

Joint Publication 4-0



Joint Logistics



4 February 2019
Incorporating Change 1
8 May 2019



PREFACE

1. Scope

This publication is the keystone document of the joint logistics series. It provides fundamental principles and guidance for logistics planning, execution, and assessment in support of joint operations. It also discusses logistics responsibilities, authorities, and control options available to a joint force commander (JFC) and offers precepts to influence the commander's decision-making process.

2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff (CJCS). It sets forth joint doctrine to govern the activities and performance of the Armed Forces of the United States in joint operations, and it provides considerations for military interaction with governmental and nongovernmental agencies, multinational forces, and other interorganizational partners. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders, and prescribes joint doctrine for operations and training. It provides military guidance for use by the Armed Forces in preparing and executing their plans and orders. It is not the intent of this publication to restrict the authority of the 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 objectives.

3. Application

a. Joint doctrine established in this publication applies to the Joint Staff, commanders of combatant commands, subordinate unified commands, joint task forces, subordinate components of these commands, the Services, and combat support agencies.

b. This doctrine constitutes official advice concerning the enclosed subject matter; however, the judgment of the commander is paramount in all situations.

c. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence unless the CJCS, 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 and consistent with US law, regulations, and doctrine.

4. Cancellation

This publication cancels JP 4-06, *Mortuary Affairs*. Relevant material from JP 4-06, *Mortuary Affairs*, has been incorporated into the main body and an added appendix of this publication. Accordingly, JP 4-06, *Mortuary Affairs*, will be removed from the joint doctrine hierarchy.

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in black ink, appearing to read "Daniel J. O'Donohue". The signature is fluid and cursive, with a large initial "D" and "O".

DANIEL J. O'DONOHUE
Lieutenant General, USMC
Director, Joint Force Development

**SUMMARY OF CHANGES
REVISION OF JOINT PUBLICATION 4-0
DATED 16 OCTOBER 2013**

- **Consolidates Joint Publication (JP) 4-06, *Mortuary Affairs*, into this revision of JP 4-0, *Joint Logistics*.**
- **Cancels JP 4-06, *Mortuary Affairs*, upon signing JP 4-0, *Joint Logistics*.**
- **Includes updated information regarding health services incorporated from JP 4-02, *Joint Health Services*.**
- **Incorporates JP 4-08, *Logistics Support to Multinational Operations*, Appendix C, “Relevant Legal Authorities for United States Logistics in Support of Multinational Operations,” into this revision of JP 4-0, *Joint Logistics*.**
- **Cancels JP 4-08, *Logistics Support to Multinational Operations*.**
- **Adds five joint logistics focus areas: warfighting readiness, competition below armed conflict, global integration, innovation, and strengthen alliance and partner networks. These focus areas will guide joint logisticians in the performance of the integrating functions needed for successful joint operations.**
- **Updates the descriptions of the directive authority for logistics, operational contract support, and integrated planning.**
- **Revises lead Service/Department of Defense (DOD) agency and base operating support-integrator designations.**
- **Expounds on the roles of United States Transportation Command (USTRANSCOM) and combat support agencies, such as Defense Logistics Agency, within the joint logistics enterprise.**
- **Rewrites the Technology section to ensure currency of information.**
- **Updates Chapter IV, “Joint Logistics Planning,” to remain consistent with JP 5-0, *Joint Planning*.**
- **Adds USTRANSCOM sustainment distribution planning and management process.**
- **Adds the Defense Health Agency; Contingency Basing Executive Council; Global Posture Executive Council; Medical Logistics Division; and**

USTRANSCOM, Office of the Command Surgeon to the joint logistics staff organizations in Appendix C, “Logistics-Related Executive Agents.”

- **Updates, adds, and removes terms and definitions from the various figures.**

TABLE OF CONTENTS

EXECUTIVE SUMMARY ix

CHAPTER I JOINT LOGISTICS OVERVIEW

- Introduction..... I-1
- Joint Logistics Environment I-2
- Joint Logistics Enterprise..... I-4
- Joint Logistics Imperatives I-5
- Joint Logistics Focus Areas I-7
- Logistics Integration I-8

CHAPTER II CORE LOGISTICS FUNCTIONS

- Introduction..... II-1
- Deployment and Distribution..... II-1
- Supply II-3
- Maintenance II-7
- Logistics Services II-8
- Operational Contract Support II-10
- Engineering II-11
- Joint Health Services..... II-12

CHAPTER III COORDINATING AND SYNCHRONIZING JOINT LOGISTICS

- Introduction..... III-1
- Logistics Authority III-2
- Joint Logistics Roles and Responsibilities..... III-4
- Combatant Commander’s Logistics Directorate..... III-8
- Logistics Execution Organizations III-10
- Logistics Control Options III-16
- Technology III-20
- Interorganizational Cooperation III-21
- Special Operations III-23

CHAPTER IV JOINT LOGISTICS PLANNING

- Introduction..... IV-1
- Planning Functions..... IV-2
- Joint Planning Process IV-10
- Planning Levels..... IV-12

Table of Contents

• Theater Logistics Analysis.....	IV-13
• Theater Logistics Overview.....	IV-15
• Logistics Estimate.....	IV-16
• Concept of Logistics Support.....	IV-16
• Transition to Execution.....	IV-17
• Sustainment Distribution Planning and Management Process	IV-17

CHAPTER V

EXECUTING JOINT LOGISTICS

• Introduction.....	V-1
• Joint Logistics Execution.....	V-1
• Essential Elements for Joint Logistics Execution.....	V-3
• Joint Logistics Assessment.....	V-5
• Terminating Joint Operations	V-5
• Joint Logistics Support to Special Operations.....	V-6

APPENDIX

A	Theater Logistics Overview Format.....	A-1
B	Joint Logistics Staff Organizations	B-1
C	Logistics-Related Executive Agents	C-1
D	Geographic Combatant Commander Logistics Control Factors and Tools Available.....	D-1
E	Defense Transportation System	E-1
F	Sealift Support to Joint Operations	F-1
G	Joint Terminal Operations.....	G-1
H	Joint Logistics Over-the-Shore.....	H-1
J	Joint Health Services.....	J-1
K	Joint Bulk Petroleum and Water Doctrine	K-1
L	Joint Mobilization Planning	L-1
M	Mortuary Affairs Planning	M-1
N	Logistics in Support of Multinational Operations.....	N-1
O	Distribution Operations.....	O-1
P	Operational Contract Support.....	P-1
Q	Points of Contact	Q-1
R	References	R-1
S	Administrative Instructions	S-1

GLOSSARY

Part I	Abbreviations, Acronyms, and Initialisms.....	GL-1
Part II	Terms and Definitions.....	GL-6

FIGURE

I-1	Joint Logistics Environment Operating Framework	I-3
II-1	Core Logistics Functions.....	II-2
II-2	Classes, Subclasses of Supply, and Common-User Logistics Suitability	II-5
III-1	Potential Common-User Logistics Areas and Sustainability	III-18
III-2	Geographic Combatant Commander Option Selection and Design.....	III-20
IV-1	Strategic Guidance, Plans, and Operations—Logistics Planning Integration	IV-5
IV-2	Joint Logistics Considerations, Steps I-III (Strategic Guidance/ Concept Development/Plan Development).....	IV-6
IV-3	Joint Logistics Considerations, Step III-IV (Plan Development/ Plan Assessment).....	IV-7
IV-4	Likely Expected Logistics Outputs	IV-14
C-1	Department of Defense Logistics-Related Executive Agents	C-1

Intentionally Blank

EXECUTIVE SUMMARY COMMANDER'S OVERVIEW

- **Describes the joint logistics environment and enterprise**
 - **Describes the core logistics functions**
 - **Discusses coordinating and synchronizing joint logistics**
 - **Covers joint logistics planning and execution**
-

Joint Logistics Overview

Joint logistics is the coordinated use, synchronization, and often sharing of two or more combatant commands or Military Departments' logistics resources to support the joint force.

Sustainment—one of the seven joint functions—is the provision of logistics and personnel services to maintain operations until mission accomplishment and redeployment of the force. Effective sustainment provides the joint force commander (JFC) the means to enable freedom of action and endurance and to extend operational reach. The relative combat power that military forces can generate against a threat is constrained by their capability to plan for, gain access to, and deliver forces and materiel to points of application.

Joint Logistics Environment

Military leaders conduct globally integrated logistics operations that involve the total force, which consists of the Active Component and the Reserve Component and Department of Defense (DOD) civilians and contracted support. Additional capabilities in the area of responsibility or joint operations area could also include a variety of military forces, other governmental organizations, nongovernmental organizations (NGOs), and multinational forces.

Joint Logistics Enterprise

The joint logistics enterprise (JLEnt) is a multitiered matrix of key global logistics providers cooperatively structured through an assortment of collaborative agreements, contracts, policy, legislation, or treaties utilized to provide the best possible support to the JFC or other supported organization. The key DOD organizations in the JLEnt include the Services, combatant commands (CCMDs), Defense Logistics Agency (DLA), Joint Staff J-3 [Operations Directorate], and Joint Staff J-4 [Logistics Directorate]. Other US Government departments and agencies, NGOs, and commercial partners also play a vital

role in virtually all aspects of the JLEnt and function on a global scale providing comprehensive, end-to-end capabilities.

Joint Logistics Imperatives

Joint logistics focuses on three imperatives to influence mission success: unity of effort, JLEnt visibility, and rapid and precise response. These imperatives define the desired attributes of a federation of systems, processes, and organizations that effectively adapt within a constantly changing operational environment (OE) to meet the emerging needs of the supported JFC.

Joint Logistics Focus Areas

The joint logistics community must focus on the following five areas to influence mission success: warfighting readiness, competition below armed conflict, global integration, innovation, and the strengthening of alliance and partner networks. These areas discuss the desired attributes of a federation of systems, processes, and organizations that effectively adapt within a constantly changing OE to meet the emerging needs of the supported JFC.

Logistics Integration

Commanders and staffs apply basic principles, control resources, and manage capabilities to provide sustained joint logistics. Logisticians can use the principles of logistics as a guideline to assess how effective logistics are integrated into plans and execution. To achieve full integration, commanders and their logisticians coordinate, synchronize, plan, execute, and assess logistics support to joint forces during all phases of the operation.

Core Logistics Functions

Core logistics functions are considered during the employment of US military forces.

Core logistics functions provide a framework to facilitate integrated decision making, enable effective synchronization and allocation of resources, and optimize joint logistics processes. The core logistics functions are deployment and distribution, supply, maintenance, logistics services, operational contract support (OCS), engineering, and joint health services.

Deployment and Distribution

The global dispersion of the threats, coupled with the necessity to rapidly deploy, execute, and sustain operations worldwide, makes the deployment and distribution capability the cornerstone of joint logistics. These operational factors necessitate a shift from a supply-based system to a system that is primarily distribution-based with

beginning-to-end synchronization to meet JFC requirements.

Supply

The Services and DLA are primarily responsible for DOD supply chain operations and manage the supply processes to provide common commodities and services to joint forces. Planning for supply operations requires a collaborative environment to fully consider all major components of the JLEnt, to include the return and retrograde of equipment and supplies.

Maintenance

The Services, as part of their Title 10, United States Code (USC), responsibilities, execute maintenance as a core logistics function. The Services employ a maintenance structure of depot- and field-level maintenance to improve the JFC's freedom of action and sustain the readiness and capabilities of assigned units. These levels of maintenance use various functional capabilities and processes to achieve objectives. Maintenance planning provides optimal availability of ready, reliable systems at best value.

Logistics Services

Logistics services comprise the support capabilities that collectively enable the US to rapidly provide global sustainment for our military forces. Logistics services include many scalable and disparate capabilities. Included in this area are food service, water and ice service, contingency base services, hygiene services, and mortuary affairs.

Operational Contract Support

OCS is a core logistics function and a critical component of total force readiness. DOD relies on contractors to perform many tasks. OCS provides the combatant commander (CCDR) flexibility and options to employ commercially sourced logistics solutions from JLEnt partners such as base operating support intra-theater transportation, logistics services, maintenance, storage, construction, security operations, and common-user commodities.

Engineering

Engineer operations integrate combat, general, and geospatial engineering to meet national and JFC requirements. Joint engineer operations facilitate the mobility and survivability of friendly forces; counter the mobility of enemy forces; provide infrastructure to position, project, protect, and sustain the joint force;

contribute to a clear understanding of the physical environment; and provide support to civilian authorities and other nations.

Joint Health Services

Joint health care services are conducted as part of an interrelated health system that shares medical services, capabilities, and specialists among the Service components and partners with multiple agencies and nations to implement a seamless unified health care effort in support of a joint force. Joint medical capabilities encompass both health service support and force health protection functions and are employed across the full range of military operations.

Coordinating and Synchronizing Joint Logistics

Logistics Authority

Directive authority for logistics (DAFL) is statutory authority contained in Title 10, USC, Section 164. The statute specifies that, included among the various authorities that comprise the command authority of CCDRs, “giving authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics” are integral elements of that command authority. DAFL cannot be delegated or transferred. However, the CCDR may delegate the responsibility for the planning, execution, and/or management of common support capabilities to a subordinate JFC or Service component commander to accomplish the subordinate JFC’s or Service component commander’s mission. The CCDR must formally delineate this delegated authority by function and scope to the subordinate JFC or Service component commander.

Joint Logistics Roles and Responsibilities

The **Secretary of Defense (SecDef)** is the principal advisor to the President on defense matters and serves as the leader and chief executive officer of DOD. The offices of SecDef most concerned with logistics matters are the Under Secretary of Defense for Policy, Under Secretary of Defense for Acquisition and Sustainment (USD[A&S]), and Assistant Secretary of Defense for Logistics and Materiel Readiness.

The **Military Departments** exercise authority to conduct all affairs of their departments, including to recruit, organize, supply, equip, train, service, mobilize,

demobilize, administer, and maintain forces; construct, outfit, and repair military equipment; adhere to environmental compliance; construct, maintain, and repair buildings, structures, and utilities; and acquire, manage, and dispose of real property or natural resources.

The **Services** are the primary force providers and executors of joint logistics, as well as the primary providers of logistics in support of their own Service organizations supporting the CCDR.

Combat support agencies (CSAs) perform support functions or provide supporting operational capabilities, consistent with their establishing directives and pertinent DOD planning guidance. The USD(A&S) is the principal staff assistant for DLA, the Defense Contract Management Agency, and the Defense Threat Reduction Agency.

*Combatant Commander's
Logistics Directorate*

The logistics directorate of a joint staff (J-4) at the CCMD conducts logistics planning and execution in support of joint operations. They integrate, coordinate, and synchronize Service component and CSA logistics capabilities to support the joint force. The J-4 also advises the JFC on logistics support to optimize available resources. The J-4 staff supports the operations directorate of a joint staff in the planning and executing of requirements for the joint reception, staging, onward movement, and integration process, as well as contingency base planning and sustainment. The J-4 coordinates, synchronizes, plans, and executes core logistics functions in joint and multinational environments.

*Logistics Execution
Organizations*

The fundamental role of joint logistics is to integrate and coordinate logistics capabilities from Service, agency, and other providers of logistics support and to facilitate execution of the Services' Title 10, USC, responsibilities while supporting the ever-changing needs of the JFC. Logistics may also be called upon to support the National Guard in Title 32, USC, status. It may also include special assignment airlift missions in addition to channel airlift, surface, and sealift movements. Joint logisticians should understand how each of the Services conducts logistics at the operational level.

Logistics Control Options

The CCDR's logistics authority enables use of all logistics capabilities of the forces assigned as necessary

for the accomplishment of the mission. The CCDR may elect to control logistics through the J-4 staff tailored and augmented or may decide to control joint logistics by designating a subordinate logistics organization. In these instances, the CCDR will delineate the authorities and command relationships that will be used by the subordinate commander to control logistics.

Technology

The rapid advance of technology, if leveraged effectively, can enable the JFC to effectively control logistics within the operational area. Technology, in the form of information systems, decision support tools, and communications capabilities, can improve visibility of logistics processes, resources, and requirements and provide the information necessary to make effective decisions.

Interorganizational Cooperation

Interorganizational cooperation that results in operational arrangements regarding joint logistics are bound together by a web of relationships among global providers. These relationships are critical to joint logistics success because logistics capabilities, resources, and processes are vested in a myriad of organizations. Leveraging multinational logistics capabilities increases the CCDR's freedom of action. Additionally, many multinational challenges can be resolved or mitigated by having a thorough understanding of the capabilities and procedures of our multinational partners before operations begin.

Integration and coordination among military forces, NGOs, and international organizations are different from the coordination requirements of a purely military operation. NGO and international organization culture is different from that of the military. Their operating procedures will undoubtedly differ from one organization to another and with DOD. However, their similar needs (e.g., distribution, materials handling equipment, shelter, water, and power) in a contingency environment will add another requirement for resources that must be addressed early in any operation.

Special Operations

Special operations forces (SOF) are dependent on Service and joint logistics support as the primary means of support. Support for SOF is derived from Title 10, USC, Section 165, which states: "the Secretary of a military department is responsible for the administration and support of forces assigned to a combatant command." The

supporting DOD component is subject to the authority, direction, and control of SecDef and the authority of the supported CCDR.

Joint Logistics Planning

Joint logistics planning is conducted under the construct of joint planning

Joint logistics planning provides the process and the means to integrate, synchronize, and prioritize joint logistics capabilities toward achieving the supported commander's operational objectives during all phases of plan development.

Planning Functions

Joint planning encompasses a number of elements, including four planning functions: strategic guidance, concept development, plan development, and plan assessment. Joint planning features detailed planning guidance and frequent dialogue between senior leaders and commanders to promote a common understanding of planning assumptions, considerations, risks, course of action (COA), implementing actions, and other key factors.

Joint Planning Process

Joint planning is the overarching process that guides CCDRs in developing plans for the employment of military power within the context of national strategic objectives and national military strategy to shape events, meet contingencies, and respond to unforeseen crises. Logisticians provide key inputs, analysis, and assessments throughout the process. Logistics input is derived from mission analysis; COA development, analysis, and selection; and plan development, to include preparation and submission of logistics supportability analysis.

Theater Logistics Analysis

The theater logistics analysis (TLA) is a supporting process facilitating development of the theater logistics overview (TLO) through examination, assessment, and codification of an understanding of current conditions of the OE. Analysis determines infrastructure, logistics assets/resources, and environmental factors in the OE that will optimize or adversely impact means for supporting and sustaining operations within the theater. The TLA provides the framework for conceptual planning, which involves understanding the OE and the problem, determining the operation's end state, and visualizing an operational approach.

Theater Logistics Overview

The TLO is a segment of the iterative planning process which addresses identification, understanding, and framing the theater's mission at the campaign level, not for a specific operation. In developing the TLO, logistics planners, in coordination with intelligence and operations staff segments, identify opportunities/initiatives by anticipating events. This allows them to identify decision points to operate inside the threat's decision cycle or to react promptly to deteriorating situation advancing beyond shaping operations.

Logistics Estimate

The logistics estimate is an analysis of how combat service support factors can affect mission accomplishment. It contains the logistics staff's comparison of requirements and capabilities, conclusions, and recommendations about the feasibility of supporting a specified COA. This estimate includes how the core logistics functions affect various COAs.

Concept of Logistics Support

The concept of logistics support (COLS) establishes priorities of support across all phases of operations to support the JFC's concept of operations (CONOPS). Logistics staff elements' active participation within and across joint planning process activities at all echelons facilitates CONOPS and associated COLS development. COLS addresses the sustainment of forces, to include identification and status of contingency basing. Through exercising DAFL, the CDR may assign a component commander with the responsibility for conducting various theater logistics functions, as well as base support at designated theater locations.

Executing Joint Logistics

Joint Logistics Execution

JFCs adapt to evolving mission requirements and operate effectively across a range of military operations. The joint logistician must be aware of the characteristics and focus of these operations and tailor logistics support appropriately. US and multinational partners collaborate to expand mutual support and leverage capabilities to quickly respond to future contingencies.

Essential Elements for Joint Logistics Execution

The CCMD J-4 monitors, assesses, plans, synchronizes, and directs logistics operations throughout the theater. This transition may occur through the directed expansion of the joint logistics operations center and/or the CDR's joint deployment and distribution operations center.

Logisticians use a variety of automated tools to assist in planning and execution. Effective execution of logistics plans requires a robust data communications architecture. Planning should anticipate communications in degraded environments at all levels and phases of operations and include considerations for alternate routing, redundant systems, use of other systems, protocols, and message standards.

Terminating Joint Operations

Terminating joint operations is an aspect of the CCDR's strategy that links to achievement of national strategic objectives. The termination criteria help define the desired military end state, which normally represents a period in time or set of conditions beyond which the President does not require the military instrument of national power as the primary means to achieve remaining national objectives.

Joint Logistics Support to Special Operations

The JLEnt should understand the unique characteristics of SOF activities which require nonstandard logistics. Nonstandard logistics involves SOF activities and missions that sometimes require logistics support conducted either overtly, with low visibility, or where legally authorized under clandestine conditions. This support could be to US or foreign personnel across a range of missions, beyond the abilities or authorities of standard logistics, and/or to locations not within the conventional DOD distribution network.

Joint Publication 4-06, Mortuary Affairs, Cancellation

This publication cancels Joint Publication 4-06, *Mortuary Affairs*, which will be removed from the joint doctrine hierarchy immediately. It will also be removed from the Joint Electronic Library.

Joint Publication 4-08, Logistics in Support of Multinational Operations, Cancellation

This publication cancels Joint Publication 4-08, *Logistics in Support of Multinational Operations*, which will be removed from the joint doctrine hierarchy immediately. It will also be removed from the Joint Electronic Library.

CONCLUSION

This publication is the keystone document of the joint logistics series. It provides the doctrinal foundation for logistics planning, execution, and assessment in support of joint operations. It also discusses logistics responsibilities, authorities, and control options available to a JFC and offers

precepts to influence the commander's decision-making process.

CHAPTER I

JOINT LOGISTICS OVERVIEW

“Logistics is the bridge between the economy of the Nation and the tactical operations of its combat forces. Obviously then, the logistics system must be in harmony, both with the economic system of the Nation and with the tactical concepts and environment of the combat forces.”

Rear Admiral Henry E. Eccles, US Navy (1959)

1. Introduction

a. Sustainment—one of the seven joint functions (command and control [C2], information, intelligence, fires, movement and maneuver, protection, and sustainment) described in Joint Publication (JP) 1, *Doctrine for the Armed Forces of the United States*—is the provision of logistics and personnel services to maintain operations until mission accomplishment and redeployment of the force. Joint force commanders (JFCs) are called upon to maintain persistent military engagement in an uncertain, complex, and rapidly changing environment to advance and defend US values and interests, achieve objectives consistent with national strategy, and conclude operations on terms favorable to the US. Effective sustainment provides the JFC the means to enable freedom of action and endurance and to extend operational reach. Sustainment determines the depth to which the joint force can conduct decisive operations, allowing the JFC to seize, retain, and exploit the initiative. Joint logistics supports sustained readiness for joint forces.

b. The relative combat power that military forces can generate against a threat is constrained by their capability to plan for, gain access to, and deliver forces and materiel to points of application. **Joint logistics** is the coordinated use, synchronization, and often sharing of two or more combatant commands (CCMDs) or Military Departments’ logistics resources to support the joint force. To meet the wide variety of global challenges, combatant commanders (CCDRs), subordinate commanders, and their staffs must develop a clear understanding of joint logistics, to include the relationship between logistic organizations, personnel, core functions, principles, imperatives, and the operational environment (OE). This publication provides logistics guidance essential to the operational capability and success of the joint force. It focuses on the integration of strategic, operational, and tactical support efforts while leveraging the global joint logistics enterprise (JLEnt) to affect the mobilization and movement of forces and materiel to sustain a JFC’s concept of operations (CONOPS). Additionally, it provides guidance for joint logistics; describes core logistics functions essential to success; and offers a framework for CCDRs and subordinate commanders to integrate capabilities from national, multinational, Services, and combat support agencies (CSAs) to provide forces properly equipped and trained, when and where required. The identification of established coordination frameworks, agreements, treaties, theater distribution, and posture plans creates an efficient and effective logistics network to support the JFC’s mission.

c. Joint logistics planning must account for the adversary’s threat to logistics. It must also identify and reduce logistics and operational risks. The challenge for future joint

logistics is to adequately support globally integrated operations given the combination of five ongoing trends:

(1) Increasing logistics requirements caused by global demand for US joint forces and operations.

(2) Constrained and degraded resources, both overall and within the logistics force structure.

(3) The growing complexity of logistics operations.

(4) The proliferation of advanced antiaccess/area denial capabilities by adversaries that would degrade logistics capabilities and capacities.

(5) The increase of cyberspace threats to joint and partner logistics networks and mission systems.

d. Logistics integrates strategic, operational, and tactical support efforts to project and sustain military power across the globe at a chosen time and place, and represents a comparative advantage that provides multiple options to leadership and multiple dilemmas to potential adversaries. A relevant and resilient JLEnt remains essential to the pursuit of national interests through assurance, deterrence, and responding to a full range of contingencies.

2. Joint Logistics Environment

a. Military leaders conduct globally integrated logistics operations in a complicated, interconnected, transregional environment (see Figure I-1). These operations involve the total force, which consists of the Active Component and the Reserve Component and Department of Defense (DOD) civilians and contracted support. Additional capabilities in the area of responsibility (AOR) or joint operations area (JOA) could also include a variety of military forces, other governmental organizations, nongovernmental organizations (NGOs), and multinational forces (MNFs). The joint logistics environment is the sum of conditions and circumstances that affect logistics. The joint logistics environment exists at the strategic, operational, and tactical levels. Globalization, technology advancements, antiaccess/area denial, and flexible threats create a complex, ever-changing OE. The essential challenge is to support unified action by meeting increasingly demanding logistics requirements with constrained resources in a potentially contested environment. Globally integrated logistics is the capability to allocate and adjudicate joint logistics support on a global scale to maximize effectiveness and responsiveness, and to reconcile competing demands for limited logistics resources based on strategic priorities. Understanding the global environment is essential to plan, execute, synchronize, assess, and coordinate logistics operations.

b. Joint logistics takes place throughout the OE. Service components and CSAs provide the forces, materials, and capabilities while the JFC's staff focuses on integrating the capabilities with operations. Access to secure networks is necessary to sustain joint

Joint Logistics Environment Operating Framework

<u>Strategic Level</u>	<u>Operational Level</u>	<u>Tactical Level</u>
Campaign Quality	Coordinate, Integrate, and Synchronize	Effectiveness
<ul style="list-style-type: none"> Industrial base capacity enables sustained operations End-to-end processes drive efficiencies across Services, agencies, and industry Effectiveness dependent upon optimizing processes against required outcomes 	<ul style="list-style-type: none"> Combatant commander integrates joint requirements with national systems Must optimize component, agency, and other partner nation capabilities to meet requirements Most significant impact for joint logistics and the joint force 	<ul style="list-style-type: none"> Outcome is measured Operational readiness enables “freedom of action” Desired outcomes should drive optimization—from strategic to tactical

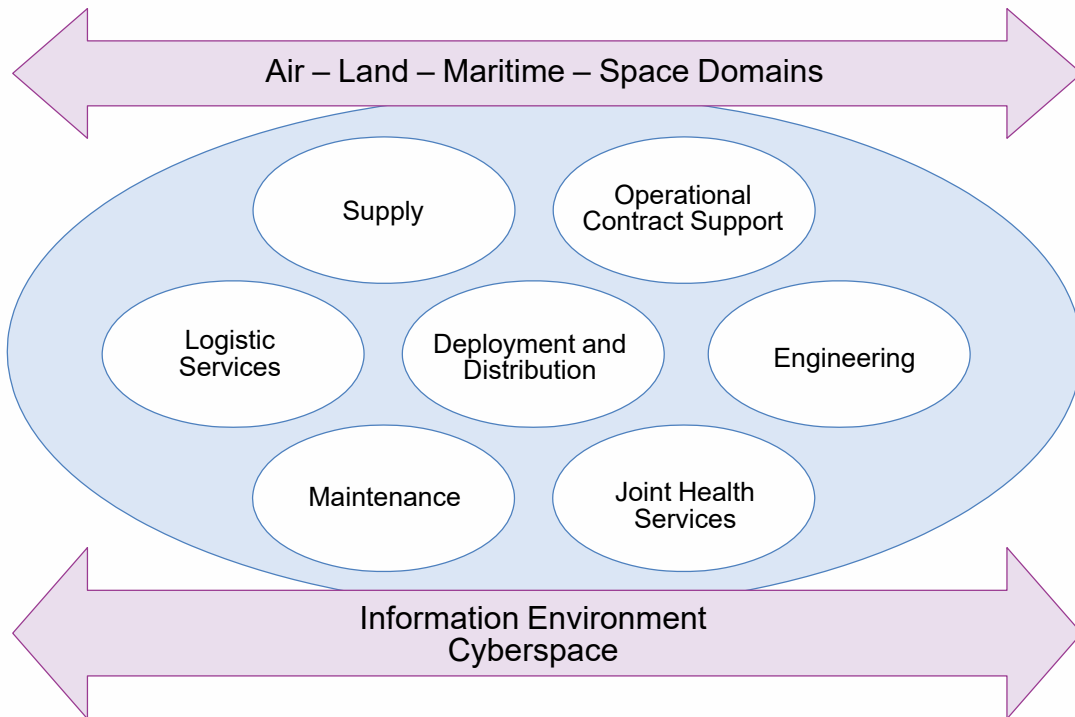


Figure I-1. Joint Logistics Environment Operating Framework

force readiness. Effective networks are used to find and access relevant information, facilitate collaboration, distribute data to forward deployed areas, increase performance and reliability, ensure the enterprise infrastructure for evolving DOD systems is resilient, and leverage partner nations’ (PNs’) capabilities.

c. **Building Partnership Capacity (BPC).** Complicated supply lines, finite resources, the challenges of providing robust logistics in austere environments, and shared lines of communications (LOCs) require the ability to establish and foster nontraditional partnerships. For some operations, logistics forces may be employed in quantities disproportionate to their normal military roles and in nonstandard tasks. Further, logistics forces may precede other military forces or may be the only forces deployed. Logistics forces also may continue to support other military personnel and civilians after the departure of combat forces. BPC is important for sharing the costs and responsibilities, improving information flow, and establishing PN agreements. BPC includes coordination of resources with multinational partners, international organizations, and NGOs. BPC improves unity of effort within the entire JLEnt. BPC is an essential component of joint operations because the Services seldom have sufficient capability to support a joint force independently. BPC is an ongoing, long-term relationship development process that may not yield immediate results. The earlier the BPC efforts begin, the better the chance of success for securing partner logistics support when needed. By combining capabilities, commanders can provide maximum effectiveness and flexibility to the joint force focused on objectives that deliver sustained logistics support.

3. Joint Logistics Enterprise

a. The purpose of the JLEnt is to protect and sustain military power across the globe at a time and place of our choosing and represents a US comparative advantage that provides multiple options to our nation's leadership and multiple dilemmas to potential adversaries. The JLEnt is a multitiered matrix of key global logistics providers cooperatively structured through an assortment of collaborative agreements, contracts, policy, legislation, or treaties utilized to provide the best possible support to the JFC or other supported organization. The key DOD organizations in the JLEnt include the Services, CCMDs, Defense Logistics Agency (DLA), Joint Staff J-3 [Operations Directorate], and Joint Staff J-4 [Logistics Directorate]. Other US Government departments and agencies, NGOs, and commercial partners also play a vital role in virtually all aspects of the JLEnt and function on a global scale, providing comprehensive, end-to-end capabilities. The JLEnt may also include multinational partners and international organizations. Participants operate across the strategic, operational, and tactical levels—many are affiliated with either supported or supporting commands and operate under a variety of command relationships.

b. The JLEnt is interconnected among global logistics providers, supporting and supported organizations and units, and other entities. Knowing the roles, responsibilities, relationships, and authorities of JLEnt partners is essential to planning, executing, controlling, and assessing logistics operations. JLEnt partners must collaborate to ensure the coordinated employment and sharing of capabilities and resources. Global logistics providers manage end-to-end processes that provide capabilities to the supported CCDR to fulfill requirements. The transregional, multi-domain, and multifunctional nature of future threats, combined with budgetary pressures, require enterprise-wide tradeoffs; these tradeoffs can be mitigated through persistent responsiveness.

4. Joint Logistics Imperatives

Joint logistics focuses on three imperatives to influence mission success: unity of effort, JLEnt visibility, and rapid and precise response. These imperatives define the desired attributes of a federation of systems, processes, and organizations that effectively adapt within a constantly changing OE to meet the emerging needs of the supported JFC. The joint logistics imperatives support operations, which is the primary purpose of logistics. Successfully meeting the needs of operational forces will build trust in the logistics process and between organizations during joint operations. These imperatives guide joint logisticians in the performance of the integrating functions needed for successful joint logistics operations.

a. **Unity of Effort.** Unity of effort is the coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization. Unity of effort is the product of successful unified action. For joint logisticians, unified action synchronizes and integrates logistics capabilities focused on the commander's intent. Unified action is critical to joint logistics objectives. To achieve unity of effort, joint logisticians must develop a clear understanding of how joint and multinational logistics (MNL) processes work, know the roles and responsibilities of the providers executing tasks in those processes, build agreement around common measures of performance, and ensure appropriate members of the JLEnt have visibility into the processes.

b. **JLEnt Visibility.** JLEnt visibility is access to logistics processes, resources, and requirements data to provide the information necessary to make effective decisions. JLEnt visibility is inclusive of the sub-components: in-transit visibility (ITV) and the Defense Transportation System (DTS).

(1) ITV is the ability to track the identity, status, and location of DOD units, non-unit cargo or supplies, passengers, patients, and personal property from origin to consignee or destination.

(2) DTS is that portion of the worldwide transportation infrastructure that supports DOD transportation needs in peace and war. It consists of three major sources of transportation resources and capabilities: military (organic), commercial (nonorganic), and host nation (HN). Resources include inland surface transportation (rail, road, and inland waterway), sea transportation (coastal and ocean), air transportation, and pipelines. DTS infrastructure and supporting services include seaports, aerial ports, railways, highways, pipeline pumping and terminal stations, automated information systems, ITV, customs, and traffic management. DTS is essential to the DOD transportation capability to project military power worldwide. Combining the capabilities of airlift, sealift, and land transportation with the integrated control networks of the DTS optimizes their effective use, provides greater visibility over movements, and contributes to the global agility required of the joint force. For more information on DTS, see Appendix E, "Defense Transportation System."

c. JLEnt visibility provides the means to share information and optimize logistics capabilities to achieve objectives, increase readiness, provide access to authoritative logistics information, and enable the user to respond quickly to the joint force's changing needs. Sharing data is essential to JLEnt visibility. Complete and timely information provides leaders and planners the ability to match available resources to operational demands. Visibility answers the commander's questions: What is it? Where is it? How and when will it arrive? To improve visibility and globally integrate operations, the JLEnt:

(1) Develops and enables common processes, methods, and language for JLEnt providers.

(2) Promotes policies that encourage transparency and the logistics community data owners to make their data accessible, interoperable, and secure.

(3) Cultivates global sourcing of resources among mission partners, across geographic boundaries, and among organizational affiliations through the development of operational requirements and the associated logistics requirements as early as possible to meet mission requirements.

(4) Pursues technology investments offering cost-effective methods to advance logistics visibility in an effort to improve operational effectiveness.

d. **Rapid and Precise Response.** Rapid and precise response is the ability of the core logistics functions, military and commercial, to meet the constantly changing needs of the joint force. The effectiveness of joint logistics can be measured by assessing the following attributes or key performance indicators.

(1) Velocity is at the core of responsiveness. Velocity does not mean everything moves at the same rate or fastest rate, but everything moves according to priority at the rate that produces a balance between efficiency and effectiveness to fully meet the CCDR's operational needs.

(2) Reliability is reflected in the dependability of the global providers and the development of a resilient distribution network able to deliver required support when promised. Reliability is characterized by a high degree of predictability or time-definite delivery of support. Time-definite delivery is the consistent delivery of requested logistics support at a time and destination specified by the requiring activity.

(3) Efficiency is related directly to the amount of resources required to achieve a specific objective. In the tactical and operational environments, inefficiency increases the logistics footprint, force protection requirements, and risk. At the strategic level, inefficiency increases the cost and risk for the operation.

(4) Effectiveness is the ability of the JLEnt to fully meet the CCDR's operational requirements within acceptable risk. Effectiveness is providing the right logistics solutions at the right time and place.

5. Joint Logistics Focus Areas

The joint logistics community must focus on the following five areas to influence mission success: warfighting readiness, competition below armed conflict, global integration, innovation, and the strengthening of alliance and partner networks. These areas discuss the desired attributes of a federation of systems, processes, and organizations that effectively adapt within a constantly changing OE to meet the emerging needs of the supported JFC. These focus areas will guide joint logisticians in the performance of the integrating functions needed for successful joint operations.

a. **Warfighting Readiness.** The Joint Staff will champion efforts to enhance and protect the JLEnt’s capability, capacity, and comprehensive readiness to project/sustain military power globally at a chosen time and place. In particular, JFCs will assess and mitigate risk within operational planning activities to ensure the joint force is logistically positioned to support the range of military operations.

b. **Competition Below Armed Conflict.** Adversaries understand that strategic logistics is a comparative advantage of the US and will attempt to undermine its ability to project/sustain military power. These “supply chain wars” cut across all instruments of national power and include infiltration of traditional business systems. The joint force must understand this competition space, and our adversaries’ capabilities/intentions in targeting the JLEnt, and pursue actions to protect mission assurance.

c. **Global Integration.** The JLEnt must be able to effectively allocate scarce resources to meet global priorities. Joint logisticians must have access to strategic logistics information and institute flexible processes that provide an accurate picture of the logistics environment to facilitate timely resource-informed decision making and enables operational success.

d. **Innovation.** A “data culture” improves the understanding of potential concepts like big data, artificial intelligence, machine learning, and modern computing power with regard to revolutionary improvements across the JLEnt. Adversaries will focus efforts on eroding the comparative competitive advantage in technology. Success in future conflicts may depend on the ability to expeditiously adopt and field new technologies that assure the continued ability to project and sustain power.

e. **Strengthen Alliance and Partner Networks.** Relationships with like-minded partners are essential to advancing US interests. It is critical to continue to advocate and support JLEnt efforts that increase joint force lethality, global agility, interoperability, and operational effectiveness through expanded access, visibility, and cooperation. Joint logisticians must understand the ability to project and sustain power is inextricably linked to the JLEnt, its array of partners and allies within DOD and broader US Government organizations, the industrial base, and aligned nations.

6. Logistics Integration

Commanders and staffs apply basic principles, control resources, and manage capabilities to provide sustained joint logistics. Logisticians can use the principles of logistics as a guideline to assess how effective logistics are integrated into plans and execution. To achieve full integration, commanders and their logisticians coordinate, synchronize, plan, execute, and assess logistics support to joint forces during all phases of the operation.

a. Principles of Logistics

(1) **Responsiveness.** Responsiveness is providing the right support when and where it is needed. Characterized by the reliability of support and the speed of response to the needs of the joint force, responsiveness is achieved through the determination of operational requirements and associated logistics requirements as early as possible in the planning process. Clearly understood processes and well-developed decision support tools are key elements enabling responsiveness to emerging requirements. By monitoring the battle rhythm and the execution of the operation, the joint logistician can anticipate logistics issues and adjust to support emerging operational needs.

(2) **Simplicity.** Simplicity fosters efficiency in planning and execution, and allows for more effective control over logistics operations. Clarity of tasks, standardized and interoperable procedures, and clearly defined command relationships contribute to simplicity. Simplicity is a way to reduce the “fog of war” or the friction caused by combat. Clear objectives, relevant processes, and documented procedures assist unity of effort.

(3) **Flexibility.** Flexibility is the ability to improvise and adapt logistics requirements and procedures to changing situations, missions, and operational requirements. Flexibility is not only how well logistics operations can respond to unanticipated changes in a dynamic environment but also the diverse support options that should be made available to commanders. Where responsiveness is a commander’s view of logistics support, flexibility is a logistician’s view of being responsive. The logistician’s ability to anticipate requirements in an OE allows for the development of viable options able to support operational needs.

(4) **Economy.** Economy is the minimum amount of resources required to bring about or create a specific objective. Economy is achieved when support is provided using the fewest resources within acceptable levels of risk. At the tactical and operational levels, economy is reflected in the number of personnel, units, and equipment required to deliver support. Every individual or piece of equipment devoted to unneeded logistic capability is a direct drain on the resources needed by the joint force to complete its mission. Among the key elements of the logistics principle of economy is the identification and elimination of redundancy.

(5) **Attainability.** Attainability is the point at which the CCDR or subordinate JFC judges that sufficient supplies, support, distribution capabilities, and LOC capacity

exist to initiate operations at an acceptable level of risk. Some examples of minimal requirements are inventory on hand (days of supply), critical support and Service capabilities, theater distribution assets (surge capability), combat service support (CSS) sufficiency, and force reception throughput capabilities.

(6) **Sustainability.** Sustainability is the ability to maintain the necessary level and duration of logistics support to achieve military objectives. Sustainability is a function of providing for and maintaining those levels of ready forces, materiel, and consumables necessary to support military action. Sustainability is focused on the long-term objectives and requirements of the supported forces. Sustainability provides the JFC with the means to enable freedom of action and extend operational reach.

(7) **Survivability.** Survivability is the capacity of an organization to prevail in spite of adverse impacts or potential threats. To provide continuity of support, critical logistics infrastructure must be identified and plans developed for its protection and/or to mitigate its loss. Survivability is directly affected by dispersion, design of operational logistics processes, and the allocation of forces to protect critical logistics infrastructure. Examples of critical logistics infrastructure include industrial centers, airfields, seaports, railheads, supply points, depots, LOCs, bridges, intersections, logistics centers, and military installations.

b. **Coordinating and Synchronizing.** Effective coordination of joint logistics includes choosing organizational options to execute effective joint logistics operations.

Chapter III, “Coordinating and Synchronizing Joint Logistics,” provides additional details.

c. **Planning.** Logistics planners at every level should set conditions for subordinate success. Timely, accurate, and responsive planning enables trade-offs, alternate courses of action (COAs), and, therefore, freedom of action for JFCs. Joint logistics planning links the mission and commander’s intent to core logistics functions, procedures, and organizations. This establishes the JFC’s ability to meet requirements in terms of forces, capabilities, movement, projection, sustainment, duration of operations, redeployment, and retrograde. Joint logistics operations overseas should be planned and conducted with appropriate consideration of their effect on the environment in accordance with applicable US and HN agreements, environmental laws, policies, and regulations. Joint logistics operations planned and conducted within the US and territories will be conducted in compliance with applicable federal, state, or local environmental laws and regulations. Early planning is essential to ensure all appropriate environmental reviews have been completed in accordance with Department of Defense Instruction (DODI) 4715.06, *Environmental Compliance in the United States*, and for installations outside the continental United States (CONUS), see DODI 4715.05, *Environmental Compliance at Installations Outside the United States*.

See Chapter IV, “Joint Logistics Planning,” for additional details.

d. **Executing.** Executing joint logistics involves the employment of capabilities and resources to support joint and multinational operations.

See Chapter V, “Executing Joint Logistics,” for additional details.

e. **Assessing.** Assessing joint logistics facilitates future success through plan refinement and adaptation. The joint logistician must be able to assess and respond to requirements by monitoring dynamic situations and providing accurate feedback to subordinates and decision makers.

CHAPTER II CORE LOGISTICS FUNCTIONS

“Gentlemen, the officer who doesn’t know his communications and supply as well as his tactics is totally useless.”

General George S. Patton, US Army (1885-1945)

1. Introduction

Core logistics functions provide a framework to facilitate integrated decision making, enable effective synchronization and allocation of resources, and optimize joint logistics processes. The challenges associated with support cut across all core logistics functions, especially when multiple joint task forces (JTFs) or multinational partners are involved. The core logistics functions are: deployment and distribution, supply, maintenance, logistics services, operational contract support (OCS), engineering, and joint health services. The core logistics functions are considered during the employment of US military forces in coordinated action toward a common objective and provide global force projection and sustainment (see Figure II-1).

2. Deployment and Distribution

The global dispersion of the threats, coupled with the necessity to rapidly deploy, execute, and sustain operations worldwide, makes the deployment and distribution capability the cornerstone of joint logistics. These operational factors necessitate a shift from a supply-based system to a system that is primarily distribution-based with beginning-to-end synchronization to meet JFC requirements. Through sharing critical information, it is possible to create unity of effort among diverse distribution organizations to satisfy deployment, execution, and sustainment operations. Reducing the joint logistics footprint provides JFCs with additional options to control the time and place of engagements; increased freedom to operate; and enhanced range, endurance, and agility of employed forces.

See JP 3-35, Deployment and Redeployment Operations, and JP 4-09, Distribution Operations, for additional information.

a. **Move the Force.** The Joint Staff J-3 is the DOD focal point to improve the joint deployment process by developing policy, procedures, and information technology in collaboration with other stakeholders. United States Transportation Command (USTRANSCOM) supports the deployment process during planning and execution by providing the strategic distribution capability to move forces and materiel in support of JFC operational requirements and to redeploy personnel, equipment, and materiel. As the Joint Deployment and Distribution Coordinator (JDDC), Commander, United States Transportation Command (CDRUSTRANSCOM), exercises coordinating authority for joint deployment and distribution enterprise (JDDE) operations and planning and will collaborate with other CCMDs, the Services, and, as directed, US Government departments and agencies. USTRANSCOM maintains the global capability for rapid and

Core Logistics Functions	
Core Functions	Functional Capabilities
Deployment and Distribution	<ul style="list-style-type: none"> • Move the force • Sustain the force • Operate the joint deployment and distribution enterprise
Supply	<ul style="list-style-type: none"> • Manage supplies and equipment • Inventory management • Manage global supplier networks
Maintenance	<ul style="list-style-type: none"> • Depot maintenance operations • Field maintenance operations • Equipment reset
Logistics Services	<ul style="list-style-type: none"> • Food service • Water and ice service • Contingency base services • Hygiene services • Mortuary affairs
Operational Contract Support	<ul style="list-style-type: none"> • Contract support integration • Contracting support • Contractor management
Engineering	<ul style="list-style-type: none"> • General engineering • Combat engineering • Geospatial engineering
Joint Health Services	<ul style="list-style-type: none"> • Force health protection • Health service support

Figure II-1. Core Logistics Functions

decisive military force power projection and to coordinate, sustain, and improve DOD distribution processes. This includes coordinating the capability to transport units, equipment, and initial sustainment from the point of origin to the point of need and provides JDDE resources to augment or support operational movement requirements of the JFC.

b. **Sustain the Force.** Sustaining the force consists of delivering non-unit-related cargo and personnel. USTRANSCOM is responsible for planning and coordinating the DOD distribution system and collaborates with DLA and other logistics providers to move materiel through the distribution pipeline, from sourcing to the end user. Distribution planning requires the continuous cycle of requirements collection, workload forecasting, assessment of network design and performance, and development of actionable recommendations that achieve operational balance between readiness,

efficiency, and effectiveness. Additionally, USTRANSCOM supports retrograde actions by moving non-unit equipment and materiel from the forward locations to a reset program or another directed operational area (OA).

c. **Operate the JDDE.** The JDDE includes equipment, procedures, doctrine, leaders, technical connectivity, information, organizations, facilities, training, and materiel necessary to conduct joint deployment and distribution operations. The JDDE is a critical part of the JLEnt, and its governance is the primary responsibility of the JDDC in coordination with the Joint Staff J-4 and other members of the JDDE.

3. Supply

The joint logistician must understand the complexities of supply operations, the functions and processes that define them, and the organizations and personnel responsible for executing tasks to meet the JFC's requirements. The Services and DLA are primarily responsible for DOD supply chain operations and manage the supply processes to provide common commodities and services to joint forces. Planning for supply operations requires a collaborative environment to fully consider all major components of the JLEnt, to include the return and retrograde of equipment and supplies.

a. **Supply Chain.** The DOD supply chain is a global network that provides materiel, services, and equipment to the joint force. The fundamental objective of the supply chain is to understand the requirements, maximize force readiness, and optimize the allocation of joint resources. The functional capabilities that contribute to the DOD supply chain include management of supplies and equipment; inventory management; management of global supplier networks; and assessment of global (forward-deployed and pre-positioned) requirements, resources, capabilities, and risks. DOD's supply chain responsiveness, access to contingency support locations, and reliability affect the readiness and capabilities of US military forces and are critical to the overall success of globally integrated joint operations. The US military supply chain (to include the defense industrial base) represents a major competitive advantage that underpins deterrence and allows the US to project power. In a major conflict, where usage rates could exceed replenishment rates, or when faced with a requirement to rapidly reconstitute the joint force, it is essential mobilization planning and mobilization activities be able to surge to meet these additional needs; and that operational planning is informed by limitations in logistics capabilities, to include surge capabilities, ensuring operational objectives are realistic and achievable.

For more information, see JP 4-05, Joint Mobilization Planning.

b. **Supply Chain Management.** Supply chain management involves identifying and coordinating requirements, planning and synchronizing joint supply activities throughout DOD, and managing key global suppliers to support CCDR requirements. Critical elements of supply chain management include understanding and prioritizing requirements, monitoring forces as they maneuver and expend resources and supplies, identifying mission-essential weapon systems and equipment, watching materiel moving real-time through the distribution pipeline, accurately forecasting demands for

sustainment, diverting materials en route to meet new priorities as they arise, and prioritizing supply tasks in the AOR. Operational and logistics planners can optimize supply chain support and identify surge and sustainment requirements. Planners identify mission priorities, assess risks, and plan for the protection of the supply chain in the operational theater. Additional responsibilities include planning for disposition of hazardous materials, planning to retrograde material and equipment, establishing JLEnt visibility of materiel requirements, and recommending logistics resource allocation solutions.

c. **Supply Chain Areas.** Joint logisticians must integrate all three areas of the DOD supply chain: managing supplies and equipment, managing inventory, and managing global supplier networks to provide responsive supply operations.

(1) **Manage Supplies and Equipment.** Joint logisticians integrate supply operations and ensure that suppliers meet joint force demands. Logisticians collaborate with the Services to execute an effective interface between supply operations from acquisition to delivery. Figure II-2 lists the classes and subclasses of supply managed by joint logisticians and their common-user logistics (CUL) suitability.

(2) **Inventory Management.** Inventory management is the process of managing, cataloging, determining requirements, procuring, distributing, overhauling, and disposing of materiel. Logisticians use inventory management processes to balance materiel availability to meet the operational requirements of the end user. Managing inventory throughout the operation includes collaborating with the joint force and distribution providers to provide the most effective support. Materiel inventory management capitalizes on accurate, real-time, and widely visible information and performance trends to inform decisions about attributes of the materiel inventory throughout the supply chain.

See DODI 3110.06, War Reserve Materiel (WRM) Policy, for additional information.

(3) **Manage Global Supplier Networks.** A supply chain network is an engineered flow of information, funding, or materiel from its suppliers to customers. Deployment and distribution capabilities are linchpins in end-to-end supply chain management. Organizations provide data on the status of supplies and suppliers so logisticians can manage the JLEnt and adjust as necessary to the dynamics of operations.

See JP 3-35, Deployment and Redeployment Operations; JP 4-01, The Defense Transportation System; and JP 4-09, Distribution Operations, for additional information.

4. Maintenance

Maintenance supports system readiness for the JFC. The Services, as part of their Title 10, United States Code (USC), responsibilities, execute maintenance as a core logistics function. The Services employ a maintenance structure of depot- and field-level maintenance to improve the JFC's freedom of action and sustain the readiness and capabilities of assigned units. These levels of maintenance use various functional

Classes, Subclasses of Supply, and Common-User Logistics Suitability






Class	Symbols	Subclass	Common-User Logistics (CUL) Capability
I. Subsistence: Food		A - Nonperishable dehydrated subsistence that requires organized dining facilities C - Combat rations includes meals, ready to eat that require no organized dining facility; used in combat and in-flight environments. Includes gratuitous health and welfare items R - Refrigerated subsistence S - Non-refrigerated subsistence (less other subclasses) W - Water	Fully suited to CUL
II. General Support Items: Clothing, individual equipment, tentage, organizational tool sets and tool kits, hand tools, material, administrative, and housekeeping supplies		A - Air B - Ground support material E - General supplies F - Clothing and textiles G - Electronics M - Weapons T - Industrial supplies (e.g., bearings, block and tackle, cable, chain, wire, rope, screws, bolts, studs, steel rods, plates, and bars)	Limited CUL suitability
III. Petroleum, Oils, Lubricants (POL): Petroleum (including packaged items), fuels, lubricants, hydraulic and insulating oils, preservatives, liquids and compressed gasses, coolants, deicing, and antifreeze compounds, plus components and additives of such products, including coal		A - Air W - Ground (surface) P - Packaged POL	Excellent CUL candidate (with some limitations)
IV. Construction/Barrier: Materials that support fortification, obstacle and barrier construction, and construction material for base development and general engineering		A - Construction B - Barrier materials	Fully suited for CUL
V. Ammunition: Ammunition of all types (including chemical, radiological, and special weapons), bombs, explosives, mines, fuses, detonators, pyrotechnics, missiles, rockets, propellants, and other associated items		A - Air W - Ground	Limited, primarily to small arms, selected larger munitions

Figure II-2. Classes, Subclasses of Supply, and Common-User Logistics Suitability

capabilities and processes to achieve objectives. Maintenance planning provides optimal availability of ready, reliable systems at best value.

a. **Depot Maintenance.** Depot-level maintenance performs materiel maintenance requiring major overhaul or a complete rebuilding of parts, assemblies, subassemblies, and

Classes, Subclasses of Supply, and Common-User Logistics Suitability (continued)






Class	Symbols	Subclass	Common-User Logistics (CUL) Capability
VI. Personal Demand Items: Nonmilitary sales items		A - Personal demand items not packaged as ration supplement sundry packs (RSSP) M- Personal and official letter and packaged mail. Does not include items in other classes such as spare parts P - RSSP	Fully suited for CUL
VII. Major End-Items: A final combination of end-products ready for intended use (e.g., launchers, tanks, racks, adapters, pylons, mobile machine shops, and administrative and tracked vehicles)		A - Air B - Ground support material (includes power generators, fire-fighting, and mapping equipment) D - Administrative and general purpose vehicles (commercial vehicles used in administrative motor pools) G - Electronics J - Tanks, racks, adapters, and pylons (US Air Force only) K - Tactical and special purpose vehicles (includes trucks, truck-tractors, trailers, semi-trailers, etc.) L - Missiles M - Weapons N - Special weapons X - Aircraft engines	Not suitable for CUL
VIII. Medical Material/ Medical Repair		A - Medical material (including repair parts special to medical items) B - Blood and fluids	Fully suited for CUL
IX. Repair Parts (less medical special repair parts): All repair parts and components, including kits, assemblies, material power generators sub-assemblies (repairable and nonrepairable) required for all equipment; dry batteries		A - Air B - Ground support material, power generators, and bridging, fire-fighting, and mapping equipment D - Administrative vehicles (vehicles used in radio administrative motor pools) G - Electronics K - Tactical vehicles (including trucks, truck-tractors, trailers, semi-trailers, etc.) L - Missiles M - Weapons N - Special weapons T - Industrial supplies (e.g., bearings, block and tackle, cable, chain, wire, rope, screws, bolts, studs, steel rods, plates, and bars) X - Aircraft engines	Not suitable for CUL except for common items; requires special coordination to ensure proper support
X. (code as zero '0'): Material to support military programs, not included in classes I through IX		None	Fully suited for CUL

Figure II-2. Classes, Subclasses of Supply, and Common-User Logistics Suitability (continued)

end items. Depot maintenance includes the manufacture of parts, modifications, testing, and reclamation as required; provides a source of serviceable equipment; and supports field maintenance by providing technical assistance or performing maintenance tasks beyond their responsibility. Depot maintenance is the most complex and extensive level of maintenance work and is a significant tie between the nation’s industrial base and military operations. Depot maintenance includes all aspects of software maintenance/sustainment, which are those activities after initial operating capability of fielding, necessary to:

(1) Correct defects and/or improve performance.

(2) Upgrade or modify to adapt and/or perfect the fielded software baseline to a changing/changed environment. Maintenance/sustainment can include the modifications or upgrades necessary to ensure safety and relevance in operations and interoperability with other systems.

b. **Field Maintenance.** The purpose of field-level maintenance is to return systems rapidly to users in a ready status. Field maintenance encompasses the organizational and on-system maintenance and repairs necessary for day-to-day operations, as well as the intermediate, off-system repair of components and end items for weapons systems and supply chains. Field maintenance is less complex than depot-level maintenance and serves as the link between strategic capabilities and tactical requirements.

c. **Maintenance Personnel.** Depot and field maintenance personnel must possess the training, technical skills, tools, equipment, facilities, and an established quality assurance (QA) program to maintain equipment readiness. The following maintenance functions are performed at both depot and field locations:

(1) **Inspect.** Determines faults and verifies repairs or determines conditions by comparing characteristics to serviceability standards.

(2) **Test.** Evaluates the operational condition of end items and subsystems against established performance parameters.

(3) **Service.** Includes preventive maintenance checks and services, monitoring equipment health and conditions, and predictive maintenance to anticipate failures and diagnose faults.

(4) **Repair.** Restores items to serviceable status.

(5) **Rebuild.** Returns items to standards as close as possible to original conditions in appearance, performance, and life expectancy. This is the highest degree of materiel maintenance applied to equipment.

(6) **Calibrate.** Compares, adjusts, and validates systems of unknown accuracy to standards of known accuracy. If necessary and possible, adjustments are made to bring systems back into compliance with established performance standards.

d. **Maintenance Responsibility.** Geographic combatant commanders (GCCs) coordinate Service maintenance operations within their AORs. Functional CCDRs coordinate Service maintenance operations within their functional areas. CCDR requirements must be clear, and Service maintenance capabilities must be synchronized to provide the most effective materiel available to the joint force. Where practical, facilities for joint or cross-Service maintenance should be established, and inter-Service use of capabilities should be emphasized over single Service support. Lead Service or agency

support, or in some cases multinational support, options may also provide more effective maintenance capabilities to support joint operations. These support options create greater synergy with systems common to two or more Services or multinational partners. Maintenance of ground systems, support equipment, communications electronics, and commercial systems can benefit from maintenance consolidation arrangements and can generate higher operational readiness, while reducing logistics footprint and cost.

e. **Equipment Reset.** Equipment deployed to a theater of operations must be periodically refurbished to meet current theater requirements. Equipment reset is a critical activity that restores a unit to a desired level of combat capability commensurate with its future mission. Equipment reset encompasses maintenance and supply activities that restore, reconstitute, and enhance the combat capability of unit and prepositioned equipment that has been destroyed, damaged, stressed, or worn out beyond economic repair due to operations. Equipment reset repairs or rebuilds the equipment to specified standards. When appropriate, it enhances existing equipment by inserting new technologies, restoring selected equipment to meet current or future operational demands, and/or procuring replacement equipment. Equipment reset is accomplished by both depot-level and field-level maintenance activities that perform major repairs, overhauls, and recapitalization (rebuilds or upgrade). Equipment reset is normally initiated with the rotation/return of equipment from an AOR. It may also be performed in theater when practical. Equipment reset of systems common to two or more Services may be performed under inter-Service arrangements when advantageous in terms of cost, logistics footprint, or operational readiness.

f. **Contractor Logistics Support (CLS) and Interim Contractor Support (ICS).** CLS/ICS are other sources of logistic support and are integral to providing service and material solutions to the warfighter for sustained operations. CLS is a method of obtaining commercially contracted logistics support for a product or service for a specified period of time. ICS provides temporary contractor support in lieu of organic capability for a predetermined time allowing a Service to defer investment in all or part of required support resources while an organic support capability is phased in. CLS/ICS can also include maintenance services and materiel provided under equipment warranty programs. In order to be effective, CLS/ICS must be planned and coordinated so that usage requirements are tracked, accountability is maintained, and tactical distribution requirements are met.

See Department of Defense Directive (DODD) 4151.18, Maintenance of Military Materiel, for overall policy framework for the accomplishment of DOD maintenance.

5. Logistics Services

Logistics services comprise the support capabilities that collectively enable the US to rapidly provide global sustainment for our military forces. Logistics services include many scalable and disparate capabilities. Included in this area are food service, water and ice service, contingency base services, hygiene services, and mortuary affairs (MA).

a. **Food Service.** Includes all aspects of dining facility management, subsistence procurement and storage, food preparation, food sanitation protection (food defense and food safety), and delivery to supported personnel.

b. **Water and Ice Service.** Includes capability to purify, test, store, and distribute bulk packaged and frozen water in a deployed environment. Water and ice for human consumption must meet potable water standards.

c. **Contingency Base Services.** Provides the assets, programs, and services necessary to support CCMD operations. This includes capabilities to operate, manage, and transition, transfer, or close contingency locations for force application. Contingency locations provide shelter, billeting, utilities, common-user life support management, force protection, and facility management (i.e., mayoral capability) in a deployed environment. The base operating support (BOS) functions of the personnel, equipment, services, activities, operational energy, and resources required to sustain operations at an installation are managed by a base operating support-integrator (BOS-I). A GCC may designate a Service component commander, subordinate unified commander, or JTF commander as the BOS-I at each contingency location.

Refer to JP 4-04, Contingency Basing, for more information on how the GCC can manage the various functions of BOS between Service components or PNs within a theater of operations from one base to another and within a single contingency location.

(1) **Real Property Life Cycle Management.** Provides acquisition, support, sustainment, recapitalization, disposal, and economic adjust activities for contingency location assets.

(2) **Support Services.** Deliver selected services to meet the requirements of the contingency location's population and mission. Support services provide security and emergency services, safety, base support vehicles and equipment, billeting services, airfield management, port services, range management, and space support services. These do not include services related to real property or personnel services.

d. **Hygiene Services.** Include both personal hygiene and textile services. Personal services provide adequate sinks, showers, and toilets to meet needs of both men and women. Textile services provide cleaning, repair, and return of clothing items and individual equipment.

e. **MA.** The DOD Mortuary Affairs Program is a broadly based military program that provides for the care and disposition of deceased personnel and the handling of their personal effects (PE). The DOD Mortuary Affairs Program covers the return of human remains across a conflict continuum ranging from peace through war. The CCMDs and Services provide MA support across the range of military operations to:

(1) Search; recover; evacuate; and provide temporary interment, disinterment, and contamination mitigation of deceased DOD-affiliated or -covered persons, consistent

with applicable laws and regulations, who die in military operations, training accidents, or other DOD-related fatality incidents.

(2) Operate MA processing points during military operations. MA processing points include mortuary affairs collection points (MACPs), theater mortuary evacuation points (TMEPs), mortuary affairs contaminated remains mitigation sites, temporary interment sites, and PE depots.

(3) Prepare and coordinate evacuation of human remains to the place designated by the person authorized to direct disposition of human remains.

(4) Operate DOD mortuaries and preparation points worldwide for the preparation of human remains and coordination of final disposition. Establishment of other port mortuaries, if so directed. Note: The Armed Forces Medical Examiner System may, for operational purposes, designate the use of a specific DOD mortuary.

(5) Collect, inventory, store, and process PE of deceased and missing DOD-affiliated or -covered persons; upon the request of the Department of State, when approved by the Secretary of Defense (SecDef), the PE of US citizens and others; and when directed, the effects of multinational partners, third-country, local national, and adversary personnel. The term PE is overarching and includes, for example, the effects found on the human remains, in the vicinity of an incident, in individual's billeting area, in the laundry, or in the vehicle in which the human remains were located.

For more information, see Appendix M, "Mortuary Affairs Planning," and DODD 1300.22, Mortuary Affairs Policy.

6. Operational Contract Support

OCS is a core logistics function and a critical component of total force readiness. DOD relies on contractors to perform many tasks. OCS provides the CCDR flexibility and options to employ commercially sourced logistics solutions from JLEnt partners such as BOS intra-theater transportation, logistics services, maintenance, storage, construction, security operations, and common-user commodities. OCS is not simply a means to acquire logistics support when organic logistics is not available or feasible. When properly planned, OCS can be a significant capability that enables mission accomplishment.

a. Contract support integration is the planning, coordination, and synchronization of contracted support requirements combined with an understanding of the business environment executed in a designated OA in support of the joint force. Effective contract support integration by the JFC maintains visibility of contracted capabilities. Service logistics organizations also have a significant role to play in contract support integration when it comes to requirements development and post-award contract oversight.

b. Contracting support is the execution of contracting authority and coordination of contracting actions in support of joint force operations. Effective contracting support provides flexibility to the JFC.

c. Contractor management is an expansive and complex process. It is the oversight and integration of contractor personnel and associated equipment providing support to the joint force in a designated OA.

For further guidance on OCS, refer to JP 4-10, Operational Contract Support; DODI 3020.41, Operational Contract Support (OCS); and Appendix P, “Operational Contract Support.”

7. Engineering

Engineer capabilities enable joint operations by facilitating freedom of action necessary for the JFC to meet mission objectives. Engineer operations integrate combat, general, and geospatial engineering to meet national and JFC requirements. Joint engineer operations facilitate the mobility and survivability of friendly forces; counter the mobility of enemy forces; provide infrastructure to position, project, protect, and sustain the joint force; contribute to a clear understanding of the physical environment; and provide support to civilian authorities and other nations.

a. **General Engineering.** General engineering consists of those engineering capabilities and activities, other than combat engineering, that provide infrastructure and modify, maintain, or protect the physical environment. Examples include the planning, construction, repair, and maintenance of infrastructure, storage area requirements, LOCs and bases, protection of natural and cultural resources, terrain modification and repair, disaster preparedness, and selected explosive hazard activities. The general engineering requirements for an operation will often exceed the capacity of available military engineers, so JFCs may need to employ a combination of military engineers, civilians, contractors, and multinational and HN support to fulfill these requirements. Units characterized as combat engineer have limited capacity to execute construction tasks due to their limited training and equipment. JFCs should balance the engineer force between combat and general engineering.

b. **Combat Engineering.** Combat engineering consists of those engineer activities that directly support the maneuver of land combat forces and require close and integrated support to those forces. Combat engineering consists of three types of activities: mobility, countermobility, and survivability. Examples include combined arms breaching operations, assault gap crossing operations, and constructing and maintaining combat roads and trails; emplacing barriers and obstacles; and construction of fighting and protective positions. Combat engineering requires forces able to integrate their activities with the maneuver of land combat forces. Usually this requires combat engineers organic to most land combat forces at the brigade or regimental level or its equivalent. Only units characterized as combat engineer are organized, trained, and equipped to perform the range of combat engineering tasks required by land combat forces; to integrate their activities

with the fires and maneuver of those forces; and to operate as part of a combined arms team in close combat. Due to this consideration, JFCs do not routinely assign combat engineering tasks to units trained and equipped to execute general engineering tasks. Instead, the JFC ensures that engineering tasks are synchronized to maximize the effectiveness of combat engineering. For example, tactical bridges are programmed for replacement by more permanent, higher-capacity LOC bridges.

c. Geospatial Engineering. Geospatial engineering consists of those engineer capabilities and activities that portray and refine data pertaining to the geographic location and characteristics of natural and constructed features and boundaries to provide engineering services to commanders and staffs. Examples include terrain analysis, terrain visualization, digitized terrain products, nonstandard tailored map products, precision survey, geospatial data management, baseline survey data, identification of significant cultural sites and natural resources, facility support, and force beddown analysis. It can be used for identification and analysis of civilian support infrastructure such as roadways; railways; ports; distribution lines; hospitals; and petroleum, oils, and lubricants (POL) storage facilities. Geospatial engineering tasks require highly technical and specialized capabilities. These may include processing data from disparate sources such as remote sensed imagery, field reconnaissance, digital data, intelligence data, existing topographic products, and other collateral data. Geospatial engineers also perform digital manipulation of topographic, hydrographic, and aeronautical information by querying, viewing, evaluating, and downloading digital data. They support operational needs such as the production of tactical decision aids or time and spatial analysis to support the JFC's decision cycle. They can assist in predictive analysis of the impact that terrain and weather may have on transportation, communications, and intelligence systems. Geospatial engineers and intelligence personnel leverage data accessibility, exploitation, visualization, and distribution to create fused products.

For more information on joint engineering, refer to JP 3-34, Joint Engineer Operations, and JP 3-15, Barriers, Obstacles, and Mine Warfare for Joint Operations; for geospatial engineering, refer to JP 3-34, Joint Engineer Operations, and JP 2-03, Geospatial Intelligence in Joint Operations.

8. Joint Health Services

Joint health care services are conducted as part of an interrelated health system that shares medical services, capabilities, and specialists among the Service components and partners with multiple agencies and nations to implement a seamless unified health care effort in support of a joint force. Joint medical capabilities encompass both health service support (HSS) and force health protection (FHP) functions and are employed across the full range of military operations. These capabilities span the OA from prevention to point of injury/illness to definitive care, with an overall goal of treating all potentially survivable injuries, thus leading to a zero percent preventable death rate.

a. HSS is all support and services performed, provided, and arranged to promote, improve, conserve, or restore the behavioral and physical well-being of military personnel. This includes casualty care, which encompasses a number of HSS functions that occur at

all levels of command: casualty management, patient movement (PM), medical treatment (organic and area support), medical evacuation, hospitalization, medical logistics, blood management, and health information management.

b. FHP are measures to promote, improve, or conserve the behavioral and physical well-being of DOD personnel to enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards.

For further guidance on joint health care services, refer to JP 4-02, Joint Health Services, and Appendix J, “Joint Health Services.”

Intentionally Blank

CHAPTER III

COORDINATING AND SYNCHRONIZING JOINT LOGISTICS

“As we select our forces and plan our operations ... we must understand how logistics can impact on our concepts of operation... Commanders must base all their concepts of operations on what they know they can do logistically.”

General Alfred M. Gray, Jr.
29th Commandant of the Marine Corps (July 1987-June 1991)

1. Introduction

a. This chapter describes the authorities, organizations, and controls that synchronize logistics in support of the JFC. JP 3-0, *Joint Operations*, identifies C2 as a joint function. Command includes both the authority and responsibility for effectively using available resources and the art of motivating and directing people and organizations to accomplish missions. Control is inherent in command. However, logistics assets will rarely fall under one command, which makes control, coordination, collaboration, synchronization, and management of joint logistics more challenging. To control joint logistics, commanders direct forces and functions consistent with a commander’s command authority. It involves organizing the joint logistics staff, operational-level logistics elements, CSAs, and their capabilities to assist in planning and executing joint logistics. Designating lead Service, assigning agency responsibilities, and developing procedures to execute the CCDR’s directive authority for logistics (DAFL) will assist in planning, integrating, synchronizing, and executing joint logistics support operations. While logistics remains a Service responsibility, there are other logistics organizations, processes, and tasks to consider when developing a concept of logistics support (COLS) to optimize joint logistics objectives.

b. **Personnel.** Joint logisticians are military personnel, civilians, and contractors who specialize in providing joint logistics support extending from the defense industrial base to the end user. Joint logisticians plan, supervise, execute, synchronize, and coordinate core joint logistics functions. They understand the tactical, operational, and strategic levels and synchronize efforts to effectively meet joint force requirements. Joint logisticians reach a level of proficiency through a combination of training, education, and operational experience created by Service, joint, and multinational duty assignments. Joint logisticians are exposed to logistics operations in a complex, diverse, and globally dispersed environment. Key attributes of a joint logistician include the ability to:

- (1) Understand operational priorities to apply limited resources and improve joint force readiness.
- (2) Plan logistics support and integrate the support into the CCDR’s plan.
- (3) Assist commanders in defining requirements and translating the commander’s intent into logistics-related tasks.

(4) Assess the operational situation to determine if joint logistics processes are established and working.

(5) Plan and execute joint logistics.

(6) Conduct logistics sustainability analysis (LSA) as part of operation plan (OPLAN) development.

(7) Coordinate Service, CSA, interagency, and MNL capabilities.

(8) Assist JFCs as they exercise authority and provide direction for the common support of forces.

(9) Leverage commercial logistics best practices and processes.

(10) Identify risks that must be assumed and actions required to mitigate those risks.

2. Logistics Authority

a. **DAFL.** DAFL is statutory authority contained in Title 10, USC, Section 164. The statute specifies that, included among the various authorities that comprise the command authority of CCDRs, “giving authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics” are integral elements of that command authority. DAFL cannot be delegated or transferred. However, the CCDR may delegate the responsibility for the planning, execution, and/or management of common support capabilities to a subordinate JFC or Service component commander to accomplish the subordinate JFC’s or Service component commander’s mission. The CCDR must formally delineate this delegated authority by function and scope to the subordinate JFC or Service component commander.

b. DAFL of a GCC applies to the entire AOR and affects all subordinate components, commands, and direct reporting units in the AOR. Some CCDR responsibilities include:

(1) Issuing directives to subordinate commanders, including peacetime measures necessary for the execution of military operations, in support of the following: execution of approved OPLANs, effectiveness and economy of operation, and prevention or elimination of unnecessary duplication of facilities and overlapping of functions among the Service component commands.

(2) Coordinating with USTRANSCOM to identify transportation-related requirements and initiatives (e.g., establishment of aerial port of debarkation [APOD]/seaport of debarkation [SPOD], determining transportation routes and infrastructure to support).

(3) Coordinating with DLA to identify logistics requirements and initiatives (e.g., establishing storage locations, identifying pre-positioned material and equipment, determining fuel requirements, providing contingency contracting solutions).

(4) Establishing host-nation support (HNS) (e.g., acquisition and cross-servicing agreements [ACSAs]/mutual logistics support agreements, status-of-forces agreements, cost-sharing agreements).

c. Unless otherwise directed by SecDef, the Military Departments and Services continue to have responsibility for the logistics support of their forces assigned or attached to joint commands, subject to the following guidance:

(1) Under peacetime conditions, the scope of the logistics authority exercised by the CCDR will be consistent with the peacetime limitations imposed by legislation, DOD policy or regulations, budgetary considerations, local conditions, and other specific conditions prescribed by SecDef or the Chairman of the Joint Chiefs of Staff (CJCS). Where these factors preclude execution of a CCDR's directive by component commanders, the comments and recommendations of the CCDR, together with the comments of the component commander concerned, normally will be referred to the appropriate Military Department for consideration. If the matter is not resolved in a timely manner with the appropriate Military Department, it will be referred by the CCDR, through the CJCS, to SecDef.

(2) Under crisis, wartime conditions, or where critical situations make diversion of the normal logistics process necessary, the logistics authority of CCDRs enables them to use all facilities and supplies of all forces assigned to their commands for the accomplishment of their missions. The President or SecDef may extend this authority to attached forces when transferring those forces for a specific mission and should specify this authority in the establishing directive or order. Joint logistics doctrine and policy developed by the CJCS establishes wartime logistics support guidance to assist the CCDR in conducting successful joint operations.

d. A CCDR's DAFL does not:

(1) Discontinue Service responsibility for logistics support.

(2) Discourage coordination by consultation and agreement.

(3) Disrupt effective procedures or efficient use of facilities or organizations.

(4) Include the ability to provide contracting authority or make binding contracts for the US Government.

e In exercising DAFL, CCDRs have an inherent obligation to ensure accountability of resources. This obligation is an acknowledgement of the Military Departments' Title 10, USC, responsibilities and recognizes that the Military Departments, with rare

exceptions, do not resource their forces to support other DOD forces. In that regard, CCDRs will coordinate with appropriate Service components before exercising DAFL or delegating authority for subordinate commanders to exercise common support capabilities to one of their components. In keeping with the Title 10, USC, roles of the Military Departments, CCDRs should maintain an accounting of resources taken from one Service component and provided to another. This accounting can be used to reimburse the losing Service component in kind over time within the AOR when possible, or can be used to pass back a requirement to DOD for resource actions to rebalance Military Department resource accounts.

f. A CCDR will exercise approval authority over Service logistics programs (base adjustments, force basing, and other aspects, as appropriate) within the command's AOR that will have a significant impact on operational capability or sustainability.

For more information on DAFL, refer to JP 1, Doctrine for the Armed Forces of the United States.

3. Joint Logistics Roles and Responsibilities

Understanding the roles and responsibilities of key stakeholders in the JLEnt is an important step in fully synchronized and coordinated joint logistics support operations.

a. SecDef is the principal advisor to the President on defense matters and serves as the leader and chief executive officer of DOD. The offices of SecDef most concerned with logistics matters are the Under Secretary of Defense for Policy (USD[P]), Under Secretary of Defense for Acquisition and Sustainment (USD[A&S]) (formerly Under Secretary of Defense for Acquisition, Technology, and Logistics), and Assistant Secretary of Defense for Sustainment (ASD[S]) (formerly Assistant Secretary of Defense for Logistics and Materiel Readiness).

(1) **USD(P).** USD(P) is SecDef's principal staff assistant (PSA) and advisor for all matters on the formulation of national security and defense policy and the integration and oversight of DOD policy and plans to achieve national security objectives.

For more information on USD(P), see DODD 5111.1, Under Secretary of Defense for Policy (USD[P]).

(2) **USD(A&S).** USD(A&S) is the PSA and advisor to SecDef and Deputy Secretary of Defense (DepSecDef) for all matters relating to logistics; installation management; military construction; procurement; environment, safety, and occupational health management; utilities and energy management; and nuclear, chemical, and biological defense programs.

For more information on the roles and responsibilities of USD(A&S), see DODD 5134.01, Under Secretary of Defense for Acquisition, Technology, and Logistics (USD[AT&L]).

(3) ASD(S) is the principal advisor to USD(A&S), SecDef, and DepSecDef on logistics and materiel readiness in DOD and is the principal logistics official within senior management.

For more information on ASD(S), see DODD 5134.12, Assistant Secretary of Defense for Logistics and Materiel Readiness (ASD[L&MR]).

(4) ASD(S) is the principal advisor to USD(A&S), SecDef, and DepSecDef for energy policy, plans, and programs, and advises the CJCS regarding the role of energy in the DOD planning process.

For more information, see DODD 4180.01, DOD Energy Policy.

b. **CJCS.** The CJCS is the principal military adviser to the President and the National Security Staff (which consists of the National Security Council and the Homeland Security Council) and SecDef. The CJCS prepares joint logistics and mobility plans to support strategic and contingency plans and recommends the assignment of logistics and mobility responsibilities to the Armed Forces of the United States. The CJCS also advises SecDef on critical deficiencies in force capabilities (including manpower, logistics, intelligence, and mobility support).

c. **Military Departments.** The Military Departments exercise authority to conduct all affairs of their departments, including to recruit, organize, supply, equip, train, service, mobilize, demobilize, administer, and maintain forces; construct, outfit, and repair military equipment; adhere to environmental compliance; construct, maintain, and repair buildings, structures, and utilities; and acquire, manage, and dispose of real property or natural resources.

d. **Services.** In accordance with Title 10, USC, the Services are responsible for preparing for employment of Service forces. They recruit, supply, organize, train, equip, service, mobilize, demobilize, provide administrative support, and maintain ready forces. Services are the center of a collaborative network, and their logistics organizations form the foundation of the JLEnt. The Services are the primary force providers and executors of joint logistics, as well as the primary providers of logistics in support of their own Service organizations supporting the CCDR. They are responsible for operational logistics support systems, platforms, and their execution to support the force. They are responsible for maintaining systems' life-cycle readiness.

e. **DLA.** As the nation's combat logistics support agency, DLA manages the global supply chain and in collaboration with JLEnt partners sustains the readiness and lethality of the Armed Forces of the United States. As a statutory CSA, DLA provides logistics advice, advocacy, and assistance to the Office of the Secretary of Defense, Joint Chiefs of Staff, the CCDRs, Military Departments, DOD components, and interagency partners. DLA also provides nuclear weapon systems sustainment and modification support to the DOD Nuclear Enterprise. DLA serves as the DOD executive agent (EA) for subsistence (Class I), construction and barrier materiel (Class IV), bulk petroleum (Class III), medical

materiel (Class VIII), and Defense Logistics Management Standards. DLA directs a global network of distribution centers located throughout the US, Europe, Africa, the Pacific, and South West Asia, tailored and arrayed to support the Armed Forces of the United States. DLA's global posture allows the agency to respond to all operations.

f. **The Joint Staff J-3.** The Joint Staff J-3 is responsible for maintaining the global capability for rapid and decisive military force power projection. The Joint Staff J-3 is also responsible for leading the collaborative efforts of the joint planning and execution community to improve the joint deployment and redeployment processes, while maintaining the overall effectiveness of these processes so that all supported JFCs and supporting DOD components can execute military force power projection more effectively and efficiently. Additionally, the Joint Staff J-3 serves as the joint force coordinator and is responsible for coordinating the staffing of all force requirements among the joint force providers (JFPs), consolidating all execution and contingency sourcing recommendations, and performing the duties of a JFP for all conventional force requirements.

g. **The Joint Staff J-4.** The Joint Staff J-4 leads the DOD efforts in the JLEnt and coordinates policy and makes recommendations to improve the preparedness of the DOD global logistics force. Additionally, the Joint Staff J-4 advises the CJCS on the readiness assessments of the CCMDs and Services.

For more information on the Military Departments, Services, and major components, see DODD 5100.01, Functions of the Department of Defense and Its Major Components.

h. **The Joint Staff J-5 [Directorate for Strategy, Plans, and Policy].** The Joint Staff J-5 collaborates with the Joint Staff J-4 to ensure contingency plans are resource-informed as the coordinating authority for global logistics.

i. **CCMDs.** Unless otherwise directed by the President or SecDef, the CCDR exercises authority, direction, and control over the commands and forces assigned to that command through combatant command (command authority) (COCOM). CCDRs coordinate and approve the administration, support (including control of resources and equipment, internal organization, and training), and discipline necessary to carry out missions assigned to the command.

For more information on the CJCS, Military Departments, Services, CCMDs, and major components, see DODD 5100.01, Functions of the Department of Defense and Its Major Components.

j. **EA.** A DOD EA is the head of a DOD component to whom SecDef or the DepSecDef has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated activities that involve two or more of the DOD components. The DOD EA may delegate to a subordinate designee, within that official's component, the authority to act on that official's behalf for any or all of those DOD EA responsibilities, functions, and authorities assigned by SecDef or DepSecDef. The nature and scope of the DOD EA responsibilities,

functions, and authorities shall be prescribed at the time of assignment and remain in effect until SecDef or DepSecDef revokes or supersedes them. Only SecDef or the DepSecDef may designate a DOD EA and assign associated responsibilities, functions, and authorities within DOD.

See DODD 5101.1, DOD Executive Agent, and Appendix C, “Logistics-Related Executive Agents,” for details.

k. **CSAs.** CSAs designated under Title 10, USC, Section 193, fulfill combat support (CS) or CSS functions for joint operating forces across the range of military operations and in support of CCDRs executing military operations. CSAs perform support functions or provide supporting operational capabilities, consistent with their establishing directives and pertinent DOD planning guidance. USD(A&S) is the PSA for DLA, the Defense Contract Management Agency (DCMA), and the Defense Threat Reduction Agency.

For more information on CSAs, see DODD 3000.06, Combat Support Agencies (CSAs).

l. **USTRANSCOM.** USTRANSCOM is responsible for providing air, land, and sea transportation, terminal management, and aerial refueling to support the global deployment, employment, sustainment, and redeployment of US forces. USTRANSCOM serves as DOD’s mobility JFP, DOD’s single manager for defense transportation, and DOD’s single manager for PM. USTRANSCOM synchronizes distribution planning for global operations in coordination with other CCMDs, Services, and agencies as directed. Additionally, USTRANSCOM serves as DOD’s JDDC to coordinate and oversee the DOD distribution system to provide interoperability, synchronization, and alignment of DOD-wide end-to-end distribution.

m. **General Services Administration (GSA).** GSA provides logistics support for the functions and missions of the US Government, including DOD. Support is provided primarily through the Public Building Service for building and real estate management and leasing and the Federal Acquisition Service for services, equipment, supplies, telecommunications, and information technology. Additionally, GSA provides support to state, tribal, and local governments via programs including the Disaster Recovery Purchasing Program, National Wildland Fire Program, Cooperative Purchasing Program, and the 1122 Counter Drug Program.

n. **Defense Health Agency (DHA).** DHA is a CSA that enables the Army, Navy, and Air Force medical services to provide a medically ready force and ready medical force to CCMDs. DHA supports the delivery of integrated, affordable, and high-quality health services to Military Health System (MHS) beneficiaries and is responsible for driving greater integration of clinical and business processes across the MHS.

For more information, see DODD 5136.13, Defense Health Agency (DHA).

o. **Lead Service.** A Service or Service Component responsible for the programming and execution of common-user items, logistics functions, and/or service support. A CCDR may choose to assign specific CUL functions, to include both planning and execution to a lead Service. These assignments can be for single or multiple common logistics functions and may also be based on phases or OAs within the CCDR's AOR. In circumstances where one Service is the predominant provider of forces, or the owner of the preponderance of logistics capability, it may be prudent to designate that Service as the joint logistics lead for BOS-I. The CCDR may augment the lead Service logistics organization with capabilities from another component's logistics organizations, as appropriate. Key lead Service functions at operating areas typically include, but are not limited to, BOS-I, communications synchronization, and senior airfield authority (SAA) synchronization; budget programming; real property management; and provision (provide and fund) of common-user items or service support. The lead Service may consider a commercially contracted solution to meet the requirements in addition to, or in place of, organic support.

p. **BOS-I.** BOS-I is a sub-function of lead Service. The BOS-I is responsible for planning and synchronizing the efficient application of resources and contracting to facilitate unity of effort in the coordination of sustainment functions at designated contingency locations. When multiple Service components share a common base of operations, a GCC may designate a Service component or JTF as the BOS-I at each contingency location. The GCC, commensurate with special operations forces' (SOF's) capacity and capability, may assign SOF the synchronization of BOS functions in specific instances where SOF and their enablers are the only forces at a contingency location. The designated BOS-I is responsible for coordinating common user contract support, as well as the efficient use of other support resources, for all joint forces at the contingency location. Additional BOS-I responsibilities may include, but are not limited to: coordinating the issuance of war reserve materiel assets, collecting and prioritizing construction requirements, seeking infrastructure funding support, environmental management, emergency management, emergency services, force protection, and hazardous waste management. The BOS-I must closely coordinate with the SAA or single port or terminal manager. If no SAA or single port or terminal manager is assigned, the BOS-I is responsible for their functions.

4. Combatant Commander's Logistics Directorate

The logistics directorate of a joint staff (J-4) at the CCMD conducts logistics planning and execution in support of joint operations. They integrate, coordinate, and synchronize Service component and CSA logistics capabilities to support the joint force. The J-4 also advises the JFC on logistics support to optimize available resources. Although the organizational considerations outlined below could apply to a CCDR's J-4 staff, they will most frequently be applied to subordinate joint force J-4 organizations. The J-4 staff supports the operations directorate of a joint staff (J-3) in the planning and executing of requirements for the joint reception, staging, onward movement, and integration (JRSOI) process, as well as contingency base planning and sustainment. The J-4 coordinates, synchronizes, plans, and executes core logistics functions in joint and multinational environments.

a. **Planning.** The J-4 provides logistics expertise as part of the joint planning process (JPP). In accordance with JP 5-0, *Joint Planning*, the J-4 establishes a logistics planning cell in coordination with the plans directorate of a joint staff to fulfill this responsibility. Planning occurs at every level of warfare in a networked, collaborative environment, which requires dialogue among senior leaders, concurrent and parallel plan development, and collaboration across multiple planning levels.

b. **Execution.** The GCC's J-4 coordinates and synchronizes joint theater logistics. This includes communicating the logistics priorities of the GCC to the Services responsible for executing joint logistics operations. The J-4s organize their logistics staff functions to respond to anticipated or ongoing operations.

c. **Joint Logistics Operations Center (JLOC).** The J-4 establishes a JLOC to monitor and control the execution of logistics in support of on-going operations. The JLOC is an integral part of the CCDR's operations element and provides joint logistics expertise to the J-3 operations cell. The JLOC is tailored to the operation and staffed primarily by the J-4 staff.

d. **Joint Deployment and Distribution Operations Center (JDDOC).** At time of need, a supported GCC can create a JDDOC and incorporate its capabilities into the staff functions. The GCC can place the JDDOC at any location required or under the operational control (OPCON) of other commanders. The JDDOC can reach back to the national partners to address and solve deployment and distribution issues for the GCC. The JDDOC develops deployment and distribution plans; integrates multinational and/or interagency deployment and distribution; and coordinates and synchronizes supply, transportation, and related distribution activities. The JDDOC synchronizes the strategic to operational movement of forces and sustainment into theater by providing advance notice to the GCC's air and surface theater movement C2 elements. In concert with the GCC's overall priorities, and on behalf of the GCC, the JDDOC coordinates common user and theater distribution operations above the tactical level. A joint movement center (JMC) may be established at a subordinate unified or JTF level to coordinate the employment of all means of transportation (including that provided by allies or HNs) to support the CONOPS. This coordination is accomplished through establishment of theater and JTF transportation policies within the assigned OA, consistent with relative urgency of need, port and terminal capabilities, transportation asset availability, and priorities set by a JFC. The JTF JMC will work closely with the JDDOC.

For more information, see JP 4-09, Distribution Operations.

e. **Joint Logistics Boards (JLBs), Centers, Offices, and Cells.** The CCDR may also establish boards, centers, offices, and cells (e.g., subarea petroleum office [SAPO], joint facilities utilization board [JFUB], joint mortuary affairs office [JMAO], operational contract support integration cell [OCSIC]) to meet increased requirements and to coordinate the logistics effort. Synchronizing and integrating the many joint logistics functional capabilities, multinational and interagency capabilities, and OCS may require the J-4 to establish a location or center where the requirements, resources, and

processes can come together in a way that provides information to affect quality decision making. This fusion of information is essential to effective logistics support and critical to enabling the J-4 to see the logistics battlefield with clarity. These staff organizations are comprised of functional experts representing the joint logistics functions and provide functional assessments, analysis, and expertise to the planning and execution elements of the J-4.

See Appendix B, “Joint Logistics Staff Organizations,” for additional information.

f. **Size.** The J-4’s size is tailored to meet its mission requirements, and it is built around a core set of responsibilities described above to plan and execute the logistics operations for the JFC on a daily basis at the existing operating tempo. The core element is tailored to perform its functions under normal day-to-day conditions and provides the continuity and theater expertise to transition to an increased operating tempo should a CCDR move into a contingency or crisis.

5. Logistics Execution Organizations

The fundamental role of joint logistics is to integrate and coordinate logistics capabilities from Service, agency, and other providers of logistics support and to facilitate execution of the Services’ Title 10, USC, responsibilities while supporting the ever-changing needs of the JFC. Logistics may also be called upon to support the National Guard in Title 32, USC, status. It may also include special assignment airlift missions in addition to channel airlift, surface, and sealift movements. Joint logisticians should understand how each of the Services conducts logistics at the operational level.

a. **Army.** The overarching theater-level headquarters is the theater Army/Army Service component command (ASCC), which provides support to Army forces and other Services as directed. It is important for the ASCC and theater special operations command (TSOC) J-4 to enhance conventional forces and SOF synchronization of sustainment. The theater sustainment command (TSC) is the logistics C2 element assigned to the ASCC and is the senior Army logistics headquarters within a theater of operations.

(1) The TSC is responsible for executing port opening, theater opening, theater surface distribution, and sustainment functions in support of Army forces and provides lead Service and EA support for designated CUL to other government departments and agencies, MNFs, and NGOs as directed. The TSC is also responsible for establishing and synchronizing the intratheater segment of the surface distribution system in coordination with the JDDOC with the strategic-to-theater segment of the global distribution network.

(2) The TSC establishes C2 of operational-level logistics in a specified area of operations by employing one or more expeditionary sustainment commands (ESCs), which provide a rapidly deployable, regionally focused, forward-based C2 capability until a TSC can assume that function. When the Army is the predominant land force

operating within an OA, the TSC or ESC, at the discretion of the JFC, has the capability to become a joint logistics headquarters providing logistics support to all joint forces within the OA. This is contingent upon the other Services, DOD agencies, and CCMDs providing the appropriate augmentation of personnel and capabilities to support this joint mission. Though the TSC can be sourced from any component of the Army, the preponderance of the Army's logistic capability is in the Reserve Component, either Army Reserve or Army National Guard.

b. **Marine Corps.** The Marine expeditionary force (MEF) is the principle warfighting organization in the Marine Corps, capable of conducting and sustaining expeditionary operations in any geographic environment. The Marine logistics group is responsible for providing tactical logistics above the organic capability of supported units to all elements of the MEF. It is a permanently organized command structured with functional and multi-functional units which are organized to support a MEF possessing one Marine division and one Marine aircraft wing. Integration with strategic- and operational-level logistics support is coordinated through the Marine Corps component commander.

c. **Navy.** For numbered fleets, the senior logistician is the assistant chief of staff for logistics. The assistant chief of staff for logistics is normally the logistics readiness center (LRC) director. Coordination and unity of effort between the LRC and logistics supporting staffs and commands providing logistics resources and support is key to effectively controlling and executing logistics support.

(1) The logistics forces of each numbered fleet are organized into standing task forces, and the commanders of these task forces are the principal logistics agents for the fleet commander. The logistics task force commander is responsible to the fleet commander for management of logistics support forces for maritime sustainment of Navy, United States Coast Guard (USCG), and Marine Corps units. The logistics task force commander has tactical control of Military Sealift Command Combat Logistics Force ships, plans resupply for all classes of supply, and plans and manages theater ship repairs in military and commercial yards outside the CONUS.

(2) Fleet operational forces are normally organized into task forces under the command of a task force commander. The task force commander exercises control of logistics through a fleet logistics coordinator, task force logistics coordinator, or task group logistics coordinator and coordinates the replenishment of forces at sea.

d. **Air Force.** The air expeditionary task force (AETF) is the organizational structure for deployed US Air Force forces. AETF presents a scalable, tailorable organization with three elements: a single commander, embodied in the commander, Air Force forces (COMAFFOR); appropriate C2 mechanisms; and tailored and fully supported forces. The Air Force forces staff is the vehicle through which the COMAFFOR fulfills operational and administrative responsibilities for assigned and attached forces, and is responsible for long-range planning that occurs outside the air tasking cycle. The PSAs to the COMAFFOR for JOA-wide integration of agile CS capabilities and processes are the

director of manpower, personnel, and services (A1); the director of logistics, engineering, and force protection (A4); and the surgeon general (SG).

(1) A1 is responsible for the functions of billeting; MA assistance; and food service, to include bottled water to support planned meals. Responsibility for planning daily consumable water outside of planned meals resides with A4, civil engineering. Contracting is the responsible agent to procure bottled water (when the requirements have been established) from approved sources that are coordinated with bioenvironmental engineers and public health. A4 controls logistics planning; distribution; material management; fuels; maintenance; and munitions; civil engineering; fire emergency services; explosive ordnance disposal; chemical, biological, radiological, and nuclear (CBRN) defense and response elements of emergency management; and force protection. The SG advises on FHP and HSS.

(2) In general, these Air Force directorates formulate and implement policies and guidance to ensure effective support to Air Force forces. It is important to recognize that many joint logistics functions typically associated with the J-4 are divided between multiple Air Force directorates.

e. **USCG.** USCG maritime patrol and deployable specialized forces are capable of supporting joint military operations worldwide. In order to accomplish the many missions, deployable units and assets consist of high-endurance cutters, patrol boats, buoy tenders, aircraft, port security units, maritime safety and security teams, maritime security response teams, tactical law enforcement teams, and the National Strike Force. Logistics support for the USCG is provided by the Deputy Commandant for Mission Support and its subordinate elements. When USCG forces operate as part of a JTF, they may draw upon the logistics support infrastructure established by/for the JTF. These general support functions normally include, but are not limited to, the following: berthing, subsistence, ammunition, fuel, and accessibility to the naval supply systems. The Navy logistics task force commander coordinates the replenishment, intratheater organic airlift, towing, salvage, ship maintenance, and material control, as well as commodity management for the task force group.

f. **SOF.** Commander, United States Special Operations Command (CDRUSSOCOM), exercises COCOM over all SOF and the TSOCs unless otherwise directed by SecDef. SOF are dependent on Service and joint logistics support as the primary means of support. As directed, GCCs exercise OPCON over assigned TSOCs and SOF.

(1) When a GCC establishes and employs subordinate JTFs and task forces, the GCC or commander, theater special operations command (CDRTSOC), may establish and employ a special operations joint task force (SOJTF), joint force special operations component, special operations command-forward, or joint special operations air component to control SOF assets and accommodate special operations requirements. Accordingly, the GCC establishes command relationships between SOF commanders and other JTF/task force commanders. CDRUSSOCOM can establish and employ a SOJTF or

a joint special operations task force as a JFC in coordination with GCCs for special operations in their AOR.

For more information regarding special operations task organizations, see JP 3-05, Special Operations.

(2) As a subordinate unified commander, the CDRTSOC is the primary logistics control authority for SOF in a theater. Responsibilities include oversight of the core logistics functions. The TSOC J-4 coordinates with the CCMD, theater Service component commands, and CSAs to advocate for Service-common support to the SOF, which is required by Title 10, USC, Section 165. In OAs with limited resources, the TSOC J-4 recommends prioritization of support for common-user items and consolidated functions to the GCC or JTF J-4 and/or the appropriate lead Service logistics organization. United States Special Operations Command (USSOCOM) advocates for SOF Service-common support requirements with CCMDs and Services as needed and ensures provision of special operations-peculiar support.

(3) The Services are the primary providers of Service-common logistics support to SOF units in an OA, regardless of whether the SOF units are assigned or attached to the Service component, TSOC, or other special operations task organization. Service-common support is the equipment, materiel, supplies, and services including BOS adopted by a Service for use by its own forces and those assigned to the CCMDs; items and services defined as Service-common by one Service are not necessarily Service-common for all other Services.

(4) SOF presence as the sole or preponderance of forces at a location does not eliminate the responsibility of the theater Service component commander to provide Service-common logistical support. The GCC ensures appropriate Service logistics support is available to SOF through one of the logistics control options described in paragraph 6, "Logistics Control Options." When a theater Service component command cannot satisfy its Service support to SOF requirements, the GCC will determine if another Service component can satisfy the requirement through common or joint Service arrangements.

(5) For limited contingency and crisis response operations that require rapid or time-sensitive responses, USSOCOM component commands normally maintain the capability to support SOF elements for an initial period of 15 days. Services and/or supporting organizations should be prepared to support special operations as soon as possible but not later than 15 days after SOF are employed. In preparation for some contingency scenarios which require Service-common support to SOF much more quickly than 15 days, select SOF units will coordinate a representative statement of requirements with GCCs to enable theater pre-planning to the extent possible.

(6) When time, geographic, or resource constraints make it impractical for the theater support infrastructure to support SOF, the GCC may ask CDRUSSOCOM to deploy organic USSOCOM CSS assets. This may include nonstandard logistics support which

adapts processes such as acquisition, storage, funding, and transportation using both conventional providers within DOD to best support the mission and other sources outside DOD.

(7) Special operations-peculiar support must also be considered. This support includes equipment, materiel, supplies, and services required for special operations missions for which there is no Service-common requirement. These are limited to items and services initially designed for or used by SOF until adopted for Service-common use by one or more of the Services, modifications approved by CDRUSSOCOM for application to standard items and services used by the Services, and items and services approved by CDRUSSOCOM as critically urgent for the immediate accomplishment of a special operations mission. This support will be provided via USSOCOM Service component logistics infrastructures and in coordination with theater Service components.

g. **USTRANSCOM.** Serves as the JDDC and exercises coordinating authority for JDDE operations and planning. Collaborates with other CCMDs, Services, and as directed, US Government departments and agencies in providing JDDE-wide analysis and assessment, developing and implementing process improvements, and advocating for global deployment and distribution capabilities. The JDDC also provides military representation to government, commercial, and international entities as directed; integrates theater security cooperation activities and global distribution requirements with applicable GCCs; and makes priority recommendations to SecDef. USTRANSCOM, as the mobility JFP, plans, resources, and operates a worldwide DTS in support of distribution operations that meet the requirements of the supported commander. This includes reviewing taskings and analyzing supported CCDR's requirements for transportation feasibility and recommending to CCMD's planners how to maximize transportation support while meeting those requirements. During the deployment, sustainment, and redeployment phases of a joint operation, CCDRs coordinate their movement requirements with USTRANSCOM and share responsibilities for deployment and distribution operations executed with assigned/attached force in their respective AORs.

(1) USTRANSCOM may also provide other distribution process enablers, to include JDDOC augmentation and a joint task force-port opening (JTF-PO) capability. Although all Services have the organic capability to execute theater opening functions, among other logistics tasks such as port opening and distribution, the JTF-PO provides a joint expeditionary capability to rapidly establish and initially operate and clear an APOD or SPOD, and conduct cargo handling operations to a forward distribution node. JTF-PO is designed to be in place in advance of a deployed force, sustainment, or humanitarian/relief supplies. It provides the supported GCC with a rapid assessment of potential APODs/SPODs and their associated distribution infrastructures to facilitate crisis response in established or austere environments. While in direct support of the supported GCC, CDRUSTRANSCOM will retain OPCON over JTF-PO forces in most cases while in theater.

For additional information on JTF-PO, see JP 4-09, Distribution Operations, and Appendix O, "Distribution Operations."

(2) As the force provider for joint enabling capabilities, CDRUSTRANSCOM, through the Joint Enabling Capabilities Command (JECC), provides global, rapidly deployable, temporary joint expeditionary capabilities across the range of military operations to assist in the initial establishment, organization, and operation of joint force headquarters, fulfill global response force execution, and bridge joint operational requirements. Its joint capability packages are mission-tailored plans, operations, logistics, knowledge sharing, intelligence, communications, and public affairs capabilities. JECC's Joint Planning Support Element includes experienced logisticians with expertise in the integration, coordination, and implementation of joint logistics operations and planning to support joint operations.

For additional information on the JECC, see JP 3-33, Joint Task Force Headquarters.

(3) Geographic CCMDs may also request that USTRANSCOM provide a joint distribution enabling team (JDET) to assist in helping plan their expeditionary theater opening distribution and sustainment operations. Comprised of members from USTRANSCOM, DLA, and the Joint Contingency Acquisition Support Office staffs, the JDET assists the CCMD staff with distribution planning for their contingency plan (or other joint distribution planning), planning to synchronize cargo movement and sustainment, matching distribution requirements to theater capabilities, developing commercial solutions, and coordinating expeditionary theater opening distribution information and analysis.

h. **DLA.** DLA delivers global logistics through its headquarters, regional commands, and liaison officers attached to the Joint Staff (JS), Services, and CCMDs. DLA directs a global network of distribution centers that receive, store, provide care of supplies in storage, and issue a wide range of commodities owned by DLA, the Services, GSA, and other whole-of-government partners. DLA executes reutilization, transfer, demilitarization of excess end items and repair parts, and disposal of hazardous property and waste for DOD and manages spares and repairables for weapons systems. Additionally, DLA maintains expeditionary capabilities in rapid deployment support teams, contracting, distribution, and disposition capabilities ready to execute global logistics. In addition, DLA support teams provide logistics products and services to warfighters worldwide in support of military operations.

i. **DCMA.** DCMA is the CSA responsible for providing contract administration service to the DOD acquisition enterprise and its partners to ensure delivery of quality products and services to the operating force. While not a core mission, DCMA may also serve as contingency contract administration services force provider in major contingency and expeditionary operations when requested by the supported GCC and as directed by USD(A&S).

j. **Defense Security Cooperation Agency (DSCA).** DSCA arranges DOD-funded and space-available transportation for NGOs for delivery of humanitarian goods to countries in need; coordinates foreign disaster relief missions; and, in concert with DLA,

procures, manages, and arranges for delivery of humanitarian daily rations and other humanitarian materiel in support of US policy objectives.

6. Logistics Control Options

The CCDR's logistics authority enables use of all logistics capabilities of the forces assigned as necessary for the accomplishment of the mission. The President or SecDef may extend this authority to attached forces when transferring those forces for a specific mission and should specify this authority in the establishing directive or order. The CCDR may elect to control logistics through the J-4 staff tailored and augmented as discussed in paragraph 4, "Combatant Commander's Logistics Directorate." The CCDR may also decide to control joint logistics by designating a subordinate logistics organization. In these instances, the CCDR will delineate the authorities and command relationships that will be used by the subordinate commander to control logistics. In both cases, the CCDR exercises effective control of joint force logistics by fusing procedures and processes to provide visibility and control over the logistics environment and integrating joint logistics planning with operations planning. Control of joint logistics is enhanced by how effectively the logistician combines the capabilities of the global providers and the Services' logistics elements with the JFC's requirements in a way that achieves unity of effort.

a. **Staff Control.** The J-4 staff may be used to support a wide range of operations, including campaigns; complex or long-duration major operations; or complex operations involving multiagency, international organizations, NGOs, or MNFs, if properly augmented. For example, the staff may be sized and tasked to provide increased movement control or material management capabilities; it could be augmented with a robust OCS planning and integration capability; the J-4 could receive augmented capability to coordinate multinational support operations or execute JOA-wide infrastructure repair/restoration missions. J-4 staff augmentation can come from a combination of military, civilian emergency workforce, and contractor personnel. When exercising this option, the CCDR will specify the control authorities delegated to the J-4 over the components logistics elements. Taskings to Service component logistics elements in this case must come from formal tasking orders issued through the CCDR's J-3. The logistics taskings, which could come in the form of a fragmentary order (FRAGORD), formalizes the authorities given the J-4 by the JFC and enables the rapid response to operational logistics requirements.

b. **Organizational Control.** As another alternative for controlling the major operations outlined above, the CCDR may elect to assign responsibility to establish a joint command for logistics to a subordinate Service component. The senior logistics headquarters of the designated Service component will normally serve as the basis for this command, an organization joint by mission (e.g., campaigns, major operations, humanitarian missions), but not by design. When exercising this option, the CCDR retains DAFL and must specify the control and tasking authorities being bestowed upon the subordinate joint command for logistics, as well as the command relationships it will have with the Service components. This command would control logistics taskings as directed

by the CCDR and must not infringe on the authorities and responsibilities as specified in paragraph 3, “Joint Logistics Roles and Responsibilities.” The CCDR, through the global force management process, would request augmentation with joint, agency, and other Service capabilities to effectively integrate and control logistics requirements, processes, and systems and with forces made available.

c. CUL Control

(1) Planners should consider areas where CUL organizational options are best suited. CCMD and subordinate logistics planners must keep in mind that while CUL support can be very efficient, it may not always be the most effective method of support. By its very nature, CUL support will normally take place outside routine support channels, which may lead to reduced responsiveness if not properly planned, coordinated, and executed. CCDRs, along with their subordinate commanders, must review, coordinate, and direct CUL requirements with DLA; functional CCDRs, which include their supporting contracting activities; and Service component commanders to provide an integrated joint logistics system from the strategic to tactical levels. All parties must ensure that the advantages and disadvantages of each CUL-related COA are properly considered, to include the extent of reliance on commercially sourced, contracted support. However, the GCC has overall responsibility for deciding the amount and type of CUL support for a particular joint operation. The CCDR’s decision to use DAFL to direct CUL support within a subordinate joint force must be deliberate and coordinated to ensure proper CUL execution. Key elements that CCDRs and subordinate JFCs must consider when establishing CUL responsibility are:

- (a) Establish clear and deliberate assignment of CUL functions.
- (b) Includes only common support items.
- (c) Establishes item visibility requirements.
- (d) Delineate specific reimbursement procedures.
- (e) Consider contracting activities, capabilities, and capacities.

(2) **Cross-Leveling CUL Assets.** It must be clearly understood that only the CCDR has the authority to direct the cross-leveling of supplies within a joint force. Cross-leveling of a supply for one Service component will be only for common items, should be accomplished in a very prudent and deliberate manner, and consider reimbursement between Services. CUL suitability for commodities is displayed in Figure III-1, as well as other potential CUL areas that should be considered in reducing redundancy, risks, and costs.

(3) **Organizational Control Options.** Based on the operational situation, the CCDRs can modify or mix two major control options: single-Service logistics support or lead Service/agency support.

Potential Common-User Logistics Areas and Sustainability		
Type of Service	Common-User Logistics Sustainability	Potential Common-User Logistics Areas
Maintenance and Salvage	Very Limited	Common Ground Equipment Communications Electronics Salvage
Transportation	Good	Port Opening Material Handling Equipment Common Airlift Support Common Sealift Support Common Port Operation Support Common Land Transportation Movement Control Logistics Over-The-Shore Joint Reception, Staging, Onward Movement, and Integration Noncombatant Evacuation Operations
Develop and Maintain Facilities	Excellent	Base Development Environmental Support
Hazardous Material and Waste Management	Excellent	Inventory Management Disposal
Joint Health Services	Limited	Medical Evacuation Hospitalization Blood Management Veterinary Services Dental Services Preventative Medicine Medical Logistics Medical Laboratory Services Vector Control Behavioral Health Services
Supply	Limited	Selected supply commodities with standardization and/or operability.
Other Services	Excellent	Mortuary Affairs Reutilization and Disposal Water Support Food Service Support Laundry and Shower Support Clothing and Textile Repair Contingency Base Support Common contracted support and contracting Post or base exchange support

Figure III-1. Potential Common-User Logistics Areas and Sustainability

(a) **Single-Service Logistics Support.** In this organizational option, each Service retains primary responsibility for providing support to their subordinate organizations. CUL would be limited to existing support relationships between Services as identified in inter-Service support agreements. If delegated by the CCDR, the J-4 may coordinate limited CUL support to other Services or agencies in certain situations. This method would most likely be used in major operations where the operational situation allows for, and calls for, the deployment of the requisite Service component logistics assets in a timely manner and where logistics effectiveness is paramount.

(b) **Lead Service or Agency for CUL Support.** The CCDR may designate a lead Service or DOD agency to provide selected CUL support to one or more Service components, governmental organizations, and/or NGOs in a joint or multinational operation. This CUL option is normally based on the dominant user and/or most capable Service concepts and may or may not involve OPCON or tactical control of one Service component logistics units to the lead Service.

d. **Control Option Selection Considerations.** After determining what commodities and functions will be joint, the CCDR must decide how to control those logistics operations. The selection of a control option should benefit from a careful analysis to include the following considerations. These considerations are not designed to stand alone. They should be considered comprehensively to properly inform the commander's decision.

(1) **Mission.** The mission is the foremost consideration from the commander when selecting the option that will be used to control joint logistics. Mission analysis helps identify the complexity and scale of the joint logistics requirements the command will face during execution. Generally, the more complex operations have greater need for an organizational control option.

(2) **The Most Capable Service Component.** This consideration aligns with the most prevalent Service capabilities in the OA. It is one of the most important considerations to analyze because no Service component's logistics organization or supporting contracting activity is staffed or equipped to plan and execute joint logistics or joint contracting support. To some degree, the most capable Service component organization will have to be augmented to provide common-user support responsibilities. Without adequate Service component logistics C2 capability available, the staff control option would be the most appropriate.

(3) **The Geographic and Physical Infrastructure in the OA.** This consideration is related to the most capable Service component consideration. The geographic and physical infrastructure in the OA usually dictates the nature of the LOCs needed to support the joint force and the need for contingency basing. The LOCs will influence the distribution system, to include the location of distribution points and the challenges brought on by the ITV technology need to support the operation. Additionally, the condition of the LOCs may force CUL, common-user land transport, and intratheater plans. The GCC should coordinate with USTRANSCOM, DOD agencies, and other stakeholders when analyzing the geography and physical infrastructure in the OA and when selecting the control option.

(4) **GCC Option Selection and Design.** Figure III-2 details a logical sequence that can be used by GCCs when evaluating, selecting, and designing the option they will use to control joint logistics. For more amplifying information detailing the joint logistics factors and enablers with regard to the staff and organization control options, see Appendix D, "Geographic Combatant Commander Logistics Control Factors and Tools Available."

Geographic Combatant Commander Option Selection and Design

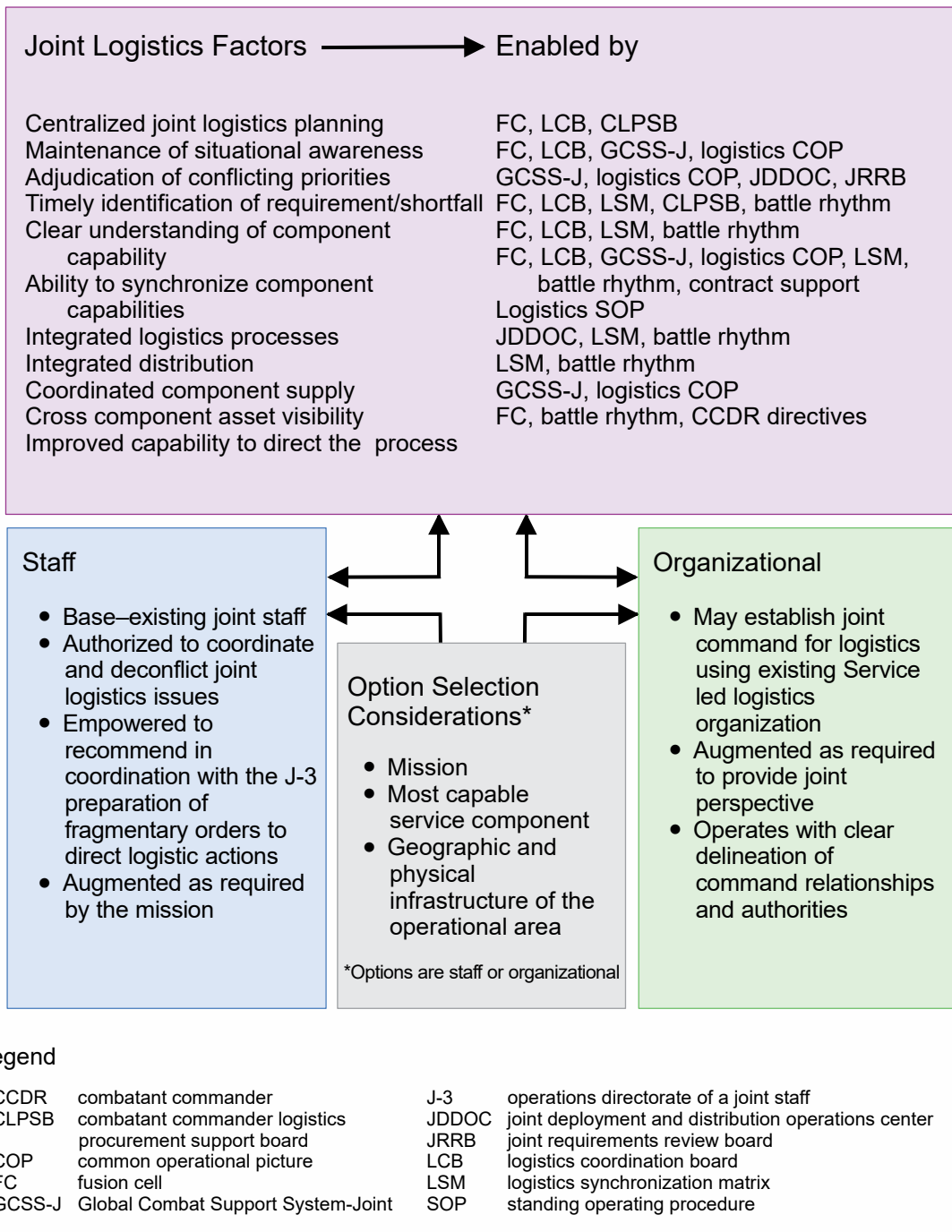


Figure III-2. Geographic Combatant Commander Option Selection and Design

7. Technology

a. The rapid advance of technology, if leveraged effectively, can enable the JFC to effectively control logistics within the OA. Technology, in the form of information

systems, decision support tools, and communications capabilities, can improve visibility of logistics processes, resources, and requirements and provide the information necessary to make effective decisions.

b. These activities can enhance mission and organizational performance, improve decision cycle effectiveness, facilitate shared understanding through collaboration and shared knowledge, and create agile learning organizations. Logistics organizations must be learning organizations and adapt to implement changes between innovations in business models, job roles, globalization impacts, and technology. How quickly logistics adapts to these changes will affect the speed of service and implementation of logistics support.

c. The management of information and sharing of knowledge are the foundations of shared awareness that enables the JFC to focus logistics capabilities against the joint forces most important requirements. These areas, if not protected from cyberspace intrusion and manipulation, can prove to be a vulnerability and hinder support. Logistics operations rely on Service and agency efforts, implementation and valid data to gather information and develop the knowledge necessary for planning, decision making, and assessment.

d. The DOD components contribute critical data, information, and knowledge that support the CCDRs' logistics planning and common operational picture (COP) by providing various logistics knowledge such as ITV. This valuable and timely information, fused with other inputs per the joint reporting structure, assist the CCMDs and Service components in development of LSA for those OPLANs with a time-phased force and deployment data (TPFDD) and annex D (Logistics), annex L (Environmental Considerations), annex P (Host-Nation Support), annex Q (Medical Services), and annex W (Operational Contract Support) for supporting component plans.

8. Interorganizational Cooperation

Interorganizational cooperation that results in operational arrangements regarding joint logistics are bound together by a web of relationships among global providers. These relationships are critical to joint logistics success because logistics capabilities, resources, and processes are vested in a myriad of organizations, which interact across multiple physical domains, the information environment, and span the range of military operations.

a. **Multinational.** In today's OE, logisticians will likely be working with multinational partners. While the US maintains the capability to act unilaterally, it is likely that the requirement, and the desire, to operate with multinational partners will continue to increase. MNL is a challenge. However, leveraging MNL capabilities increases the CCDR's freedom of action. Additionally, many multinational challenges can be resolved or mitigated by having a thorough understanding of the capabilities and procedures of our multinational partners before operations begin. Integrating and synchronizing logistics in a multinational environment requires multinational information sharing, developing interoperable logistics concepts and doctrine, as well as clearly identifying and integrating the appropriate logistics processes, organizations, and C2 options. Careful consideration should be given to the broad range of MNL support structures.

For further reference on MNL, refer to JP 4-08, Logistics in Support of Multinational Operations, and JP 3-16, Multinational Operations.

b. International and NGOs. Integration and coordination among military forces, NGOs, and international organizations are different from the coordination requirements of a purely military operation. These differences present significant challenges to coordination. First, NGO and international organization culture is different from that of the military. Their operating procedures will undoubtedly differ from one organization to another and with DOD. However, their similar needs (e.g., distribution, materials handling equipment, shelter, water, and power) in a contingency environment will add another requirement for resources that must be addressed early in any operation. Ultimately, some NGOs and international organizations may even have policies not in consonance with those of DOD. In the absence of a formal command structure, the joint logistician will need to collaborate and elicit cooperation to accomplish the mission. NGOs and international organizations possess unique skills and capabilities that can assist in providing the joint warfighter more robust logistics.

For additional information on logistics support with international organizations and NGO coordination efforts, refer to JP 3-08, Interorganizational Cooperation. For additional information on civil-military operations, refer to JP 3-57, Civil-Military Operations.

c. Logistics Support of US Government Organizations and Agencies

(1) Logistics must be integrated at lowest echelons and are complicated by the creation of more support relationships of greater variety across Service lines and at lower levels. Likewise, multinational operations and support to interagency partners can complicate logistics by introducing a wider variety of potential partners. This complication is both the challenge and the solution, as it demands working with partners with a variety of requirements while also providing access to external resources and expertise. Partner logistics capabilities vary, as do their specific materiel resources, procedures, and information systems. It is necessary to integrate all the various partners' capabilities and requirements into the broader logistics effort, and it will most likely fall to the US to do the integration. Given the variety of materiel, procedural and information systems at work, logisticians must make every effort to integrate. Information transfer and assurance become especially challenging given the variety of information systems, classifications, and organizational/national interface challenges.

(2) Joint logistics must have the ability to integrate elements at lower echelons with the option to detach from their parent headquarters and combine effectively with similar elements from other Services or organizations to form flexible groupings. Moreover, these flexible groupings must have the ability to incrementally combine to create logistics organizations of practically any size and composition. This ability is essential for supporting unified action. The key to achieving this flexibility is creating interoperability between units from different Services, other agencies, and with our multinational partners to the extent that is possible.

9. Special Operations

a. SOF are dependent on Service and joint logistics support as the primary means of support. Support for SOF is derived from Title 10, USC, Section 165, which states: “the Secretary of a military department is responsible for the administration and support of forces assigned to a combatant command.” After consultation with the Secretaries of the Military Departments, SecDef may assign the responsibility (or any part of the responsibility) to other DOD components, including CCMDs and defense agencies. The supporting DOD component is subject to the authority, direction, and control of SecDef and the authority of the supported CCDR.

b. DODD 5100.01, *Functions of the Department of Defense and Its Major Components*, directs the Secretaries of the Military Departments to provide logistical support for Service and all forces assigned to joint commands. This logistical support for all Services and forces assigned or allocated to joint commands includes SOF assigned or attached to TSOC or other joint special operations task organizations. SOF logistics support includes all the core logistics functions identified in this publication.

c. Title 10, USC, Section 164, and DODD 5100.01, *Functions of the Department of Defense and Its Major Components*, provide CDRUSSOCOM with DAFL over all assigned SOF, including SOF attached to the GCCs. The CDRTSOC is responsible for arranging Service-common logistic support to SOF before transferring OPCON to the GCCs for employment. GCCs exercise DAFL over their Service components to ensure SOF units receive necessary logistics support to accomplish their missions.

d. The theater Service components plus CSAs are responsible for providing Service-common support to respective service SOF operating in the CCMD AOR. SOF must obtain special operations-peculiar support from their respective USSOCOM component or USSOCOM.

e. USSOCOM and the Services currently maintain memorandums of agreements that articulate and clarify Service and USSOCOM funding responsibilities and procedures for determining Service-common and special operations-peculiar support for SOF equipping and training.

f. The CCMDs will ensure appropriate Service logistics support is made available through one of the logistics control options described in this JP. The CDRTSOC is the primary logistics control authority for SOF. The TSOC J-4 implements CDRTSOC guidance and coordinates with CCMDs, theater Service component commands, USSOCOM, and CSAs to receive Service-common support to SOF. USSOCOM advocates Service-common requirements with GCCs and Services as needed. Planners must be prepared to include the use of OCS for SOF requirements.

Intentionally Blank

CHAPTER IV JOINT LOGISTICS PLANNING

“Logistics considerations belong not only in the highest echelons of military planning during the process of preparation for war and for specific wartime operations, but may well become the controlling element with relation to timing and successful operation.”

**Vice Admiral Oscar C. Badger, United States Navy
Address to the Naval War College, 1954**

1. Introduction

Joint logistics planning provides the process and the means to integrate, synchronize, and prioritize joint logistics capabilities toward achieving the supported commander’s operational objectives during all phases of plan development. This chapter is applicable to combatant command campaign plans (CCPs), subordinate campaign plans, campaign support plans, and contingency plans tasked in Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3110.01, *(U) 2015 Joint Strategic Campaign Plan (JSCP)* (commonly referred to as the JSCP), or as directed by the CCDR. This chapter also addresses planning considerations, input and output products used by joint logisticians to create OPLANs and operation orders (OPORDs) that enable transition from peacetime activities to execution of orders. Focus is on the JPP in development of the theater logistics overview (TLO) as a segment of the CCP.

a. The requirement to perform joint logistics planning is derived from Title 10, USC, Section 153; *(U) Guidance for Employment of the Force (GEF)*, the JSCP, and guidance provided in the JSCP-directed supplements and/or coordinating instructions.

b. Joint logistics planning is conducted under the construct of joint planning and the JPP addressed in JP 5-0, *Joint Planning*. Joint planning consists of planning activities associated with joint military operations by CCDRs and their subordinate commanders in response to contingencies and crises. It transforms national strategic objectives into activities by development of operational products that include planning for the mobilization, deployment, employment, sustainment, redeployment, and demobilization of joint forces and supporting contractors. Joint planning occurs at multiple strategic national and operation levels using process, procedures, tactics, techniques, and facilitating information technology tools/applications/systems aligned to the Joint Operation Planning and Execution System (JOPES) and the Adaptive Planning and Execution (APEX) enterprise.

c. The TLO segment of the CCP articulates the overarching logistic architecture of the GCC’s AOR. It is the start point of subsequent JPP logistics planning for regional OPLAN development and other contingencies.

d. Technology is a tool that supports the joint logistics planning effort. Technology supports the range of logistics planning functions, from requirements determination to retrograde and disposal operations. Logistics planners should take advantage the ability to

accurately access, track, collect, process, store, communicate, and analyze all logistic data (i.e., ITV) from all elements of the JLEnt in near real time when available.

2. Planning Functions

a. Joint planning encompasses a number of elements, including four planning functions: strategic guidance, concept development, plan development, and plan assessment. Depending upon the type of planning and time available, these functions can be sequential or concurrent. Joint planning features detailed planning guidance and frequent dialogue between senior leaders and commanders to promote a common understanding of planning assumptions, considerations, risks, COA, implementing actions, and other key factors. Plans may be rapidly modified throughout their development and execution. This process involves expeditious plan reviews and feedback, which can occur at any time, from SecDef and the CJCS. The intent is to give SecDef and the CCDR a mechanism for adapting plans rapidly as the situation dictates.

b. Integrated planning coordinates resources, timelines, decision points, and authorities across CCMD functional areas and AORs to attain strategic end states. Integrated planning produces a shared understanding of the OE, required decisions, resource prioritization, and risk across the CCMDs. JFCs and component commanders need to involve all associated commands and agencies within DOD in their plans and planning efforts. Moreover, planning efforts must be coordinated with other US Government department and agency stakeholders in the execution of the plan to assure unity of effort across the whole-of-government. The integrated planning process is the way the joint force will address complex challenges that span multiple CCMD AORs and functional responsibilities. Integrated planning also synchronizes resources and integrates timelines, decision points, and authorities across multiple geographic CCMDs to achieve GEF-directed campaign objectives and attain contingency end states.

c. **Supported CCDR.** The supported CCDRs lead integrated logistics planning for their problem sets, inclusive of all associated plans related to the logistics problem both intertheater and intratheater. As such, supported CCDRs have coordinating authority for logistics planning. They lead the logistics planning process with all supporting CCMDs to develop a common understanding of logistics requirements, synchronize logistics planning activities, identify problem set logistics resource requirements, and provide logistics supportability analyses (quantitative and qualitative), as well as risk and supportability assessments associated with the plans. The supported commander designates and prioritizes objectives, timing, and duration of the supporting action. The supported commander ensures supporting commanders understand the operational approach and the support requirements of the plan. If required, SecDef will adjudicate competing demands for resources when there are simultaneous requirements amongst multiple supported CCDRs.

d. **Supporting Commander.** Supporting commanders will ensure their logistics planning is sufficiently integrated and synchronized across the problem set. They assist the supported CCMDs' efforts to develop a unified view of the logistics environment and

synchronize resources, timelines, logistics C2, decision points, and authorities. The supporting commander determines the forces, tactics, methods, procedures, and communications to be employed in providing support. The supporting commander advises and coordinates with the supported commander on matters concerning the employment and limitations (e.g., logistics) of required support, assists in planning for the integration of support into the supported commander's effort, and ensures support requirements are appropriately communicated throughout the supporting commander's organization.

For additional information on operation planning, refer to JP 5-0, Joint Planning. For more information on supported commander/supporting commander, see JP 1, Doctrine for the Armed Forces of the United States.

(1) **Strategic Guidance.** The primary end product of the strategic guidance function and an in-progress review (IPR) is an approved CCDR's mission statement for contingency planning and a commander's assessment (operational report-3 pinnacle command assessment) or commander's estimate for crisis planning.

(2) **Concept Development**

(a) During concept development, if an IPR is required, the CCDR outlines COAs and makes recommendations to higher authority for approval and further development. Products from concept development include an approved mission statement, preliminary COAs, and prepared staff estimates. The CCDR recommends a COA for SecDef approval in the commander's estimate. The SecDef's approved COA from a concept development IPR is the basis for CONOPS.

(b) Plan development solidifies the CONOPS and the OPLAN, concept plan (CONPLAN), or OPORD and required supporting documents are prepared.

(3) **Plan Development.** This function is used to develop a feasible plan or order that is ready to transition into execution. This function fully integrates mobilization, deployment, employment, sustainment, conflict termination, redeployment, and demobilization activities through all phases of the plan. When the CCDR believes the plan is sufficiently developed, the CCDR briefs the final plan to SecDef (or a designated representative) for approval.

(4) **Plan Assessment.** The joint planning and execution community continually reviews and evaluates the plan; determines one of four possible outcomes: refines, adapts, terminates, or executes; and then acts accordingly. Commanders and the joint planning and execution community continue to evaluate the situation for any changes that would require changes in the plan. The CCDR will brief SecDef during routine plan update IPRs of modifications and updates to the plan based on the CCDR's assessment of the situation, changes in resources or guidance, and the plan's ability to achieve the objectives and attain the end states.

For more information on planning functions, see JP 5-0, Joint Planning.

e. Using the JPP framework for planning, Figure IV-1 reflects the cascading relationship from strategic guidance and tasking to planning and developing OPORDs with a focus on CCP and associated key logistics area products. These key logistics area products, TLO, logistics estimate, and COLS support the CCP and provide the basis for plan and OPORD development. These products are key to the GCC's conduct of missions throughout the AOR.

f. Figures IV-2 and IV-3 reflect the joint logistics planning process combined with elements of the joint planning activities, functions, and products depicted in Figure IV-1. A means of anticipating future requirements is through the theater logistics analysis (TLA) process supporting TLO development and codification, logistics estimate, and logistics planning process. Anticipating requirements is essential to ensuring responsiveness and determining adequacy of support. The purpose of the logistics planning process is to ensure the logistics facts, assumptions, information, and considerations are properly analyzed and effectively synthesized within an integrated plan that supports the CONOPS. To ensure that this integration occurs, logistics planners must be included in the planning process from the outset. The remaining sections of the chapter address process segments and outputs.

g. **Strategic Guidance.** At the CCMD level, planning begins with the receipt of strategic guidance or a planning directive and continues as the CCDR develops a mission statement. This planning function relates to the first two JPP steps: planning initiation and mission analysis. The staffs' planning activities initially focus on mission analysis and developing information to help the commander, staff, and subordinate commanders understand the situation and mission. Planning activities include identifying assumptions, planning forces, mission, and desired end state. Logisticians identify critical logistical assumptions. During mission analysis, joint logisticians must provide critical information to operation planners on the logistics guidance contained in strategic and theater documents. Such documents include the JSCP; CJCSI 3110.03, *(U) Logistics Supplement (LOGSUP) for the 2015 Joint Strategic Capabilities Plan (JSCP)*; JFC planning guidance; TLA; and TLO. Additionally, detailed information on airfields, seaports, roads, rails, bridging capabilities, and other critical infrastructure captured in the theater posture plan and theater distribution plan are validated and incorporated into the planning efforts.

h. Concept Development

(1) This planning function includes the following JPP steps: COA development, COA analysis and wargaming, COA comparison, and COA approval. The staff, in coordination with supporting commands, Services, and agencies, develops, analyzes, and compares valid COAs and prepares staff estimates. The output is an approved COA. Critical elements include a common understanding of the situation, interagency coordination requirements, multinational involvement (if applicable), and capability requirements. Logistics planners must integrate planning efforts with operation planners, as deployment, redeployment, distribution, contracted support requirements, and sustainment requirements are an integral part of COA development.

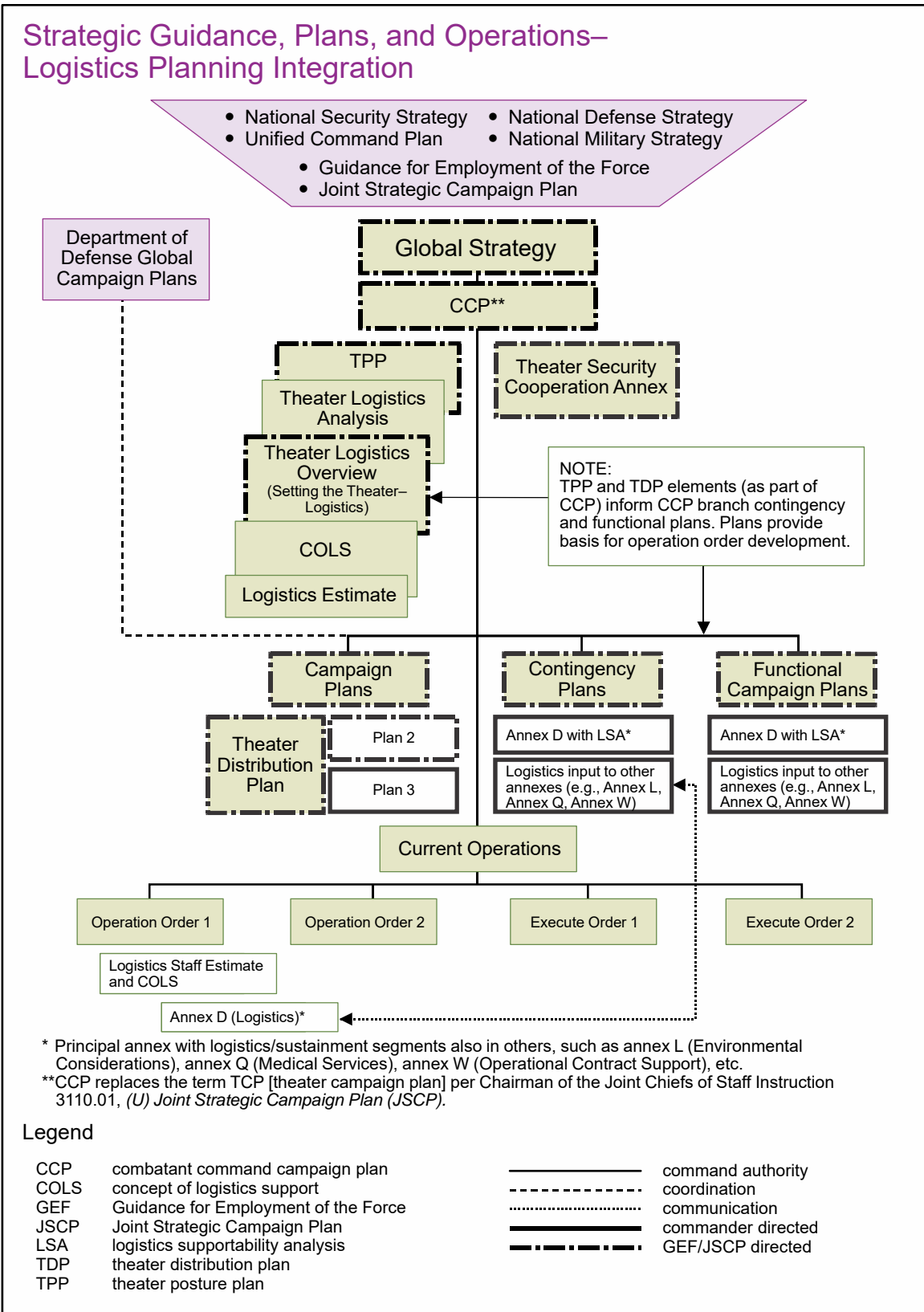


Figure IV-1. Strategic Guidance, Plans, and Operations—Logistics Planning Integration

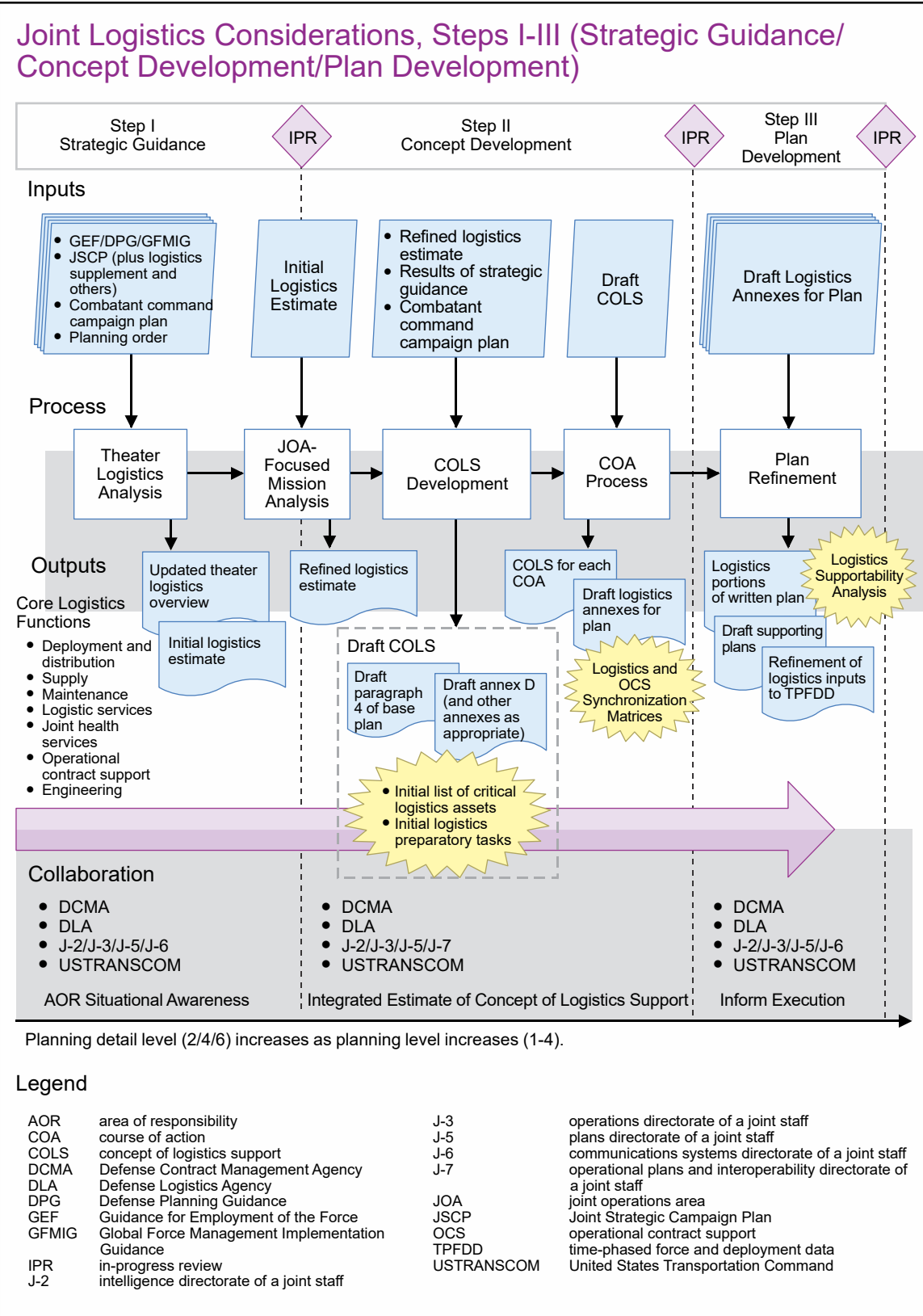
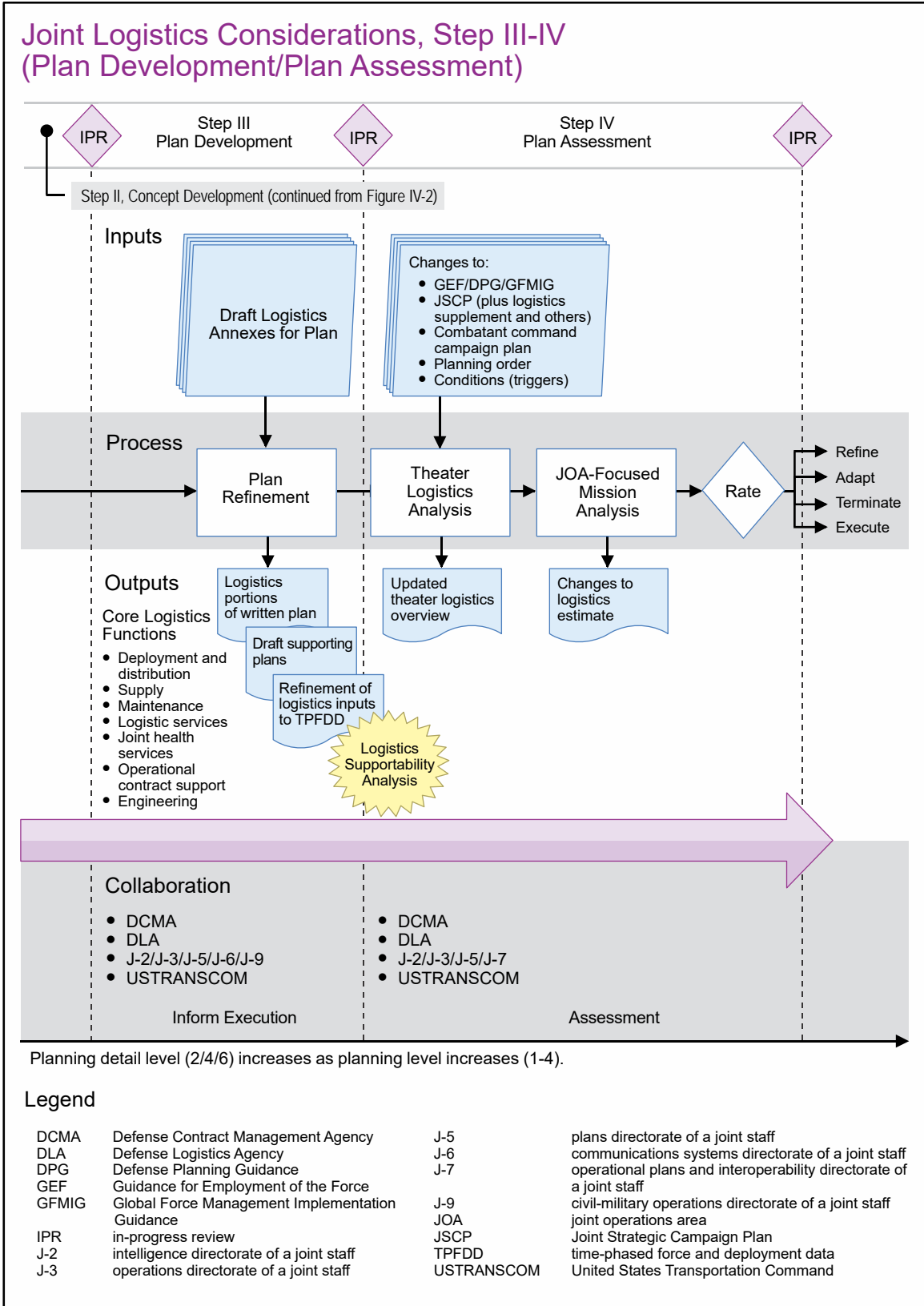


Figure IV-2. Joint Logistics Considerations, Steps I-III (Strategic Guidance/Concept Development/Plan Development)



**Figure IV-3. Joint Logistics Considerations, Step III-IV
(Plan Development/Plan Assessment)**

(2) The logistician must also identify requirements, critical logistics assets (CLAs), and services needed. A CLA is a logistics asset that is essential to completing key tasks that ensure mission accomplishment; if nonoperational or absent, it would have a seriously debilitating effect on the ability of a CCMD to execute their mission. The logistician must be aware of force structure planning, TPFDD development, and existing contracts and task orders, as well as the limitations of the OCS and JRSOI requirements. The logistician also uses this planning data during concept of support development to meet sustainment requirements from theater entry and operations to redeployment and reset. Logistics planners address all the core joint logistics functions.

(3) During COA refinement, phasing of joint operations is done to ensure joint capabilities are available in the proper sequence to meet the operational requirements. Events drive phase changes, not time. Phasing helps the planning community visualize the entire operation to define requirements in terms of forces, resources, time, space, and purpose. The CDR determines the number and nature of the phases during the operational design. Transitions between phases are designed to be distinct shifts in joint force focus and may be accompanied by changes in command relationships. Phase transition often changes priorities, command relationships, force allocation, or even the design of the OA, thereby creating new support challenges.

(4) CCMD campaigns focus on shaping the OE to support the CDR's overall objectives. Questions to ask when setting the theater can include:

(a) Do we have the right C2 and communications systems?

(b) Do we have access to critical infrastructure?

(c) Do we have a good theater distribution plan?

(d) Have we coordinated at the higher levels with the strategic partners (e.g., DLA and Army Materiel Command)?

(e) Have we properly positioned logistics assets at the tactical level?

(5) Military engagement, security cooperation, and deterrence activities occur during shaping operations, seeking to improve cooperation with allies and other partners. These activities complement broad diplomacy and economic development in support of a friendly government's own security activities and setting the theater for major combat operations. Military engagement, security cooperation, and deterrence activities may also occur with new emerging governments and those previously considered as non-friendly to US national interests.

(6) SOF are normally highly engaged during CCMD operations. Joint logistics planners must be aware of SOF requirements during day-to-day operations. SOF logistics support includes the sustainment and replenishment of all classes of supply, maintenance, transportation, joint health services, facilities, BOS, and services. Logistics support of SOF

units is the responsibility of the parent Service, except where otherwise provided for by support agreements and/or directives. This may include Service support, joint in-theater support, nonstandard support, special operations-peculiar support.

(7) Shaping offers logisticians the opportunity to expand knowledge of and access to additional capabilities in anticipation of future events. If it becomes apparent that an event will occur, the logistician can begin preliminary actions, such as pre-positioning (PREPO) of materiel, preparing organic or commercial JLEnt partners to surge capabilities, coordinating award of contracts (e.g., external and theater), and readying the assets to move on short notice. Shaping is a critical period to identify potential risks in terms of access, capabilities, and capacities so alternatives and mitigating measures can be developed. Planners must identify and assess critical infrastructure and installation needs and compare the results to current and programmed military construction requirements and authorities. Analysis of required logistics support for deployment and sustainment of flexible deterrent options may occur during this phase. This analysis must carefully balance joint logistics capabilities currently assigned, projected early joint deployers, and changes to OCS requirements.

i. **Plan Development.** During the plan development function, the CCDR's staff creates a detailed OPLAN, OPORD, or CONPLAN, with required annexes. The supported CCDR, subordinate commanders, supporting commanders, CSAs, and staff conduct a number of different planning activities, to include force planning, support planning, deployment planning, redeployment or unit rotation planning, shortfall identification, feasibility analysis, refinement, documentation, plan review and approval, and supporting plan development. Planning activities culminate in training and wargaming exercises to provide feedback on the planned concept of support. The joint logistics concept of support specifies how capabilities will be delivered over time, identifies who is responsible for delivering a capability, and defines the critical logistical tasks necessary to achieve objectives during all phases of the operation. Annex W (Operational Contract Support) is closely tied to the COLS since contracted support may fill critical operational and logistics capability gaps. The COLS encompasses joint capabilities of all force capabilities, to include multinational, HN, interagency partners, international organizations, NGOs, DOD OCS, plus Active Component and Reserve Component forces.

j. **Plan Assessment.** The supported commander extends and refines planning, while supporting and subordinate commanders and CSAs complete their support plans. Branch plans and other options may be developed. The CCDR and staff continually evaluate the situation for changes which trigger plan refinement, adaptation, termination, or execution. Additional means of assessing joint logistics planning are LSAs completed as appendix 4 (Logistics Supportability Analysis), annex D (Logistics) during plan development, Service component analysis, joint combat capability assessments-plans assessment, Global Logistics Readiness Dashboard, and Defense Readiness Reporting System assessments.

Guidance for development of an LSA is available in CJCSI 3110.03, (U) Logistics Supplement (LOGSUP) to the Joint Strategic Capabilities Plan (JSCP), and Chairman of

the Joint Chiefs of Staff Manual (CJCSM) 3130.03, Adaptive Planning and Execution (APEX) Planning Formats and Guidance, provides the LSA format.

(1) **Preparation for Execution.** This consists of joint force activities to improve the ability to execute an operation. Preparation includes, but is not limited to, plan refinement; rehearsals; intelligence, surveillance, and reconnaissance; coordination; inspections; and movement.

(2) **Modeling, Simulations, and Exercises.** The planning process requires the CCDR to conduct modeling and simulations to test operational concepts. This activity may occur as early as COA development to identify potential risks or impediments to mission success. Conducting modeling/simulations by phase of operation can help identify key tasks, roles and responsibilities, and requirements. Considerations for SOF requirements are best captured during the planning process.

(3) Rehearsals assess the effectiveness of the concept of support, to familiarize supporting joint forces with the concept, and to provide confidence in the selected concept. Rehearsals help clarify roles and responsibilities that are essential to effectively prepare for execution of an operation. Rehearsals are usually part of JPP step 4, COA analysis and wargaming activities. Coordination conducted with Service logistics components and supporting commands help identify, understand, and validate the correct measure of effectiveness and measure of performance for the CCMD.

3. Joint Planning Process

a. Joint planning is the overarching process that guides CCDRs in developing plans for the employment of military power within the context of national strategic objectives and national military strategy to shape events, meet contingencies, and respond to unforeseen crises. Logisticians provide key inputs, analysis, and assessments throughout the process. Logistics input is derived from mission analysis; COA development, analysis, and selection; and plan development, to include preparation and submission of LSA. Previously completed TLA, TLO (setting the theater-logistics), and COLS prepared for the CCP provide a foundational basis for complementary sections for tasked contingency plans. This foundation can also assist with transition to OPORD preparation for crisis execution under a plan and/or no-plan scenario.

b. In common application, the JPP proceeds according to planning milestones and other requirements across various levels. The seven steps to the JPP are:

(1) **Planning Initiation.** The JPP begins when an appropriate authority recognizes a potential to employ a military capability in response to a potential or actual crisis. The contingency planning guidance in the GEF and JSCP, with supporting supplements such as logistics and mobilization supplements and related strategic guidance statements, serve as the primary guidance to begin contingency planning.

(2) **Mission Analysis.** The primary purpose of mission analysis as part of the JPP is to understand the problem and the purpose of the operation. This will result in the issuance of appropriate guidance to drive the rest of the planning process. A key output is the logistics staff estimate that includes a TLA and TLO. The logistics staff estimate identifies factors that may influence the feasibility to provide logistics support to the tentative COAs.

(3) **COA Development.** Logistics planners must develop an initial sustainment concept for each tentative COA to be assessed. The sustainment concept identifies baseline levels of support required to execute a tentative COA. No COA is complete without a plan to sustain it properly. It entails identifying the requirements for operational energy, munitions, and other classes of supply to create distribution, transportation, and disposition plans. It ensures the right logistics support is available at the designated time and place to conduct decisive operations. It identifies HNS or other JLEnt logistics providers that will be used to support the tentative COA. While the concept does not incorporate threat analysis, the concept should be sufficient in detail to support a validity assessment for feasibility and should be sufficient in scope to enable robust wargaming or simulations against logistics during COA analysis. A COA consists of the following information:

- (a) What type of military action will occur?
- (b) Why is the action required (purpose)?
- (c) Who will lead and take the action lead agent (CSA, HN, multinational, etc.)?
- (d) When will the action begin?
- (e) Where will the action occur?
- (f) How will the action occur (method of employment of forces)?
- (g) Is the COA supportable by personnel, intelligence, operations, logistics, and communications systems?
- (h) Who will deploy?
- (i) What equipment will deploy?
- (j) What capabilities will deploy?

(4) **COA Analysis and Wargaming.** The commander and staff analyze each tentative COA separately according to the commander's guidance. Logistics planners must develop a logistics feasibility analysis for the COA, which should result from wargames or simulations. This feasibility product assesses the degree to which each COA's sustainment concept provides the required logistics support under threat.

(a) Were the necessary logistics capabilities able to deliver the right support at the designated time and place?

(b) Was there sufficient operational energy and munitions to execute the COA?

(c) Did the wargame incorporate realistic logistics constraints?

(d) Did the wargame incorporate attrition to the logistics forces as well as the combat forces?

(e) Is a revised sustainment concept required to execute the COA?

(f) What are the advantages and disadvantages of each proposed friendly COA?

(5) **COA Comparison.** This is an objective process where COAs are considered independent from each other. Each COA is evaluated and compared against a commander-established set of criteria. The staff helps the commander identify and select the COA that best accomplishes the mission. The staff supports the commander's decision-making process by clearly portraying the commander's options and recording the results of the process. The staff compares feasible COAs to identify the one with the highest probability of success against the most likely enemy COA and the most dangerous enemy COA. The goal is to identify and recommend the COA that has the highest probability of success against the enemy COA that is of the most concern to the commander.

(6) **COA Approval.** The staff determines the best COA to recommend to the commander, briefs the commander on the COA comparison and the analysis of wargaming results, and includes additional supporting information. The logistics products (analysis) that are associated with the approved COA are the sustainment concept and the logistics feasibility analysis, which will be used in developing the TLA, TLO, and logistics staff estimate as appropriate.

(7) **Plan or Order Development.** The CJCS, in coordination with the supported and supporting commanders and other members of the Joint Chiefs of Staff, monitors planning activities for plans and orders developed per JOPES and APEX policy guidance. Additionally, the CJCS resolves shortfalls when required and reviews the supported commander's OPLAN for adequacy, feasibility, acceptability, completeness, and compliance with joint doctrine.

4. Planning Levels

JP 5-0, *Joint Planning*, identifies four levels of planning detail and establishes a minimum level of effort for each. The supported CCDR may increase the level of effort as necessary.

a. **Level 1 Planning Detail—Commander’s Estimate.** This level of planning involves the least amount of detail and focuses on producing multiple COAs to address a contingency. The product for this level can be a COA briefing, command directive, a commander’s estimate, or a memorandum with a required force list.

b. **Level 2 Planning Detail—Base Plan (BPLAN).** A BPLAN describes the CONOPS, major forces, concepts of support, and anticipated timelines for completing the mission. It does not normally contain annexes. Unless the CCDR opts to produce an annex D or the JSCP requires an annex D, there will be a paragraph 4 (Administrative and Logistics) only within the BPLAN summary. A BPLAN may contain alternatives, including flexible deterrent options, to provide flexibility in addressing a contingency as it develops or aid in developing the situation. Command logisticians should develop a Logistics Estimate (paragraph 4).

c. **Level 3 Planning Detail—CONPLAN.** This level is an abbreviated OPLAN with selected annexes and a CCDR’s estimate of the plan’s feasibility with respect to forces, logistics, and transportation. It will produce, if applicable, a COLS to include a “gross-transportation-feasible” TPFDD, thus, the further delineation of a 3T plan (i.e., a CONPLAN or TPFDD). The COLS for CONPLANS or 3T plans will mirror the level of detail contained in the supported annex D. Appendix 4 to annex D provides the LSA for the plan. Level 3T plans (level three plan with TPFDD) and above require an annex W.

d. **Level 4 Planning Detail—OPLAN.** This plan requires a full description of the CONOPS, a complete set of annexes, and a TPFDD. Figure IV-4 depicts logistics planning products by level of plan. Within the JPP, key logistics outputs are OPORD TLO, logistics estimate supporting development of the commander’s estimate, and COLS. The COLS further supports annex D plans and OPORDs. Appendix 4 to annex D provides the LSA for the plan. In terms of operations execution, logistics supportability is addressed and status update reported in the JFC’s situation report (SITREP) per CJCSM 3150.05, *Joint Reporting System Situation Monitoring Manual*. Logistics input to the SITREP provides shared situational awareness and visibility within and across echelons of command to address the core logistics functions, force, and sustainment tracking; JRSOI supporting declaration of force closure for operational employment; and other conditions that increase, or materially detract from, the adaptability and readiness of forces. The following paragraphs address key logistics planning process outputs supporting and/or included in CCP development and execution planning.

5. Theater Logistics Analysis

a. The TLA is a supporting process facilitating development of the TLO through examination, assessment, and codification of an understanding of current conditions of the OE. Analysis determines infrastructure, logistics assets/resources, and environmental factors in the OE that will optimize or adversely impact means for supporting and sustaining operations within the theater. To facilitate developing the TLA, logistics planners leverage all interactions with PN logistics professional counterparts (e.g., during

Likely Expected Logistics Outputs

Plan Level	Strategic Guidance	Concept Development	Plan Approval	Plan Review
Level 1 "Commander's Estimate"	TLO, ILE, and RLE (briefing)			Δs to TLO and RLE (briefing)
Level 2 Base Plan	TLO, ILE, and RLE (briefing)	Paragraph 4 (written and briefing)		Δs to TLO and RLE (briefing)
Level 3 Base Plan with Select Annexes	TLO, ILE, and RLE (briefing)	Paragraph 4, Annex D, logistics enablers, preparation tasks, COLS, and LSM (written and briefing) Annex Q		Δs to TLO and RLE (briefing)
Level 3 with TPFDD		Transportation feasible TPFDD, Annex W, CSSM		
Level 4 Base Plan with Annexes and Detailed TPFDD	TLO, ILE, and RLE (briefing)	Paragraph 4, Annex D, Annex W, logistics enablers, preparation tasks, COLS, LSM, and CSSM (written and briefing) Annex Q	Logistics portions of plan, draft supporting plans, logistics inputs to TPFDD, and LSA (written and briefing)	Δs to TLO, RLE, COLS, and LSA; status of supporting plans (briefing)

Legend

Δ	change	LSA	logistics supportability analysis
COLS	concept of logistic support	LSM	logistics synchronization matrix
CSSM	contracted support synchronization matrix	RLE	refined logistics estimate
ILE	initial logistics estimate	TLO	theater logistics overview
		TPFDD	time-phased force and deployment data

Figure IV-4. Likely Expected Logistics Outputs

multinational exercises logistics planning and execution) to capture insights into their capabilities, processes, and policies by writing and distributing detailed after action reports (AARs). To effectively share best practices and lessons learned from logistics operations across DOD, observations, insights, and AARs should be entered into the Joint Lessons Learned Information System (JLLIS). Entry into JLLIS facilitates awareness of issues and may provide solutions to logistics planning issues.

b. The TLA provides a detailed country-by-country analysis of key infrastructure by location or installation (main operating base/forward operating site/cooperative security location); footprint projections (including contingency locations); HN

agreements; and available contracted support capabilities, existing contracts, and task orders to logistically support the theater during peacetime through contingency operations. Work completed supports TLO development as a segment of the CCP and development of directed plans and OPORDs. Information and data collected and codified during the TLA process are the basis for analysis which assists in identifying, resolving, and/or mitigating risk associated with theater shaping operations.

c. Additionally, the TLA provides the framework for conceptual planning, which involves understanding the OE and the problem, determining the operation's end state, and visualizing an operational approach. Using the TLA, the operational approach is initially addressed in a logistics estimate and transitions to culminate in the TLO. Detailed planning works out the scheduling, coordination, or technical problems involved with moving, sustaining, and synchronizing the actions of force as a whole to achieve objectives. Effective planning requires the integration of both the conceptual and detailed components of planning. The TLA assists in improving the JFC's situational awareness and understanding of theater logistics support capabilities and readiness to support/execute theater operations.

6. Theater Logistics Overview

a. The TLO is a segment of the iterative planning process which addresses identification, understanding, and framing the theater's mission at the campaign level, not for a specific operation. The TLO uses TLA information to inform decisions about the approaches to be used for sourcing and distribution of logistics support for theater operations. Having captured influencing elements in the TLA as a frame, the JFC's logistics staff elements develop and codify an overarching approach to theater operations in the TLO. The TLO then serves as an important link between conceptual planning and the detailed planning tasked in the GEF/JSCP.

b. Additionally, the TLO helps the JFC and operations and logistics staff segments measure the overall effectiveness of employing forces, force sustainability, and logistics capability readiness to ensure that the operational approach remains feasible and acceptable. As such, the TLO is key to help identify and address capability gaps, risk mitigations, and residual risk. If risk cannot be resolved or mitigated to an acceptable level then the operational concept may be reframed. Reframing involves revisiting earlier COAs, conclusions, and decisions that underpin the current operational CONOPS. Reframing can lead to a modification of the current CONOPS or result in preparation of a branch plan or entirely new plan.

c. In developing the TLO, logistics planners, in coordination with intelligence and operations staff segments, identify opportunities/initiatives by anticipating events. This allows them to identify decision points to operate inside the threat's decision cycle or to react promptly to deteriorating situation advancing beyond shaping operations. Time to complete the TLA and resulting TLO assists in optimizing available planning time for associated detailed plans. Based on their understanding and learning gained during TLO development, the JFC and senior logistics staff representative issue logistics planning

guidance to support and enable the operational approach expressed in the CONOPS and to guide more detailed planning.

d. The TLO is a key component to establish a common frame of reference to develop plans/OPORDs, prepare for, execute, and assess operations. See Appendix A, “Theater Logistics Overview Format,” for an example of a TLO format.

7. Logistics Estimate

a. Logistics estimate supports the commander’s estimate, COLS, OPORD development, and execution. Execution planning may involve abbreviated and compressed timelines from situational awareness/initiating event and reporting to potential JFC planning guidance or CJCS planning order to OPORD and execution. The TLA and TLO provide a foundation for rapid review and response development. Due to accelerated timelines, availability, and incorporation of TLA information and TLO segments, preparation of the logistics estimate may be compressed supporting the commander’s estimate and initial work for COA development, analysis, and selection. Updating the TLA/TLO baseline, the logistics estimate supporting the commander’s estimate informs the COLS and OCS concept prepared for OPORD annex D and annex W development and iterative planning during operations execution.

b. The logistics estimate is an analysis of how CSS factors can affect mission accomplishment. It contains the logistics staff’s comparison of requirements and capabilities, conclusions, and recommendations about the feasibility of supporting a specified COA. This estimate includes how the core logistics functions affect various COAs. Preparation of the logistics estimate provides a coordinated and formalized means for the staff to identify and consider logistics shaping in support of the operational CONOPS. Planners should evaluate the feasibility of OPLANs in light of strategic lift capabilities and limitations.

c. The logistics effort and development of the logistics estimate refined as COLS for OPORD annex D must be integrated into the JPP and OPORD development upfront. Using the TLA/TLO baseline, logistics staff segments will be able to identify if specific operational actions to augment or expand theater logistics capabilities to support the operational CONOPS must be taken. The previously developed TLA/TLO assists the logistics planners in providing logistics characteristics of the AOR and area of operations/area of interest for the specified operations. The TLA/TLO aids planners in identification of logistics infrastructure of the OE (what exists in the OA that may be put to use).

8. Concept of Logistics Support

In support of the CCDR and preparation of plans/OPORDs, the logistics staff elements prepare a logistics estimate which is further refined and developed into a COLS. The COLS provides a foundational basis in preparation of annex D for assigned contingency plans and/or OPORD development tasks. The COLS establishes priorities of support across all phases of operations to support the JFC’s CONOPS. Logistics staff elements’ active participation within and across JPP activities at all echelons facilitates CONOPS and

associated COLS development. A COLS addresses the sustainment of forces, to include identification and status of contingency basing. Through exercising DAFL, the CCDR may assign a component commander with the responsibility for conducting various theater logistics functions, as well as base support at designated theater locations. Logistics functions may include management of afloat assets; identification and status of theater sustainment elements, to include identification and/or forecast of required augmentation; priority of sustainment by class of supply with guidance on days of supply to be maintained (minimum and maximum); movement priorities for airlift and sealift aligned to JFC's CONOPS; guidance for employment of sea-air interfaces to facilitate JRSOI; controlling CUL; JFC's declaration of force closure; actions by phase; logistics assets required; and designation of contracting construct (e.g., lead Service for contracting [LSC], joint theater support contracting command [JTSCC]).

For more information on the COLS, see CJCSI 3110.03, (U) Logistics Supplement (LOGSUP) for the 2015 Joint Strategic Capabilities Plan (JSCP).

9. Transition to Execution

Planning does not cease with development, submission, and approval of a plan or OPORD. Planning is iterative and continues throughout as actions and assessments evolve in a dynamic manner across command echelons from the strategic national to operational to tactical levels. Strategic guidance for plans, as well as plan segments and resulting OPORDs, is refined as situational awareness and understanding evolves. Through assessment, guidance and/or plans may be reframed. Assessment is a determination of the progress toward accomplishing a task, creating an effect, or achieving an objective. Assessment is a continuous activity to support the operation process and associated planning and execution activities. During planning, assessment focuses on understanding current conditions of an OE and assumptions to address mission, enemy, terrain and weather, troops and support available, time available, and civil considerations. During preparation, assessment focuses on determining force readiness to execute the operation and verifying the assumptions on which the plan is based. During execution, assessment focuses on evaluating progress of the operation. Based on their assessments, commanders at various echelons direct adjustment to the plan/OPORD ensuring the plan/OPORD/operation stays focused on mission.

10. Sustainment Distribution Planning and Management Process

USTRANSCOM's sustainment distribution planning and management process supports its JDDC role by enhancing the JDDE ability to ensure an agile, scalable, and resilient distribution network. Sustainment distribution planning and management provides the JDDE with a suite of five capabilities: distribution lane validation, distribution workload forecast/demand planning, advanced air route planning, strategic surface route plan, and sustainment distribution plans. Sustainment distribution plans are codified in USTRANSCOM's *Campaign Plan for Global Distribution 9033*.

For more information on distribution planning, see JP 4-09, Distribution Operations.

Intentionally Blank

CHAPTER V EXECUTING JOINT LOGISTICS

“You will not find it difficult to prove that battles, campaigns, and even wars have been won or lost primarily because of logistics.”

General Dwight D. Eisenhower, US Army (1890-1969)

1. Introduction

The term “executing joint logistics” is used to describe actions and operations conducted by joint logistics forces in support of the JFC mission. Force reception, theater distribution, and MA are examples of joint logistics operations. Since joint logistics operations span the strategic, operational, and tactical levels, the transition from planning to execution is critical.

2. Joint Logistics Execution

JFCs adapt to evolving mission requirements and operate effectively across a range of military operations. These operations differ in complexity and duration. The joint logistician must be aware of the characteristics and focus of these operations and tailor logistics support appropriately. This range of military operations extends from shaping activities to major operations and campaigns. US and multinational partners collaborate to expand mutual support and leverage capabilities to quickly respond to future contingencies.

a. **Military Engagement, Security Cooperation, and Deterrence.** The GEF directs development of CCPs focused on current operations, military engagement, security cooperation, deterrence, and other shaping or preventative activities. Specific issues that can be addressed in the CCMD campaigns include securing interagency approvals; addressing PN and regional sensitivities, changing politics, and overall stability; determining optimal presence and posture; BPC; and developing formal agreements/permissions between the US and PNs. Effective joint and MNL operations in support of CCMD campaigns are essential in achieving theater and national objectives, as well as provide the foundation for an expanded role in later crises while providing additional warfighting capability. Developing mutually supportive relationships to enhance coordination is an important enabler for joint logistics operations. ACSAs are bilateral international agreements that allow for the provision of cooperative logistics support under the authority granted in Title 10, USC, Sections 2341-2350. They are governed by DODD 2010.9, *Acquisition and Cross-Servicing Agreements*, and implemented by CJCSI 2120.01, *Acquisition and Cross-Servicing Agreements*. ACSAs are intended to provide an alternative acquisition option for logistics support in support of exercises or exigencies. OCS planning efforts establish the foundation for understanding what types of logistics support is available locally through HN ACSAs, inter-Service, and commercial contract.

For more information, see Appendix N, “Logistics In Support Of Multinational Operations.”

(1) **Determining Optimal Presence and Posture.** Persistent DOD presence in other nations is often not desired by country teams or PN governments. Maintaining a low visibility signature of US DOD presence and activities often assists in obtaining future interagency and PN permissions. In some instances, interagency and PN mandates not only limit US military presence but also affect US civilian contractors. In these instances, logistics support or construction must be executed through local nationals or third-country nationals. Contractor management is one of the three support functions of OCS. Field service representatives and other systems support contractors often deploy in support of joint forces. The footprint of contractors authorized to accompany the force (CAAF), much like Service members, must be tracked, managed, and planned for throughout the OA.

(2) Formal agreements and permissions between the US and developing nations often involve long approval processes and restrictions on the types of funding and support authorized.

b. **Crisis Response and Limited Contingency Operations.** US military history indicates crisis response and limited contingency operations are typically single, small-scale, limited-duration operations. Many of these operations involve a combination of military forces, the private sector, and capabilities in close cooperation with other US Government departments and agencies, international organizations, and NGOs. Logisticians must understand multinational, private-sector, and interagency logistics capabilities and coordinate mutual support, integrating them into the joint operation when appropriate. Efforts during shaping operations to develop partner capacities can pay dividends in these types of operations. Many crisis response missions, such as foreign humanitarian assistance and disaster relief operations, require time-sensitive sourcing of critical commodities and capabilities, and rapid delivery to the point of need. In these operations, joint logistics is often the main effort, often operating in support of the Department of State. DOD responds to domestic requests for assistance from civilian authorities for emergencies, law enforcement support, and other qualifying activities or special events. Logistics for defense support of civil authorities are conducted in CONUS, Alaska, Hawaii, and US territories to save lives, prevent human suffering, or mitigate great property damage.

For additional information see JP 3-28, Defense Support of Civil Authorities.

c. **Major Operations or Campaigns.** Major operations or campaigns typically involve the deployment, sustainment, redeployment, and retrograde of large combat forces. Joint logistics can be executed by an appointed lead Service or agency for CUL. Joint logisticians develop support plans for the duration of the operation, as well as the return of personnel and equipment to CONUS or other locations. These plans often leverage contractor support to augment Service logistics capabilities. The primary challenges for logisticians during these types of operations are identifying the requirements, ensuring logistics issues are considered among competing priorities and adjusting to the situation to ensure sustained readiness and synchronized timelines as the operation transitions across phases. Logistics plans must account for and have the flexibility to mitigate the impact of

CBRN-contaminated APODs and SPODs on force flow. This includes identifying locations for transload and exchange zone operations. A critical planning requirement during any operation is to plan for the transition to the final phase, where logisticians will have competing requirements to support stability activities, provide basic services while conducting contract closeout and changes to the contractor management plan, support foreign humanitarian assistance, and assist with reconstruction efforts all while conducting movement of redeploying forces and equipment. The retrograde of contaminated materiel will require special handling to control contamination and protect the force and mission resources. Demilitarization and disposition of materiel and equipment will also require significant planning to ensure these missions are successfully conducted.

For operations incorporating countering weapons of mass destruction (WMD), see JP 3-40, Countering Weapons of Mass Destruction.

3. Essential Elements for Joint Logistics Execution

a. **Organizing for Execution.** The CCMD J-4 monitors, assesses, plans, synchronizes, and directs logistics operations throughout the theater. This transition may occur through the directed expansion of the JLOC and/or the CCCR's JDDOC. The CCCR's or JFC's staff is augmented (either physically or virtually) with representatives from Service components, USTRANSCOM, other supporting CCRs, CSAs, and other national partners or agencies outside the command's staff. For example, each GCC has established a JDDOC to synchronize and optimize the flow of arriving forces and materiel between the intertheater and intratheater transportation. As the operating tempo increases during a contingency or crisis, additional joint logisticians and selected subject matter experts (e.g., maintenance, ordnance, supply) can augment JDDOCs and use established networks and command relationships instead of creating new staffs with inherent startup delays and inefficiencies. This expanded organization must be organized and situated to ensure increased coordination and synchronization of requirements in the deployment and distribution process. This organization must have clear roles and responsibilities between the various elements and clearly understood relationships between the logistics elements and the CCMD staff.

b. **Expeditionary Capabilities.** The joint logistician should understand the expeditionary theater opening capability options available to the commander. Expeditionary theater opening capabilities provide GCCs critical initial actions for rapid insertion/expansion of force capabilities into an OA that directly affects the JFC's ability to expand and adjust force flow to allow flexible, agile response to asymmetric and dynamic operational requirements. Expeditionary theater opening capabilities support the first critical OA entry missions with the eventual transition of theater port of debarkation (POD) operations to a JFC-designated Service component and establish conditions to facilitate the arrival of larger Service theater distribution and sustainment forces where/when appropriate.

c. **Technology and Communications.** Logisticians use a variety of automated tools to assist in planning and execution. Effective execution of logistics plans requires a robust data communications architecture. Planning should anticipate communications in degraded environments at all levels and phases of operations and include considerations

for alternate routing, redundant systems, use of other systems, protocols, and message standards. These degradations may be imposed by the threat, the environment, by the JFC as part of operational security, or a combination of all of them. Sustained impaired/inadequate information exchange capability must be anticipated and incorporated into risk management considerations during logistics operations planning and execution.

For additional information on communication systems, see JP 6-0, Joint Communications System, and for more information on technology, see Chapter III, “Coordinating and Synchronizing Joint Logistics.”

d. **Situational Awareness.** A role of the joint logistician is to provide situational awareness of the current logistics posture to support the JFC in making decisions and disseminating and executing directives. Maintaining situational awareness requires visibility of the status and location of resources. This includes status of existing contracts and task orders over the current and future requirements of the force and over the joint and component processes that deliver support to the joint force. In order to provide this visibility, timely, and accurate data and information are required for all equipment, sustaining supplies, repair parts, munitions, fuel and etc., moving into, within, exiting, or being stored in the GCC’s AOR. This kind of visibility is the key to continuously monitoring progress and is enabled by operational inputs which serve to inform joint logisticians about the current situation.

e. Service reports, operational summaries, logistics SITREPs, and HN reports all serve to expand the joint logistician’s awareness of the JOA. Awareness is enhanced through automated systems and reports such as the munitions report and bulk petroleum contingency report. JFCs can use this information to develop a logistics dimension to their overall situational awareness. This logistics information should be updated on a continuous basis through the use of information technology and available joint decision support and visualization tools such as Global Combat Support System-Joint. Collectively, this information enables joint logisticians to assess planned versus actual consumption to detect possible shortfalls, predict requirements, and develop possible solutions to issues. This data should be used to anticipate requirements and capabilities near-term (10 days or less), mid-term (about 30 days), or long-term (beyond 30 days).

f. **Battle Rhythm.** The JFC will establish a battle rhythm for the operation along with mechanisms to establish and maintain visibility for all functional areas, to include logistics. The joint logistician must develop a supporting battle rhythm for the sustainment staff that supports the JFC’s battle rhythm and is designed to provide proactive logistics options. Synchronizing logistics reporting with operational updates, ensuring that the operational planning cycle is part of the logistics battle rhythm, and minimizing shift changes at critical points in the battle rhythm will enable more effective execution. Additionally, tying the component logistics elements to the JFC’s battle rhythm will provide more accurate and timely situational awareness and promote better integrated support to the joint force.

g. **JLBs, Offices, Centers, Cells, and Groups.** The joint logistician will often use boards, centers, or other organizations to assist the J-4 staff in executing joint logistics

operations, by prioritizing and/or allocating resources, controlling functions, or prioritizing requirements.

More information about these organizations can be found in Appendix B, “Joint Logistics Staff Organizations.”

h. Execution Synchronization. A synchronization matrix or decision support tool/template can establish common reference points to help assess the progress of an operation. Joint logisticians may use a matrix to display progress against actual execution and recommend adjustments as needed. A logistics synchronization matrix is built around the concept of the operation and normally contains the phasing of the operation over time along the horizontal axis. The vertical axis normally contains the functions the joint logistician integrates into a concept of support. The body of the matrix contains the critical tasks, arrayed in time and linked to responsible elements for execution. This decision support tool enables logisticians to graphically display the logistics concept of support, see potential gaps, develop options to mitigate those gaps, and respond to a changing OE.

i. Commander’s Critical Information Requirements (CCIRs). CCIRs are elements of friendly and enemy information the commander identifies as critical to timely decision making. Joint logisticians update the critical information requirements related to logistics. Joint logisticians will most often use friendly forces information requirements to guide decision making. Those requirements are often a direct reflection of resources (force availability, unit readiness, or materiel availability).

4. Joint Logistics Assessment

Assessment is an integral part of planning for and execution of any operation, fulfilling the necessary requirement for analyzing changes in the OE and determining progress of an operation. Assessment activity involves the entire staff and other sources such as higher and subordinate headquarters, interagency and multinational partners, and other stakeholders. Logisticians not only feed assessment data to the commander to determine progress towards objectives but also assess the adequacy of logistics support, making adjustments to the logistics plan as required. Logisticians collect information from both the end-user and service providers to adjust and improve logistics support. Assessment is a continuous process throughout a campaign or operation that measures the overall effectiveness of employing joint force logistics capabilities. It involves monitoring and evaluating the current situation and progress of logistics support toward mission completion and requires input from not just the logistician but the end-user and JLEnt membership as well.

5. Terminating Joint Operations

Terminating joint operations is an aspect of the CDR’s strategy that links to achievement of national strategic objectives. The supported CDR can develop and propose specified conditions approved by the President or SecDef that must be met before a joint operation can be concluded. These termination criteria help define the desired

military end state, which normally represents a period in time or set of conditions beyond which the President does not require the military instrument of national power as the primary means to achieve remaining national objectives.

For additional information, see JP 3-0, Joint Operations.

a. **Concluding Joint Logistics Operations.** Joint logistics operations are always ongoing, but it is possible that some aspects of logistics operations could be completed before the operation has concluded. For example, force reception operations could be completed when forces have been placed under the control of the commander for integration and employment, and no other forces are flowing into the JOA. Joint logisticians monitor transitional activities and ensure resources are fully utilized or redeployed. Withdrawal and redeployment from an operation are challenging and require a synchronized and holistic effort by joint logisticians. Maintenance support planning should address the process for determining equipment disposition and the requirements for preparing equipment for shipment. In addition, maintenance support planning should ensure that equipment is available for movement when required while minimizing the impact on readiness. In accordance with DOD policies, logisticians plan for the disposition of materiel, such as retrograde and demilitarization, scrap removal, and disposal of hazardous waste, and, when required, clearance decontamination of supplies and equipment.

b. **Theater Closure.** When it has been determined that joint operations should be terminated, joint logistics operations focus on tasks that include redeploying personnel and materiel from the JOA to a new OA or home station/demobilization station, departure of contractor personnel, disposal of equipment, transitioning materiel and facilities to HN, foreign military sales, or disposal of materiel. Joint logistics operations also play a major role in closing ports to military operations and terminating operational contracts and agreements. Plans should be developed to monitor or assist the retrograde of contractor equipment and personnel. DOD must receive back any government-furnished property loaned to contractors as part of their mission. Operational contracts and agreements are not considered closed out until the force has confirmation of receipt of all goods and services and full payment has been made. Contracting and payment officials should not redeploy until all contracts and agreements are closed out.

6. Joint Logistics Support to Special Operations

a. The JLEnt should understand the unique characteristics of SOF activities which require nonstandard logistics. Nonstandard logistics involves SOF activities and missions that sometimes require logistics support conducted either overtly, with low visibility, or where legally authorized under clandestine conditions. This support could be to US or foreign personnel across a range of missions, beyond the abilities or authorities of standard logistics, and/or to locations not within the conventional DOD distribution network. Generally, logisticians providing such support remain cognizant of conventional logistics principles, such as supply chain management, but must adapt existing tactics, techniques, and procedures, or develop new ones, to deal with unusual processes and requirements for

acquisition (in compliance with the Federal Acquisition Regulation [FAR] and approved authorities), storage, funding, and transportation.

b. Logisticians involved in supporting clandestine activities use conventional providers within DOD as available and appropriate for operations security (OPSEC) but are not restricted to those providers. USSOCOM may request Service contingency contracting officers to support clandestine activities. Compared with conventional logistics, nonstandard logistics necessitates higher levels of OPSEC for protecting the timing or location of special operations, sources, destinations, or other operational details. Demand for such activity can result from missions representing the highest geo-political sensitivity, tactical operations with strategic consequences, all conducted across the entire range of military operations. Effective protection of nonstandard logistics concepts of support can mean the difference between success and failure.

c. Parent Services will address SOF logistics PREPO requirements using current Defense Planning Guidance and CJCSI 3110.06, *(U) Special Operations Supplement to the Joint Strategic Capabilities Plan FY 2010*.

Intentionally Blank

APPENDIX A THEATER LOGISTICS OVERVIEW FORMAT

1. (U) Situation

Commander, USEXAMPLECOM has directed the development of USEXAMPLECOM Campaign Plan. The intent of USEXAMPLECOM Campaign Plan is to provide linkages between strategic/national level assets/enablers. This TLO identifies the theater logistics capabilities and shortfalls as they specifically affect the USEXAMPLECOM AOR.

2. (U) Host-Nation Support and Logistics Support Agreements

Identify and address HNS and logistics support agreement that should be included in all logistics support plans relating to AOR contingencies. Identify and address applicable agreements per format examples below.

a. (U) **Wartime Host-Nation Support (WHNS) Program with the XXX.** This program is covered XXXX updated day/month/year. WHNS is defined as HN-provided military or civilian resources and assistance for the reception, staging, onward movement, and sustainment of US forces in times of crisis, hostilities, or war. The WHNS program contains technical arrangements for support in the following areas: communications, engineering, field services, maintenance, medical, munitions, CBRN services, personnel and labor services, petroleum, security, supply, and transportation. Requirements are updated within the WHNS program every two years, and the approved WHNS assets are reflected in the provisional WHNS support plan.

b. (U) **Agreements.** Identify and address all individual agreements between the US and the HN that are either:

(1) Acquisition agreements, where a legal instrument is entered into to acquire logistical support, supplies, or services, or

(2) A cross-servicing agreement, where a legal instrument is entered into that authorizes the reciprocal provision of logistics support, supplies, or services (also referred to as a mutual support agreement).

c. (U) **Shipping and/or Airlift Support Agreements.** Identify and address individual agreement.

d. (U) **Petroleum Agreement with XXX.** Identify and address individual agreement.

For more information, see Appendix N, "Logistics In Support Of Multinational Operations."

3. (U) Strategic Aerial Ports and Seaports of Debarkation

This section will discuss the current capacity/capability at these AOR air and sea port locations and existing issues. Identify the source of information as well as currently known long-term gaps. Identify and address air and seaports below:

a. (U) **Strategic APODs in the XXX**

- (1) (U) Aaaa Airfield.
- (2) (U) Bbbb Airfield.
- (3) (U) Cccc Air Base.
- (4) (U) Dddd Air Base.

b. (U) **Strategic SPODs in the XXX**

- (1) (U) Aaaa Port.
- (2) (U) Bbbb Port.
- (3) (U) Cccc Port.
- (4) (U) Dddd Ammo Port.

c. (U) **Strategic APODs in XXX**

- (1) (U) Aaaa Airfield.
- (2) (U) Bbbb Airfield.
- (3) (U) Cccc IAP.

d. (U) **Strategic SPODs in XXX**

- (1) (U) Aaaa Port.
- (2) (U) Bbbb Pier.
- (3) (U) Cccc Dock.
- (4) (U) Dddd Port.

e. (U) **Strategic APODs in XXX**

(1) (U) Aaaa IAP.

(2) (U) Bbbb IAP.

f. (U) **Strategic SPODs in XXX**

(1) (U) Aaaa Port.

(2) (U) Bbbb Harbor.

g. (U) **Other Strategic Distribution Nodes Required to Support Contingencies in the AOR**

(1) (U) Aaaa Ocean Terminal.

(2) (U) Bbbb Port.

(3) (U) Cccc Ocean Terminal.

4. (U) **Pre-Positioned and Theater Reserve Stocks**

Address afloat pre-positioned war reserve materiel (PWRM) and/or shore-based PWRM within the USEXAMPLECOM AOR. Address apportioned assets and use.

a. (U) Aaaa.

b. (U) Bbbb.

c. (U) Cccc.

5. (U) **Joint Logistics Functions**

Address CS and CSS capabilities within and across the AOR which may vary by location and command. Provide a CS and CSS capabilities overview within the AOR by logistics capability area. Description of core logistics functions should be addressed as a minimum, per guideline description below:

a. (U) **Deployment and Distribution.** Provide an overview of current theater capabilities that addresses control segments of the CCDR's methodology for distribution. This includes pipeline control; assessment of deployment and distribution networks (and capacity aligned to data about the theater distribution infrastructure provided in paragraph 3, above); unique assumptions about deployment and distribution operations; and peacetime and contingency distribution partners and specifying the tasks each must provide, in terms of peacetime and contingency administrative, logistics, communications, and funding. Any assumptions made should consider threats and possible attrition of

strategic mobility assets and infrastructure supporting deployment and distribution operations.

b. (U) **Supply.** Provide theater country assessments that identify supply and service installations and supply stocks available in theater. Address operating stockage objectives and safety levels. Indicate apportioned PWRM to support deployments pending resupply. Specify source and location of starter and swing stocks that will be drawn until normal resupply rates return. Specify significant special arrangements required for materiel support beyond the normal supply procedure. Indicate shortfalls/overages resulting from comparison of requirements and assets estimated to be available.

c. (U) **Maintenance.** Identify current theater facility capabilities and requirements for maintenance and modification facilities existing and/or needed to support the plan. Indicate the level of maintenance to be performed and where it is to occur, including HN or contractor facilities, if applicable. Address theater capabilities for inspection, test, service, repair, rebuild, calibration, and salvage.

d. (U) **Logistics Services.** Aligned to paragraph 2 above, address major support arrangements and contracts with industry or third-party logistics providers that are presently in effect or that will be executed in support of the plan. Include significant inter-Service support arrangements and refer to appropriate annexes or appendices within the agreements. Services to be addressed include, but are not limited to, food service; water, water management, and ice service; contingency base services; container and 463L pallet management; hygiene services; and MA.

e. (U) **OCS.** Identify aspects of missions that will require contracted support and support requirements for contractor personnel (sustainment, lodging, HSS, etc.). Plan for and identify OCS theater civil augmentation programs capabilities and the policies guiding the activities such as oversight requirements, civil augmentation program activation processes. Other areas of consideration include existing in-theater contracting capability; control and supporting constructs; contracting arrangements; Synchronized Predeployment Operational Tracker employment; and locations of key contracting organizations, offices, and commercial partners.

f. (U) **Engineering.** Identify and address engineering support capabilities and activities applicable to the theater and the policies for providing these services. Identify and address theater capability to provide installation assets and services necessary to support US military forces through real property life-cycle management and installation services. Assess installation support capability in terms of accessing/gaining control of an installation, maintaining facilities support, and sustaining facilities operations and services within the theater.

g. (U) **HSS.** Identify and provide overview all theater medical infrastructures. This is done by identifying appropriate Service, country, capability and readiness of the facility, current and planned military construction requirements, and proposed changes to capabilities

at each location including recommendations for maintaining, closing, or enhancing each facility.

6. (U) Logistics Capability Shortfalls

Identify and address capability shortfalls and inherit risk(s) and means to resolve or mitigate.

- a. (U) Deployment and Distribution.
- b. (U) Supply.
- c. (U) Maintenance.
- d. (U) Logistics Services.
- e. (U) OCS.
- f. (U) Engineering.
- g. (U) HS.

Intentionally Blank

APPENDIX B JOINT LOGISTICS STAFF ORGANIZATIONS

1. General

There are a number of logistics boards, centers, and programs that reside at the strategic and operational levels that can be used to resolve joint logistics issues during operations. These enduring or temporary organizations may be staffed on a permanent or full-time basis, such as the JLOC at the Joint Staff J-4, or on a temporary basis, such as a SAPO at a JTF, to resolve specific strategic and operational gaps, shortfalls, or the impact of competition with another supported commander's concurrent operations. These organizations have specified responsibilities and relationships identified in DOD or CJCS issuances and memoranda or CCMD planning documents.

2. Strategic-Level Joint Logistics Staff Organizations

Strategic-level joint logistics staff organizations provide advice or allocation recommendations to the CJCS concerning prioritizations, allocations, policy modifications, or procedural changes.

a. **JLB.** The JLB provides oversight and forges unity of effort across the logistics community to most effectively meet the JFC's operational requirements. The JLB drives integration and optimization of logistics processes and advocates for logistics capabilities by ensuring a systematic approach, senior leadership review, and approval of joint logistics requirements. The JLB is chaired by ASD(S) and the Joint Staff J-4 and includes representatives from the Services, USTRANSCOM, and DLA.

b. **Joint Materiel Priorities and Allocation Board (JMPAB).** The JMPAB is the organization representing the CJCS in matters that establish materiel priorities or allocate resources. The CJCS, through the JMPAB, establishes, modifies, or recommends policies for allocating materiel assets in the DOD system when competing requirements among DOD components cannot be resolved by those components. The JMPAB supervises the assignment of force activity designators to US forces, units, activities, projects, or programs, as well as to PNs, their forces, units, or activities. The board, when convened, is chaired by the Joint Staff J-4 and includes JS representatives of the following: Joint Staff J-3, Joint Staff J-5, Joint Staff J-6 [Command, Control, Communications and Computers/Cyber Directorate], Joint Staff J-8 [Directorate for Force Structure, Resource, and Assessment], Service logisticians, DLA, USSOCOM (when required), and DSCA (for issues concerning use of a force activity designator, project code, or force module subsystem).

c. **Joint Transportation Board (JTB).** If convened, ensures the CJCS can maintain cognizance over transportation requirements and capabilities, as well as ensure information is available for determining and adjusting allocations of common-user resources and priorities during wartime or contingencies.

For additional information on the JTB, refer to JP 4-01, The Defense Transportation System.

d. **JLOC.** The JLOC is a current operations directorate within the Joint Staff J-4. The JLOC receives reports from supporting commands, Service components, and external sources; distills information for decision/briefings; and responds to questions. The JLOC coordinates and synchronizes the planning and execution of ongoing CCMD operations and interagency support requirements and validates priority movement for selected senior officials.

e. **Deployment and Distribution Operations Center (DDOC).** The DDOC located at USTRANSCOM directs the global air, land, and sea transportation capabilities of the DTS to meet national security objectives provided by DOD. The DDOC fuses capabilities of multimodal deployment and distribution operations, intelligence, force protection, capacity acquisition, resource management, and other staff functions to collaboratively provide distribution options to the warfighter. C2 of the majority of intertheater lift forces and logistics infrastructure is accomplished through the DDOC, which tracks the movement requirement from lift allocation and initial execution through closure at final destination.

For additional information concerning the DDOC, refer to JP 3-35, Deployment and Redeployment Operations.

f. **DHA.** DHA supports the delivery of integrated, affordable, and high-quality health services to MHS beneficiaries and is responsible for driving greater integration of clinical and business processes by:

- (1) Implementing shared services with common measurement of outcomes;
- (2) Enabling rapid adoption of proven practices, helping reduce unwanted variation, and improving the coordination of care across time and treatment venues;
- (3) Exercising management responsibility for joint shared services and the TRICARE health plan; and
- (4) Acting as the market manager for the National Capital Region enhanced multi-Service market.

g. **Contingency Basing Executive Council (CBEC).** USD(A&S) provides oversight of all aspects of contingency basing policy, including the establishment of a governance body, the CBEC, which is co-chaired by the Joint Staff J-4. The CBEC is the senior governance body for the policy, capability development, direction, and synchronization of all aspects of contingency basing across DOD. The CBEC develops and establishes DOD logistics policies and guidelines for contingency basing that support and facilitate programs for materiel interoperability and standardization with multinational partners.

For more information on CBEC responsibilities, see JP 4-04, Contingency Basing.

h. **Global Posture Executive Council (GPEC).** The GPEC is DOD's senior posture governance body. The GPEC facilitates senior leader posture decision making; enables the CCMDs, Military Departments, and DOD agencies to collaborate in DOD's global defense posture planning; and oversees the implementation and assessment of DOD's posture plans. The Joint Staff J-5, in coordination with Office of the Under Secretary of Defense for Policy, annually provides GPEC-endorsed posture guidance to guide the development of posture plans.

i. **Medical Logistics Division.** The Medical Logistics Division (DHA) (formerly the Defense Medical Materiel Program Office) develops functional requirements to support best business processes and promote medical materiel standardization.

j. **United States Transportation Command, Office of the Command Surgeon (TCSG).** A joint activity reporting directly to CDRUSTRANSCOM that serves as the DOD single manager for the development of policy and standardization of procedures and information support systems for global PM. TCSG implements policy and standardized procedures for the regulation, clinical standards, and safe movement of patients. TCSG orchestrates and maintains global oversight of the patient movement requirements centers in coordination with the GCCs and external intergovernmental organizations as required. TCSG synchronizes current and future operational PM plans to identify available assets and validate transport to bed plans through the supporting United States Transportation Command patient movement requirements centers (TPMRCs).

k. **Armed Services Blood Program (ASBP).** Established by the Assistant Secretary of Defense (Health Affairs), the ASBP provides transfusion products when required to US forces worldwide. The Secretary of the Army, through the SG, serves as the DOD EA for the ASBP Office in accordance with DODD 6000.12E, *Health Service Support*.

For additional information concerning the Medical Logistics Division, PM, and ASBP, refer to JP 4-02, Joint Health Services.

3. Operational-Level Joint Logistics Staff Organizations

Operational-level joint logisticians must provide advice and recommendations to the supported CCDR concerning prioritizations, allocations, or procedural changes based upon the constantly changing OE. These boards, centers, cells, and other organizations are defined in terms of roles, responsibilities, locations, and relationships in planning or execution documents.

a. **JLOC.** The JLOC may be established at the CCMD or joint subordinate commands at the discretion of the JFC and operated by the logistics staff. The JLOC is tailored to the mission or operation to coordinate and synchronize the planning and the logistics operations. The JLOC must coordinate closely with the CCMD JDDOC and joint sustainment command (if established) or Service(s) theater logistics organization(s) and Army TSC concerning transportation and distribution of supplies. In all cases, the roles

and authority of the JLOC, in relation to the JDDOC and the Service(s) theater logistics organization(s), must be clear to effectively synchronize logistics support.

b. **JDDOC.** JDDOC is a CCMD movement control organization designed to synchronize and optimize national and theater multimodal resources for deployment, distribution, and sustainment. The JDDOC is an integrated operations and fusion center (movement control organization), acting in consonance with the GCC's overall requirements and priorities, and on behalf of the GCC, may direct common user and intratheater distribution operations. The JDDOC is a standing operations center, normally under the direction of the GCC's J-4, but may be placed under other command or staff organizations. The JDDOC may move to a forward-deployed location or be collocated with a subordinate logistics command, unit, or task force. Regardless of location, the JDDOC retains its direct organizational relationship to the CCMD and does not become a subordinate activity of the host organization to which it may be attached. The JDDOC relies on liaison and collaboration to conduct reachback to access national support capabilities.

For additional information concerning a JDDOC, refer to JP 3-35, Deployment and Redeployment Operations, and JP 4-09, Distribution Operations.

c. **Combatant Commander Logistics Procurement Support Board (CLPSB).** A CLPSB is established by the GCC to coordinate OCS and related logistics efforts across the entire AOR. This board is normally chaired by a CCMD J-4 and includes representatives from each Service component command and CSA, as well as other military and US Government departments and agencies or organizations concerned with general logistics to include OCS-related matters. The CLPSB is normally established as a permanent CCMD-level board and is convened, as necessary, as directed by the CCMD J-4.

d. **Joint Requirements Review Board (JRRB).** The JRRB is the subordinate JFC's formal mechanism to review, validate, prioritize, and approve selected Service component contract support requests. The JRRB should be established at the subordinate JFC's level during any sustained operation that includes significant levels of contracted support. It may also be used as a venue to assess possible operational impacts of specific contract support requests and, when appropriate, is used to provide guidance on recommended contract support request consolidation actions as well as acquisition strategy to the joint contracting support board (JCSB) (e.g., the required service is a potential high-security threat so guidance is to not use a local national company for this support). It also serves as a mechanism to enforce the subordinate JFC's cost control guidance. The JRRB is normally chaired by the subordinate deputy commander for support or J-4 and made up of subordinate staff and command representatives. Designated OCSIC members are normally responsible for JRRB secretariat functions. The JRRB also includes non-voting theater support contracting activity, CSA, and Service civil augmentation program representatives, as appropriate.

See JP 4-10, Operational Contract Support, for more details related to the JRRB.

e. **JCSB.** The JCSB is the subordinate JFC's primary mechanism to coordinate and deconflict common contracting actions between theater support contracting and external support contracting activities executing or delivering contracted support within the OA. It is also the major mechanism to implement JRRB guidance when it comes to determining the appropriate contracting mechanism (theater support, civil augmentation program task orders, and other common external contract) for major, common services. The JCSB ensures contract support actions support the JFC's OCS-related command guidance (e.g., maximize the use of local national firms, reduce costs) and maximize contracting capabilities of the JOA while minimizing the competition for limited vendor capabilities.

For more information on the CLPSB, JRRB, and JCSB, see JP 4-10, Operational Contract Support.

f. **Joint Civil-Military Engineering Board (JCMEB).** The JCMEB provides overall direction for civil-military construction and engineering requirements in the theater or JOA. The JCMEB is a temporary board, activated by the GCC or subordinate JFC and staffed by personnel from the components and agencies or activities. It recommends policies, procedures, priorities, and overall direction for civil-military construction and engineering requirements in the theater or JOA.

g. **Joint Environmental Management Board (JEMB).** The CCDR or subordinate JFC may establish a JEMB to assist in managing environmental requirements. The JEMB is a temporary board with members from the joint force staff, components, and any other required special activities (e.g., legal, preventive medicine [PVNTMED], and civil affairs [CA]). The board establishes policies, procedures, priorities, and the overall direction for environmental management requirements in a JOA. The JEMB will coordinate its activities with the CCMD or subordinate joint force engineering staff.

h. **JFUB.** A JFUB is a joint board that evaluates and reconciles component requests for real estate, use of existing facilities, inter-Service support, and construction to ensure compliance with JFC priorities. The JFC may establish a JFUB to assist in managing Service component use of real estate and existing facilities. The JFUB is a temporary board chaired by the CCMD or subordinate joint force engineer, with members from the joint force staff, components, and any other required special activities (e.g., legal, force protection, comptroller, contracting, and CA). If the JFC decides that all engineer-related decisions will be made at the JCMEB, then the JFUB functions as a working group to forward recommendations for decision to the JCMEB. The JFUB serves as the primary coordination body within the JTF for approving construction projects to support installation and mission requirements.

For additional information concerning a JCMEB, JEMB, and JFUB, refer to JP 3-34, Joint Engineer Operations.

i. **Logistics Coordination Board.** A group formed by the JFC to accomplish broad logistics oversight functions that may include, but are not limited to, coordinating logistics information, providing logistics guidance, and reviewing logistics policies and priorities.

The board is normally composed of representatives from the joint force staff, all components, and if required, component subordinate units.

j. **JMC.** The JMC may be established at a subordinate unified or JTF level to coordinate the employment of all means of transportation (including that provided by allies, PNs, or HNs) to support the CONOPS. This coordination is accomplished through establishment of theater and JTF transportation policies within the assigned OA, consistent with relative urgency of need, port and terminal capabilities, transportation asset availability, and priorities set by a JFC. The JTF JMC will work closely with the JDDOC.

For additional information concerning a JMC, refer to JP 4-01, The Defense Transportation System.

k. **TPMRCs.** Three permanent PM requirements centers report to TCSG and are associated with a specified JOA. These standing, joint activities manage, validate, and coordinate USTRANSCOM PM missions using global PM assets. TPMRC-Americas manages PM to, from, and within the North and South American continents; TPMRC-East manages support for the European and African continents, as well as Western Asia; and TPMRC-West manages the Pacific Ocean region, to include Antarctica. TPMRCs are responsible for theater-wide PM and coordinate with medical treatment facilities to identify the proper treatment/transportation assets required. The TPMRCs communicate the “transport to bed” plan to the theater Service transportation component or other agencies responsible for executing the mission.

l. **Joint Patient Movement Requirements Center (JPMRC).** A JPMRC is a joint activity established to coordinate the joint PM requirements function for a JTF operating within a GCC’s AOR. The JPMRC coordinates with the appropriate TPMRC to integrate medical regulation responsibilities (the proper medical treatment facility specialty bed), transportation movement requirements (best mode of transportation, such as aircraft/ships/ground vehicles), mission requirements determination (the right medical crew members and medical equipment), coordination, and related activities supporting DOD PM requirements.

For additional information on PM, see JP 3-17, Air Mobility Operations.

m. **Joint Blood Program Office (JBPO).** The JBPO is under the staff supervision of the CCMD surgeon. This office is responsible for the joint blood program management in the JOA. The JBPO advises the CCMD surgeon on all matters pertaining to theater blood management activities; evaluates blood product depots, blood transshipment centers, and blood supply units; and coordinates with the DHA ASBP Office to ensure that personnel, equipment, and resource requirements are addressed in the GCC’s OPLANs.

For additional information concerning a TPMRC, JPMRC, and JBPO, refer to JP 4-02, Joint Health Services.

n. **Joint Petroleum Office (JPO).** The JPO, established by the GCC, works in conjunction with its Service components, SAPOs, and DLA Energy to plan, coordinate, and oversee all phases of bulk petroleum support for US forces employed or planned for possible employment in the AOR. JPOs typically have a mix of Service representatives.

o. **SAPO.** When tactical operations warrant extensive management of wholesale bulk petroleum in a JOA, the GCC's JPO may establish a SAPO. Staff augmentation may be provided by Service components. The primary function of the SAPO is to discharge the staff petroleum logistics responsibilities of the JTF. Through the SAPO, the JFC establishes policies, procedures, priorities, and oversight to optimize critical bulk petroleum support for the JTF. The SAPO is responsible for bulk petroleum planning and execution within the JOA. This level of planning focuses on support for each Service component. Its products are the inland petroleum distribution plan and base support plans. The SAPO conforms to the administrative and technical procedures established by the GCC and DLA Energy.

For additional information concerning a JPO or SAPO, refer to JP 4-03, Joint Bulk Petroleum and Water Doctrine.

p. **JMAO.** A GCC establishes a JMAO to provide oversight of MA support within their AOR. The GCC is authorized to establish a theater mortuary affairs office (TMAO) when the JMAO has an extended area of operation, and a centralized office within a theater is needed for overseeing MA operations. The JMAO and/or TMAO is responsible for detailed MA planning and the execution of the MA support mission, guidance, and policy within the OA. The JTF JMAO/TMAO is established and organized to plan, coordinate, and execute all MA programs in the JOA. The JMAO will maintain data and records on temporary interment or cold storage and the recovery status of all deceased and missing personnel. The joint MA officer coordinates programs for search, recovery, tentative identification, temporary disposition, and evacuation of human remains and serves as the clearing point for MA information. At the discretion of the GCC, the commander, JTF, may direct a JMAO be established in the JOA. The JTF JMAO is established and organized to plan, coordinate, and execute all MA programs. The JTF J-4 has staff supervision responsibility for the JMAO.

q. **Explosive Hazards Coordination Cell (EHCC).** The JFC may establish the EHCC to predict, track, distribute information on, and mitigate explosive hazards within the theater that affect force application, focused logistics, protection, and awareness of the OE. The EHCC should establish and maintain an explosive hazard database, conduct pattern analysis, investigate mine and improvised explosive device strikes in conjunction with explosive ordnance disposal, and track unexploded explosive ordnance hazard areas. The cell provides technical advice on the mitigation of explosive hazards, including the development of tactics, techniques, and procedures, and provides training updates to field units. The EHCC coordinates explosive hazards teams. The cell will coordinate with JLEnt elements for the processing and retrograde of technical, biometric, and forensic materials and evidence.

For additional information concerning an EHCC, refer to JP 3-15.1, Counter-Improvised Explosive Device Operations, and JP 3-34, Joint Engineer Operations.

r. **Joint Munitions Office (JMO).** The JMO, established by the GCC, works in conjunction with the Service components, functional components, subordinate commands, Service acquisition, force providers, materiel commands, and USD(A&S) to plan, coordinate, and oversee all phases of ammunition and ordnance support for forces employed or planned for possible employment in the AOR. JMOs typically have a mix of munitions and logistics planners from each Service and ensure proper reporting of readiness status based upon the Joint Munitions Requirement Process and the CJCS's readiness system. Of particular importance to the GCC's JMO's munitions readiness reporting are joint critical munitions, which are the set of precision guided munitions and other ordnance with limited inventories absolutely essential to prosecuting required targets outlined in the OPLAN phased threat distribution and for which there are no suitable secondary standard munitions alternatives.

s. **OCSIC.** The primary purpose of this cell is to plan, coordinate, and integrate OCS actions across all joint, personal, and special staffs, Service components, CSAs, and lead theater support contracting activity in the OA. The OCSIC is a permanent, full-time cell at the CCMD level and is normally stood up as a full-time cell at the subordinate joint force command level for the duration of the command's existence. The OCSIC can be subordinate to a joint staff or, in major operations, may serve as a separate personal staff element. There is no set structure or size for an OCSIC at either level; size and configuration is mission-dependent. This cell should be made up of a mixture of specially trained personnel with operational-level logistics and contingency contracting experience. In some operations, this cell could be as small as two individuals, while in other operations it could be significantly larger.

APPENDIX C LOGISTICS-RELATED EXECUTIVE AGENTS

Figure C-1 lists the EAs for a specific area as designated by the reference listed. Consult the DOD Directives Division website for the latest changes: <https://dod-executiveagent.osd.mil>.

Department of Defense Logistics-Related Executive Agents		
Reference	Subject	Executive Agent
DODD 2310.01E	DOD Detainee Program	SECARMY
DODD 3235.02E	DOD Combat Feeding Research and Engineering Program, DOD Combat Feeding Research and Engineering Board, and DOD Nutrition Committee	SECARMY
DODD 4500.09E	Transportation and Traffic Management	USTRANSCOM for the DOD Customs and Border Clearance Program and SECARMY for the Military Assistance to Safety and Traffic program
DODD 4705.01E	Management of Land-Based Water Resources in Support of Contingency Operations	SECARMY
DODD 5101.08E	DOD Executive Agent (DOD EA) for Bulk Petroleum	Director, DLA
DODD 5101.09E	Class VIIIA Medical Materiel Supply Management	Director, DLA
DODD 5101.10E	DOD Executive Agent (DOD EA) for Subsistence	Director, DLA
DODD 5101.11E	DoD Executive Agent for the Military Postal Service (MPS) and Official Mail Program (OMP)	SECARMY
DODD 5101.12E	DOD Executive Agent (EA) for Construction and Barrier Materiel	Director, DLA
DODD 5101.13E	DOD Executive Agent for the Unexploded Ordnance Center of Excellence (UXOCOE)	SECARMY
DODD 6000.12E	Health Service Support	SECARMY for ASBP Office
DODD 6055.09E	Explosives Safety Management (ESM)	SECARMY for emergency response to transportation mishaps involving DOD military munitions
DODD 6400.04E	DOD Veterinary Public and Animal Health Services	SECARMY
DODD 6490.02E	Comprehensive Health Surveillance	SECARMY the Armed Forces Health Surveillance Center
DODD 8190.01E	Defense Logistics Management Standards (DLMS)	Director, DLA
DODI 3216.01	Use of Animals in DOD Programs	SECARMY for the DOD Veterinary Services Program
DODI 6205.4	Immunization of Other Than US Forces (OTUSF) for Biological Warfare Defense	SECARMY for the Immunization Program
For a listing of DOD Issuances, please visit http://www.esd.whs.mil/DD/ .		
Legend ASBP Armed Services Blood Program DLA Defense Logistics Agency DOD Department of Defense DODD Department of Defense directive DODI Department of Defense instruction SECARMY Secretary of the Army USTRANSCOM United States Transportation Command		

Figure C-1. Department of Defense Logistics-Related Executive Agents

Intentionally Blank

APPENDIX D

GEOGRAPHIC COMBATANT COMMANDER LOGISTICS CONTROL FACTORS AND TOOLS AVAILABLE

1. General

This appendix provides amplifying information detailing the joint logistics factors and enablers with regard to the staff and organization control options.

2. Factors to Establish Logistics Control within the Joint Logistics Environment

GCCs require visibility over the JLEnt to meet the command priorities. The factors below should be considered when the GCC is establishing the logistics control required by the JFC. These factors are not absolute nor all inclusive, but they do reflect the best practices observed in the field. These factors are applicable regardless of the control option selected by the GCC.

a. **Centralized Joint Logistics Planning.** This factor implies a capability to match joint logistics planning with the planning done during the execution of a mission.

b. **Maintenance of Situational Awareness.** This factor represents more than using radio signals and Internet-based application data to track cargo movement like ITV. It involves elements such as the design and use of logistics SITREPs and the building of ground truth in logistics input to the JFC's COP.

c. **Adjudication of Conflicting Priorities.** This factor is to have processes in place to identify conflicts when following the commander's priorities. For example, a reliable logistics input to the JFC's COP may provide the means to identify conflicts, and a fusion cell may provide the capability to adjudicate.

d. **Timely Identification of Factors and Shortfalls.** To meet this factor a process that links the logistics portion of the battle rhythm with the planning windows must exist.

e. **Clear Understanding of Component Capabilities.** This factor involves the building of databases that reflect current Service component and support agencies logistics capabilities. Fulfilling this factor may require liaison and physical presence of logisticians representing all appropriate Service components within the selected joint logistics control option.

f. **Ability to Synchronize Components Capabilities.** This factor matches the best capability, regardless of Service component, to the joint logistics need.

g. **Integrated Logistics Processes.** This factor is founded on the notion that the joint logistics staff comprehends the Service components logistics processes and uses this understanding to build the visibility required by the JFC to control joint logistics.

h. **Integrated Distribution.** This factor deals with the establishment of the JDDOC and its integration within the joint theater logistics construct. It maximizes the capabilities of the JDDOC to fill the seams between strategic- and operational-level deployment and distribution tasks. The JDDOC also strives to maximize and synchronize the use of common user land transportation and intratheater lift.

i. **Coordinated Component Supply.** This factor involves the establishment of CUL responsibilities and the processes required to achieve their objectives.

j. **Cross Component Visibility.** This factor refers to the ability for the Service components to see and understand assets available from other components.

k. **Improved Capability to Direct the Process.** This factor proposes the establishment of a decision-making process to direct logistics actions. These actions usually are directed in the form of further guidance to enhance the planning or assessment processes, or the publication of a FRAGORD to direct an action.

l. **Designation of Contracting Construct.** It is imperative that a detailed analysis of the OCS aspects of the OE be prepared to help shape COA development and determine the possible intended and unintended outcomes of OCS. Understanding the OE is fundamental to identifying the conditions required to achieve stated objectives; avoiding the effects that may hinder mission accomplishment (undesired effects); and assessing the impact of friendly, adversarial, and other actors, such as the local populace, on the commander's CONOPS and progress toward achieving the JFC's objectives. The GCC may designate a specific Service component, normally the lead Service responsible for most CUL support, as the LSC and is responsible for GCC-designated theater support contracting actions. Normally, this is the Service component with the preponderance of CUL/BOS-I responsibilities and/or the most capable Service with theater support contracting capabilities. In this organizational construct, the designated Service component contracting activity is responsible to provide theater support contracting for specified common commodities and services for a particular geographical region, normally a JOA or major expeditionary base. The LSC option is most appropriate for smaller scale, long term duration operations when a single Service has a preponderance of forces.

3. Tools Available to Enable Joint Logistics Control

The tools described in this paragraph represent those that have proven effective at providing a capability to control joint logistics. The tools apply regardless of the option selected by the commander to control joint logistics.

a. **Logistics Input to the JFC's COP.** This provides dynamic, shareable, real-time actionable information, tailored to meet the commander's requirements. This includes the logistics information required by joint logisticians and operators. It is the tool through which GCCs and subordinate commanders can visualize the logistics environment in their OA. It supports staff and command activities within the organization and enables users to participate in and support activities external to the command.

(1) All components and supporting agencies in the joint force should have the ability to post and access common sets of information. Additionally, planners and decision makers can tailor information displays respective to their needs. The tailored standardized posting and retrieval processes, and the displays generated from this common source of information in a virtual repository, provide enhanced shared OE awareness.

(2) Logisticians access informational links to a virtual library—where OPLANs, OPORDs, FRAGORDs, doctrine, instructions, and policies reside. In addition, links to the CCDR's COP and other significant organizations enhance the ability of logisticians to perform their tasks. Externally, the logistics input to the JFC's COP supports the planning process with links to collaboration sites, such as video-teleconferencing and virtual meeting rooms, allowing real-time information sharing.

b. Logistics Standard Operating Procedures (SOPs). The logistics SOP focuses on theater operational-level joint logistics and contains procedures to execute joint logistics.

Intentionally Blank

APPENDIX E DEFENSE TRANSPORTATION SYSTEM

1. General

DTS consists of three major sources of transportation resources and capabilities: military (organic), commercial (nonorganic), and HN. Resources include inland surface transportation (rail, road, and inland waterway), sea transportation (coastal and ocean), air transportation, and pipelines. Combining the capabilities of airlift, sealift, and land transportation with the integrated control networks of the DTS optimizes their effective use, provides greater visibility over movements, and contributes to the global agility required of the joint force. CDRUSTRANSCOM, as the DOD single manager for transportation, develops and directs the JDDE to support global force projection; provides end-to-end visibility of the joint distribution process; identifies opportunities for performance improvement; and provides responsive transportation support of joint, US Government, and SecDef-approved multinational and nongovernmental logistics requirements.

2. Global Transportation Management

Global transportation management refers to an integrated process that includes coordinating efforts in the Planning, Programming, Budgeting, and Execution process; developing unified or coordinated management procedures and systems for planning; and using DOD and civilian transportation systems during exercises and operations with centralized traffic management.

3. The Strategic Mobility Triad

The strategic mobility triad comprises strategic airlift, sealift, and pre-positioned stocks (both afloat and ashore). Since a large portion of the emergency transportation capability needed by DOD is in civil sector resources, **close coordination among a wide variety of military, US Government departments and agencies, and commercial transportation entities is required to meet contingency transportation requirements.** Therefore, USTRANSCOM and its component commands, in coordination with supported CCDRs and their components, establish working relationships with numerous commercial transportation entities in anticipation of those surge and emergency transportation requirements that will stress DTS. SecDef is responsible for transportation planning and operations within DOD. SecDef designated CDRUSTRANSCOM as the DOD single manager for transportation (other than for Service-organic or theater-assigned transportation assets). The CJCS reviews and evaluates movement requirements and resources, apportions capability, and prioritizes capability when required.

a. **CDRUSTRANSCOM.** CDRUSTRANSCOM provides transportation and common-user port management and terminal services for DOD, as well as non-DOD, agencies upon request; exercises COCOM of all assigned forces as authorized by the “Forces for Unified Commands” Memorandum; exercises responsibility for global airlift,

sealift, and land transportation planning in coordination with the supported CCDRs; acts as DOD focal point for items moving through the transportation system; and exercises responsibility for intertheater (non-theater assigned) PM through aeromedical evacuation.

b. **Transportation Resources Air Mobility.** Air mobility includes airlift and air refueling. Intertheater air mobility serves CONUS-to-theater and theater-to-theater air mobility needs of the GCCs. Air mobility assets assigned to USTRANSCOM execute the majority of intertheater air mobility missions. Intratheater air mobility missions, defined by AOR boundaries, are conducted by air mobility forces assigned or attached to the GCCs. Intratheater air mobility assets are normally scheduled and controlled through the theater air operations center or a joint air operations center if established.

c. **Sealift.** Shipping resources can be classified into three pools: US Government-owned, US flag commercial, and foreign flag commercial assets.

(1) **US Government-Owned Assets.** DOD Military Sealift Command (MSC) maintains a fleet of organic vessels in full operational status, as well as a fleet in a reduced operating status.

(2) **US Flag Commercial Assets.** Ships operating under a US flag are routinely tasked by Military Surface Deployment and Distribution Command (SDDC) to meet shipping demands using scheduled liner service. For unique or high-volume shipping demands, MSC routinely charters US flag vessels.

(3) **Foreign Flag Ships.** When US flag ships are unavailable, foreign flag ships can be acquired for DOD use through four different methods: liner service, voluntary charter, allied shipping agreements, and requisitioning of effective US control shipping.

d. **Land.** SDDC maintains transportation agreements and all commercial carrier costing information necessary to move shipments within the US via surface transportation. Defense Freight Transportation Services supports DLA and enables the government to partner with a third-party logistics provider to manage the distribution of DOD CONUS freight. Assigning responsibility for common-user land transportation is a function of the GCC's DAFL, and it is up to each GCC to outline this in the OPCON and supporting plans.

e. **Theater.** In overseas areas, US air and surface units assigned to the GCC provide for organic and common-user transportation service. Common-user transportation assets within the DTS are under the COCOM of CDRUSTRANSCOM, excluding Service-organic or theater-assigned assets. Theater-assigned common-user transportation assets are under the COCOM of the respective GCC. The US Air Force and US Army component commanders are normally delegated OPCON of their respective Service assets in order to meet their organic theater requirements in support of the GCC, while making some assets available as common-user transportation.

f. **Employment of the DTS Movement Requirements.** Movement requirements must be properly validated and prioritized by the supported JFCs. The CJCS oversees

policy and guidance on methods to prioritize DOD transportation requirements, including use of DOD common-user airlift and sealift resources. The JTB, if convened, or the JS's JLOC ensures the CJCS can maintain cognizance over transportation requirements and capabilities, as well as ensure information is available for determining and adjusting allocations of common-user resources and priorities during wartime or contingencies.

For more information, see JP 4-01, The Defense Transportation System.

Intentionally Blank

APPENDIX F

SEALIFT SUPPORT TO JOINT OPERATIONS

1. General

a. Successful response to regional contingencies, crisis response, limited contingency operations, and major operations and campaigns depends on sufficient strategic mobility assets in order to deploy and sustain forces in an OA as long as necessary to meet US military objectives. The strategic mobility triad consists of air mobility, sealift, and PREPO. In general, air mobility transports light, high-priority forces and supplies, including personnel and equipment required to rapidly integrate units with PREPO elements' equipment and supplies. As an operation progresses, sealift delivers the heavy units and their support equipment, as well as the vital sustainment for deployed forces. In most cases, sealift accounts for the majority of the total cargo delivered to an OA. To meet these requirements, sealift forces are employed in three phases: PREPO (afloat), deployment (or surge), and sustainment. Similarly, sealift generally accounts for the majority of the cargo moved during redeployment.

b. During large deployment operations, sealift support is typically conducted in three phases comprising the sealift trident. PREPO afloat is made up of ships from the afloat PREPO force of MSC. "Surge" includes all organic ships not assigned to PREPO but may also include nonorganic ships if readily available. Subcategories of surge sealift include the MSC-controlled fleet, as well as the Maritime Administration Ready Reserve Force (MARAD RRF). Sustainment typically utilizes nonorganic shipping provided by the US merchant fleet comprised mostly of container ships to deliver large quantities of resupply to support forward-deployed forces augmented as necessary by government-controlled assets.

c. To assist DOD's ability to carry out its transportation missions, CDRUSTRANSCOM provides common-user air, land, and sea transportation, terminal management, and aerial refueling to support global deployment, employment, sustainment, and redeployment of US forces.

2. Maritime Administration

Maritime Administration (MARAD) is the agency within the Department of Transportation that ensures that US Merchant Marine shipping is sufficient to meet the needs of national defense in times of war or national emergency and can also support the domestic and foreign commerce of the US. MARAD administers programs to meet sealift requirements determined by DOD and conducts related national security activities. When convened, the CJCS JTB acts on behalf of the CJCS to communicate President and SecDef priorities and adjudicate competing requirements for intertheater mobility lift assets and/or resolve other issues that negatively impact the DTS and which USTRANSCOM and the supported CCDRs are unable to resolve. USTRANSCOM allocates transportation assets to supported CCDRs' validated requirements in accordance with the CJCS apportionment guidance and priority assigned to each operation and/or requirement.

3. Sealift Capabilities Sealift Forces

a. **Sealift forces** are those militarily useful merchant type ships available to DOD to execute the sealift requirements of the DTS across the range of military operations. Called “common-user shipping,” these ships are used in the transportation of cargoes for one or more Services from one seaport to another or to a location at sea in the OA pending a decision to move the cargo embarked ashore. The sealift force is composed of shipping from some or all of the following sources: active government-owned or government-controlled shipping; government-owned reserve or inactive shipping; US privately owned and operated commercial shipping; US privately owned, foreign flag commercial shipping; and foreign-owned and -operated commercial shipping.

b. **Ship Types.** Sealift shipping falls into three broad categories: dry cargo ships or freighters, liquid cargo carriers or tankers, and passenger ships. During joint operations, dry cargo ships transport the equipment and supplies and tankers carry the refined POL required to conduct and sustain the operation. Passenger ships provide troop carrying, noncombatant, or sealift medical evacuation capability in support of the joint operation.

c. **Sealift Ship Programs.** The conventional sealift assets cannot meet all strategic sealift and sealift-related requirements alone. To meet these requirements, various sealift ship programs have been established. The sealift ship programs are: large, medium-speed roll-on/roll-off (RO/RO) ships; auxiliary crane ships; fast sealift ships; aviation logistics support ships; hospital ships; MARAD RRF RO/RO ships; and afloat PREPO force.

d. **Sealift Enhancement Features.** Sealift enhancement features consist of special equipment and modifications that adapt merchant type dry cargo ships and tankers to specific military missions. They are typically installed on ships of the MARAD RRF or on ships under MSC control. The sealift enhancement features fall into three categories: productivity, operational, and survivability enhancements.

e. **Logistics Over-the-Shore (LOTS).** Strategic sealift also includes the requirement to achieve an over-the-shore cargo discharge capability that matches cargo deliveries in an amphibious objective area or other OA. Both the Army and the Navy maintain an organic capability to perform LOTS missions in support of their respective Service missions and when directed, to support the CCDR’s requirement for a capability to perform joint logistics over-the-shore (JLOTS).

4. Employment of Sealift Forces Execution

Throughout the execution of an OPORD, USTRANSCOM develops, monitors, and adjusts transportation schedules with the supported CCDR. The supported GCC should ensure USTRANSCOM and its transportation component commands (TCCs) clearly understand theater transport requirements. To facilitate a fully coordinated and responsive transportation system, the GCC may assign responsibility for theater transportation movement control to the JDDOC. The JDDOC accomplishes theater joint movement responsibilities for any potential logistics organizational structure as directed by the GCC.

5. Communications System Support

Global Command and Control System-Joint provides the means to disseminate and share the information necessary in order to effectively plan, deploy, sustain, redeploy, and employ sealift forces. Integrated Data Environment/Global Transportation Network Convergence is a cooperative effort between DLA and USTRANSCOM that establishes common integrated data services for the CCMDs, Services, DOD, and other US Government departments and agencies in order to manage supply, distribution, and logistics information with a global perspective. The vast majority of US-owned merchant ships that would make up the sealift force are equipped with commercial satellite systems that provide both voice and data communications capability 24 hours a day. Those ships not equipped with commercial satellite systems communicate with other ships and organizations ashore through commercial coastal radio stations, using conventional high-frequency voice communications.

6. Support to Military Engagement and Security Cooperation Activities, and Foreign Humanitarian Assistance

Sealift can provide support to the GCC's military engagement and theater security cooperation efforts in a variety of ways. In providing humanitarian and civic assistance, these ships are often able to operate where combatants or support vessels would not be permitted for diplomatic/political reasons. Frequently, sealift support to humanitarian assistance plays an important, if not the primary, role in preserving life in the immediate aftermath of a natural or manmade disaster.

7. Controlled Assets

a. Government-owned shipping (primarily RO/RO) is the most readily available source for quickly deploying large quantities of unit equipment. However, the number of ships in this category is limited, and they would primarily support the very early stages of a major military deployment.

b. DOD can obtain commercial shipping from the following sources: US flag commercial charters and liner service; foreign-owned charters and liner service ships, used in accordance with existing laws and policy; ships/capacity committed to the Voluntary Intermodal Sealift Agreement/voluntary tanker agreement; US-owned ships, registered under certain flags, known as the effective US-controlled ships fleet; and militarily useful US flag ships, which are subject to requisitioning.

8. Naval Cooperation and Guidance for Shipping

Naval cooperation and guidance for shipping facilitates cooperation between the military and civil maritime industry to minimize the economic impact to commercial shipping operating in the vicinity of naval vessels engaged in military operations, ensure the safe passage of commercial shipping, ensure the safety of naval vessels, and minimize confusion in the maritime OE.

For more information, see JP 4-01.2, Sealift Support to Joint Operations.

APPENDIX G JOINT TERMINAL OPERATIONS

1. General

a. The ability to conduct effective and efficient terminal operations is critical in the JDDE. Terminal operations, when connecting multiple modes of transport, such as surface and air, define the transportation structure for the CCDRs' operation. Sustainment of the military operation will hinge heavily on the terminal's effectiveness. Joint terminal operation functions include the reception, processing, and staging of passengers; the receipt, transit, storage, and marshalling of cargo; the loading and unloading of modes of transport conveyances; and the manifesting and forwarding of cargo and passengers to their final destination.

b. The DTS terminals may be managed and operated by the SDDC, Air Mobility Command (AMC), the Services, CCMD, HN authorities, or commercial enterprises. DTS is the portion of the Nation's transportation system that supports DOD common-user transportation needs. DTS is an integrated transportation system supporting the range of military operations to provide the most effective use of modes of transportation: inland surface transportation, sea, air, and pipeline from origin, through terminals (e.g., embarkation and/or debarkation and/or theater), to destination. DTS consists of those common-user military and commercial assets, services, and systems that are organic, contracted, or controlled by DOD. DTS provides a transportation network capable of integrating military, commercial, and HN resources in order to project and sustain military power.

2. Terminal Infrastructure

In the US, the majority of the infrastructure is commercially owned and operated, and military requirements compete with commercial operations in non-mobilization contingencies. Foreign facilities infrastructure forming the LOCs is normally owned by the HN and may support other requirements as well as US military forces. The three general categories of terminals are air, maritime, and land terminals. **Air terminals** are airfields with aerial port facilities for accepting, processing, and manifesting passengers and cargo for airlift. **Maritime terminals** used as departing ports are called seaports of embarkation (SPOEs); those used as arriving ports are called SPODs. Destination maritime terminals are crucial to establishing a lodgment, sustaining the deployed force, and supporting redeploying forces. **Land terminals** complement maritime and air terminals to move cargo forward in the theater. Traditional examples of land terminals include inland terminals, truck terminals, intermodal transfer facilities, pipeline terminals, and rail terminals.

3. Terminal Planning Considerations

a. In most major operations, land, air, and maritime terminals will be required. Adequate logistic support of operational forces is contingent upon the timely identification

of terminals or the development of terminals in cases where they do not exist. Planning for the optimization of cargo terminals in the transportation system involves the following five-step process:

- (1) Computing the terminal workload required for supporting the operation, expressing it as units of cargo per day, e.g., tons, containers, or 463L pallets per day.
- (2) Estimating the available terminal throughput capacity, which is the total units of cargo that can be received, processed, and cleared through the terminal per day.
- (3) Estimating construction requirements, which are the requirements for repair, rehabilitation, or new construction of facilities necessary to increase the terminal capacity to equal the required terminal workload.
- (4) Estimating equipment requirements, which is the amount of equipment needed to process the required workload through the terminal with maximum efficiency.
- (5) Estimating personnel labor requirements, which are the units and individuals needed for the operation of the terminal.

b. **Joint Planning.** USTRANSCOM conducts global air, land, and sea transportation planning in support of GCCs. USTRANSCOM and its TCCs are responsible for strategic- and operational-level common-user air, land, and maritime terminal planning with supported CCMDs to provide a JTF-PO capability as required. The supported and supporting CCMD transportation staffs, working closely with Service components and USTRANSCOM, plan and coordinate the selection of terminals at the strategic and operational levels.

c. **Joint Force Staff Planning.** At the operational level, the supported CCDR's staff is responsible for planning and executing military operations in the assigned AOR. These responsibilities encompass all facets of reception and retrograde through terminals. Based upon the supported CCDR's guidance, staff planners must assess the theater's OE and determine terminal requirements for supporting the JFC's COA.

d. **JDDOC (or JMC).** The JDDOC (or JMC as appropriate) serves as the primary advisor through the J-4 to the supported CCDR on all matters pertaining to the theater transportation support structure. The JDDOC interacts with the TSC to develop the theater movement plan that supports the CCDR's priorities and CONOPS considering theater throughput capabilities (including in-depth analysis of airfields, seaports, and surface transportation routes), the TPFDD, apportionment and allocation of transportation resources, and resource protection requirements.

e. **JTF-PO.** Although all Services have the organic capability to execute theater opening functions, traditional Service port opening/operating forces may not be sufficient in certain situations. JTF-PO is a joint expeditionary capability that enables USTRANSCOM to rapidly establish and initially operate a POD and a distribution node,

facilitating port throughput in support of a contingency response. It is designed to use existing HN terminal infrastructure and may use support agreements and OCS as required.

f. **Air Terminal Planning.** USTRANSCOM designates peacetime aerial ports. The GCC designates wartime and contingency aerial ports in coordination with USTRANSCOM and appropriate HN authorities. Air mobility operations involve the air transport of units, personnel, supplies, and equipment and the collection and transmission of associated lift data. The primary goal in planning is to minimize the time during which a unit being moved is nonoperational.

g. **Maritime Terminal Planning.** A determination as to numbers, types, and locations of maritime terminals within the theater results from staff planning at several levels. Planning would typically involve the joint force staff and Service components in coordination with USTRANSCOM and its TCCs. The planning process also involves selecting the appropriate water ports and deciding who will operate them. The plan, developed by the CCDR, guides this decision.

h. **Land Terminal Planning.** The CCDR or Service component commander establishes land terminals at sites that can support inland waterways, motor, rail, and air transport modes. When established, the terminals and the supporting transportation infrastructure form integrated distribution lanes (IDLs) linking origins to destinations in the theater; these IDLs are monitored by both USTRANSCOM and the geographic CCMDs for effectiveness. When possible, transportation planners should use and incorporate existing terminal facilities into the transportation distribution network.

4. Air Terminal Operations

a. Air terminal operations function at strategic, operational, and tactical levels in peacetime and in wartime. AMC operates air terminals at CONUS aerial ports and operates or arranges for the operation of fixed air terminals in theaters for all DOD components. AMC also operates air terminals from non-fixed locations within the theater, as required. In theater, the Air Force component commander normally provides terminal facilities at all points served by AMC-controlled aircraft. Service component commands may also provide personnel and equipment to participate in loading, unloading, and transshipping component personnel and materiel at Air Force-operated air terminals.

b. **Joint Aerial Port Complex.** At a common-user aerial port of embarkation (APOE) or APOD, which may be a military airfield or civilian airport, the airfield and the entire system of supporting facilities required to handle inbound and outbound passengers and cargo is collectively known as a joint aerial port complex. The operations of a joint aerial port complex can be divided into two parts: the air terminal operations, run by AMC, and the terminal “support” functions which are, in most cases, the responsibility of the supported component command.

c. **APOE.** The APOE is any air passenger or cargo terminal where passengers and/or cargo are dispatched aboard aircraft. Most air terminals serve simultaneously as both

APOEs and APODs. APOEs require close coordination among many participating units and inter-Service activities. AMC exercises overall control of airlift operations and resources at APOEs.

d. **APOD.** The APOD is any air terminal that receives passengers and/or cargo via airlift. The APOD serves as the port of entry for most deploying personnel and high-priority cargo. APODs are usually operated in conjunction with the HN.

5. Maritime Terminal Operations

a. The availability and capabilities of maritime terminals are essential to the success of most military operations. One of the main objectives is to maximize the throughput of cargo. Maximizing throughput may require the military force to use a combination of terminals. Strategic sealift is the principal means of delivering equipment and logistic support for land, air, and sea forces. Maritime terminal operations are conducted at fixed, unimproved, bare beach, and/or degraded port facilities, and at off-shore anchorages. Maritime terminal operations include loading/unloading of MSC-controlled common-user ships (e.g., large, medium-speed RO/RO ships; MARAD RRF fast sealift ships; US or foreign charter ships), commercial ships operating in liner service under terms of USC, ships donated by foreign governments, other ships that may be provided by HNS or by maritime PREPO ships, Service watercraft assets, and other Service PREPO ships capable of over-the-shore and port operations from anchorage and commercial ocean transportation capabilities negotiated through SDDC liner contracts.

b. CDRUSTRANSCOM provides common-user terminal management as delineated in the *Unified Command Plan*. USTRANSCOM selects the strategic terminals in coordination with the supported CDRs. The operation of maritime terminals in theater is the responsibility of the GCC. However, the GCC may opt to enter into command arrangement agreements with CDRUSTRANSCOM to allow USTRANSCOM to operate some or all of the maritime terminals in the theater. In most cases, USTRANSCOM sets up forward elements from each of the subordinate TCCs within the AOR. These elements coordinate strategic transportation information with the supported CCMD's JDDOC/JMC or staff.

c. **SDDC.** SDDC has a presence at most common-user ocean terminals worldwide. SDDC operates or manages operations by overseeing stevedoring and related terminal services contracts, which employ HN civilian personnel to operate the port activities and provide required services.

d. **SPOE.** USTRANSCOM provides sea transportation assets through its TCCs, MSC, and SDDC. SDDC is responsible for all CONUS surface movements and common-user SPOEs for unit movements. Vessel load is governed at each SDDC terminal by stevedore and related terminal service contracts that are in place to perform the vessel operations and rail, truck, and other terminal procedures.

e. **SPOD.** SPOD operations are normally conducted at established fixed maritime terminal facilities. SPOD maritime terminals include both seaports and inland water facilities capable of receiving deep draft vessels, coastal vessels, and barges. Many established terminals will have a connecting transportation infrastructure in place such as railways, highways, inland waterways, and nearby airfields.

For more information, see JP 4-01.5, Joint Terminal Operations.

Intentionally Blank

APPENDIX H JOINT LOGISTICS OVER-THE-SHORE

1. General

a. JLOTS operations provide or enhance SPOD capability to support the JFC's campaign or operation. A LOTS operation is the process of loading and off-loading ships in austere areas where fixed port facilities are damaged, unavailable, or inadequate for operational needs. LOTS also provides a means of intratheater sealift to move forces, equipment, and sustainment cargo closer to tactical assembly areas. JLOTS operations occur when Service LOTS forces conduct LOTS operations together under a JTF. Typically, the JFC will appoint a JLOTS commander to integrate the Service LOTS assets and perform detailed planning and execution of JLOTS operations.

b. **Types of JLOTS Operations.** JLOTS provides the JFC flexibility to choose off-load locations including, but not limited to, a bare beach, an austere port, or a damaged fixed port in order to mitigate limited port access. JLOTS can also be used to augment existing fixed port facilities to increase throughput or divert sensitive cargoes to alternate off-load locations.

c. **Logistics Integration.** Commanders and staffs apply basic principles, control resources, and manage capabilities to provide sustained joint logistics. Logisticians can use the principles of logistics as a guideline to assess how effective logistics are integrated into plans and execution. To achieve full integration, commanders and their logisticians coordinate, synchronize, plan, execute, and assess logistic support to joint forces during all phases of the operation.

d. **Roles and Responsibilities.** GCCs have overall responsibility for JLOTS operations in their AOR. The GCCs may use their JDDOC to coordinate JLOTS operations at the CCMD level. Additionally, a JMC may be established at a subordinate unified or JTF level to coordinate the employment of all means of transportation (including that provided by PNs) to support the CONOPS.

e. **C2 Relationships.** In JLOTS operations, Service elements are normally integrated under one JLOTS commander who usually has tactical control authority to direct JLOTS operations. Service elements should be employed in a manner consistent with their designed operational capability. During the course of JLOTS operations, it may become necessary for the JLOTS commander to require that the MSC-operated or contracted ships take specific actions, such as shifting to a different anchorage or operation. Only a MSC representative has the authority to provide legally binding direction to the ship's master. JTF-PO SPOD provides a rapidly deployable seaport opening capability formed from joint forces to facilitate crisis response from mature or austere seaports in permissive or uncertain environments. As follow-on theater logistic capabilities arrive (JLOTS enablers and joint reception, staging, onward movement, and integration forces), JTF-PO SPOD begins transfer of authority of the forward distribution node to arriving forces or contracted capabilities to allow the seamless continuation of seaport and distribution operations.

2. Planning Joint Logistics Over-the-Shore Operations

a. The tenets of successful JLOTS planning are the commanders' involvement and guidance, unity of command and unity of effort, and an integrated planning effort. The JFC's guidance and intent are central to planning and are translated into a plan for action by subordinates. The joint operation phase of US Navy and US Army LOTS, which constitutes JLOTS, can require multiple C2 changes in a compressed period of time. Continuous operations create a unique challenge to unity of command and unity of effort. During planning, and particularly in crisis planning, JLOTS commanders and their staffs synchronize their planning efforts with each other and those of their higher headquarters. An integrated operational planning team consisting of cross functional representatives (intelligence, meteorological and oceanographic, lighterage operations, bare beach, floating and elevated causeway operations, and sustainment) assists commanders by integrating the planning effort and supervising plan development.

b. **Executing JLOTS Operations Ship Discharge Operations.** Off-loading of strategic sealift ships may be conducted by Navy and/or Army forces augmented by civilian ship crews and select Marine Corps support personnel.

c. **Lighterage Operations.** Decentralized control of lighter movement is necessary for effective and efficient lighterage operations. For JLOTS operations, a joint lighterage control center is established.

d. **Shoreside/Beach Discharge Operations.** The mission of conducting cargo discharge operations includes the interfacing of transportation modes in the surf zone, seaward of the surf line and on the beach.

e. **Reception, Staging, and Onward Movement.** Reception, staging, and onward movement is an integral part of JLOTS. The JLOTS commander is responsible for reception and staging of equipment in the marshalling yard.

f. **Liquid Cargo Operations Overview.** Liquid cargo operations may be viewed in three distinct increments: ocean transport of liquid cargo from origin to offshore locations in the AOR, cargo transfer operations from offshore to the high water mark, beach storage and/or distribution area operations.

g. **Bulk Fuel Operations.** The JLOTS commander is responsible for offshore bulk fuel system (OBFS) operation, beginning with the reception of OBFS vessels and extending to the installation and operation of OBFS to their termination point on the beach.

h. **Tactical Water Systems.** Certain scenarios, particularly arid environment operations, may require the delivery of bulk potable water to storage and distribution systems ashore. In an immature theater, water can be obtained from surface sources (seas, rivers/streams, lakes) and treated with reverse osmosis water purification units, subsurface resources (through wells), or from maritime PREPO force ships over the shore through the amphibious bulk liquid transfer system water hose reels.

For more information, see JP 4-01.6, Joint Logistics Over-the-Shore.

Intentionally Blank

APPENDIX J JOINT HEALTH SERVICES

1. General

The MHS supports the operational mission by fostering, protecting, sustaining, and restoring health. It also provides the direction, resources, health care providers, and other means necessary for promoting the health of the beneficiary population.

2. Joint Medical Capabilities

Health support is provided to military personnel by applying prevention, protection, and treatment capabilities. The five overarching joint medical capabilities for HSS are: first responder care capability, forward resuscitative care capability, theater hospitalization capability, definitive care capability, and en route care capability.

3. Health Service Support Casualty Management

A characteristic of health support is the distribution of medical resources and capabilities to provide roles of medical care. This role of care includes immediate lifesaving measures and disease and nonbattle injury prevention and care.

a. **Role 1.** The first medical care military personnel receive is provided at Role 1 (also referred to as unit-level medical care).

b. **Role 2.** Role 2 provides advanced trauma management and emergency medical treatment including continuation of resuscitation started in Role 1.

c. **Role 3.** In Role 3, the patient is treated in a medical treatment facility or veterinary facility (for working animals) that is staffed and equipped to provide care to all categories of patients, to include resuscitation, initial wound surgery, and post-operative treatment.

d. **Role 4.** Role 4 medical care is found in US base hospitals and robust overseas facilities.

4. Medical Logistics

Medical logistics provides intensive management for planning and executing medical logistics support operations, to include medical distribution (which includes transportation planning and coordination), medical equipment maintenance and repair, blood management, optical fabrication and repair, and the centralized management of PM items.

5. Force Health Protection Casualty Prevention

Casualty prevention supports military personnel by applying prevention and protection capabilities. Casualty prevention includes all measures taken by commanders, leaders,

individual military personnel, and the health care system to promote, improve, or conserve the mental and physical well-being of military personnel.

a. **PVNTMED.** PVNTMED is the anticipation, prevention, and control of communicable diseases; illnesses; and exposure to endemic, occupational, and environmental threats. PVNTMED includes FHP measures taken against infectious, endemic, environmental, occupational, industrial, and operational health risks.

b. **Health Surveillance.** Health surveillance includes identifying the population at risk, identifying and assessing their potentially hazardous exposures (such as medical, food/water, occupational and environmental, psychological, and CBRN), using health risk communications practices to communicate the risk, employing specific countermeasures to eliminate or mitigate exposures, and utilizing medical surveillance procedures to monitor and report disease and nonbattle injury/battle injury rates and other measures of health outcomes to higher authority in a timely manner.

c. **Combat and Operational Stress Control.** Combat and operational stress control includes programs and actions to be taken by military leadership to prevent, identify, and manage adverse combat and operational stress reactions in units.

d. **Preventive Dentistry.** Preventive dentistry incorporates primary, secondary, and tertiary measures to reduce or eliminate conditions that may decrease military personnel fitness in performing their mission and which could result in being removed from their unit for treatment.

e. **Vision Readiness.** Vision readiness encompasses the Service member having optimal visual clarity in order to most effectively and efficiently complete their assignments as well as the optical devices needed for vision correction (if required) and for eye protection of all Service members during hazardous activities, including deployment.

f. **Laboratory Services.** Deployable environmental laboratory services include capabilities in identification and field confirmation of endemic diseases, occupational and environmental health hazards, and CBRN hazards. The focus of the laboratory is the total health environment of the JOA, not individual patient care.

g. **Veterinary Services.** The US Army is the DOD EA for veterinary support for the Services. US Army veterinary units are task-organized and tailored in order to support government-owned animal health care, veterinary PVNTMED, and food safety and security programs.

6. Health Service Support Operations

Due to the necessity to perform lifesaving interventions for personnel suffering combat trauma within minutes of wounding or injury, medical resources must be arrayed in close proximity to the forces supported. This also permits the medical assets to rapidly clear the JOA of casualties and enhances the JFC's ability.

7. Stability Activities and Civil-Military Operations

Medical stability activities include supporting efforts to establish or restore medical support necessary to sustain the population until local civil services are restored; assessments of the civilian medical and public health systems such as infrastructure, medical staff, training and education, medical logistics, and public health programs; and promoting and enhancing the HN medical infrastructure. Civil-military medicine is a discipline within operational medicine comprising public health and medical issues that involve a civil-military interface (foreign or domestic), including military medical support to civil authorities (domestic), medical elements of security cooperation activities, and medical civil-military operations.

8. Joint Health Planning Considerations

a. Timely, effective planning and coordination are essential to ensure adequate and sustainable health support in a JOA. Organization of the health support system is determined by the joint force's mission, the threat, intelligence, anticipated number of patients, duration of the operation, the theater PM policy, available lift, medical logistics capabilities, and hospitalization requirements.

b. **Planning Joint Medical Logistics.** Medical units as well as maneuver units usually begin requesting medical logistics support immediately upon arrival as they provide area medical support to organic personnel, identify unit shortages, or begin early operations in support of forces in the JOA. The medical logistics planner must coordinate with the command J-4 and other designated movement control organizations. Medical materiel will typically flow through the same distribution channels and is subject to the same movement controls as all other classes of supply.

For more information, see JP 4-02, Joint Health Services.

Intentionally Blank

APPENDIX K

JOINT BULK PETROLEUM AND WATER DOCTRINE

1. General

Providing forces with the right fuel, in the right place, and at the right time requires planning to determine peacetime and wartime requirements, contract and allocate product, arrange for bulk storage, move products forward to and within the theater, ensure quality control, issue and account for the fuel, and maintain distribution equipment and facilities. Bulk petroleum support to joint operations requires the Services to develop complementary tactical distribution systems and trained personnel to meet CCMD requirements while DLA is required to provide fuel to all Service component missions.

2. Joint Bulk Petroleum Logistics

The component commands determine bulk petroleum requirements for submission to the CDR's JPO or SAPO. The JPO or SAPO consolidates and validates the bulk petroleum requirements for planning and support purposes and provides them to DLA Energy for sourcing, analysis, and development of a support plan.

3. Bulk Petroleum Quality Management

The two main functional areas of quality management are QA and quality surveillance (QS). Contract provisions detail the quality requirements for commercial suppliers, while DODI 4140.25, *DOD Management Policy for Energy Commodities and Related Services*, and Military Standard-3004, *Quality Assurance/Surveillance for Fuels, Lubricants, and Related Products*, prescribe the quality management requirements for QA and QS performed by the government.

4. Planning for Joint Bulk Petroleum Operations

a. The JPO conducts the overall planning of petroleum logistic support for their CCMD at the strategic and operational levels. The LSA findings highlight logistics deficiencies and their associated risks to support theater operations. The inventory management plan identifies the petroleum inventory levels needed to support operating stocks requirements and pre-positioned war reserve requirements and specifies the amount of petroleum product, by location, held to cover requirements.

b. DLA acquires, stores, and distributes bulk petroleum with associated fuel additives to all DOD component customers wherever and whenever it is needed across the range of operational situations. Planning considerations for joint bulk petroleum logistics includes mission, fuel requirements, infrastructure, equipment, support units, C2, quality, interoperability of fuel transfer systems, sustainability and survivability, threat environment, sealift, and other distribution methods.

5. Executing Joint Bulk Petroleum Operations

a. DOD bulk petroleum inventories take into account economic resupply, safety levels, unobtainable inventory, and deliberate planning requirements. The movement and redistribution of assets are accomplished through a joint effort involving the CCMDs, Service components, and DLA Energy, interfacing with USTRANSCOM components for product movement outside the OA. Normal land petroleum operations may include pipeline and/or hose-line distribution, truck distribution, tactical tank farms, airfield operations, barges, and rail tank cars.

b. DLA Energy establishes and maintains a DOD bulk petroleum distribution system and related programs in coordination with the Services and the CCMDs. DLA, Services, and CCMDs have interrelated responsibilities to plan and execute for military construction; minor construction; operation of facilities; sustainment, restoration, and modernization; and environmental compliance of bulk storage and distribution facilities in support of the bulk petroleum management mission.

6. United States Transportation Command

CDRUSTRANSCOM plans for and provides air, land, and sea transportation of fuels for DOD during peacetime and wartime. These efforts supplement and do not replace the primary responsibilities assigned to the Services and DLA.

For more information, see JP 4-03, Joint Bulk Petroleum and Water Doctrine.

APPENDIX L JOINT MOBILIZATION PLANNING

1. General

Mobilization is the process of assembling and organizing national resources to support national objectives in time of war or other emergencies. Mobilization includes assembling and organizing personnel and materiel for active duty military forces, activating the Reserve Component (including federalizing the National Guard), extending terms of service, surging and mobilizing the industrial base and training bases, and bringing the Armed Forces of the United States to a state of readiness for war or other national emergency. This description implies two processes:

- a. The **military mobilization process** by which the nation's Armed Forces are brought to an increased state of readiness.
- b. The **national mobilization process**, which mobilizes the interdependent resource areas to meet nondefense needs, as well as sustaining the Armed Forces during all military operations.

2. Planning and Execution

a. **Mobilization Estimate of the Situation.** The mobilization estimate provides a tool for mobilization planners to make a systematic appraisal of mobilization requirements and options. The mobilization estimate requires input from all functional areas of the JS, Service staffs, and the corresponding staff sections at the CCMDs.

b. **Mobilization Planning.** During peacetime, mobilization planners in the joint planning and execution community participate in two primary activities: maintaining a mobilization base and participating in the JPP to develop detailed mobilization plans to support OPLANs.

c. **Mobilization Execution.** The CJCS recommends to SecDef the assets that are to be called up and their planned use when Reserve Component forces are to be mobilized to augment the Active Component. SecDef approval is required for the execution of a mobilization OPORD. After the President's decision to initiate mobilization, SecDef directs the Military Departments to proceed. The Services publish mobilization orders in accordance with their respective procedures.

d. **Monitoring the Status and Progress of Mobilization.** Information received by proponents in each of the resource areas is analyzed and coordinated with the other resource area proponents to provide decision makers with recommendations for controlling, preplanning, redirecting, or stopping mobilization operations.

e. **Mobilization Reporting.** The mobilization planner responds to formal and informal reporting requirements. Three formal reports are generated: Reserve Component

requirements from annex A (Task Organization) of each OPLAN which lists the total Reserve Component requirements; the mobilization report; and during partial mobilization, the President's report to Congress.

f. **Joint Demobilization Planning and Execution Introduction.** Demobilization is the process of transitioning from a conflict situation or from a wartime military establishment and defense-based civilian economy to a peacetime configuration while maintaining national security and economic vitality.

3. Demobilization Planning and Execution

a. Demobilizing the Armed Forces could be a relatively straight forward return of mobilized/activated units and individuals to their former status. It could also be a broader process including measures such as deactivation of units, rapid discharge of individuals, and a major reorganization of the Reserve Component.

b. Recovery planning should be closely coordinated with demobilization planning. Recovery includes the reset actions necessary in the theater and CONUS base to restore force readiness and a credible capability to respond, in the short term, to a future threat.

c. Following redeployment, the Military Departments deactivate units or return them to a reserve status. Military personnel are released from active duty or returned to reserve status. Materiel and equipment may be returned to bases of origin or other reserve/guard units, moth-balled, stored, distributed to other nations through foreign military sales or other security assistance programs, destroyed, sold for scrap, or turned over to the DLA Disposition Services.

For more information, see JP 4-05, Joint Mobilization Planning.

APPENDIX M MORTUARY AFFAIRS PLANNING

1. General

This appendix presents an overview of joint MA planning when preparing for a specific military operation. Additional guidance on planning can be found in JP 5-0, *Joint Planning*, and CJCSM 3130.03, *Adaptive Planning and Execution (APEX) Planning Formats and Guidance*.

2. Support Planning Considerations

Effective planning and coordination are required to provide adequately trained and sustainable MA support in an OA. Proper planning across all functional areas of a CCMD staff allows for a systematic examination of all relevant factors for an operation to support interoperability with other plans. Deployment of the MA assets during a contingency is determined by the joint force's mission, the threat, anticipated number of fatalities, duration of the operation, logistics channels for evacuation of human remains, available lift, and available mortuary support. MA planning should focus on wartime and major contingencies, peacetime losses are the responsibility of the Military Department Secretary.

a. **Threat.** The threat is a composite of ongoing enemy actions; artifacts of both friendly and enemy actions; occupational, environmental, geographical, and meteorological conditions; and the possible employment of CBRN agents or WMD.

b. **Personnel Estimates.** The manpower and personnel directorate of a joint staff prepares a personnel estimate that should contain a fatality estimate. In addition, each Service formulates fatality estimates in accordance with individual Service directives to support operation planning and assessment, future force planning, and training. During peacetime, these estimates are not calculated, so planners should review past losses within their OA to support the personnel estimate and include plans for a mass fatality event that could require additional, short-term support to augment the MA capability resident in the region. The exact number of fatalities US military forces and CAAF will suffer during peacetime or in military operations can never be accurately predicted; therefore, planning for MA support should be continuous and flexible to adjust to unanticipated situations. Plans and orders should be reviewed and amended as new facts become available, resources change, and other variables become apparent.

c. **Logistics Channels for Evacuation of Human Remains.** Establishing an evacuation channel for human remains when MACPs or a TMEP are established is critical to the smooth operation of MA in the OA. Human remains are transported on a "first in, first out" basis from a TMEP when one is established. DOD mortuary facilities should support the return of peacetime losses upon request by the Military Department of Service casualty office. The DOD mortuary facility should coordinate with the Service casualty

office for remains that they prepare. The MA planner should consider all appropriate means for human remains movement.

d. **MA CONOPS.** The overseas GCCs support the Military Departments in coordinating for the recovery, preparation, and evacuation of the human remains to a DOD mortuary and ultimately to a civilian funeral home for final disposition. This process may be supported by a DOD regional mortuary located in, or designated in support of, the GCC's AOR. The MA CONOPS is based on the Service's MA program; how and when to employ the program is driven by operational requirements and logistics considerations. The MA CONOPS for a given operation is designed to support the operational requirements of the forces and agencies involved. Therefore, CONOPS may differ in scope, detail, objectives, and available resources for specific operations and require updates during the operation's phases to reflect changes in commander's intent and mission requirements. Planners prepare an appendix (Mortuary Affairs) to annex D (Logistics) for OPCONs in their OA. When operations involve a declared conflict, there is generally a need to establish theater mortuary facilities (i.e., MACPs, TMEPs, and a theater PE depot) to meet the anticipated evacuation requirement. When these theater MA assets are required, the MA planner considers the manning and location of facilities for the receipt, preparation, and evacuation of human remains.

For additional guidance on the preparation of the CONOPS, see CJCSM 3130.03, Adaptive Planning and Execution (APEX) Planning Formats and Guidance.

e. **Commanders and MA Support Planners.** Planners at all levels should consider the following during planning and execution:

(1) **Formal Agreements.** Formal agreements assist in establishing procedures for the release of US human remains to US control. Review formal agreements such as:

- (a) North Atlantic Treaty Organization (NATO) standardization agreements.
- (b) Quadripartite standardization agreements.
- (c) MNF agreements (mortuary).
- (d) ACSAs.
- (e) Status-of-forces agreements.
- (f) Defense security agreements.

(2) **Implementing and Supplemental Agreements.** Additional implementing and supplemental agreements may be entered into between a CCDR and the HN to facilitate the transfer of human remains from the HN to US control. These agreements and arrangements can be established in a variety of forms. The GCC's lead Service for the MA program should maintain copies of all such agreements. These agreements can supplement

the status-of-forces agreements or other overarching agreements in any of the following: implementing agreements, implementing instructions, technical agreements, and exercise support agreements.

(3) **NGO Coordination.** Liaison should be established with International Committee of the Red Cross or Red Crescent for release of non-US personnel remains.

(4) **Contracts.** Contracts with commercial companies will identify the eligibility of contractors for DOD MA support. MA support and transportation of remains will be provided on a reimbursable basis in accordance with DODD 1300.22, *Mortuary Affairs Policy*.

(5) **Legal Jurisdiction.** HN and US laws establish legal jurisdiction affecting release of human remains to US control.

(6) **HNS.** Availability of HNS for facilities and contract support items may affect the logistical support requirements.

(7) **Religious Considerations.** MA planning takes into account religious considerations associated with the faith of the deceased and local populations that often impact operations such as evacuation timelines.

(8) **Personnel to Be Supported.** The number of personnel in the JOA and the JOA's size and location will have a large impact on the type of support that will be allocated and the placement of MA facilities. MA support and transportation is provided to all DOD-affiliated personnel involved in an operation. It may also include (on a non-reimbursable or reimbursable basis) US citizens, employees of other US Government departments and agencies, and CAAF who die outside of the US, upon the specific request of Department of State or other US Government department or agency. See Title 10, USC, Section 1486; Title 5, USC, Section 5741; and Title 31, USC, Section 1535. In addition, it can extend to operational partners involved in a given mission.

(9) **Infrastructure.** Level of infrastructure development (e.g., port mortuary location, LOCs, airfields, and other facilities) may affect MA sustainment operations.

(10) **Liaison.** MA liaison officer requirements for operations involving coordination between DOD and outside agencies should be established.

(11) **Engineer Support.** Planners should contact their engineering support personnel to review existing MA facility plans in the engineering database, rather than design a new facility. These designs are generally less expensive alternatives than contract construction or leasing and are built using readily available materials in the DOD supply system.

(12) **OCS.** To reduce the logistical footprint, MA planners should review contract support options to fulfill requirements for equipment and supplies such as ice machines, refrigeration units, and vehicles.

3. Considerations for Mortuary Affairs Transition

The transition from Service responsibility to overseas CCMD responsibility occurs when, in a designated OA, the overall logistics support capabilities and required MA support are unable to manage the flow of human remains from forward areas to the rear areas for evacuation. The transition decision point may be when the number of human remains exceeds the ability to return via current MA capabilities, or it may be established earlier to affect the smooth flow of human remains from the theater. GCCs may also designate a subordinate component command as the lead Service for the MA program and coordinate transition criteria based on contingency operational criteria. Given the overall size of the AOR, both may be in effect within the AOR differentiated by the countries involved in a specific contingency operation. During the latter phases of an operation, the transition from MA support to combat operations back to peacetime operations should also be driven by operational criteria.

4. Special Considerations

While complete protection of personnel, equipment, facilities, and the environment during military operations may not always be possible, planners should carefully address environmental, safety, and occupational health considerations during joint operations. Infectious organisms may be associated with human remains, regardless of postmortem condition, and could contaminate the storage and processing areas. Using standard precautions, all human remains should be handled as though they are potentially infectious. (See United States Army Public Health Center's [USAPHC's] Technical Guide [TG] 195A, *Safety and Health Guidance for Mortuary Affairs Operations: Infectious Materials*, for further information on the handling of potentially infectious human remains.) Therefore, each MA activity must ensure strict personal health, hygiene, and sanitation procedures are consistently followed. In addition, MA personnel need to have a hazardous waste disposal plan that follows current environmental safety guidelines and HN laws.

a. **Environmental Considerations.** Environmental considerations are an integral part of the planning and decision-making processes. GCCs are responsible for protecting the environment in which US military forces operate to the greatest extent possible consistent with operational requirements.

b. Safety Considerations

(1) **General Safety Considerations.** Personnel conducting MA functions should be aware of the following general safety considerations when handling human remains: personal protective equipment (PPE), water source, medical and occupational health support, regulated medical waste, work site safety, explosive ordnance management, and access to behavioral health support.

(a) PPE includes, but is not limited to, eye wear, respiratory protection, skin protection, gloves, gowns, and footwear. The Armed Forces Medical Examiner (AFME) and other health subject matter experts can recommend the proper PPE for unique

circumstances. PPE management includes sizing, quantity, resupply, donning, doffing, cleaning, use/reuse limitations, disposal, initial use, and reuse inspections; consumable items (batteries, filters, etc.); oxygen supply sources and resupply; and other manufacturer or health care professional instructions.

(b) Water source is identified as potable or non-potable.

(c) Medical and occupational health support is sufficient for occupational health needs, as well as immediate medical needs for MA personnel.

1. Health is focused on preventing the spread of disease from human remains to personnel working in or near MA facilities. More specifically, occupational health is focused on ensuring processes and procedures exist pertaining to:

a. Reporting of blood-borne pathogen exposure.

b. Administering vaccines, immunizations, and other prophylactic treatments (e.g., antibiotics). Baseline immunization requirements and testing should include at a minimum, hepatitis B, human immunodeficiency virus, and tuberculosis. Additional immunizations may be required based on the hazards in the region.

c. Health and wellness checks to monitor vital signs.

d. Health guidelines that prevent the spread of disease in the physical work place (e.g., sanitation of work area; preventing cross contamination by preventing eating, smoking, or drinking in work areas; and safety assessment reviews of the physical layout).

2. Immediate medical support is focused on ensuring access to nearest medical unit or medical treatment facility in the event of injury, illness, or occupational exposure to bio-hazardous blood and body fluids during operations.

(d) Regulated medical waste must align with biohazard material disposal procedures required by the Code of Federal Regulations for Occupational Safety, Public Health, Environmental Protection, and Transportation, established government-to-government agreements, or GCC interim operational policy for environmental compliance. Guidance often identifies the proper PPE and establishes safety and sanitation guidelines. It also addresses the need to incinerate all disposable protective clothing, bandages, dressings, sheets, towels, and other items coming into direct contact with the human remains or body fluids unless incineration is not the recommended method of disposal (i.e., for some CBRN contamination). The plan should address how the MA personnel are to dispose of hazardous waste if an incinerator is not available at their location or when incineration is not the preferred method. See USAPHC's TG 195A, *Safety and Health Guidance for Mortuary Affairs Operations: Infectious Materials*, for more detail.

(e) Work site safety is performing ongoing operational site reviews to prevent cross-contamination (e.g., eating in work areas), minimize slips/trips/falls, and adherence to personnel work-rest cycles.

(f) Explosive ordnance management identifies explosive ordnance disposal assets available to MA personnel and establishes procedures to include unexploded ordnance inspection and reporting procedures.

(g) Behavioral health support identifies behavioral health professional assets available to MA personnel and establishes procedures for accessing these assets.

(2) **Incident-Specific Considerations.** In addition to the normal safety considerations, there may be times when the handling of human remains requires a detailed specific plan due to the presence of additional hazards. In these instances, the use and disposal of PPE, bandages, dressings, sheets, towels, and other items that came into contact with the human remains or body fluids must be in accordance with biohazard material disposal procedures as required by the Code of Federal Regulations for environmental compliance, established government-to-government agreements, or GCC interim operational policy for environmental compliance. An incident-specific plan should address how the MA personnel are to don and doff PPE, proper use protocols, and disposal of hazardous waste and contaminated PPE.

c. **Contaminated Human Remains and Decedent Effects (DE).** Human remains contaminated with chemical agents, biological pathogens, or radiological or nuclear material may require temporary interment or placement in storage until safe handling and transportation procedures and protocols are approved for the situation. The nature of each contaminant type requires specific response planning, including an understanding of HN laws, international agreements, and state/local laws when associated with a domestic incident, to determine potential COAs to safely handle the contaminated human remains. DE, which are PE found on human remains, contaminated by CBRN material will be destroyed, decontaminated, placed in storage, or interred with the human remains until safe handling and transportation procedures and protocols are implemented to account for the situation.

d. **MA Support Protocols.** While it is anticipated that MA support to personnel not affiliated with the DOD may be provided by the HN or other international organizations, DOD may be requested to provide MA support to non-DOD-affiliated personnel within the JOA. Consequently, MA planners should review entitlements, laws, and regulations for the provision of US military mortuary services, eligibility for transportation, and procedures for obtaining SecDef approval when required. In consultation with the staff judge advocate, MA planners should establish MA support protocol recommendations for the JFC. Once established, JTF and MA planners should ensure the approved MA support protocols are published and disseminated. It is important to coordinate support with outside relief agencies (International Committee of the Red Cross, NGOs, and international organizations) in theater to ensure complete visibility for overall MA situation and requirements.

e. **MA for CAAF.** The terms and conditions of the contract between the DOD organization and the contractor dictate what MA support is authorized and provided either on a reimbursable or non-reimbursable basis. However, transport of contractor human remains may be subject to local HN laws and jurisdiction prior to arrival at a civilian APOE. The company of the deceased is generally responsible for notification of next of kin and transfer of human remains and DE. Companies may or may not be responsible for storage of DNA [deoxyribonucleic acid] samples to facilitate identification of the deceased. Estimated costs of MA provided to contractors must be accounted for to facilitate reimbursement by the contracting officer as appropriate.

f. **Use of Non-Military MA Support.** The use of HNS, local national support, or third-country national support should be limited to general labor, administration, transportation, and facility support. Only US military, US Government civilians, and DOD-contracted civilians should be used to accomplish search, recovery, and processing of US human remains and inventory of PE. If an agreement cannot be negotiated, MA support is performed under current US military procedures.

5. Temporary Interment and Disinterment Operations

a. **Interment.** Many scenarios across the range of military operations have the potential to produce a number of fatalities which overwhelm military and civilian capabilities and may drive the requirement for temporary interment of the deceased. Man-made or natural disasters and WMD attacks have the potential to create fatalities with the added complexity of contaminated human remains. GCCs can authorize temporary interment in their AOR and should plan for this possibility during CBRN response operations.

b. **Disinterment.** Disinterment operations should be conducted as soon as the tactical situation on the ground permits. When disinterment occurs and arrangements are made to transfer human remains to the TMEP, commanders maintain accountability records and provide information for US or adversary deceased transferred from temporary interment sites for which they have responsibility. Disinterment records are forwarded to the TMAO, and a copy is maintained in the decedent's case file.

6. Training

The GCC has the authority and responsibility to conduct sufficient joint training for MA within the command to ensure effective conduct of joint operations. The procedures for MA should be evaluated in CJCS- and CCMD-sponsored exercises.

7. Mortuary Affairs Support to Non-United States Personnel

Legal investigations are required on all suspected law of war violations or detainee deaths. These are required to be reported to the servicing judge advocate/legal advisor. Make timely reports to higher headquarters and military criminal investigatory agencies as required.

a. **Procedures for Handling Adversary and Local National Human Remains.** The TMEP coordinates with the TMAO for the return of adversary and local national human remains and PE to the HN government. Enemy combatants and local national human remains are processed with the same care and respect afforded US or PN human remains. Adversary and local national human remains are stored in separate refrigerated units from those used for US or PN human remains. Utilization of international agencies for the coordination of HN/local national human remains repatriation into local control is encouraged (e.g., International Committee of the Red Cross or equivalent).

b. **Procedures for Handling of Multinational Partner Human Remains.** Handling of multinational partner human remains is accomplished in accordance with established international agreements, standardization agreements, or contracts (for third-country nationals). If no standing agreements or policies are in place, then current US policy and procedures for handling US human remains is in effect. Multinational partner human remains are accorded the same care and respect given to US human remains. The TMEP coordinates through the TMAO and embassies for the repatriation of these human remains to the country of origin.

c. **Procedures for Handling Detainee Human Remains.** The US commander of the facility or US unit exercising custody over the human remains reports the death to the responsible investigative agency, the CCDR, and TMAO. The TMAO and investigative agency contact the AFME. The AFME determines whether an autopsy will be performed. The investigative agency representative accompanies the detainee human remains to the nearest MA facility for transport and evacuation in accordance with GCC's regulations and procedures. The detainee human remains are placed in a human remains pouch, sealed, and prepared for shipment. An evacuation number and appropriate shipping documents are prepared by MA personnel, and the case is recorded in the Mortuary Affairs Reporting and Tracking System (MARTS).

For additional guidance on detainee operations, see JP 3-63, Detainee Operations.

d. **Procedures for Handling Civilian Internee Human Remains.** The US commander exercising custody or control over the human remains reports the death to the responsible investigative agency, the CCDR, and TMAO. The TMAO and investigative agency contact the AFME. The AFME determines whether an autopsy will be performed. The investigative agency representative accompanies the civilian internee human remains to the nearest MA facility for transport and evacuation in accordance with GCC regulations and procedures. The human remains are placed in a human remains pouch, sealed, and prepared for shipment. An evacuation number and appropriate shipping documents are prepared by MA personnel, and the case is recorded in MARTS.

e. **CA Support in the Handling of Non-US Human Remains.** The death of civilians and local national noncombatants presents a unique set of circumstances that requires specific political and cultural sensitivities. Although not responsible for MA, CA personnel, with their expertise in cultural awareness and contacts with civil organizations, can act as intermediaries between the affected organization and the families to ensure the

command honors cultural traditions affecting the handling and removal of human remains and complies with HN government regulations. CA forces also can help local agencies interface with military assets, providing support in removal of human remains. This support can include handling customs, location of storage facilities, burial sites, and transportation options.

Intentionally Blank

APPENDIX N

LOGISTICS IN SUPPORT OF MULTINATIONAL OPERATIONS

1. General

a. **When participating in multinational operations, US forces will comply with international agreements signed by the US.** Logistic support during multinational operations differs from unilateral joint operations in that the participating nations represent different national and military objectives, cultures, and approaches to logistic support. This impacts how the US organizes, prepares, and executes logistic support during multinational operations. A significant challenge in MNL involves establishing effective C2 processes that are acceptable to all troop contributing nations. Logistics is a Service and national responsibility, and under a NATO operation, it is deemed a collective responsibility.

b. **MNL.** MNL is any coordinated logistic activity involving two or more nations supporting an MNF under the auspices of an alliance or coalition. This includes operations conducted under a United Nations (UN) mandate. MNL includes activities involving both logistic units provided by participating nations designated for use by the multinational force commander (MNFC), as well as a variety of MNL support arrangements that may be developed and used by participating forces. US CCDRs may not enter into MNL support arrangements without specific legal authority and prior negotiation of appropriate agreements. These legal authorities differ significantly in terms of required conditions, type of permitted support, and implementation procedures. US CCDRs should consult their staff judge advocate regarding applicable legal authorities.

c. **The Joint Logistics Environment in Multinational Operations.** The joint logistics environment exists within the OE and consists of the conditions, circumstances, and influences that affect the employment of logistic capabilities. MNL is bound together by a web of relationships among global logistic providers, supporting and supported organizations and units, and other entities. The key global providers for the US are the Services, DLA, and USTRANSCOM.

d. **Logistics Imperatives.** The value of logistics can be determined by how well the force is deployed and sustained. Three logistic imperatives help determine this: unity of effort, JLEnt-wide visibility, and rapid and precise response.

e. **MNL Principles.** The principles of logistics for US joint operations also apply to the logistics of multinational operations. However, because participating forces represent sovereign nations, there are several unique principles for MNL operations. They are: collective responsibility, authority, primacy of operational requirements, cooperation, coordination, assured provision, sufficiency, efficiency, flexibility, visibility and transparency, synergy, simplicity, and timeliness.

f. **Special Considerations in Organizing and Conducting Multinational Logistic Operations.** The planning and conduct of logistics in operations involving multiple sovereign nations characteristically differs from that in unilateral operations. Special

considerations include the impact of national sovereignty, the US as provider and recipient of logistic support, differences in MNL based on organizational structure, impact on MNL by type of operation, stability activities, force protection, MNL in a CBRN environment, limits to using MNL, and cyberspace operations.

2. Multinational Logistic Capabilities

a. **Developing mutually supportive relationships to enhance coordination is an important enabler for MNL operations.** The core MNL functions are supply, maintenance, deployment and distribution, joint health services, engineering, logistic services, and OCS. The MNL capabilities delivered by these functions, when combined with multinational personnel service support, provide the ability to globally project and sustain US forces operating as part of an MNF.

b. **Supply.** Logisticians integrate the four functional components of managing supplies and equipment; managing inventory; managing supplier networks; and assessing global requirements, resources, capabilities, and risks within the supply core logistic function. Under the premise that nations and MNFCs share a collective responsibility for the logistics in support of multinational operations, the MNFC will have the control of the use of commonly funded supplies and services.

c. **Maintenance Operations.** Each member nation executes maintenance as a core logistic function to maintain the fleet readiness of units and capabilities. In crisis or conflict, an efficient maintenance organization, composed of MNF and national repair facilities, is an essential component of MNF's capability. Therefore, nations should be encouraged to make bilateral and multilateral agreements in peace to cover use of national repair facilities in both peacetime and wartime.

d. **Deployment and Distribution.** The deployment and distribution function supports the movement of forces and unit equipment during the deployment and redeployment processes and supports materiel movement during the sustainment of operations. In a NATO operation, for example, strategic movement is managed by the allied movement coordination center, which combines and deconflicts separate, national, detailed deployment plans into a single multinational deployment plan to ensure smooth flow of forces in accordance with the MNFC's deployment priorities. In order to effectively synchronize and manage multinational movements, the JMC (or equivalent) requires detailed, timely information on an individual nation's deployment plans.

e. **Joint Health Services.** Opportunities exist to rationalize medical care within a multinational operation. For example, medical care roles could be provided by a lead nation or role specialist nation. However, differences in medical standards, customs, and training require careful consideration in planning multinational medical support. A medical coordination cell, in NATO parlance, may be established to work under the technical direction of the force surgeon.

f. **Engineering.** Engineering lends itself to multinational coordination and management arrangements. Nations participating in a multinational operation may place

assigned engineer units under the OPCON or the tactical control of the engineer task force commander. As an alternative, engineer units may simply coordinate engineer activities with the MNFC and the force engineer.

g. **Logistics Services.** In addition to MNL coordination centers at the MNF headquarters level, nations participating in a multinational operation may determine the need for operational-level support organizations to provide common support for the MNF. Such organizations include naval advanced logistic support sites and naval forward logistic sites for supporting multinational maritime forces and intermediate staging bases for supporting ground and air units. MNL support elements serve as critical transshipment nodes, supply storage and distribution points, refueling stations, staging bases for onward movement into tactical operational zones, medical support centers, and providers of other CUL support.

h. **OCS.** In NATO-led operations, the theater head of contracting in the joint logistic support group is responsible for consolidating common requirements in order to prioritize their fulfillment. Proper and timely OCS planning and coordination of contracting efforts is essential to management of limited resources to ensure the MNFC's operational priorities are effectively and efficiently supported. To effectively coordinate MNF contracting activities, the MNFC may publish a restricted items list that identifies critical, limited supplies and services within the OA, the procurement of which must be coordinated with the contracting coordination center.

3. Planning

a. When functioning as the MNFC, US commanders have the responsibility to develop a CONOPS and initial concept of support, in coordination with participating nations. Upon approval of participating nations, US and other MNL planners iteratively develop the support plan during a series of planning conferences, as time allows. National support elements serve as the intermediary between national logistical support at the strategic level to tactical-level forces. National support elements also coordinate and consolidate CUL functions. Centralized coordination of HNS planning and execution will ensure limited HNS resources are allocated most effectively to support the MNFC's priorities. In general, nations are expected to fund their participation in MNL support arrangements and reimburse providers for any support received from other nations. Funding and reimbursement requirements for US participation in these arrangements are generally a function of the applicable US legal authority.

b. **Executing MNL Introduction.** Differences in military organization, security procedures, language, doctrine, and equipment can pose potential risks to the successful implementation of operations. The risks can be mitigated through adhering to the MNF chain of command, the use of liaisons, and the establishment of a central node for MNL coordination.

4. Execution

a. Effective execution of logistics in MNF operations is contingent upon implementing the OPCON and understanding the degree of authority the supported commander has, understanding the responsibilities of the supporting commander, understanding national agreements and arrangements, and understanding the roles and responsibilities of multinational partners. Multinational coordination centers can be used to integrate PNs into the execution of MNF operations. Using coordination centers during execution aids in the deconfliction and maximization of the fulfillment of transportation requirements, control of contract personnel, and exchange of mutual logistic support of goods and services, as well as determining which element in the MNF provides which pieces of the logistics system, health services, and logistics reporting.

b. ACSA Authority

(1) **General Description.** The ACSA authority, Title 10, USC, Sections 2341-2350, originally enacted as the North Atlantic Treaty Organization Mutual Support Act of 1979 (Public Law Number 96-323), and DODD 2010.9, *Acquisition and Cross-Servicing Agreements*, authorize the acquisition and reciprocal provision of logistics support, supplies, and services (LSSS) to facilitate reciprocal logistic support. The ACSA legislation provides authority for US forces to perform the following two legally distinct, although not entirely separate, functions:

- (a) Acquire LSSS from foreign sources.
- (b) Reciprocal exchange of LSSS with multinational partners through cross-servicing agreements.
- (c) Use the ACSA Global Automated Tracking and Reporting System as the DOD system of record for SecDef, JS, CCMDs, and Service components to manage and track all ACSA transactions by US military participants.

(2) Among other things, the ACSA authority waives selected provisions of US contracting law and prescribes ordering and reimbursement procedures that are more flexible than those permitted under other authorities, such as the Arms Export Control Act (AECA). The type of LSSS that may be acquired or transferred under the ACSA is broadly defined; it includes food, billeting, transportation (including airlift), POL, clothing, medical and communications services, ammunition, base operations support (and construction incident to base operations support), storage services, use of facilities, training services, spare parts and components, repair and maintenance services, calibration services, and air and sea port services. It also includes the temporary use of general purpose vehicles and other nonlethal items of military equipment, where such lease or loan is permitted under national laws and regulations.

(3) **Items that may not be acquired or transferred** under ACSA authority include weapon systems (except for temporary use of general purpose vehicles and other items of military equipment not designated as significant military equipment on the US

Munitions List promulgated pursuant to Title 22, USC, Section 2778[a][1]); guided missiles; naval mines and torpedoes; nuclear ammunition and included items such as warheads, warhead sections, and projectiles; guidance kits for bombs or other ammunition; and chemical ammunition (other than riot control agents).

(4) **Implementation.** Acquisition-only authority does not require the existence of a cross-servicing agreement or an implementing arrangement, but should only be used when no applicable ACSA exists. US MNFCs or other elements of Armed Forces of the United States supporting the US MNFC obtain approval from Joint Staff J-4 through the appropriate CCMD. Acquisition-only transactions document the terms and conditions of the specific acquisition transaction. Exchanges of logistic support (which include both acquisition and provision of support) require the prior negotiation of a bilateral ACSA and implementing arrangement in the form of an ACSA between the DOD and the foreign nation's armed forces. An implementing arrangement may contain specific procedures for the execution of transfers under the ACSA, especially Service-specific or geographic-specific procedures. In consultation with SecDef, DOD has the authority to negotiate ACSAs and acquisition-only agreements. For approved countries and organizations, this negotiating authority may be delegated to the CJCS, who may further delegate it to GCCs. Countries or international organizations that are not pre-approved as ACSA-eligible require consultation with the Secretary of State and congressional notification prior to negotiation of an ACSA. Further, prior to concluding an agreement that has been negotiated, further consultation with the Department of State is necessary.

(5) **Financial Requirements.** A key ACSA provision is the range of reimbursement options permitted for logistic exchanges: monetary payment, replacement in kind, or replacement by supplies or services of equal value. Furthermore, the terms of reimbursement may be negotiated by the US and foreign parties on a transaction-by-transaction basis. That is, the providing party (which determines the form of reimbursement) may require cash reimbursement in one exchange transaction but accept replacement in kind or replacement of equal value in another.

For further information, refer to CJCSI 2120.01, Acquisition and Cross-Servicing Agreements.

c. Cooperative Military Airlift Agreements (CMAAs)

(1) **General Requirements.** CMAAs, Title 10, USC, Section 2350c, provides authority for US forces to acquire or exchange airlift support from allied countries and NATO subsidiary bodies for the transportation of personnel and cargo of the military forces on aircraft operated by and for each other's military forces. SecDef has delegated to CDRUSTRANSCOM the authority to negotiate and conclude CMAAs.

(2) **Implementation.** The CMAA itself normally sets forth the terms, conditions, and procedures to be followed by the US and the allied country or NATO subsidiary body involved. Title 10, USC, Section 2350c, however, limits the type of military airlift capacity that may be used to provide transportation during peacetime. Operational, financial, and

other detailed procedures may be included in a technical annex or appendix to the CMAA. No additional agreements are required.

(3) **Financial Requirements.** Title 10, USC, Section 2350c states that the rate of reimbursement for transportation shall be the same for each party and not less than the rate charged to military forces of the US. Credits and liabilities may be liquidated as agreed upon between the parties, either by in-kind transportation services or by direct payment. The liquidation must occur on a regular basis but not less often than once every 12 months. CMAAs may not be used by allied countries to transport defense articles purchased under the AECA at less than the full rate of reimbursement that is equal to the cost of transportation.

d. **AECA**

(1) **General Description**

(a) The AECA of 1976, Title 22, USC, Sections 2751-2756, 2761-2767, 2769, 2770, 2770a-2781, 2785, 2791-2795b, 2796-2796d, 2797-2797c, 2798, 2799-2799d, 2799aa-2799aa-2, was developed primarily to manage and regulate the sales of major weapons systems and associated support and training to foreign countries or international organizations, but it can and has been used as the authority for transfers of logistic support. Among other things, the AECA provides authority for the following:

1. Sales of defense articles or services from existing DOD stocks.
2. Sales of defense articles or services from new procurement managed by DOD.
3. Sale of DOD design or construction services.
4. Collectively, these government-to-government sales of defense articles or services are known as foreign military sales (FMS). **The AECA imposes restrictions on the type of articles and services that can be transferred** and contains specific provisions regarding purchaser eligibility, third-country retransfers, congressional notification/certification, and reporting. However, most of these restrictions apply to sales of high-cost, high-technology weapons systems; few apply to FMS made in support of US MNL obligations.

(b) **Implementation.** All sales under the AECA are documented in formal government-to-government agreements, known as letters of offer and acceptance (LOAs). LOAs are generally initiated, negotiated, and implemented by the materiel and logistic commands of the Military Departments and reviewed and approved by DSCA; the geographic CCMDs (and their components) have little formal role in these processes. The negotiation of LOAs required to fulfill US MNL responsibilities can be time-consuming, particularly when many nations expect to receive support through FMS at the same time. In some cases, this process may take 60 to 90 days.

(2) **Financial Requirements.** The AECA requires advance payment in US dollars for all FMS transactions. For US and multinational commanders, this requirement means US logistic support authorized in an FMS case cannot be provided until the recipient provides and processes adequate funding to the United States Government (USG). The advance payment requirement means no appropriated DOD funds are involved in the transfer of support under the AECA. Thus, such transfers would not be affected by any DOD authorization or appropriation act provisions regulating logistic transfers involving the use of appropriated funds, such as those under the ACSA.

5. Foreign Assistance Act

a. **General Description.** The Foreign Assistance Act (FAA) of 1961, Title 22, USC, Sections 2151-2431k, contains a broad range of authorities to provide financial aid or sell/transfer free of charge military goods or services to foreign countries or international organizations. Although less important for MNL operations than the ACSA and AECA, two provisions of the FAA are important: Section 506 (Title 22, USC, Section 2318) drawdowns and Section 607 (Title 22, USC, Section 2357) reimbursable sales. Section 506(a)(1) provides authority to the President on determining that an unforeseen emergency requiring immediate military assistance to a country or international organization exists and which cannot be met under the authority of the AECA or any other law, to direct the drawdown of existing DOD articles and services for transfer to a foreign country or international organization. The value of DOD articles and services provided under this authority will be limited in the drawdown determination, and the drawdown equipment or supplies must come from existing stocks; no new procurement is authorized. Additionally, Section 506 authorizes drawdowns from DOD inventory or resources specifically for support of counterdrug, disaster relief, nonproliferation, and migrant and refugee assistance. The second authority, Section 607 of the FAA, allows any USG department (including DOD) to provide commodities and services to friendly foreign nations or international organizations, among others, on an advance-of-funds or reimbursable basis. The agency providing support under Section 607 may also contract with nongovernmental personnel to assist in providing that support.

b. **Implementation.** Section 506 drawdowns will be issued by a presidential determination. However, support under Section 607 is usually provided under an agreement (known as a Section 607 agreement) negotiated between the intended foreign recipient of logistic support and the Department of State. The agreement defines the general terms and conditions for any USG support for an individual country or specific UN mission. A signed 607 agreement expresses the Department of State's policy approval for providing US support to a country or UN mission but does not commit DOD to honor every UN support request. It does, however, eliminate the requirement for Department of State review of individual support requests. Within DOD, any Section 607 support that is to be managed through security assistance channels (generally equipment leases and repair parts provided by Military Service materiel commands, such as Army Materiel Command or Air Force Materiel Command) will be implemented through an LOA.

c. **Financial Requirements.** Section 506 does not require reimbursement for the provided equipment, supplies, or services, but it does require DOD to closely monitor the

value of stocks and training drawdown to ensure that the annual cap is not exceeded. The act authorizes supplemental appropriations to reimburse the providing DOD component for drawdowns, but such appropriations require separate congressional action. By contrast, Section 607 requires the foreign country or international organization to pay for US support but imposes no specific deadline for reimbursement. If reimbursement will not be completed within 180 days after the close of the fiscal year in which such services and commodities are delivered, then payment of interest is required at the current rate established pursuant to Title 12, USC, Section 635(b)(1)(B). Repayment of such principal and interest must not exceed a period of three years from the date of signing of the agreement to provide the service: funds available for this paragraph in any fiscal year shall not exceed \$1,000,000 of the total funds authorized for use in such fiscal year and shall be available only to the extent provided in appropriation acts. Interest shall accrue as of the date of disbursement to the agency or organization providing such services.

6. Federal Property and Administrative Services Act

a. **General Description.** The Federal Property and Administrative Services Act, contained in Subtitle I of Title 40, USC, Sections 701-705, permits any USG agency, including DOD, to transfer foreign excess property (FEP) to foreign countries for foreign currency, substantial benefits, or the discharge of claims. Within DOD, pursuant to Title 40, USC, Section 102, FEP is defined as any DOD property, excluding major naval vessels (defined as battleships, cruisers, aircraft carriers, destroyers, or submarines) and records of DOD not required for discharge of DOD responsibilities and not located in the US, the District of Columbia, Puerto Rico, American Samoa, Guam, the Northern Mariana Islands, the Federated States of Micronesia, the Marshall Islands, Palau, and the US Virgin Islands. Property that may be transferred under this authority includes such logistic items as accommodations, construction materiel, food, and medical equipment that are both excess to DOD requirements and/or costly to remove from a foreign country.

b. **Implementation.** Transfers of logistic items under the Federal Property and Administrative Services Act are implemented by a memorandum of understanding (MOU) developed by the cognizant Military Department and coordinated with the Office of the Secretary of Defense. Among other things, the MOU identifies the items to be transferred, the fair market value of the items, and the tangible non-monetary benefits to be received by the USG in exchange for the FEP. The GCCs have little formal role in this process.

c. **Financial Requirements.** The Federal Property and Administrative Services Act and the implementing DOD regulations allow the Military Departments and DLA a broad degree of latitude in determining the financial terms of the transfer. DOD requires that transfers of FEP for “substantial benefits” must be in the overall interests of the US and be tangible and appreciable in relation to the value of property being transferred.

7. Transportation Preference Laws

a. Title 49, USC, Section 41106, and Fly America Act (Title 49, USC, Section 40118) requires DOD to use US air carriers that are members of the Civil Reserve Air Fleet to

meet DOD's air transportation needs when such carriers are available. These laws apply even if a foreign carrier is available, more convenient, or less expensive than a US carrier.

b. The Cargo Preference Act of 1904 (Title 10, USC, Section 2631) requires supplies bought for or owned by DOD entities be transported on US-flag vessels when available and the cost is not excessive or otherwise unreasonable.

c. Transportation preference laws may impact a commander's ability to transport DOD goods and DOD personnel on foreign air carriers and foreign flag vessels, even if such transportation is provided by an ally as reimbursement for other logistic support, supplies, and services received from the US under an ACSA transaction. Operational commanders should consult their staff judge advocate or other legal counsel to determine whether the transportation preference laws apply in a particular situation.

For more information, see JP 3-16, Multinational Operations.

Intentionally Blank

APPENDIX O DISTRIBUTION OPERATIONS

1. General

a. **Joint distribution is the operational process of synchronizing all elements of the joint logistic system using the JDDE.** Distribution includes the ability to plan and execute the movement of forces for deployment and redeployment as well as sustainment and retrograde. It 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 commander. The JDDE community of interest (COI) connects Service, DOD, and other US Government department and agency movements under the end-to-end distribution coordinating authority exercised by CDRUSTRANSCOM as the JDDC.

b. **JDDE.** The JDDE includes equipment, procedures, doctrine, leaders, technical connectivity, information, organizations, facilities, training, and materiel necessary to conduct joint distribution operations. The JDDE COI is the collaborative network of JDDE partner organizations, to include DOD components, sharing common distribution-related goals, interests, missions, and business processes, which comprise end-to-end distribution, in support of CCDRs. USTRANSCOM serves as the single coordination and synchronization element on behalf of and in coordination with the JDDE COI to establish processes to plan, apportion, allocate, route, schedule, validate priorities, track movements, and redirect forces and materiel per the supported commander's intent.

c. **Global Distribution.** Global distribution is the process that coordinates and synchronizes fulfillment of joint force requirements from point of origin to point of employment. The ultimate objective of this process is the effective and efficient support of the joint force mission. USTRANSCOM, as the JDDC, must coordinate and synchronize a joint distribution tempo that is responsive to the requirements, capabilities, and military limitations in the OA. The JDDE leaders and organizations respond to requirements and priorities established by the supported GCC. The GCC determines the point of need, which can be a major APOD or SPOD, an austere airfield, a sea base, or any forward location within the OA (e.g., open fields, parking lots, highways). The JDDOC is the GCC's staff element that coordinates, synchronizes, and optimizes strategic and theater deployment and distribution operations within the GCC's AOR.

2. Distribution Operations Capabilities

a. **JDDE Networks.** The four networks of the JDDE are the physical, financial, information, and communications networks. The **physical network** of the distribution system consists of the quantity, capacity, and capability of fixed structures and established facilities supporting distribution and redistribution operations. The **financial network** is composed of policies, processes, and decision systems that obtain, allocate, and apportion fiscal resources to acquire and maintain distribution capabilities and to execute the global distribution mission. The **information network** consists of all data collection devices, automatic identification technology, automated data and business information systems,

decision support tools and applications, and ITV capabilities supporting or facilitating global distribution. The **communications network** links every facet of military operations affecting the ability of the Armed Forces to control and influence the outcome of military operations.

b. **Movement Control Capabilities.** Intertheater movement control entails the coordination of all modes of transportation assets, terminals, Services, commands, and HN assets during deployment, sustainment, and redeployment. DTS is that portion of global distribution infrastructure that supports DOD common-user transportation needs across the range of military operations. USTRANSCOM is responsible for providing common-user transportation and terminal management for DOD as well as non-DOD agencies upon request. Its three subordinate TCCs, AMC, MSC, and SDDC, work in concert to enable global mobility.

c. **Equipment/Stock PREPO and Forward Stocking.** DOD PREPO programs are both land-based and sea-based. They are critical programs for reducing closure times of combat and support forces needed in the early stages of a contingency and also contribute significantly to reducing demands on the DTS. The US Army and US Marine Corps PREPO programs consist of combat, CS, and CSS capabilities, to include in-stream discharge and JLOTS capabilities. Other Service and DLA PREPO programs are logistics oriented.

3. Distribution Planning

From a logistician's perspective, it is important for the CCDRs and operations planners to understand the capabilities and limitations of available core logistic capabilities. To that end, the joint logistician is deeply involved in each of the planning functions and assists in preparing the logistic portion and/or supplement for a plan supporting the CCDR's strategic context and assumptions, global priorities, and missions.

4. Execution and Assessment

a. **Distribution Framework.** The primary organizations involved in the distribution management functions are the JDDOC, JLOC, theater JTB, JTB, and other management boards, as required. Performing intertheater distribution operations involves unity of effort among CDRUSTRANSCOM; Director, DLA; and each of the Services. DLA is the primary operator of the defense supply and depot system and is responsible for acquisition, receipt, storage, issuance, and generation of source data for all materiel (other than materiel procured by the individual Services) flowing in the defense distribution pipeline. USTRANSCOM assumes responsibility for the movement of materiel as it enters the DTS. Distribution execution at the intratheater level is the responsibility of the GCC and the forces assigned and occurs in that part of the distribution pipeline extending from intermediate staging bases and ports of debarkation throughout the OA. The GCC's J-4 directs and manages the effectiveness of the distribution system in theater. Each Service is responsible for the logistic support of its own forces. Services can augment organic

logistic capabilities by agreements with national agencies or allies, or by participating in common, joint, or cross-servicing agreements.

b. **Supplier, Strategic, and Theater Distribution.** The JDDE COI must optimize organic and commercial capabilities from the point of origin/source of supply through the point of need to the point of employment or consumption. While some distribution continues to be made from producers and vendors through the military depot system, particularly for munitions and repair parts, commercial contracts for some materiel support now require customer-direct delivery to the military customers on a global basis. Other contracts require delivery by the vendor to the DTS for movement into the overseas areas, where either the contractor takes possession to make the delivery or the shipment is moved by US military capability to the final destination.

c. **ITV.** ITV throughout the JDDE provides the CCCR the capability to see and redirect strategic and operational commodity/force flow in support of current and projected priorities. It also provides users with timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, and supplies so that they may act upon that information to improve DOD logistic practices supporting operations. ITV is the ability to track the identity, status, and location of DOD units, non-unit cargo, passengers, patients, and personal property from origin to consignee or destination across the range of military operations.

d. **Management and Control of Intermodal Platforms.** Container management is the planning, organizing, directing, controlling, and executing of functions and responsibilities required to provide for positive and effective use of DOD- and Military Department-owned, leased, or controlled International Organization for Standardization containers. Management and control of intermodal platforms is accomplished by global, Service, and theater container and pallet managers.

5. Controlling Distribution

a. Control of movements across the entire distribution pipeline is achieved through the ability to coordinate and synchronize processes, business rules, systems/tools, and organizations. Control over the distribution pipeline means the ability to track and shift—and potentially reconfigure (per supported commander’s requirements and priorities)—forces, equipment, and supplies, even while en route, and to deliver tailored packages directly to the CCCR. Application of centralized control and decentralized execution among the JDDE COI produces the flexibility necessary to adapt logistic structures and procedures to changing situations, missions, and concepts of operation to support fluid joint operations.

b. Movement control spans the strategic, operational, and tactical levels of warfare to ensure the distribution pipeline is fully coordinated and operating effectively and efficiently. Execution of joint distribution operations to satisfy movement requirements is built on the underpinning movement plans that allow active coordination, as necessary, to allow fulfillment of the movement requirement.

For more information, see JP 4-09, Distribution Operations.

Intentionally Blank

APPENDIX P OPERATIONAL CONTRACT SUPPORT

1. General

OCS is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of joint operations. The US has always used contracted support in military operations at various levels of scope and scale. The continual introduction of high-tech equipment, coupled with force structure and manning reductions, mission-specific force cap restrictions, and high operating tempo mean that contract support will augment military forces in most operations. Accordingly, the GCC, subordinate commanders, and their staffs must be familiar with how to plan for and integrate OCS during military operations. Additionally, the components and supporting CSAs play a major role in OCS planning, execution, and integration.

2. Contract Support Integration

a. **Planning and Integration.** OCS planning and coordination is primarily an operational, not contracting, function. The GCC, subordinate JFCs, and supporting component commanders determine support requirements and the appropriate source of support (i.e., organic support, multinational support, HNS, or contracted support). Service theater support contracting and other contracting and/or OCS-related organizations and individuals such as the Joint Contingency Acquisition Support Office and the Army field support brigade Army logistics civil augmentation program planners advise, augment, and assist, but do not lead, the OCS planning process. Close coordination between all primary and special staff members is required to ensure OCS planning balances effectiveness with efficiency and risk while seeking to attain the JFC's directed strategic end state.

b. **Requirements Determination.** Requirements determination encompasses all activities necessary to develop, consolidate, coordinate, validate, approve, and prioritize joint force contract support requirements and consists of three major subordinate functions: requirement development, requirement consolidation, and requirement validation. **Requirements development** is the process of defining actual requirements for contracted support and capturing these requirements in "acquisition ready" contract support requirements packages. When possible, Service component commands and their major support commands should consolidate common contracted service and commodity requirements under a single designated management activity [**requirements consolidation**]. **Requirements validation** is the process to coordinate, review, prioritize, and approve contract support requests.

c. **Other Key Considerations.** There are numerous other OCS planning and execution considerations that must be considered by the supported GCC, subordinate JFC, and Service component commanders. These considerations range from establishing and maintaining an OCS COP to arranging common contracting support in multinational operations to determining the civil-military impact of OCS in major stability activities.

d. **Contracting Support In-Theater Contracting Organization.** While not necessary for minor single-Service operations, the GCC should normally designate a lead LSC, lead Service for contracting coordination (LSCC), or JTSCC in all joint operations to ensure effective and efficient use of local commercial vendor base and to coordinate common contracting actions with designated contracting agencies.

e. **In-Theater Contracting Planning and Coordination.** Contracting planning is a contracting organizational function executed to some extent by all contracting agencies, not just an LSCC, LSC contracting activities, or JTSCC, which develops and awards contracts in support of GCC-directed operations. Contracting planning, referred to as acquisition planning in the FAR, is executed on a requirement basis and has a particular meaning and application as prescribed in the FAR, Defense FAR Supplement, and contracting authority guidance. The JCSB is the primary JFC's mechanism to coordinate and deconflict contracting actions within a designated OA, normally a JOA. The JCSB is the forum for theater support, Service civil augmentation program, and other designated in-theater external contracting organizations to share information, coordinate acquisition strategies, and to minimize chances of competition and redundancies between individual contracts and/or task orders and look for opportunities to optimize filling of like requirements through common contracts.

3. Contractor Management

a. **Contractor management** involves the control, support, and integration of contractor personnel and their associated equipment deploying and operating in the OA. Contractor personnel will make up a part of almost any deployed joint force. In some operations, contractor personnel can even make up the majority of the deployed force. In any case, contractors and their equipment impose unique challenges to the JFC and, therefore, must be treated as a formal part of the deployed force rather than an afterthought when contractor management issues arise.

b. **Predeployment preparation** includes actions taken by the government and contract companies to ensure CAAF meet GCC-directed requirements before entering the OA. Eligibility, as defined in the Foreign Clearance Guide and other GCC-specific theater entrance guidance processes, may require country and theater clearances, waiver authorities, immunizations, required training, and/or issuance of required organizational clothing and individual equipment.

c. **Deployment and reception** involves managing the flow and reception of CAAF and associated equipment in accordance with established Office of the Secretary of Defense and GCC-approved operational specific policies and procedures. Obtaining and maintaining personnel accountability enables the JFC to control the entrance and exit of CAAF into and out of the OA. It further allows the JFC to automatically track, by name and location, the movement of deployed CAAF throughout the individual CAAF deployment process. Reception, staging, onward movement, and integration actions vary depending on the contractor deployment methodology.

d. **In-Theater Management.** In-theater contractor management includes legal authority and discipline, contractor visibility and accountability, movement control, government-furnished support, and force protection/security. **Legal jurisdiction over contractor personnel** varies depending on contractor personnel nationality, CAAF or contractors not authorized to accompany the force designations, operational-specific policies, and the type and severity of the disciplinary infraction. Normally, local national contract employees are subject to local laws, while US citizens and third-country national CAAF may or may not be subject to local laws depending on provisions, if any, documented in existing status-of-forces agreements or other security agreements. **Contractor personnel visibility and accountability** are essential to determine and resource government support requirements such as facilities; life support; force protection; personnel recovery; morale, welfare, and recreation; and medical services in uncertain, hostile, and/or austere OEs. **Intratheater movement control** includes directing contractor movement through DOD, US Government departments or agencies, or other partner-contracted support convoys along specified routes and times. Planning and oversight of government-furnished support actions is primarily a Service component responsibility. However, DOD policy requires the appointment of a government-furnished support adjudication authority to ensure government-furnished support for contractor personnel is coordinated and approved prior to approval of the contract.

e. **Redeployment.** CAAF should conduct redeployment actions in the reverse manner of how they deployed. Service components, DOD agencies, USTRANSCOM, and USSOCOM are responsible for ensuring redeploying CAAF and their equipment are properly managed and controlled.

f. **Force Protection and Security.** Force protection and security of contractor personnel and equipment is a shared responsibility between the contractor and the US Government. In a permissive environment, the supported GCC and subordinate commander may have only limited special planning considerations, and this security responsibility would normally fall to the contractor. In hostile environments, contractor-related force protection and security requirements can be a major challenge.

g. **Contractor-Provided Security.** The GCC may authorize the use of contractors to provide specified security functions, consistent with applicable US, HN, international law, and any status-of-forces agreement or other security agreement that may exist for the specified OA.

For more information, see JP 4-10, Operational Contract Support.

Intentionally Blank

APPENDIX Q POINTS OF CONTACT

Joint Staff/J-7/Doctrine Division

Website: <http://www.jcs.mil/doctrine/>
E-mail Support: js.pentagon.j7.jedd-support@mail.mil
Phone number: 1-703-692-7276 (DSN 222)

Joint Staff Doctrine Sponsor/J-4

At the time of this publication:
CDR Taquina Luster
Strategy & Readiness Branch
Mailing Address: 4000 Joint Staff Pentagon, Room 2C947
Washington, DC 20318-4000
Comm: 1-703-571-9869
NIPR: taquina.t.luster.mil@mail.mil
SIPR: taquina.t.luster.mil@mail.smil.mil

Joint Staff Operations Directorate/J-3

At the time of this publication:
Mailing Address: 3000 Joint Staff Pentagon, Room 2D882
Washington, DC 20318-3000
Comm: 1-703-697-4546

Joint Staff Strategy, Plans, and Policy Directorate/J-5

At the time of this publication:
Mailing Address: 5000 Joint Staff Pentagon, Room 2E800
Washington, DC 20318-5000
Comm: 1-703-697-6277

Under Secretary of Defense for Policy (USD [P])

At the time of this publication:
Mailing Address: 2000 Defense Pentagon
Washington, DC 20301-2000
Website: <https://policy.defense.gov/>
Comm: 1-703-571-3343

Under Secretary of Defense for Acquisition & Sustainment (USD [A&S])

At the time of this publication:
Mailing Address: 3010 Defense Pentagon
Washington, DC 20301-3010
Website: <https://www.acq.osd.mil/>
Comm: 1-703-571-3343

United States Transportation Command (TRANSCOM)

At the time of this publication:
Strategy, Policy, Programs, and Logistics (TCJ5/J4)
Mailing Address: 508 Scott Drive Scott Air Force Base, IL 62225
Website: <https://www.ustranscom.mil/>
Comm: 1-618-220-5757

Defense Logistics Agency (DLA)

At the time of this publication:
Logistics Operations (J3)
Mailing Address: 8725 John J. Kingman Road
Fort Belvoir, VA 22060
Website: <http://www.dla.mil/>
Comm: 1-571-767-1600

Defense Contract Management Agency (DCMA)

At the time of this publication:
Mailing Address: 3901 A Ave, Building 10500
Fort Lee, VA 23801
Website: <http://www.dcmamail.com/>
Comm: 1-804-734-1492

Defense Security Cooperation Agency (DSCA)

At the time of this publication:
Mailing Address: 2800 Defense Pentagon
Washington, DC 20301
Website: <http://www.dsca.mil/>
Comm: 1-703-697-9709

Defense Health Agency (DHA)

At the time of this publication:
Mailing Address: 7700 Arlington Boulevard, Suite 5101
Falls Church, VA 22042
Website: <https://www.health.mil/dha>
Comm: 1-800-444-5445

APPENDIX R REFERENCES

The development of JP 4-0, *Joint Logistics*, is based upon the following primary references:

1. General

- a. *Title 10, USC.*
- b. *Title 14, USC.*
- c. *Title 32, USC.*
- d. *The National Security Strategy.*
- e. *(U) National Military Strategy.*
- f. *National Strategy for Homeland Security.*
- g. *National Response Framework.*
- h. *Defense Strategy Review.*
- i. *Unified Command Plan.*
- j. *(U) Guidance for Employment of the Force.*

2. Department of Defense Publications

- a. DODD 1300.22, *Mortuary Affairs Policy.*
- b. DODD 2010.9, *Acquisition and Cross-Servicing Agreements.*
- c. DODD 2310.01E, *DOD Detainee Program.*
- d. DODD 3000.06, *Combat Support Agencies (CSAs).*
- e. DODD 3000.10, *Contingency Basing Outside the United States.*
- f. DODD 3235.02E, *DOD Combat Feeding Research and Engineering Program, DOD Combat Feeding Research and Engineering Board, and DOD Nutrition Committee.*
- g. DODD 4151.18, *Maintenance of Military Materiel.*
- h. DODD 4180.01, *DOD Energy Policy.*

- i. DODD 4270.5, *Military Construction*.
- j. DODD 4500.09E, *Transportation and Traffic Management*.
- k. DODD 4705.01E, *Management of Land-Based Water Resources in Support of Contingency Operations*.
- l. DODD 4715.21, *Climate Change Adaptation and Resilience*.
- m. DODD 5100.01, *Functions of the Department of Defense and Its Major Components*.
- n. DODD 5101.1, *DOD Executive Agent*.
- o. DODD 5101.08E, *DOD Executive Agent (DOD EA) for Bulk Petroleum*.
- p. DODD 5101.09E, *Class VIIIA Medical Materiel Supply Management*
- q. DODD 5101.10E, *DOD Executive Agent (DOD EA) for Subsistence*.
- r. DODD 5101.11E, *DOD Executive Agent for the Military Postal Service (MPS) and Official Mail Program (OMP)*.
- s. DODD 5101.12E, *DOD Executive Agent (EA) for Construction and Barrier Materiel*.
- t. DODD 5101.13E, *DOD Executive Agent for the Unexploded Ordnance Center of Excellence (UXOCOE)*.
- u. DODD 5111.1, *Under Secretary of Defense for Policy (USD[P])*.
- v. DODD 5134.01, *Under Secretary of Defense for Acquisition, Technology, and Logistics (USD[AT&L])*.
- w. DODD 5134.12, *Assistant Secretary of Defense for Logistics and Materiel Readiness (ASD[L&MR])*.
- x. DODD 5136.13, *Defense Health Agency (DHA)*.
- y. DODD 5158.04, *United States Transportation Command (USTRANSCOM)*.
- z. DODD 5160.65, *Single Manager for Conventional Ammunition (SMCA)*.
- aa. DODD 6000.12E, *Health Services Support*.
- bb. DODD 6055.09E, *Explosives Safety Management (ESM)*.

- cc. DODD 6200.04, *Force Health Protection (FHP)*.
- dd. DODD 6205.3, *DOD Immunization Program for Biological Warfare Defense*.
- ee. DODD 6400.04E, *DOD Veterinary Public and Animal Health Services*.
- ff. DODD 6490.02E, *Comprehensive Health Surveillance*.
- gg. DODD 8190.01E, *Defense Logistics Management Standards (DLMS)*.
- hh. DODI 1100.22, *Policy and Procedures for Determining Workforce Mix*.
- ii. DODI 3020.41, *Operational Contract Support (OCS)*.
- jj. DODI 3110.06, *War Reserve Materiel (WRM) Policy*.
- kk. DODI 3216.01, *Use of Animals in DOD Programs*.
- ll. DODI 4140.01, *DOD Supply Chain Materiel Management Policy*.
- mm. DODI 4140.25, *DOD Management Policy for Energy Commodities and Related Services*.
- mn. DODI 4140.63, *Management of DOD Clothing and Textiles (Class II)*.
- oo. DODI 4715.05, *Environmental Compliance at Installations Outside the United States*.
- pp. DODI, 4715.06, *Environmental Compliance in the United States*.
- qq. DODI 5154.30, *Armed Forces Medical Examiner System (AFMES) Operations*.
- rr. DODI 5158.06, *Distribution Process Owner (DPO)*.
- ss. DODI 6000.11, *Patient Movement (PM)*.
- tt. DODI 6200.02, *Application of Food and Drug Administration (FDA) Rules to Department of Defense Force Health Protection Programs*.
- uu. DODI 6430.02, *Defense Medical Logistics Program*.
- vv. DODI 6490.03, *Deployment Health*.
- ww. DODM 4140.01, *DOD Supply Chain Materiel Management Procedures, Volumes 1-12*.

xx. *Department of Defense Foreign Clearance Guide.*

3. Chairman of the Joint Chiefs of Staff Publications

a. CJCSI 2120.01D, *Acquisition and Cross-Servicing Agreements.*

b. CJCSI 3110.01J, (U) *2015 Joint Strategic Capabilities Plan (JSCP).*

c. CJCSI 3110.03E, (U) *Logistics Supplement (LOGSUP) for the 2015 Joint Strategic Capabilities Plan (JSCP).*

d. CJCSI 3170.01I, *Joint Capabilities Integration and Development System (JCIDS).*

e. CJCSI 6723.01B, *Global Combat Support Family of Systems Requirements Management and Governance Structure.*

f. CJCSM 3122.01A, *Joint Operation Planning and Execution System (JOPES), Volume I, Planning Policies and Procedures.*

g. CJCSM 3122.02D, *Joint Operation Planning and Execution System (JOPES), Volume III, Time-Phased Force and Deployment Data Development and Deployment Execution.*

h. CJCSM 3130.03, *Adaptive Planning and Execution (APEX) Planning Formats and Guidance.*

i. CJCSM 3150.14B, *Joint Reporting Structure—Logistics.*

j. JP 1, *Doctrine for the Armed Forces of the United States.*

k. JP 1-0, *Joint Personnel Support.*

l. JP 2-03, *Geospatial Intelligence in Joint Operations.*

m. JP 3-0, *Joint Operations.*

n. JP 3-05, *Special Operations.*

o. JP 3-08, *Interorganizational Cooperation.*

p. JP 3-10, *Joint Security Operations in Theater.*

q. JP 3-11, *Operations in Chemical, Biological, Radiological, and Nuclear Environments.*

r. JP 3-12, *Cyberspace Operations.*

- s. JP 3-15, *Barriers, Obstacles, and Mine Warfare for Joint Operations*.
- t. JP 3-28, *Defense Support of Civil Authorities*.
- u. JP 3-29, *Foreign Humanitarian Assistance*.
- v. JP 3-33, *Joint Task Force Headquarters*.
- w. JP 3-34, *Joint Engineer Operations*.
- x. JP 3-35, *Deployment and Redeployment Operations*.
- y. JP 3-40, *Countering Weapons of Mass Destruction*.
- z. JP 3-41, *Chemical, Biological, Radiological, and Nuclear Response* .
- aa. JP 3-57, *Civil-Military Operations*.
- bb. JP 3-63, *Detainee Operations*.
- cc. JP 4-01, *The Defense Transportation System*.
- dd. JP 4-02, *Joint Health Services*.
- ee. JP 4-03, *Joint Bulk Petroleum and Water Doctrine*.
- ff. JP 4-04, *Contingency Basing*.
- gg. JP 4-05, *Joint Mobilization Planning*.
- hh. JP 4-06, *Mortuary Affairs*.
- ii. JP 4-08, *Logistics in Support of Multinational Operations*.
- jj. JP 4-09, *Distribution Operations*.
- kk. JP 4-10, *Operational Contract Support*.
- ll. JP 5-0, *Joint Planning*.
- mm. JP 6-0, *Joint Communications System*.
- nn. CJCS Memorandum 0028-14, *Lessons Learned Collection Efforts for Military Operations*.

Intentionally Blank

APPENDIX S ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication using the Joint Doctrine Feedback Form located at: https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf and e-mail it to: js.pentagon.j7.mbx.jedd-support@mail.mil. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

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

b. The following staff, in conjunction with the joint doctrine development community, made a valuable contribution to the revision of this joint publication: lead agent and Joint Staff doctrine sponsor, Commander Michael Ryan, Joint Staff J-4; Lt Col Nathan Maresh, Joint Staff J-7, Joint Doctrine Analysis Division; and Mr. Larry Seman, Joint Staff J-7, Joint Doctrine Division.

3. Supersession

This publication supersedes JP 4-0, *Joint Logistics*, 16 October 2013. This publication also cancels JP 4-06, *Mortuary Affairs*. Relevant material from JP 4-06, *Mortuary Affairs*, has been incorporated into the main body and an added appendix of this publication. Accordingly, JP 4-06, *Mortuary Affairs*, will be removed from the joint doctrine hierarchy.

4. Change Recommendations

a. To provide recommendations for urgent and/or routine changes to this publication, please complete the Joint Doctrine Feedback Form located at: https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf and e-mail it to: js.pentagon.j7.mbx.jedd-support@mail.mil.

b. When a Joint Staff directorate submits a proposal to the CJCS 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 Services and other organizations are requested to notify the Joint Staff J-7 when changes to source documents reflected in this publication are initiated.

5. Lessons Learned

The Joint Lessons Learned Program (JLLP) primary objective is to enhance joint force readiness and effectiveness by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. JLLIS is the

DOD system of record for lessons learned and facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of lessons learned to improve the development and readiness of the joint force. The JLLP integrates with joint doctrine through the joint doctrine development process by providing lessons and lessons learned derived from operations, events, and exercises. As these inputs are incorporated into joint doctrine, they become institutionalized for future use, a major goal of the JLLP. Lessons and lessons learned are routinely sought and incorporated into draft JPs throughout formal staffing of the development process. The JLLIS Website can be found at <https://www.jllis.mil> (NIPRNET) or <http://www.jllis.smil.mil> (SIPRNET).

6. Distribution of Publications

Local reproduction is authorized, and access to unclassified publications is unrestricted. However, access to and reproduction authorization for classified JPs must be IAW DOD Manual 5200.01, Volume 1, *DOD Information Security Program: Overview, Classification, and Declassification*, and DOD Manual 5200.01, Volume 3, *DOD Information Security Program: Protection of Classified Information*.

7. Distribution of Electronic Publications

a. Joint Staff J-7 will not print copies of JPs for distribution. Electronic versions are available on JDEIS Joint Electronic Library Plus (JEL+) at <https://jdeis.js.mil/jdeis/index.jsp> (NIPRNET) and <https://jdeis.js.smil.mil/jdeis/index.jsp> (SIPRNET), and on the JEL at <http://www.jcs.mil/Doctrine> (NIPRNET).

b. Only approved JPs are releasable outside the combatant commands, Services, and Joint Staff. Defense attachés may request classified JPs by sending written requests to Defense Intelligence Agency (DIA)/IE-3, 200 MacDill Blvd., Joint Base Anacostia-Bolling, Washington, DC 20340-5100.

c. JEL CD-ROM. Upon request of a joint doctrine development community member, the Joint Staff J-7 will produce and deliver one CD-ROM with current JPs. This JEL CD-ROM will be updated not less than semi-annually and when received can be locally reproduced for use within the combatant commands, Services, and combat support agencies.

GLOSSARY

PART I—ABBREVIATIONS, ACRONYMS, AND INITIALISMS

A1	director of manpower, personnel, and services (USAF)
A4	director of logistics, engineering, and force protection (USAF)
AAR	after action report
ACSA	acquisition and cross-servicing agreement
AECA	Arms Export Control Act
AETF	air expeditionary task force
AFME	Armed Forces Medical Examiner
AMC	Air Mobility Command
AOR	area of responsibility
APEX	Adaptive Planning and Execution
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ASBP	Armed Services Blood Program
ASCC	Army Service component command
ASD(S)	Assistant Secretary of Defense for Sustainment
BOS	base operating support
BOS-I	base operating support-integrator
BPC	building partnership capacity
BPLAN	base plan
C2	command and control
CA	civil affairs
CAAF	contractors authorized to accompany the force
CBEC	Contingency Basing Executive Council
CBRN	chemical, biological, radiological, and nuclear
CCDR	combatant commander
CCIR	commander's critical information requirement
CCMD	combatant command
CCP	combatant command campaign plan
CDRTSOC	commander, theater special operations command
CDRUSSOCOM	Commander, United States Special Operations Command
CDRUSTRANSCOM	Commander, United States Transportation 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
CLA	critical logistics asset
CLPSB	combatant commander logistics procurement support board
CLS	contractor logistics support
CMAA	cooperative military airlift agreement
COA	course of action

COCOM	combatant command (command authority)
COI	community of interest
COLS	concept of logistics support
COMAFFOR	commander, Air Force forces
CONOPS	concept of operations
CONPLAN	concept plan
CONUS	continental United States
COP	common operational picture
CS	combat support
CSA	combat support agency
CSS	combat service support
CUL	common-user logistics
DAFL	directive authority for logistics
DCMA	Defense Contract Management Agency
DDOC	Deployment and Distribution Operations Center (USTRANSCOM)
DE	decendent effects
DepSecDef	Deputy Secretary of Defense
DHA	Defense Health Agency
DLA	Defense Logistics Agency
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
DSCA	Defense Security Cooperation Agency
DTS	Defense Transportation System
EA	executive agent
EHCC	explosive hazards coordination cell
ESC	expeditionary sustainment command
FAA	Foreign Assistance Act
FAR	Federal Acquisition Regulation
FEP	foreign excess property
FHP	force health protection
FMS	foreign military sales
FRAGORD	fragmentary order
GCC	geographic combatant commander
GEF	Guidance for Employment of the Force
GPEC	Global Posture Executive Council
GSA	General Services Administration
HN	host nation
HNS	host-nation support
HSS	health service support

ICS	interim contractor support
IDL	integrated distribution lane
IPR	in-progress review
ITV	in-transit visibility
J-3	operations directorate of a joint staff
J-4	logistics directorate of a joint staff
JBPO	joint blood program office
JCMEB	joint civil-military engineering board
JCSB	joint contracting support board
JDDC	Joint Deployment and Distribution Coordinator (USTRANSCOM)
JDDE	joint deployment and distribution enterprise
JDDOC	joint deployment and distribution operations center
JDET	joint distribution enabling team
JECC	Joint Enabling Capabilities Command (USTRANSCOM)
JEMB	joint environmental management board
JFC	joint force commander
JFP	joint force provider
JFUB	joint facilities utilization board
JLB	joint logistics board
JLEnt	joint logistics enterprise
JLLIS	Joint Lessons Learned Information System
JLOC	joint logistics operations center
JLOTS	joint logistics over-the-shore
JMAO	joint mortuary affairs office
JMC	joint movement center
JMO	joint munitions office
JMPAB	Joint Materiel Priorities and Allocation Board
JOA	joint operations area
JOPEs	Joint Operation Planning and Execution System
JP	joint publication
JPMRC	joint patient movement requirements center
JPO	joint petroleum office
JPP	joint planning process
JRRB	joint requirements review board
JRSOI	joint reception, staging, onward movement, and integration
JS	Joint Staff
JTB	Joint Transportation Board
JTF	joint task force
JTF-PO	joint task force-port opening
JTSCC	joint theater support contracting command
LOA	letter of offer and acceptance

LOC	line of communications
LOTS	logistics over-the-shore
LRC	logistics readiness center
LSA	logistics supportability analysis
LSC	lead Service for contracting
LSCC	lead Service for contracting coordination
LSSS	logistics support, supplies, and services
MA	mortuary affairs
MACP	mortuary affairs collection point
MARAD	Maritime Administration
MARAD RRF	Maritime Administration Ready Reserve Force
MARTS	Mortuary Affairs Reporting and Tracking System
MEF	Marine expeditionary force
MHS	Military Health System
MNF	multinational force
MNFC	multinational force commander
MNL	multinational logistics
MOU	memorandum of understanding
MSC	Military Sealift Command
NATO	North Atlantic Treaty Organization
NGO	nongovernmental organization
OA	operational area
OBFS	offshore bulk fuel system
OCS	operational contract support
OCSIC	operational contract support integration cell
OE	operational environment
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
OPSEC	operations security
PE	personal effects
PM	patient movement
PN	partner nation
POD	port of debarkation
POL	petroleum, oils, and lubricants
PPE	personal protective equipment
PREPO	pre-positioning
PSA	principal staff assistant
PVNTMED	preventive medicine
PWRM	pre-positioned war reserve materiel
QA	quality assurance

QS	quality surveillance
RO/RO	roll-on/roll-off
SAA	senior airfield authority
SAPO	subarea petroleum office
SDDC	Military Surface Deployment and Distribution Command
SecDef	Secretary of Defense
SG	surgeon general
SITREP	situation report
SOF	special operations forces
SOJTF	special operations joint task force
SOP	standard operating procedure
SPOD	seaport of debarkation
SPOE	seaport of embarkation
TCC	transportation component command
TCSG	United States Transportation Command, Office of the Command Surgeon
TG	technical guide
TLA	theater logistics analysis
TLO	theater logistics overview
TMAO	theater mortuary affairs office
TMEP	theater mortuary evacuation point
TPFDD	time-phased force and deployment data
TPMRC	United States Transportation Command patient movement requirements center
TSC	theater sustainment command (USA)
TSOC	theater special operations command
UN	United Nations
USAPHC	United States Army Public Health Center
USC	United States Code
USCG	United States Coast Guard
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(P)	Under Secretary of Defense for Policy
USG	United States Government
USSOCOM	United States Special Operations Command
USTRANSCOM	United States Transportation Command
WHNS	wartime host-nation support
WMD	weapons of mass destruction

PART II—TERMS AND DEFINITIONS

base. 1. A locality from which operations are projected or supported. 2. An area or locality containing installations which provide logistics or other support. 3. Home airfield or home carrier. (Approved for incorporation into the DOD Dictionary.)

base operating support. Directly assisting, maintaining, supplying, and distributing support of forces at the operating location. Also called **BOS**. (DOD Dictionary. Source: JP 4-0)

base operating support-integrator. The designated Service component or joint task force commander assigned to synchronize all sustainment functions for a contingency base. Also called **BOS-I**. (DOD Dictionary. Source: JP 4-0)

combat service support. The essential capabilities, functions, activities, and tasks necessary to sustain all elements of all operating forces in theater at all levels of warfare. Also called **CSS**. (Approved for incorporation into the DOD Dictionary.)

combat support. Fire support and operational assistance provided to combat elements. Also called **CS**. (DOD Dictionary. Source: JP 4-0)

common-user item. An item of an interchangeable nature that is in common use by two or more nations or Services of a nation. (DOD Dictionary. Source: JP 4-0)

component. 1. One of the subordinate organizations that constitute a joint force. (JP 1)
2. In logistics, a part or combination of parts having a specific function, which can be installed or replaced only as an entity. (DOD Dictionary. Source: JP 4-0)

concept of logistics support. A verbal or graphic statement, in a broad outline, of how a commander intends to support and integrate with a concept of operations in an operation or campaign. Also called **COLS**. (Approved for replacement of “concept of logistic support” in the DOD Dictionary.)

contaminated human remains. Human remains of personnel which have absorbed or upon which have been deposited radioactive material, or biological or chemical agents. (Approved for replacement of “contaminated remains” and its definition in the DOD Dictionary.)

cross-leveling. At the theater strategic and operational levels, it is the process of diverting en route or in-theater materiel from one military element to meet the higher priority of another within the combatant commander’s directive authority for logistics. (DOD Dictionary. Source: JP 4-0)

decendent effects. Personal effects found on human remains. Also called **DE**. (Approved for incorporation into the DOD Dictionary with JP 4-0 as the source JP.)

depot. 1. supply—An activity for the receipt, classification, storage, accounting, issue, maintenance, procurement, manufacture, assembly, research, salvage, or disposal of material. 2. personnel—An activity for the reception, processing, training, assignment, and forwarding of personnel replacements. (DOD Dictionary. Source: JP 4-0)

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. 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 geographic combatant commander. 6. The process of assigning military personnel to activities, units, or billets. (DOD Dictionary. Source: JP 4-0)

dominant user. The Service or multinational partner who is the principal consumer of a particular common-user logistics supply or service within a joint or multinational operation and will normally act as the lead Service to provide this particular common-user logistics supply or service to other Service components, multinational partners, other governmental agencies, or nongovernmental agencies as directed by the combatant commander. (Approved for incorporation into the DOD Dictionary.)

equipment. In logistics, all nonexpendable items needed to outfit or equip an individual or organization. (DOD Dictionary. Source: JP 4-0)

Global Combat Support System-Joint. The primary information technology application used to provide automation support to the joint logistician. Also called **GCSS-J**. (DOD Dictionary. Source: JP 4-0)

host-nation support. Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. Also called **HNS**. (DOD Dictionary. Source: JP 4-0)

hygiene services. The provision of personal hygiene facilities and waste collection, and the cleaning, repair, replacement, and return of individual clothing and equipment items in a deployed environment. (Approved for incorporation into the DOD Dictionary.)

inter-Service support. Action by one Service or element thereof to provide logistics and/or administrative support to another Service or element thereof. (DOD Dictionary. Source: JP 4-0)

joint deployment and distribution enterprise. The complex of equipment, procedures, doctrine, leaders, technical connectivity, information, shared knowledge, organizations, facilities, training, and materiel necessary to conduct joint distribution operations. Also called **JDDE**. (DOD Dictionary. Source: JP 4-0)

joint logistics. The coordinated use, synchronization, and sharing of two or more Military Departments' logistics resources to support the joint force. (Approved for incorporation into the DOD Dictionary.)

joint logistics enterprise. A multitiered matrix of key global logistics providers cooperating and structured to achieve a unity of effort without jeopardizing the integrity of their own organizational missions and goals. Also called **JLEnt.** (Approved for incorporation into the DOD Dictionary.)

joint mortuary affairs office. Plans and executes all mortuary affairs programs within a theater. Also called **JMAO.** (Approved for incorporation into the DOD Dictionary.)

lead Service or agency for common-user logistics. A Service component or Department of Defense agency that is responsible for execution of common-user item or service support in a specific combatant command or multinational operation as defined in the combatant or subordinate joint force commander's operation plan, operation order, and/or directives. (DOD Dictionary. Source: JP 4-0)

logistics. Planning and executing the movement and support of forces. (DOD Dictionary. Source: JP 4-0)

logistics supportability analysis. Combatant command internal assessment for the Joint Strategic Campaign Plan on capabilities and shortfalls of key logistic capabilities required to execute and sustain the concept of support conducted on all level three and four plans with the time phased force deployment data. Also called **LSA.** (Approved for incorporation into the DOD Dictionary.)

logistic support. None. (Approved for removal from the DOD Dictionary.)

maintenance. 1. All action, including inspection, testing, servicing, classification as to serviceability, repair, rebuilding, and reclamation, taken to retain materiel in a serviceable condition or to restore it to serviceability. 2. All supply and repair action taken to keep a force in condition to carry out its mission. 3. The routine recurring work required to keep a facility in such condition that it may be continuously used at its original or designed capacity and efficiency for its intended purpose. (DOD Dictionary. Source: JP 4-0)

materiel. All items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. (DOD Dictionary. Source: JP 4-0)

mortuary affairs. Provides for the search, recovery, identification, preparation, and disposition of human remains of persons for whom the Services are responsible by status and executive order. Also called **MA.** (Approved for incorporation into the DOD Dictionary with JP 4-0 as the source JP.)

operational energy. The energy required for training, moving, and sustaining military forces and weapons platforms for military operations. (DOD Dictionary. Source: JP 4-0)

personal effects. All privately owned moveable, personal property of an individual. Also called **PE**. (Approved for incorporation into the DOD Dictionary with JP 4-0 as the source JP.)

personal property. Property of any kind or any interest therein, except real property; military-issued equipment/gear; records of the United States Government; and naval vessels of the following categories: aircraft carriers, surface combatants, and submarines. (Approved for incorporation into the DOD Dictionary.)

person authorized to direct disposition of human remains. A person, usually primary next of kin, who is authorized to direct disposition of human remains. Also called **PADD**. (Approved for incorporation into the DOD Dictionary with JP 4-0 as the source JP.)

port of debarkation. The geographic point at which cargo or personnel are discharged. Also called **POD**. (DOD Dictionary. Source: JP 4-0)

pre-position. To place military units, equipment, or supplies at or near the point of planned use, or at a designated location, to reduce reaction time and to ensure timely support of a specific force during initial phases of an operation. (Approved for incorporation into the DOD Dictionary.)

process owner. The head of a Department of Defense component assigned a responsibility by the Secretary of Defense when process improvement involves more than one Service or Department of Defense component. (DOD Dictionary. Source: JP 4-0)

reset. A set of actions to restore equipment to a desired level of combat capability commensurate with a unit's future mission. (DOD Dictionary. Source: JP 4-0)

salvage. 1. Property that has some value in excess of its basic material content but is in such condition that it has no reasonable prospect of use for any purpose as a unit and its repair or rehabilitation for use as a unit is clearly impractical. 2. The saving or rescuing of condemned, discarded, or abandoned property, and of materials contained therein, for reuse, refabrication, or scrapping. (Approved for incorporation into the DOD Dictionary.)

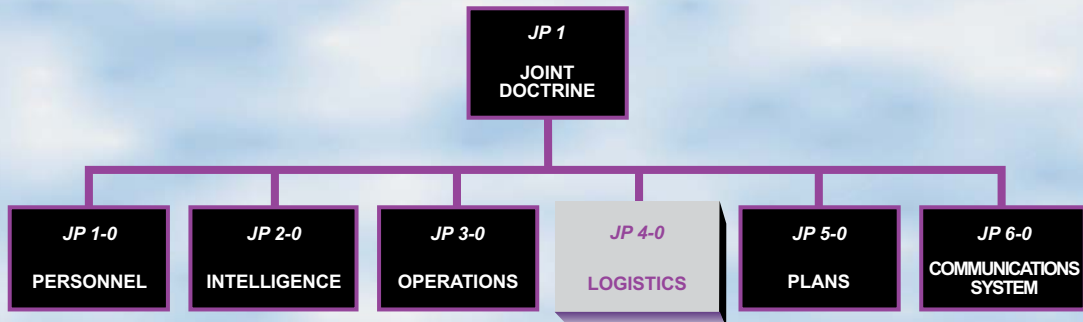
supplies. In logistics, all materiel and items used in the equipment, support, and maintenance of military forces. (DOD Dictionary. Source: JP 4-0)

supply. The procurement, distribution, maintenance while in storage, and salvage of supplies, including the determination of kind and quantity of supplies. a. producer

phase—That phase of military supply that extends from determination of procurement schedules to acceptance of finished supplies by the Services. b. consumer phase— That phase of military supply that extends from receipt of finished supplies by the Services through issue for use or consumption. (DOD Dictionary. Source: JP 4-0)

temporary interment. A site for the purpose of: a. the interment of the human remains if the circumstances permit or b. the reburial of human remains exhumed from an emergency interment. (Approved for incorporation into the DOD Dictionary.)

JOINT DOCTRINE PUBLICATIONS HIERARCHY



All joint publications are organized into a comprehensive hierarchy as shown in the chart above. **Joint Publication (JP) 4-0** is in the **Logistics** series of joint doctrine publications. The diagram below illustrates an overview of the development process:

