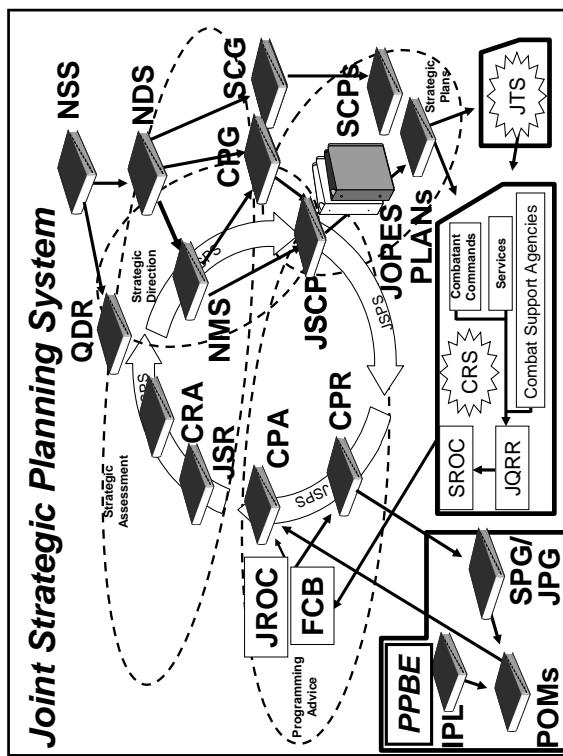
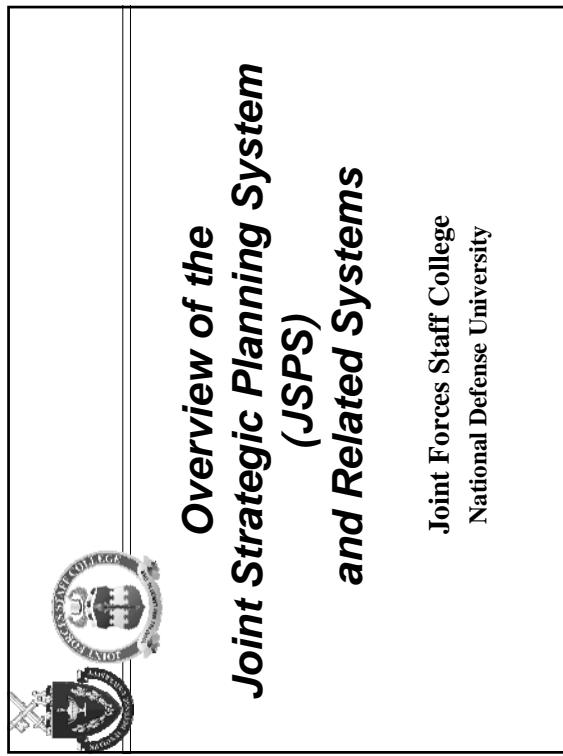
- Final phase of fiscal planning
- Used to prepare POM'S
- Restricts forces available for JSCP
- Contains fiscal priorities
- Fiscal limits for POM forces

PPBE (Two Year Cycle)



Combatant Commander's Role





JOINT TRANSITION COURSE
JTC 04

OPERATIONAL WARFARE
STUDENT LESSON GUIDE

1. **METHOD OF INSTRUCTION.** This lesson describes campaigning, the basic tool, by which the combatant commander translates tactical actions into strategic results at the operational level of warfare. The lesson provides the analytical background for the processes conducted during contingency and crisis action planning. Approximate time for this lesson is one hour.

2. **CLASSROOM MATERIAL.**

- a. Audiovisual Materials. Power Point presentation
- b. Handouts. Student Lesson Guide.

3. **LESSON DEVELOPER.** Joint Planning Orientation Division (JPOD)

4. **OUTCOMES EXPECTED.** A basic understanding of the concept of operational warfare as conducted by the Unified Commander who serves as the transition from national strategy to actions within the theater to implement that strategy and considers what to accomplish in support of the strategy.

5. **LESSON OBJECTIVES (LO) AND SAMPLES OF BEHAVIOR (SB).**

a. LO-1: COMPREHEND the relationship between the strategic, operational, and tactical levels of war.

(1) SB-A: COMPARE and contrast the three levels of war.

(2) SB-B: DISTINGUISH between the levels of war with regard to objectives, logistics, command and control, intelligence, and employment planning.

b. LO-2: COMPREHEND the operational concepts used in campaign planning.

(1) SB-A: EXPLAIN the relationship of campaign planning to contingency planning.

(2) SB-B: EXPLAIN the relationship between functional areas; e.g.; culminating points, decisive points, lines of operations, centers of gravity, and phasing.

(3) SB-C: EXPLAIN the aspects of operational art upon which the Unified Commander relies in developing theater campaigns.

6. STUDENT REQUIREMENTS.

- a. READ Joint Pub 3-0, Chapter II, Sections 1 & 2, pages II-1 through II-3.
- b. READ Joint Pub 3-0, Chapter II, Sections 5 & 6, pages II-15 through II-24.
- c. READ Joint Pub 3-0, Chapter IV, Sections 1-5, pages IV-1 through IV-30.
- d. READ Joint Pub 3-0, Appendix A, pages A-1 through A-5
- e. READ Joint Pub 5-0, Chapter II, Section 9, pages II-16 through II-19.

7. REFERENCES.

- a. Joint Pub 3-0, *Joint Operations*.
- b. Joint Pub 5-0, *Joint Operation Planning*.
- c. Joint Military Operations Historical Collection

Operational Warfare



Joint Forces Staff College
National Defense University

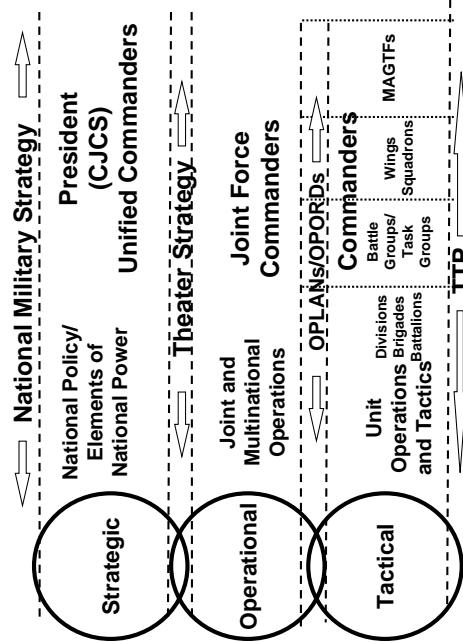
Learning Objectives

1. Understand the relationships between the levels of war
2. Explain key terms of operational art
3. Understand the relationship between operational art and the theater campaign
4. Review concepts via historical analysis

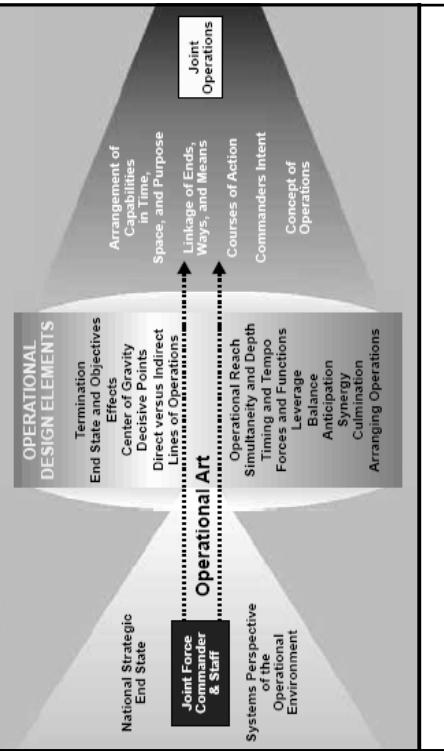
Principles of Joint Operations

- Mass
- Objective
- Offensive
- Simplicity
- Economy of Force
- Maneuver
- Unity of Command
- Security
- Surprise
- Restraint
- Perseverance
- Legitimacy

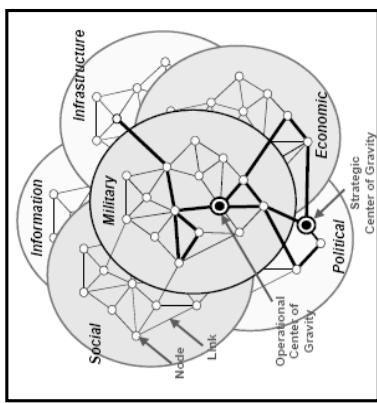
Levels Of War



Operational Art and Design



Systems Perspective of the Operational Environment



If you know the enemy and know yourself, you need not fear the result of a hundred battles.
Sun Tzu

Operational Design

Operational design primarily is an intellectual process based on the creative vision, experience, intuition, and judgment of commanders and planners. The result of this process should be a framework for the joint operation that conceptually links ends, ways, and means across the levels of war.

JP 5-0

Operational Art

Operational art is the application of creative imagination by commanders and staffs--supported by their skill, knowledge, and experience--to design strategies, campaigns, and major operations and organize and employ military forces. It translates the JFC's strategy into operational design, and ultimately into tactical action, by integrating ends, ways, and means across the levels of war.

JP 5-0

Plan Initiation Elements

- **Termination**
 - Listed **first** because planning cannot occur without a clear understanding of the desired end state and the conditions that must exist to end military operations
- **End State and Objectives**
 - A point in time and/or circumstance beyond which the President does not require the military instrument of national power to achieve remaining objectives
- **Effects**
 - Connects strategic and operational objectives to tactical tasks through identifying desired and undesired effects within the operational environment

Center of Gravity

“The source of power that provides moral or physical strength, freedom of action, or will to act.”

JP 5-0

“The hub of all power and movement, on which everything depends. That is the point against which all our energies should be directed.”

Clausewitz

Center of Gravity

- **Critical Capability**

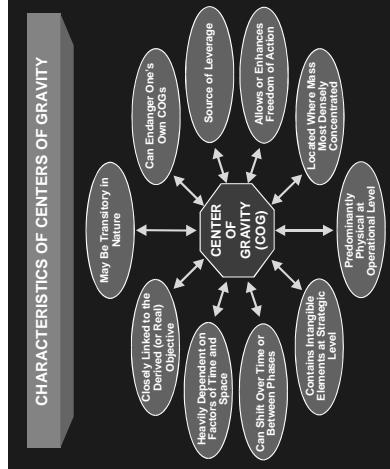
– An adversary means that is considered a crucial enabler for a COG to function, and is essential to the accomplishment of the adversary's assumed objective(s).

- **Critical Requirement**

– An essential condition, resource, and means for a critical capability to be fully operational.

- **Critical Vulnerability**

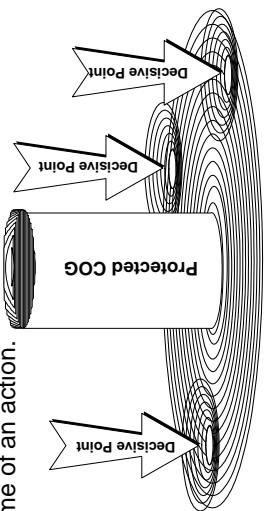
– An aspect or component of the adversary's critical requirements, which is deficient or vulnerable to direct or indirect attack that will create decisive or significant effects.



A systems prospective assists identification of adversary COGs

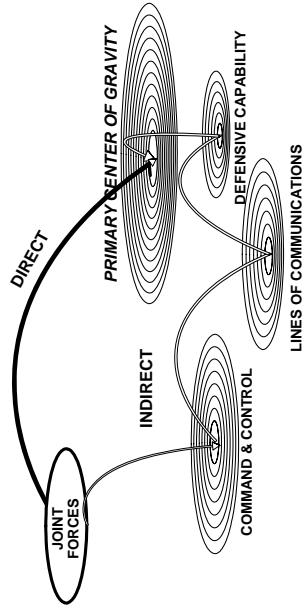
Decisive Points

A **geographic place, specific key event, critical system, or function** that, when acted upon, allows a commander to gain a marked advantage over an adversary or contributes materially to creating a desired effect, thus greatly influencing the outcome of an action.



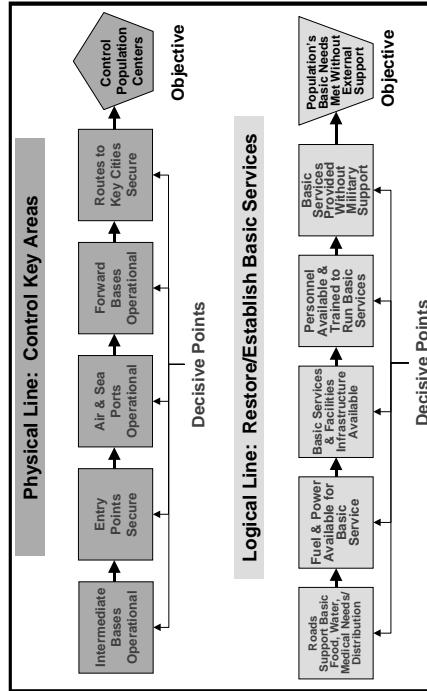
Although decisive points are not COGs, they are the keys to attacking or protecting them.

Direct versus Indirect



To the extent possible, JFCs attack enemy centers of gravity directly. Where direct attack means attacking into an opponent's strength, JFCs should seek an indirect approach.

Lines of Operations



Time and Distance Elements

- **Operational Reach**
 - Distance and duration across which a unit can successfully employ military capabilities
 - Linked to Culmination
- **Simultaneity and Depth**
 - Simultaneous application of military and non-military power against the enemy's key capabilities and sources of strength
- **Timing and Tempo**
 - Conduct operations at a tempo and point in time that best exploits friendly capabilities and inhibits the adversary

Operational Elements

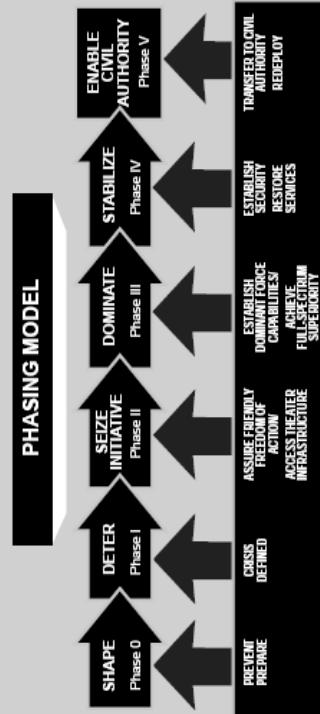
- Forces and functions
 - Defeat adversary forces, functions, or a combination of both
- Leverage
 - Relative advantage in combat power across one or more domains (air, land, sea, and space) and/or the information environment
- Balance
 - Appropriate mix of forces and capabilities
 - As well as the nature and timing of operations
- Anticipation
 - Avoid surprise by gaining and maintaining the initiative
 - Force the adversary to react rather than initiate
- Synergy
 - Combinations of forces and actions to achieve concentration
 - Achieve the assigned objective(s) in the shortest time possible and with minimal casualties

Culmination

The point at which a force no longer has the capability to continue its form of operations

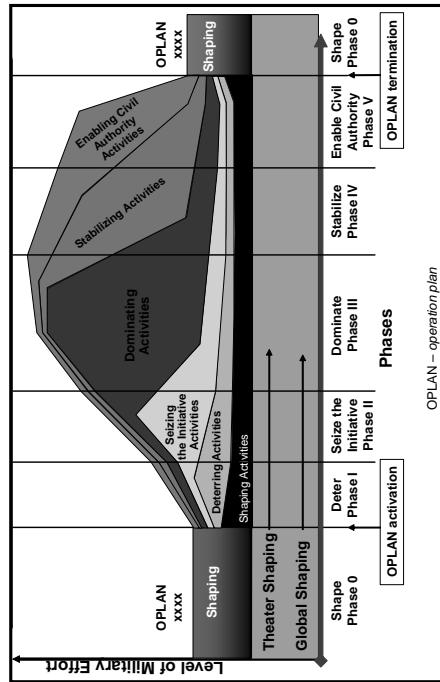
- Offense
 - The point at which continuing the attack is no longer possible and the force must consider reverting to a defensive posture or attempting an operational pause
- Defense
 - The point at which counteroffensive action is no longer possible

Arranging Operations



JFCs must determine the best arrangement of major operations. This arrangement will often be a combination of simultaneous and sequential operations to achieve the desired end state and conditions quickly at the least cost in personnel and other resources.

Operational Plan Phases versus Level of Military Effort





Operational Warfare

**“Be audacious and cunning in your
plans, firm and persevering in their
execution.”**

Clausewitz
Principles Of War

Joint Forces Staff College
National Defense University

JOINT TRANSITION COURSE
JTC 04A

INFORMATION OPERATIONS
STUDENT LESSON GUIDE

1. **METHOD OF INSTRUCTION.** This is an introductory lesson on Information Operations (IO). This lesson covers modern IO doctrine, issues and their relevance to the strategic and operational planning and execution from peacetime through war. This class begins with a discussion of the “current” approved doctrine, Joint Publication 3-13, followed by a discussion of the recent changes in direction, policy and doctrine as defined in the “IO roadmap”. It follows with discussions regarding the why and the when of IO as it pertains to military operations. Continuing along the lines of guidance, the class covers how the *National Security Strategy* addresses the application of the informational element of national power (IENP), with emphasis on its relevance to the *Global War On Terrorism*. It follows with discussions of how military information operations support the overall US Information Campaign as described in the *National Strategy for Combating Terrorism*. We then examine how the US Government is organized to apply the IENP before concluding with an IENP case study. Approximate time for this lesson is one hour.

2. **CLASSROOM MATERIAL.**

- a. Audiovisual materials. Power Point Presentation.
- b. Handouts.
 - (1) Student Lesson Guide

3. **LESSON DEVELOPER.** Joint Command, Control, & Information Operations School (JC2IOS).

4. **OUTCOMES EXPECTED.**

Students will understand how the strategy of IO fits into both the national security strategy and Unified Commander's theater strategy. They will be familiar with the evolution of IO concepts, have a working knowledge of key IO terms, and understand current IO doctrine and policy.

5. **LESSON OBJECTIVES (LO) AND SAMPLES OF BEHAVIOR (SB).**

- a. LO-1: COMPREHEND the Information Operations Roadmap.
 - SB-A: Recall the key objective for the IO Roadmap.
 - SB-B: Summarize the major conclusions identified in the IO Roadmap.
 - SB-C: Compare the IO Roadmap to Joint Pub 3-13.
 - SB-D: Understand the revised definition of IO.
- b. LO-2 KNOW why information operations have received increased emphasis.
 - SB-A: Recall the basic threat environment in the 21st Century.

SB-B: Recall the US vulnerability to the range of cyber and perception management threats.

LO-3: COMPREHEND the portions of the *National Security Strategy* that speak of or pertain to information operations and information technology.

SB-A: Explain how military transformation is focused on IO and IT.

SB-B: Explain how the informational element of national power will be employed to win the war against international terrorism.

LO-4: KNOW how the US Government is organized to support the employment of the informational element of national power and select IO core, supported and related activities.

SB-A: Recall the organizations that support the informational element of national power.

SB-B: Recall how the DoD is organized for the oversight of IO core, supporting and related activities.

6. STUDENT REQUIREMENTS.

- a. REVIEW Key Terms in Enclosure 1.

7. REFERENCES.

- a. JP 3-13, *Joint Doctrine for Information Operations*, 15 February 2006
- b. *National Security Strategy*
- c. *National Defense Strategy*
- d. *National Military Strategy*
- e. "Information Operations as a Core Competency" – *JFQ issue 36*

KEY TERMS

- a. Information operations. Actions taken to affect adversary information and information systems while defending one's own information and information systems. Also called IO. See also defensive information operations; information; information system; offensive information operations; operation. (JP 1-02)
- b. Information warfare. Information operations conducted during time of crisis or conflict to achieve or promote specific objectives over a specific adversary or adversaries. Also called IW. See also crisis; information; information operations; operations. (JP 1-02)
- c. Computer network attack. Operations to disrupt, deny, degrade, or destroy information resident in computers and computer networks, or the computers and networks themselves. Electronic Attack (EA) can be used against a computer but it is not computer networks attack (CNA). CNA relies on the data stream to execute the attack while EA relies on the electromagnetic spectrum. An example of the two operations is the following: sending a code or instruction to a central processing unit that causes the computer to short out the power supply is CNA. Using an electromagnetic pulse device to destroy a computer's electronics and causing the same result is EA. Also called CNA. See also computer network defense; electronic attack; offensive information operations. (JP 1-02)
- d. Offensive information operations. The integrated use of assigned and supporting capabilities and activities, mutually supported by intelligence, to affect adversary decision-makers to achieve or promote specific objectives. These capabilities include, but are not limited to, operations security, military deception, psychological operations, electronic warfare, physical attack and or destruction, and special information operations, and could include computer network attack. See also computer network attack; defensive information operations; electronic warfare; information operations; intelligence; military deception; operations security; psychological operation; special information operations. (JP 1-02)
- e. Defensive information operations. The integration and coordination of policies and procedures, operations, personnel, and technology to protect and defend information and information systems. Defensive information operations are conducted through information assurance, physical security, operations security, counter-deception, counter-psychological operations, counterintelligence, electronic warfare, and special information operations. Defensive information operations ensure timely, accurate, and relevant information access while denying adversaries the opportunity to exploit friendly information and information systems for their own purposes. See also counterintelligence; electronic warfare; information assurance; information operations; information system; offensive information operations; operations security; physical security; special information operations. (JP 1-02)
- f. Information superiority. That degree of dominance in the information domain which permits the conduct of operations without effective opposition. See also information operations. (JP 1-02)

Enclosure 1

h. Information system. The entire infrastructure, organization, personnel, and components that collect, process, store, transmit, display, disseminate, and act on information. See also information; information warfare. (JP 1-02)

Enclosure 1

Updated 10 June 2008



Introduction to Information Operations



Lesson Objectives

- UNDERSTAND the distinction between Strategic Communication (SC) & Information Operations (IO)
- KNOW the key path that led to SecDef's IO Roadmap (IORM), and how USG & DoD is organized for IO
- UNDERSTAND the impact of SecDef's IORM to DoD and how IO is "operationalized".



Agenda

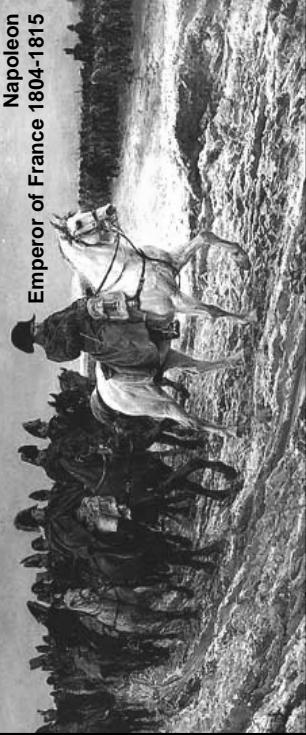
- Information Power
- Define/Distinguish SC and IO
- IO History
- Closer look at what IO is
- Integrating IO into operations



Napoleon

Influence of Information on the Mind

- Four hostile newspapers are more to be feared than a thousand bayonets.



Napoleon
Emperor of France 1804-1815



The Decisive Information Environment

"The longer it takes to put a strategic communication framework in place, the more we can be certain that the vacuum will be filled by the enemy."

Donald H. Rumsfeld
Former Secretary of Defense

"More than half of this battle is taking place in the battlefield of the media. We are in a media battle in a race for the hearts and minds of Muslims."

Ayman al-Zawahiri
Osama bin Laden's chief lieutenant

If we do not inform and influence, then the only thing left is interpretation ...



Lesson Objectives

- UNDERSTAND distinction between Strategic Communication (SC) & Information Operations (IO)
- KNOW key path that led to SecDef's IO Roadmap (IORM), and how USG & DoD is organized for IO
- UNDERSTAND the impact of SecDef's IORM to DoD and how IO is "operationalized".



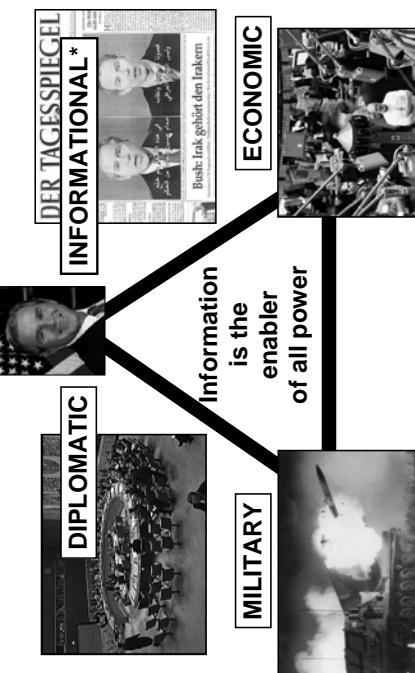
SC and IO definitions:

Strategic Communication constitutes focused USG efforts to understand and engage key audiences in order to create, strengthen, or preserve conditions favorable for the advancement of USG interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all elements of national power.

Information Operations is the integrated employment of electronic warfare (EW), computer network operations (CNO), psychological operations (PSYOP), military deception (MILDEC), and operations security (OPSEC), in concert with specified supporting and related capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision making while protecting our own.



Instruments of National Power



*Information was first mentioned as an instrument of national power in Reagan's 1981 NSS

Information & National Power



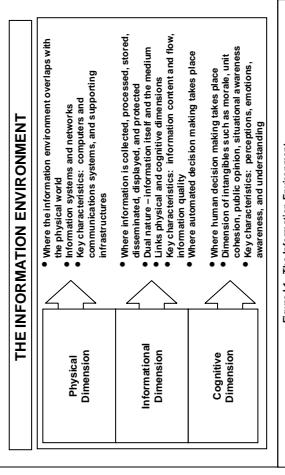
- The information component of Power:**
 - “Combination of information content and technology used as a strategic instrument to shape fundamental political, economic, military and cultural forces on a long-term basis to affect the global behavior of governments, supra-governmental organizations, and societies to support national security strategies & objectives”
 - Drs Dan Kierl/Bob Nelson, Georgetown's NSSQ (1999)
 - President Ronald Reagan: NSDD 130 (1984), National Security Strategy (1987)
- Used by every nation state and strategic political entity, regardless of technological development

The Information Environment “Where decision making occurs”



- Domains:** Air, Land, Sea, and Space (info is not a domain)
- Information environment** is:
 - where decision making occurs; essentially, it's where humans and automated systems observe, orient, decide, and act upon information
 - distinct but resides within each of the **four domains**
 - made up of three interrelated dimensions: physical, informational, and cognitive

THE INFORMATION ENVIRONMENT



Where the information environment overlaps with the physical world, time, and networks

- Key characteristics: computers and communication systems, and supporting infrastructures
- Where information is collected, processed, stored, disseminated, displayed, and received
- Dual nature – information itself and the medium by which it is transmitted
- Links physical and cognitive dimensions
- Information content and flow
- Where automated decision making takes place
- Where human decision making takes place
- Where communication takes place, uniting communication, information, and warfighting units
- Key characteristics: perceptions, emotions, awarenesses, and understanding

Figure 1-1: The Information Environment

JP 3-13, 13 Feb 2006

Three “C”s of Information Environment



- Physical/Electronic Connectivity:**
 - “Ether”/Cyberspace™eSpace™
 - Infrastructures, wires, networks, etc: a means of delivery
 - A unique physical space (land, sea, air, space)
- Information Content:**
 - words, images, databases, 11010111000s
- Cognitive: “influence/perception”**
 - Meaning and the Mind: “most important”
 - Losing the battle here may negate winning kinetically

Strategic Communication (SC)



Definition: Strategic communication constitutes focused USG efforts to understand and engage key audiences in order to create, strengthen, or preserve conditions favorable for the advancement of USG interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all elements of national power

JP 3-13

VOA Photo A. Pessin



Who is responsible for SC?

- Commander-in-Chief (POTUS) sets nat'l objectives
- NSC is main counsel to POTUS on use of all aspects of Government
- SecDef and CJCS are principal military advisors to POTUS
- State Dept is responsible for "the message"
 - Minimal personnel resources compared to DoD
 - Recent appointment of Ambassador Karen Hughes (05 WWIO)

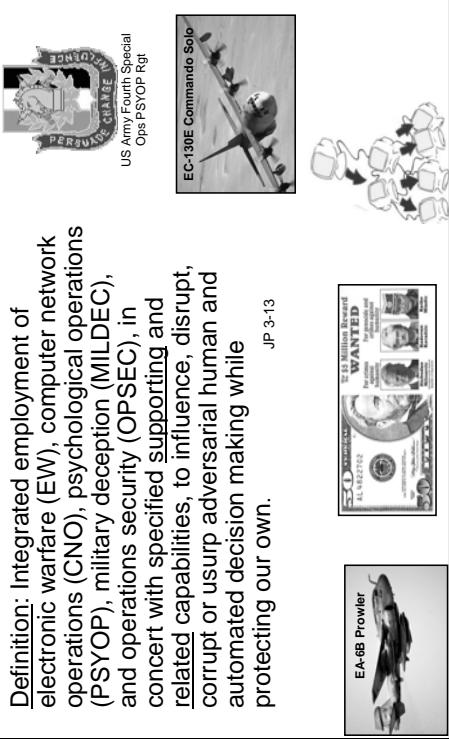
	<p>Were these actions also done by strategic communicators?</p>  <p>"The Strategic Corporal"</p>
	<p>IO is not new ... new technology has enhanced it ... both for good & bad!</p>

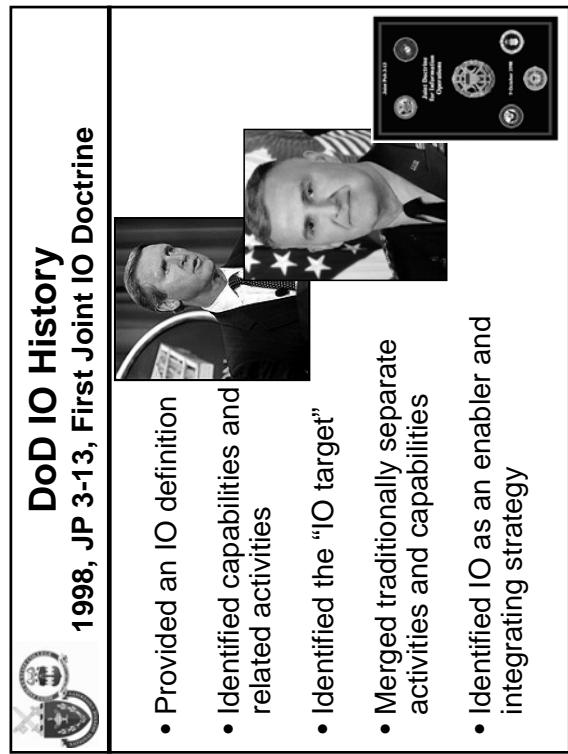
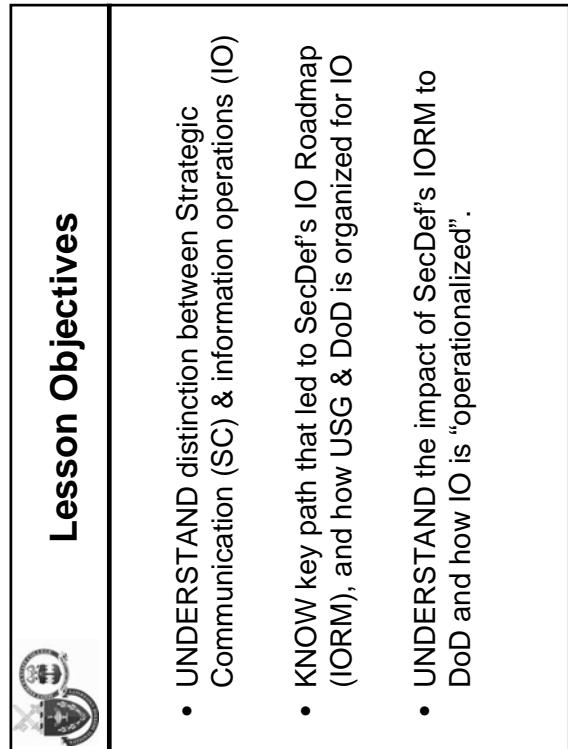
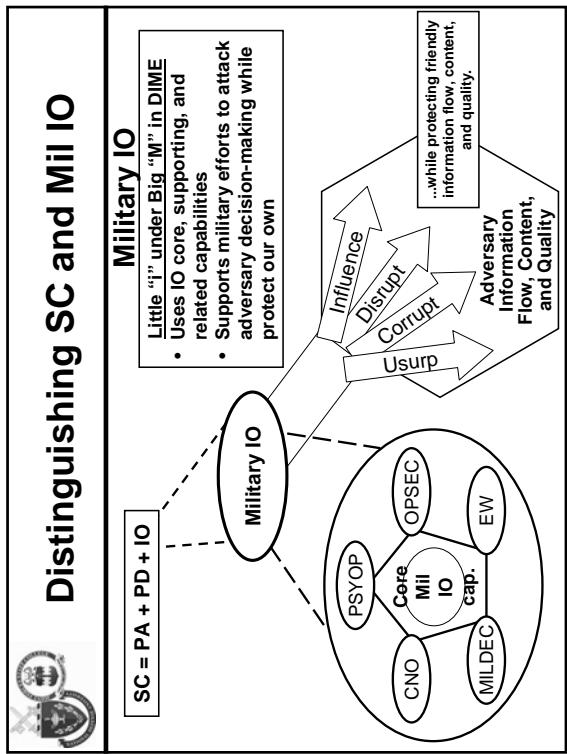
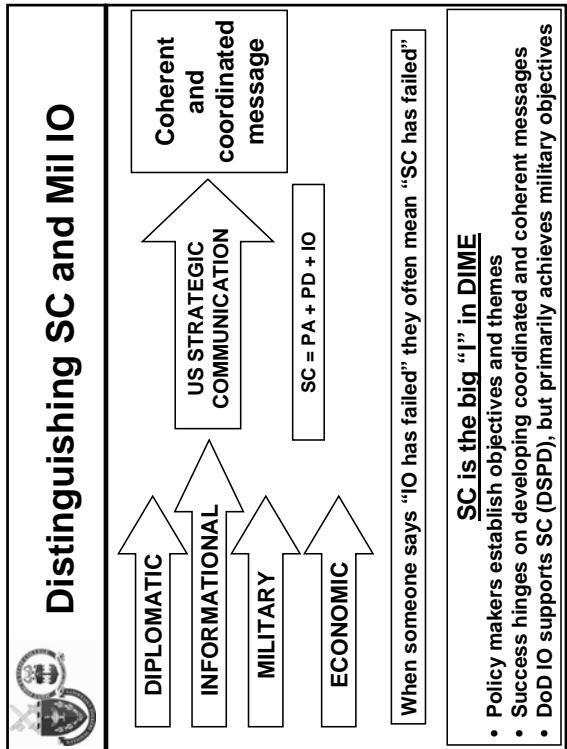
Speed of Information

What about accountability of the media?
(e.g., Dan Rather and the documents purportedly written by President Bush's National Guard command)

- 
- Nearly all crises/conflicts are conducted under media spotlight
 - Challenge for Democratic governments is to maintain public support while dealing with media

In the Info Age it is easier than ever to change a nation's will by changing its view of reality ... "perception is reality"

	<p>Information Operations (IO)</p> 
	<p>Definition: Integrated employment of electronic warfare (EW), computer network operations (CNO), psychological operations (PSYOP), military deception (MILDEC), and operations security (OPSEC), in concert with specified <u>supporting</u> and <u>related</u> capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision making while protecting our own.</p> <p>JP 3-13</p>



DoD IO History: 2001 QDR & DPG

- A change in direction & thinking for IO
 - 2001 QDR identified IO as one of six critical operational goals that focus transformation efforts
 - IO will become a core competency "on par with land, air, maritime, and special operations"

- DPG for FY 2004-2009 directed IO become a core military competency
 - Integrated into the Joint Planning Process
 - Capable of executing supported and supporting ops

**USD (P), and CJCS were tasked to provide SecDef a comprehensive IO Roadmap:
Make IO a core military competency**



DOD IO Organization

- SECDEF: Directs and Approves IO policy
 - Joint Staff J39, Deputy Director for Global Ops (DDGO); IO & career force oversight
 - STRATCOM: Advocates for COCOMs, owns JIOWC (JIOWC support teams)
 - COCOM: Establishes requirements & executes IO
 - Services & Agencies: Supporting entities



Lesson Objectives

- UNDERSTAND distinction between Strategic Communication (SC) & information operations (IO)
- KNOW key path that led to SecDef's IO Roadmap (IORM), and how USG & DoD is organized for IO
- UNDERSTAND the impact of SecDef's IORM to DoD and how IO is "operationalized".



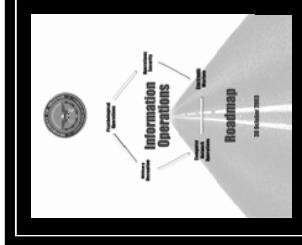
IO Roadmap (IORM)

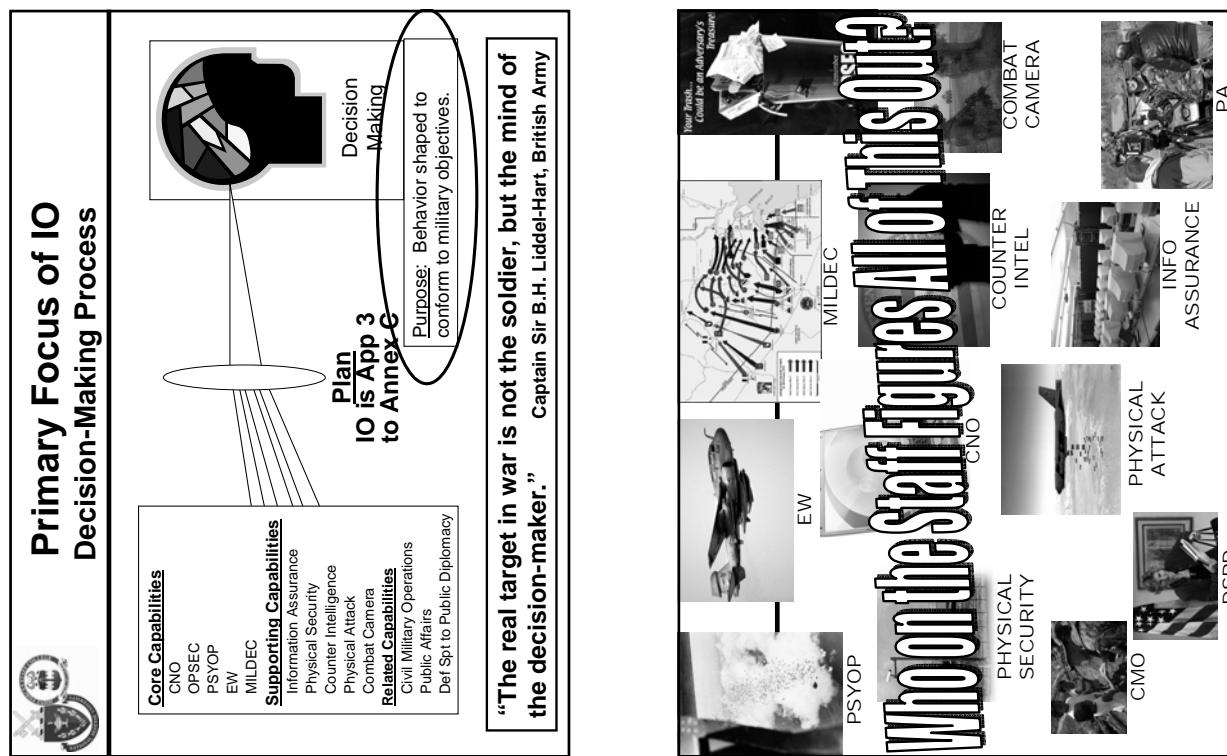
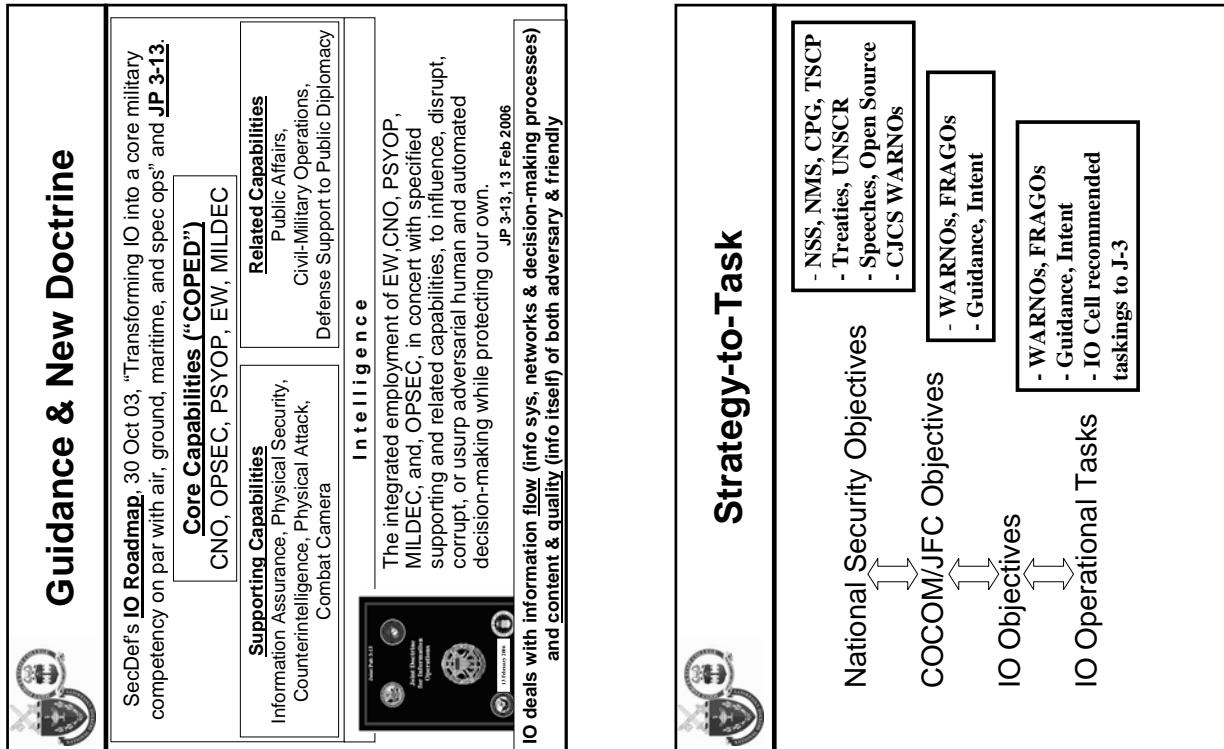
Situation

- SecDef signed IO Roadmap 30 Oct 03; 1 year implementation
- 57 Recommendations: Policy, Personnel, Capabilities, & Intel

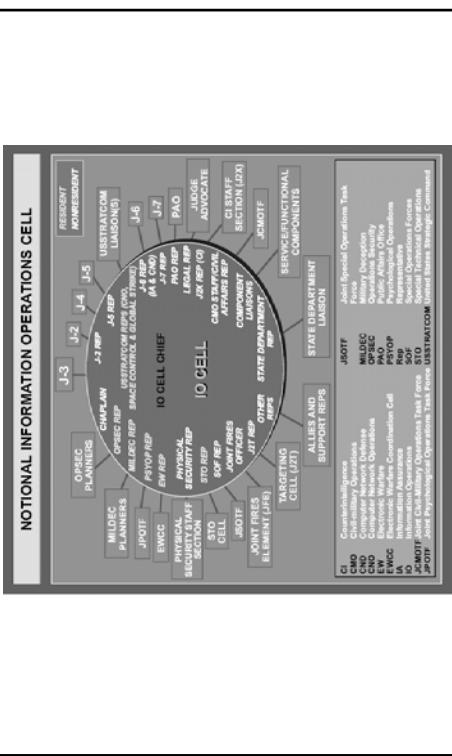
Status

- Implementation period complete
- Progress in all areas:
 - Updated DoD Policy/Joint Doctrine
 - Add'l \$900M programmed thru FY11
 - Current IO Career Force identified
 - New PS YOP force structure
 - Strengthened IO education
- Standing up oversight body to maintain progress on long-term issues



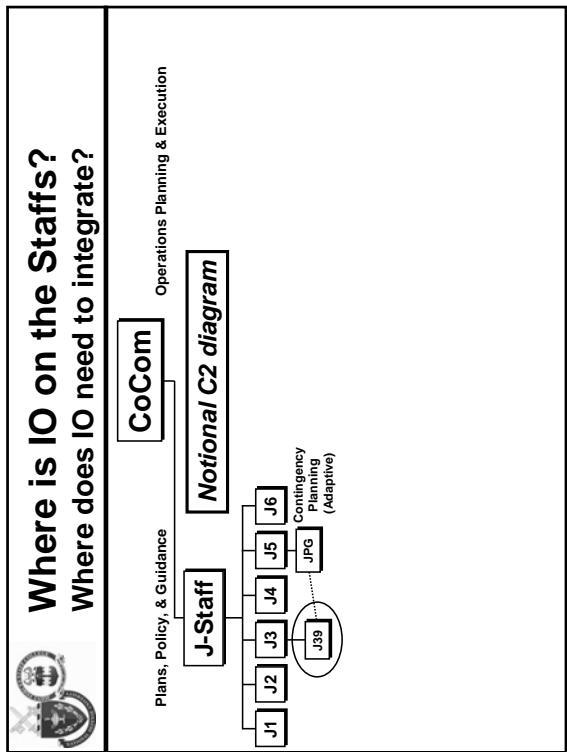


COCOMs/JFCs Operationalize IO Through Their IO Cell

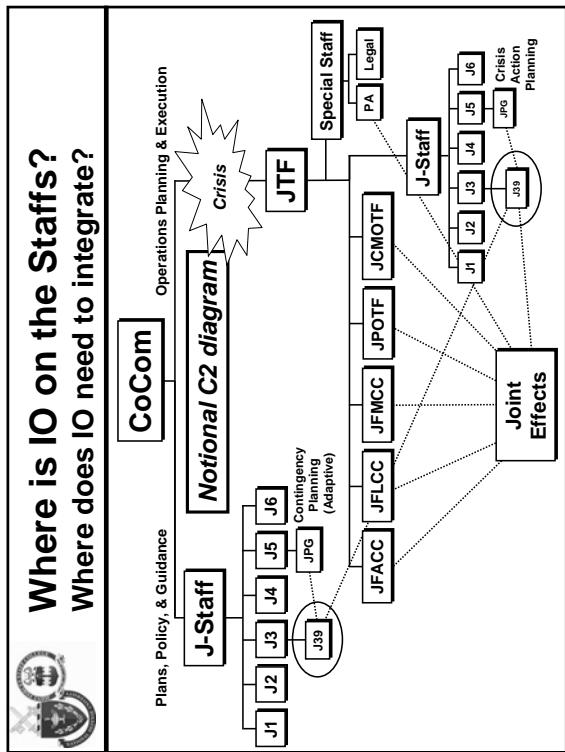


Operation Plan Annexes

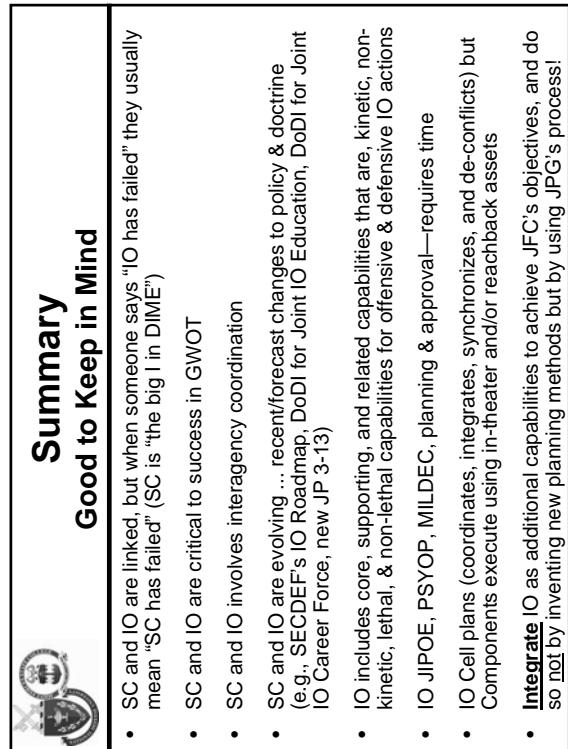
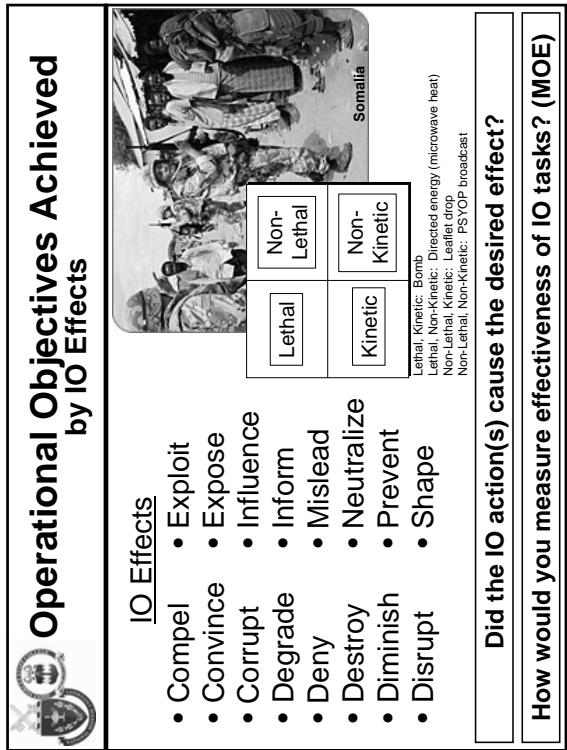
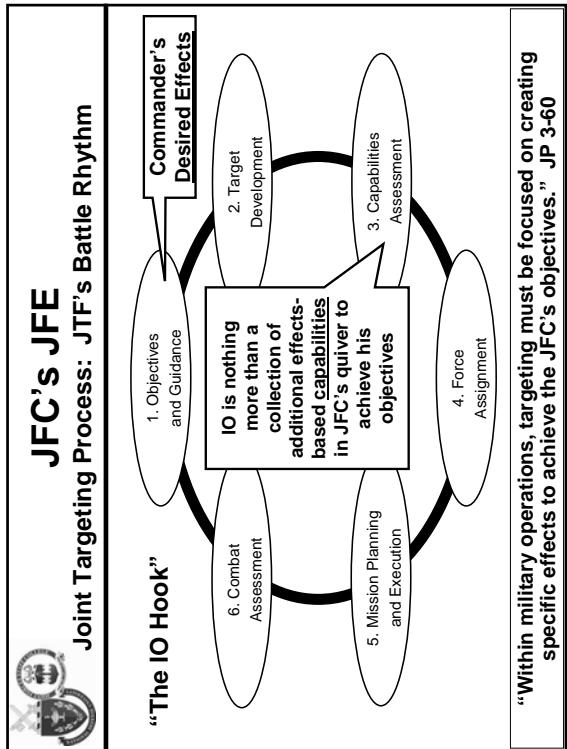
- | | | | |
|---|----------------------------------|---|---|
| A | Task Organization | E | Personnel |
| | App-2 Shortfalls | F | Public Affairs |
| | App-4 Deterrent Options | G | Civil Affairs |
| B | Intelligence | H | Meteorological and Oceanographic Operations |
| | App-3 Counter Intelligence | I | Command Relationships |
| | App-4 Targeting | J | C4 |
| | App-6 Intelligence Support to IO | K | App-1 Information Assurance |
| C | Operations | L | Environmental Considerations |
| | App-3 IO | M | Geospatial Information and Services |
| | Tab-A MILDEC | N | Space Operations |
| | Tab-B Electronic Warfare | O | Host-Nation Support |
| | Tab-C OPSEC | P | App-3 Presumed HNS |
| | Tab-D PSYOP | Q | Medical Services |
| | Tab-E Physical Attack | R | Special Technical Operations |
| | Tab-F CNA | S | Consequence Management |
| | Tab-G Defensive IO | T | Interagency Coordination |
| | App-11 Combat Camera | U | Execution Checklist |
| D | Logistics | V | Strategic Communication |
| | | W | Distribution |



Where is IO on the Staffs? Where does IO need to integrate?



Where is IO on the Staffs? Where does IO need to integrate?



JOINT TRANSITION COURSE
JTC 05

JOINT PLANNING OVERVIEW

STUDENT LESSON GUIDE

1. **METHOD OF INSTRUCTION.** This lesson describes the historical development of JOPES and provides a brief discussion of contingency and crisis action procedures as background for the remainder of the JTC.

2. **CLASSROOM MATERIAL.**

- a. Audiovisual materials. Power Point Presentation
- b. Handouts.
 - 1. Student Lesson Guide.
 - 2. JOPES Functions and Joint Planning

3. **LESSON DEVELOPER.** Joint Planning Orientation Division (JPOD)

4. **OUTCOMES EXPECTED.** The students will comprehend the origins and overall construct of the JOPES defined Planning Processes.

5. **LESSON OBJECTIVES (LO) AND SAMPLES OF BEHAVIOR (SB).**

- a. LO-1: COMPREHEND the history of the joint planning processes, and procedures.
 - (1) SB-A: EXPLAIN the origins of DoD planning.
- b. LO-2: COMPREHEND the planning process as defined in JOPES.
 - (1) SB-A: PARAPHRASE the steps of the contingency planning process.
 - (2) SB-B: PARAPHRASE the steps of the crisis action planning process.
 - (3) SB-C: EXPLAIN the difference between Level 4 planning detail Operations Plan (OPLAN), Level 3 planning detail Concept Plan (CONPLAN), Level 2 planning detail Basic (Base) Plan, 4 Plans, and Security Cooperation Plan (SCP).
 - (4) SB-D: Explain purpose and intent of the Security Cooperation Plan (SCP) and options available to be employed.

6. **REQUIRED READINGS.**

- a. READ CJCSM 3122.01A, Enclosure C, paragraphs 1 through 6, pages C-1 through C-6.

- b. READ CJCSM 3122.01A, Enclosure B, paragraphs 9 through 12, pages B-9 through B-20.

7. REFERENCES.

- a. Joint Pub 3-0, *Joint Operations*.
- b. Joint Pub 5-0, *Joint Operation Planning*.
- c. CJCSM 3122.01A, JOPES Volume 1, *Planning Policies and Procedures*.
- d. CJCSI 3141.01D, *Responsibilities for the Management and Review of Contingency Plan*.

Joint Planning Overview

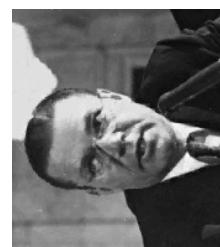


Joint Forces Staff College
National Defense University

Lesson Objectives

- Describe the historical development of JOPES
- Introduce Contingency and Crisis Action Planning
- Introduce Guidance for the Employment of Forces (GEF) and Joint Strategic Capabilities Plan (JSCP)
- Understand the difference between OPLANS, CONPLANs, and Theater Security Cooperation Plans.

Secretary of Defense Initiatives 1966



- Developed a standard joint planning system (*procedures*)
- Improved WWMCCS (ADP)

Planning Procedures (JOPS) Objectives



Time-Phased Force and Deployment Data (TPFDD)

- A database containing:
 - units to be deployed
 - routing of deploying units
 - movement data of forces
 - personnel
 - logistics
 - transportation requirements

Crisis Action System 1976

- Phase I Situation Development
 - Phase II Crisis Assessment
 - Phase III Course of Action Development
 - Phase IV Course of Action Selection
 - Phase V Execution Planning
 - Phase VI Execution
- OPORD**

1978 Nifty Nugget!

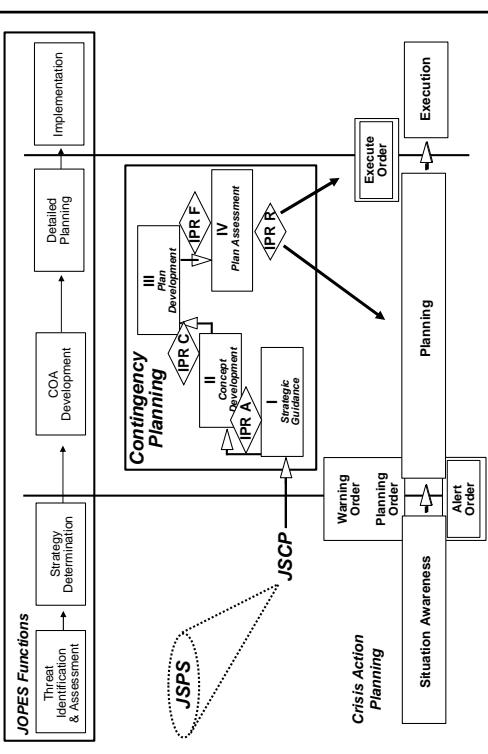


Secretary of Defense Initiatives

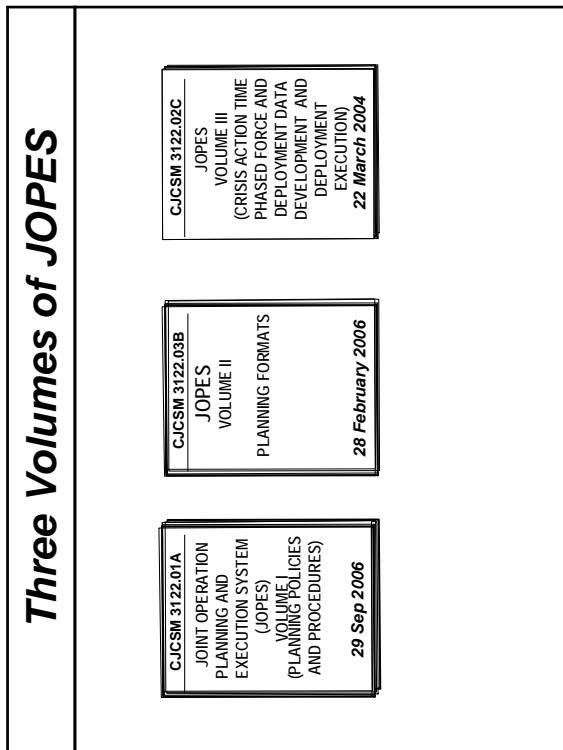


- Realign five (5) Phases of Deliberate Planning into four (4) functions of Contingency Planning
- Redefined six (6) Phases of Crisis Action Planning into three (3) functions.

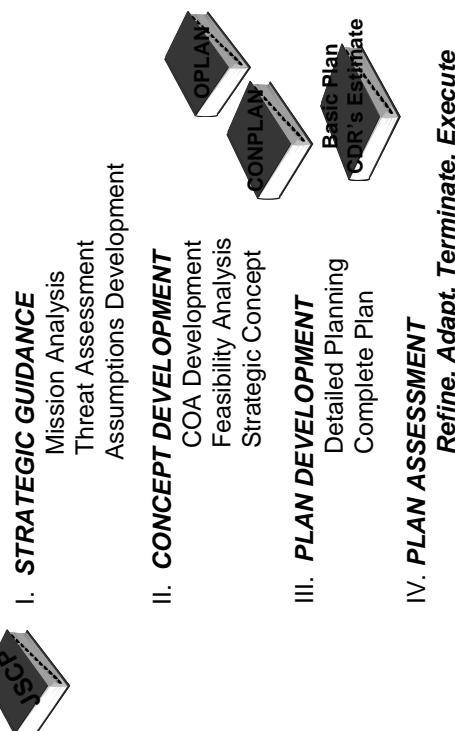
JOPEs Functions and Joint Planning



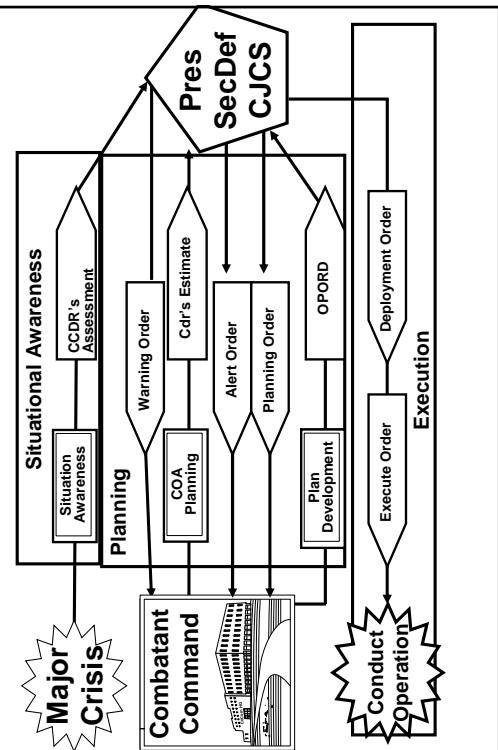
Three Volumes of JOPEs

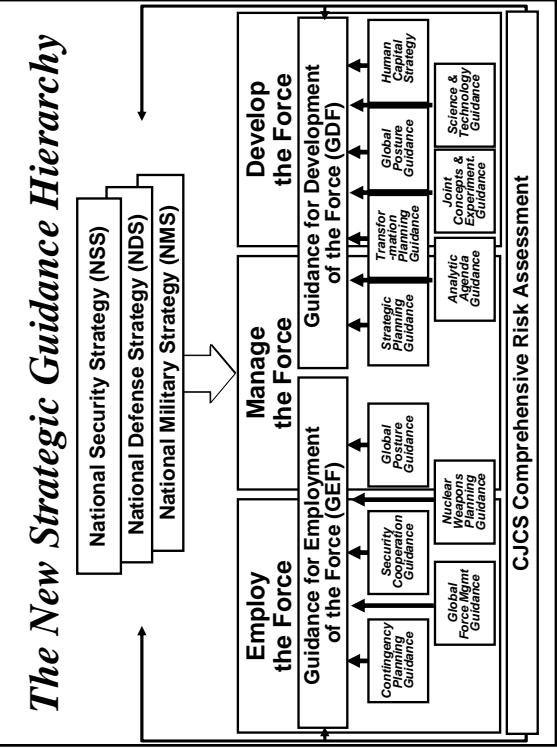
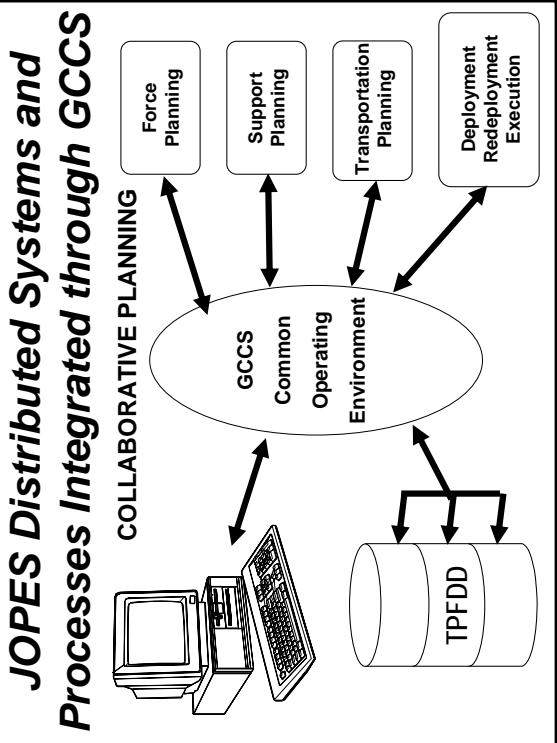


Contingency Planning Process



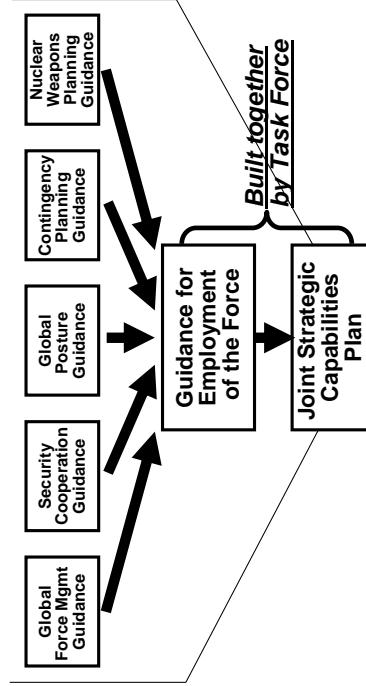
Crisis Action Planning Process





GEF Purpose – Consolidate

Consolidating five separate documents forces holistic thinking about previously stove-piped planning



Organization of GEF

1. Introduction
2. Strategic Context, Global Priorities, and Strategic Assumptions
3. Resources and Forces
4. Global Defense Posture
5. Campaign Planning Construct
6. General Planning Guidance
7. Functional Planning Guidance
8. Regional Planning Guidance
9. Implementation Guidance
10. Assessments

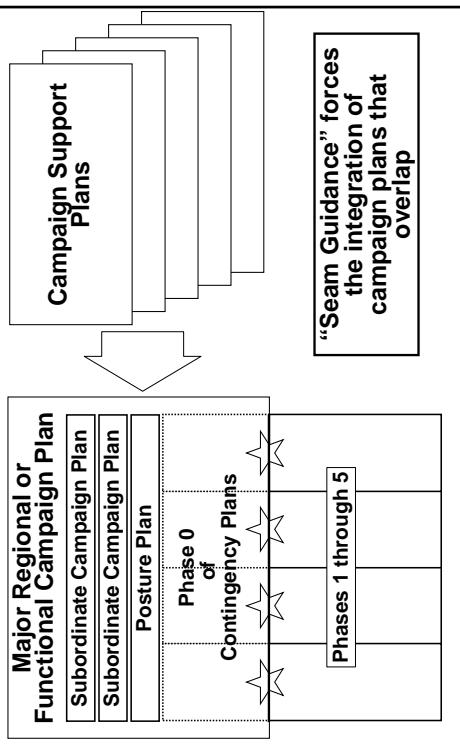
Annexes:	A – Sensitive Planning Scenarios (TS)
B	– Nuclear Weapons Guidance (TS)
C	– Security Cooperation Tools / Resources
D	– Procedures for Changes to GEF
E	– Global and Theater Strategic End States
F	– Approved Global Defense Posture Changes
References/Glossary/Acronyms	

JSCP Structure

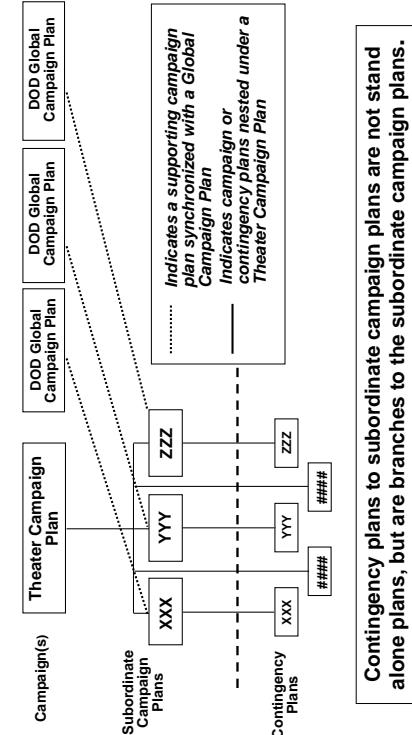
JSCP 06

- Introduction/Strategic Overview
 - 12 Top Priority Plans
 - CPG Directed Plans Unique to Specific Commands
 - Plans Common to all COCOMs or in Support of Treaty Agreements
- JSCP 08
- Translates strategic policy end states from the GEF into military campaign & contingency plan guidance for COCOMs
 - Expands guidance to include security cooperation and other steady state activities
 - Moves detailed planning guidance found in CPG 05 back to the JSCP
 - Consolidates COCOM guidance into a single chapter for easy reference
 - Keeps JSCP at SECRET level by establishing a separate CJCSI for TS planning guidance

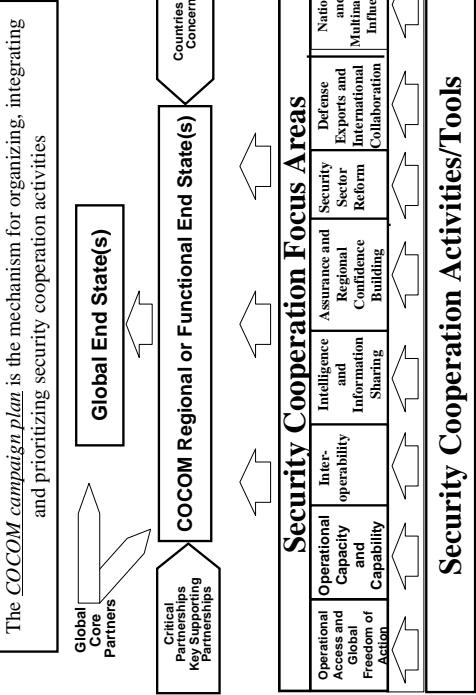
Campaign Planning Construct



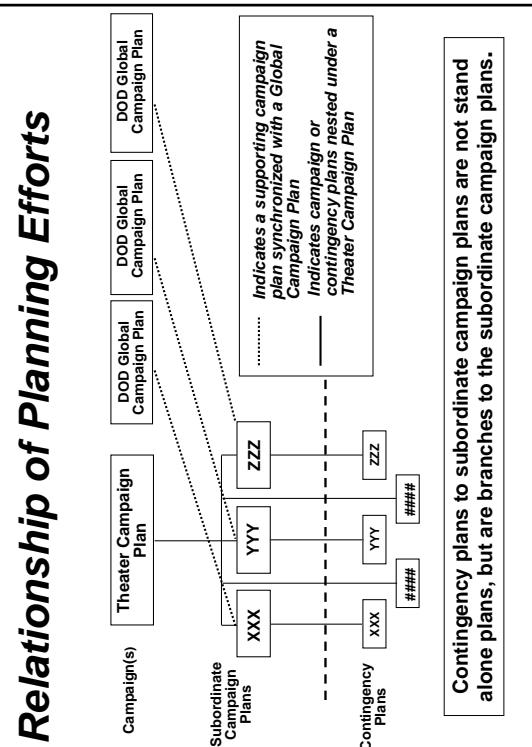
Relationship of Planning Efforts



Security Cooperation/Shaping Activities



Contingency Plans



Security Cooperation Plans

Consists of a series of defense activities conducted by combatant commanders with allies, friends, and potential coalition partners and designed to support the U.S. defense strategy, advance regional defense policy goals, and, in the immediate term, enable the war on global terrorism.

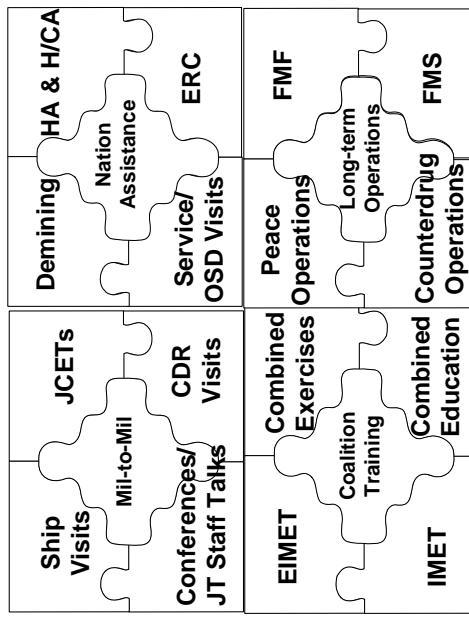
Security Cooperation Purpose

- Enable sustained global campaign against terrorism
- Improve deterrent capabilities of U.S. forward forces
- Improve allied capabilities & interoperability with U.S. forces
- Encourage allied leadership
- Support defense transformation

Security Cooperation Goal

- Advance mutual security arrangements
- Link DoD Strategic direction with those of its allies and coalition partners
- Build capabilities of allies/friends for self-defense
- Improve allied competency
- Conduct multinational combined operations
- Advance military transformation of US and allies

Security Cooperation Activities



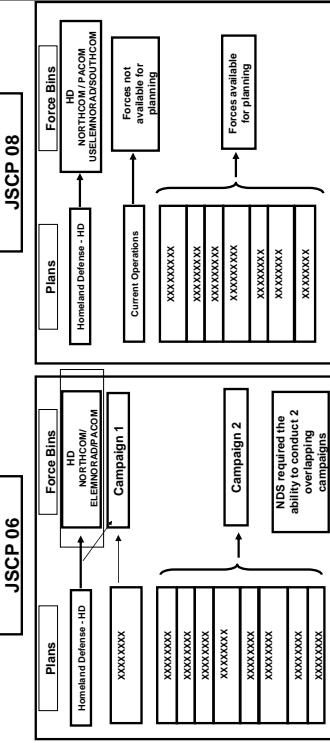
Campaign Planning Efforts

<u>Global/Functional Campaigns</u>	<u>Regional Campaigns</u>
1. Global War on Terror	1. USAFRICOM
2. Homeland Defense	2. USCENTCOM
3. Defense Support of Civil Authorities	3. USEUCOM
4. Global Pandemic Influenza	4. USNORTHCOM
5. Combating WMD	5. USPACOM
6. Strategic Deterrence & Global Strike	6. USSOUTHCOM
7. Cyberspace	

Force and Resource Management

- Force Apportionment Guidance for Contingency Planning
 - 3 Bins
 - Force Allocation Guidance [to the Global Force Management Board (GFMFB)] for operations and shaping activities
 - 5 Tiers of Priorities
 - Global Resource Priorities for DOD Components with Global Support roles

New Apportionment Construct



- Proposed construct accounts for employed forces
 - Establishes a more realistic start point for planning
 - Not intended to be the equivalent of contingency sourcing
 - Improves CCDR's ability to assess military risk to execute a plan

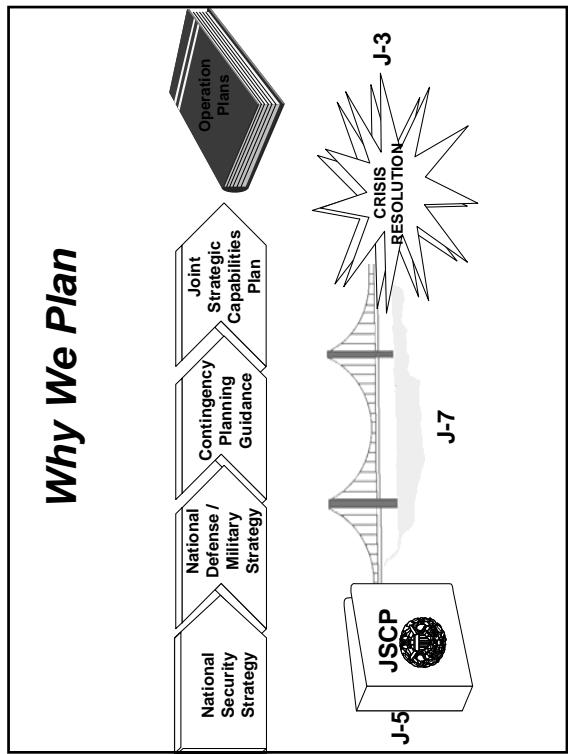
Flexible Deterrent Options (FDOs)

- Options short of deploy-to-fight that are intended to deter crisis development or escalation
 - Four types corresponding to the elements of national power (diplomatic, informational, military and economic)
 - Military FDOs primarily use active, in-place forces and theater lift (brigade, squadron, ESG/MEU (SOC), Carrier Strike Group)

Flexible Deterrent Options	
Informational	<ul style="list-style-type: none"> ● Promote US Policy Objectives ● Encourage Congressional support ● Maintain open dialogue with mass media ● Heighten public awareness ● Protect friendly C4I assets
Diplomatic	<ul style="list-style-type: none"> ● Reduce international diplomatic ties ● Increase cultural group pressure ● Initiate noncombatant evacuation operations (NEO) ● Promote democratic elections ● Develop or expand coalitions
Military	<ul style="list-style-type: none"> ● Increase readiness of in-place forces ● Increase ISR operations ● Initiate or increase shows of force ● Increase exercise activities ● Deploy forces into or near the potential operational area
Economic	<ul style="list-style-type: none"> ● Freeze or seize real property and financial assets in the US and internationally where possible ● Embargo goods and services ● Enact trade sanctions, including restrictions on technology transfers ● Cancel US funded programs

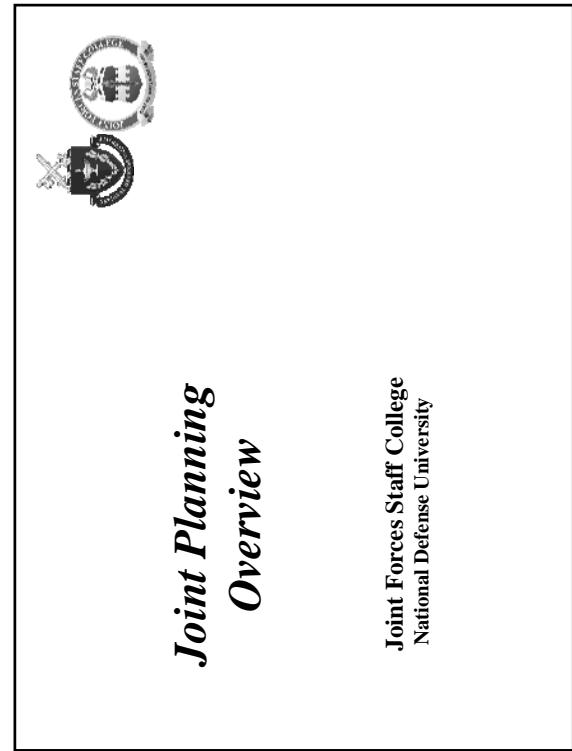
<i>Operation Plan (OPLAN)</i>
<p><i>When prepared:</i></p> <ul style="list-style-type: none">• Situations are sufficiently critical to national security that detailed prior planning is required• Would tax total resources made available for planning. <p><u>LEVEL 4 Planning Detail</u> <i>All annexes are required</i></p>

Concept Plan (CONPLAN)	
• Contingency not sufficiently critical to national security to require detailed prior planning	
• Probability of occurrence in JSCP time frame low	
• Planning flexibility desired	
<i>LEVEL 3 Planning Detail</i>	
Requires Annexes:	
A. Task Org	J. Command Relationships
B. Intelligence	K. C4I
C. Operations	V. Inter Agency Coordination
D. Logistics	X. Strategic Communications
	Z. Distribution



Level 2 and 1 Planning Detail

- **LEVEL 2 Planning Detail**
 - Basic Plan
- **LEVEL 1 Planning Detail**
 - Commander's Estimate with probability of occurrence in JSCP time frame low



JOINT PLANNING ORIENTATION COURSE
JPOC 06

STRATEGIC GUIDANCE

STUDENT LESSON GUIDE

1. **METHOD OF INSTRUCTION.** This lesson involves a faculty-led discussion that introduces students to Contingency Planning's first function of the contingency planning process, Strategic Guidance. Approximate time for this lesson is one hour.

2. **CLASSROOM MATERIAL.**

- a. Audiovisual materials.
 - (1) Power Point presentation
 - (2) Unified Commanders' Planning Tasks.
- b. Student Handouts.
 - (1) Student Lesson Guide.
 - (2) Unified Commanders' Planning Tasks.

3. **LESSON DEVELOPER.** Joint Planning Orientation Division (JPOD).

4. **OUTCOMES EXPECTED.** This lesson is an important portion of student studies at the strategic level. Students should gain closure on the interrelationship between the National Security Strategy (NSS), National Defense Strategy (NDS), National Military Strategy (NMS), Contingency Planning Guidance and the planning tasks assigned to the various combatant commanders and the forces apportioned or available for planning purposes. This lesson will explain the initial steps of the Strategic Guidance Phase that results in the Initial In-Progress Review (IPR-A).

5. **LESSON OBJECTIVES (LO) AND SAMPLES OF BEHAVIOR (SB).**

a. LO-1: COMPREHEND the strategic direction provided by the Joint Strategic Capabilities Plan (JSCP), Contingency Planning Guidance (CPG), and the Strategic Guidance Statements (SGS) in linking strategic planning and joint operations, assigning planning tasks, apportioning major combat forces and resources, and issuing planning guidance to integrate joint operation planning activities of the JPEC.

(1) SB-A: EXPLAIN the terms assigned, apportioned, available under Global Force Management (GFM), and allocated forces.

(2) SB-B: DISCUSS the different ways in which contingency planning can be initiated.

b. LO-2: COMPREHEND the planning steps of Strategic Guidance in the contingency planning process.

(1) SB-A: EXPLAIN the actions involved in mission analysis and how the development of a list of specified and implied tasks relate to a mission statement.

(2) SB-B: EXPLAIN the importance of the planning guidance in establishing the criteria for Course of Action (COA) development by the Combatant Commander.

6. **REQUIRED READINGS.**

- a. JP 5-0, Chapter II, Section B, Paragraphs 4-6, (pages III-5 through III-10).

7. **REFERENCES.**

- a. National Security Strategy (NSS).
- b. National Defense Strategy (NDS)
- c. National Military Strategy (NMS)
- d. Joint Pub 5.0, *Joint Operation Planning*.
- e. CJCSM 3122.01A, JOPES VOL 1, *Planning Policies and Procedures*
- f. CJCSI 3141.01D, Responsibilities for the Management and Review of Contingency Plans.
- g. JFSC Pub 5, Joint Forces Staff College Joint Strategic Capabilities Plan.

Strategic Guidance

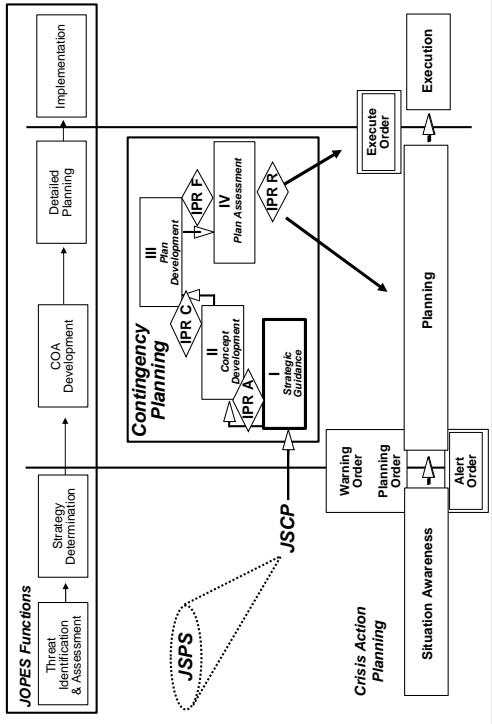


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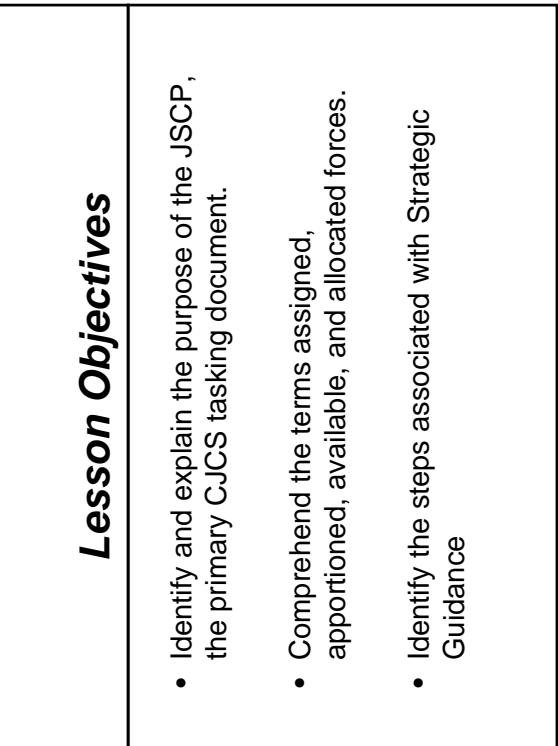
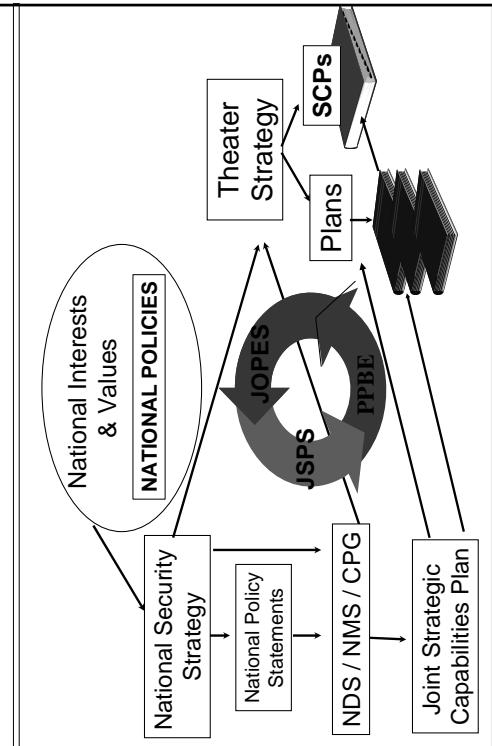
Lesson Objectives

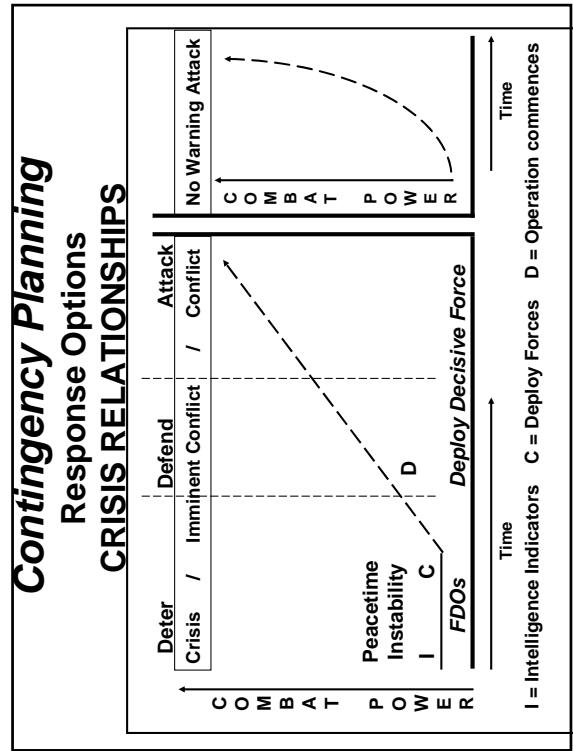
- Identify and explain the purpose of the JSCP, the primary CJCS tasking document.
- Comprehend the terms assigned, apportioned, available, and allocated forces.
- Identify the steps associated with Strategic Guidance

JOPEs Functions and Joint Planning



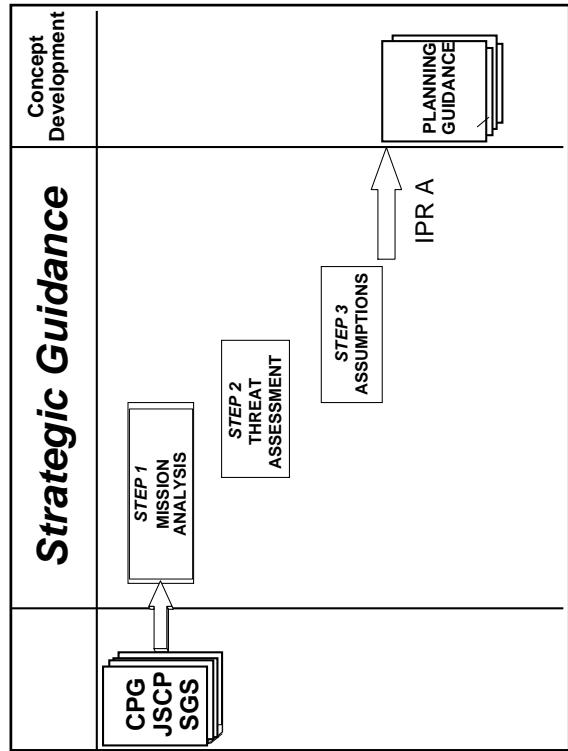
National Strategic Direction





02. Intelligence	08. Geospatial Information and Services
03. Logistics	09. Information Ops
04. Nuclear	10. C4 Systems
05. Psychological Operations	11. Mobility
06. Special Operations	12. Civil Affairs
07. Nuclear, Biological, Chemical Defense; Riot Control Agents; Herbicides; and Non-lethal Weapons	13. Mobilization
	15. Special Technical Operations
	16. Consequence Management

Mission Analysis	
	<ul style="list-style-type: none"> Analyze assigned task to determine implied tasks Analyze assigned and critical implied tasks to determine mission statement Deduce subordinate tasks for implied tasks Begin preparation of planning guidance



End State

The set of required conditions that defines the achievement of the commander's objectives.

JP 1-02

Commander's Intent

A concise expression of the purpose of the operation and the desired end state. It may also include the commander's assessment of the adversary commander's intent and an assessment of where and how much risk is acceptable during the operation.

JP 1-02

Mission

"The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore."

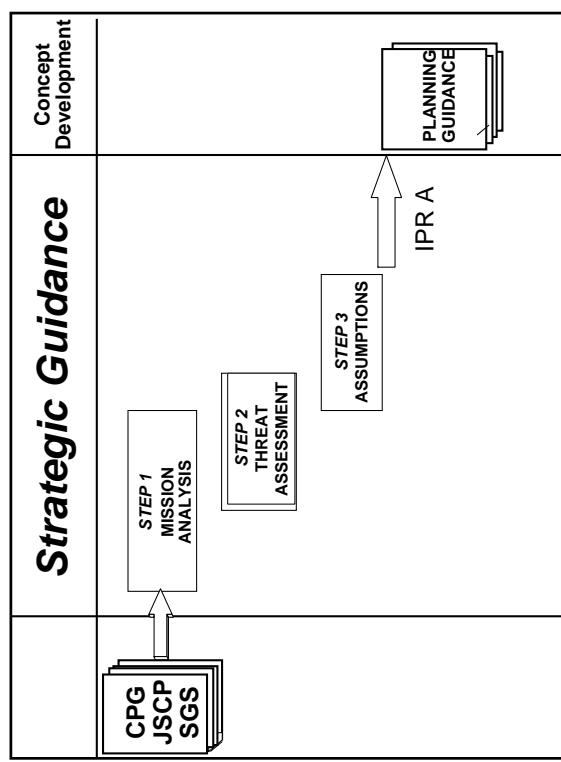
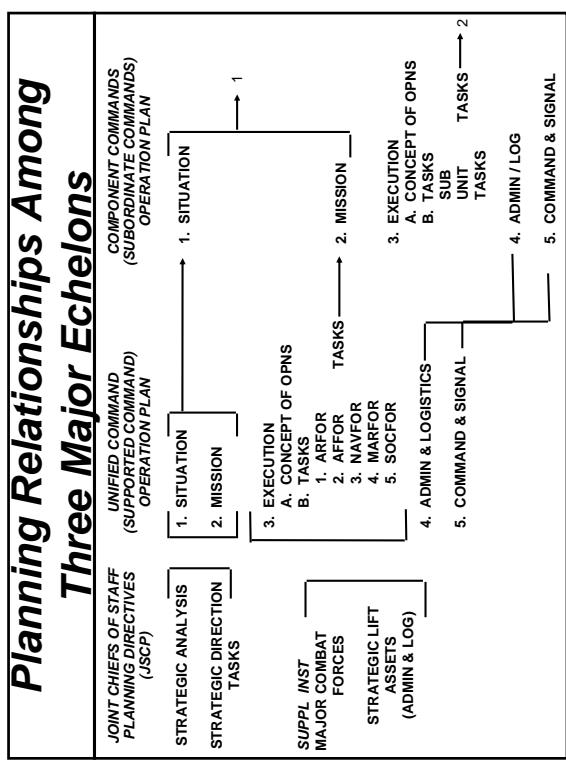
JP 1-02

Elements of a Mission Statement

- **Who** - will do it
- **What** - is to be done
- **When** - it will take place
- **Where** - it will occur
- **Why** - it's being done (purpose)
- **How** - it will be done
(not an essential element)

Assigned / Specified / Essential Tasks

- JSCP
- UCP
- Joint Pub 1, Doctrine for the Armed Forces of the United States
- Planning Directives from the Combatant Commander
- In-Progress Review (IPR A)



Implied Tasks

Those tasks which must be achieved if the overall mission is to be accomplished.

Examples:

- “Plan for the movement of forces . . .”
- “Enter . . . by land, sea, and air”
- “Secure a lodgment area”

<h3><i>Information and Intelligence</i></h3>	<ul style="list-style-type: none"> ● Enemy Centers of Gravity ● Enemy forces and capabilities ● Warning times ● Critical vulnerabilities ● Additional information
<h3><i>Intelligence Baseline</i></h3>	<ul style="list-style-type: none"> • Create Intel community Dynamic Threat Assessment (DTA) for JSSCP-tasked plans • Provide DTA to COCOM Review • Link intelligence production with the contingency planning cycle
<h3><i>Assumptions</i></h3>	<p>“A supposition on the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action”</p> <p><i>JP 1-02</i></p>
<h3><i>Strategic Guidance</i></h3> <p>Concept Development</p> <pre> graph TD A[CPG JSSCP SGS] --> B[STEP 1 MISSION ANALYSIS] B --> C[STEP 2 THREAT ASSESSMENT] C --> D[STEP 3 ASSUMPTIONS] D --> E[IPR A] E --> F[PLANNING GUIDANCE] </pre>	

Some Political Considerations

- Overflight rights
- Basing rights
- Transient personnel staging
- Logistics support (facilities and HNS)
- Noncombatant evacuation operations (NEO)
Political considerations may often take the form of assumptions.

Strategic Guidance

- Planning task assigned
 - Guidance furnished
 - Resources identified
 - Mission Analysis
 - Threat Assessment
 - Assumptions
- ➔ In-Progress Review A



Strategic Guidance

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JOINT TRANSITION COURSE
JTC 07

CONCEPT DEVELOPMENT

STUDENT LESSON GUIDE

1. **METHOD OF INSTRUCTION.** This lesson is designed as a faculty-led presentation to familiarize students with Concept Development during contingency planning. Students should comprehend that this is the major decision making time for the Combatant Commander and the staff. The Combatant Commander and the staff provide the best analysis possible so that decisions made here can be clearly understood during the remainder of the contingency planning process. This facilitates the selection of the best Courses of Action (COAs) for further Plan Development after the final COA is selected during the Concept In-Progress Review (IPR-C). Approximate time for this lesson is one hour.
2. **CLASSROOM MATERIAL.**
 - a. **Audiovisual materials.**
(1) Power Point presentation
 - b. **Handouts.**
(1) Student Lesson Guide
3. **LESSON DEVELOPER.** Joint Planning Orientation Division (JPOD)
4. **OUTCOMES EXPECTED.** At the conclusion of this class, the students should understand the results of the Initial IPR established the basis for the Planning Guidance, which will then provide courses of action for staff estimates, wargaming, and the Combatant Commander's strategic concepts to be reviewed and validated at IPR-C.
5. **LESSON OBJECTIVES (LO).**
 - a. LO: COMPREHEND the Concept Development during the contingency planning process.
 - (1) SB-A: EXPLAIN the importance of the planning guidance in course of action development.
 - (2) SB-B: DESCRIBE a staffs' actions as they prepare for and execute course of action development and wargaming.
 - (3) SB-C: USE the key terms associated with COA wargaming.

(4) SB-D: SUMMARIZE a wargaming matrix that relates action, reaction, and counter action for an event/phase that is a part of a course of action.

(5) SB-E: SUMMARIZE the analysis of the COAs.

(6) SB-F: DESCRIBE the results of the staff estimates, the war-gaming, and the comparison of COAs using the Commander's Estimate process to provide the COAs that will best accomplish the mission and be forwarded for Concept IPR.

6. STUDENT REQUIREMENTS.

- a. READ CJCSM 3122.01A, Enclosure C, paragraphs 7.b, pages C-7 through C-9.
- b. READ JP 5-0, Chapter III, Section B, paragraphs 7-8, pages III-11 through III-16.

7. REFERENCES.

- a. Joint Pub 3-0, *Joint Operations*.
- b. Joint Pub 3-33, *Joint Task Force Headquarters*.
- c. Joint Pub 5-0, *Joint Operation Planning*.
- d. CJCSM 3122.01A, JOPES VOL 1, *Planning Policies and Procedures*.
- e. CJCSI 3141.01D, Responsibilities for the Management and Review of Contingency Plans.

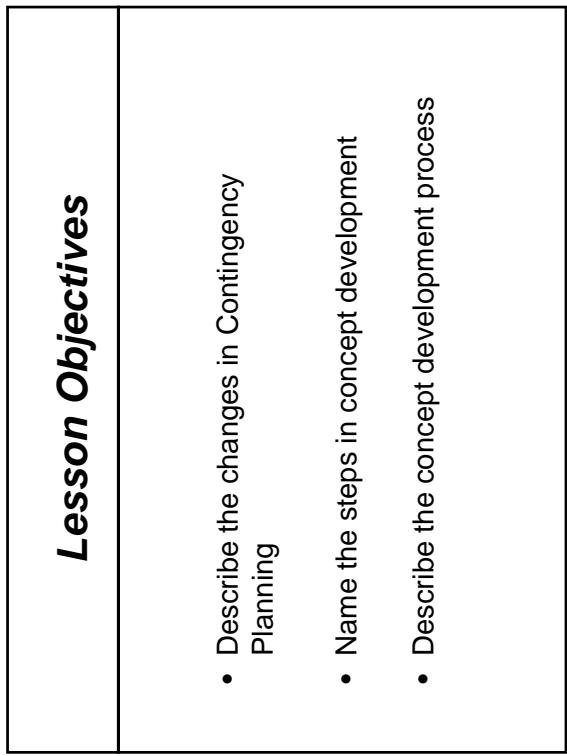
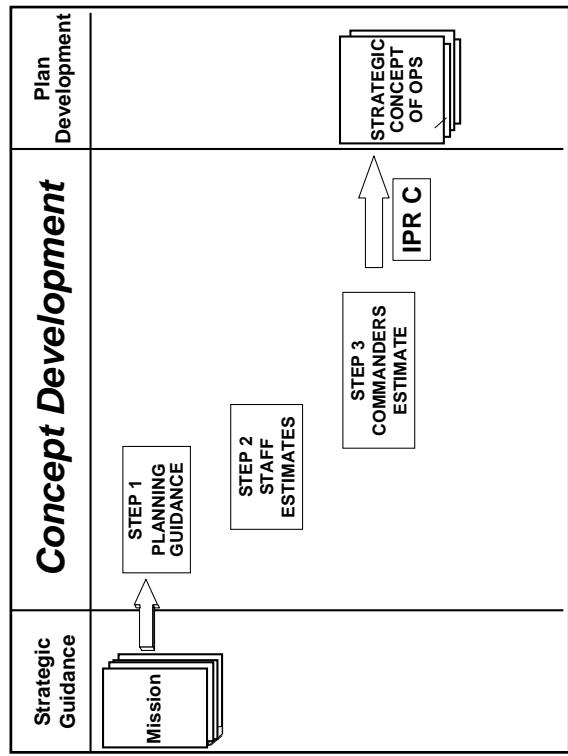
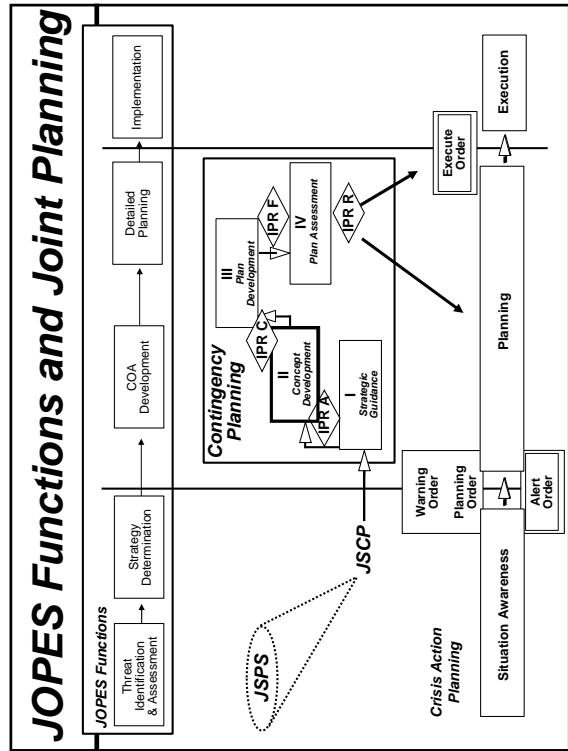
Concept *Development*



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Lesson Objectives

- Describe the changes in Contingency Planning
- Name the steps in concept development
- Describe the concept development process



<h3><i>Planning Guidance</i></h3> <ul style="list-style-type: none"> • Issue the Combatant Commander's initial guidance to his staff for planning • Produce a planning directive for all planning participants 	<h3><i>Information Contained in Combatant Commander's Planning Guidance</i></h3> <ul style="list-style-type: none"> • Mission statement and tasks • Assumptions • Special weapons • Political considerations • Force protection/terrorism • Tentative courses of action • Planning schedule • Additional information 	<h3><i>Elements of a Course of Action</i></h3> <p>Who -- (what forces) will execute it?</p> <p>What -- type of action is contemplated?</p> <p>When -- is it to begin?</p> <p>Where -- will it take place?</p> <p>How -- will it be accomplished?</p>	<h3><i>Course of Action</i></h3> <ul style="list-style-type: none"> • A plan that would accomplish or is related to the accomplishment of a mission • The scheme adopted to accomplish a task or mission <p>JP 1-02</p>
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Preparing Courses of Action

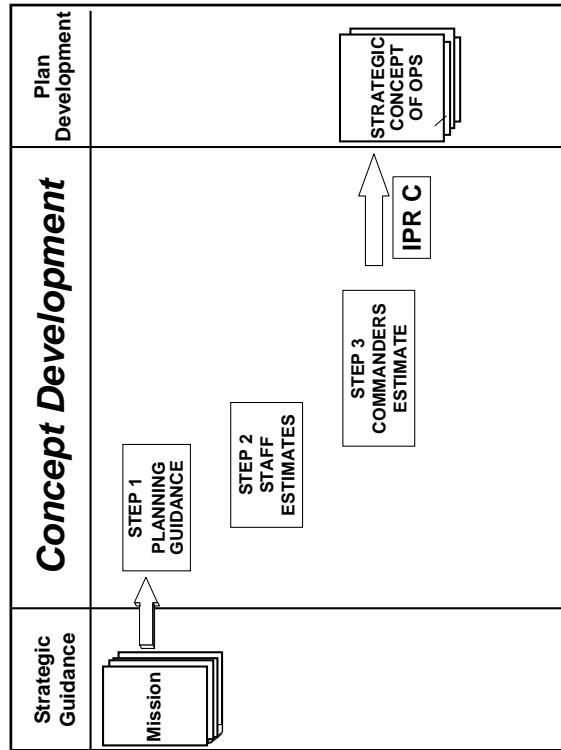
- Review the commander's guidance and forces available
- Review the mission and tasks
- Review information from preliminary staff briefings
- Review available intelligence information

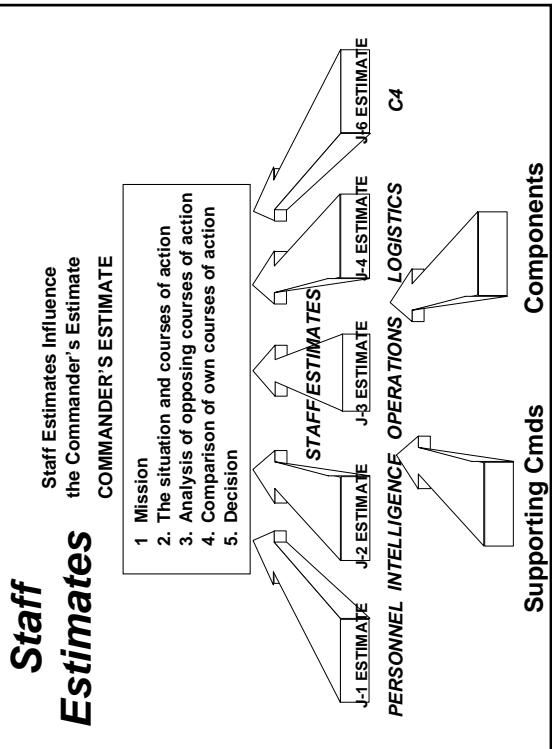
Pitfalls in Preparing Course of Action

- You are not searching for a single best course of action.
- You are not second-guessing the commander.
- You are not determining tasks for the subordinates.

Course of Action Tests

- Adequate - does it accomplish mission?
- Feasible - use only the resources apportioned?
- Acceptable - worth the possible costs?
- Distinguishable - meaningfully different?
- Complete - does it answer who, what, when, where, how?





<h3>Governing Factors</h3> <ul style="list-style-type: none"> • Criteria for measurement • Decisive • Situation dependent • Examples <ul style="list-style-type: none"> • terrain • time • surprise • simplicity 	<h3>Commander's Estimate of the Situation</h3> <p>A process of reasoning by which a commander considers all the circumstances affecting the military situation and arrives at a decision as to a course of action to be taken to accomplish the mission.</p> <p><i>JP 1-02</i></p>
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<h3>Commander's Estimate</h3> <p>In the context of the Joint Operational Planning and Execution System level 1 planning detail for contingency planning, a developed course of action. The product for this level can be a course of action briefing, command directive, commander's estimate, or a memorandum.</p> <p><i>JP 1-02</i></p>	<table border="1"> <thead> <tr> <th colspan="2">Commander's Estimate Format (Narrative)</th></tr> </thead> <tbody> <tr> <td data-bbox="332 223 763 988"> <ol style="list-style-type: none"> 1. Mission 2. The situation and courses of action 3. Analysis of adversary capabilities and intentions 4. Comparison of friendly courses of action 5. Recommendation or Decision </td><td data-bbox="866 223 1428 988"> <p>Concept of Operations</p> <p>"A verbal or graphic statement that clearly and concisely expresses what the joint force commander intends to accomplish and how it will be done using available resources. The concept is designed to give an overall picture of the operations. Also called commander's concept or CONOPS."</p> <p><i>JP 1-02</i></p> </td></tr> </tbody> </table>	Commander's Estimate Format (Narrative)		<ol style="list-style-type: none"> 1. Mission 2. The situation and courses of action 3. Analysis of adversary capabilities and intentions 4. Comparison of friendly courses of action 5. Recommendation or Decision 	<p>Concept of Operations</p> <p>"A verbal or graphic statement that clearly and concisely expresses what the joint force commander intends to accomplish and how it will be done using available resources. The concept is designed to give an overall picture of the operations. Also called commander's concept or CONOPS."</p> <p><i>JP 1-02</i></p>
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Commander's Strategic Concept Format

1. Situation
 - a. General
 - b. Area of concern
 - c. Deterrent options
 - d. Enemy forces
 - e. Friendly forces
 - f. Assumptions
 - g. Legal considerations
2. Mission
3. Execution
 - a. Concept of operations
 - Commander's intent (by phase)
 - Commander's estimate of the situation
 - Deployment
 - Employment
 - b. Tasks (planning and execution)
 - c. Coordinating instructions

Commander's Strategic Concept Format (cont.)

4. Administration and Logistics
 - a. Concept of support
 - b. Logistics
 - c. Personnel
 - d. Public affairs
 - e. Civil affairs
 - f. Environmental
 - g. GI&S
 - h. Medical services
5. Command and Control
 - a. Command relationships
 - b. Command posts
 - c. Succession to command
 - d. Command, Control, Communications and Computers



Concept Development

*Joint Forces Staff College
National Defense University*

JOINT TRANSITION COURSE
JTC 08

FORCE PLANNING

STUDENT LESSON GUIDE

1. **METHOD OF INSTRUCTION.** This faculty led presentation communicates the principles and key terms associated with Force Planning, the first step in Plan Development during contingency planning. This lesson informs the students that during this step of planning, the spotlight moves to the subordinate commanders in unified combatant commands where staff planners begin developing the total package of forces required for the operation. Information provided in this lesson will link directly to the remainder of Plan Development Phase lessons. Approximate time for this lesson is one hour.

2. **CLASSROOM MATERIAL.**

- a. **Audiovisual materials.**
 - (1) Power Point presentation
- b. **Handouts.**
 - (1) Student Lesson Guide
 - (2) JOPES Functions and Joint Planning Diagram (separate handout)

3. **LESSON DEVELOPER.** Joint Planning Orientation Division (JPOD)

4. **OUTCOMES EXPECTED.** Students should understand that force planning is the first step in the Plan Development phase. They should understand that it is the product of mission analysis and intelligence assessment with its foundation in the supported joint force commander's concept of operations. Force planning bases its requirements on CJCS and Service guidance and doctrine. Force planning consists of force requirements determination, force list development and refinement in light of force availability, and force shortfall identification and resolution or risk analysis of unresolved shortfalls. Force planning is the step in which the Service component commanders time phase their force lists to sequence the arrival of forces in accordance with the visualized concept of operations. This step includes planning from the point of origin to final destination and inclusion of requirement for joint reception, staging, onward movement, and integration (JRSOI). Students should be aware that included in this process is the determination of mode and source of transportation, port of embarkation (POE), en route delays, port of debarkation (POD), Earliest Arrival Date (EAD) and Latest Arrival Date (LAD) with priorities, Required Delivery Dates (RDD), Combatant Commander's Required Delivery Date (CRD), and destinations. Classroom time may not allow a full overview of the following but students should be made aware that included in this step should be a review of the applicable sections of the Foreign Clearance Guide to include country and theater clearance requirements, force protection measures in place commensurate with the threat level and threat condition of the deployment location as well as pre-deployment training

requirements. Finally, this lesson presents several JOPES information technology (IT) applications that support specific functions within the process of force planning. JOPES Editing Tool (JET) allows operators to identify forces for the TPFDD. Joint Flow and Analysis System for Transportation's (JFAST) Sustainment Generator (SusGen) uses the force planning section as the basis for Support Planning; and JFAST as the overall determiner of transportation feasibility that will directly affect Force Flow. Each student should know the basic process of developing a total force list based on the Combatant Commander's concept of operations.

5. LESSON OBJECTIVES (LO) AND SAMOKES IF BEHAVIOR (SB).

a. LO-1: COMPREHEND the principles and activities of the force-planning step in Plan Development.

(1) SB-A: SUMMARIZE the combat, combat support and combat service support forces necessary to implement a concept of operations for a given task.

(2) SB-B: DESCRIBE the proper sequencing of events during deployment operations.

6. STUDENT REQUIREMENTS.

a. READ CJCSM 3122.01A, Enclosure C, paragraphs 7.c through 7.c. (3), pages C-9 through C-16.

7. REFERENCES.

- a. CJCSI 3122.01A, JOPES VOL 1, *Planning Policies and Procedures*.
- b. CJCSM 3122.03B, JOPES VOL II, *Planning Formats*.

Force Planning

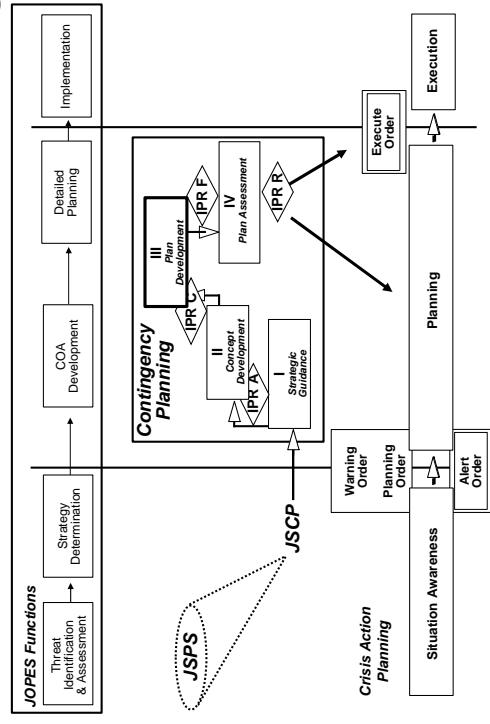
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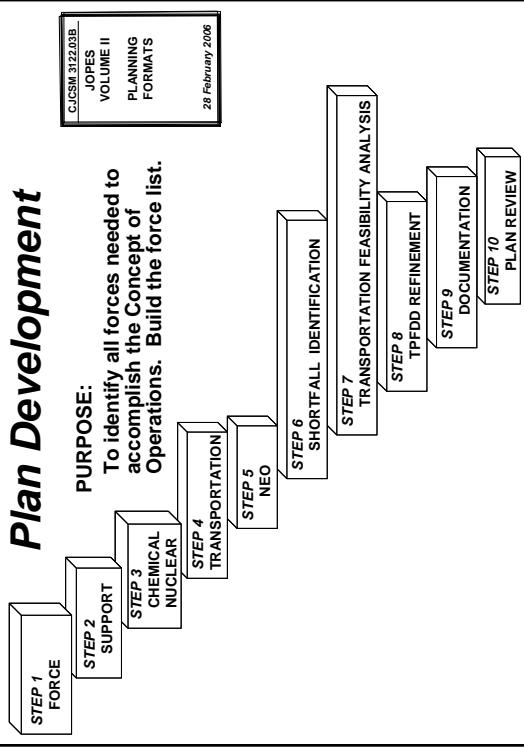
Lesson Objectives

- Identify elements of Force Planning
- Describe the purpose for preparing a TPPDD
- Describe IT available to assist planner in Force Planning

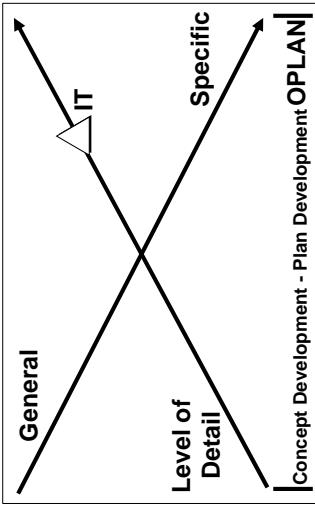
JOPES Functions and Joint Planning



Plan Development

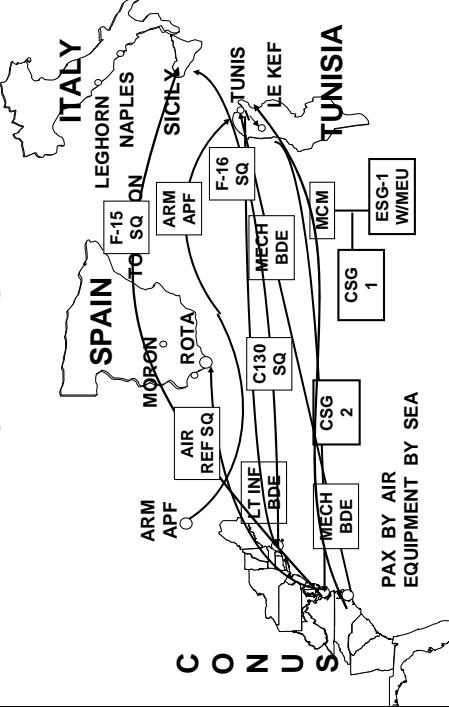


TPFDD Planning Dynamics



JOPES Editing Tool (JET)
TPFDD Editor in JFAST
Joint Force Requirements Generator II (JFRG-II)
Sustainment Generator in JFAST,
Joint Engineer Planning and Execution System (JEPES)
Joint Medical Analysis Tool (JMAT)
Joint Flow and Analysis System for Transportation (JFAST)

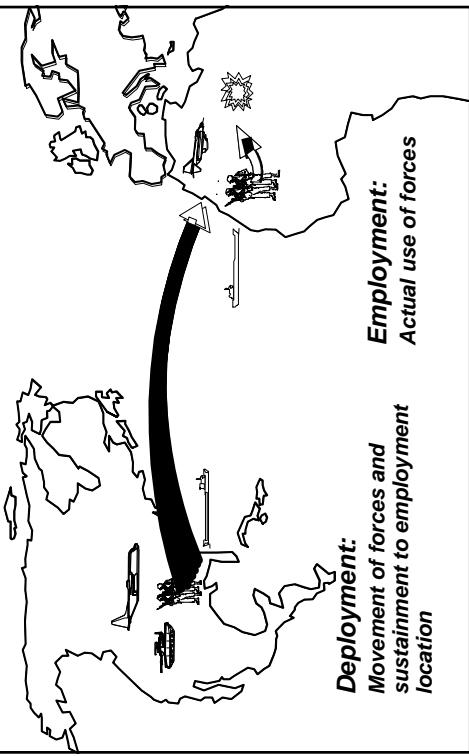
Concept of Operations



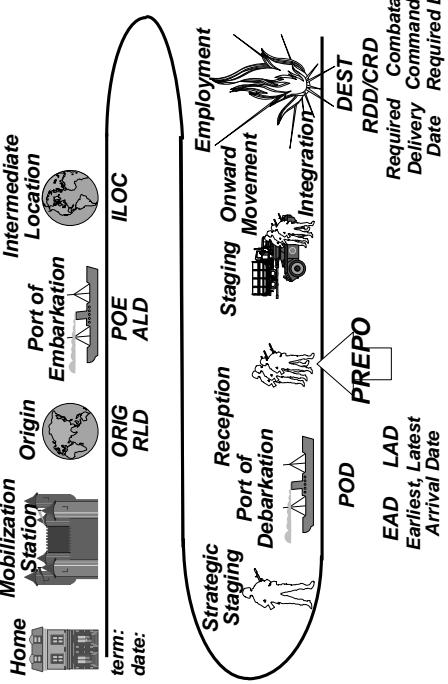
TPFDD Letter of Instruction

- Guidance to subordinates on plan development
- Coordinated with USTRANSCOM
- Covers:
 - Priorities
 - Lift apportionment
 - Planning factors
 - Ports to use
 - Dates (milestones for project)

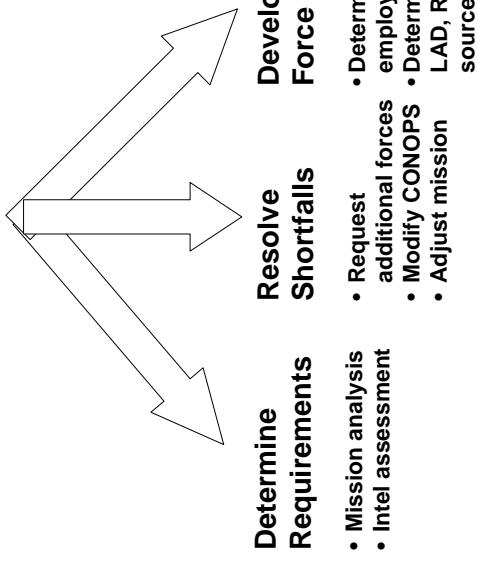
Deployment and Employment



The Movement of Forces



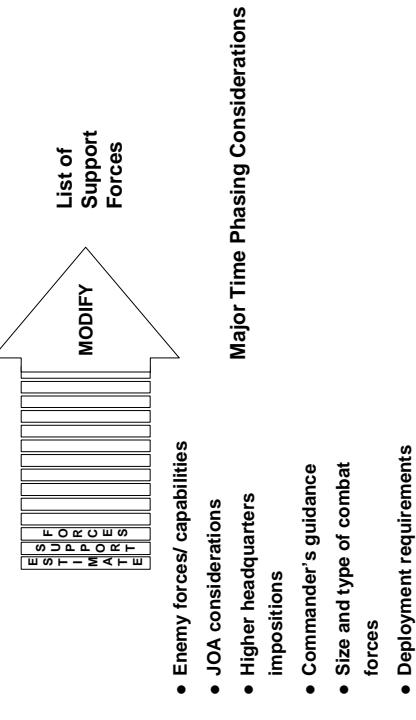
Force Planning



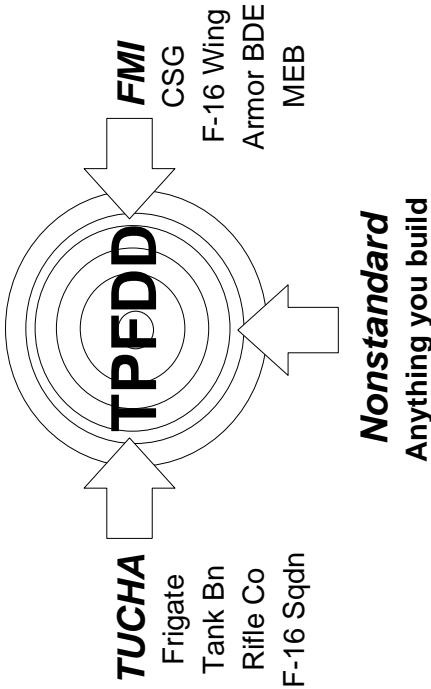
Combat and Support Force Development Considerations

- Concept of operations
- Available lift assets
- Accessibility of ports & staging bases
- Overflight rights
- Sources of logistics support
- Status of Forces Agreement(s)
- Treaties

Support Force Planning Considerations



Force Selection



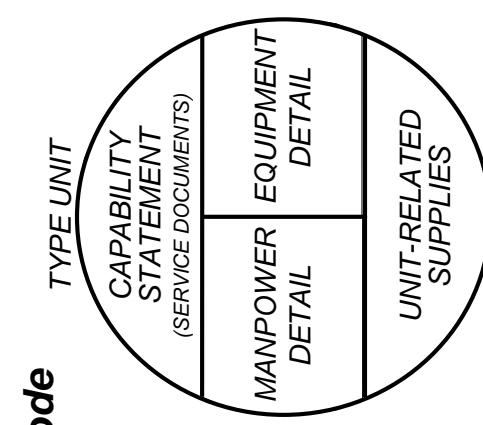
"Notional Unit"

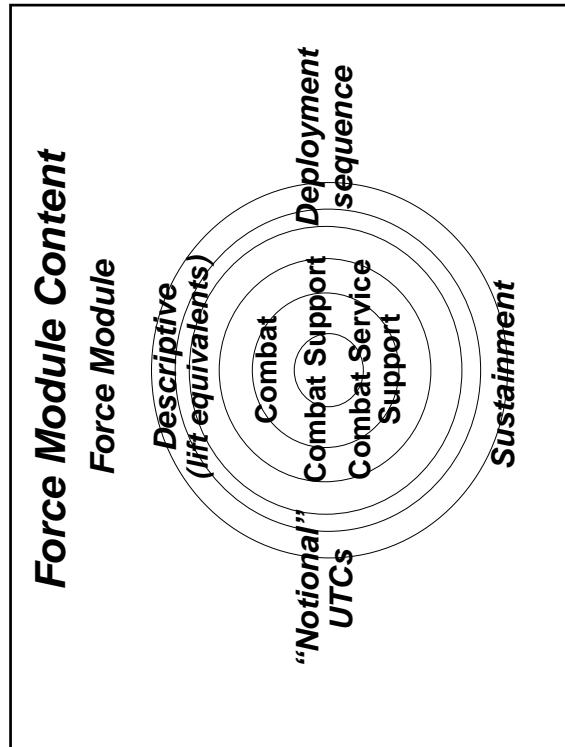
UTC	<ul style="list-style-type: none"> • 5-character code • Identifies a type unit • Categorizes kind or class of units • Maintained in TUCHA file
TUCHA	<ul style="list-style-type: none"> • Standard data file • Planning data on movement characteristics <ul style="list-style-type: none"> - Personnel - Cargo

UTCs in TUCHA Example

UNIT	AUTH	BULK	OUTSIZE	TUCHA ACTIVE COMPILE UNIT# 07203								
				DESCRIP	STON	MTONS	STON	MTONS	STON	MTONS	STON	MTONS
3FVAH	TFS 18	A 10A	365	347	88.5	516	124.4	658				

Unit Type Code (UTC)





Force Modules	
Major Combat Forces	
Army	● Division, BCT, ACR
Air Force	● Combat Squadrons & Wings, AEF
Navy	● Carrier Strike Group, ESG
Marines	● MEF, MEB, MEU

OPLAN 774FM Force Modules	
01T Joint Task Force HQ	
33T Ranger BN and TAC Air Control Party	
53T Airborne Infantry Brigade	
54T Mechanized Infantry Brigade	
63T Carrier Strike Group (ESG)	
65T Expeditionary Strike Group (MEB)	
71T Marine Expeditionary Brigade (MEB)	
75T Marine Expeditionary Unit (MEU-SOC)	
81T A-10 Active Independent SQ with 24 aircraft	
82T AWACS E-3A independent element with three aircraft	
83T F-16 active independent squadron with 24 aircraft	

FM 75T Description	
The MEU is a task organization that is normally formed around a Battalion Landing Team (BLT) and a composite squadron. It is normally commanded by a colonel and is capable of performing combat operations of relatively limited scope. The MEU is the air-ground team organization that is normally employed to fulfill routine forward afloat deployment requirements. The MEU offers an immediate reaction capability to crises and, when committed, is normally supported from its sea base. Because of comparatively limited sustainability, the MEU will not routinely conduct amphibious assault.	

Antitank TOW-14	CH53D -4
Artillery	AH-1 -2
AAV	UH-1 -2
CH46	AV-8 -6

FM 75T Breakdown

Force Module- OPLAN 774FM	75T
Marine Expeditionary Unit (GCE)	Rifle CO, IN BN, INF REG
CMD Element	H&S CO INF BN, INF REG
HQ, MEU CMD ELE	Weapons CO, INF BN
Det (MEU) Scamp, HQ BN, MARDIV	Det (MEU) HQ Co, INF REG
Det (MEU) Radio BN	Artillery Battery
Det (MEU) Co B, Radio BN	Det (MEU) HQ BTRY, DS ARTY BN
Det (MEU) Co A, Radio BN	155 How Btry DS BN
Det (MEU) Force Recon PLT	Det (MEB) Comm Co HQBN Radar Beaco
Ground Combat Element	Recon, PLT, Recon Co, Recon BN
Infantry Battalion	Det (MEU) H&S Co, Recon BN, DIV
Rifle Co., INF BN, INF REG	Rifle Co., INF BN, INF REG

Sourcing

- 6-character code
 - UIC for each Active-duty, Reserve, National Guard unit
 - UIC links actual unit to specific plan requirement; called “sourcing”

The diagram illustrates the relationship between different unit levels. It consists of five nested ovals. The innermost oval is labeled "TYPE UNIT". Moving outwards, the next three ovals are labeled "UTC", "ULN", and "UIC" respectively. The outermost oval is labeled "SOUDED UNIT". Each label is placed near its corresponding oval.

Reference Times for Planning

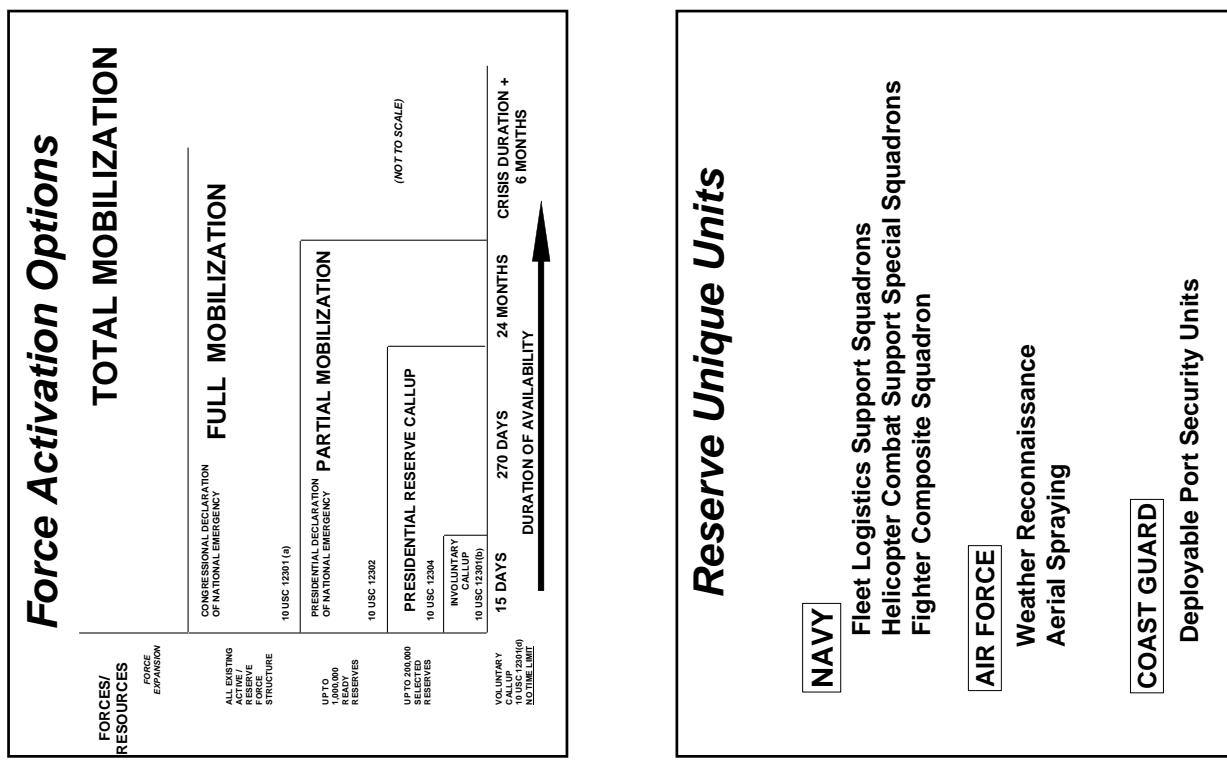
Deployment Phases		Announcement Phases	
THEATER DEPLOYMENT	D-day (H-hour)	Military Operation Begins (specific hour operation begins)	
STRATEGIC DEPLOYMENT	C-day (L-hour) (N-day)	Deployment Operation Begins (specific hour deployment begins) (Day unit notified, e.g., AMC mission support)	
NATIONAL MOBILIZATION	M-day (F-hour)	Force Mobilization Begins (SECDEF announcement to mobilize reserve forces)	

Deployment Planning

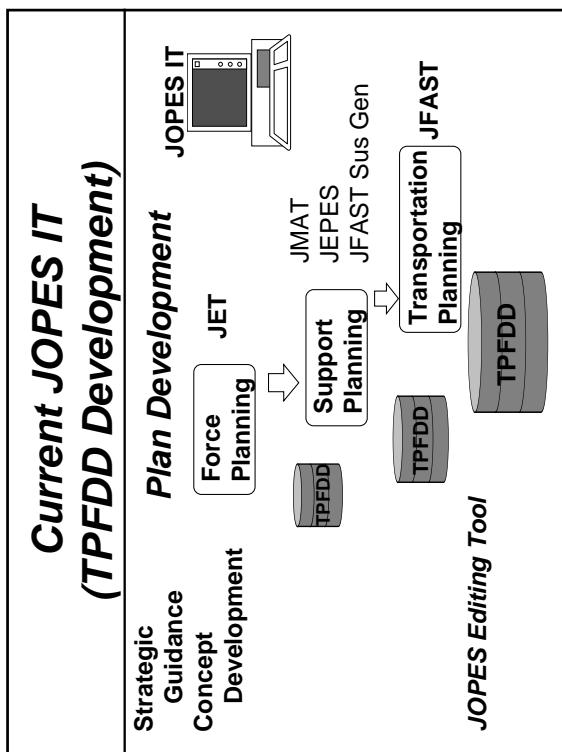
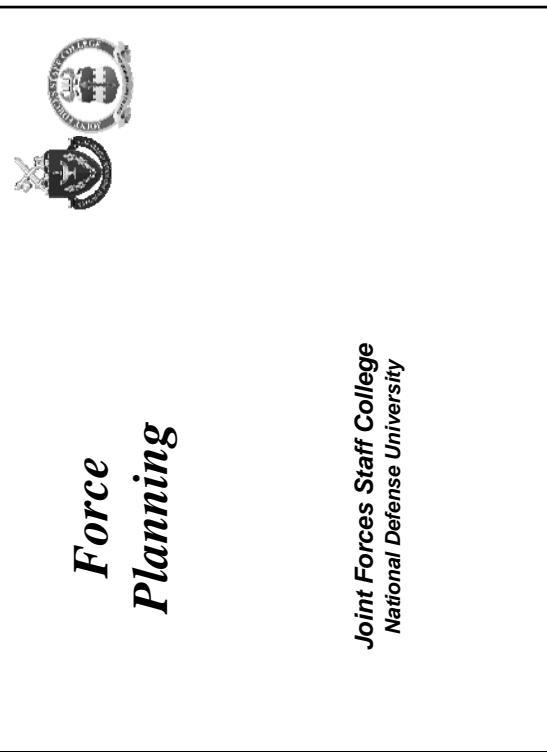
“Complete course of action”

Who	What	When	Where	Why	How
UTC	Deploy	EAD	POE	OPLAN	Air
ULN		LAD	POD	Mission, Tasks	Sea
UIC		RBD	BEST		Land

Mobilization Planning	
	<ul style="list-style-type: none"> • Not currently accomplished through JOPES • Service/USSOC, defense agency responsibility • SDDC plans CONUS movement • SDDC integrates mobilization and deployment transportation requirements • To be integrated in future



Reserve Unique Units	
ARMY	<ul style="list-style-type: none"> Chemical Brigades Interruption Brigades Judge Advocate General (JAG) Unit Medical Groups Railway Units Training and Exercise Divisions Water Supply Battalions
MARINE CORPS	Adversary Squadron
COAST GUARD	Deployable Port Security Units



JOINT TRANSITION COURSE
JTC 09

SUPPORT PLANNING

STUDENT LESSON GUIDE

1. **METHOD OF INSTRUCTION.** This faculty led presentation gives the principles and key terms associated with Support Planning, the second step in Plan Development during Contingency Planning. The lesson introduces students to the complexities of the concept of support to operations. The lesson will expose student to the logistics requirements for an operation and the arranging of supplies into ten classes of stocks. Students will gain an appreciation for Support Planning as it pertains to culmination, arranging operations and termination as facets of operational art through logistical sustainability and attainability. Approximate time for this lesson is one hour.
2. **CLASSROOM MATERIAL.**
 - a. **Audiovisual materials.**
 - (1) Power Point presentation
 - b. **Handouts.**
 - (1) Student Lesson Guide
 - (2) JOPES Functions and Joint Planning Diagram (separate handout)
3. **LESSON DEVELOPER.** Joint Planning Orientation Division (JPOD).
4. **OUTCOMES EXPECTED.** Students should understand Support Planning is the second step in Plan Development and that the concept of support plus the implications and impact of policy and planning decisions at the operational level. They should understand that force composition determined during Force Planning impacts the concept of support and any changes to the Force Plan will directly affect Support Planning. They should understand that support planning is set up to determine the materiel and personnel requirements and priority of delivery to receive and sustain forces in combat necessary to the accomplishment of the mission. Included in the discussion of Information Technology (IT) is the computations of support requirements that is based on force activity, Service planning guidance, inter-Service and combined support requirements, host nation and multinational support resources, and the time phasing of this support in accordance with the supported commander's overall concept of operations. Students should be aware that during Support Planning that the Civil Engineering and Medical support requirements are determined as well. Finally, several JOPES IT applications that exist can be introduced and what their specific actions are within the process of support planning (e.g., JFAST Sustainment Generator (SusGen); Joint Engineer Planning and Execution System (JEPES) for civil engineering requirements; and Joint Medical Analysis Tool (JMAT) for medical support all of which will provide data for transportation planning in JFAST).

5. LESSON OBJECTIVES (LO) AND SAMPLES OF BEHAVIOR (SB).

a. LO-1: COMPREHEND the principles and activities of the Support Planning step in Plan Development.

(1) SB-A: DESCRIBE the command level within the unified command that is responsible for support planning.

b. LO-2: COMPREHEND the key concepts, terminology, and IT systems used during the Support Planning step in Plan Development.

(1) SB-A: SUMMARIZE the advantages and limitations of support planning in developing an executable plan.

(2) SB-B: DESCRIBE the current related JOPES IT capabilities and limitations.

6. STUDENT REQUIREMENTS.

a. READ CJCSM 3122.01A, Enclosure C, paragraph 7.c. (4), page C-16.

7. REFERENCES.

a. Joint Pub 4-0, *Logistic Support of Joint Operations*.

b. CJCSI 3122.01A, JOPES VOL 1, *Planning Policies and Procedures*.

c. CJCSM 3122.03B, JOPES VOL II, *Planning Formats*.

Support Planning

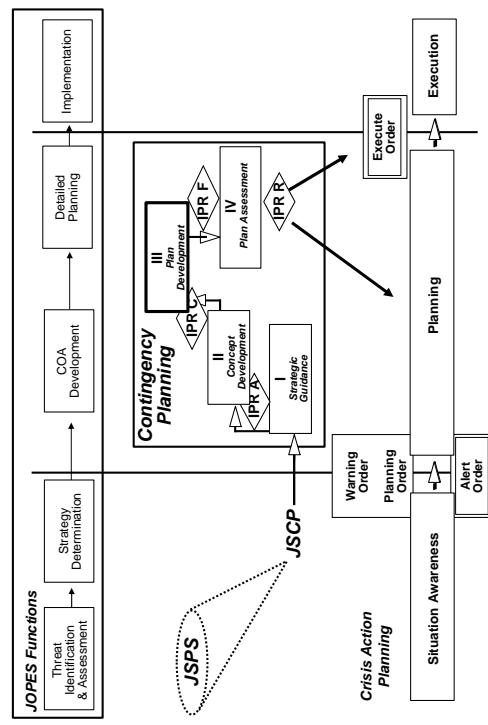


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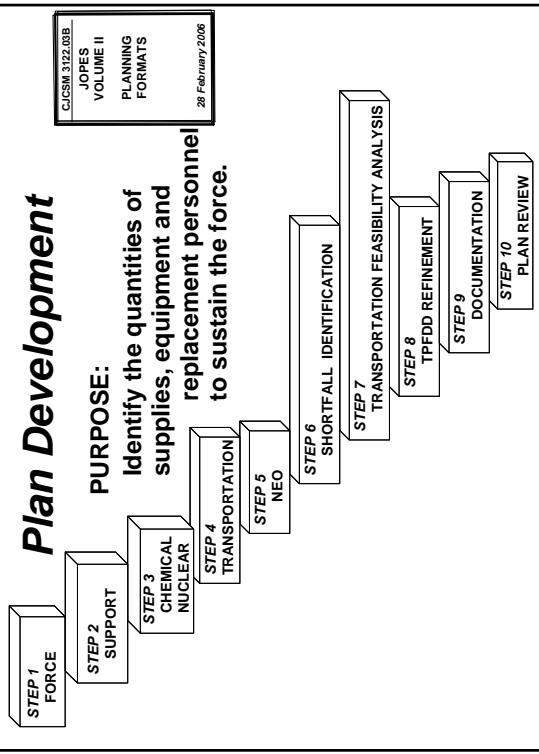
Lesson Objectives

- Comprehend the principles and activities of the support-planning step in JOPES.
- Comprehend the key concepts, terminology, and IT systems used during the support planning step in plan development.
- Describe the current related JOPES IT capabilities and limitations.

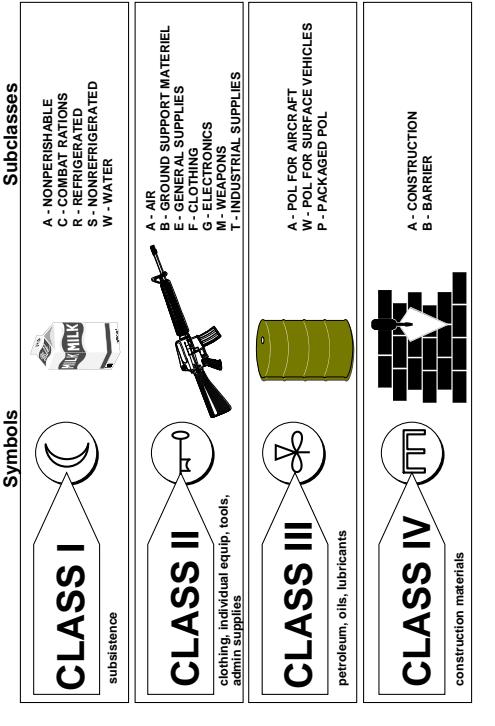
JOPES Functions and Joint Planning



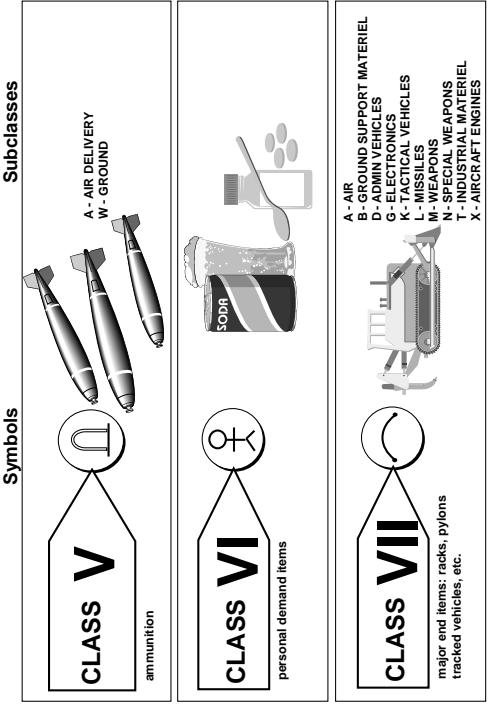
Plan Development



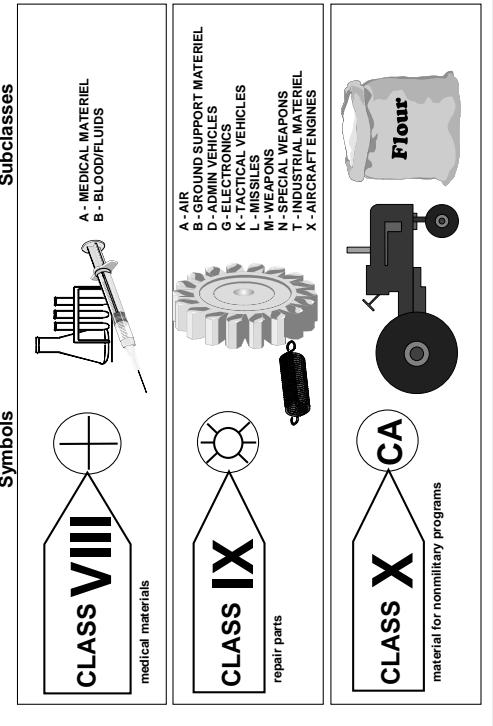
Classes and Subclasses of Supply



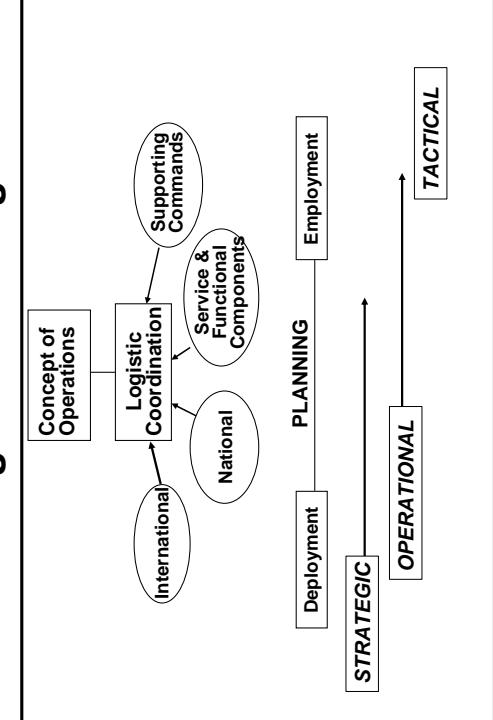
Classes and Subclasses of Supply



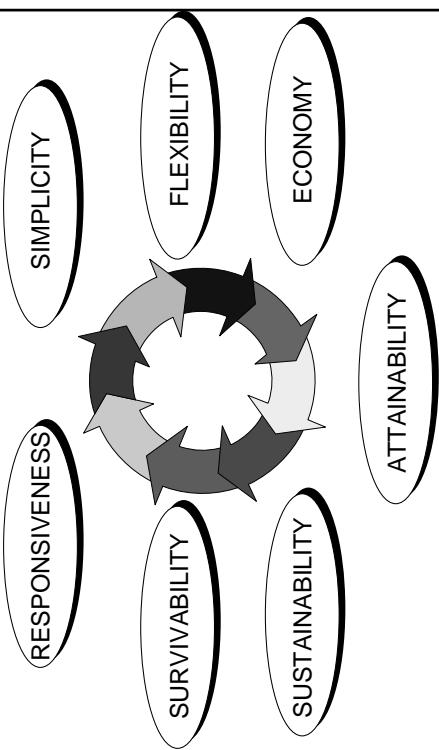
Classes and Subclasses of Supply



Logistic Planning



Principles of Logistics



Logistics Responsibilities

- In U.S. unified commands:
 - Logistics is a Service responsibility
 - Combatant Commanders have "directive" authority

- In multinational commands:
 - Logistics is a national responsibility
 - Commanders have "coordinating" authority

Combatant Commander's Responsibilities for Supply

- Establishing supply buildup rates
 - Stating theater stockage levels
 - Allocating critical logistics resources
 - Review statement of requirements
 - Coordinating supply support
 - Providing supplies to civilians
 - Recommending the priority of the phase buildup and cutback
- JP 4-0



Combatant Commander's Concept of Support

- May Include:**
- Assumptions
- Mortuary Services
- Planning Factors
- Support of Media
- Support of Combat Ops
- HNS
- Contracting
- Distribution
- Salvage
- CE
- Infrastructure
- Capture of Enemy Materiel
- Local Labor
- Prepo
- Support Agreements
- Strategic Lift
- JRSOI
- Joint Boards
- Air and Sea Ports
- Levels of Supply
- Ammo

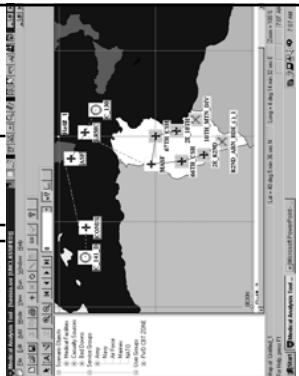
<h2><i>Directive Authority for Logistics</i></h2>	<h3><i>Support Planning</i></h3> <ul style="list-style-type: none"> • Combatant Commander's concept of support • Responsibilities • Supply requirements • Phasing • OPLAN development 	<h3><i>Support Planning</i></h3> <ul style="list-style-type: none"> • Three major categories: <ul style="list-style-type: none"> • Materiel and personnel requirements • Medical support requirements • Civil engineering support requirements
	<h3><i>Support Planning Data</i></h3> <ul style="list-style-type: none"> • Service/component responsibility • References <ul style="list-style-type: none"> - JSCP (supplemental instructions) - Combatant Commander guidance (concept for logistics support) - Service documents 	 <p>Actual support calculations uses consumption rates developed and maintained by the Services under their responsibility to supply, equip, and maintain their forces assigned to combatant commanders.</p> <p>The calculation is generally made by the components, who refer to Service and USSOCOM planning guidelines and doctrine.</p>

Materiel Sustainability

- CONUS depot stocks
- Defense Supply Center Columbus
- Defense Supply Center Richmond
- Defense Supply Center Philadelphia
- Defense Energy Support Center Ft Belvoir
- Theater pre-positioning programs
- Host-nation support
- Industrial production base

Joint Medical Analysis Tool

- Compute medical requirements
- Determine the amount of med support expected
 - Blood / other fluids
 - Hospital beds
 - Aero-medical evac requirements



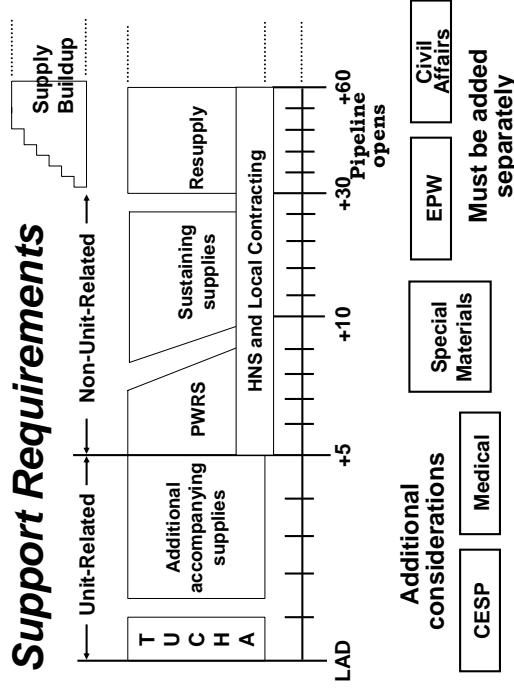
Civil Engineering Support Plan developed through JEPES

Responsibility - supported commander

Developed by - component commander on area basis

Based on

- Service planning data
- construction requirements
- unified commander's guidance



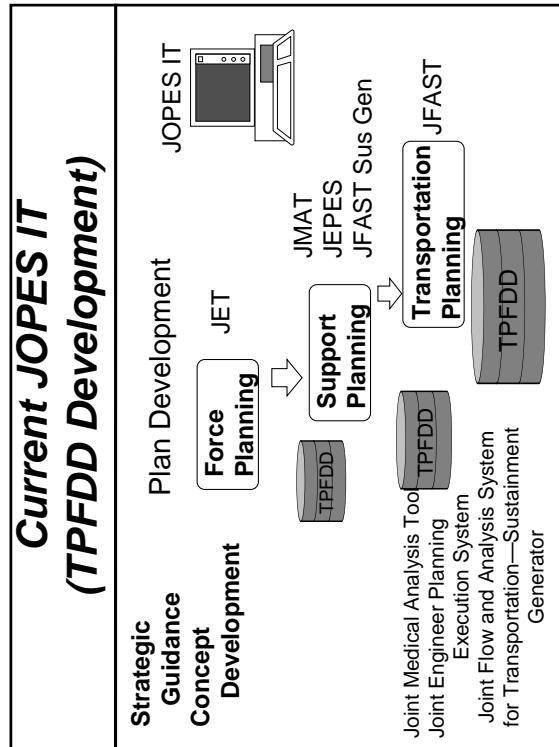
Support Planning Factors	
Number of Consumers	Consumption Rate Planning Factor 

• Multiplier furnished by Services
• Expressed as rates, ratios, or lengths of time

Non-Unit Personnel	
Filler	<ul style="list-style-type: none"> Brings unit up to authorized strength

Replacement

- Keeps units 100% effective
- Based on Service attrition factors for various levels of intensity
- Transported to Joint Replacement Centers
- Must be time-phased



JFAST Sustainment Generator	
	<ul style="list-style-type: none"> Interfaces with JOPEST and other plan development programs. Rapidly generates non-unit sustainment. Reserves space for Support requirements Identifies substitutes to resolve shortfalls. Supports rapid determination of logistics feasibility.

JFAST - Consumption Factors

JFAST - Origins View

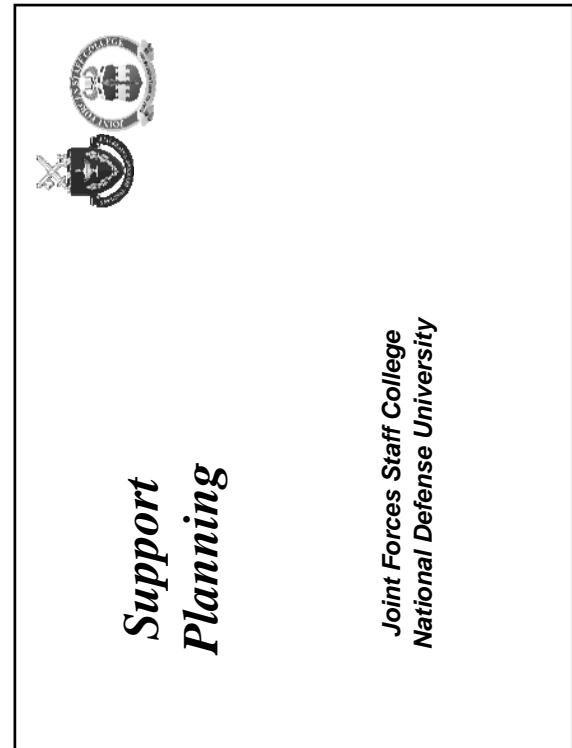
Support Planning



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Support Planning Summary

- Determine support requirements to sustain forces
 - Components compute requirements
 - Non-unit-related supplies and personnel
 - Medical and civil engineering support
 - Add requirements to TPFD



JOINT TRANSITION COURSE
JTC 10

TRANSPORTATION PLANNING
STUDENT LESSON GUIDE

1. **METHOD OF INSTRUCTION.** This faculty led presentation communicates the principles and key terms associated with deployment of forces addressed in the Plan Development of contingency planning. Two of the five steps, Chemical / Nuclear and Noncombatant Evacuation Operations (NEO) will only be mentioned briefly whereas the three steps, four, six, and seven that cover Transportation Planning, Shortfall Identification, and Transportation Feasibility Analysis will be covered in detail. The lesson introduces students to the multiple aspects of strategic transportation requirements within the context of the overall Defense Transportation System (DTS). This lesson will also deal with the multiple means by which forces move and the options that exist in solving shortfalls through such analytical tools as the Joint Flow and Analysis System for Transportation (JFAST). Approximate time for this lesson is one hour.

2. **CLASSROOM MATERIAL**

- a. Audiovisual materials. Power Point presentation
- b. Handouts.
 - (1) Student Lesson Guide
 - (2) JOPES Functions and Joint Planning Diagram (separate handout)

3. **LESSON DEVELOPER.** Joint Planning Orientation Division (JPOD)

4. **OUTCOMES EXPECTED.** Students will explain the Transportation Planning, Shortfall Identification, and Transportation Feasibility Analysis steps of Plan Development and understand the requirements Chemical / Nuclear and NEO planning and their implications in policy and planning decisions at the operational level. They should understand that strategic lift decisions and the concept of operations and the support that affect Force, Support Planning, Chemical / Nuclear, and NEO planning will directly impact transportation viability during contingency planning. They should understand that these steps allow all participants in the planning process to determine the transportation requirements and the ability to deliver the right entities in the time directed. Included in the discussion of information technology (IT) is the JFAST program and its ability to simulate all aspects of the transportation process to the port of debarkation and allow options introduced to resolve transportation problems within the Defense Transportation System.

5. **LESSON OBJECTIVES (LO) AND SAMPLES OF BEHAVIOR (SB)**

- a. LO-1: COMPREHEND the Transportation Planning, Shortfall Identification, and Transportation Feasibility Analysis steps in Plan Development.

- (1) SB-A: EXPLAIN the Transportation Planning Step for Plan Development and the relationship of Force and Support planning to Transportation Planning and their impact on TPFDD (Force Flow) development.
- (2) SB-B: EXPLAIN the Shortfall Identification Step for Plan Development and the relationship it has to concept of operations and support during TPFDD (Force Flow) development.
- (3) SB-C: COMPREHEND that Chemical / Nuclear and NEO planning must be considered when developing transportation requirements.

b. LO-2: COMPREHEND the structure, components, responsibilities, and relationships of the Defense Transportation System.

(1) SB-A: SUMMARIZE the structure and components involved in the Defense Transportation System.

c. LO-3: COMPREHEND the usefulness of JFAST to analyze a TPFDD (Force Flow).

(1) SB-A: SUMMARIZE the analysis that JFAST performs on TPFDD (Force Flow) data.

(2) SB-B: GIVE EXAMPLES of how modifying TPFDD (Force Flow) data can affect gross transportation feasibility of the TPFDD (Force Flow).

6. **STUDENT REQUIREMENTS.**

a. READ CJCSM 3122.01A, Enclosure C, paragraphs 7.c.(5) through 7.c.(9), pages C-16 through C-21.

7. **REFERENCES**

- a. Joint Pub 1, Doctrine of the Armed Forces of the United States
- b. Joint Pub 3-0, *Joint Operations*.
- c. Joint Pub 3-35, *Deployment and Redeployment Operation*.
- d. Joint Pub 4-0, *Doctrine for Logistics Support of Joint Operations*.
- e. Joint Pub 4-01, *Joint Doctrine for the Defense Transportation System*.
- f. Joint Pub 5-0, *Joint Operation Planning*.
- g. CJCSI 3122.01A, JOPES VOL 1, Planning Policies and Procedure

Transportation Planning

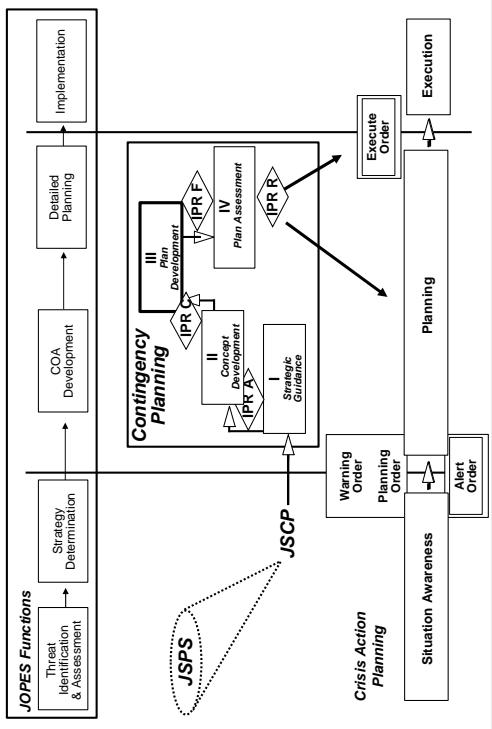


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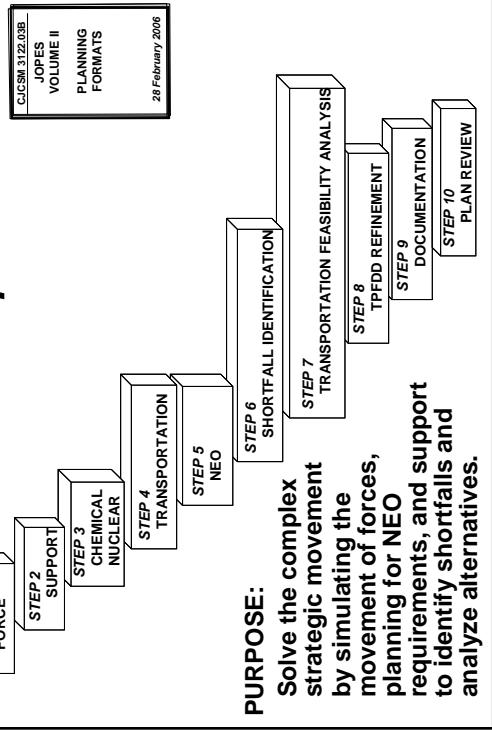
Lesson Objectives

- Describe the Defense Transportation System
- Describe the process of estimating gross transportation feasibility
- Describe techniques used to resolve shortfalls

JOPES Functions and Joint Planning



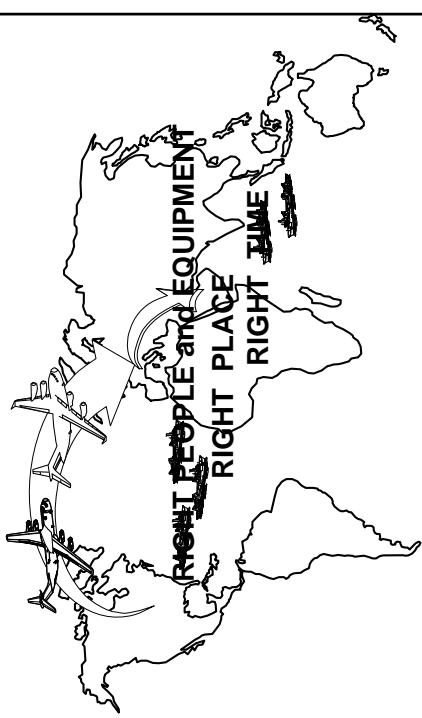
Plan Development



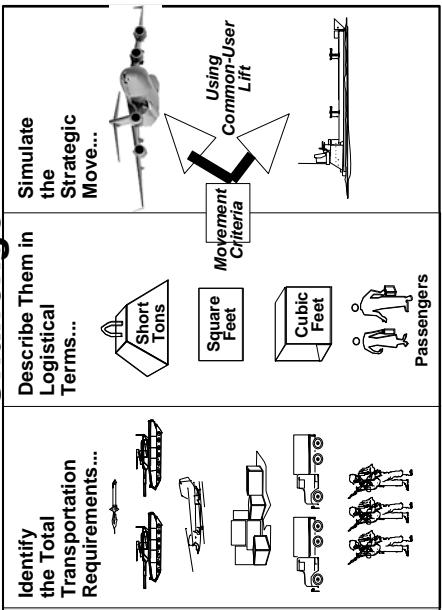
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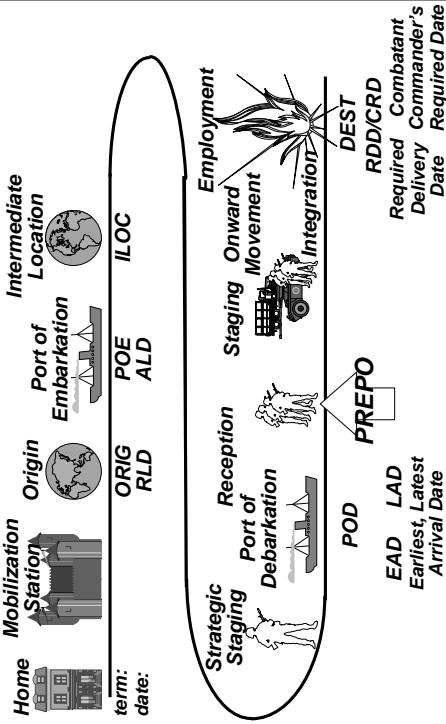
"Getting To The Fight. . ."



The Strategic Transportation Challenge



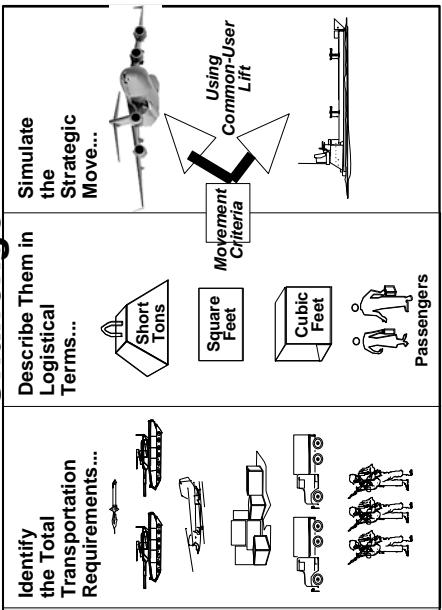
The Movement of Forces



Transportation Assessment

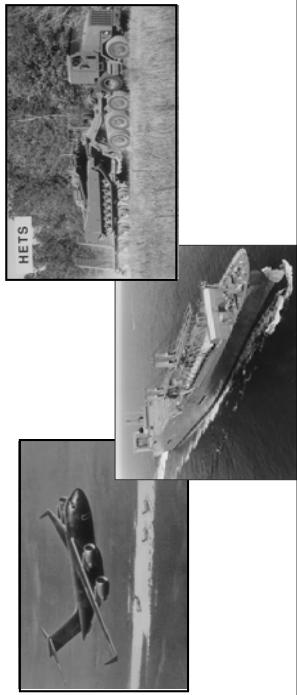
- Supported Command Level
 - Merged component TPFDDs
- Assess impact on mission accomplishment
 - Competing requirements for limited resources
 - Mobility support facilities
 - Intra-theater transportation assets
- Establish priorities

The Strategic Transportation Challenge



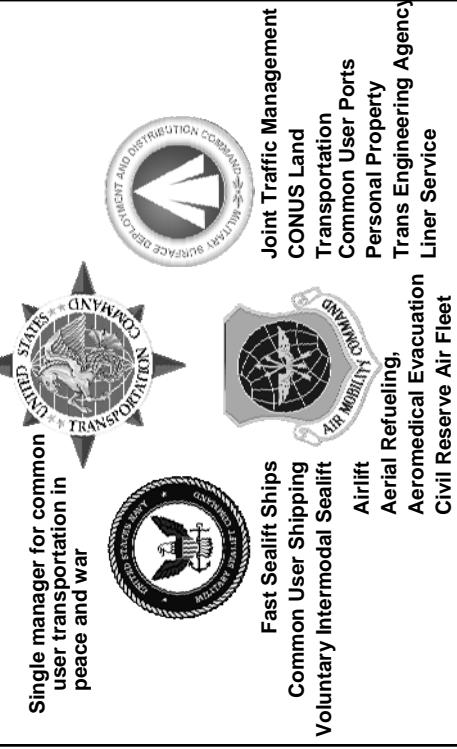
Strategic Mobility Triad

- Air mobility--airlift, aerial refueling
- Sealift
- Pre-positioning--land and sea



USTRANSCOM

Single manager for common user transportation in peace and war



Air Mobility Command



MISSION:

Provide airlift, air refueling, special air missions, and aero-medical evacuation for U.S. forces

- Assist in refinement and operation of Joint Operation Planning and Execution System
- Support deployment and sustainment of U.S. forces with strategic sealift

Military Sealift Command



MISSION:

Provide reliable and efficient sealift, combat logistic forces, special mission ships and maritime services to meet customer requirement

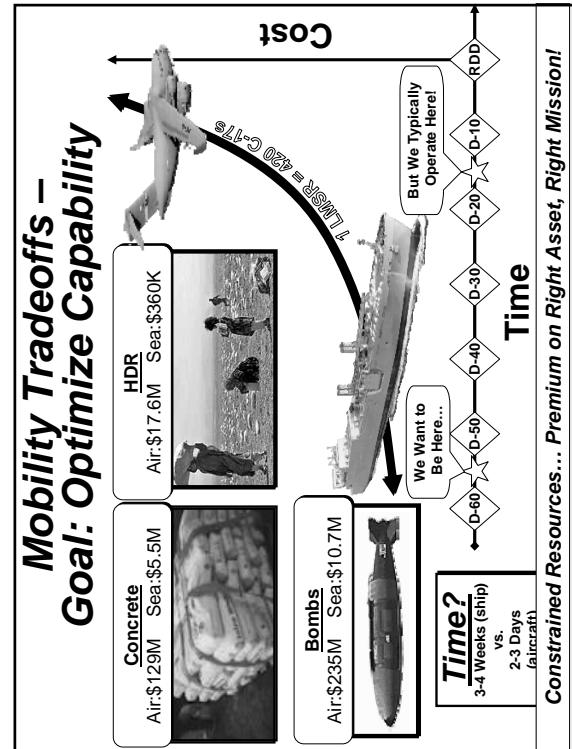
- Advise on sealift transportation aspects of worldwide mobility planning

- Assist in refinement and operation of Joint Operation Planning and Execution System
- Support deployment and sustainment of U.S. forces with strategic sealift

Surface Deployment and Distribution Command
<p>MISSION:</p>  <p>Provide global surface transportation to meet National Security objectives in peace and war.</p> <ul style="list-style-type: none"> Manage traffic responsiveness to support nation's Armed Forces. Conduct transportation engineering studies and analysis. Operate common-user ocean terminals.

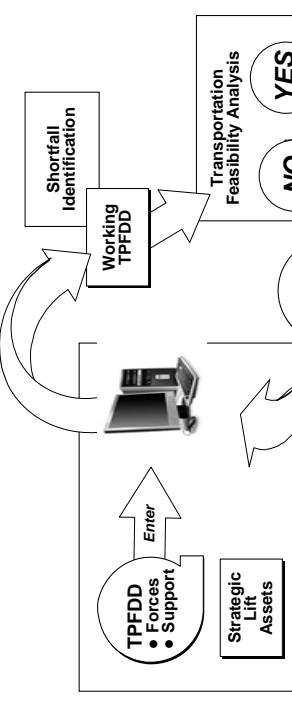
Strategic Mobility Options				
<table border="1"> <thead> <tr> <th>AIRLIFT</th> <th>SEALIFT</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> Very fast Very flexible Limited capacity Most expensive Airfield-dependent Special unloading equipment (CRAF/KC-10) </td> <td> <ul style="list-style-type: none"> Slow to very slow Some flexibility Huge capacity (1 LMSR = 420 C-17s) Least expensive Seaport-dependent Special offloading equipment (civilian ships) </td> </tr> </tbody> </table>	AIRLIFT	SEALIFT	<ul style="list-style-type: none"> Very fast Very flexible Limited capacity Most expensive Airfield-dependent Special unloading equipment (CRAF/KC-10) 	<ul style="list-style-type: none"> Slow to very slow Some flexibility Huge capacity (1 LMSR = 420 C-17s) Least expensive Seaport-dependent Special offloading equipment (civilian ships)
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Pre-positioning Options				
<table border="1"> <thead> <tr> <th>Land-based</th> <th>Sea-based</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> Expensive Must marry up w/troops Lacks flexibility Host-nation permission Reduces lift requirements Vulnerable to attack </td> <td> <ul style="list-style-type: none"> Second most expensive Must marry up w/troops Some flexibility Partially seaport-dependent Reduces lift requirements Vulnerable to weather and attack Ships reusable for sealift </td> </tr> </tbody> </table>	Land-based	Sea-based	<ul style="list-style-type: none"> Expensive Must marry up w/troops Lacks flexibility Host-nation permission Reduces lift requirements Vulnerable to attack 	<ul style="list-style-type: none"> Second most expensive Must marry up w/troops Some flexibility Partially seaport-dependent Reduces lift requirements Vulnerable to weather and attack Ships reusable for sealift
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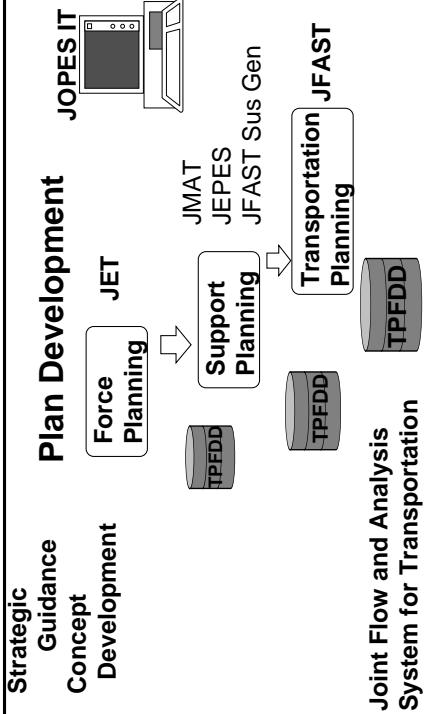
Transportation Planning . . .

Tell Me When . . .



an Iterative Process

Current JOPEST (TPFDD Development)



Tell Me When . . .



... I have to begin moving an ABN BDE from Ft. Bragg in order to close it NL T C+22. The JSCP apportions me four C-17s and two C-5s.

What do I have to know to work this problem?

Joint Flow and Analysis System for Transportation (JFAST)



<i>Joint Flow and Analysis System for Transportation (JFAST)</i>
<ul style="list-style-type: none"> • Determines transportation feasibility of a plan • Simulates movement of all TPFDD requirements assigned to common-user lift • Considers: <ul style="list-style-type: none"> - characteristics of movement requirements - characteristics of transportation assets - characteristics of airports and seaports to be used • Produces graphs and reports which indicate shortfalls • Simulates all common-user movement from origin to POD

<i>Shortfall Identification</i>
<ul style="list-style-type: none"> • Continuous process throughout planning • Shortfalls submitted as a separate TPFDD • Supported commander notifies CJCS of inadequate resources or serious limiting factors • CJCS & Services consider shortfalls, but planning continues • Supported commander convenes plan development conference

<i>Shortfall Resolution</i>
<ul style="list-style-type: none"> • Refining priorities • Adjusting POEs, PODs, routing, and timing • Changing lift modes and or source • Adjusting pre-positioned forces or resources • Enhancing preparedness with base development • Seeking additional assets

<i>Shortfall Resolution (cont)</i>
<ul style="list-style-type: none"> • Redefining concept of operations • Concluding contractual agreements or inter-Service support agreements • Arranging for HNS where feasible • Employing combination of above • Arranging for Interagency where feasible

Transportation Feasibility Analysis

- **Supported Commander:** Analyzes deployment, JRSOI, theater distribution of forces, equipment, and supplies to destination
- **TRANSCOM:** Assesses the strategic leg of the TPFDD for transportation feasibility
- **Supported Commander:** Declares plan end-to-end executable

Plan Development Conference

- Convened by supported commander
- Reviews initial closure profiles
- Makes feasibility assessments
 - Probable staff attendees
 - Supported command
 - Components
 - Supporting commands
 - Services
 - Joint Staff
 - USTRANSCOM and components
 - DOD agencies

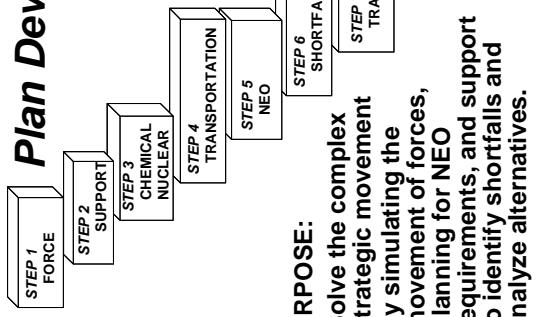


Transportation Planning

Joint Forces Staff College
National Defense University

Plan Development

CGSM 3122.03B
JOSES
VOLUME II
PLANNING
FORMATS
28 February 2006



PURPOSE:
Solve the complex strategic movement by simulating the movement of forces, planning for NEO requirements, and support to identify shortfalls and analyze alternatives.

JOINT TRANSITION COURSE
JTC 11

TPFDD REFINEMENT, DOCUMENTATION, PLAN REVIEW, AND PLAN ASSESSMENT

STUDENT LESSON GUIDE

1. **METHOD OF INSTRUCTION.** This faculty presentation is an overview of the last three steps of Plan Development and the function titled Plan Assessment of contingency planning. It reorients the students to where they are in Plan Development and focuses on the remaining function and maintenance of the plan and corresponding TPFDD. Students will be introduced to the terms Adapt, Refine, Terminate, and Execute and the requirement for an In-Progress Review (IPR-R) as a part of Plan Assessment. Approximate time for this lesson is one hour.

2. **CLASSROOM MATERIALS**

- a. Audiovisual materials. Power Point Presentation
- b. Handouts.
 - (1) Student Lesson Guide
 - (2) JOPES Functions and Joint Planning Diagram (separate handout)

3. **LESSON DEVELOPER.** Joint Planning Orientation Division (JPOD)

4. **OUTCOMES EXPECTED.** Students should comprehend Plan Development and Plan Assessment within the context of contingency planning plus their role in the process. At the completion of this lesson, students will recognize the requirements to complete Contingency Planning processes and how plans are maintained and where responsibility lies within the Joint Planning and Execution Community (JPEC) for these actions. They will also understand what is required for final approval of a plan in Contingency Planning. They will also understand what is required for final approval of a plan in contingency planning and the continuous review requirements to support the concept of “living” plans.

5. **LESSON OBJECTIVES (LO) AND SAMPLES OF BEHAVIOR (SB)**

- a. LO-1: COMPREHEND the formal processes of TPFDD (Force Flow) refinement in initial planning and subsequent maintenance of the approved plan and.
 - (1) SB-A: DESCRIBE the roles of the JCS, USTRANSCOM, Supported Commander, Services and supporting agencies in TPFDD refinement and maintenance.
 - (2) SB-B: EXPLAIN the purpose and merits of plan and TPFDD maintenance.

(3) SB-C: EXPLAIN the relationship of TPFDD maintenance to Contingency and Crisis Action Planning for rapid execution.

b. LO-2: COMPREHEND the process and possible outcomes of Plan Development as conducted by the Joint Staff and the follow-on Plan Assessment.

(1) SB-A: EXPLAIN how the Department of Defense reviews plans during the Contingency Planning process.

(2) SB-B: DESCRIBE the intent and conditions for Refine, Adapt, Terminate, or Execute a contingency plan within the context of Plan Assessment and the IPR-R requirements.

(3) SB-C: EXPLAIN who is responsible for Supporting Plans and how they are developed.

6. **STUDENT REQUIREMENTS.**

a. READ CJCSM 3122.01A, Enclosure C, paragraphs 7.c. (10) through paragraph 10, pages C-21 through C-26.

b. READ CJCSM 3122.01A, Enclosure D, pages D-1 through D-9.

7. **REFERENCES**

a. CJCSM 3122.01A, JOPES, VOL I, *Planning Policies and Procedures*.

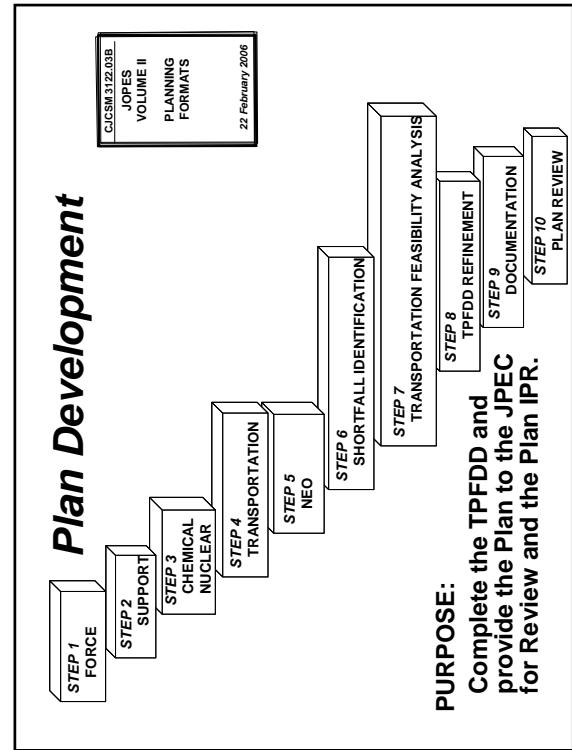
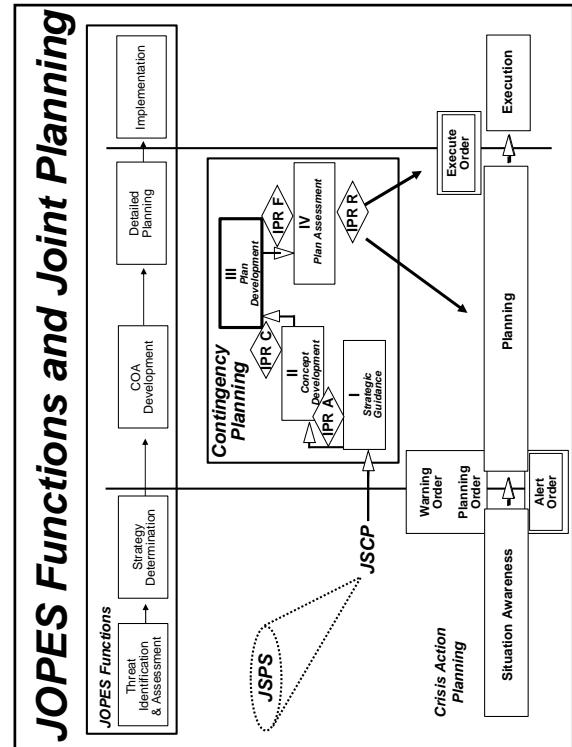
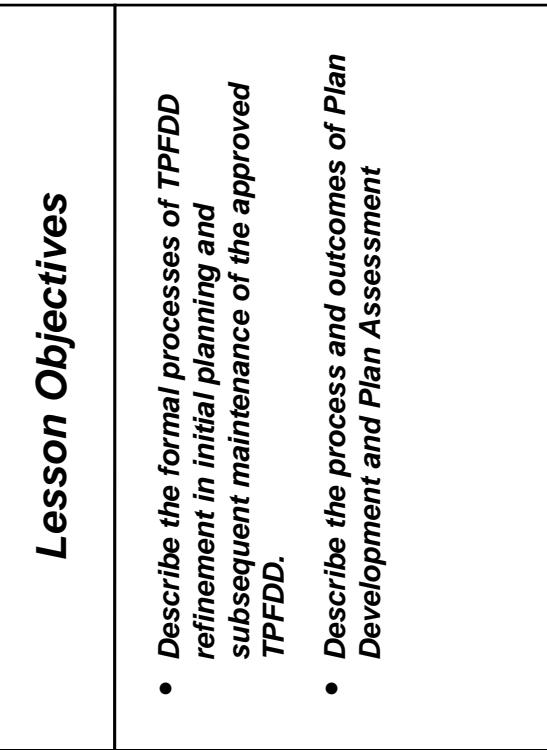
b. CJCSM 3122.03B, JOPES VOL II, *Planning Formats*.

c. CJCSM 3141.01D, *Procedures for the Review of Operation Plan*.



Lesson Objectives

- **Describe the formal processes of TPFDD refinement in initial planning and subsequent maintenance of the approved TPFDD.**
- **Describe the process and outcomes of Plan Development and Plan Assessment**



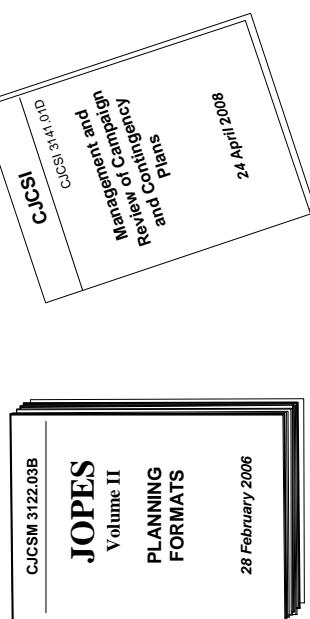
TPFDD Refinement
<ul style="list-style-type: none"> • Three-stage process <ul style="list-style-type: none"> – forces – logistics – transportation • Forces and logistics conferences are often combined for regional plans • Conducted by supported commander, hosted by USTRANSCOM

TPFDD Conferences
<ul style="list-style-type: none"> • Forces Conference: confirm that forces are sourced and tailored within JSCP, Joint Staff, and Service guidance and to assess the adequacy of CS and CSS force sourcing and resolve shortfalls. • Logistics Conference: resolve problems related to unit and non-unit related personnel, cargo, retrograde, medical, evacuee, and resupply records including shortfalls. • Transportation/JRSOI Conference: resolve transportation-related problems, as well as coordinate combined-transportation requirements and shortfalls.

Refinement Benefits
<ul style="list-style-type: none"> • Increased participant proficiency • Most difficult issues worked • Provides a starting point at a minimum for Crisis Action Planning.

Documentation Plan Review


Formats and Plan Review



PIDs

Plan Identification	Associated Command or Agency
Block Number	
0001 - 0999	JCS
1000 - 1999	USCENTCOM
2000 - 2999	USAF/COM
3000 - 3399	NORAD
3400 - 3999	USNORTHCOM
4000 - 4999	USEUCOM
5000 - 5999	USPACOM
6000 - 6999	USSOUTHCOM
7000 - 7499	USAFRICOM
7500 - 7999	USSOCOM
8000 - 8999	USSTRATCOM
9000 - 9599	USTRANSCOM
9600 - 9699	Reserved
9700 - 9999	COMDT COGARD

Plan Identification and Naming

Short Title

- EUCOM OPLAN 4999-98 (U)

Long Title

- EUCOM OPLAN 4999-98, Defense of Western Europe In General War (U)

Plan Formats

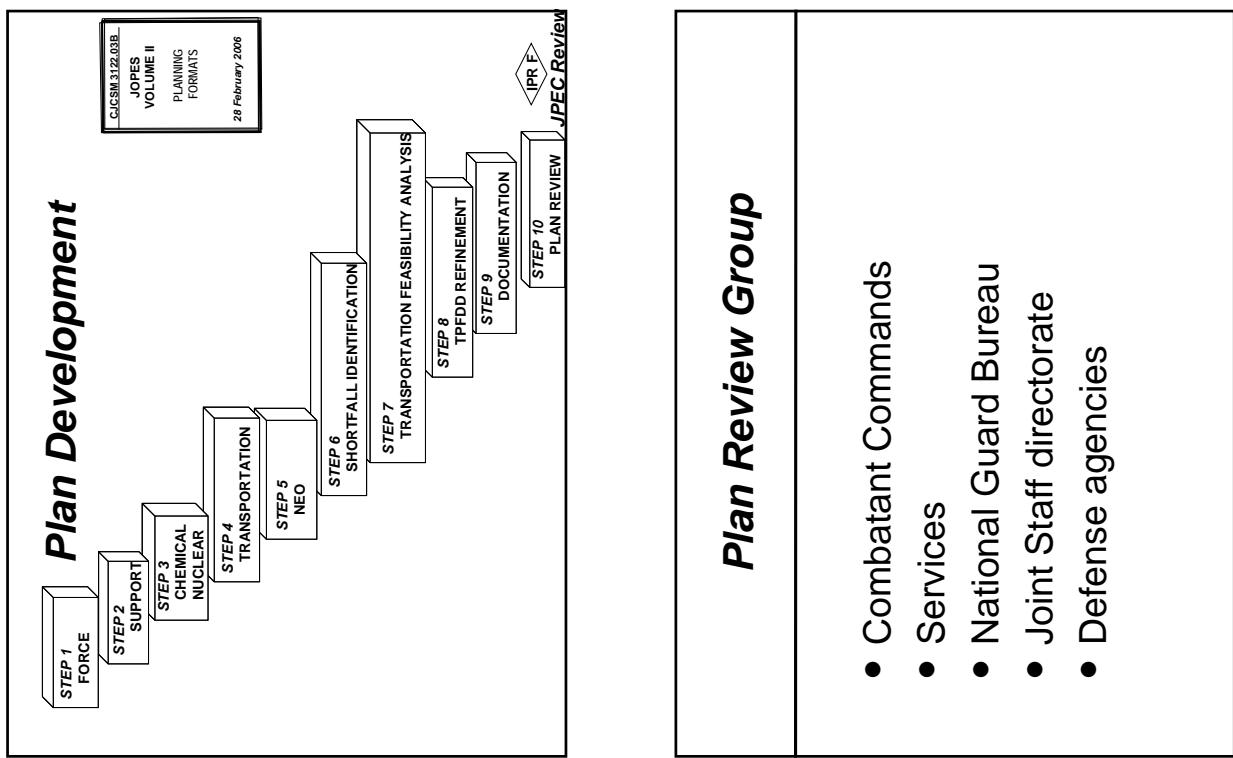
- OPLAN All Annexes, TPFDD

- CONPLAN

- Annexes A-D, J, K, V* and Z (may include TPFDD)

- Basic Plan Commander's Estimate

(Level 1 through Level 4 detail as required)



Plan Summary

- Purpose
- Conditions for implementation
- Operations to be conducted
- Assumptions/Constraints
- Command relationships
- Logistics and Personnel Appraisals
- Consolidated listing and impact of shortfalls

Plan Summary

- Purpose
 - Conditions for implementation
 - Operations to be conducted
 - Assumptions/Constraints
 - Command relationships
 - Logistics and Personnel
 - Appraisals
 - Consolidated listing and impact of shortfalls

Review Process

- Top priority plans are briefed to and approved by SecDef unless otherwise directed
 - Other Plans requiring IPRs are briefed to VCJCS and with the concurrence of CJCS, forwarded to USD (P)
 - Plans not requiring IPRs are not submitted for review unless directed by SecDef

Plan Review Group

- Combatant Commands
 - Services
 - National Guard Bureau
 - Joint Staff directorate
 - Defense agencies

Review Comments

Execution-critical

Directive

Intent (5 Days)
Incorporate prior to IPR-F

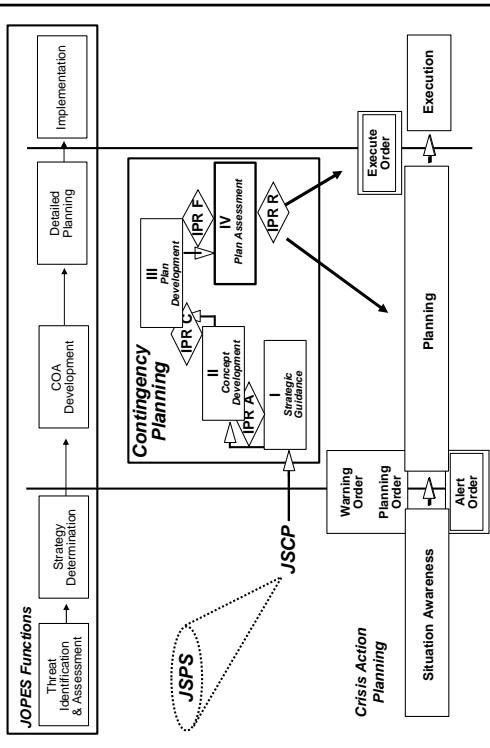
Substantive

Recommendation only
No Response Required

Administrative

Recommendation only
No Response Required

JOPES Functions and Joint Planning



Supporting Plans

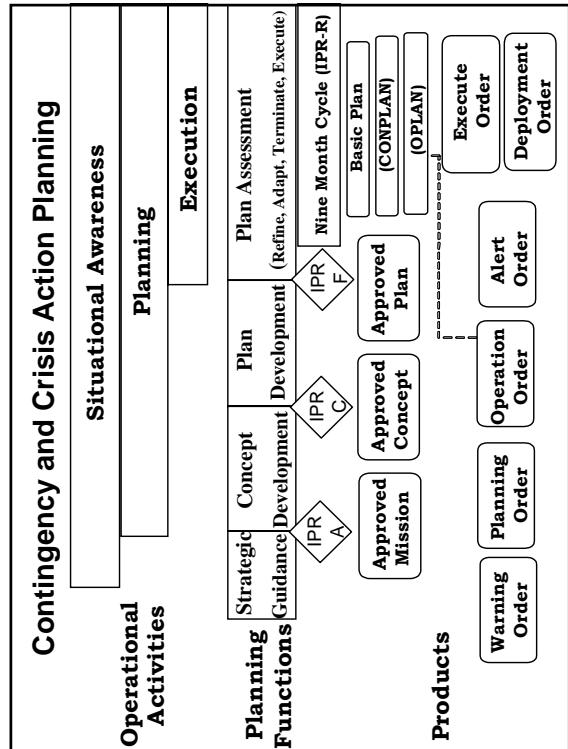
- Approved by the supported commander
- Submitted by supporting combatant commanders, component commanders and defense agencies

Focus of Supporting Plans

- Mobilization
- Deployment
- Employment
- Sustainment
- Redeployment

<i>Interagency and Coalition</i>	
	<ul style="list-style-type: none"> • Annex V -- <i>Interagency Coordination</i> • <i>Increased detail on Coalition participation in operation</i>

<i>Assessment IPR R</i>	
	<ul style="list-style-type: none"> • <i>Refine, Adapt, Terminate, Execute</i> • <i>Branches and Sequels</i>

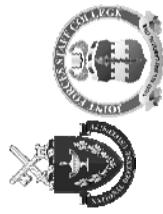


JOINT TRANSITION COURSE
JTC 12

CRISIS ACTION PLANNING
STUDENT LESSON GUIDE

1. **METHOD OF INSTRUCTION**. This faculty led presentation explains the conduct of joint planning and execution during time-sensitive situations. It examines the three activities of the Crisis Action Planning (CAP) process and the implementers that issue tasking, guidance, resulting from the President and the Secretary of Defense decisions. Approximate time for this lesson is one hour.
2. **CLASSROOM MATERIAL**.
 - a. Audiovisual materials. Power Point Presentation
 - b. Handouts.
 - (1) Student Lesson Guide
3. **LESSON DEVELOPER**. Joint Planning Orientation Division (JPOD)
4. **OUTCOMES EXPECTED**. Students will know the basic Crisis Action Planning process designed to assist the President, Secretary of Defense, CJCS, and combatant commanders make accelerated decisions involving appropriate military courses of action, Operations Orders, and Campaign Plans.
5. **LESSON OBJECTIVES (LO)**.
 - a. LO-1: COMPREHEND the value of CAP procedures in crises.
 - (1) SB-A: EXPLAIN the need for an effective process for time-sensitive crises.
 - (2) SB-B: DESCRIBE the steps in the CAP process.
6. **STUDENT REQUIREMENTS**.
 - a. READ CJCSM 3122.01A, Enclosure E. pages E-1 through E-25.
7. **REFERENCES**.
 - a. CJCSM 3122.01A, JOPES VOL I, *Planning Policies and Procedures*.
 - b. CJCSM 3122.02C JOPES VOL III, Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution.

Crisis Action Planning



Joint Forces Staff College
National Defense University

Lesson Objective

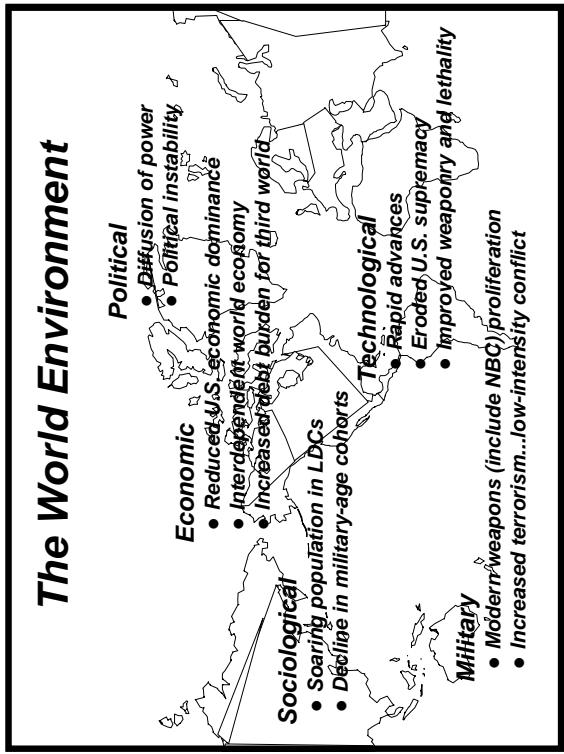
- Comprehend the value of CAP procedures in crises

What is a crisis?

“An incident or situation involving a threat to the United States, its territories, citizens, military forces, possessions, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of U.S. military forces and resources is contemplated to achieve national objectives.”

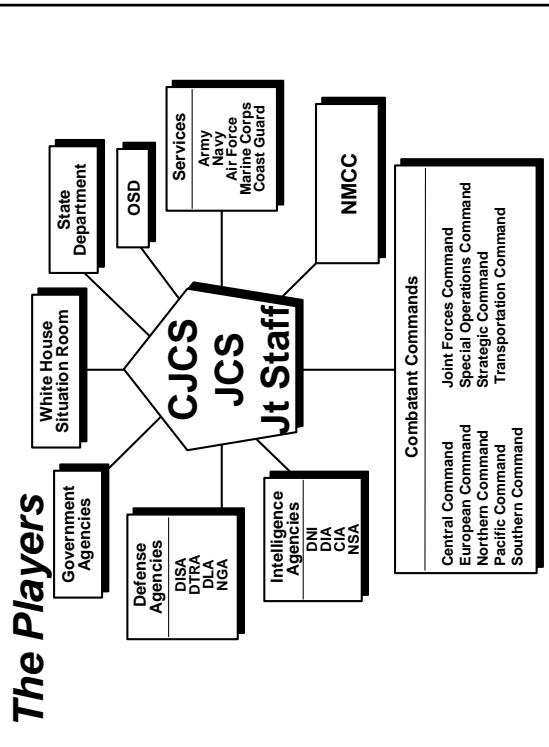
JP 1-02

The World Environment



CAP Process Allows

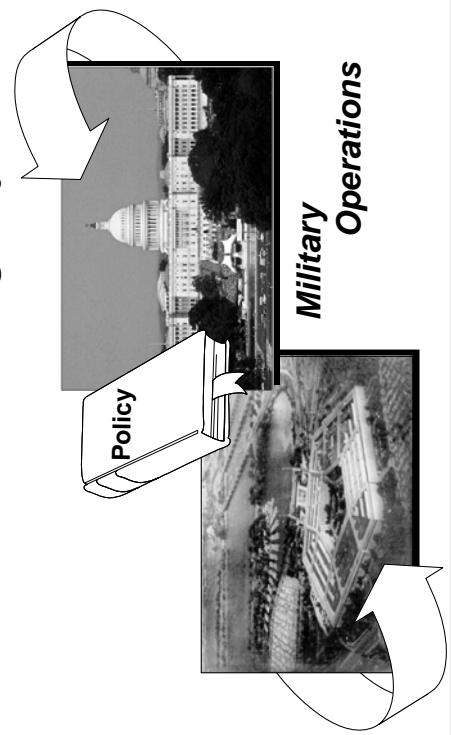
- Rapid exchange of pertinent information
- Analysis of situations affecting possible COAs
- Development of feasible COAs
- Decisionmaking process to select best COAs
- Coordination of plans and orders to implement decisions made



Importance

- Sensible and realistic policy-making creates opportunities for progress
- Interagency planning can make or break an operation
- Failure to integrate civil dimension... Undermines unity of effort Pressures military to do more Lengthens the duration of commitments
- Early involvement in planning accelerates contributions of civilian agencies

Political-Military Actions and the “Interagency”

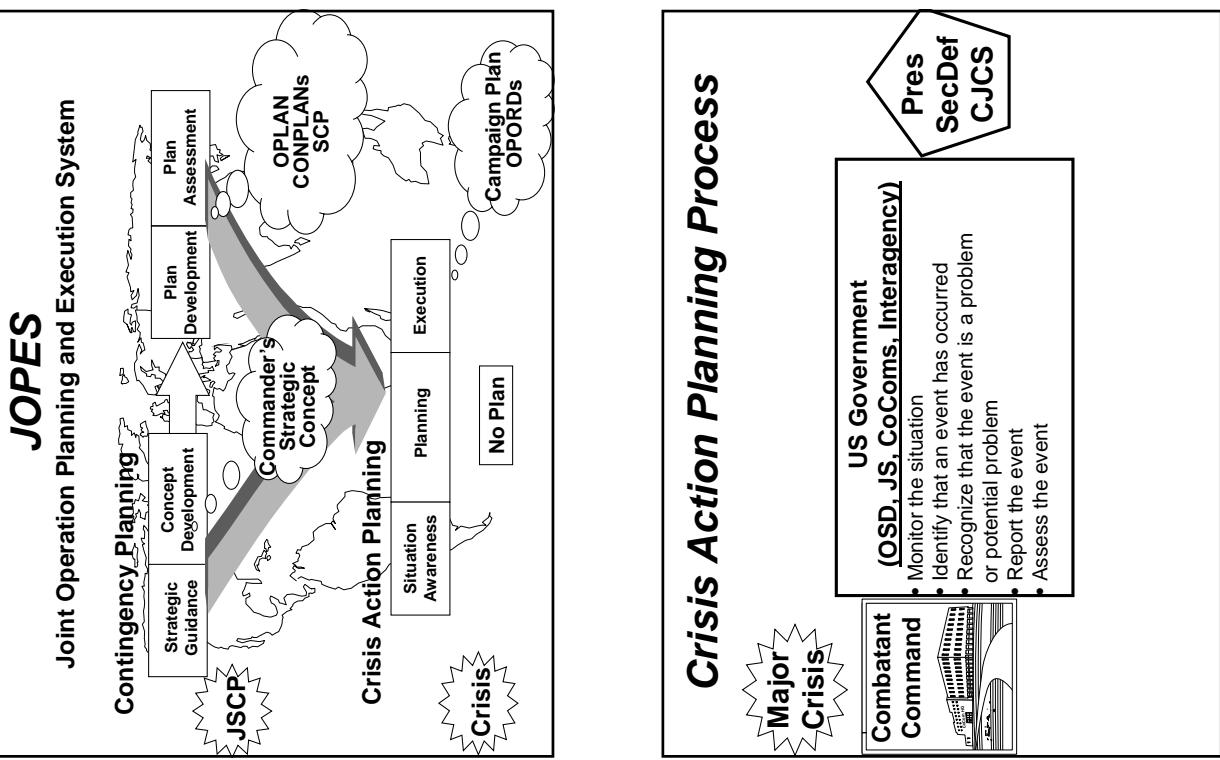
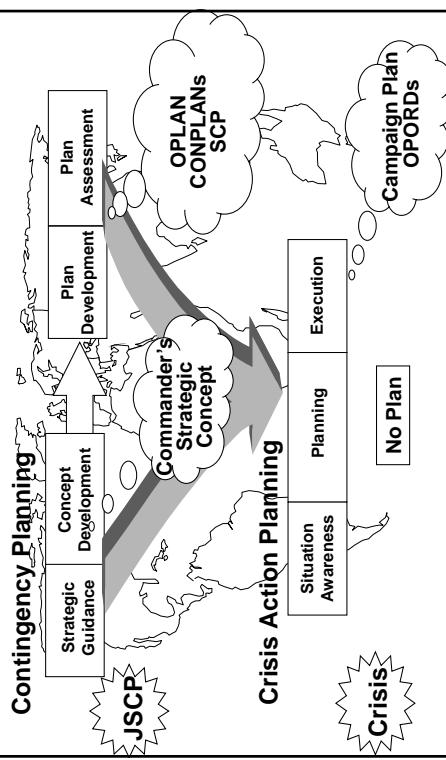


Deciding to Intervene

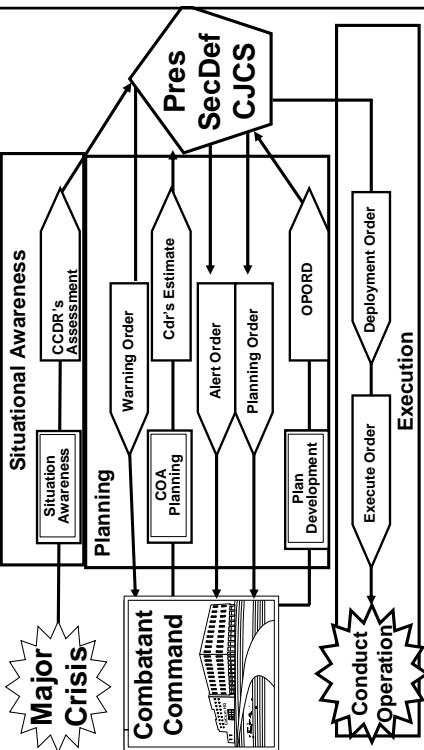
- How did we get where we are?
- Mission/Objective
- Alternative means to achieve objective
- Tolerance for what level of violence?
 - Support for use of force
 - Financial and logistical
 - Exit strategy
 - Definition of victory

JOPES

Joint Operation Planning and Execution System



Crisis Action Planning Process



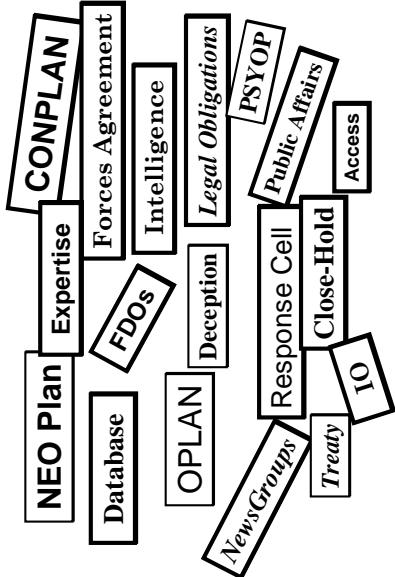
Crisis Action Planning Process



- Commander's Assessment**
- Information on situation
 - Action being taken within ROE
 - Forces available
 - Timeframe for commitment of forces
 - Major constraints or restraints for employment of forces
 - COAs under consideration



Situational Awareness



Crisis Action Planning Process



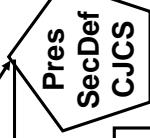
- Warning Order**
- Issued by CJCS
 - Contains Mission Statement
 - Objectives
 - Constraints/ Restraints
 - Tentative Forces Available
 - Command Relationships
 - Requests Cdr's Estimate
 - Develop COAs



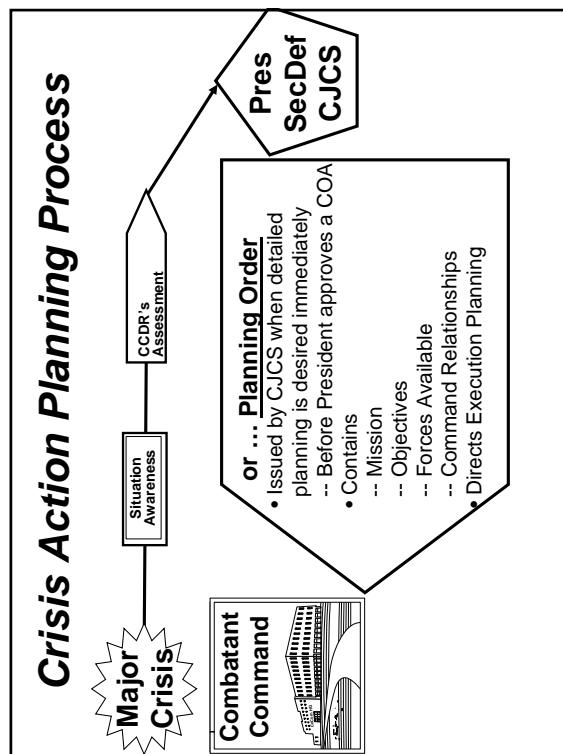
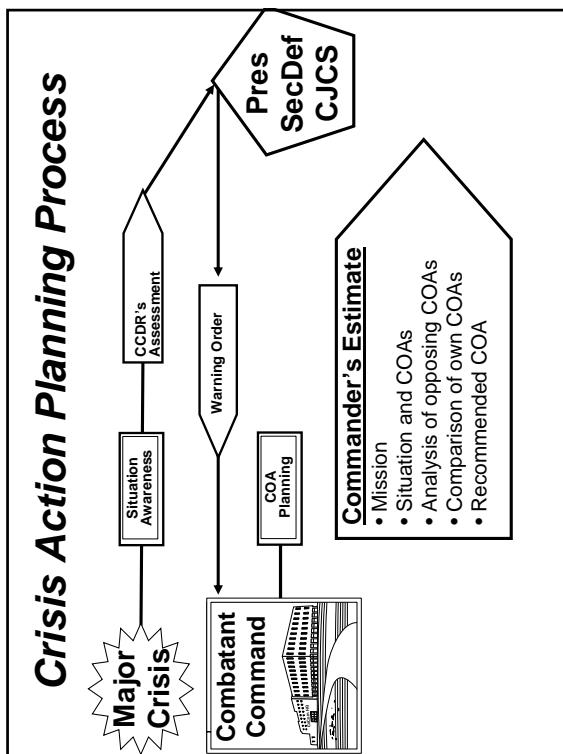
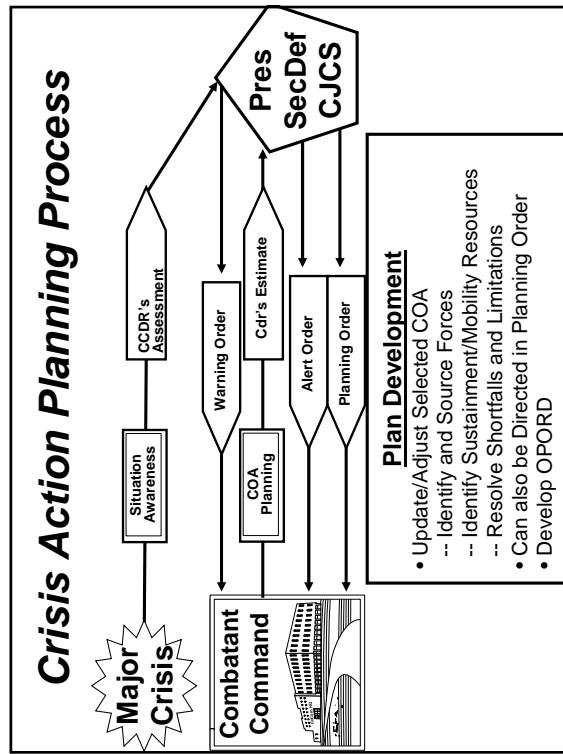
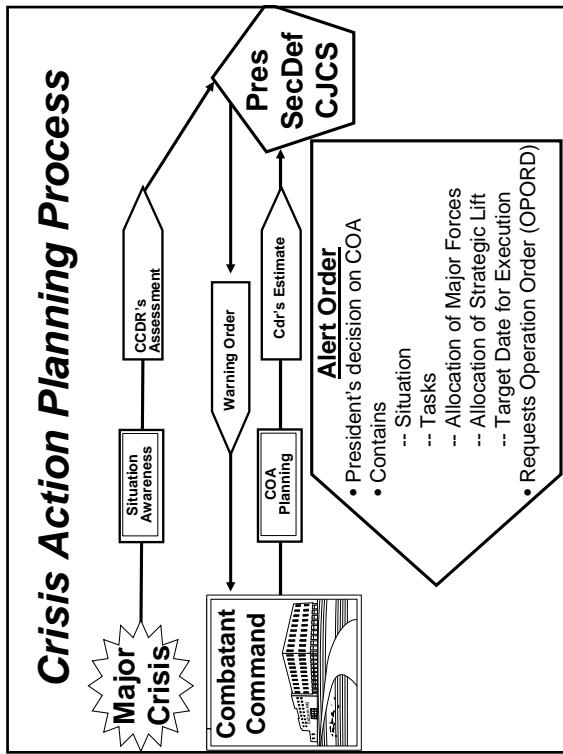
Crisis Action Planning Process



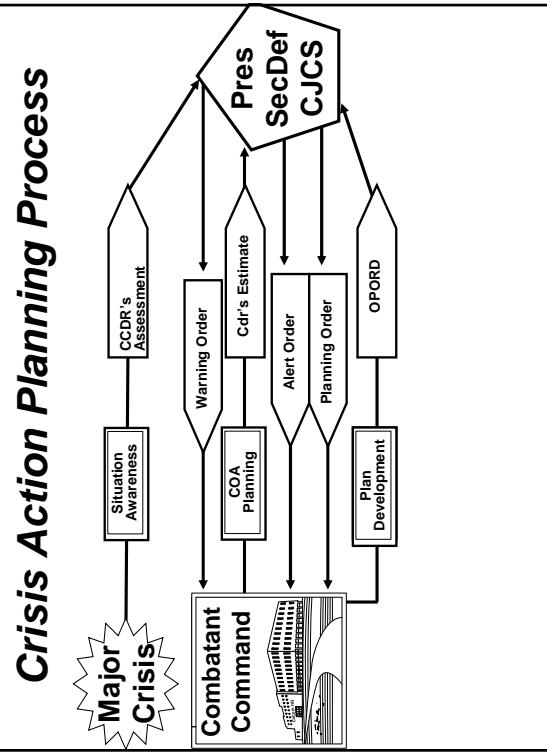
- Course of Action (COA) Planning**
- Review Existing Plans for Applicability
 - Develop COAs
 - Analyze COAs
 - Compare COAs



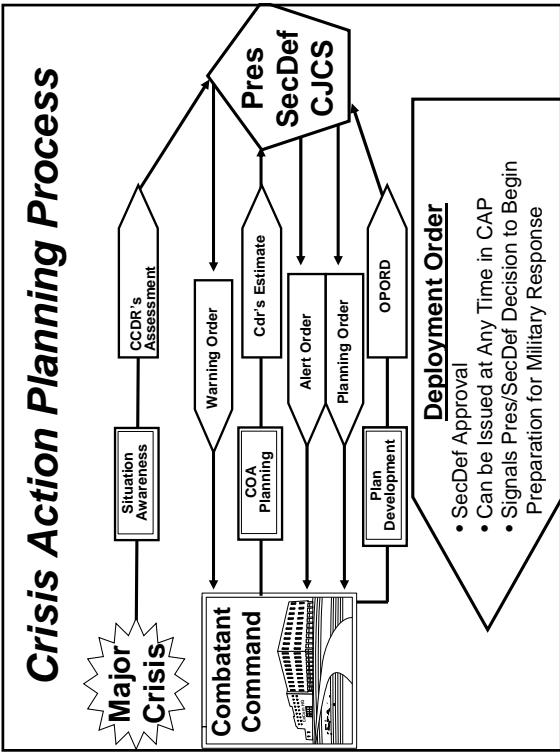
- Warning Order**



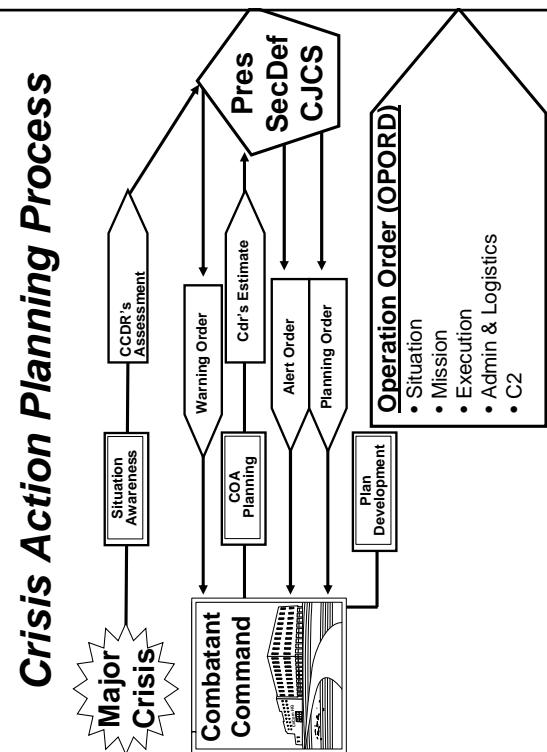
Crisis Action Planning Process



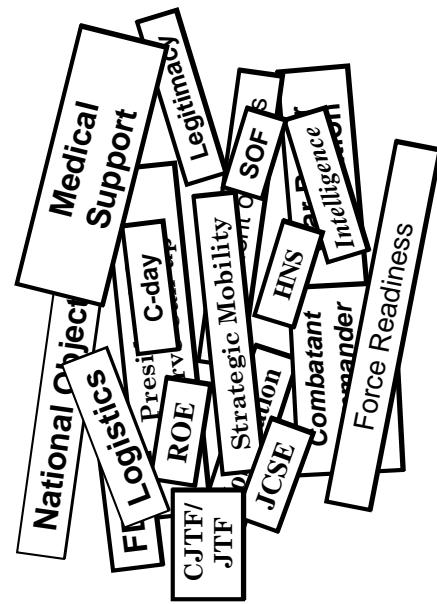
Crisis Action Planning Process



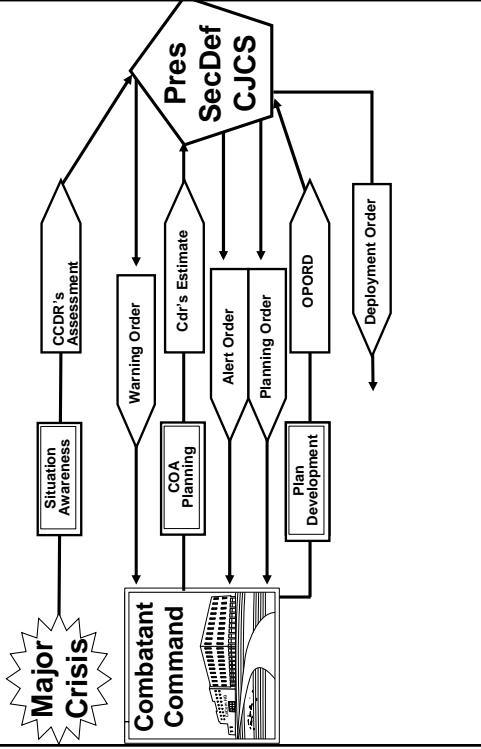
Crisis Action Planning Process



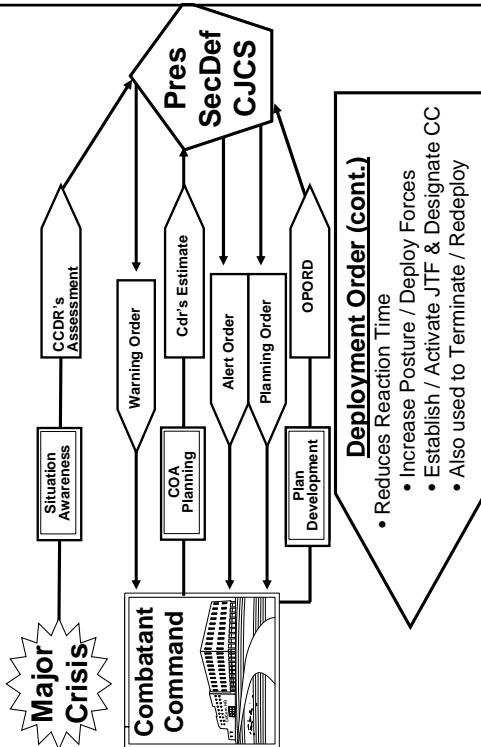
Planning



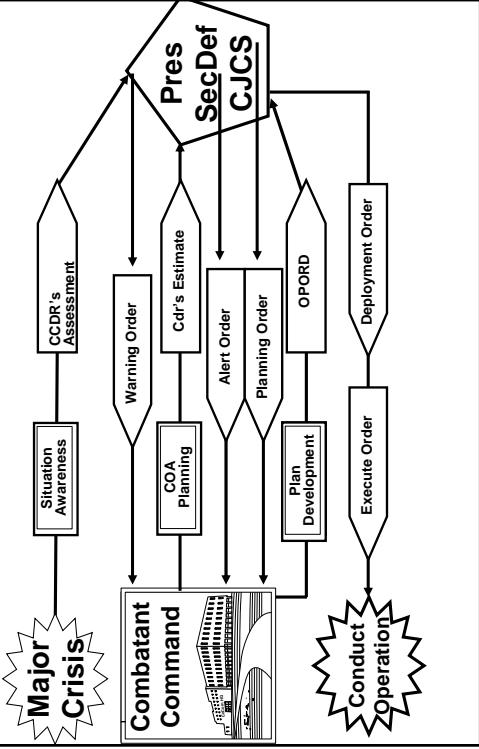
Crisis Action Planning Process



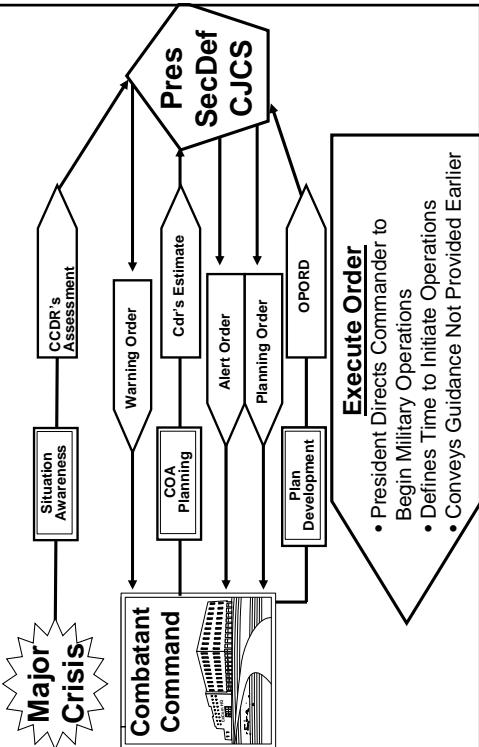
Crisis Action Planning Process



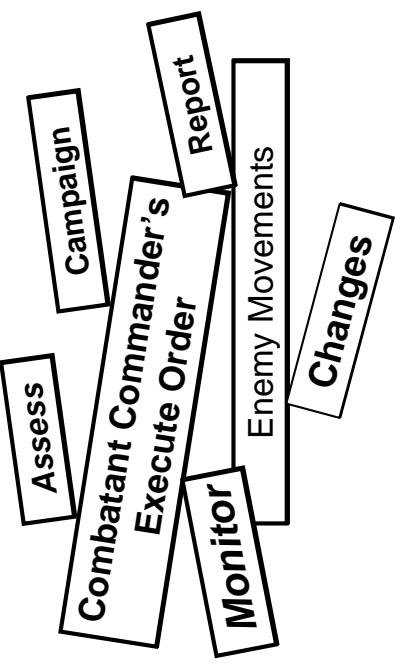
Crisis Action Planning Process



Crisis Action Planning Process



Execution



CAP Orders

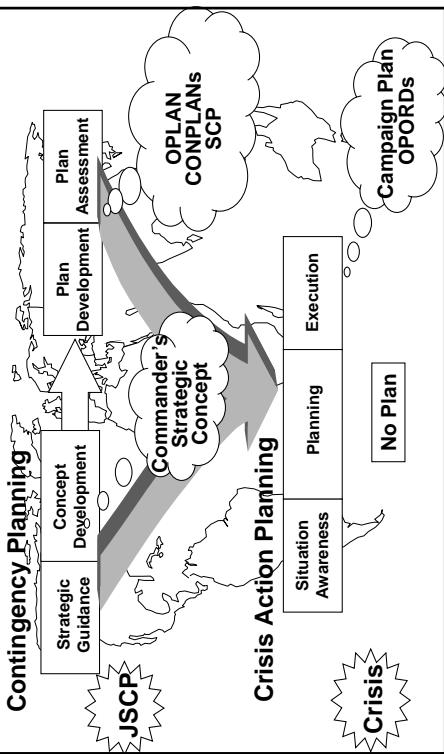
	WARNO	PLORD	ALORD	DEPORD	EXORD
UPHOLD DEMOCRACY (94)	x	x	x	x	xx
SAFE BORDER (95)	x				x
PROMPT RETURN (95)		x	x	x	x
JOINT ENDEAVOR (95)	x				xx
ASSURED RESPONSE (96)		x	x	x	x
QUICK RESPONSE (96)		x			x
BURUNDI (96)	x				
DESERT STRIKE (96)					xx
INTRINSIC ACTION (96)					xx
GUARDIAN ASSISTANCE (96)	x	x	x	x	x
SILVER WAKE (97)		x			x
ENDURING / IRAQI FREEDOM (03)	x		x	x	x

Crisis Action Planning Checklists

- Contained in Enclosure G to JOPES Vol I
- List general responsibilities and considerations during CAP
- Identified for various levels
 - CJCS
 - supported command
 - component commands
 - supporting commands
 - Services
 - USTRANSCOM
 - other commands and agencies

JOPES

Joint Operation Planning and Execution System



JPOC *RETROSPECT*



Crisis Action Planning



Joint Forces Staff College:
www.jfsc.ndu.edu

Joint Electronic Library :
www.dtic.mil/doctrine

*Joint Forces Staff College
National Defense University*

Joint Deployment Training Center:
www.jdtc.jfcom.mil

Combatant Commands:
<http://www.defenselink.mil/specials/unifiedcommand/>

JOINT TRANSITION COURSE
JTC 13

CRISIS ACTION PLANNING EXERCISE

STUDENT LESSON GUIDE

METHOD OF INSTRUCTION. This lesson provides a Crisis Action Planning Exercise that deals with a humanitarian crisis operation. It provides an opportunity for students to participate as planners in a simulated complex contingency. The students are required to analyze the situation and its requirements for conducting operations in Cameroon after a catastrophic volcanic eruption that has devastated the country. This event will require multi-national and interagency students to conduct a mission analysis, develop rules of engagement, and establish a command and control organization diagram during a time-sensitive situation. Approximate time for this lesson is two hours.

2. CLASSROOM MATERIAL.

- a. Audiovisual materials. Power Point Presentation
- b. Handouts.
 - (1) Student Lesson Guide
 - (2) Exercise material

3. LESSON DEVELOPER. Joint Planning Orientation Division (JPOD)

4. OUTCOMES EXPECTED. Students will have a better understanding of the planning processes associated with adaptive and crisis action planning. They will understand the difficulties in making accelerated decisions in a joint, multi-national, and interagency environment while trying to develop appropriate courses of action, operations orders, and campaign plans.

5. LESSON OBJECTIVES (LO) AND SAMPLES OF BEHAVIOR (SB).

- a. LO-1: APPLY principles of Mission Analysis to a humanitarian crisis.
 - (1) SB-A: COMPILE key considerations affecting the situation.
 - (2) SB-B: DEMONSTRATE mission analysis through developing assigned, specified and implied tasks.
- b. LO-2: ANALYZE strategic and operational complexities while operating in a joint, multinational, and interagency environment.
 - (1) SB-A: DEVELOP an organizational diagram that satisfies national, international, and military relationships consistent with the functions and goals of the participants.

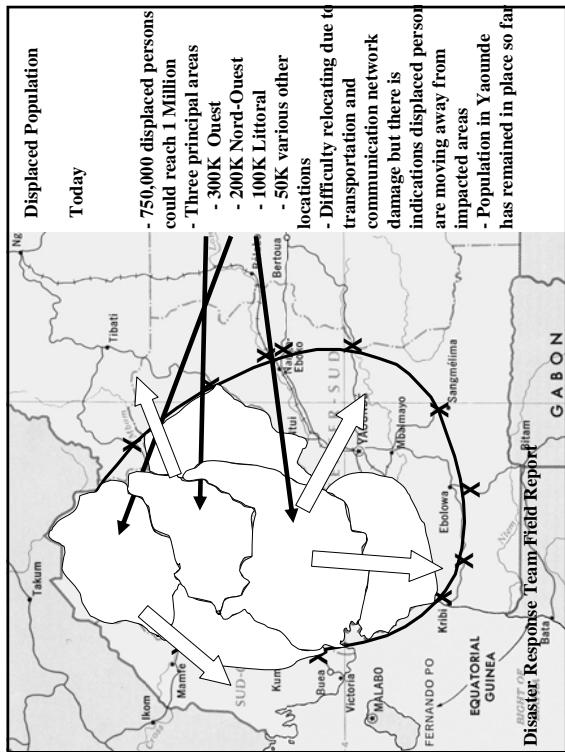
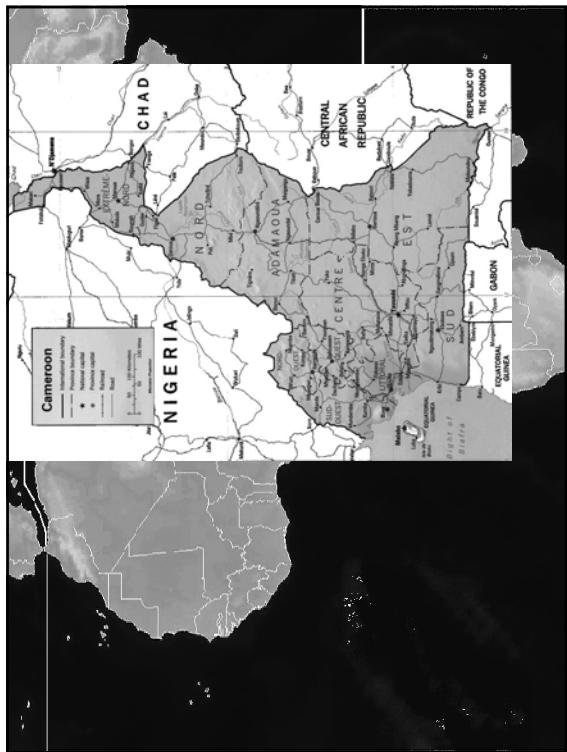
(2) SB-B: DEVELOP Rules of Engagement for a coordinated response to this humanitarian disaster.

6. **STUDENT REQUIREMENTS.**

- a. FOR ALL: REVIEW Joint Pub 3.0, Chapter V, Sections 6-7, pages V-24 through V-29.
- b. FOR C-2: REVIEW Joint Pub 3.0, Chapter II, Sections 3-5, pages II-3 through II-20.
- c. FOR ROE: REVIEW Joint Pub 3-33, paragraphs 3.d.2.e through 3.d.2.g; pages IV-14 through IV-20

7. **REFERENCES.**

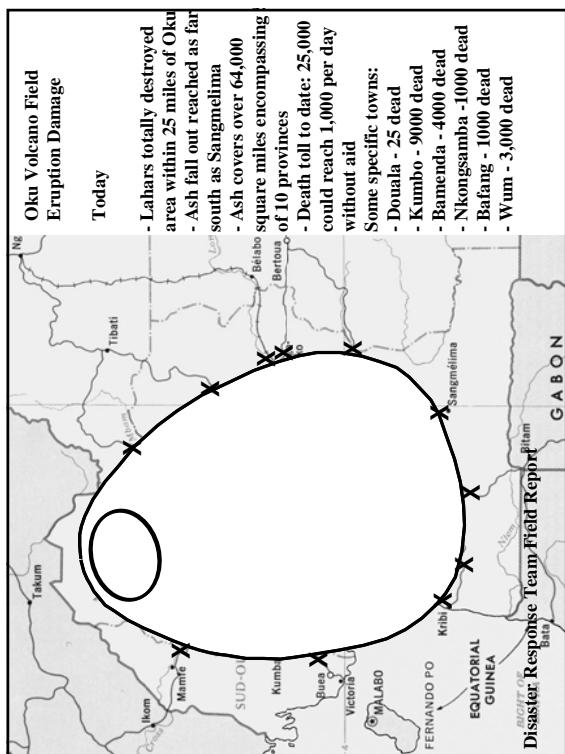
- a. Joint Pub 3-0, *Joint Operations*.
- b. Joint Pub 3-33, *Joint Task Force Headquarters*

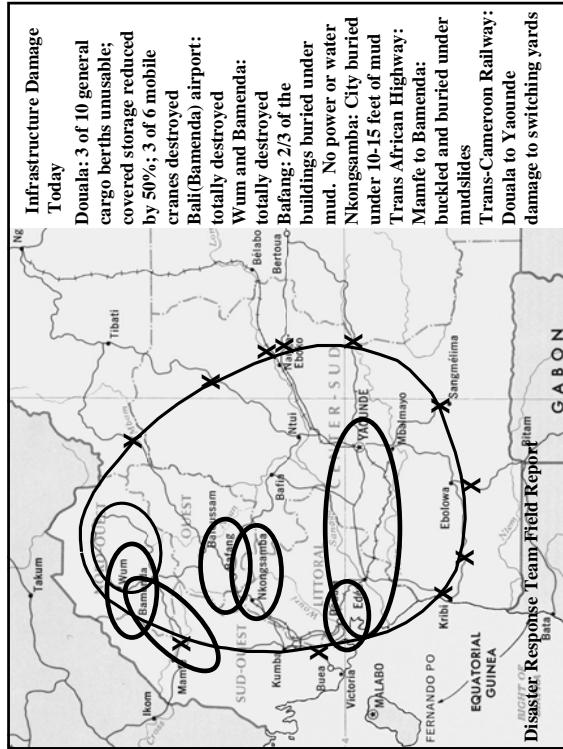
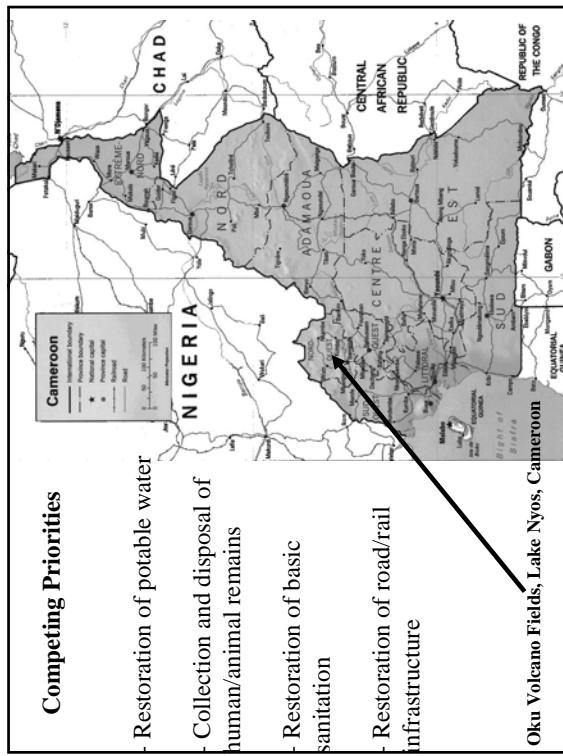


**Crisis Action Planning
Exercise**

**Joint Forces Staff College
National Defense University**

Disaster Relief Update Brief





Initial Situation Assessment International Humanitarian Assistance Cont.

- South Africa - 100 MT canned meat
- Spain - 200 MT rice
- Italy- 1000 MT rice
- 100 MT bleach

Initial Situation Assessment International Humanitarian Assistance

- **UNICEF** -
 - 50K measles vaccine
 - 13 MT biscuits, jerry cans, blankets
 - 100 kitchen sets
 - 200 tents
- **UNWHO** -
 - 200K health kits
 - 100K units anti-malaria prophylaxis medication
 - 5 Mil units of water purification tablets
- **AID, Bureau of Food and Humanitarian Assistance**
 - 5000 MT wheat
 - 500 MT vegetable oil
 - 1000 MT rice
- **Memisa (Belgian NGO)**
 - 6 tons of clothes
 - 1 MT of blankets
 - 3 rolls of plastic sheeting
- **AID, OFDA** - \$500K emergency supplies

Supplies

Available for delivery from warehouses in Libreville, Gabon:

5,000 5-Gallon water containers

2,000 tarpaulins

4,000 blankets

200 roles of plastic sheeting

100K water purification tablets

Situation

- Oku volcanic field in Lake Nyos, Cameroon had a major eruptions in two craters at 1030 AM Yesterday.
- Death toll estimated at over 25,000
- Displaced citizens will exceed 1 Million
- Cameroon capital, Yaounde, impacted from fallout and earthquakes
- Multiple nations have agreed to form a Coalition to provide disaster relief

