Joint Publication 4-01.4

Joint Tactics, Techniques, and Procedures for Joint Theater Distribution

22 August 2000

PREFACE

1. Scope

This publication provides joint tactics, techniques, and procedures for theater distribution in joint operations for a combatant commander and staff. It governs the joint theater distribution activities. It outlines theater distribution as a performance of logistic support in joint operations, as well as the doctrinal basis for theater distribution. Use of theater distribution and its enablers is applicable to all classes of supply.

2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff. It sets forth doctrine and selected joint tactics, techniques, and procedures (JTTP) to govern the joint activities and performance of the Armed Forces of the United States in joint operations and provides the doctrinal basis for US military involvement in multinational and interagency operations. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders and prescribes doctrine and selected tactics, techniques, and procedures for joint operations and training. It provides military guidance for use by the Armed Forces in preparing their appropriate plans. It is not the intent of this publication to restrict the authority of the joint force commander (JFC) from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure unity of effort in the accomplishment of the overall mission.

3. Application

a. Doctrine and selected tactics, techniques, and procedures and guidance established in this publication apply to the commanders of combatant commands, subunified commands, joint task forces, and subordinate components of these commands. These principles and guidance also may apply when significant forces of one Service are attached to forces of another Service or when significant forces of one Service support forces of another Service.

b. The guidance in this publication is authoritative; as such, this doctrine (or JTTP) will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence for the activities of joint forces unless the Chairman of the Joint Chiefs of Staff, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance. Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational doctrine and procedures ratified by the United States. For doctrine and procedures not ratified by the United States, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable.

For the Chairman of the Joint Chiefs of Staff:



S. A. FRY
Vice Admiral, U.S. Navy
Director, Joint Staff

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EXECUTIVE SUMMARY
COMMANDER'S OVERVIEW

- **Defines Theater Distribution**
- **Discusses Theater Distribution Concepts in Joint Operations**
- **Covers Responsibilities, Roles, and Interrelationships**
- **Provides Theater Distribution Planning and Operational Considerations**
- **Explains the Joint Communications and Information Systems**

Theater Distribution

Theater distribution is the flow of personnel, equipment, and materiel within theater to meet the geographic combatant commander's mission.

Distribution is the operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time," to support the combatant commander. **Specifically, theater distribution is the flow of personnel, equipment, and materiel within theater to meet the geographic combatant commander's mission.**

The "distribution" or "logistic" pipeline is a channel through which the Department of Defense (DOD) conducts distribution operations. This pipeline represents the end-to-end flow of resources from supplier to consumer, and in some cases back to the supplier in retrograde activities. The supported combatant commander's perspective of the distribution pipeline is **divided into two portions; strategic and theater**. The strategic portion consists of points of origin or sources of support external to a supported theater. This portion provides a supported combatant commander with access to national assets outside the theater to support joint operations. The theater portion of the distribution pipeline comprises all the networks within theater through which materiel and units flow before reaching their final destination.

The four networks of the theater distribution system are physical, financial, information, and communications systems.

The distribution system consists of a number of independent and mutually supporting networks. The effectiveness of the overall distribution system is diminished by the inefficiency of any of these supporting networks. The theater distribution system is comprised of **four networks; physical, financial, information, and communications systems**.

The tenets of joint theater distribution are visibility, capacity, and control.

The tenets of joint theater distribution are visibility, capacity, and control. **Visibility** is an essential component of distribution management and is a positive indicator that the distribution pipeline is responsive to customer needs. A system's infrastructure dictates the **capacity** of a distribution system and distribution pipeline flow. The ability to anticipate logistic bottlenecks, disruption, and changes in the distribution operational scheme allow distribution managers to optimize a theater's distribution capacity. The application of **control** is required to implement the authority of the distribution manager as the focal point of logistic distribution-related functions.

Roles and Responsibilities

Strategic level organizations consist of the Chairman of the Joint Chiefs of Staff, Secretaries of the Military Departments, United States Transportation Command, Department of Transportation, and the Defense Logistics Agency.

In joint theater distribution there are several strategic level distribution responsibilities.

The Chairman of the Joint Chiefs of Staff reviews and evaluates movement requirements and resources and allocated capability when required. **The Secretaries of the Military Departments** are responsible for the administration and support of the forces assigned or attached to combatant commands. **The United States Transportation Command** (USTRANSCOM) provides air, land, and sea transportation and common-user port management at air- and seaports of debarkation as well as air- and seaports of embarkation for the Department of Defense across the range of military operations.

The Department of Transportation acts as the executive manager of the nation's transportation resources in periods of crisis. Finally, the **Defense Logistics Agency** (DLA), a combat services support agency of the Department of Defense, provides worldwide logistic support to the Military Departments and the combatant commands across the range of military operations.

The logistics readiness center is the nucleus of all joint logistic operations and is the nerve center for the commanders of combatant commands in exercising control over Service components logistic systems and requirements.

In addition to the strategic distribution responsibilities, there are theater-level distribution responsibilities.

The commanders of combatant commands may exercise directive authority for logistics. The supported combatant commander may form command centers and operational planning teams in wartime. The logistic staff members in these groups are usually supported by a logistics readiness center.

External agencies that support the efforts of joint theater distribution are the United Nations, Field Administration and Logistics Division, multinational forces, host nation, and private voluntary and nongovernmental organizations.

Planning and Operational Considerations

Plans for the mobilization, deployment, employment, sustainment, and redeployment of military forces are prepared using a set of known or assumed threats or circumstances and the goals or objectives to obtain or defend US national interests.

The **joint operation planning process is a** coordinated staff procedure used by a commander to determine the best method of accomplishing assigned tasks and to direct the actions necessary to accomplish a mission. During the deliberate planning process, operation plans (OPLANs) are developed. During crises, the unified combatant command may execute an operation order prepared during crisis action planning that may have evolved from an OPLAN, operation plan in concept format, or functional plan and prepared during the deliberate planning process.

Predeployment planning is an integral part of logistic preparation of the theater and usually considers numerous areas, including determining and assigning command and control responsibility for logistics, force entry, physical network of the geographic region, host-nation support, and agreements.

Deployment operations encompass four major nodes for distribution process: point of origin, port of embarkation (POE), port of debarkation (POD), and destination; and three segments: point of origin to POE, POE to POD, and POD to destination.

Joint reception, staging, onward movement, and integration (JRSOI) is the last phase of the deployment process. JRSOI takes place in the geographic combatant commander's theater utilizing the same four distribution networks - physical, financial, information, and communications - that are common to all joint theater distribution.

As with JRSOI, **employment and sustainment operations** occur simultaneously. There are several distribution requirements that exist within the theater during the employment of forces and normal sustainment operations.

The ability to see excess and provide disposition instructions prior to a unit's preparation for redeployment greatly increases the effectiveness of the distribution system.

Successful **redeployment operations** are characterized by the timely, efficient, and prudent movement of forces and materiel, whether to their home station, point of origin, reallocated within the same theater, or reallocated to another geographic combatant commander. Redeployment activities focus on the transfer of individuals, units, and/or materiel and may begin at any point during joint force operations. Four major phases comprise the redeployment process: reconstitution and pre-deployment; movement to POE; movement to POD; and reception, staging, onward movement, and integration.

Joint Theater Distribution Operations

The Defense Distribution Pipeline is comprised of three distinct segments:

The Defense Logistics Agency;

The DLA and other national providers operate the defense supply and depot system and associated activities. DLA is the primary operator of the defense supply and depot system comprising the first pipeline segment and is the first Defense agency to become involved in the distribution process.

Defense Transportation System; and

The second pipeline segment of the defense distribution pipeline is the Defense Transportation System (DTS). The DTS accomplishes the movement of units and materiel from origin to the POD. USTRANSCOM manages the DTS and is the DOD single manager for transportation. In the continental United States, Military Traffic Management Command is responsible for supporting and providing surface transportation of forces and sustainment to and through the POE. The movement of forces and sustainment from the POE to the POD is usually accomplished by air and sea transport.

Theater Distribution System

The third segment of the defense distribution pipeline is the theater distribution system. The supported geographic combatant commander is responsible for managing and directing the theater distribution system. Within the third segment, theater distribution is accomplished by various joint and Service component units from the POD to the destination or customer. The primary units responsible for the execution of the theater distribution mission are the combatant commander's logistics directorate, the Service component logistic staff, and the Service component operational units which are linked together to operate and perform the day-to-day distribution functions. Continuous coordination with strategic level providers (such as DLA and USTRANSCOM), Services, and theater planners will contribute to a synchronized flow of support into the theater.

Joint Communication and Information Systems

The Global Combat Support System and the Global Command and Control System are pillars of the Command, Control, Communications, Computers and Intelligence architecture.

The robustness of the communications network will influence the overall operational effectiveness of distribution and the quality and timeliness of support. Two systems that support the communication network are the **Global Combat Support System (GCSS) and the Global Command and Control System (GCCS).** They provide a fused, real-time, multidimensional view of the battlespace as well as the ability to coordinate laterally and throughout the chain-of-command. The GCCS provides a single integrated command and control system. Its mission is to support monitoring, planning, and execution of joint and/or multinational conventional military operations, as well as operations other than war. The GCSS provides an integrated combat support infrastructure for all combat support areas, including acquisition, logistics, personnel, finance, and health services.

The Department of Defense has experienced a virtual explosion of technology to support logistic processes. Improvements in its automatic identification technology (AIT) have increased the speed of many logistic processes by increasing visibility and reducing the requirement to manually inventory shipments. AIT improves distribution-based logistics by automating information at the source for use throughout the pipeline, providing in-transit visibility, and providing visibility links between various automated information systems. AIT helps satisfy many of the critical information requirements of the distribution manager.

CONCLUSION

This publication defines joint tactics, techniques, and procedures for theater distribution in joint operations for a combatant commander and staff. It provides theater distribution concepts and governs the joint theater distribution activities. It reviews the roles and responsibilities of the many individuals and organizations involved in joint theater distribution. Additionally, it provides theater distribution planning, operational considerations, and defines the joint communications and information systems utilized in theater distribution.

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CHAPTER I
THEATER DISTRIBUTION

"Strategy and tactics provide the scheme for the conduct of military operations; logistics provides the means therefor."

Rear Admiral Henry E. Eccles
1982 Interview

1. Purpose

This chapter describes the **joint theater distribution (JTD) system**, the **distribution environment**, the **tenets of distribution**, and the fundamental **principles of distribution**. It also describes the series of networks required to ensure effective and efficient distribution operations.

2. Distribution

a. Distribution is the operational process of **synchronizing all elements** of the logistic system to deliver the **"right things" to the "right place" at the "right time,"** to support the combatant commander.

b. The distribution system is a **complex of networks** that must be tailored to meet the requirements of the military force across the range of operations. These networks may use or be **overlaid on existing global commercial distribution capabilities as well as developed or undeveloped host nation (HN) infrastructure** that must be shared with the HN and often with other military, civilian, and multinational forces participating in the same operation. Combinations of **US military, HN, multinational, and contractor organizations** operate the nodes and modes of supply and transportation that **distribute the forces and sustainment**. These organizations **collect and report data** to a network of operational and logistic headquarters responsible for **processing the data into information and issuing instructions** to the node and mode operators. This process ensures that the **geographic combatant commander's authoritative direction** over all aspects of military operations and logistics within the commander's area of responsibility (AOR) is carried out.

3. The Distribution Pipeline

a. The distribution pipeline (sometimes referred to as the logistic pipeline) is a continuum or channel through which the Department of Defense (DOD) conducts distribution operations as depicted in Figure I-1. The **distribution pipeline represents the end-to-end flow of resources from supplier to point of consumption**, and in some cases back to the supplier in retrograde activities necessary to recycle repairable Class VII, VIII, and IX assets. Information on Class VIII material can be found in Joint Publication (JP) 4-02.1 *Joint Tactics, Techniques, and Procedures for Health Service Logistics Support in Joint Operations*. Within the pipeline, these resources pass through a complex framework of integrated national- and theater-level physical, resource, information, and communications networks that constitute the distribution system.

b. The supported combatant commander's perspective of the distribution pipeline is divided into two portions; **strategic and theater**.

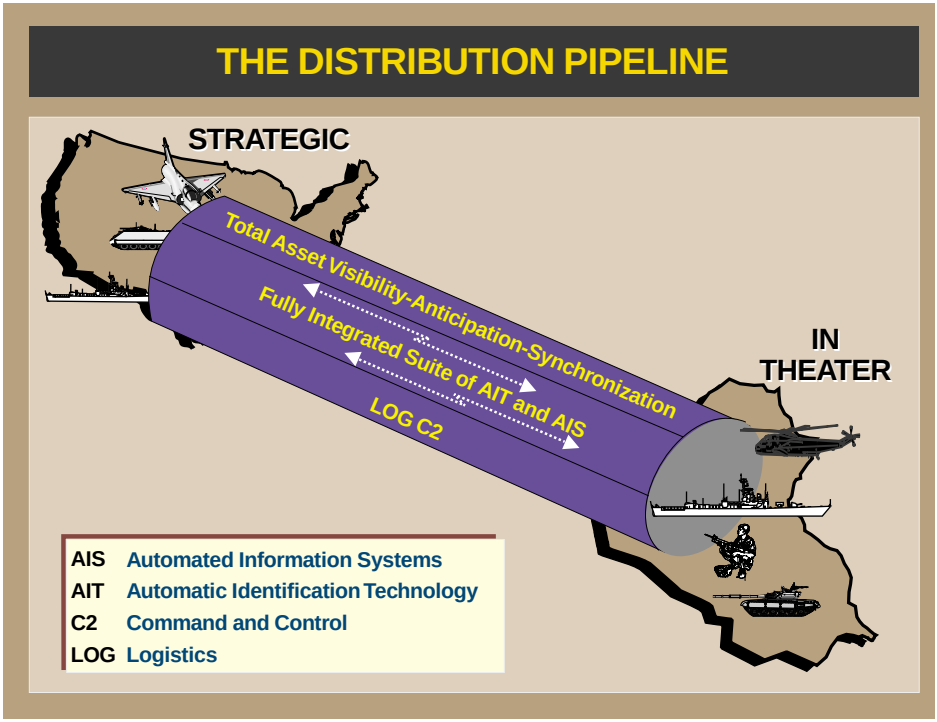


Figure I-1. The Distribution Pipeline

- The **strategic portion** of the pipeline has **two distinct functions** performed by Defense Logistics Agency (DLA) and United States Transportation Command (USTRANSCOM). Those activities include traditional supply functions, acquisition and materiel management, and asset visibility and **are performed by DLA** and respective Service logistic activities and installations. These defense and Service activities and installations perform supply chain and distribution management, maintenance, prepare for movement, act as shippers and perform shipment management, and allocate units, equipment, and materiel to support missions and support property disposal missions. Those functions **related to strategic lift and in-transit visibility (ITV) are performed by USTRANSCOM** and other assigned units utilizing the Defense Transportation System (DTS). The DTS is that portion of US transportation infrastructure that supports DOD common-user transportation needs across the range of military operations. USTRANSCOM has developed a single database to provide ITV to all DOD activities. This database is known as the Global Transportation Network (GTN) and contains all DTS-related transactions and movement status.

- The theater portion of the distribution pipeline is the **responsibility of the geographic combatant commander (CINC) and the forces assigned to the AOR**. Theater distribution occurs in that part of the distribution pipeline extending from the **port of debarkation (POD) to the operational area**. Regardless of the phase of the military operation, i.e., mobilization, deployment, employment, sustainment, and redeployment (to include retrograde

of materiel), a theater distribution system provides the resources to accomplish the distribution functions. Distribution resources within the theater are finite and regardless of the commodity being distributed or the operational phase, it competes for the same resources. The theater distribution system consists of **physical, financial, information, and communication networks (see para 6 for more information)**. The theater distribution manager must possess total visibility over all resources contained within the theater distribution system. This maximizes distribution flexibility between the four networks and synergizes the overall system's capacity. Figure I-2 depicts distribution operations across the strategic and operational phases.

The theater portion of the distribution pipeline comprises **all the networks through which materiel and units flow before reaching their final destination**. In-theater distribution is accomplished from the PODs or other in-theater locations to the customers. This includes the physical flow of materiel and movement of forces, with visibility through the information network. An effective communications infrastructure needs to be in place to achieve the goals of in-theater distribution at the joint task force (JTF) level. It is critical that the capabilities for in-theater operations be **interoperable, flexible, responsive, disciplined, survivable, and sustainable**. In-theater distribution information networks should be designed to provide the visibility required by the geographic CINC for the seamless flow of materiel and information.

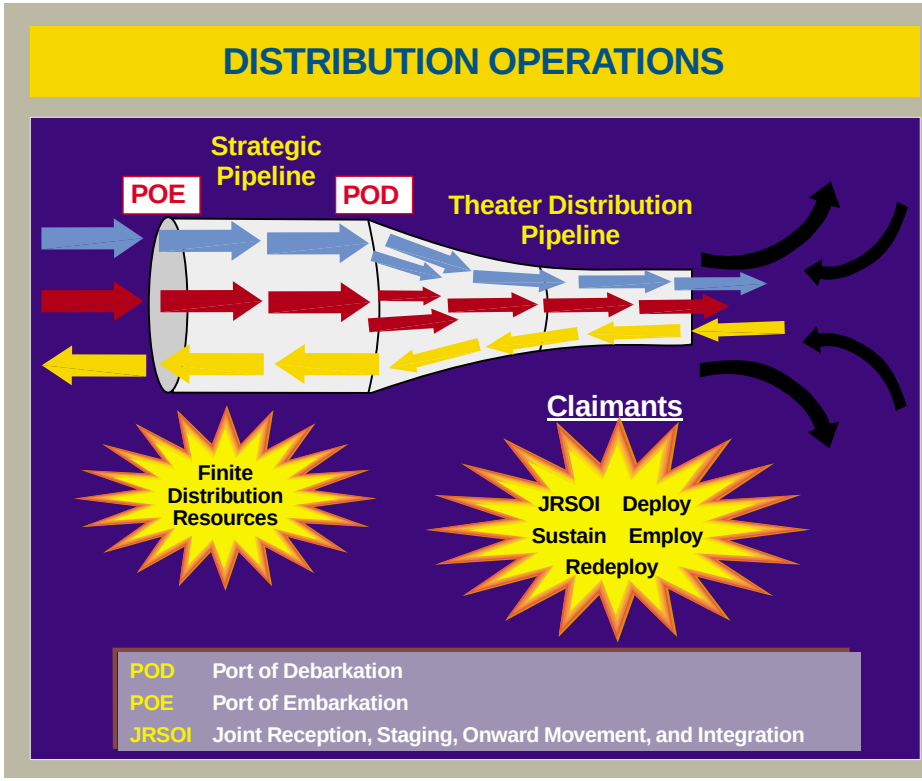


Figure I-2. Distribution Operations

4. Tenets of Joint Theater Distribution

The tenets of JTD are consistent with the Joint Vision (JV) 2020 concept of focused logistics as depicted in Figure I-3. As improvements are made within each of the JV 2020 vision tenets, distribution support to the warfighter will be greatly enhanced.

Distribution is the operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time" to support the combatant commander. Within a distribution-based logistic system, this not only includes the visibility, management, and transportation of commodities flowing through the logistic pipeline, but also encompasses the capabilities and effectiveness of the distribution system's four networks. Thus the **tenets of JTD are visibility, capacity, and control**.

a. **Visibility**

- **Visibility is an essential component of distribution management** and provides the means to determine if the distribution pipeline is **responsive to customer needs**. Leaders must be confident in the supporter's ability to sustain them. Timely and accurate visibility of information provides logisticians with the necessary information to distribute assets on time. Theater distribution planning is supported by the timely transmission of asset visibility data from theater field activities to the JTAV.

- Visibility is based on a continuum of logistic data from origin into and

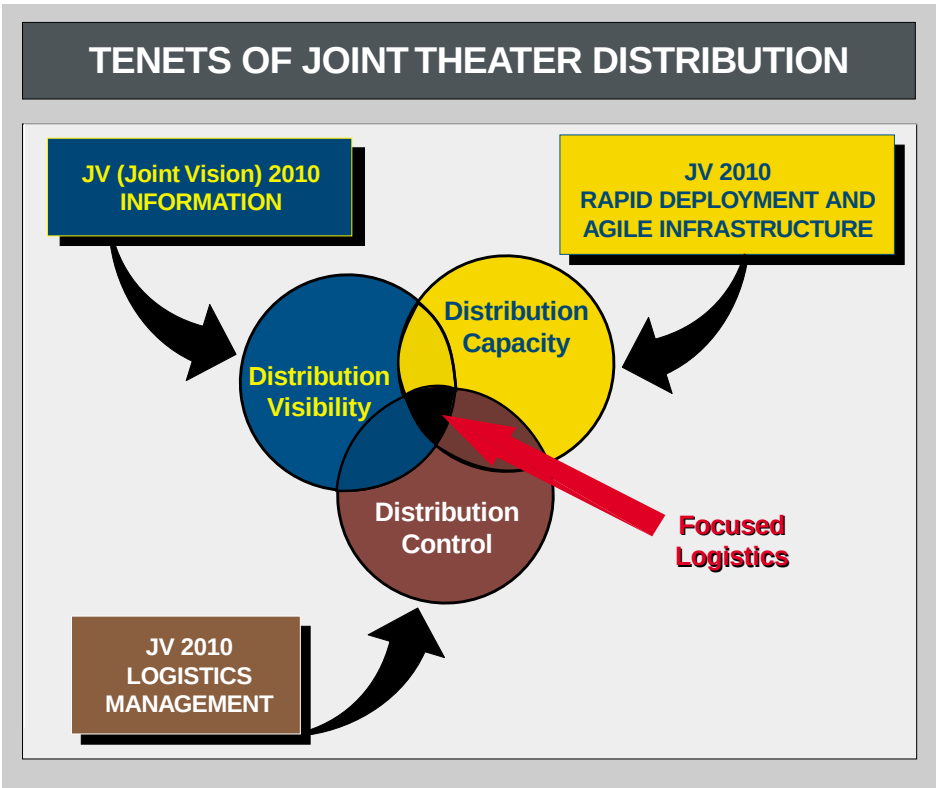


Figure I-3. Tenets of Joint Theater Distribution

through the processes of the joint distribution system (factory to ultimate destination). The four categories of visibility are in-process, supply, in-transit, and in-theater (Figure I-4). Visibility begins at the point where materiel is stored prior to its movement. In-transit visibility provides the necessary means to track the identity, status, and location of DOD unit and non-unit cargo, passengers, patients, and lift assets from origin to destination, in peacetime, contingencies, and war. Information must be captured and subsequently entered into the information network. The next critical element to visibility is the capability to dynamically update that source data with information from logistic systems in relation to the transport, storage, maintenance, or supply status of that particular item or shipment until it is received by the ultimate in-theater consumer. The information must be accessible to all defense distribution systems users regardless of Service or echelon of command.

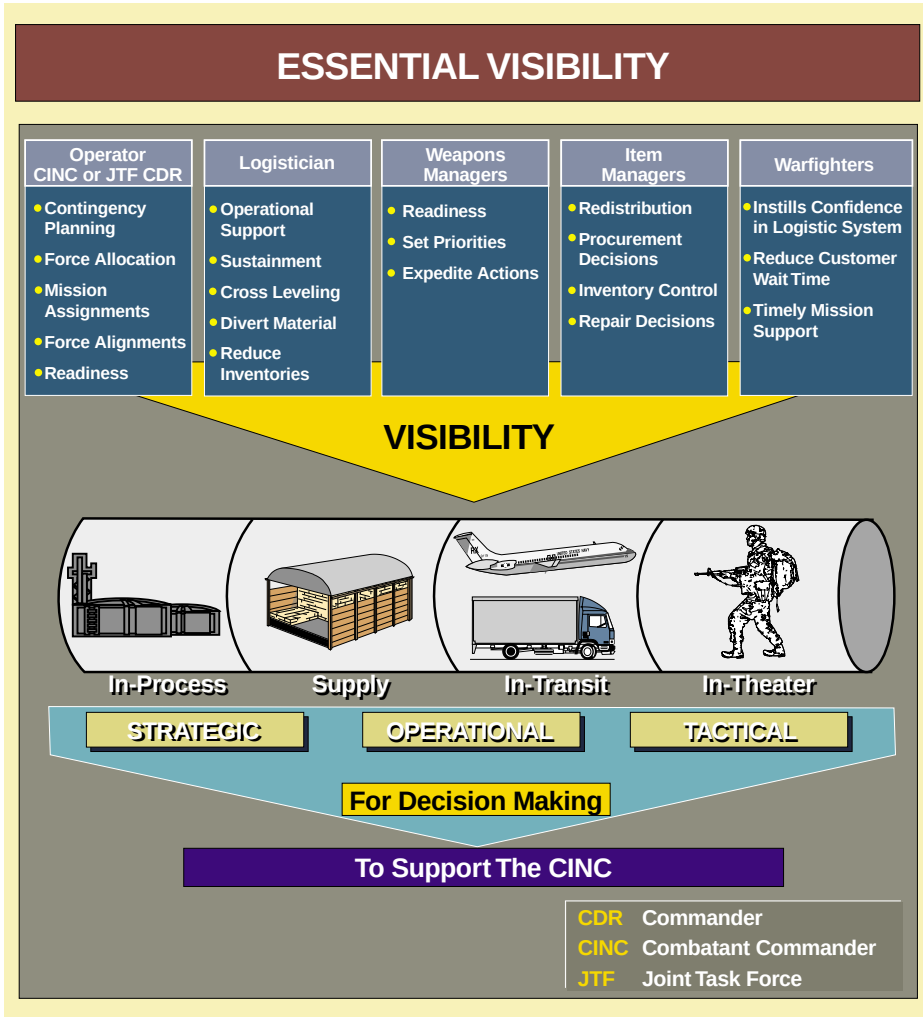


Figure I-4. Essential Visibility

- Once materiel and units arrive in theater, **visibility may become more difficult as the structure and sophistication of communications and information networks' infrastructures diminish**. At the first point in theater where joint distribution operations occur and the necessary information systems do not provide an updated status, visibility will cease unless actions are taken to enhance the communications and system infrastructure. Diminished communications and system network infrastructure should not preclude each Service from enhancing the capability to meet visibility requirements. There are unique in-theater visibility requirements that include in-process, supply, in-transit, and in-theater information. Each of these conditions is unique to the JTD process and is discussed in Chapter IV, "Joint Theater Distribution Operations."

- Successful capture of visibility information must be timely and will be measured against the following timeliness criteria. The arrival and departure of unit personnel and equipment at all nodes, from origin to destination, will be visible in GTN within 1 hour of the event; arrival and departure of sustainment, air cargo and passengers at all nodes, from origin to destination, will be visible in GTN within 1 hour of the event; arrival and departure of sustainment, ocean cargo at all nodes, from origin to destination, will be visible in GTN within 4 hours of the event; and the arrival and departure at all nodes of non-unit cargo, originating or terminating in a theater or continental United States (CONUS), will be visible in GTN within 2 hours of the event.

b. **Capacity. A system's infrastructure dictates the capacity of a distribution system and logistic pipeline flow**. The integration of the full range of asset visibility information capabilities and the associated ability to control and allocate resources permits logisticians to maximize limited logistic resources. The ability to **anticipate logistic bottlenecks, disruptions, and changes in the distribution operational scheme** allows distribution managers to optimize a theater's distribution capacity. **The distribution manager should attempt to resolve distribution sub-optimization** by anticipating needs, allocating the necessary resources at the right time, monitoring logistic execution and, as necessary, adjusting the distribution system to minimize problems. As decision support tools are developed and introduced to the distribution manager, more sophisticated problems can be anticipated and addressed. Distribution managers must provide the fusion and perform the processes necessary to synthesize information across functionally oriented stovepipe information systems.

c. **Control.** The application of control is required to implement the authority of the **distribution manager as the focal point of logistic, distribution-related functions**. Commanders should implement business procedures that institutionalize joint distribution as a logistic discipline. The goal of distribution managers is to make the distribution system efficient and effective. The distribution manager should synchronize the elements of functional commands and staff agencies to provide solutions to developing situations that can impact the in-theater flow of materials and units.. The distribution manager can exercise control through the **capability to identify the contents of shipments and monitor their location as shipments move from origin to destination**. The distribution manager should also have the ability to receive, reconstitute, direct or redirect, prioritize, cross-level, hold, or allocate shipments through competent higher authority in order

to integrate, synchronize, optimize, and deconflict the distribution pipeline. **Such controls must be available across the range of military operations and support both the operational and logistic communities**.

Minimum duties and responsibilities that a distribution manager should possess and perform are listed in Chapter IV, "Joint Theater Distribution Operations," paragraph 5a.

5. Fundamental Principles of Distribution

The following interrelated principles guide joint distribution of resources.

a. **Centralized Management.** Centralized management is essential to efficient and effective joint distribution operations. It involves the integrated end-to-end visibility, capacity, and control of the distribution system and distribution pipeline flow. Under a distribution-based logistic system, the CINC's Logistics Directorate (J-4) can designate Service, component commands, or agencies to manage specific distribution operations. The CINC's J-4 is responsible for the overall theater distribution operation and for the purpose of this publication will be referred to as the distribution manager for the CINC.

Specific responsibilities of the distribution manager are located in Chapter IV, "Joint Theater Distribution Operations," para 5a.

b. **Optimize the Distribution System. Optimizing infrastructure maintains balance within the total distribution system**. This principle requires distribution managers at each echelon to maintain visibility of the infrastructure under their control, and to acquire and reallocate physical network capabilities to meet changing requirements.

c. **Velocity Over Mass. Velocity over mass improves flow** (speed and accuracy) **of materiel, personnel, and information through the logistic process**. The aim is to substitute velocity — with reduced cycle times for all processes — for mass of large resource investments.

d. **Maximize Throughput.** Efficient distribution relies on the principle of maximizing throughput distribution. Reducing the number of times that materiel, units, and equipment must be processed, configured, or reconfigured directly **improves the velocity of materiel distribution and decreases resource requirements**. Whenever possible, national providers should prepare resources for direct, time definite delivery to a customer support activity in a theater. A distribution-based logistic system emphasizes the use of containerization to minimize handling and maximize the throughput of resources from the sustaining base to tactical level support organizations.

e. **Reduce Customer Wait Time.** Reducing customer wait time is the **culminated effort of velocity over mass**. By reducing and eliminating non-value adding activities, materiel and personnel arrive more quickly at destination. The key is delivery of the right item or person to the right place at the right time.

f. **Maintain Minimum Essential Stocks.** The **velocity of a distribution-based logistic system reduces the reliance on large, costly stockpiles within a theater**. Under this principle, forward pre-positioned afloat and theater land-based essential sustainment stocks are included to complement the time-definite delivery of resources. It provides minimum essential stocks required to begin operations in a theater and augment the distribution pipeline. The supported combatant commander may request pre-positioned stocks during the contingency that may require specialized materials handling

equipment (MHE), units and dedicated transportation to move these stocks to the final destination. These methods of providing velocity and maintaining minimum theater essential stocks enhance the assurance that stocks will be readily available to the combatant commander. It is materiel as well as resource intensive.

g. **Maintain Continuous, Seamless, Two-way Flow of Resources.** The principle of continuous and seamless pipeline two-way flow involves **the application of distribution principles and culminates in the end-to-end continuum of a distribution-based logistic system**. The integrated logistic and command and control (C2) communications networks of the distribution system provide the strategic, operational, and tactical connectivity that creates a distribution management structure, the capability to maintain continuous and seamless distribution pipeline flow, and the visibility of the materiel within.

h. **Achieve Time-Definite Delivery.** Time-definite delivery describes the process of **delivering the right materiel, equipment, and personnel to the combatant commander at the right place and time**. Confidence in the logistic system to support operational requirements eliminates the need for stockpiled stores of materiel which have characterized past logistic operations.

6. Networks of the Theater Distribution System

The distribution system consists of a number of **independent and mutually supporting networks**. The effectiveness of the overall distribution system is diminished by the inefficiency of any of these supporting networks. The theater distribution system is comprised of four networks; **physical, financial, information, and communications networks (Figure I-5).**

a. **Physical Network.** The physical network of the distribution system consists of the **quantity, capacity, and capability of fixed structures and established facilities supporting the distribution operations**. It includes roads, railroads, structures (such as warehouses, depots, or storage facilities), ports, waterways, and pipelines. The physical network physically encompasses resources such as personnel, equipment, and materiel as well as the capabilities to physically move those assets. It includes organic capabilities of military organizations, those of commercial partners, and those of multinational participants. The interdiction of the physical network can seriously impact on the CINC's ability to execute in-theater distribution.

See JP 4-04, Joint Doctrine for Civil Engineering Support, *for additional information about planning and executing civil engineering support including construction, repair, and maintenance of facilities supporting distribution operations.*

b. **Financial Network.** The financial network consists of the policies, processes, and decision systems that obtain, allocate, and apportion the fiscal resources necessary to acquire and maintain distribution capabilities and execute the distribution missions. Distribution capacity is the sum of the combined physical and financial networks.

c. **Information Network.** The information network is the **synergistic combination of all data collection devices, automatic identification technologies (AITs), automated data and business systems, decision support tools, and asset visibility capabilities supporting or facilitating theater distribution.**

The discussion of each of those systems within the joint systems is outlined in detail in

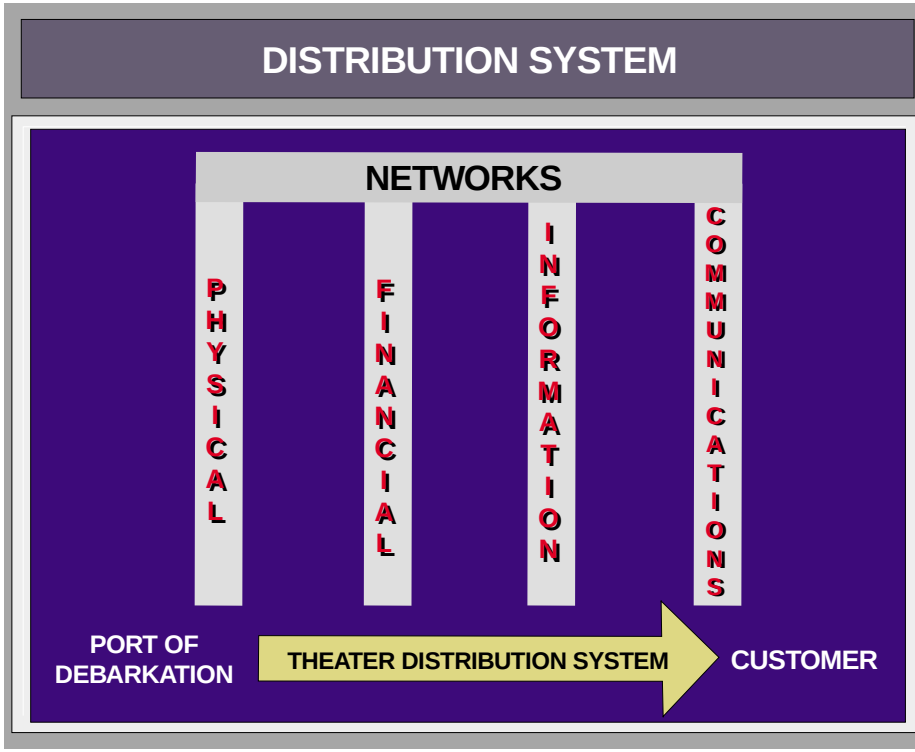


Figure I-5. Distribution System

Chapter V, "Joint Communication and Information Systems."

d. **Communications Network.** The communications network links every facet of military operations affecting the ability of the Armed Forces to control and influence the outcome of war and military operations other than war (MOOTW). It carries the data of the information network. The capacity, reliability, and security of communications networks is vital, especially those that support the rapid transmission of theater distribution operations.

The communications system, e.g., Global Command and Control System, Global Combat Support System, and the separate Services communications capabilities, are discussed in detail in Chapter V, "Joint Communications and Information Systems."

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CHAPTER II
ROLES AND RESPONSIBILITIES

"Close contact (more than on a daily basis) with the supported combatant commander is a must."

Rear Admiral M. D. Haskins USN
Deputy Commander in Chief, US Naval Forces, Europe

1. Purpose

This chapter outlines the responsibilities of the joint, Service, governmental, nongovernmental, and private voluntary organizations relative to the provision of JTD.

2. Strategic Level Distribution Responsibilities

See Figure II-1.

a. **Chairman of the Joint Chiefs of Staff (CJCS).** The Chairman of the Joint Chiefs



Figure II-1. Strategic Level Organizations of Joint Theater Distribution

of Staff **reviews and evaluates movement requirements, resources, and allocated capability** when required. The Chairman of the Joint Chiefs of Staff is responsible for the following.

- **Establishes procedures**, in coordination with the Assistant Deputy Under Secretary of Defense (Transportation Policy), the Secretaries of the Military Departments, and the DLA for the **submission of movement requirements** by DOD user components to USTRANSCOM and for the submission of evaluated requirements and capabilities by USTRANSCOM and the transportation component commands (Military Traffic Management Command (MTMC), Military Sealift Command (MSC), and Air Mobility Command (AMC)).

- Prescribes a **movement priority system** in agreement with Uniform Material Movement and Issue Priority System that will ensure responsiveness in order to meet the requirements of the using forces.

- **Monitors the capabilities of USTRANSCOM common-user transportation resources** to provide airlift, sealift, CONUS land transportation, common-user ocean terminal service, and aerial port service based upon the requirements of DOD components.

- Assigns movement priorities in support of DOD components based upon capabilities reported by USTRANSCOM.

- Apportions strategic lift assets through CJCS Instruction (CJCSI) 3110.01A, *Joint Strategic Capabilities Plan (JSCP)*, and CJCSI 3110.11B, *Mobility Supplement to the Joint Strategic Capabilities Plan.*

- **Adjudicates competing lift requirements** as requested by USTRANSCOM or the CJCS Joint Transportation Board (JTB).

- Apportions strategic lift assets through the execution order to the supported CINC.

- Acts on the recommendations of the JTB with respect to the **establishment of priorities and allocations for the use of airlift, sealift, and surface transportation capability**. The JTB monitors the balance between DOD transportation requirements and capabilities through close liaison with the CINCs. Commander in Chief, United States Transportation Command (USCINCTRANS) refers problems with recommended courses of action (COAs) to the JTB for resolution or adjudication if a balance of transportation requirements and capabilities cannot be maintained.

b. **The Military Departments and Services**. The Secretaries of the Military Departments are responsible for the **administration and support of the forces assigned or attached to combatant commands**. They fulfill their responsibilities by exercising administrative control through the commanders of the Service component commands assigned to combatant commands. The responsibilities and authority exercised by the Military Departments and Services are codified under US laws which also describe the command relationships between combatant and component commanders.

The Army, Air Force, Navy, and Marine Corps (under their respective Secretaries) and

the Coast Guard under the Department of Transportation (DOT) are responsible for the following logistics-related functions enumerated in DOD Directive 5100.1, *Functions of the Department of Defense and its Major Components.*

- **Planning for the use of the intrinsic capabilities of resources** of the other Services that may be made available.

- **Providing common-item logistic support** for Service forces, including procurement, distribution, supply, equipment, and maintenance, unless otherwise directed by the Secretary of Defense.

- **Ensuring proper unit movement documentation** (manifest and receipt notifications) so the supported combatant commander will have adequate ITV of forces and supplies arriving or departing the theater of operations.

- **Training, administration, and common-item logistic support** of their forces wherever employed. The latter is accomplished through the logistic planning portion of the crisis action and deliberate planning processes. Logistic preparation of the theater combines peacetime planning actions taken by logisticians at all echelons to maximize means of logistically supporting the commander's plan.

- **Operating organic land vehicles, aircraft, and ships or craft**. However, the Services logistic assets could be subject to the geographic CINC exercising directive authority for logistics over the assets.

- **Determining Service force requirements and making recommendations concerning force requirements** to support national security objectives and strategy and to meet the operational requirements of the unified combatant commands.

c. **The United States Transportation Command**

- **USCINCTRANS provides air, land, and sea transportation and common-user port management** at aerial ports of debarkation (APODs) and seaports of debarkation (SPODs) as well as aerial ports of embarkation (APOEs) and seaports of embarkation (SPOEs) for the Department of Defense across the range of military operations. USCINCTRANS serves as the **DOD single worldwide manager for common-user ports of embarkation (POEs) and PODs.** The single port manager concept is necessary to ensure the seamless transfer of cargo and equipment in any given theater. The geographic CINC is the supported commander in determining movement requirements and required delivery dates with USTRANSCOM. As the supporting commander, USCINCTRANS provides (with the transportation component commands) a complete movement system from origin to initial theater destination. This system includes use of military and commercial assets. USCINCTRANS has the authority to **procure commercial transportation services** through its transportation component commands and to activate, with approval of the Secretary of Defense, the Civil Reserve Air Fleet, Ready Reserve Fleet, Sealift Readiness Program, and the Voluntary Intermodal Sealift Agreement. **The component commands of USTRANSCOM, along with commercial transportation services, operate the DTS.** The specific

operations of the DTS are covered in JP 4-01, *Joint Doctrine for the Defense Transportation System.*

- **USTRANSCOM Component Commands.** USCINCTRANS **provides** through the transportation component commands (i.e., AMC, MTMC, and MSC) **strategic common-user air, land, sea transportation, and terminal services** to deploy, employ, and sustain military forces to meet national security objectives across the range of military operations. The transportation component commands orchestrate that portion of the nation's transportation infrastructure that supports DOD common-user transportation needs. It consists of **common-user military and commercial assets, services, and systems organic to, contracted for, or controlled by the Department of Defense** and is commonly referred to as DTS. Combining the capabilities of common-user transportation assets into an integrated network optimizes the use of available transportation capabilities, provides greater visibility over operations, and eases the transition from peace to war. The roles and responsibilities of the USTRANSCOM component commands are detailed in the following paragraphs.

  For a complete discussion of the DTS including the role in supporting US national security objectives worldwide, see JP 4-01, Joint Doctrine for the Defense Transportation System.

- **Military Traffic Management Command.** MTMC is a major command of the US Army. As a transportation component of USTRANSCOM, MTMC is the **CONUS surface transportation manager** and provides common-use ocean terminal services and traffic management services to deploy, employ, sustain, and redeploy US forces on a global basis. MTMC **conducts transportation engineering** to ensure deployability and feasibility of present and future deployment assets. Additionally, MTMC is the **seaport manager under the single port manager concept** for all common-user SPOEs and/or SPODs. When designated (e.g., using stevedoring, services contracts, or host-nation support (HNS)), MTMC will also serve as the port operator.

- **Air Mobility Command.** AMC is a major command of the US Air Force. As a transportation component of USTRANSCOM, AMC provides **common-user airlift, air refueling, and strategic aeromedical evacuation transportation services** to deploy, employ, sustain, and redeploy US forces on a global basis. Additionally, AMC is the **single aerial port manager** and, where designated, **operator of common-user APOEs and/or APODs.**

- **Military Sealift Command. MSC is a major command of the US Navy. As a transportation component of USTRANSCOM, MSC provides** common-user and exclusive-use sealift transportation services to deploy, employ, sustain, and redeploy US forces on a global basis.

d. **Department of Transportation.** Under the national plan for emergency preparedness (Executive Order 12656), the **federal transportation community is led by the Secretary of Transportation**. During national defense emergencies, the Secretary of Transportation has a wide range of delegated responsibilities, including **executive management of the nation's**

transportation resources in periods of crisis.

A more detailed account of DOT responsibilities is contained in Chapter V of JP 4-01, Joint Doctrine for the Defense Transportation System.

e. **Defense Logistics Agency.** DLA is the major combat support agency that provides worldwide distribution support to the Military Departments and the combatant commands across the full range of military operations, as well as to other DOD components, federal agencies, foreign governments, and international organizations. DLA manages or distributes over 80 percent of existing stockage of defense materiel, including distribution of Service "owned" stocks and nearly all of the fuel and petroleum products for military usage. Consequently, DLA is one of the largest components in the global distribution network. DLA's principal global distribution responsibilities include the following.

- **Integrated materiel and supply chain management** and distribution support for all subsistence, clothing and textiles, maps and charts, bulk fuel and packaged petroleum products, construction materiel, medical supplies and equipment, most repair parts, and other consumable items.
- **Providing physical distribution support** to military Service item managers for Service-managed materiel through an established network of CONUS and outside CONUS defense distribution depots.
- **Providing property disposal services**, including hazardous materiel and waste.
- **Acting as lead organization** in the Department of Defense for AIT matters related to logistics.

During joint operations, DLA will assist the supported combatant commander by establishing a DLA contingency support team (DCST) to consolidate in-theater management of DLA operations and provide a single point of contact. The level of support provided by the DCST is based on the mission and tasks assigned to DLA by the combatant commander. The decision to employ a DCST is normally accomplished during the planning or early execution phases of a crisis, with a DLA planning or liaison cell responding to immediate supported combatant commander requirements. Both the DLA liaison cell and DCST should be incorporated into the supported combatant commander's distribution plans.

For further information about DLA's contingency capabilities, see JP 4-07, Joint Tactics, Techniques, and Procedures for Common User Logistics During Joint Operations.

f. **United States Space Command (USSPACECOM).** USSPACECOM is the combatant command that provides significant space force enhancement to improve the effectiveness of distribution and logistic command, control, communications, computers, and intelligence (C4I) operations. These capabilities include navigation (global positioning system), satellite communications, weather, and missile warning.

3. Theater Distribution Responsibilities

a. **Supported Combatant Commander**

- The CINCs may **exercise directive authority for logistics**. The exercise of directive authority for logistics by a CINC includes the authority to issue

directives to subordinate commanders, including peacetime measures necessary to ensure the following: effective execution of approved operation plans (OPLANs); effectiveness and economy of operation; and prevention or elimination of unnecessary duplication of facilities and overlapping of functions among the Service component commands.

- Under peacetime conditions, the scope of the logistic and administrative authority exercised by the CINC will be consistent with the **peacetime limitations imposed by legislation, DOD policy or regulations, budgetary considerations, local conditions**, and other specific conditions prescribed by the Secretary of Defense or the Chairman of the Joint Chiefs of Staff.

- Under crisis action, wartime conditions, or where critical situations make diversion of the normal logistic process necessary, the logistic and administrative authority of CINCs enable them to use **all facilities and supplies of all forces assigned to their commands as necessary for the accomplishment of their missions**. Joint logistic doctrine and policy developed by the Chairman of the Joint Chiefs of Staff establishes wartime logistic support guidance that will assist the CINC in conducting successful joint operations.

- As units are transferred to the supported CINC, the CINC's activities and roles change. These changes result in a **greater need for reliable and accurate asset visibility**. The supported CINC is responsible for the following.

  •• Prioritizes the joint theater distribution effort.

  •• Allocates critical distribution assets.

  •• Identifies and resolves in-theater logistic bottlenecks.

  •• Monitors the status, capability, and availability of mobility assets.

  •• Determines requirements for additional intratheater asset and lift capability.

  •• Manages all intratheater movement of assets (including commercial or vendor shipments).

  •• Manages the redeployment of forces and the retrograde of materiel, to include ensuring proper documentation is accomplished on the redeploying forces.

  •• Identifies the status, quantity, and location of all pre-positioned assets.

  •• Continually assesses the status and location of unit equipment and cargo, major end items, and sustainment materiel deployed to the theater of operations.

  •• Maintains a current infrastructure intelligence database containing essential transportation characteristics information that allows planners to rapidly determine the feasibility of deployment timelines.

- Under Title 10 USC, the Services are charged with the responsibility **for providing administrative services and support for forces assigned by the respective Service to the combatant command.** Geographic CINCs are responsible for logistics in their theaters. The CINC has several alternatives in organizing the theater logistics support

structure for combat, as mentioned in Chapter 3, "Planning and Operational Considerations." However, the CINC will generally designate one Service to act as the theater lead Service to oversee logistic support to all Service components and to the theater.

•• **Lead Service**. The combatant commander assigns responsibility for providing or coordinating support to the Service component that is the dominant user. This option may include operational control (OPCON) or tactical control (TACON) of other Service logistic organizations as determined by the combatant commander.

•• **Lead Service functions** are managed by the lead Service within the parameters of the combatant commander's orders. JTF boards and centers may also be required.

b. **The Supported Combatant Commander's Staff.** The supported CINC's J-4 staff **develops logistic plans and coordinates and supervises supply, maintenance, repair, evacuation, transportation, construction, and related logistic activities**. Because common-item logistic support is a Service responsibility, joint logistic operations should coordinate Service programs and integrate them with the joint force commander's (JFC's) concept of support.

For more information on construction activities, see JP 4-04, Joint Doctrine for Civil Engineering Support.

c. **The Logistics Readiness Center.** The supported CINC may form command centers and operational planning teams in wartime. The **logistic staff members in these groups are usually supported by a logistics readiness center (LRC)** or are teamed with representatives from various functional areas: fuel, ammunition, engineering, supply, disposal, surface transportation, sealift, airlift, personnel, and medical services. The **LRC is the nucleus of all joint logistic operations** and **is the nerve center for the supported CINC** in exercising control over Service components' logistic system and requirements. The LRC receives reports from Service components and external sources, distills information for presentation to the CINC, and responds to questions. In addition to operating the LRC and providing representation in the command center, the LRC staff performs **five key functions**:

- Plans for and monitors current and evolving theater logistic capabilities;
- Directs and coordinates logistic support with upcoming operations;
- Advises the CINC on the supportability of proposed operations or COAs;
- Acts as the CINC's agent and advocate to non-theater logistic organizations; and
- Monitors logistic information and communications networks for assets status and awareness.

d. **Supported Combatant Commander's Joint Logistic Offices, Boards, and Centers**. In order to more efficiently manage and control logistics, distribution, and transportation support at the theater level, combatant commanders may organize **functional boards or centers to centrally manage critical assets and more effectively react to unforeseen circumstances.** The overall objective is to effectively support joint force operations while striving to attain efficient support operations.

Appendix B to JP 4-0, Doctrine for Logistic Support of Joint Operations, *describes in*

detail the joint logistic offices, boards, and centers that may be established by a supported CINC to coordinate the logistic effort.

e. **Supported Combatant Command's Service Component Commands.**

- Supported combatant command's Service component commands **implement and execute administrative and logistic functions**. Each Service is responsible for the logistic support of its own forces, unless Services can augment organic logistic capabilities through support otherwise provided for by agreements with national agencies, allies, or by assignments to common, joint, or cross-Service agreements. Service component commands are **responsible for direct communications with appropriate headquarters on all logistic matters**.

- Service component commands are responsible for the following.

  •• **Operate their units assigned within the physical network in accordance with the supported combatant commander's established theater distribution system.**

  •• Automation and technology requirements including: (1) Providing total asset visibility automated information system (AIS) interfaces and providing data to the designated joint and Service component command designated systems; and (2) Integrating supported combatant command's Service component commands information systems to facilitate the data and information exchange across a DOD-designated suite of AISs.

  •• Service-specific responsibilities are listed below.

f. **The Commander, Army Forces (COMARFOR).** The COMARFOR is responsible for the **preparation of Army forces necessary for the effective prosecution of war and other military operations** (except as otherwise assigned) and, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war. The primary logistics-related functions of the COMARFOR are as follows.

- Perform the following Army component command responsibilities.

  •• Equip, train, and employ US Army units for logistic support to amphibious operations in coordination with US Marine Corps and Navy units.

  •• Provide management of overland petroleum support, including coastal and inland waterways, to US land-based forces of all DOD components.

  •• Provide common item and common service support to other components as required.

- Develop theater lines of communications (LOCs) as follows.

  •• Provide management of distribution assets and prioritize movement requirements and mode asset utilization.

  •• Provide common-user land transportation in theater to include rail unless otherwise designated by the CINC.

  •• Provide equipment load rigging support in conjunction with other Service component commands.

  •• Operate some or all water terminals in the theater in coordination with the MTMC port manager.

•• Provide coastal and inland pipeline fuel support.

•• Establish and operate coastal and inland waterways.

•• Provide engineer support for inland physical network (highways and bridges).

•• Provide rotary-wing common-user support.

•• Maintain the appropriate automation system infrastructure to support DOD ITV requirements by providing ITV data feeds at key transportation nodes to GTN and joint total asset visibility (JTAV).

- Provide logistic support to allied and coalition commands or HNs for specific support as directed.

The Army has logistic support forces at each echelon dealing with distribution. At the theater level, the primary organization is the theater support command (TSC). The TSC is an organization that is designed to modularly deploy to provide required capabilities early during a force projection operation with minimum footprint. The TSC is capable of synchronizing support at the theater level. Its organizations include those that provide traditional logistic functions such as supply, maintenance, and field services. However, the COMARFOR may also choose to include transportation, health services, personnel, and finance support organizations under the TSC. In addition, the TSC has contracting and HNS resources on its staff, and it includes a movement control agency and a materiel management center. It also has a distribution management center organic to its headquarters. Its mission is to plan and manage Army distribution operations. The support organizations at the Army corps and division levels also include distribution management centers to synchronize distribution operations.

g. **The Commander, Naval Forces (COMNAVFOR).** The COMNAVFOR is responsible for the **preparation and equipping of Navy forces needed for the effective prosecution of war and other military operations** in accordance with the integrated joint mobilization plans and the Defense Planning Guidance. Each forward geographic fleet commander (Commander in Chief, US Pacific Fleet-South East Asia and Western Pacific and Indian Ocean; Commander in Chief, US Atlantic Fleet Caribbean, Central, and South America; Commander in Chief, US Naval Forces Europe-Europe, Africa, and Mediterranean Sea; Commander, US Naval Forces Central Command-Middle East and Persian Gulf) has a logistics task force (LTF) within its command that is responsible for naval logistics within the various theaters. This LTF has **two main forces** under its OPCON for Navy theater distribution.

- **Combat Logistics Force (CLF).** The CLF are those units, under the OPCON of a combatant commander, that **service or replenish combatant vessels forward-deployed or underway** in the commander's AOR. At-sea replenishment encompasses the coordinated movement of passengers, mail, sustainment stocks, cargo, and bulk liquids to deployed forces as large as a task force, down to individual ships and submarines conducting independent operations. The CLF includes **ammunition ships, repair ships (tenders), fleet oilers, combat stores ships and salvage vessels**. Under peacetime operating scenarios, no additional shore-based infrastructure is required to enable the CLF.

- **Naval Advanced Logistic Support Sites (ALSSs) and Naval Forward Logistic Sites (FLSs).** These serve as the **primary shore-based theater reception and distribution points for**

personnel, equipment, and materiel. They operate as a hub and spoke system, with the ALSS serving as the hub and the FLSs as the spokes. They have full capability to **receive, consolidate, stow, and transfer supplies and equipment** and must maintain the appropriate automation system infrastructure to support DOD ITV requirements by providing ITV data feeds to GTN and JTAV. The FLSs receive personnel, equipment, and materiel transshipped through the ALSS via intratheater airlift and sealift for final delivery to the supported Navy forces. The ALSS is typically located near major air- and seaports and coordinates the theater distribution with the FLSs, which are positioned as far forward in the operating area as possible to support Navy forces. ALSSs and FLSs also support shore-based Navy aviation units, Fleet hospitals, and Naval mobile construction battalions.

- When contingency operations or OPLAN execution result in a stepped-up operational tempo, existing shore-based infrastructure may become inadequate to facilitate the needed level of support to increased numbers of units afloat and to Navy and Marine Corps units ashore. ALSSs and FLSs must be expanded in order to provide that support. That expansion is accomplished through the Navy's advanced base functional components (ABFCs). **ABFCs are preplanned modular units that provide a variety of functional capabilities to extend the logistic infrastructure supporting naval expeditionary operations**. Each ABFC is comprised of a standardized grouping of active duty and/or reserve personnel, facilities, equipment and materiel (or any combination thereof) designed to perform a specific function or accomplish an advanced support base mission. ABFCs augment existing advanced support of the ALSS concept. Because ABFCs are modular and represent a range of capabilities, they can be used to extend shore-based infrastructure as much or as little as needed.

The **primary theater distribution capabilities** of the Navy are as follows.

- Cargo handling battalions that provide personnel and equipment to offload container, breakbulk, and maritime pre-positioning force shipping.
- Freight terminal units that function as cargo forwarders at seaports.
- Navy overseas air cargo terminal units that provide personnel and equipment to offload air cargo and passengers as well as operate an air terminal.
- Supply support battalions that provide a full range of supply functions at theater distribution sites (warehousing, inventory management, asset visibility).
- Fixed-wing assets for cargo and passenger theater distribution.
- Rotary-wing assets for cargo and passenger theater distribution.
- Mobile engineering and construction units for theater physical network (support sites, bridges, and highways).
- Health service support for theater distribution support sites.
- Service support elements to provide other logistic support for theater distribution sites (messing, berthing, finance, laundry, barber, retail outlet, and transportation).

- Fuel operations units to provide bulk fuel storage and distribution, tank trucks, fuel service station operations, and limited pollution abatement and environmental clean-up in support of aircraft and ground vehicles.

- Communication network support for theater distribution sites.

- Contracting support for theater distribution sites and integrating the support at each operating node, to include the strategic operating locations.

- Mobile mail centers to provide postal support personnel and distribution equipment for theater distribution sites.

h. **The Commander, Marine Corps Forces (COMMARFOR)**

- The Commander of the Marine Corps component COMMARFOR is responsible to the supported CINC for the **administrative and logistic support of Marine Corps forces and to conduct missions assigned by the CINC**. The authority to organize, train, equip, and provide forces runs from the President through the Secretary of Defense and the Department of the Navy to the Commandant of the Marine Corps.

- **Logistic Organizations.** The operational forces are supported and augmented by the Reserves and supporting establishment. The operational forces **identify requirements, receive strategic level support from the supporting establishments, and conduct logistic support operations at the operational and tactical levels** through logistic task organizations in the Marine air-ground task force (MAGTF). Theater distribution operations will be conducted under the direction of the COMMARFOR and its task-organized MAGTF. The following information is provided to explain the Marine Corps structure that will participate in and control theater distribution operations.

•• **Marine Corps Forces (MARFOR) Service Component Headquarters**. The Service component headquarters is a task organization with personnel structure and functional capabilities commensurate with the size and mission(s) of the MAGTF(s) assigned to the unified commander. The Assistant Chief of Staff for Logistics (G-4) and the Assistant Chief of Staff for Aviation Logistics are the component commander's principal deputies who assist and advise the commander and provide staff cognizance over planning and execution of strategic and operational logistic matters.

•• **MAGTFs**. COMMARFOR assembles the MAGTF(s) to accomplish assigned missions. Each MAGTF consists of a **command element (CE), a ground combat element (GCE), an aviation combat element (ACE), and a combat service support element (CSSE)**. The CSSE provides the theater distribution logistic support to the MAGTF that is so vital to successful combat operations. Logistic considerations are as important as combat considerations in task-organizing MAGTFs. MAGTFs can assume any size and balance of capabilities appropriate to the mission, but there are four general types of MAGTFs: the **Marine expeditionary force (MEF), Marine expeditionary brigade (MEB), Marine expeditionary unit (MEU), and the special purpose MAGTF (SPMAGTF)**. (1) MEF. **The MEF is the primary warfighter**. Like

every MAGTF, it is comprised of a CE, a GCE (Division), an ACE (Marine Air Wing), and a CSSE (force service support group (FSSG)). A MEF will normally deploy in echelon and designate its lead element as the MEB. Standard accompanying sustainment for a MEF is 60 days of supplies. (2) MEB. The MEB is the mid-sized MAGTF. The MEB bridges the gap between the MEU, at the tip of the spear, and the MEF, the principal warfighter. Along with its CE, it has a reinforced infantry regiment as the GCE, a composite Marine aircraft group as the ACE, and a brigade service support group (BSSG) as the CSSE. With 30 days of sufficient supplies for sustained operations, the MEB is capable of conducting amphibious assault operations and maritime pre-positioning force (MPF) operations. A MEB can operate independently or serve as the advanced echelon of a MEF. (3) MEU. The MEU is **the formation that is routinely forward-deployed for presence and potential quick response to a developing contingency**. Along with its CE, it has a GCE that is a reinforced battalion landing team, an ACE that is a composite squadron, and a CSSE that is a MEU service support group. Standard accompanying sustainment for a MEU is 15 days of supplies. (4) SPMAGTF. The SPMAGTF is **organized to accomplish a specific mission, operation, or regionally focused exercise**. The size and capabilities of its elements will vary with the mission. Normally, a combat service support detachment is task-organized to be the CSSE. Logistic functional capabilities and the level of organic sustainment will also specifically reflect the assigned mission.

•• **Force Service Support Group.** The FSSG is the **largest operational logistic support organization of the MAGTF** and is a grouping of functional battalions that **provides tactical-level ground logistic support** to all elements of the MEF. The FSSG can also **provide theater-level operational logistic support** to the Marine component of a joint force. FSSG organizations are structured to provide task-organized groups to provide support on either an "as required" or "preplanned" basis, either to independently deployed battalions, regiments, and MAGTFs or to geographically separated units in garrison. MAGTFs smaller than MEF size are supported through detachments from the FSSG.

•• **Marine Logistics Command (MLC).** (1) The COMMARFOR may establish an MLC. The MLC establishes the Marine Corps theater support structure to **facilitate reception (arrival and assembly), staging, onward movement, and integration operations**. On order, the MLC provides an operational logistic agency in theater. **MLC is a task organization option, not a permanent organization.** COMMARFOR may choose to assign to a specific FSSG or BSSG responsibility for MLC functions. The COMMARFOR assigns Marine component resources to an FSSG for detailed task organization and conduct of MLC support operations in theater based on the operational situation, theater geography, C2 (for both tactical operations and logistics), and infrastructure requirements. (2) The role of the MLC during the deliberate planning phases of operation planning would be to **support the identification, preparation, and submission of HNS, inter-Service support, intertheater, and intratheater requirements** for the Marine Service component. (3) The FSSG designated as the MLC deploys

early and **provides support to arrival, assembly, and initial combat service support (CSS) missions to the arriving MEF** until its own CSSE can be established. This ensures maximum flexibility on the ground should the situation change drastically before all forces have flowed into the theater. As augmentation arrives and the force matures, direct support CSS missions are taken over by the MEF's CSSE. The MLC then concentrates on **general support missions and interaction with other theater logistic agencies** as they arrive. (4) The MLC, perhaps representing the initial predominant logistics-capable force in an immature theater, would **coordinate with joint and combined forces as the Marine component logistic agency**. While it may initially be tasked to provide some lesser degree of support to other Services due to its limited capabilities, it is not envisioned that the MLC would assume the role of the permanent theater support agency in a mature theater. It would, however, function as the Service component link to the theater distribution system, communicate Marine Corps sustainment requirements, and ensure capabilities in response to those requirements that were introduced into the theater and passed along to the warfighter. (5). In the absence of an MLC, the **MAGTF CSSE will coordinate theater distribution requirements for Marine forces** through the MAGTF logistics officer and MARFOR G-4.

i. **The Commander, Air Force Forces (COMAFFOR). The COMAFFOR normally exercises OPCON over all assigned and attached US Air Force forces.** However, some US Air Force forces and capabilities (such as intertheater airlift, Global Air Mobility Support System, and space assets) are not assigned or attached to COMAFFOR. Where appropriate, the JFC and COMAFFOR may be given TACON over these assets to integrate the additional capabilities they provide the joint force. Where neither OPCON nor TACON of such Air Force forces is appropriate, the JFC (and in turn the COMAFFOR) will receive support capabilities specified by the support command relationship. The COMAFFOR is responsible for the **preparation of US Air Force forces necessary for the effective prosecution of war and other military missions**. The **primary logistics-related functions** of the COMAFFOR include the following.

- Organize, train, equip, and provide forces for air transport for the other Service and functional component commands as assigned.
- Operate air LOCs and ensure appropriate automation infrastructure is in place to support DOD ITV requirements by providing ITV data feeds to GTN and JTAV.
- Provide weather forecasting to other Service component commands.
- With respect to air mobility operations, the COMAFFOR, through the Director of Mobility Forces, has specific responsibility to:

  •• Provide US Air Force assets for the air movement of troops, supplies, and equipment in joint airborne operations, including airland and airdrop operations; and

  •• Provide for intratheater airlift transportation, operating aerial ports, and MHE and container handling equipment (CHE) for air-to-land, and land-to-air loading and unloading operations.

j. **The United States Coast Guard.** When operating as a Military Service within the Department of the Navy, the Coast Guard includes **naval combat and service forces and organic aviation capability**. The Coast Guard performs its military functions in **times of limited war or defense contingencies and in support of the Navy Service component commanders**, without transfer to the Department of the Navy. The Coast Guard also provides port security units and a variety of cutters to the Navy component commander for the protection of the SPODs and MSC ships.

- The specific **national defense functions** of the Coast Guard are as follows.

  •• Provide an integrated port security and coastal defense force, in coordination with the other Military Services, for the United States and designated overseas areas.

  •• Organize, equip, train, and provide forces for maritime interception operations, environmental disaster response, maritime search and rescue, ice breaking, and servicing of maritime aids to navigation.

  •• Conduct peacetime military engagement in support of the National Military Strategy.

- Coast Guard forces are not self-sufficient and **must be supported by the receiving commander**, particularly when deployed outside CONUS. Therefore, Coast Guard forces **must receive logistic support**, including procurement, distribution, supply, fuel and subsistence, and various levels of maintenance from the receiving command. One or more of the other Service component commands may be required to support Coast Guard forces. However, the deployable port security units are self-sufficient for 30 days with the exception of fuel and water. Also, Coast Guard high-endurance cutters are self-sufficient for 30 days depending upon fuel consumption.

k. **United States Special Operations Command (USSOCOM)**

- **USSOCOM is a unified combatant command that has two major roles**. As a supporting CINC, USSOCOM provides **combat ready special operations forces (SOF) for the geographic combatant commanders**. As a supported CINC, USSOCOM must be prepared to exercise command of selected special operations missions when directed. To accomplish these missions, the command is assigned many Service-like responsibilities for certain aspects of training and readiness and developing, acquiring, warehousing, distributing, and maintaining SOF-peculiar equipment. To ensure SOF programs have visibility at both the DOD and the congressional level, USSOCOM, under Title 10 United States Code (USC), has the responsibility for managing a separate major force program (MFP) fund, MFP 11.

- Each geographic combatant command has **a separate special operations command (SOC) to meet its theater-unique special operations requirements**. As subordinate unified commands, the theater SOCs work closely with the unified command and staff to ensure that the SOF requirements are integrated into the theater logistic system. These requirements establish SOF sustainment priorities and allocate resources to accomplish SOF missions. As a joint subordinate unified command of the geographic CINC, SOCs require

logistic and administrative support from each of the Services. SOCs may coordinate directly for support or establish a special operations logistic liaison element with the theater lead Service component to coordinate logistic support. Theater Service components support special operations elements at the same level and priority as they provide to their conventional Service forces.

l. **Space Command.** The Unified Command Plan assigns the following functional responsibilities to Commander in Chief, United States Space Command (USCINCSPACE).

- To serve as the single point of contact for military Space operational matters, to include satellite communications.

- To provide military representation to US national agencies, commercial, and international agencies for matters related to military space operations.

- The Space Operations Center (SPOC), USSPACECOM, is responsible for accessing military, civil, commercial, and international space capabilities and forces. (The GCCS allows CINCs, subordinate JFCs, and Services to access space force capabilities). Joint space support teams (JSSTs) may deploy by order of USCINCSPACE to facilitate the ability to access space capabilities. JSSTs consist of approximately six personnel providing space liaison, expertise, and recommendations regarding the application of space systems capabilities to JTF and component commanders. In coordination with the theater space liaison officer, forward-deployed JSSTs provide situation reports to USSPACECOM SPOC, crisis response cell, crisis action team addressing theater space support issues. JSSTs assist supported staffs in identifying space support requirements that could facilitate the supported commanders operations and plans. Space support teams are essential to the USSPACECOM mission area of space force enhancement (weather, communications, navigation, intelligence, and missile warning support to the warfighter.)

- In Policy 37 (MOP-37), *Military Satellite Communications Systems*, dated 14 May 1992), USSPACECOM is assigned the responsibility of system operational management for satellite communications.

4. Joint Task Force

a. A JTF may be **established on a geographical area or functional basis** when the mission has a specific limited objective and does not require overall centralized control of logistics. The mission assigned to a JTF should require **execution of responsibilities involving a joint force on a significant scale** and close integration of effort, or should require **coordination of local defense of a subordinate area**. A JTF is dissolved when the purpose for which it was created has been achieved or when it is no longer required.

b. **The authority establishing a JTF designates the commander and assigns the mission and force**. The JTF commander exercises OPCON over assigned (and normally over attached) forces. The JTF commander is responsible for **making recommendations to the superior commander on the proper employment of assigned and attached forces** and for accomplishing such operational missions as may be assigned by the establishing commander.

c. The commander of a JTF will have **a joint staff with appropriate members in key positions of responsibility** from each Service component or functional component having significant forces assigned to the command.

5. External Agencies

See Figure II-2.

a. **United Nations.** The United Nations (UN) headquarters element that has the most responsibility for support to a UN-sponsored force is the **Logistics and Communications Service**, within the Field Administration and Logistics Division (FALD) of the Department of Peacekeeping Operations. Its **responsibilities include the following.**

- Planning logistic support for field missions.
- Specifying equipment, supplies, and services.
- Participating in technical survey teams.
- Determining mission start-up requirements.
- Assembling, maintaining, and arranging the deployment of missions, equipment, and supplies to permit rapid

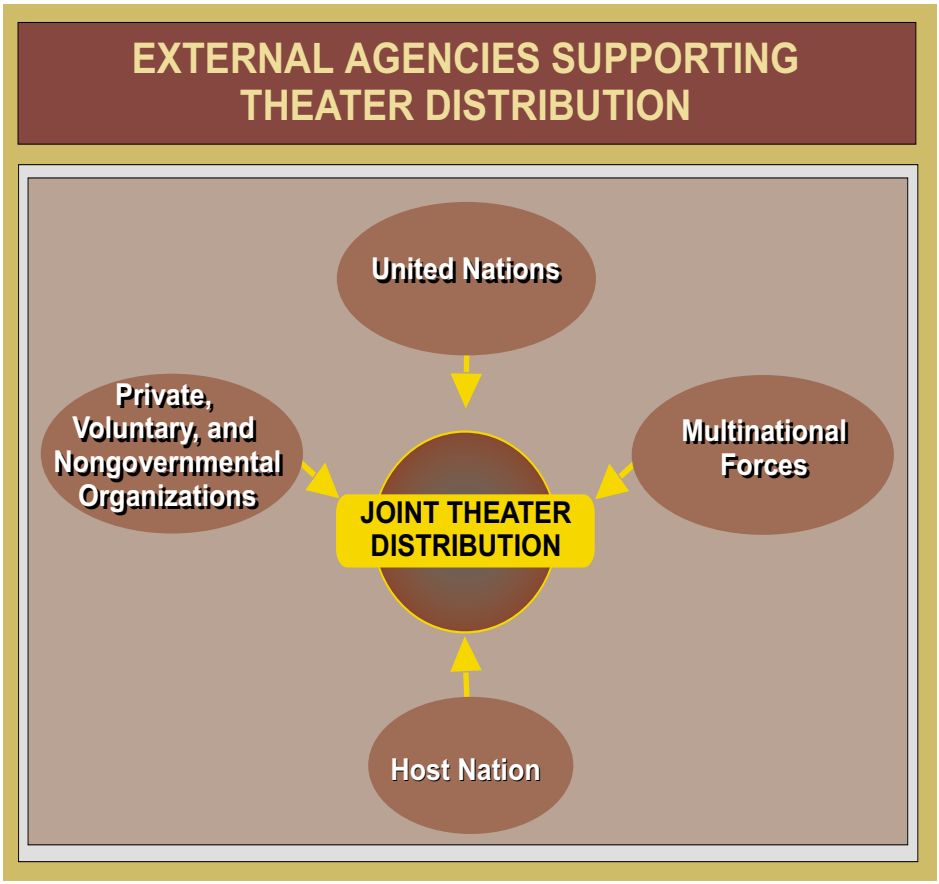


Figure II-2. External Agencies Supporting Theater Distribution

initial deployment of key mission elements.

- Determining the need for construction projects, including accommodation facilities, roads, and bridges.

b. The FALD develops its support plan around **one of three possible methods.**

- One nation controls all the logistics for an operation. Though this is usually the most efficient option, it is not always acceptable, nor is one nation always capable or willing to perform this role.

- Make logistics a shared responsibility, both in terms of logistic elements deployed and logistic personnel on the force headquarters staff.

- Decentralize logistic planning and operations if the operation is dispersed over wide areas in different regions.

c. **Multinational Forces.** The responsibility for providing **logistic support to national component forces ultimately resides with their nations**. Varying degrees of mutual logistic support exist in multinational operations and must be planned to complement partners' capabilities and minimize weaknesses. Normally, multinational forces will be **supported through a combination of national and multinational sources of support**. To supplement purely national support, to ease individual burdens, and to achieve economies of scale, nations may participate in one or more of the following **multinational logistic support arrangements.**

- Theater or operational-level forces

- Resource pooling through multinational integrated logistic support

- HNS or in-country resources

- Multinational contracting

- Third party logistics

- Role specialist nation logistic support

- Lead nation logistic support

- Exchange of emergency support

- Common funding

- Aircraft cross-servicing

Specific details on the above mentioned multinational logistic support arrangements can be found in JP 4-08, Joint Doctrine for Logistic Support of Multinational Operations. *Additional information is available in JP 3-16,* Joint Doctrine for Multinational Operations.

d. **Host Nation.** HNS responsibilities are **negotiated through bilateral or multilateral agreements and memoranda of support**. The agreements focus on **labor support arrangements** for port and terminal operations, use of **available transportation assets** in country, use of **bulk petroleum distribution and storage facilities**, availability of other classes of **supply and development,** and use of other **field services** such as security of seaports, aerial ports, and other installations. Billeting and messing, medical care, convoy escort and movement control assistance, and communication support can also be obtained through HNS agreements.

•• The supported combatant commander can appoint one Service component to be executive agent for all Military Services, to conduct contracting and HNS arrangements with the HN to avoid

duplication of efforts and to control costs. Effective logistic support is fundamental to operational success.

•• **Acquisition Cross-Service Agreement.** If a cross-Service agreement does not exist, after coordination with the Joint Staff and the Office of the Secretary of Defense, the supported combatant commander can take steps to initiate an acquisition cross-Service agreement (ACSA) with the ACSA-eligible HN governments when having one would be advantageous.

e. **Private Voluntary Organizations (PVOs) and Nongovernmental Organizations (NGOs).** Designated commanders normally **conduct foreign humanitarian assistance (FHA) programs** in concert with Department of State (DOS) representatives, PVOs, and NGOs. Under the aegis of Title 10 USC Section 2547, the Department of Defense provides excess personal property for FHA purposes to countries in many parts of the world. **The United States Agency for International Development (USAID) normally approves PVOs and NGOs to distribute foreign excess personal property (FEPP) for use in humanitarian relief operations.** Approximately 350 PVOs and NGOs are registered with USAID and are capable of conducting some form of foreign humanitarian relief operation. USAID publishes a yearly report, *Voluntary Foreign Aid Programs*, that describes the aims and objectives of registered organizations. Many other foreign-based organizations, not required to register in the United States, also provide foreign humanitarian relief operations. The US DOS, through the Chief of Mission, is the ultimate arbiter for the disposal of FEPP.

CHAPTER III
PLANNING AND OPERATIONAL CONSIDERATIONS

"Forget logistics and you lose."

General F. M. Franks Jr., USA

1. Purpose

This chapter discusses the planning and operational considerations as they relate to joint theater distribution.

For more details on the joint planning process, see JP 5-0, *Doctrine for Planning Joint Operations*; Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3122.01 *Joint Operation Planning and Execution System Vol I: (Planning Policies and Procedures);* CJCSM 3122.03; *Joint Operation Planning and Execution System Vol II: (Planning Formats and Guidance)*; CJCSM 3141.01, *Procedures for the Review of Operation Plans;* and CJCSM 3122.02, *Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution.*

2. Planning

The joint operation planning process is a coordinated staff procedure used by a commander to determine the best method of accomplishing assigned tasks and to direct the actions necessary to accomplish a mission. Plans for the mobilization, deployment, employment, sustainment, and redeployment of military forces are prepared using a set of known or assumed threats or circumstances and the goals or objectives to obtain or defend US national interests. During the deliberate planning process, OPLANs are developed. During crises, the unified combatant command may execute an operation order (OPORD) prepared during crisis action planning (CAP) that may have evolved from an OPLAN prepared during the deliberate planning process.

a. **Deliberate Planning.** Deliberate planning is the process used to **plan military operations for contingencies identified in joint strategic planning documents**. **Conducted principally in peacetime**, deliberate planning is accomplished in prescribed cycles in accordance with the Joint Strategic Planning System. The National Command Authorities (NCA) provide guidance for joint operation planning to the Chairman of the Joint Chiefs of Staff in the Contingency Planning Guidance produced by the Secretary of Defense. **The Chairman of the Joint Chiefs of Staff produces the Joint Strategic Capabilities Plan (JSCP) to implement the NCA's guidance**. The JSCP provides guidance to the CINCs and the Services to accomplish tasks and missions based on current capabilities. The major factors used in developing the JSCP are in Figure III-1. From this document the CINCs develop their plans.

Specific procedures followed are outlined and explained in detail in the JP 5-0 series.

The **CINC's OPLAN, CONPLAN, and FUNCPLAN identify the specific forces, functional support, and resources** necessary to implement the plan and provides closure estimates for their movement into the theater. During the deliberate plan development process, the supported combatant commander prepares a **letter of instruction (LOI) that contains the commander's strategic concept and detailed planning guidance**



Figure III-1. Joint Strategic Capabilities Plan Development

including identification of the key theater LOC nodes and guidance for prioritizing and scheduling deployments. Based on this LOI and Service-provided data, the components develop their portions of the **time-phased force and deployment data (TPFDD)**. The interactive process of the **TPFDD creates a database that contains the command's schedule for deploying forces and their equipment and the associated sustainment materiel**. There are three critical meetings during development of the plan and the TPFDD. The first is a force conference; the second, a logistic conference chaired by the CINC's J-4. These conferences serve as a forum to resolve issues of priorities, resources, and support requirements among the various users. The third meeting, a USTRANSCOM-sponsored transportation conference, produces a transportation feasibility estimate that determines strategic flow and the theater's ability to accept the flow with no backlog or delay in buildup This meeting refines the strategic transport requirements that permit combatant commanders to further develop the theater portion of the overall plan by determining the reception capability and onward movement requirement, as well as the need for HNS. The database that is created by this process contains specific information necessary to determine precise workload and resource requirements that are

necessary for logistic planners to develop the **joint reception, staging, onward movement, and integration (JRSOI), LOC, and the balance of the theater distribution network support requirements**. The CINC is responsible for this total process. The following **logistic factors should be reviewed** during the development of a deliberate plan.

- Mission
- Force configuration and forces available
- Joint and/or multinational
- Command relationships and/or agreements
- Wartime executive agency responsibilities
- HNS capability
- Country clearances
- International agreements
- Liaison with State Department
- Early entry logistic forces

b. **Crisis Action Planning. CAP is based on current events and is conducted in time-sensitive situations and emergencies** using assigned, attached, and allocated forces and resources. Crisis action planners base their plan on the **actual circumstances that exist at the time planning occurs**. They follow prescribed CAP procedures that parallel deliberate planning, but are **more flexible and responsive to changing events**. The procedures provide for the timely flow of information and intelligence, rapid execution planning, and the communication of the decisions of the NCA to combatant commanders. A comparison of CAP procedures and deliberate planning procedures is in Figure III-2.

3. Mobilization

Mobilization requires particularly **close coordination** of effort among the Department of Defense, combatant commands, and Service headquarters and between the supporting agencies and operating forces. Determining when logistic elements should be mobilized is based on the concept of employment for the combat forces they will support. This might require that logistic forces be mobilized or deployed **at the same time as, or even before, combat forces.**

4. Deployment

a. The supported combatant commander requires information early enough to begin the planning processes to schedule and position CSS or expeditionary combat support assets and/or HNS to provide for the **smooth, efficient, and timely flow of unit equipment, personnel, and sustainment materiel** into or through the theater staging areas. Additionally, the CINC must be able to re-prioritize what is being sent to the theater based on operational considerations.

b. Predeployment planning is an **integral part of logistic preparation** of the theater and usually considers the following areas.

- C2 capability and requirements and C2 requirements and responsibilities for logistics.
- Force entry (forced or permissive).
- Physical network of the geographic region.
- HN support and agreements.

CRISIS ACTION PLANNING AND DELIBERATE PLANNING PROCEDURES

	CRISIS ACTION PLANNING	DELIBERATE PLANNING
Time available to plan	Hours or days	18-24 months
JPEC involvement	For security reasons, possibly very limited to close-hold procedures	Participates fully
Phases	6 phases, from situation development to execution	5 phases, from initiation to supporting plans
Document assigning task	Warning order to CINC: CINC assigns tasks with evaluation request message	JSCP to CINC: CINC assigns tasks with planning or other written directive
Forces for Planning	Allocated in the Warning, Planning, Alert, or Execute order	Apportioned in JSCP
Early planning guidance to staff	Warning order from Chairman of the Joint Chiefs of Staff; CINC's evaluation request	Planning Directive issued by CINC after planning guidance step of concept development phase
Commander's estimates	Communicates recommendations of CINC to the CJCS-NCA	Communicates the CINC's decision to staff and subordinate commanders
Decision of COA	NCA decide COA	CINC decides COA with CJCS review
Execution Document	Execute order	When operation plan is implemented, it is converted to an OPORD and executed with an Execute order
Products	Campaign Plan (if reqd) with supporting OPORD(s)	OPLAN or CONPLAN with supporting plan

CINC	Combatant Commander	JSCP	Joint Strategic Capabilities Plan
CJCS	Chairman of the Joint Chiefs of Staff	NCA	National Command Authorities
COA	Course of Action	OPLAN	Operation Plan
CONPLAN	Operation Plan in Concept Format	OPORD	Operation Order
JPEC	Joint Planning and Execution Community		

Figure III-2. Crisis Action Planning and Deliberate Planning Procedures

- Civilian augmentation.
- Unit and/or resource capabilities.
- Procurement capability and potential.
- Vendor and sustainment providers.

c. Deployment operations support the full range of military operations and are a function of the joint force mission. Mission

requirements define the scope, duration, and scale of deployment operations. Deployment operations encompass four major nodes for distribution process — **point of origin, POE, POD, and destination** — and three segments — **point of origin to POE, POE to POD, and POD to destination.**

d. **Many variables come into play when analyzing the degree of difficulty a commander faces in performing this mission**. Factors such as conflict intensity, size of the force, and the sophistication of the facilities through which the force is deploying need to be factored into the "requirements versus capabilities" equation. The physical characteristics of the distribution system along with the effects of combat impact the ability to deploy the force.

e. **HNS agreements are an effective method to increasing and expanding the distribution capabilities of the JTF**. HNS agreements can cover many resources including transport, stevedores, MHE or CHE, and construction capability. They are limited only by the capability or infrastructure capacity, cost, and willingness of a country to enter into contractual arrangements. Their immediate usefulness in a crisis, however, is a function of how well planners anticipated requirements. It is imperative to deal with issues affecting theater pipeline capacity limitations immediately. Initially, the gross capacity of a theater pipeline should be considered a constant value.

For additional details in joint deployment operations, see JP 3-35, Joint Deployment and Redeployment Operations.

f. Successful power projection generally rests on the ability to build and integrate combat capabilities rapidly after personnel and materiel arrives in the theater. **JRSOI is the last phase of the deployment process**. **JRSOI takes place in the CINC's theater utilizing the same four distribution networks**; physical, financial, information, and communications networks that are **common to all joint theater distribution**. The distribution system is the common denominator for all things moving in support of the theater because each phase of the operation must compete for the same network resources. Therefore, a systematic approach to controlling the capacity of the overall distribution system must be taken to avoid sub-optimization by distribution managers at individual nodes. The capacity of a distribution pipeline is based on the theater's capacity to simultaneously receive, process (to include disposal and retrograde operations) and store resources at any given point. **The ability to conduct the logistic operations associated with the force deployment and logistic build up when there are minimal logistic resources in theater is the most difficult operational phase of war for logisticians**. The task of allocating finite resources and balancing the demand for logistics during JRSOI complicates the theater distribution mission.

For a more detailed understanding of the JRSOI process, see JP 4-01.8, Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration.

5. Employment and Sustainment

This section discusses the distribution requirements that exist within the theater during the employment of forces and normal sustainment operations. **Employment and sustainment operations, as with JRSOI, occur simultaneously**. The distribution system over which these operations are conducted is the same network utilized by all other logistic activities. The key factor in conducting distribution is to understand that, regardless of the operational phase or the

functionally unique mission being performed, it will compete for the same logistic resources from which all other activities will draw. During the employment phase of the operation, units will require **large amounts of support to place them in position** as well as **to locate and relocate sustainment to forward areas** that will better support future operations. To optimize the physical networks, planners and operators should consider the following **operational planning factors** and integrate the tools to facilitate activities of the networks.

a. Manage and coordinate HN and/or multinational force capabilities and requirements.

b. Control, prioritize, and deconflict movement of in-theater assets.

c. Allocate, prioritize, deconflict, and reallocate critical assets.

d. Identify and resolve logistic bottlenecks.

e. Support missions for MOOTW.

f. Maintain theater medical, evacuation, deceased personal program status, and noncombatant evacuation operation (NEO) status.

g. Develop, execute, and maintain the theater distribution plan (TDP) in accordance with Annex D, "Logistics," of CJCSM 3122.03, *Joint Operation Planning and Execution System Vol II: (Planning Formats and Guidance)*.

h. Initiate and monitor reconstitution efforts.

i. Ensure reparable retrograde commences at the start of the deployment.

j. Identify key civil engineering support for facility requirements needed to support the physical network.

6. Redeployment

a. Redeployment planning and execution requires the same focused preparation and intensity as deployment operations. Successful redeployment operations are characterized by the **timely, efficient, and prudent movement of forces and materiel, whether to their home station, point of origin, reallocated within the same theater, or reallocated to another geographic CINC**. Redeployment activities focus on the **transfer of individuals, units, and/or materiel** and may begin at any point during joint force operations. Redeployments are planned and executed as **discrete, mission-based operations** within the overall context of the joint force mission. Redeployment could include movement of individuals, units, and/or materiel deployed in one area to another or to another location within the same area or to CONUS for recovery and reconstitution or further operational employment. Some elements of a joint force can conduct redeployment operations with organic or non-common user lift capability and redeploy on their own without external assistance. The majority of units that comprise a joint force require a combination of organic and common-user transportation assets to redeploy.

b. Four major phases comprise the redeployment process: **reconstitution and pre-deployment; movement to POE; movement to POD; and reception, staging, onward movement, and integration**. These phases describe the major activities from point of origin (tactical location) to a tactical assembly area in another theater or to home station, and are dependent on the JFC's defined end state, concept for redeployment, and/or requirement to support another JFC's concept of operations.

c. Expedient redeployment of logistics provides US forces with the ability to **recover**

quickly from one contingency and be prepared to move to the next national priority, which could potentially be in a second theater.

d. Redeployment issues are not as simple as deployment. **Redeployment issues are often extremely complex**. When deploying from CONUS most installations have the necessary external support and activities to assist in the deployment process; however, these resources are normally not available to units when redeploying from foreign ports and airfields. The problems are exacerbated by the fact that units will normally have more equipment at the time of redeployment than they had when initially deploying, as a result of materiel received from war reserve stocks and materiel pushed to the theater.

e. During redeployment, shortcomings exist and are further exacerbated by the unique dynamics of a contingency's aftermath. **The redeployment process affects the entire supply chain**. Stocks pushed to a theater to supplement peacetime-generated authorizations become "excess" to unit requirements. Supplies sent to the theater as "build-up" compete for attention with unit equipment and donated goods. The lack of detailed source data causes inefficiencies and slows the flow of materiel to peacetime locations.

f. **The ability to anticipate excess and provide disposition instructions prior to a unit's preparation for redeployment greatly increases the effectiveness of the distribution system**. CINCs require materiel disposition instructions prior to making distribution decisions. CINCs should have access to inventories of equipment and supplies and their conditions. Theater distribution managers should provide the strategic designated inventory managers with timely and accurate information in order for them to plan for the sale, disposal, reissue, or redeployment of materiel and equipment in the theater. This information will also become invaluable during a major nation rebuilding effort. **Concurrent with the unit and equipment disposition determination, the priorities for redeployment can be planned, prioritized, and executed**. CINC's visibility of materiel in the distribution pipeline should also be utilized to enhance reconstitution efforts.

7. Disposal

The disposal mission is a part of an integrated logistic system that provides reallocation capability to **redistribute joint or cross-Service excesses for use in achieving maximum combat effectiveness**. Inadequate controls of logistic disposal potentially result in waste, reduced efficiency, reduced readiness condition and loss of units' combat power or mission capability. DLA controls worldwide disposal and defense reutilization.

Joint planning for disposal operations is addressed in detail in Appendix A, "Disposal Operations."

8. Organizational Considerations

The geographic CINC has several alternatives in organizing the theater logistic support structure for combat. The **three primary possibilities**, depicted in the figures below, are as follows.

a. **Each Service is designated to provide logistic support** in accordance with their executive agent responsibilities, combatant commander-directed Service responsibilities, Title 10, OPLANs, and OPORD-designated responsibilities (Figure III-3).

b. **A lead Service is designated as the logistic provider** for the theater, with logistic augmentation support from the other Services (Figure III-4).

c. The combatant commander may establish a **joint theater logistic management element** to fuse movement control and material management to integrate logistic capabilities of the joint force (Figure III-5).

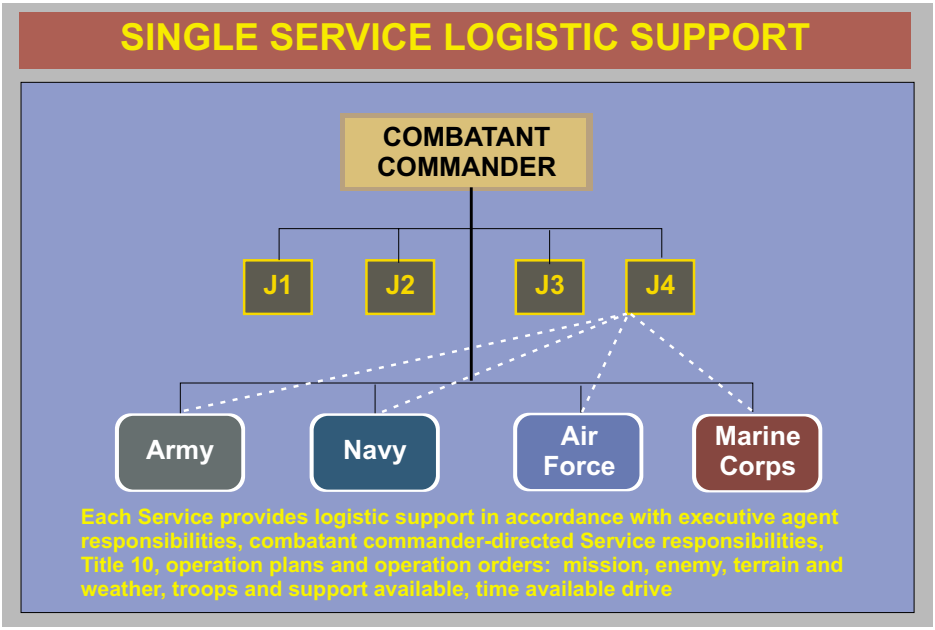


Figure III-3. Single Service Logistic Support

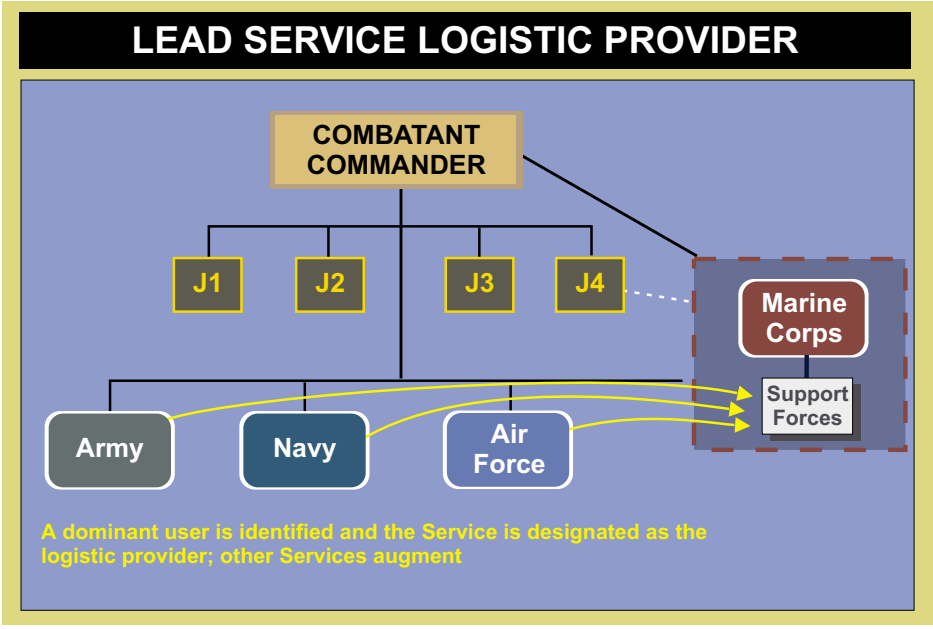


Figure III-4. Lead Service Logistic Provider

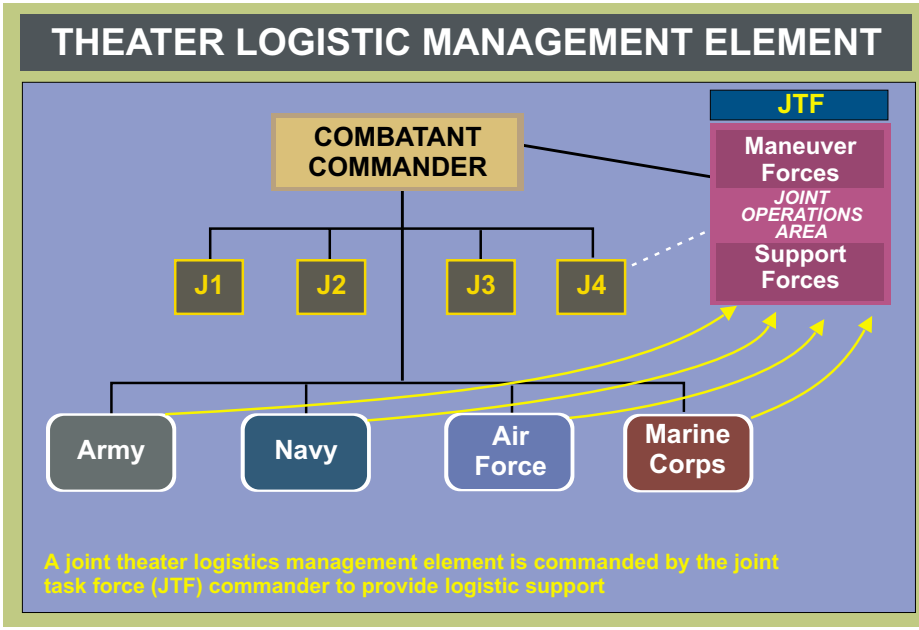


Figure III-5. Theater Logistic Management Element

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CHAPTER IV
JOINT THEATER DISTRIBUTION OPERATIONS

"On no other stage are the scenes shifted with a swiftness so like magic as on the great stage of history when once the hour strikes."

Edward Bellamy

1. Purpose

This chapter discusses the **activities of defense pipeline elements** and their significance with regards to their operations on the performance of the theater distribution process.

2. Distribution Pipeline

The Defense distribution pipeline is comprised of three distinct segments: the **DLA** and other National providers operate the defense supply and depot system and associated activities; USTRANSCOM manages the **Defense Transportation System** and is the DOD single manager for transportation; and the supported geographic combatant commander is responsible to manage and direct the **theater distribution system**. USTRANSCOM transportation component commands (AMC, MSC, and MTMC) achieve optimum inter-modal capability through integration of common-user transportation systems and resources. While the pipeline consists of numerous civil, government, and operational organizations, **a seamless flow of materiel and information is imperative**. The unique challenge facing the supported combatant commander is the requirement to construct and perform distribution operations with the units of the various Service components assigned to the commander's geographic AOR. They must perform their missions as an integral part of a joint distribution effort. The ability of the various Service activities to plan, manage, and execute the hand-off of cargo, exchange information, and synchronize management activities in joint operations is imperative to accomplishing the CINC's mission.

3. Defense Logistics Agency

a. **DLA is the primary operator of the defense supply and depot system. It comprises the first pipeline segment** (Figure IV-1), and is the first defense agency to become involved in the distribution process.

DLA is responsible for **acquisition, receipt, storage, issuance, and the generation of source data for all materiel flowing in the defense pipeline** with the exception of materiel procured by the individual Services. DLA also controls worldwide disposal and defense reutilization.

b. **Source data is critical to the distribution process**. This information identifies and accompanies the shipment throughout the distribution process and is utilized to update joint and Service information systems. This same data, when linked to basic ITV data provided by Service information systems projected or pre-positioned in the theater (arrival and departure times at transportation nodes, for example), permits the distribution planners to view the movement of materiel and units within the distribution pipeline. **This source data is crucial in making the capabilities and resource determinations necessary to execute uninterrupted distribution operations**. This source data and the continued update of the shipment status links the document number, national stock number,

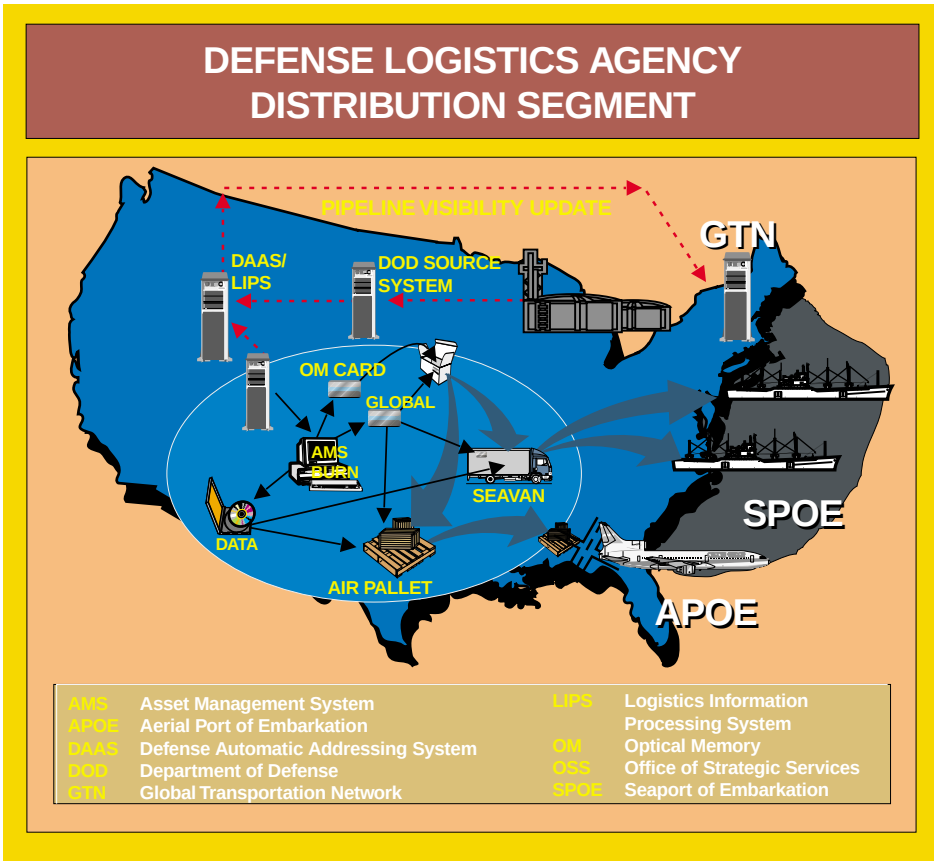


Figure IV-1. Defense Logistics Agency Distribution Segment

transportation control number, AIT identification number, required delivery date, and transport conveyance number (e.g., transportation control movement document) and provides input to GTN and JTAV. This input establishes the asset and ITV picture. The establishment and maintenance of these information relationships are essential to track, trace, and query the status of materiel in joint and Service AIS. Identification of these items and units within the distribution process allows the theater planner and operators to affect the flow of materiel and units into and within their operational area. **It is this source data that enables logisticians to locate, distribute, and redirect critical materiel.** While distribution planners routinely gain visibility of this information through automated systems (e.g., JTAV and GTN), distribution operators may gain this visibility from manual documentation. Visibility for units moving in the distribution system is defined and described in JP 4-01.8, *Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration.*

4. Defense Transportation System

The second segment, DTS (Figure IV-2), accomplishes the **movement of units and materiel from origin, POE to the POD**. Once units and/or materiel begin movement to the POE, USTRANSCOM assumes responsibility for the movement of that materiel. It also maintains and updates the

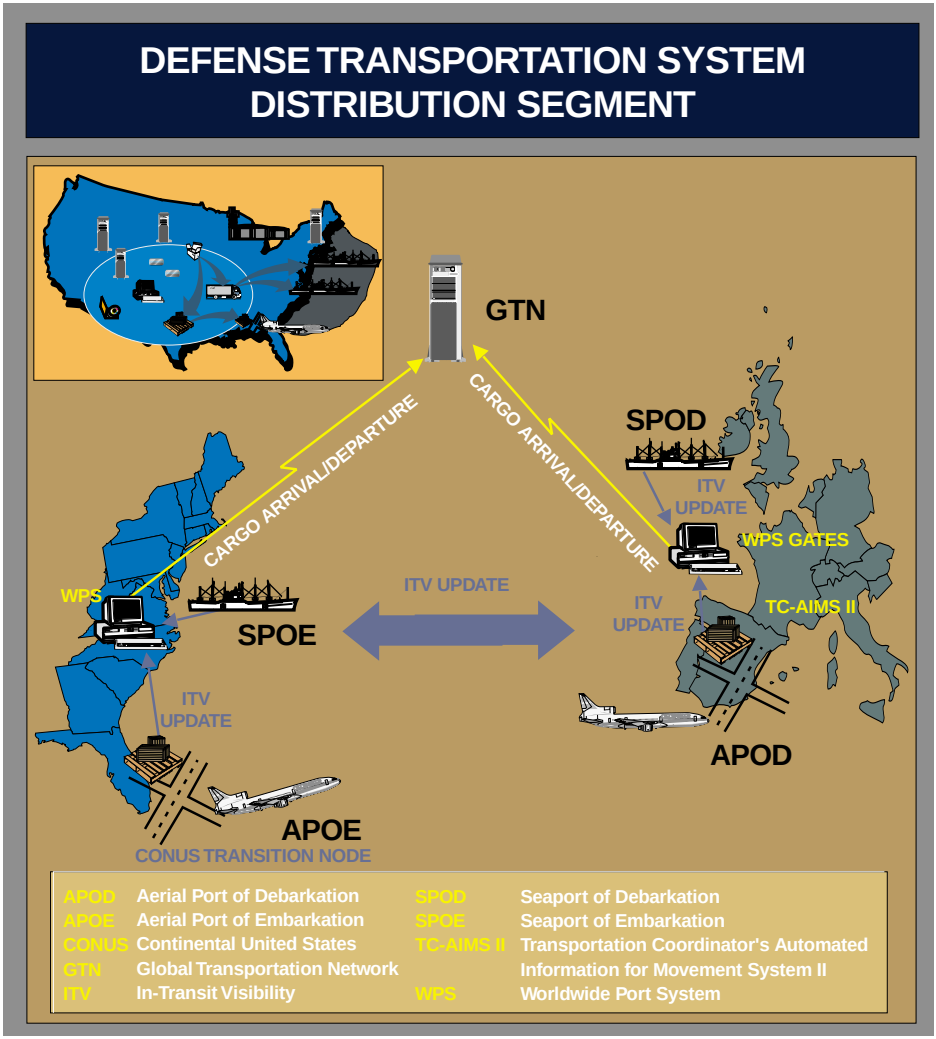


Figure IV-2. Defense Transportation System Distribution Segment

in-transit status of the shipments within the GTN. GTN is the database for recording and archiving the movement that occurs from the shipping activity (depot, vendor or installation), regardless of mode or carrier, until it arrives at the POD and to final destination. **The visibility that GTN provides the supported CINC is critical to commanders and staff planners in determining the location and shipping status of materiel within the DTS**. The movements within the DTS are divided into the following two segments.

a. **Movement from Origin to POE.** In CONUS, **MTMC orchestrates the movement of unit equipment and sustainment supplies to the POE**. Movements to the POE include units and materiel from the installation, vendor or supplier, storage activity, or depot to the SPOE or APOE. CINC-level visibility of these movements permits the supported CINC to adjust the flow of units and materiel prior to the loading of strategic lift assets. (Cautionary note: CINCs must consider long-range impacts when changes are made,

as there could be a ripple effect). In an overseas area, the Service transportation component coordinates with the joint movement center (JMC) to plan and execute the movement of units and materiel to the POE. **Movements to the POE include units and materiel from the unit, installation, and/or storage activity to the POE**. CINC visibility of overseas movements is equally important as CONUS movements in executing the JTD plan.

b. **Movement from the POE to the POD.** This segment of the DTS pipeline is accomplished by **two primary modes of transportation.**

- **Movements via Sealift.** Depending on the operation, sealift is the most efficient and effective method of moving massive amounts of unit equipment and sustainment supplies. As the USTRANSCOM single manager for common-user seaports worldwide, MTMC directs water terminal operations including supervising movement operations, contracts, cargo documentation, security operations, and the overall flow of information. MTMC will also select the SPOE, make recommendations to the supported CINC as to the SPOD, and coordinate vessel selections with MSC. Using the Worldwide Port System as the single standard management and accountability system, MTMC provides visibility data to the GTN and transmits necessary advance cargo-related information (e.g., manifests) directly to the theater for planning purposes. Theater port personnel and movement control organizations utilize the advance information to pre-plan the reception, staging, and onward movement of unit equipment and sustainment supplies. This pre-planning smooths the movement of material and units through the ports and is a critical aspect of the JRSOI mission.

- **Movements via Air**. Air mobility **provides rapid movement of units and materiel to a CINC's AOR**. In coordination with the CINC, differing levels of air movements may be offered, to include force deployment missions, normal channel missions, and time-definite delivery such as Air Mobility Express and Worldwide Express. **The AMC has primary responsibility for strategic airlift**. In that capacity, AMC selects APOE and, in coordination with the CINC, also selects APOD. The cargo documentation functionality and processes in the APOE are very similar to the SPOE. AIS, such as Global Air Transportation Execution System and Transportation Coordinator's Automated Information for Movement Systems II (TC-AIMS II), document cargo that is being prepared and airlifted to a theater. This advanced visibility is utilized in the same manner as described above.

  JP 4-01, Joint Doctrine for the Defense Transportation System, *and JP 4-01.1,* Joint Tactics, Techniques, and Procedures for Airlift Support to Joint Operations, *offer additional discussion of the differing levels of airlift service. (JP 4-01.1 will be replaced upon approval of the revision to JP 3-17,* Joint Tactics, Techniques, and Procedures for Air Mobility Operations.)

5. Theater Distribution System

The third segment, theater distribution (depicted in Figure IV-3), is accomplished by various joint and Service component units from the POD to the destination and/or customer. **The primary units responsible for the execution of the theater distribution mission are the CINC's J-4, the Service**

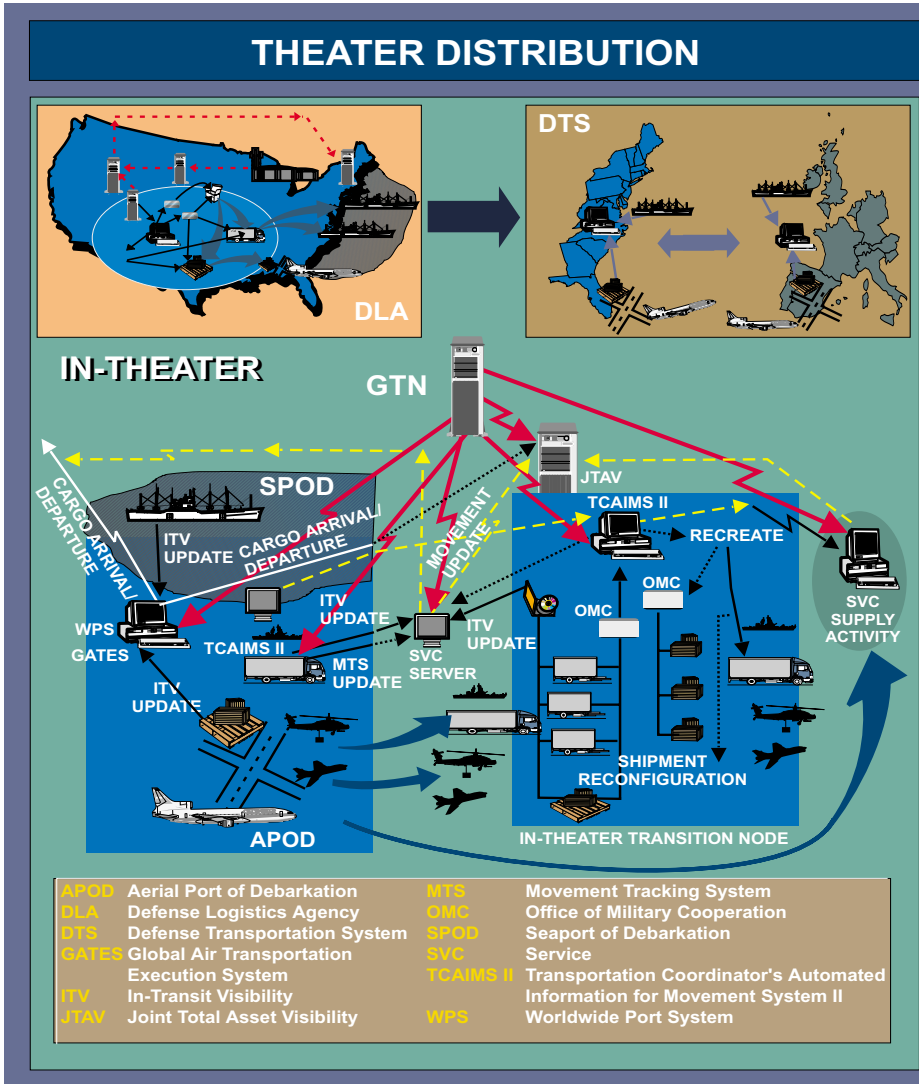


Figure IV-3. Theater Distribution

component logistic staff, and the Service component operational units which are linked together to operate and perform the day-to-day distribution functions. The theater distribution system is the compilation of the physical, financial, information, and communications networks as described in Chapter I, "Theater Distribution." The distribution process within CINCs AORs enables them to **conduct the physical movement of materiel and units, move the necessary information in the various Service and joint systems, and integrate the management process of the Service components** into a seamless joint theater distribution system. Each level of command and operational unit plays a unique part in the overall distribution process. The process includes development of the OPLAN and movement of a specific item within the system. A review of **each unit's role in the overall process** follows.

a. CINC's J-4

- **Directs and manages the effectiveness of the distribution system in theater.** The J-4 utilizes a series of boards, centers, and committees to prioritize and accomplish the management tasks. The primary organizations involved in the distribution management functions are the **LRC, the JMC, the JTB**, and other management boards, as required. **The CINC's logistic strategic planning element is responsible for the development and management of the four networks of the theater distribution system.** They develop the logistic portion of the OPLAN and prepare the TDP in accordance with the OPLAN. The J-4 monitors the execution of all aspects of theater distribution, both inbound and outbound. The J-4 also coordinates theater priorities and coordinates those plans with the other logistic commands and agencies located in CONUS or other theaters.

- Balances and synchronizes the overall movement requirements based on the CINC's priorities and available transportation assets.

- Identifies significant variances between programmed movements and actual movements occurring throughout the distribution system.

- Recommends to the CINC, as appropriate, COAs with respect to allocation of common-user transportation when movement requirements exceed capability or when competing requirements result in unresolved conflicts.

- Directs lateral distribution and reconsignment in support of theater high priority requirements.

- Monitors NEOs to ensure the sufficiency of transportation and logistic support.

- **LRC.** The CINCs will usually form command centers and operational planning teams in MOOTW and wartime. The J-4 logistic staff members are usually supported by an LRC. The LRC receives reports from Service components and external sources, distills information for presentation to the CINC, and responds to questions. The LRC logistics staff performs and responds to the following four key functions and questions. (1) Monitors current and evolving theater logistic capabilities: (a) Are any planned operations in jeopardy because of logistic limitations? (b) Are there any operations that cannot be supported? (2) Coordinates logistic support with upcoming operations: (a) Recommends to CINC shifting of logistic support from one Service component or one geographic area to another in the theater. (b) Assesses materiel commonalties among the Services for possible cross leveling. (c) Remains cognizant of the location of Service component distribution resources and capabilities. (d) Tracks materiel en route and within the theater. (e) Interprets the various Service-unique means of measuring supply levels. (3) Advises the CINC on the supportability of various COAs for proposed operations: (a) Coordinates with Service components as they perform their supportability analysis. (b) Provides a gross analysis of COAs at the combatant command level. (4) Acts as the CINC's agent and advocate to non-theater logistic organizations by: (a) Reporting logistic status to the Joint Staff Logistic Directorate. (b) Requesting additional resources. (c) Overseeing priorities conveyed to supporting

organizations. (d) Overseeing adjustments to the flow of forces and supplies. (e) Coordinating logistics with allies.

- **Use of Theater-Joint Transportation Board (T-JTB) and/or Theater Joint Movement Center (T-JMC).** Transportation is a critical asset in any operation requiring the movement of military forces. Combatant and subordinate commands need the capability to rapidly change transportation resource allocation to adjust to changing circumstances or immediately react to emergency or unanticipated situations. One recommendation for effective control of theater transportation assets is the establishment of a supported combatant commander's T-JTB to interface with the CJCS JTB and at the theater operational level as required. Procedures for establishing the T-JTB are developed during peacetime to facilitate rapid stand-up and execution under emergency or wartime conditions. The T-JTB's role is to **resolve contentious transportation issues within the command, at the operational level, and with the CJCS JTB**, such as allocating transportation apportionment among components for unit movement, non-unit movement, and resupply. Another effective transportation control option is the establishment of a supported combatant commander's T-JMC. The T-JMC is responsible for **coordinating the employment of all modes of theater transportation** (including that which is provided by allies, coalition partners, or the HN) **to support the theater concept of operations at the operational level with the JTF JMC or component movement center.** When used, the T-JMC is the single coordinator for all movement into, through, and out of the theater. Specifically, it is the supported combatant commander's focal point for strategic movements and should oversee the execution of theater transportation priorities.

For additional information on the JMC and theater movement control, refer to JP 4-01.3, Joint Tactics, Techniques, and Procedures for Movement Control, *Appendix A, "Joint Movement Center Organization."*

b. **Service Logistic Staff**

- The Service logistic staff plans and directs the activity of the Service logistic units. They translate OPLAN requirements into executable missions and assign those missions to their subordinate elements for execution.

- The Services advise the J-4 on the capabilities of the individual Service units to be allocated to the resource network. They also provide the day-to-day supervision of these Service units.

- The Service staffs plan and monitor execution of their specific Title 10, USC responsibilities and integrate the activities and execution of the CINC's plans into their specific Service systems operational scheme.

c. **Distribution Node Functions. The units of the various Services perform the day-to-day operations of the theater distribution system.** Within the theater, the primary distribution node functions are **supply, maintenance, and materiel transfer**. These functions are assigned to the Service components of the CINC and are the backbone of the distribution physical network. These functions are aligned with missions that are performed within the distribution system. HN and multinational capabilities that are assigned to the CINC

may be incorporated into the physical network. The Service functional units operate the distribution activities of the physical network that are referred to as distribution nodes.

d. **Distribution Nodes**

Each CINC will develop and employ its distribution capability according to the requirements outlined in the OPLAN. The number and type of nodes are determined by the geography and the number and types of units that comprise the physical network. Traditionally, it is within the distribution nodes that congestion and bottlenecks occur. Therefore, **nodes present the greatest challenge to the operators of the distribution process**. The shear volume of materiel to be moved through nodes during the early phases of a deployment and the support required by JRSOI tend to overwhelm the force structure available to execute distribution operations.

Nodes must report the arrival and departure of shipments to GTN and nodal operational status (i.e., backlog, excess capacity). Additionally, they must be capable of rapidly locating materiel within their nodes and performing re-documentation as required.

- **Supply Activities. These nodes undertake traditional supply-oriented activities** (e.g., receipt, store, and issue) **with the node operator normally establishing supply accountability for materiel**. At these locations, the **Services perform receipt operations where the cargo or materiel is discharged from the delivery conveyance**. Nodal personnel in-check the shipment and enter the appropriate information into the Service system. The efficiency and accuracy of this input is dependent upon source data and the ITV technology that accompanies the shipment. The receipt process establishes the Services' supply accountability for the materiel by placing it on the Services' asset balance file, thus making it available for redistribution. When a demand for materiel is received, the supply node performs the traditional supply functions of picking, packing and source data generation necessary to establish a record in the appropriate AIS and to perform the shipping process.

- **Maintenance Activities.** The maintenance nodes are the maintenance and repair facilities. **At these facilities, items are repaired and returned to the owning unit or, in the case of components repaired in-theater, are placed back into the Services' supply systems**. The theater distribution system must support the flow of this materiel between echelons of maintenance and supply support activities. While supply nodes maintain accountability for repairable items, the maintenance node establishes and maintains visibility of the materiel while it is in the repair process. **Additionally, theater distribution must rapidly and accurately arrange for the flow of repairables back into strategic distribution networks for movement to higher echelons of repair.**

  - Repair location;
  - Items awaiting maintenance;
  - Items repaired awaiting shipment;
  - Maintenance backlog; and
  - Items shipped.

- This information provides the distribution manager with an alternative source of supply to resolve critical item shortages within the theater, versus initiating requisition action from an out-

of-theater source. The accountability and visibility of repair items is essential in order for the CINCs to establish the theater priority repair list and retrograde policy. This information provides the data source for Service and joint AIS that enables the CINC to perform redistribution of critical assets in repair.

- **Materiel Transfer. These nodes perform materiel transfer and/or shipment reconfiguration activities.** They are located between transportation segments; therefore, these nodal operators **do not establish accountability or take ownership of the materiel or equipment**. All these activities must have the capability to read and write to multiple AIT devices and create and report military standard materiel transactions. The functional processes involved are discussed below.

  •• **Intermodal Transfer.** At intermodal transfer nodes, transportation conveyances (e.g., surface containers and air pallets) are offloaded, in-checked, and stored for follow-on movement, with Service system processing having been completed. Onward movement transportation is arranged and the Service-specific documentation prepared. The conveyance is loaded onto the next mode of transportation and shipped.

  Intermodal container and pallet operations are discussed in detail within JP 4-01.7, Joint Tactics, Techniques, and Procedures for Use of Intermodal Containers in Joint Operations.

  •• **Shipment Reconfiguration and Transfer.** This process involves breaking down and reconfiguring of cargo for shipment. In the commercial industry, this is referred to as crossdock, break-bulk, or hub and spoke operations. These processes involve the discharge of containers and pallets, shipment in-checked, individual consignees' cargo sorted and staged, and Service system processing completed. Transportation is arranged, appropriate documentation prepared, and the subsequent transportation conveyance is loaded and dispatched.

  •• **Intramodal Transfer.** Intramodal transfer nodes are established along the distribution pipeline. Typically, at these nodes shipments are not de-aggregated, but rather transferred between like transportation modes. These nodes report the progress of materiel and units moving in the distribution pipeline through the arrival and departure reporting process. Additionally, their functions include vehicle and cargo inspections, documentation, and dispatching of onward movement transportation assets.

- **Other Distribution Process Requirements for Information and Visibility.** There are **several essential visibility requirements within the distribution system and process** that are fundamental to accomplishing the in-theater distribution mission. These include the following.

  •• **In-container and On-pallet Visibility. In order for the CINCs' distribution system to move the massive amounts of materiel required by the force projection strategy**, digital documentation capability must be embedded within the various Service units involved in the distribution processes. **Every unit within the distribution system must have the ability to read and update the source data information created and perpetuated within other pipeline segments.** While this can be done

manually, it is labor intensive, time consuming, and subject to human error. New forms of AIT enhance the speed and accuracy of distribution processes. **Within the theater's austere information networks, shipments must have accompanying AIT devices that contain sufficient source data to permit the distribution operator to identify and reconstruct, if necessary, the original source data.** The ability to recover this source data allows distribution operators to expeditiously process shipments without the delays associated with frustrated shipments caused by improper or missing documentation. This capability provides to distribution operators the opportunity to rapidly and accurately execute distribution processing and digitally update service AIS with the current distribution status.

•• **In-transit Visibility.** In-transit visibility is the near-real-time capability to **track logistic resources and transportation assets while they are mobile and underway**. The movement control and transportation mode operator units are the source for ITV information. Technologies exist today that provide the capability to conduct continuous near-real-time tracking of logistic assets. **This visibility is provided through the use and implementation of commercial off-the-shelf technology known, in commercial industry, as Movement Tracking System (MTS).** The MTS is comprised of a global positioning system device and an embedded voice and digital communications capability. The integration of the movement conveyance and shipment details is required.

•• **Customer Location.** (1) Within the theater, land, air, and maritime units are continuously relocating and changing their support relationships. The DOD distribution process must not only provide visibility of the units and materials moving within the pipeline, but also must **establish and maintain visibility of the customer units as they relocate within the theater or change their support relationships**. For example, a sea LOC that exceeds 30 days could support ships or military units requesting equipment and supplies. If the customer continued to relocate during that period of time, or was reassigned to another organization for logistic support, the distribution activities along the way would not be able to ensure the delivery of the shipment without accurate and timely data of the unit's current geographical location and its new support relationship. (2) In the current DOD system, **the customer location and logistic support relationships are established within the Service systems and maintained and reported in the TDP**. The TDP is developed by the J-4 and is maintained through a myriad of C2 reporting processes. To date changes of unit locations and support relationships are recorded and reported through command channels.

CHAPTER V
JOINT COMMUNICATION AND INFORMATION SYSTEMS

"Perhaps no single factor has as much potential as the information explosion for changing the way in which military organizations function both during peace and in war."

Lieutenant General E. J. Rokke, USAF

1. Purpose

The purpose of this chapter is to describe the communications and information networks supporting joint theater distribution.

For planning purposes, refer to JP 6-0, Doctrine for Command, Control, Communications and Computer (C4) Systems Support to Joint Operations*; and JP 6-02,* Joint Doctrine for Employment of Operational/Tactical Command, Control, Communications and Computer Systems.

2. Introduction

a. Communication networks overlay and link every facet of military operations affecting the ability of armed forces to communicate and influence the outcome of an armed conflict. The robustness of the communications network will influence the overall operational effectiveness of distribution and the quality and timeliness of support. **Two systems that support the communication network are the Global Command and Control System (GCCS) and the Global Combat Support System (GCSS).** These systems are pillars of the "C4I For The Warrior" concept (Figure V-1). **They provide a fused, real-time, multidimensional view of the battlespace as well as the ability to coordinate laterally and throughout the chain-of-command**. Both these systems allow the combat support community and C2 community to tailor information and use local applications that are defense information infrastructure — common operating environment (DII-COE) compliant and have the same look and feel in war and peace.

b. **An information network combines AIS and AIT to enhance situational awareness of the warfighter and the logistician**. AIS such as JTAV and GTN must be readily available, and users must be familiar with their operation to maximize the communications and information synergy. Joint operations require an ability to communicate in the traditional means and to move large data files between Service AIS. This helps to ensure cross-Service logistic and distribution supportability of a joint force. **Service information systems ensure that joint requirements and requests for support are coordinated**. Information must flow seamlessly across Service component boundaries regardless of communications protocols, data, or information formats.

3. Automated Systems

a. **Global Command and Control System. GCCS provides a single integrated C2 system**. As a minimum it will provide a communications base for processing CINC requirements, orders, and matters that pertain to the defense authorization language (Goldwater Nichols Act 1986). It is a system designed to support deliberate and crisis action planning with the use of an integrated set of analytical tools and flexible data transfer capabilities. **Its mission is to support monitoring, planning, and execution of joint and/or multinational conventional military operations as well as**

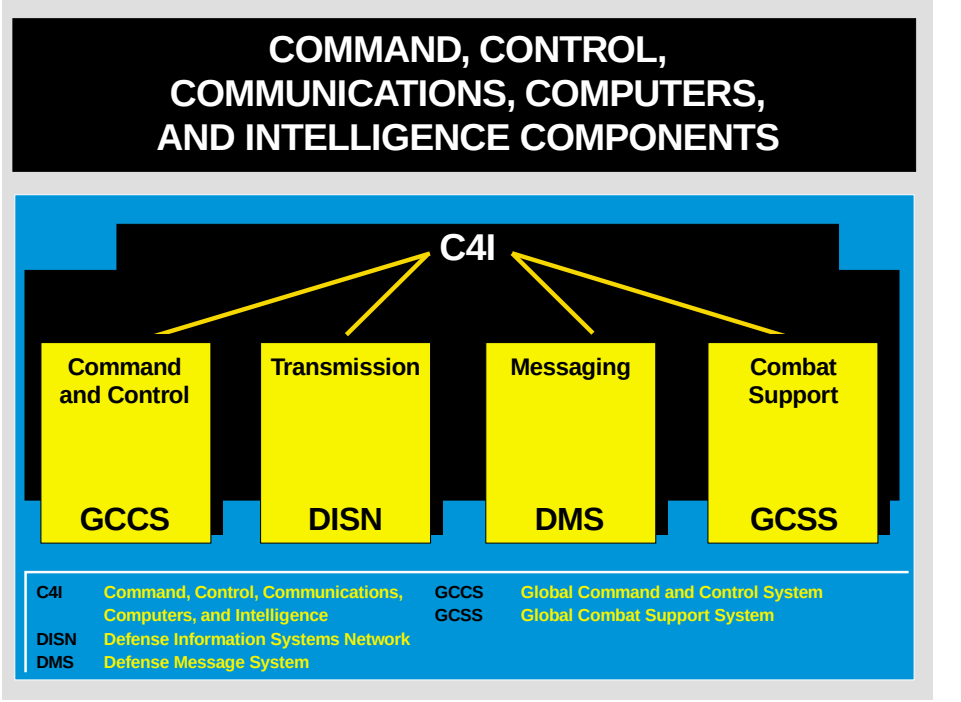


Figure V-1. Command, Control, Communications, Computers, and Intelligence Components

operations other than war. GCCS is a highly flexible system capable of collecting, processing, disseminating, and protecting information to support critical decision making and to achieve unity of effort and command dominance. GCCS also provides common mission applications, data bases, imagery, teleconferencing, messaging, file transfers, office automation, utilities, and system administration.

b. **Global Combat Support System**

- **GCSS provides an integrated combat support infrastructure for all combat support areas, including acquisition, logistics, personnel, finance, and health services.** Additionally it can be used to perform logistic COA determinations and perform "what if" planning considerations. Users include deployed warfighters at the JTF and Service forces, non-deployed users, and wholesale-level users at defense agencies. Similar to GCCS, **GCSS interfaces and integrates corporate-wide Service and agency-sponsored combat support systems.**

- **The advantage of GCSS is its focus on cross-functional applications**. It maximizes the efficiency in the functionally focused applications through shared data, matched with appropriate decision support tools designed to the requirements of the CINCs and their deployed JTF. It is essential to the CINC and JTFs that all the combat support functional areas be integrated to optimize the effectiveness and efficiency of support to the joint warfighter. **Both the joint warfighter and functional user drive the requirements of GCSS**. The sustaining base includes both commercial industry and government organizations that support the joint warfighter.

- **GCSS provides the necessary tools for unit-level tasks and facilitates linkage between unit and force-level agencies and activities**. GCSS allows the combat support community to tailor information and use local applications that are DII-COE compliant.

- GCSS satisfies the current doctrine of flexible combat support for the dynamic creation, deployment, employment, sustainment, and redeployment of multiple JTFs simultaneously. GCSS supports this doctrine through integrating data into a coherent, current, and accurate picture for combat support to the warfighter.

c. **Defense Information Systems Network (DISN).** National strategy involves power projection by a highly flexible, rapidly responsive, tailored force. The Armed Forces of the United States are structured to conduct joint force projection operations from CONUS bases, sanctuary locations, and in-theater locations to an operational area anywhere in the world. **The warfighter needs a fully integrated, real time, true representation of the joint battlespace to achieve information dominance in the battlespace. Information dominance, a critical combat multiplier, results from the DISN infrastructure.** DISN is an enhanced long haul telecommunications infrastructure that supports a full range of communication services. Battlespace operations are synchronized using voice, data, imagery, and video information at low, medium, and high data rates.

d. **Defense Message Service (DMS).** The DMS provides a secure and accountable **capability for individual and organizational messages for the Department of Defense**. The transport of messages between elements of the DMS is via existing and planned communications networks and media, primarily the DISN. This allows commanders at all levels to communicate rapidly.

e. **C4I Components. GCCS, DISN, GCSS, and DMS are the pillars of the C4I architecture,** as shown in Figure V-1.

f. **Joint Operation Planning and Execution System (JOPES)**

- JOPES is a continuously evolving system that has been developed through the integration and enhancement of earlier planning and execution systems. JOPES is the integrated C2 system used to plan and execute joint military operations by national- and theater-level commanders and their staffs. It is a combination of joint policies, procedures, personnel, training, and a reporting structure supported by automated data procedures on GCCS. **JOPES is used to plan, monitor, and execute mobilization, deployment, employment, sustainment, and redeployment activities associated with joint operations.**

- JOPES is also used in planning for contingencies that can reasonably be anticipated in a CINC's AOR.

g. **Joint Total Asset Visibility**

- JTAV is a capability that gives the commander the ability to "see" materiel across the distribution continuum. **High-speed communications and state-of-the-art logistic automation tools make it possible to provide a JTAV in-theater capability for the JTF commander and CINC.**

- JTAV empowers JTF commanders with a new capability designed to provide visibility of movement for personnel (both units and individuals), unit moves (materiel and equipment), and sustainment materiel from the

generation of a requirement through arrival at the appropriate activity. **JTAV enables the display of data from disparate databases for users by the CINC, JTF, and Service component at a level of detail needed to control the capacity of the distribution system.**

- JTAV assists logistic planners in satisfying deliberate and crisis-action visibility tracking responsibilities through access to an integrated logistic and personnel database.

h. **Joint Personnel Asset Visibility (JPAV).** The Service components use a variety of database systems and manual methods for maintaining and tracking personnel information. **When the JPAV system matures it will provide cross-Service integration of the various Service databases. The CINC's staff will have access and visibility of data on personnel deployed, employed in, or leaving the operational area.** JPAV gives users access to an integrated database containing information on units and individuals. The database contains basic identifying information on individuals such as name, rank, social security number, Service component skills, qualifications, and other personnel data needed to support personnel tracking and readiness assessments. Primary sources such as TPFDD, Service component personnel systems, transportation manifesting systems, and casualty reporting and tracking systems update the integrated JPAV database.

i. **Global Transportation Network.** USTRANSCOM's GTN gives customers **near-real-time capability to access classified and unclassified transportation and deployment information**. GTN collects and integrates transportation information from selected transportation systems. The resulting information is provided to the NCA, the Joint Staff, CINCs, USTRANSCOM (its component commands), Services, and to DOD customers supporting transportation planning and decision making during peacetime, conflict, and war.

j. **Transportation Coordinator's Automated Information for Movement System II. TC-AIMS II integrates current DOD transportation systems supporting installation and unit movement requirements into a single system**. It is created from the US Air Force Cargo Movement Operations System, the US Army Transportation Coordinator — Automated Command and Control Information System and Department of the Army Movements Management System-Redesign, the US Marine Corps MAGTF Deployment Support System, and US Marine Corps TC-AIMS. This system has the ability to electronically update unit equipment list information, load plan the deployable equipment listing, and electronically update the strategic systems with both planning and actual movement event information.

4. Automatic Identification Technology

a. The Department of Defense has experienced a virtual explosion of technology to support logistic processes. Improvements in **AIT have increased the speed of many logistic processes** by increasing visibility and reducing the requirement to manually inventory shipments. **AIT improves distribution-based logistics** by automating information at the source for use throughout the pipeline, providing inside-the-box visibility, and providing visibility links between various AIS. **AIT helps satisfy much of the critical information requirements of the distribution manager.**

b. **AIT is a suite of technologies,** including bar codes, optical memory cards,

integrated circuit cards, radio frequency identification tags, and other movement tracking devices**. These technologies facilitate the capture of information**. AIT can be used in a number of diverse environments and applications. The Department of Defense uses AIT to enhance logistic business practices and provide status and location of its assets.

c. The vision for AIT is to attain the **optimum mix of technologies** that allow each user to efficiently and effectively capture, aggregate, and transfer data and information in near real time, integrate with logistic AIS, streamline business processes, and enhance the distribution process.

d. AIT provides data to the AIS and is used by decision makers at all echelons. The strength of AIT, as an enabling technology, is its ability to **rapidly and accurately capture detailed data and transfer it to AIS with minimal human intervention**. The use of AIT supports the strategy of capturing information once and making it readily available to all users.

e. Given the size and diversity of the joint distribution pipeline, there **are three overarching principles for AIT use.**

- AIT must transfer data directly to the appropriate AIS to the maximum extent practicable. AIT must maximize the use of pre-positioned data and minimize the level of human intervention for the capture and transfer of data to AIS.
- The application and fielding of AIT must be compatible across all joint logistic functions and commercial distribution business processes.
- AIT must be based on specific user requirements for accurate and timely data, process improvements, and enhanced logistic management capabilities.

5. Simulation Technology

a. **Command and control training simulations are computer-driven scenarios** that allow distribution managers to:

- Exercise and evaluate internal staff training and standard operating procedures;
- Develop an awareness of the lethality and complexity of modern warfare;
- Evaluate written material and verbal communication processes between joint and Service component commanders and staff members; and
- Provide feedback to measure situational responses and staff ability to develop alternative COAs.

b. The **Joint Training Confederation (JTC) is a set of models from the various Services joined to support selected joint and combined training exercises** (See Figure V-2).

c. Each model proponent owns and operates the models shown in Figure V-2. With the advent of the JTC, the US military can now conduct joint and combined training of a JTF for the first time without deploying troops and equipment to the field. The JTC simulates theater-level warfare and incorporates nearly all aspects of theater campaign planning and execution. **The JTC allows the Services to conduct joint training exercises to simulate future joint and combined operations for various theaters.** Major joint exercises at the CINC and JTF level using the JTC include PRAIRIE

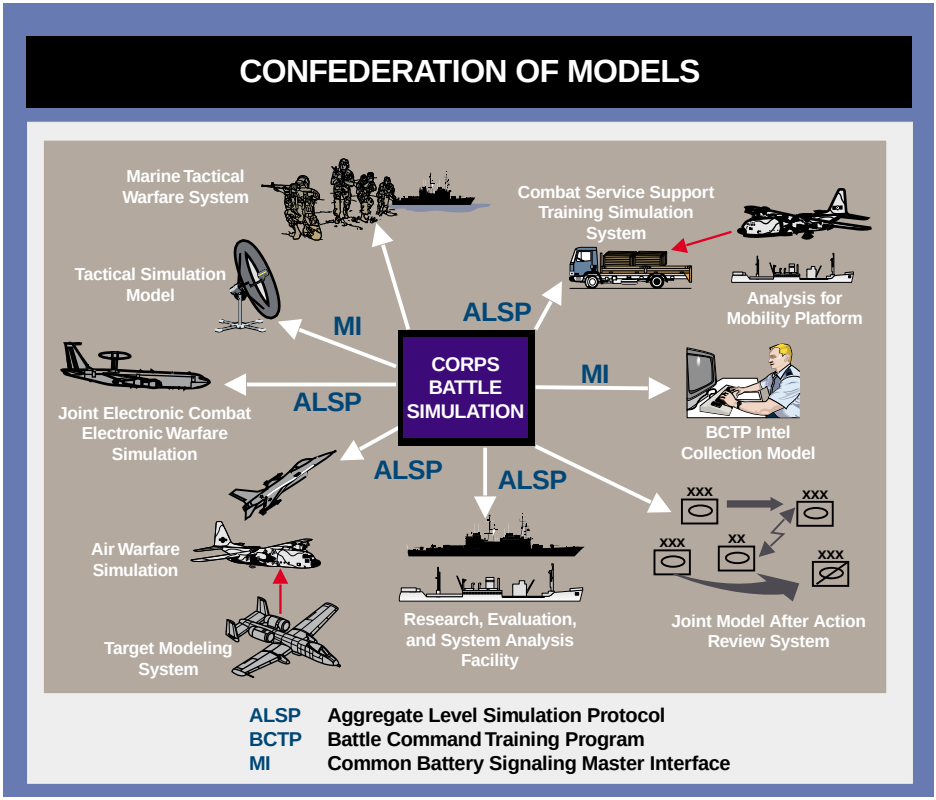


Figure V-2. Confederation of Models

WARRIOR (Ft. Leavenworth, Kansas), ULCHI FOCUS LENS (Korea), UNIFIED ENDEAVOR (Norfolk, Virginia), and ATLANTIC RESOLVE (Germany).

APPENDIX A
DISPOSAL OPERATIONS

1. General

The nature of the theater, composition of the force, environmental standards, and agreements with the HN affect disposal procedures.

2. Usable Property

Defense Reutilization Marketing Service (DRMS) will provide complete disposal services to the greatest degree possible within the planning constraints on a reimbursable basis. When providing services, DRMS and/or DLA personnel will require life-sustaining support. These services include the following.

a. The provision of technical assistance to commanders.

b. The receiving, storing, and issuing of FEPP.

c. The provision of re-utilization, transfer, and donation services.

d. The provision of coordination for humanitarian assistance programs (HAPs).

e. The conduct of sales.

f. The administering of abandonment and destruction.

g. The overseeing of the disposal of all hazardous materiel (HM) and/or hazardous waste (HW). To the extent possible, the centralized disposal activity shall physically accept and process all property for which it has responsibility. For further specific information see DOD 4160.21-M, *Defense Reutilization and Marketing Manual.* HM and/or HW disposal is discussed further in paragraph 9 of this appendix.

3. Disposal of Materiel with Special Requirements

This materiel includes radioactive items; hospital-generated infectious waste; and ammunition, explosives, and dangerous articles. Their disposal is a Military Service and National responsibility, and applicable Military Service and National regulations and policies apply.

4. Scrap

A CINC's logistic and engineering staffs are responsible for providing policy on unserviceable materiel that has no value except for its basic material content. DOD Instruction 4715.4, *Pollution Prevention*, provides the guidelines for Service components to participate in qualified recycling programs.

5. Munitions List and Computer Control List Items

A CINC must make provisions for proper disposal of munitions list items (MLIs) and computer control list items (CCLIs). Significant quantities of DOD materiel are designated MLI and CCLI. These items require special oversight, since it is DOD policy to identify and apply appropriate controls to areas of the world where its use would be in conflict with the interests of US foreign policy. When considering the disposal of MLIs and CCLIs, the CINC should observe the following.

a. In coordination with DRMS, determine and implement feasible, cost effective, and efficient options to meet DOD demilitarization (DEMIL) requirements. (See DOD 4160.21-M-1, *Defense Demilitarization Manual*.)

b. Ensure that Military Service components provide technical assistance to the disposal activity.

c. Ensure compliance by subordinate activities with DEMIL requirements.

d. Ensure logistic staffs are prepared to support retrograde of MLIs and CCLIs as the primary method of control if in-country disposal options are not viable.

6. Captured or Confiscated Weapons

Captured and confiscated weapons must be handled similarly to US-owned weapons. They have an additional control requirement in that they must be entered into the DOD Small Arms Serialization Program by the Service component that captures or confiscates them prior to any DEMIL action.

7. Rations

DRMS will assist in the disposal of packaged rations (e.g., meals, ready to eat or tray rations) which have been determined to be fit for human consumption. Fresh rations such as meats, dairy products, or produce and rations unfit for human consumption will not be accepted by the Defense Reutilization Marketing Office. Rations unfit for human consumption should be disposed of as normal trash.

8. Reutilization and Transfers

A primary goal of disposal is to maximize re-utilization of US Government property. Reutilization is a source of supply for combatant forces, reduces the need for retrograde transportation, and minimizes the need for in-country abandonment and destruction. Another effective method of dealing with FEPP in foreign countries is to use HAP to transfer it to non-US recipients. Neither Military Service components nor subordinate activities can make the transfer of DOD FEPP to foreign governments or NGO. Transfer of FEPP requires DOD and DOS concurrence. DRMS will provide coordination with the local government, the DOS, DOD HAP, and the CINC's logistic staff to expedite the selection and transfer of FEPP to authorized recipients

9. Hazardous Materiel and Hazardous Waste

a. Modern mechanized forces use and generate large quantities of HM. It is DOD policy to store, handle, and dispose of all regulated and/or HM and HW property in accordance with applicable environmental, safety, and other pertinent laws and regulations. In peacetime, the DOD components in foreign nations will comply with the final governing standards (FGS) established for that nation related to the storage, handling, and disposition of HMs and the management of HW. Where no FGS have been established, DOD components shall comply with applicable international agreements, applicable HN standards, or the Overseas Environmental Baseline Guidance Document (OEBGD) and, in cases of conflicting requirements, shall normally comply with the standard list that is most protective of human health or the environment. In contingency operations, however, the OEBGD and FSG do not apply. However, the US Government and Department of Defense are committed to the protection of the environment worldwide. To this end, consistent with mission requirements, planning efforts should address a strategy for environmentally sound disposal. Early planning and coordination in contingency operations are essential. Key considerations by the CINC's logistic staff for the disposal of HM and/or HW include the following.

- The determination of the disposal concept of operations.
- Addressing pollution prevention and waste minimization requirements in OPLANs and ensuring that planning supports reutilization and sales as the primary methods of disposal.
- Establishing country-to-country agreements with the HNs to ensure that disposal options are supportable. Options for disposal can include: retrograde, in-theater disposal by DRMS, and in-country disposal by a contractor.
- Ensuring that suitable facilities and adequate equipment and materials are available for HM and/or HW storage and movement.
- Ensuring that funds are allocated and available to satisfy HM and/or HW disposal requirements.
- Ensuring that trained personnel are assigned to perform safety and environmental tasks.

b. Normally, the United States will not provide disposal support for non-US generated HM and/or HW. The Military Services and DRMS will provide the same level of disposal support for captured or confiscated HM and/or HW.

10. Sales Programs

Sale of FEPP to the private sector or to a foreign government is a primary DRMS method of disposal. A properly executed sales program minimizes the need for in-country abandonment and destruction and realizes major cost avoidance in retrograde transportation. An in-country sales program requires a country-to-country agreement that permits internal sales of specified commodities, sales for export, and expedited tax and customs processing. The CINC's logistic staff should address these issues during the country-to-country negotiations phase. Achieving sales authority after entry into the AOR can be difficult and result in unnecessary delays or major restrictions that may impact the disposal concept of operations. Sale of some FEPP to the HN or other foreign governments is also a possible avenue for disposal. Sales are conducted under the authority of the Arms Export Control Act, which provides the authority for writing and implementing foreign military sales (FMS) cases with qualified foreign countries. Normally, FMS cases require months to process. However, if there are identified requirements, DRMS can prepare FMS cases relatively quickly.

11. Contract Operations

One option for the disposal program is to use a contractor to perform the functions normally provided by DRMS. In limited scenarios, contract disposal may be the most expedient and cost-effective. Generally larger, more complex deployments will require a fuller range and depth of service that is best performed by DRMS.

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APPENDIX B
REFERENCES

The development of JP 4-01.4 is based upon the following primary references.

1. JP 1-02, *Department of Defense Dictionary of Military and Associated Terms.*

2. JP 3-16, *Joint Doctrine for Multinational Operations.*

3. JP 3-35, *Joint Deployment and Redeployment Operations.*

4. JP 4-0, *Doctrine for Logistic Support of Joint Operations.*

5. JP 4-01, *Joint Doctrine for the Defense Transportation System.*

6. JP 4-01.1, *Joint Tactics, Techniques, and Procedures for Airlift Support to Joint Operations.*

7. JP 4-01.3, *Joint Tactics, Techniques, and Procedures for Movement Control.*

8. JP 4-01.7, *Joint Tactics, Techniques, and Procedures for Use of Intermodal Containers in Joint Operations.*

9. JP 4-01.8, *Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration.*

10. JP 4-02.1, *Joint Tactics, Techniques, and Procedures for Health Service Logistics Support in Joint Operations.*

11. JP 4-04, *Joint Doctrine for Civil Engineering Support.*

12. JP 4-08, *Joint Doctrine for Logistic Support of Multinational Operations.*

13. JP 5-0, *Doctrine for Planning Joint Operations.*

14. JP 6-0, *Doctrine for Command, Control, Communications and Computer (C4) Systems Support to Joint Operations.*

15. JP 6-02, *Joint Doctrine for Employment of Operational/Tactical Command, Control, Communications and Computer Systems.*

16. CJCSI 3110.01A, *Joint Strategic Capabilities Plan (JSCP).*

17. CJCSI 3110.11B, *Mobility Supplement to the Joint Strategic Capabilities Plan.*

18. CJCSM 3122.01, *Joint Operation Planning and Execution System Vol I: (Planning Policies and Procedures).*

19. CJCSM 3122.02, *Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution.*

20. CJCSM 3122.03, *Joint Operation Planning and Execution System Vol II: (Planning Formats and Guidance).*

21. CJCSM 3141.01, *Procedures for the Review of Operation Plans.*

22. DOD 4160.21-M, *Defense Reutilization and Marketing Manual.*

23. DOD 4160.21-M-1, *Defense Demilitarization Manual.*

24. DODI 4715.4, *Pollution Prevention.*

25. DOD Directive 5100.1, *Functions of the Department of Defense and its Major Components.*

26. MOP-37, *Military Satellite Communications Systems.*

APPENDIX C
ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication to: Commander, United States Joint Forces Command, Joint Warfighting Center Code JW100, 116 Lake View Parkway, Suffolk, VA 23435-2697. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

The lead agent for this publication is the US Army. The Joint Staff doctrine sponsor for this publication is the Director for Logistics (J-4).

3. Change Recommendations

a. Recommendations for urgent changes to this publication should be submitted:

TO: CSA WASHINGTON DC//DAMO-SSP//
INFO: JOINT STAFF WASHINGTON DC//J4/J7-JDETD//

Routine changes should be submitted to the Director for Operational Plans and Joint Force Development (J-7), JDETD, 7000 Joint Staff Pentagon, Washington, DC 20318-7000.

b. When a Joint Staff directorate submits a proposal to the Chairman of the Joint Chiefs of Staff that would change source document information reflected in this publication, that directorate will include a proposed change to this publication as an enclosure to its proposal. The Military Services and other organizations are requested to notify the Director, J-7, Joint Staff, when changes to source documents reflected in this publication are initiated.

c. Record of Changes:

CHANGE NUMBER	COPY NUMBER	DATE OF CHANGE	DATE ENTERED	POSTED BY	REMARKS

4. Distribution

a. Additional copies of this publication can be obtained through Service publication centers.

b. Only approved pubs and test pubs are releasable outside the combatant commands, Services, and Joint Staff. Release of any classified joint publication to foreign governments or foreign nationals must be requested through the local embassy (Defense Attaché Office) to DIA Foreign Liaison Office, PSS, Room 1A674, Pentagon, Washington, DC 20301-7400.

c. Additional copies should be obtained from the Military Service assigned administrative support responsibility by DOD Directive 5100.3, 1 November 1988, *Support of the Headquarters of Unified, Specified, and Subordinate Joint Commands.*

Army:	US Army AG Publication Center SL 1655 Woodson Road Attn: Joint Publications St. Louis, MO 63114-6181
Air Force:	Air Force Publications Distribution Center 2800 Eastern Boulevard Baltimore, MD 21220-2896
Navy:	CO, Naval Inventory Control Point 700 Robbins Avenue Bldg 1, Customer Service Philadelphia, PA 19111-5099
Marine Corps:	Commander (Attn: Publications) 814 Radford Blvd, Suite 20321 Albany, GA 31704-0321
Coast Guard:	Commandant, (G-OPD), US Coast Guard 2100 2nd Street, SW Washington, DC 20593-0001
	Commander USJFCOM JWFC Code JW2102 Doctrine Division (Publication Distribution) 116 Lake View Parkway Suffolk, VA 23435-2697

d. Local reproduction is authorized and access to unclassified publications is unrestricted. However, access to and reproduction authorization for classified joint publications must be in accordance with DOD Regulation 5200.1-R, *Information Security Program.*

GLOSSARY

PART I – ABBREVIATIONS AND ACRONYMS

ABFC	advanced base functional component
ACE	aviation combat element (MAGTF)
ACSA	acquisition cross-Service agreement
AIS	automated information system
AIT	automatic identification technology
ALSS	naval advanced logistic support site
AMC	Air Mobility Command
AOR	area of responsibility
APOD	aerial port of debarkation
APOE	aerial port of embarkation
BSSG	brigade service support group
C2	command and control
C4I	command, control, communications, computers, and intelligence
CAP	crisis action planning
CCLI	computer control list item
CE	command element (MAGTF)
CHE	container handling equipment
CINC	commander of a combatant command
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CLF	combat logistics force
COA	course of action
COMAFFOR	Commander, Air Force Forces
COMARFOR	Commander, Army Forces
COMMARFOR	Commander, Marine Forces
COMNAVFOR	Commander, Naval Forces
CONPLAN	operation plan in concept format
CONUS	continental United States
CSS	combat service support
CSSE	combat service support element (MAGTF)
DCST	Defense Logistics Agency (DLA) contingency support team
DEMIL	demilitarization
DII-COE	defense information infrastructure-common operating environment
DISN	Defense Information Systems Network
DLA	Defense Logistics Agency
DMS	Defense Message Service
DOD	Department of Defense
DOS	Department of State

DOT	Department of Transportation
DRMS	Defense Reutilization Marketing Service
DTS	Defense Transportation System
FALD	Field Administration and Logistics Division
FEPP	federal excess personal property
FGS	final governing standards
FHA	foreign humanitarian assistance
FLS	naval forward logistic site
FMS	foreign military sales
FSSG	force service support group (USMC)
FUNCPLAN	functional plan
G-4	Assistant Chief of Staff for Logistics
GCCS	Global Command and Control System
GCE	ground combat element (MAGTF)
GCSS	Global Combat Support System
GTN	Global Transportation Network
HAP	humanitarian assistance program
HM	hazardous materiel
HN	host nation
HNS	host-nation support
HW	hazardous waste
ITV	in-transit visibility
J-4	Logistics Directorate of a joint staff
JFC	joint force commander
JMC	joint movement center
JOPES	Joint Operation Planning and Execution System
JP	joint publication
JPAV	joint personnel asset visibility
JRSOI	joint reception, staging, onward movement and integration
JSCP	Joint Strategic Capabilities Plan
JSST	joint space support team
JTAV	joint total asset visibility
JTB	Joint Transportation Board
JTC	Joint Training Confederation
JTD	joint theater distribution
JTF	joint task force
JTTP	joint tactics, techniques, and procedures
JV	Joint Vision
LOC	line of communications
LOI	letter of instruction
LRC	logistic readiness center
LTF	logistics task force

MAGTF	Marine air-ground task force
MARFOR	Marine Corps forces
MEF	Marine expeditionary force
MEU	Marine expeditionary unit
MFP	major force program
MHE	materials handling equipment
MLC	Marine Logistics Command
MLI	munitions list item
MOOTW	military operations other than war
MSC	Military Sealift Command
MTMC	Military Traffic Management Command
MTS	Movement Tracking System
NCA	National Command Authorities
NEO	noncombatant evacuation operation
NGO	nongovernmental organization
OEBGD	Overseas Environmental Baseline Guidance Document
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
POD	port of debarkation
POE	port of embarkation
PVO	private voluntary organization
SOC	special operations command
SOF	special operations forces
SPMAGTF	special purpose Marine air-ground task force
SPOC	Space Operations Center
SPOD	seaport of debarkation
SPOE	seaport of embarkation
TACON	tactical control
TC-AIMS II	Transportation Coordinator's Automated Information for Movement System II
TDP	theater distribution plan
T-JMC	theater-joint movement center
T-JTB	theater-Joint Transportation Board
TPFDD	time-phased force and deployment data
TSC	theater support command
UN	United Nations
USAID	United States Agency for International Development
USC	United States Code
USCINCSPACE	Commander in Chief, United States Space Command
USCINCTRANS	Commander in Chief, United States Transportation Command
USSOCOM	United States Special Operations Command

USSPACECOM	United States Space Command
USTRANSCOM	United States Transportation Command

containerization. The use of containers to unitize cargo for transportation, supply and storage. Containerization incorporates supply, transportation, packaging, storage and security together with visibility of container and its contents into a distribution system from source to user. (JP 1-02)

distribution. 1. The arrangement of troops for any purpose, such as a battle, march, or maneuver. 2. A planned pattern of projectiles about a point. 3. A planned spread of fire to cover a desired frontage or depth. 4. An official delivery of anything, such as orders or supplies. 5. That functional phase of military logistics that embraces the act of dispensing materiel, facilities, and services. 6. The process of assigning military personnel to activities, units, or billets. (JP 1-02)

distribution manager. The executive agent for managing distribution with the combatant commander's area of responsibility. (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

distribution pipeline. Continuum or channel through which the Department of Defense conducts distribution operations. The distribution pipeline represents the end-to-end flow of resources from supplier to consumer and, in some cases, back to the supplier in retrograde activities. (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

distribution plan. A reporting system comprising reports, updates, and information systems feeds that articulate the requirements of the theater distribution system to the strategic and operational resources assigned responsibility for support to the theater. It portrays the interface of the physical, financial, information and communications networks for gaining visibility of the theater distribution system and communicates control activities necessary for optimizing capacity of the system. It depicts, and is continually updated to reflect changes in, infrastructure, support relationships, and customer locations to all elements of the distribution system (strategic, operational, and tactical). (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

distribution system. That complex of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, and control the flow of military materiel between the point of receipt into the military system and the point of issue to using activities and units. (JP 1-02)

frustrated cargo. Any shipment of supplies and/or equipment which while en route to destination is stopped prior to receipt and for which further disposition instructions must be obtained. (JP 1-02)

hub. An organization that sorts and distributes inbound cargo from wholesale supply sources (airlifted, sealifted, and ground transportable) and/or from within the theater. (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

hub and spoke distribution. A physical distribution system developed and modeled on industry standards to provide cargo management for a theater. It is based on a "hub" moving cargo to and between several "spokes." It is designed to increase transportation efficiencies and in-transit

visibility and reduce order ship time. (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

intermodal. Type of international freight system that permits transshipping among sea, highway, rail, and air modes of transportation through use of American National Standards Institute/International Organization for Standardization containers, line-haul assets, and handling equipment. (JP 1-02)

in-transit visibility. The ability to track the identity, status, and location of Department of Defense units, and non-unit cargo (excluding bulk, petroleum, oils, and lubricants) and passengers; medical patients; and personal property from origin to consignee or destination across the range of military operations. (JP 1-02)

joint planning and execution community. Those headquarters, commands, and agencies involved in the training, preparation, movement, reception, employment, support, and sustainment of military forces assigned or committed to a theater of operations or objective area. It usually consists of the Joint Staff, Services, Service major commands (including the Service wholesale logistics commands), unified commands (and their certain Service component commands), subunified commands, transportation component commands, joint task forces (as applicable), Defense Logistics Agency, and other Defense agencies (e.g., Defense Intelligence Agency) as may be appropriate to a given scenario. Also called **JPEC**. (JP 1-02)

redistribution. The act of effecting transfer in control, utilization, or location of material between units or activities within or among the Military Services or between the Military Services and other Federal agencies. (JP 1-02)

spoke. The portion of the hub and spoke distribution system that refers to transportation mode operators responsible for scheduled delivery to a customer of the "hub." (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

theater distribution. The flow of personnel, equipment, and materiel within theater to meet the geographic combatant commander's missions. (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

theater distribution management. The function of optimizing the distribution networks to achieve the effective and efficient flow of personnel, equipment, and materiel to meet the combatant commander's requirements. (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

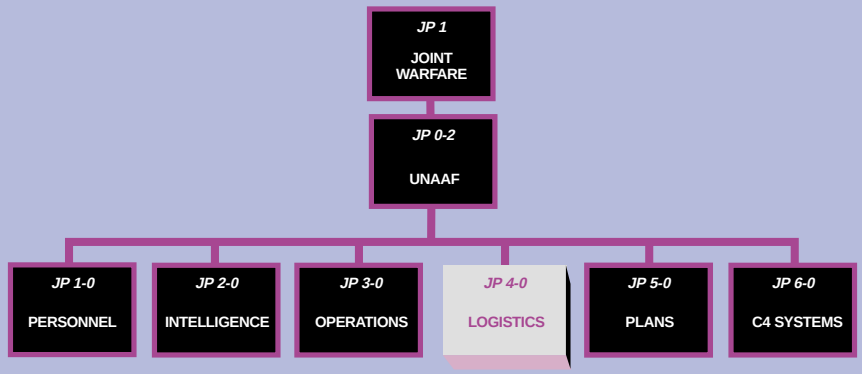
theater distribution system. A distribution system comprised of four independent and mutually supported networks within theater to meet the geographic combatant commander's requirements; the physical network, the financial network, the information network, and the communications network. (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

transportation feasibility. Operation plans and operation plans in concept format are considered transportation feasible when the capability to move forces, equipment, and supplies exists from the point of origin to the final destination according to the plan. Transportation feasibility determination will require concurrent analysis and assessment of available strategic and theater lift assets, transportation infrastructure, and competing demands and restrictions. a. The supported commander of a combatant command

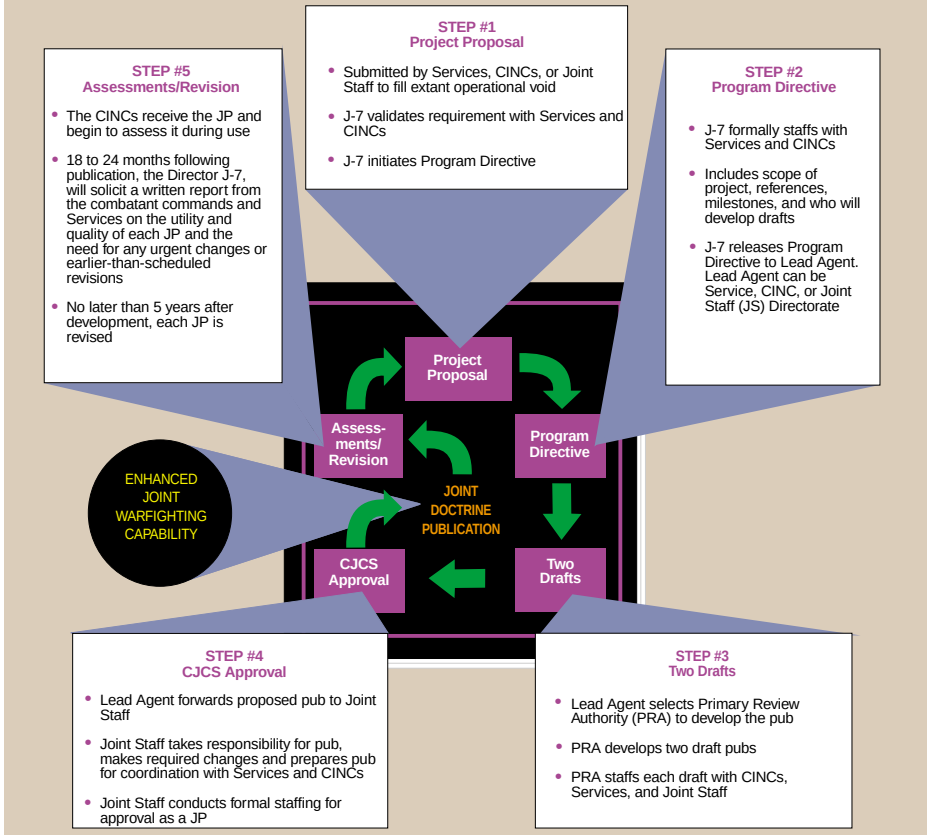
(CINC) will analyze deployment, joint reception, staging, onward movement, and integration (JRSOI), and theater distribution of forces, equipment, and supplies to final destination. b. Supporting CINCs will provide an assessment on movement of forces from point of origin to aerial port of embarkation and/or seaport of embarkation. c. The Commander in Chief, United States Transportation Command will assess the strategic leg of the time-phased force and deployment data for transportation feasibility, indicating to the Chairman of the Joint Chiefs of Staff and supported CINC that movements arrive at the port of debarkation consistent with the supported CINC's assessment of JRSOI and theater distribution. d. Following analysis of all inputs, the supported CINC is responsible for declaring a plan end-to-end executable. (JP 1-02)

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JOINT DOCTRINE PUBLICATIONS HIERARCHY



All joint doctrine and tactics, techniques, and procedures are organized into a comprehensive hierarchy as shown in the chart above. **Joint Publication (JP) 4-01.4** is in the **Logistics** series of joint doctrine publications. The diagram below illustrates an overview of the development process:




JOINT
CHIEFS OF STAFF