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JOINT TASK FORCE PLANNING GUIDANCE AND PROCEDURES



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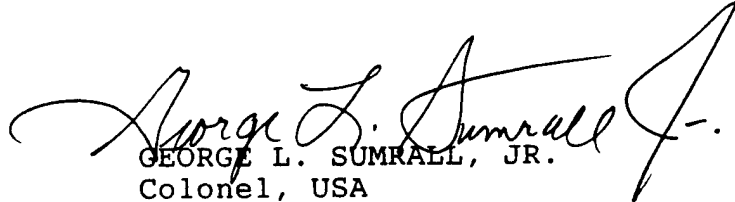
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JOINT TASK FORCE PLANNING GUIDANCE AND PROCEDURES

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CHAPTER I

INTRODUCTION

1. Purpose. This publication establishes joint planning guidance and procedures for forming, staffing, deploying, employing, and redeploying a joint task force (JTF) for short-notice contingency operations. Information and procedures contained herein implement doctrine for JTFs set forth in Joint Pub 0-2, "Unified Action Armed Forces (UNAAF)."

2. Applicability. Short-notice contingency operations potentially include a wide variety of military activities. These activities may involve ground, maritime, and aerospace operations in any combination executed unilaterally or in cooperation with friendly nations. The command organization selected to execute a contingency operation depends primarily on the mission to be accomplished and the objectives to be attained in accomplishing the mission. Use of a JTF to execute a contingency operation is one of a variety of command organization options. This publication provides guidance when a JTF is the command organization selected to execute a short-notice (time-sensitive) contingency operation. The publication is intended to serve as an aid to the Joint Staff, JTF establishing authorities, JTF commanders and staffs, and supporting commanders and their staffs.

3. Authority. Joint Pub 0-2 states that "A joint task force (JTF) is a force composed of assigned or attached elements of the Army, the Navy or the Marine Corps, and the Air Force or two or more of these Services, that is constituted and so designated by the Secretary of Defense, by a CINC, or by the commander of a subordinate unified command or an existing joint task force." When directed by the President, the Coast Guard will function as a part of the Navy and may have forces assigned or attached to a JTF.

4. Organization. This publication contains guidance and procedures involved in forming, staffing, deploying, employing, and redeploying a JTF. Chapter II describes the JTF purpose, responsibilities and authority, command relationships, organization, and establishment. Chapter III discusses JTF deployment, employment, and redeployment execution governed by the Crisis Action Planning (CAP) process within the Joint Operation Planning and Execution System (JOPES). Chapter IV discusses JTF HQ organization, functions, and liaison responsibilities. Appendixes A through H contain lists of staff responsibilities and selected checklists for JTF HQ staff consideration. Appendix J contains a sample CJCS WARNING ORDER. Appendix K lists reference information.

5. Terminology. The definitions contained in Joint Pub 1-02, "Department of Defense Dictionary of Military and Associated Terms," are applicable. Definitions applicable only in the context of this publication are provided in the glossary.

6. Special Planning Note. This publication is intended to be used in conjunction with the current Joint Operation Planning System (JOPS) and follow-on JOPES procedures. The overall JOPES planning process consists of five distinct and interrelated functions that govern both the crisis action planning process and the deliberate planning process. These five functions are Threat Identification and Assessment; Strategy Determination; Course of Action (COA) Development; Detailed Planning; and Implementation. The JOPES CAP process uses six phases: Situation Development; Crisis Assessment; COA Development; COA Selection; Execution Planning; and Execution. Figure I-1 provides a comparison between the functions of the JOPES deliberate planning process and the phases of the CAP process. (The conversion to JOPES will be complete with version 4, regarded as the initial operating capability (IOC), scheduled for early FY 1992.)

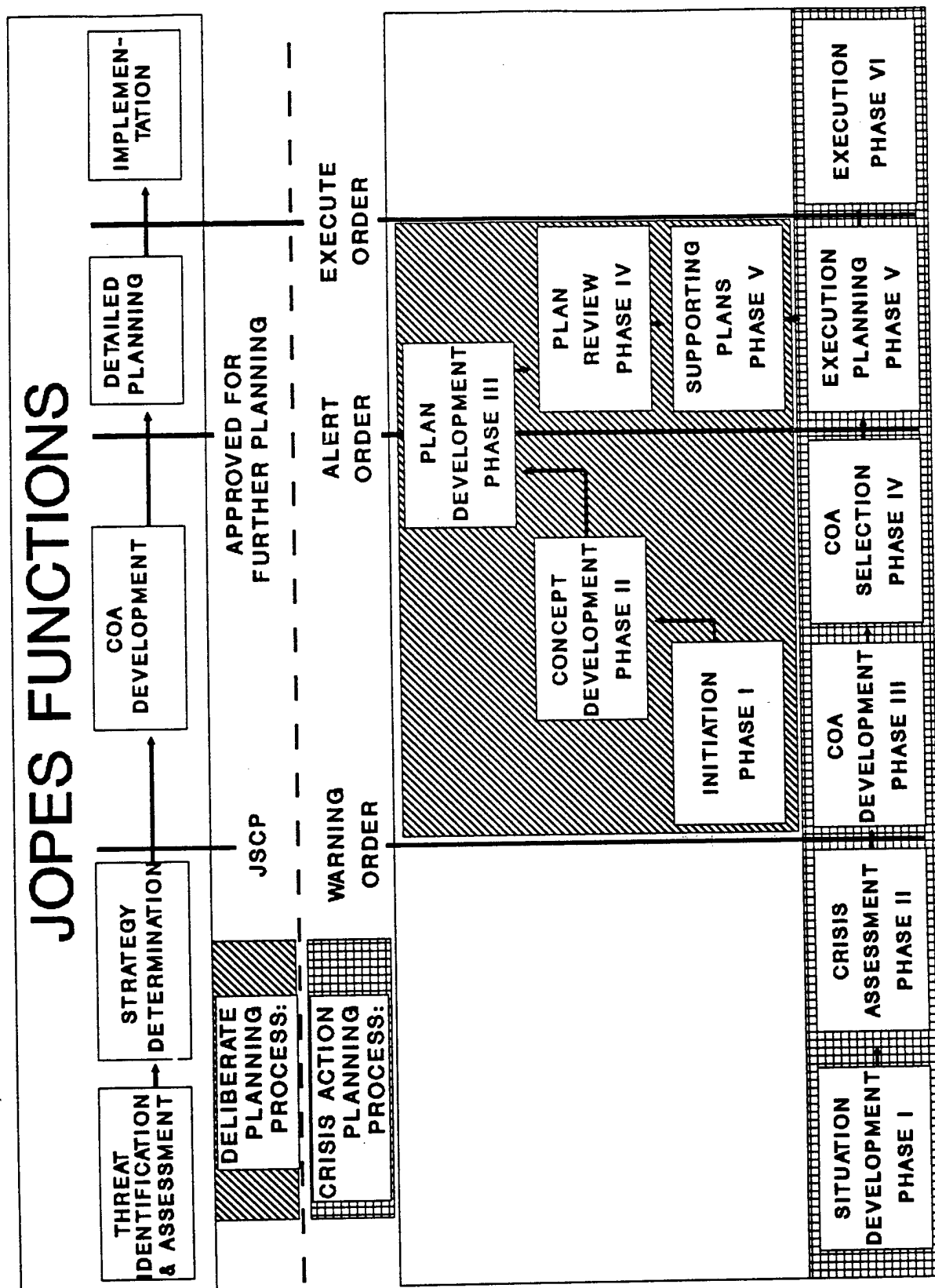


Figure 1-1. JOPES Functional Comparison
Deliberate Planning VS. Crisis Action Planning

CHAPTER II

THE JOINT TASK FORCE

1. Purpose. This chapter describes the JTF purpose, responsibilities and authority, command relationships, organization, and establishment.

2. General Guidance

a. Joint Pub 0-2 provides the following general guidance relating to JTFs:

"A JTF is established when the mission has a specific limited objective and does not require overall centralized control of logistics. The mission assigned a JTF should require execution of responsibilities involving two or more Services on a significant scale and close integration of effort, or should require coordination within a subordinate area or coordination of local defense of a subordinate area. A JTF is dissolved when the purpose for which it was created has been achieved.

"The authority establishing a JTF designates the commander and assigns the mission and forces.

"The commander of a JTF exercises OPCON over assigned and attached forces. The commander is charged with the responsibility for making recommendations to the superior commander on the proper employment of assigned forces and for accomplishing such operational missions as may be assigned by the establishing commander. JTF commanders are also responsible to the CINC for the conduct of joint training of assigned forces.

"The JTF commander may also be a Service component commander. When this is the case, the commander also has the responsibilities associated with Service component command for the forces belonging to the parent Service."

b. Creating a JTF is but one subordinate command option available to a command authority. Where one commander may decide to use a JTF to accomplish a given mission, another may use a different subordinate command option to satisfy similar mission requirements.

3. Responsibilities and Authority. Following are major responsibilities and authority of the JTF establishing authority; commander, joint task force (CJTF); JTF component commanders; supported commanders; and supporting commanders:

a. JTF Establishing Authority

(1) Exercises operational control (OPCON) or Combatant Command (COCOM) of the JTF. COCOM is exercised solely by Combatant Commanders.

(2) Appoints CJTF.

(3) Assigns to CJTF the mission to be accomplished and objectives to be obtained.

(4) Defines the CJTF's area of responsibility in terms of geography and/or time (e.g., where and when military forces will be subject to the CJTF's command or control). The area of responsibility (AOR) should be assigned through the appropriate CINC and activated at the date and time specified by the establishing authority.

(5) Ensures the development and approval of rules of engagement (ROE) tailored to the situation.

(6) Determines, in coordination with CJTF, the military forces and other national means required to accomplish the mission and allocates or requests the forces.

(7) Monitors the operational situation and keeps superiors informed through periodic reports.

(8) Provides guidance to the CJTF (e.g., development of plans, planning guidelines, situations, concepts, tasks, execution orders, administration, logistics, and organizational requirements).

(9) Informs CJTF of changes in plans and modifies mission and forces as necessary.

(10) Recommends to higher authority which organizations should be responsible for funding the various aspects of JTF operations.

(11) Ensures that administrative and logistic support is provided to the CJTF as required.

(12) Establishes or assists establishment of liaison with US embassies and foreign governments involved in the crisis, contingency, or wartime operation.

(13) Determines if supporting forces are required. When forces are required, the JTF Establishing Authority prepares a directive that indicates the purpose, in terms of desired effect, and the scope of action required. The directive establishes the support relationships with amplifying instructions (e.g., strength to be allocated to the supporting mission; time, place, and duration of supporting effort; priority of the supporting mission; and authority for the cessation of support (in the event of exceptional opportunity or an emergency)).

(14) Approves CJTF plans.

b. CJTF

(1) Exercises OPCON over assigned and attached forces. CJTF is responsible for employment of forces assigned, attached, or otherwise made available to accomplish the assigned mission or objective according to guidance provided by the establishing commander.

(2) Develops a detailed plan within JOPES CAP guidelines for approval by the establishing authority. CJTF determines applicability of existing OPLANS, CONPLANS, and campaign plans, if any, to maximize the benefits of deliberate planning.

(3) Requests supplemental ROE needed to accomplish the assigned mission.

(4) Notifies the establishing authority when prepared to assume responsibility for the assigned AOR.

(5) Ensures that cross-Service support is provided and the force operates as an effective, mutually supporting team. CJTF requests and coordinates the required administrative and logistic support activities of subordinate and supporting commands.

(6) Uses assigned forces to best perform the mission. The organizational form of the forces will depend on the mission to be fulfilled, the capabilities and strength of the component elements of the forces assigned, and the phasing of the contemplated operation.

(7) Provides guidance to subordinate forces for the planning and conduct of combat operations. Responsibilities with respect to supporting forces are directed by the establishing authority.

(8) Monitors the operational situation and, as required, keeps the superior commander informed.

(9) Coordinates with other forces and agencies not assigned or attached, including friendly forces and governments, as appropriate.

(10) Establishes, if necessary, a coordinating procedure for specific functions or activities among assigned, attached, and supporting forces.

(11) Establishes the succession of command.

(12) Apportions to subordinate commanders, as necessary, those tasks needed to accomplish the plan.

c. JTF Component Commanders

(1) As authorized by CJTF, exercise OPCON of assigned and attached forces and control over supporting forces.

(2) As directed by CJTF, coordinate with commanders of other JTF components to ensure effective and efficient conduct of operations. Component commanders will coordinate with supporting agencies, supporting commanders, and friendly forces and governments as authorized and as necessary to fulfill assigned responsibilities.

(3) Plan and conduct operations in accordance with CJTF guidance and detailed plans.

(4) Monitor the operational situation and, as required, pass information to CJTF.

(5) Ensure administrative and logistic support of their respective forces, as required by Service regulations or as directed by CJTF. For greater efficiency, components may receive support from a single Service even though they may be constituted from more than one Service.

(6) Provide liaison personnel to CJTF, other component commanders, and supporting commanders as necessary or as directed by CJTF.

d. Supported Commander

(1) Exercises the degree of authority over supporting forces as determined by the common superior commander.

(2) Exercises general direction of the supporting effort as outlined in Joint Pub 0-2, unless otherwise prescribed.

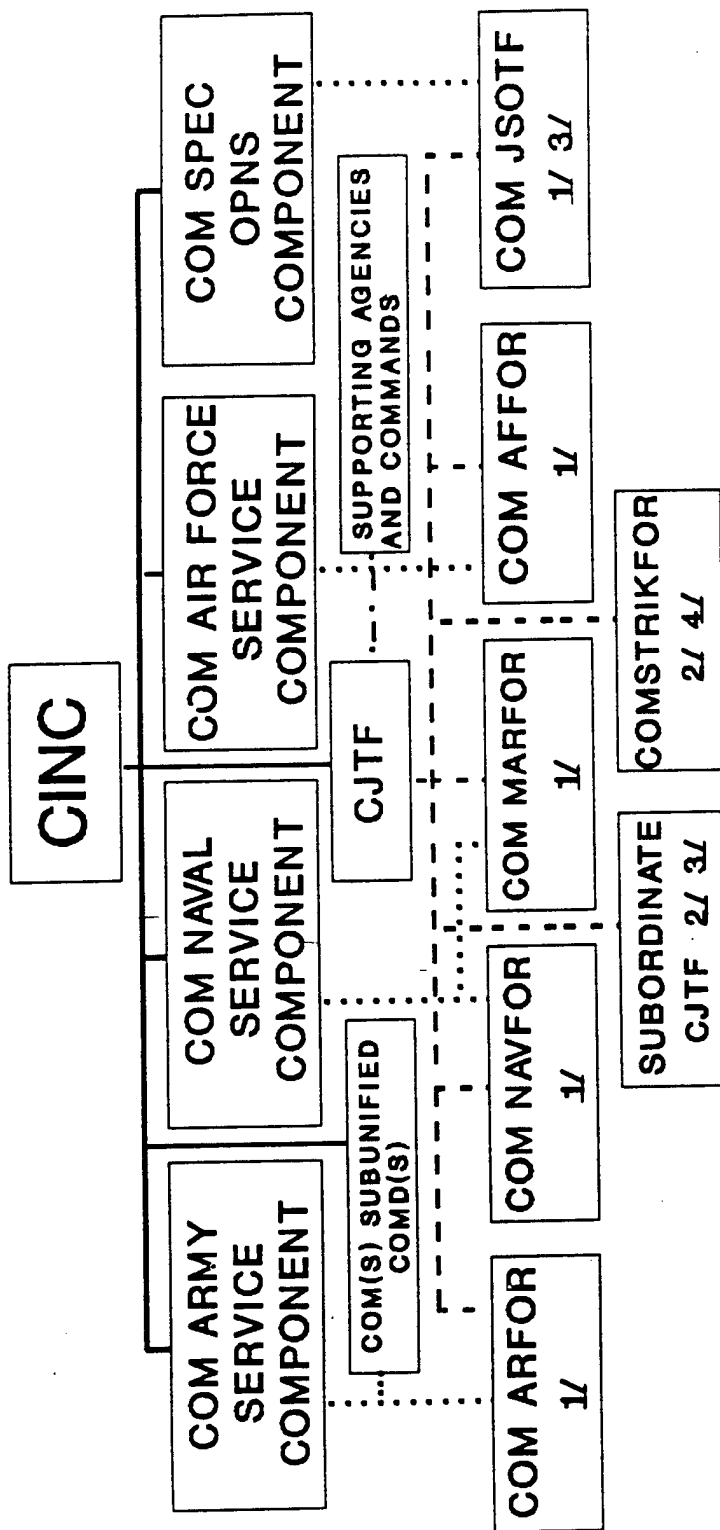
e. Supporting Commanders

- (1) Exercise OPCON (COCOM if the supporting commander is a Combatant Commander) over assigned and attached forces.
- (2) Prescribe the tactics, methods, communications, and procedures to be employed by elements of the supporting force in fulfilling objectives, timing, and duration of the supporting action within existing capabilities, consistent with priorities and requirements of other assigned tasks.
- (3) Coordinate with the supported commanders and other supporting commanders as necessary to ensure effective and efficient support.
- (4) Monitor the operational situation and, as required, keep the supported commander informed.
- (5) Provide liaison personnel to CJTF, JTF component commanders, and other supporting commanders as necessary or as directed by CJTF.

4. Command and Control

a. Composition of the JTF is delineated in the order establishing the force. A sample CJCS WARNING ORDER is provided in Annex A to Appendix J. Sample JTF command relationships for operations are shown in Figure II-1. Definitions and guidance applicable to command relationships are provided in Joint Pubs 1-02 and 0-2, respectively. CJTF exercises OPCON of assigned and attached forces through designated component commanders. Other forces may operate in support of, under the OPCON of, or under tactical control (TACON) of CJTF, as directed by the common superior commander. A coordinating authority is more applicable to planning and similar activities than to operations. A coordinating authority is useful when coordination with two or more agencies is desired for a special common task without disturbing normal organizational relationships (in other matters). Authority for coordinating with external forces and/or foreign governments will be specified if required.

b. The common superior commander is responsible for determining the basis on which subordinate commanders will exercise command or control and for clearly assigning responsibilities, authorities, and command relationships in the directives issued to establish subordinate commands. The assignment of command relationships and the establishment of coordinating instructions are particularly important when commanders are assigned missions that bring their forces into common or contiguous areas.



LEGEND: — COCOM IAW JOINT PUB 0-2
 - - - - - OPCON IAW JOINT PUB 0-2
 SERVICE ADMIN/LOGISTIC SUPPORT
 - - - - - SUPPORTING OPERATIONS

NOTE: This figure depicts a sample JTF organization.
 Expect the organization of each JTF to be unique, based primarily on the mission

- 1/ As appropriate--forces from two or more Services compose a JTF.
- 2/ Service admin/logistic support will be provided by appropriate Service component.
- 3/ Subordinate JTF (e.g., CJTF 100).
- 4/ Single-Service force.

Figure II-1. Sample JTF Command Relationships

c. OPCON may be delegated from the JTF commander to subordinate component commanders through the chain of command. When a superior grants authority not inherent in OPCON, such authority must be clearly specified. Likewise, any limitations on aspects of authority included in the basic definition of OPCON (e.g., organizational authority or directive authority for training) or any limitations by function, time, or location must be explicitly stated by the superior commander. If neither limitations nor additional authority are specified by the common superior commander, a subordinate commander exercises that authority delineated in the basic definition of OPCON. A JTF commander has full authority to organize all elements of assigned and attached forces as necessary to accomplish assigned missions. OPCON will be exercised through the commanders of subordinate components. Normally, this authority will be exercised through Service component commanders.

d. The JTF commander may also exercise OPCON authority through functional component commanders. In designating functional component commanders, CJTF may assign a range of responsibilities as he deems appropriate to the situation, such as making recommendations on employment of forces and planning, coordinating, and conducting operations. The authority given to a functional component commander is commensurate with assigned responsibilities.

e. Special considerations are made for command and control of Marine Corps TACAIR in sustained operations ashore. The Marine Air-Ground Task Force (MAGTF) commander will retain operational control of his organic air assets. The primary mission of the MAGTF air combat element is the support of the MAGTF ground element. During joint operations, the MAGTF air assets will normally be in support of the MAGTF mission. The MAGTF commander will make sorties available to the joint force commander, for tasking through his air component commander, for air defense, long-range interdiction, and long-range reconnaissance. Sorties in excess of MAGTF direct support requirements will be provided to the joint force commander for tasking through the air component commander for the support of other components of the joint force, or of the joint force as a whole. Nothing herein shall infringe on the authority of the theater or joint force commander, in the exercise of operational control, to assign missions, redirect efforts (e.g., the reapportionment and/or reallocation of any MAGTF TACAIR sorties when it has been determined by the joint force commander that they are required for higher priority

missions), and direct coordination among his subordinate commanders to ensure unity of effort in accomplishment of his overall mission, or to maintain integrity of the force, as prescribed in Joint Pub 2, "Unified Action Armed Forces (UNAAF)." Joint Pubs 3-01.2, 3-03, and 3-56.23 contain more detailed discussions of command and control of Marine Corps TACAIR.

f. OPCON of special operations forces (SOF) may be further exercised through a subordinate joint special operations task force (JSOTF) commander (see Figure II-1). The JSOTF may be specifically established as a joint organization to meet a specific task, or it may be formed around an existing force structure.

g. Commanders may decide to delegate to a subordinate commander authority different from that associated with OPCON. Three categories of such authority, in decreasing order, are attachment, support, and coordinating authority. These relationships are described in Joint Pub 0-2.

h. TACON provides authority that by definition is usually limited by location, function, and time. It provides sufficient authority for controlling and directing the application of force or tactical use of combat support assets. It does not provide organizational authority or the authority and responsibility for administrative and logistic support, which are retained by the commander of the parent unit unless otherwise specified by the delegating authority. TACON is particularly well suited to the local direction and control of elements (e.g., combat or combat support aviation) capable of rapid reaction to the tactical requirements of several commanders whose forces are dispersed over a large area.

i. Command relationships and procedures for changing the command relationships between the JTF and component and supporting commands should be specified by the applicable commanders before deployment begins.

5. JTF Organization

a. The mission to be accomplished and the objective to be attained in accomplishment of the mission are the two most fundamental considerations in the establishment of command organization. Sound command organization provides for unity of effort, centralized direction, decentralized execution, common doctrine, and interoperability. Unity of effort is

necessary for effectiveness and efficiency. Centralized direction is essential for controlling and coordinating the efforts of the forces and can normally be achieved by clear communication of CJTF's intent to subordinate commands. Decentralized execution is essential because no one commander can control the detailed actions of a large number of units or individuals. Common doctrine is essential for mutual understanding and confidence between a commander and assigned subordinates, and among the subordinates themselves, so that timely and effective action will be taken by all concerned in the absence of specific instructions. Command emphasis on interoperability will result in enhanced joint warfighting capabilities. Factors determining the organizational structure of a JTF (see Joint Pub 0-2) include:

- (1) Responsibilities, missions, and tasks assigned to the commander.
- (2) The nature and scope of the operations.
- (3) The forces (by characteristic, Service, and identity) available or to be made available.
- (4) Geography.
- (5) Enemy forces.
- (6) Time available.
- (7) Manner in which the commander decides to fulfill the mission.

b. The JTF commander may exercise OPCON through:

- (1) Service component commanders.
- (2) Functional component commanders (e.g., JFSOCC), if established for a particular operational purpose (see Joint Pub 0-2).
- (3) A single-Service force reporting directly to the CJTF. Normally, missions requiring operations of a single-Service force will be assigned to the applicable Service component commander. Under exceptional circumstances, CJTF may establish a separate single-Service force.

- (4) The commander of a subordinate JTF who reports directly to CJTF.
- (5) Attaching elements of one force to another force.
- (6) Retaining direct command of specific operational forces that, because of the mission assigned and the urgency of the situation, must remain immediately responsive to the commander.

c. Organizational Structure

- (1) In Figure II-1, the CJTF has organized his subordinate commands using various options. Each component is under the OPCON of the CJTF, and the CJTF is under the COCOM of the CINC. A CJTF may also be a superior commander of a subordinate JTF. In that case, OPCON of assigned and attached forces will also be delegated to the subordinate CJTF. The JTF component commands will normally receive administrative and logistic support from their Service components supporting CJTF's superior commander or from Service components within the JTF.
- (2) When both Service and functional component commands are included in the organizational structure of the JTF, the balance of Service forces or command and control capabilities should be the primary factors in selecting the functional component commander.
- (3) If dual-hatting a component commander, the scope of assigned responsibilities, planned level of activity, and any augmentation requirements should also be considered (e.g., the Air Force component commander may be dual hatted if assigned as the area air defense commander (AADC) and/or joint force air component commander (JFACC)).
- (4) Other command relationships may exist where supporting agencies and commands provide support or assistance to the CJTF or JTF subordinate component forces under the command relationships of attachment, support, or coordinating authority. A JTF may be organized with two or more Service components; however, Navy and Marine Corps forces are normally considered as one Service component when employed together and do not constitute a JTF.

6. JTF Establishment. The requirement for a JTF may be identified in either the deliberate planning process or the CAP process. Optimally, however, it should be established before or during CAP Phase III, COA Development, to allow the designated JTF commander and his staff to participate in the remainder of the CAP process (Figures II-2 and II-3 outline the CAP sequence of events).

a. CAP begins when a significant incident or event is reported to an appropriate government agency and ends when the crisis is resolved or forces are withdrawn.

b. Once CAP is activated, effective interaction is essential to optimize information flow and coordinate planning activities among NCA, Joint Staff, Services, Defense agencies, combatant commands, CJTF, designated forces, and other members of the joint planning and execution community. The CJTF staff must maintain a close relationship with the supported commander's staff during CAP Phases III-VI to ensure that planning activities are coordinated.

Phase I	Phase II	Phase III	Phase IV	Phase V	Phase VI
Situation Development	Crisis Assessment	Course of Action Development	COA Selection	Execution Planning	Execution
<ul style="list-style-type: none"> • Event Perception • Problem Recognition • CINC's Assessment • CJCS-NCA Assessment 	<ul style="list-style-type: none"> • Increased Reporting • CJCS-NCA Evaluation • NCA Crisis Decision 	<ul style="list-style-type: none"> • CJCS Warning Order • JTF Establishment (optimal time) • COAs Developed - Major Forces - Support • COAs Evaluated • JOPES Data base Established • USTRANSCOM Deployment Estimates • Commander's Estimate 	<ul style="list-style-type: none"> • Joint Staff Refine and Present COAs • NCA COA Decision 	<ul style="list-style-type: none"> • CJCS Planning and/or Alert Order • JOPES Data base Completed • OPOD Developed • Force Preparation • Deployability Posture Reporting • NCA Execute Decision 	<ul style="list-style-type: none"> • CJCS Execute Order • Execute OPODs • JOPES Data base Updated • Reporting

Figure II-2. Phases of the Crisis Action Planning Process

UNIFIED-SPECIFIED COMMAND ACTIONS

NCA-JCS ACTIONS

RESULTING DIRECTIVE

PHASE I SITUATION DEVELOPMENT

Worldwide events are monitored to detect situations with possible national security implications. A significant incident is recognized and reported to an appropriate government agency. The CINC sends a commander's assessment of the situation to CJCS and the NCA.

PHASE II CRISIS ASSESSMENT

NCA consider all available information to determine if a crisis exists. NCA identify possible options (diplomatic, economic, military, etc.). CJCS considers military courses of action and may direct higher military alert condition or recommend an increase in deployability posture to the NCA.

CJCS WARNING ORDER

The CJCS Warning Order designates supported and supporting commanders and command relationships. It describes mission and objectives, allocates forces and lift assets, and suggests courses of action. It calls for the commander's estimate and USTRANSCOM deployment estimates. The CJCS Warning Order initiates Phase III. A CJCS Planning Order may be substituted when CJCS has selected a course of action and is directing execution planning before NCA decision (Phase V).

PHASE III COURSE OF ACTION DEVELOPMENT

The supported commander develops and evaluates courses of action, using inputs from components and supporting commanders, and forwards the commander's estimate to Joint Staff with recommended course(s) of action and support requirements. USTRANSCOM components prepare deployment estimates. USTRANSCOM builds or updates deployment data base.

PHASE IV COURSE OF ACTION SELECTION

Joint Staff reviews commander's estimate and deployment estimates, then presents courses of action, in order of priority, to NCA for decision. In rapidly developing situations, this phase may occur without formal development of courses of action (Phase III).

CJCS PLANNING ORDER and/or CJCS ALERT ORDER

The CJCS Alert Order reflects the NCA decision. It defines the mission, updates the current situation, issues strategic guidance, and sets the anticipated date of execution. If events prohibited issuing a CJCS Warning Order, the CJCS Alert Order contains necessary planning guidance. The CJCS Alert Order initiates Phase V.

The CJCS Planning Order is like a CJCS Alert Order except it is issued when execution planning is directed while waiting for NCA approval of a COA.

PHASE V EXECUTION PLANNING

The supported commander completes and refines planning done in Phase III and develops, publishes, and distributes OPORD, including major force list in the JOPES data base, operations instructions, and logistic and administrative guidance. Supporting OPORDs are developed. Units given an alert notification or a specific deployability posture will commence SORTS reporting.

PHASE VI EXECUTION

The OPORD and supporting OPORDs are executed on receipt of CJCS Execute Order. Deployment data base and movement schedules are kept current. Movement and status of forces are monitored and reported. The phase continues until the crisis is resolved or until forces are withdrawn.

CJCS EXECUTE ORDER

The CJCS Execute Order reflects the NCA decision to use the military option to resolve the crisis. It contains the latest information available, gives the latest guidance, and establishes an execution time.

Figure II-3. CAP Actions and Resulting Directives

CHAPTER III

JOINT TASK FORCE OPERATIONS

1. Purpose. This chapter describes how CJTF may prepare for and execute deployment, employment, and redeployment operations during crisis action situations.

2. Crisis Action Planning Process. Once the JTF is formed, CJTF participates in crisis action planning activities. During CAP Phase V (Execution Planning), the supported commander's crisis action staff publishes the supported commander's OPOD. CJTF conducts parallel, but more detailed, execution planning and normally issues a supporting CJTF OPOD with detailed instructions to subordinates. (See Joint Pub 5-03.1, "JOPES Volume I," and Joint Pub 1-03, "Joint Reporting Structure (JRS)," for JOPES and JRS procedures.) Explicit provision should be made for CJTF input to the Worldwide Military Command and Control System (WWMCCS) Intercomputer Network (WIN) and the JOPES data base. Several of the key tasks the CJTF must plan for are listed in Appendix A (CJTF Key Task Checklist).

3. The Joint Operation Planning and Execution System. JOPES provides the capability to construct an automated deployment data base designed to interface with management systems of the Joint Staff, CINCs, Services, USTRANSCOM, and Defense agencies. The CJTF and component commanders use JOPES for crisis action planning, involving COA development, detailed deployment planning, execution, and redeployment operations. JOPES is used, beginning with CAP Phase III, to assist in COA development by coordinating and providing force and deployment data, deployment estimates, transportation feasibility studies, etc. During deployment execution, JOPES provides Combatant Commanders, the Joint Staff, and the NCA the capability to monitor and control the deployment. Explicit provision should be made for CJTF to make inputs via WIN. Equipment and trained JOPES operators should be made available to CJTF if the mission requires JOPES capability. If physical constraints or other factors preclude JOPES equipment and operators from being assigned to the JTF HQ, the establishing authority will make explicit provision for CJTF to make input to the JOPES data base.

a. Normally, a JTF will be established by a CJCS WARNING or PLANNING Order. However, the JTF interface with USTRANSCOM depends on how the JTF is formed.

(1) If the JTF is preplanned, its movement requirement tasks may have been assigned by either OPLAN or CONPLAN. In this case, the interface with USTRANSCOM was previously established through the JOPES deliberate planning process.

(2) If the JTF is established to conduct operations outside the theater of a CINC and no OPLAN or CONPLAN has been developed, the crisis action planning tasks are the responsibility of the CJTF.

(3) If the JTF is subordinate to a CINC and no OPLAN or CONPLAN has been developed, JOPES requirements are the CINC's responsibility.

b. Under options one or two above (i.e., a previously established JTF or JTF created for a specific COA outside a CINC's AOR), the CJTF is responsible for requirements entered into the JOPES data base. JTF movement requirements must be entered in sufficient detail (e.g., level IV) in accordance with JOPES procedures.

4. Deployment Considerations. The JTF HQ may be structured for incremental deployment. Each deployment increment should include a capability to command and control forces assigned to or supporting CJTF and should come complete with logistic, communications, and security support. The design of each increment should consider the mission and whether forced entry into the AOR is required. It also should be noted that an afloat JTF organization will normally not deploy incrementally.

a. Initial Command and Control. Command and control of the deployment should remain with the superior commander or with the CJTF at his predeployment headquarters until sufficient JTF HQ deployment increments have closed at forward locations to provide the C3 capabilities required to control deployed or deploying forces.

b. Liaison Increment. When directed by CJTF, a liaison increment may deploy in advance of the JTF HQ. This increment is not designed for, nor is it capable of, the command and control of combat operations. It acts as an advance party for the JTF and assists in receiving the forces. In addition, it acts as an interface between local US and foreign agencies, often serving as a forerunner to a military coordinating committee (MCC).

c. Initial JTF HQ Increment-Advanced Echelon (ADVON). This increment should provide a minimum capability for command and control during the buildup of the JTF. It must be designed for the planned method of insertion (e.g., airborne, amphibious).

5. Detailed Deployment Planning. When notified by the Joint Staff, USTRANSCOM forms a crisis action team (CAT) to monitor the WIN teleconference established for the JTF and to provide the CJTF with the capability to build requirements in the JOPES data base. The CAT ensures the accuracy of the JOPES data base (OPLAN or no-plan) and assists in COA development. During CAP Phase V, Execution Planning, the CAT dispatches deployment coordinating instructions to the Joint Planning and Execution Community (JPEC) and coordinates airlift and sealift movement schedules. The JOPES capability available to assist the CJTF during detailed deployment planning is discussed below.

a. COA Development. During COA development, the CINC or CJTF, if appointed, is responsible for entering movement requirements into the JOPES data base. Members of the JPEC use movement requirement data to analyze the various courses of action. This analysis includes transportation feasibility, shortfall identification and resolution, constraints analysis, deployment estimates, coordination with the Joint Staff and USTRANSCOM component commands to pre-position common-user lift assets before execution, etc. This information is made available for inclusion in the Commander's Estimate.

b. Execution Planning. The execution planning phase represents refinement of gross planning conducted during COA development. During this phase, USTRANSCOM is the focal point for the JPEC. The CJTF ensures the refinement of the time-phased force and deployment data (TPFDD) in the JOPES data base, which includes combat, combat support, combat service support, and nonunit resupply and personnel. Initial nonunit resupply and personnel movement requirements are only estimates of what will be required during execution. TPFDD refinement can be initiated by loading an existing OPLAN or by creating a new OPLAN data base. The CINCs or commanders, supporting commanders, Services, and logistic agencies validate availability and source the CJTF's requirements. USTRANSCOM components, Military Airlift Command (MAC), Military Traffic Management Command (MTMC), and Military Sealift Command (MSC), provide movement schedules for the requirements in the sequence requested by the CJTF. Initially, USTRANSCOM will focus on the first 3 to 7 days of air movements, including surface movements to aerial ports of embarkation (APOEs) and 30 days of sea movements. Additionally, USTRANSCOM provides the central point of contact for agencies preparing to support the deployment. Throughout the execution planning phase, USTRANSCOM will provide daily deployment situation reports (SITREPs) and ensure that the JOPES data base is kept current (see JOPES, Volume I, for more information).

6. Deployment Execution

a. Deployment begins as specified in the CJCS EXECUTE or DEPLOYMENT ORDER. USTRANSCOM monitors and provides to CJTF the status of MAC, MSC, MTMC, and organic movements from departure to arrival in the theater of operations. USTRANSCOM also maintains the joint deployment data base and provides analysis to the Joint Staff, supported commander, and CJTF. This analysis includes progress reports, status, problems, force closure, port workloads, daily movement statistics, and resolution of problems encountered with common-user transportation means. USTRANSCOM also provides CJTF with a capability to change or delete requirements during main force deployment. Any changes to main forces need to be accomplished as soon as possible to prevent allocation of lift assets that could have a detrimental impact on deployment. Relevant changes should be coordinated in the WIN teleconference established for the JTF to ensure the deployment community is kept informed.

b. Execution (CAP Phase VI) may be ordered without the benefit of the planning accomplished in CAP Phases I through V. In this case, execution and planning occur simultaneously. Upon receipt of the CJCS Execute Order, USTRANSCOM's actions are focused on deployment. If the CJCS Execute Order is received before completion of execution planning, USTRANSCOM will provide all available deployment information. Procedures for coordinating and monitoring deployment of non-unit-related personnel and resupply are also provided.

7. Employment Responsibilities. CJTF responsibilities during employment include:

a. Force and Resource Monitoring and Management.

Monitoring the current status of assigned forces and their resources and providing information to aid in the allocation and movement of forces and material.

b. Planning. Preparing plans relative to current and future operations.

c. Execution. Directing the implementation of operation orders and monitoring the current ground, naval, and aerospace situation; ensuring support for combat operations; and reviewing the enemy threat and issuing follow-on orders, as appropriate.

d. Reporting. Submitting reports to the supported commander and heads of other agencies as prescribed in Joint Pub 1-03, "Joint Reporting Structure (JRS), General Instructions," and other directives.

8. Redeployment Considerations. Redeployment may be directed when operations have terminated or movement of the JTF is directed by higher authority. Commanders should make the same considerations for redeployment as for deployment in regard to phasing of command, combat, combat support, and combat service support elements out of the joint operations area. The JOPES will be used to provide redeployment status and to schedule common-user lift assets.

CHAPTER IV

THE JTF HQ

1. Purpose. This chapter discusses how a typical JTF HQ may be organized. It provides a guide for the CJTF and outlines the general functions of the HQ staff and specific functions of the chief of staff. Guideline staff functions, by "J" directorate, are addressed in Appendixes B through G. Procedures for liaison officers are in Appendix H.

2. JTF Headquarters Organization. The CJTF may organize his joint staff as he considers necessary to carry out his duties and responsibilities. When mission requirements exceed the JTF staff's capabilities (e.g., qualified personnel, facilities, or equipment), assistance must be requested through the superior commander. The authority establishing the JTF should make provision to furnish the necessary personnel, facilities, or equipment. Composition, location, and facilities of the JTF HQ will have a major influence on what CJTF and his staff can accomplish (e.g., an afloat JTF HQ may have limitations of space and equipment on certain flag ships, which could affect manning levels and equipment capabilities). A sample organization structure for a JTF HQ is shown in Figure IV-1.

a. The establishing authority should use the force module concept as defined in the Glossary in staffing a JTF HQ. Whether developing joint or OPLAN-dependent force modules, commands should consider using a building-block approach to module construction. Force modules should progress from a basic command and joint staff element, primarily manned from within the superior commander's headquarters, to elements that require staff augmentation from all components.

b. Each JTF HQ force module may consist of up to five major elements:

(1) Command and Joint Staff. This element consists of the command section and functional and special staff elements. It may require augmentation from Service component staffs and should consist of an ADVON staff designed to precede any JTF HQ module. Planning for the manning of JTF HQ staffs should cover the spectrum of anticipated operations, such as noncombatant evacuation operations (NEO), in a permissive environment or disaster relief to combat operations requiring a much larger HQ staff.

(2) Augmentation Detachments. These units are added to the JTF HQ to enhance its capability in technical and specialized areas. Examples are civil affairs,

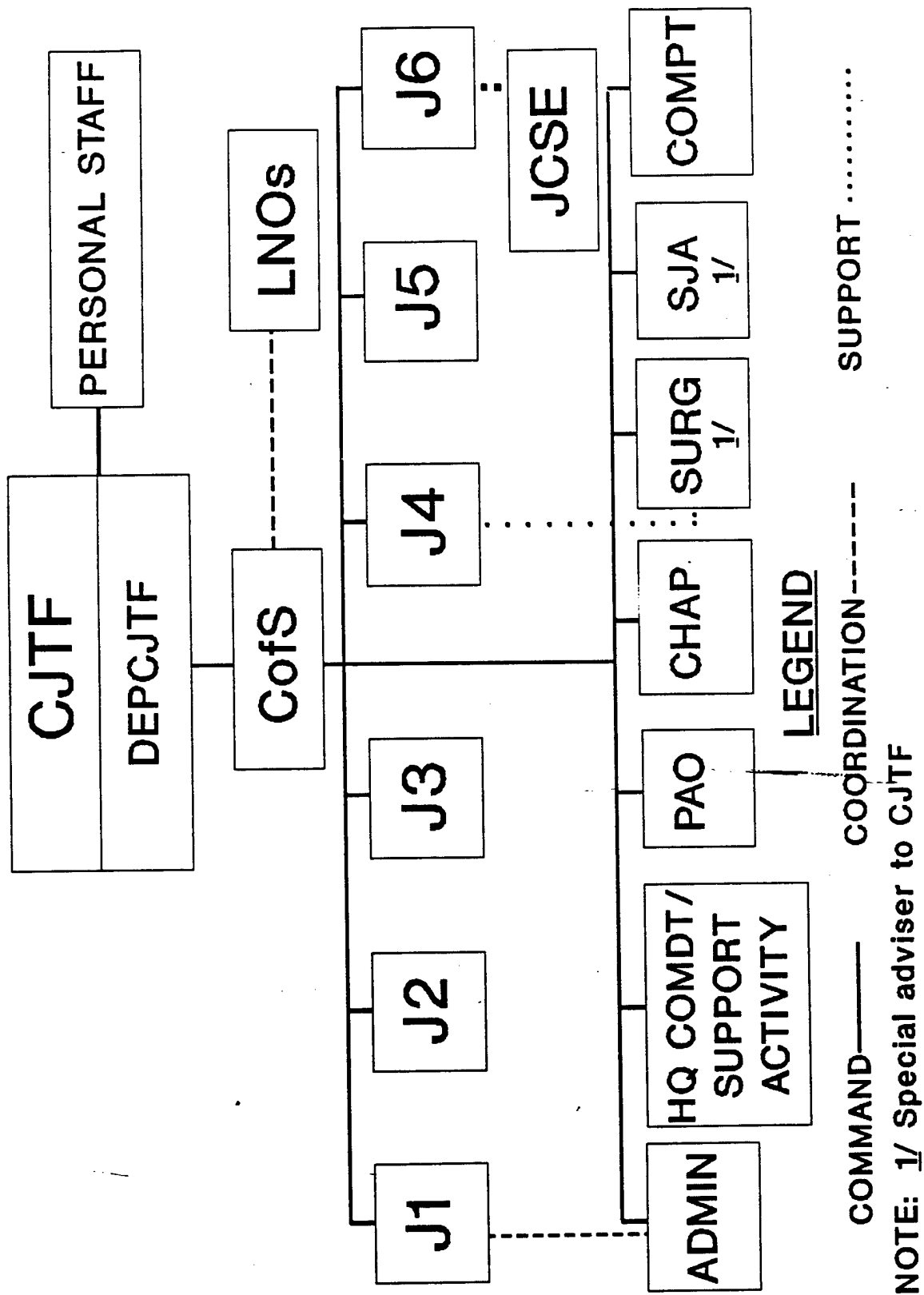


Figure IV-1. Sample HQ JTF Staff Organization

psychological operations, mortuary affairs, and subarea petroleum office. Required specialized units should be planned for with joint unit type codes (UTC) or Service UTCs.

(3) Communications Support. Communications support may be available to a JTF from the Joint Communications Support Element (JCSE) or other CJCS-controlled communications resources. Procedures for requesting CJCS communications support are contained in CJCS MOP 3. CJCS communications capabilities are discussed in the Joint Pub 6-05 series, "Joint Communications Systems." A deployable WWMCCS terminal with supporting personnel is required for all modules. Minimum support packages for the ADVON through the largest elements should be planned.

(4) HQ Support and Sustainment. HQ support includes administrative and logistic support for the JTF HQ and attached elements. UTCs for all stages of support and sustainment of JTF HQ should be planned.

(5) Security Support. The inclusion of security forces in all HQ JTF planning is essential. Security elements should be modularized to provide compatible support to all JTF elements, depending on the threat assessment.

3. JTF HQ Functions. Functions of the JTF HQ may include:

a. Collective Staff

(1) Planning for deployment, employment, and redeployment of the JTF.

(2) Assisting the CJTF to direct, control, and coordinate operations of assigned forces and to coordinate planning activities of subordinate component commands.

(3) Developing courses of action and conducting staff estimates on COAs.

(4) Preparing plans or orders based on CJTF's decisions concerning COAs.

(5) Providing information to supporting or adjacent commands.

(6) Coordinating with other forces and agencies not assigned.

(7) Coordinating with friendly forces and/or foreign governments when required by the order establishing the JTF.

(8) Monitoring accomplishment of the commander's decisions.

b. Chief of Staff. The chief of staff is normally the principal staff officer assistant and adviser to the commander and coordinates and directs the work of the staff divisions. His responsibilities may include:

(1) Representing CJTF when authorized.

(2) Approving actions, orders, and plans when authorized by CJTF; otherwise, obtaining the commander's approval.

(3) Ensuring that CJTF's decisions and concepts are implemented by directing and assigning staff responsibilities when necessary.

(4) Directing the JTF staff operations.

(5) Formulating and announcing staff policies.

(6) Reviewing staff actions to ensure that they are adequate and coordinated.

(7) Maintaining a master policy file and monitoring standing operating procedures.

(8) Ensuring required liaison is established with supporting agencies and commands, host nations, the US Embassy, Military Advisory Group, intelligence agencies, and any other required outside agency.

4. JTF Liaison

a. Past JTF operations have shown that qualified liaison officers (LNOs) contribute significantly to mission success. CJTF should consider the requirement for LNOs early in the planning process. Liaison should be established between the JTF HQ and higher commands, between adjacent units, and between supporting or assigned forces and the JTF HQ. LNOs to the CJTF HQ perform their duties within the JTF staff division that is normally responsible for JTF functions related to the LNOs' assigned duties. LNOs are representatives of their commanders and will normally attend briefings and maintain close contact with the JTF joint operations center (JOC) staff (see Annex A to Appendix D). LNOs function as prescribed by their parent

organizations, with the concurrence of the commander to whom they are assigned to assist. When working with foreign governments and their military units, a military coordinating committee, composed primarily of LNOs, is often required to coordinate plans and operations.

b. LNOs must be knowledgeable about the capabilities and limitations of their parent units and Services. Without these qualifications, LNOs are of little value to the gaining headquarters. Specific liaison procedures are in Appendix H.

APPENDIX A

CJTF KEY TASK CHECKLIST

1. Purpose. This appendix contains a list of questions, arranged by JOPES CAP phase, that the CJTF and planners should consider during a crisis situation.

2. General. The following questions are general in nature and are not all-inclusive. The development of expanded crisis response checklists by CJTF, the Services, component commands, and Defense agencies is encouraged. The checklists presented in Joint Pub 5-03.1, "Joint Operation Planning and Execution System, Volume I (Planning Policies and Procedures)," should be used in conjunction with the following checklists. Depending on the composition and location of the JTF staff, many answers to the checklist questions may be beyond the capabilities of the local staff. As required, assistance should be sought through the superior commander.

CAP PHASE I--SITUATION DEVELOPMENT

1. What are the national and military strategies and US national security policy for the region or country?
2. What is the nature of the conflict or crisis that might require military resources to resolve it?
3. What are or might be the potential missions or tasks from the NCA?
4. Will action be unilateral or combined?
5. What is the current situation (who, what, when, where, and why)?
6. How will the adversary conceptualize his situation and ours? What are his goals, objectives, strategy, intentions, capabilities, methods of operation, vulnerabilities, and sense of value and loss?
7. What steps can be taken to collect additional information?
8. What is the status of communications with key US and foreign government agencies and personnel? Has a list of key phone numbers been established?
9. Has the CINC developed an intelligence collection plan?

10. Has the CINC deployed sufficient organic reconnaissance resources? Should national assets be tasked or repositioned?
11. Are any US or allied forces conducting operations within the JTF AOR? What type? Duration? Who commands those forces?
12. What is the status of communications to and within the AOR?

CAP PHASE II--CRISIS ASSESSMENT

13. Is noncombatant evacuation needed?
 - a. Are there any US or other DOD civilian noncombatants in the AOR? How many? Where are they located? Are they in any danger?
 - b. Is there a noncombatant evacuation plan for this AOR? Has the Department of State (DOS) authorized NEO? Has DOS asked for DOD assistance?
14. Have agencies or commands (e.g., Defense Mapping Agency (DMA), environmental support facilities) that provide specialized or long-lead support been notified of the ongoing analysis and the potential for future support? What dedicated communications should be established with these agencies or commands for use by operations, intelligence, and logistics personnel?
15. What requests, if any, have been made by the foreign government(s)? What is the DOS position?
16. What security assistance may be provided to the foreign government(s) concerned?
17. What humanitarian or civil assistance may be provided to the foreign government(s)?
18. What sources have been identified to fund assistance efforts?
19. Does the United States have any treaty or legal obligations?
20. Are there status-of-forces agreements with the foreign government(s)?
21. Is a military coordinating committee required?
22. Is there an OPLAN or CONPLAN for the area or situation?
23. What type and level of psychological operation (PSYOP) is most advantageous for the current situation?
24. What are the key friendly, enemy, and neutral target groups and their PSYOP vulnerabilities?

25. Has a WIN teleconference been established for the JTF?
26. Is a data base maintained by USTRANSCOM that is current or applicable to the situation?
27. Are there adequate provisions to maintain secrecy, achieve surprise, and preserve the security of US forces against attack?
28. What operations security (OPSEC) and operational deception measures are required? Is a cover story required or available? Are diversionary actions needed to support the preparation, deployment, and employment of forces?
29. What national-level actions are necessary to protect secrecy and execute deceptions?
30. What are foreign governments' (including hostile) appreciations of US intentions and military capabilities? How could these be shaped to US advantage?
31. What are the reactions of friendly, neutral, and unfriendly foreign governments?
32. What level of opposition can be expected from hostile governments?
33. What support can be expected from friendly and allied governments?
34. What access and overflight assurances do friendly forces have for deployment or employment operations?
35. What are the public affairs implications and responsibilities for the area?
36. Is there a joint information bureau? (See Annex F, Public Affairs, in subject OPLAN)
37. Has a DOD media pool been activated? (See DOD Directive 5105.35)

CAP PHASE III--COURSE OF ACTION DEVELOPMENT

38. What precisely must be accomplished in the crisis to strengthen or support the objectives established by the NCA?
39. What are the general operations, intelligence, and logistic requirements to support the actions so as to bring about the NCA objectives?

40. Do the military objectives identified take into account exploitable enemy vulnerabilities that are critical to the CJTF's responsibilities and intent or are critical to the enemy's intent?
41. From the CJTF's perspective, are the military objectives obtainable?
42. What is the commitment of the adversary to his COA?
43. What are the current ROE in the area?
 - a. Do they need to be changed because of the current situation?
 - b. Who should recommend changes?
44. Is the authorization to use riot control agents required as an alternative to the use of deadly force to save lives?
 - a. Has NCA approval been requested or received?
 - b. Are agents and protective equipment available to friendly forces?
45. What forces are readily available and when could they arrive on scene?
46. What reception and operations support facilities are needed and available?
47. What types and amounts of logistic support are available from friendly and allied nations?
48. Are joint or allied interoperability considerations involved?
49. Is medical support adequate to support planned operations?
50. What medical support is available in the objective area or provided for in the OPLAN?
51. Are special operations forces required (e.g., USSOCOM, theater SOC, or host-nation SOF)?
52. What is the unit readiness of the available or allocated forces?
53. What are the major constraints before forces can be committed?

54. What is the status of mapping, charting, and geodesy support within the area?
55. What are the environmental (meteorological, oceanographic) support capabilities and constraints within the area? Who is coordinating environmental support?
56. Will special CJCS-controlled communications assets, such as JCSE, be required?
57. Are Army or Air Force PSYOP units, or Navy supporting units, required?
58. What is the command relationship of civil affairs (CA) and PSYOP forces?
59. Will the use of deception operations enhance mission success for each COA being considered?
60. Have subordinate and supporting commands or agencies been tasked to enter JOPEs data base requirements for development of deployment estimates by USTRANSCOM?
61. Has Tactical Exploitation of National Capabilities Program (TENCAP) support from the supported commander been requested?
62. Have plans for the use of space systems (e.g., for reconnaissance, surveillance, warning, navigation, communications, targeting, weather) been integrated into JTF plans?
63. What is the status of strategic mobility resources and supporting elements? Are facilities, airports and seaports, and lines of communication (LOCs) capable of supporting the operation?
64. What are the logistic factors that affect actions under consideration?
65. Is aerial refueling required during employment and/or deployment?
66. Will an intermediate staging base be required?
67. Has direct coordination been authorized or established, as applicable, within the operational, intelligence, and logistic nets, with the committed forces, supported and supporting commands (as applicable), and national agencies?

68. What is the backup COA?

69. What all-source intelligence resources are available? Has the full range of intelligence capabilities been employed to ensure maximum intelligence support to planning efforts by the CINC? By the NCA? Has CJTF declared emergency reconnaissance and implemented SIGINT operational tasking authority (SOTA)?

70. Has coordination been conducted with USSPACECOM to determine whether repositioning or launch of space systems is required for JTF operations?

71. Will electronic warfare units, such as WILD WEASEL, radar jammers, or communications jammers, be required?

72. Which airfields are available to friendly forces?

a. Will use agreements need to be coordinated with other nations?

b. Are runway lengths and weight-bearing capacities adequate for the planned forces?

73. Have sufficient contracting officers with adequate contracting authority been assigned?

74. Has a sufficient amount of local currency been obtained to support the exercise or operation?

75. Has local civilian labor support been acquired?

76. Have adequate funds been identified to support the COA?

77. Have procedures been established to ratify irregular purchases?

78. What COMSEC procedures must be established to protect communications between the United States and foreign forces and governments?

CAP PHASE IV--COURSE OF ACTION SELECTION

79. What COA has been selected? Have the pros and cons of each alternative, with regard to enemy options, been fully and objectively assessed?

80. What decisions have yet to be made? What changes to ROE are required?

CAP PHASE V--EXECUTION PLANNING

81. Is the mission clear? Is CJTF's intent clear?
82. Are the ROE adequate for the JTF mission?
83. Will the selected military COA accomplish the objectives?
 - a. If it will not, has this been clearly outlined to the superior commander?
 - b. Is the COA consistent with the law of armed conflict?
84. Are command relationships clear, unambiguous, and understood by all parties?
 - a. Between supporting and supported commanders?
 - b. For command and control for SOF?
 - c. For command and control of CA and PSYOP forces?
85. Before operations commence, have the theater and JTF J-2s and J-3s established a Joint Intelligence Center (JIC)? (See Annex A to Appendix C for a discussion of JIC duties and responsibilities.)
86. Has a joint rescue coordination center (JRCC) been designated or established? (See Annex A to Appendix D for JRCC description.)
87. Has CJTF elected to designate a JFACC to coordinate joint air operations? (If a JFACC has not been designated, items 84a, b, and c do not apply.)
 - a. Have the authority and responsibilities of the JFACC been established by CJTF?
 - b. Are commanders of the JTF components aware of JFACC's assigned authority and responsibilities?
 - c. Have liaison officers from JTF components been assigned to the JFACC to facilitate coordinated joint force air operations?
88. Has CJTF elected to designate any functional component commanders (e.g., JFLCC, JFMCC, JFSOCC)? If so, questions a, b, and c of item 84 above apply to each.

89. Has airspace coordination been addressed? (May be assigned as a JFACC responsibility, if designated.) Is required liaison provided?

90. Has an AADC been assigned? (May be assigned as a JFACC responsibility, if designated.) Is required liaison provided?

91. What is the status of communications?

a. Have multiple means of communications been provided for?

b. Is there frequency deconfliction?

c. Are the joint communications-electronics operation instructions (JCEOI) adequate?

d. Is there a requirement for joint airborne communications assets?

e. Have common COMSEC materials (authenticators, operations codes, keylists, etc.) been identified for all circuits, networks, and users?

f. Are there any other special C3 requirements?

92. What country clearances are required for overflight, landing, or staging? What are the existing (or needed) agreements for overflight; staging; transit and refueling for combat, cargo, and evacuation aircraft; and basing rights?

93. What forces and concept of operations are available if the adversary escalates abruptly?

94. Has sufficient coordination with allies been conducted?

95. What constraints have been placed on USTRANSCOM's components (e.g., allocation of lift assets)?

96. What is the status of space system support coordination?

a. If a tactical missile threat exists, has a special request for tactical warning support been made to USSPACECOM's J3CP (IAW the Joint Service Tactical Exploitation of National Systems (J-TENS) Manual)? Additionally, has USSPACECOM been requested to provide support from the Tactical Event Reporting System (TERS), to include equipment required to receive TERS downlink data (e.g. Constant Source, Tactical Receiver Equipment (TRE), and SUCCESS radio)?

b. Has military satellite communications (MILSATCOM) support been coordinated with the DISA MILSATCOM Systems Office (IAW JCS MOP 178)?

c. Has Defense Satellite Communications System (DSCS) Ground Mobile Facility (GMF) support been coordinated with the appropriate Regional Space Support Center (RSSC) IAW MJCS 11-88?

d. Has USSPACECOM been requested to provide liaison officer support to the JTF to serve as a focal point for the coordination of space systems support?

97. Has the enemy situation changed appreciably; if so, what are the effects on the selected COAs?

98. Have all necessary actions been taken to provide for self-defense of JTF forces?

99. Will the predicted environmental conditions adversely affect the operation? Who will provide environmental updates to decisionmakers?

100. Is logistic and administrative planning adequate?

101. Has the OPORD been published?

102. Do the component commanders' plans adequately address the coordinated employment, direction, and control of their forces in conformity with the JTF concept of operation?

103. What is the status of the JOPES data base sourcing and error correction?

CAP PHASE VI--EXECUTION

104. Has intelligence identified front line enemy movements or changes in the disposition of rear echelon, strategic, or other critical units, particularly special forces?

105. Are any changes necessary to ensure that military action will accomplish the objectives intended?

APPENDIX B

J-1, PERSONNEL

1. Purpose. This appendix describes general responsibilities associated with a JTF J-1 and provides a checklist (Annex A) of significant personnel issues to be considered.
2. General. The JTF J-1, Director for Manpower and Personnel, is the principal staff assistant to CJTF on manpower management. As stated in Joint Pub 0-2, the J-1 is responsible for "manpower management, the formulation of personnel policies, and supervision of the administration of personnel of the command (including civilians under the supervision or control of the command and prisoners of war). Since many of the problems confronting this division are necessarily of a single-Service nature, the division should consider the established policies of the Military Departments." Component commanders will normally receive personnel support from their Service headquarters.
3. Examples of JTF J-1 Responsibilities. The following is a list, not necessarily all-inclusive, of JTF J-1 responsibilities:
 - a. Ensures that subordinate commanders are kept informed of personnel actions that will affect them.
 - b. Monitors unit strengths, both current and projected, by means of daily personnel status reports, casualty reports, and critical reports of personnel shortages.
 - c. Develops plans through assessing strength data.
 - d. Maintains a current personnel estimate (in coordination with other staff officers).
 - e. Advises the commander and staff on matters concerning component replacement plans and status.
 - f. Plans and supervises activities for the administration of discipline, law, and order.
 - g. Determines procedures concerning use of local civilian labor.
 - h. Assists other staff sections in the planning and administration of NEO plans, as required.
 - i. Provides control and standardization of procedures within the JTF HQ. All staff officers are responsible for proper administrative activities within their own staff sections.

- j. Exercises staff supervision of the surgeon, chaplain, and staff judge advocate when those functions are not organized as special staff sections.
- k. Administers policies and procedures for enemy prisoners of war (EPWs), civilian internees, other detained persons, and formerly captured or missing US personnel.
- l. Ensures sufficient records are maintained to support recommendations for unit and DOD awards and decorations. Provides appropriate endorsements in accordance with CJTF guidance.
- m. Oversees the administration of the JTF HQ, including pay and finance; postal services; administration of augmentees; coordination of morale, welfare, and recreation (MWR) activities; and preparation of evaluation, efficiency, and fitness reports.
- n. Implements and monitors the command safety program and recommends actions.
- o. Ensures that personnel-related activities are conducted to eliminate OPSEC vulnerabilities and support military deception initiatives.

ANNEX A TO APPENDIX B

JTF J-1 CHECKLIST

1. Does a joint system exist for the J-1 that allows summation of separate Service personnel status reports, including authorized, assigned, and deployed strengths; critical personnel shortages; casualties accounting; and personnel requisitions?
2. Do current plans include a current summary of unit personnel needs?
3. Are critical unit positions identified?
4. Do the following issues pertain to JTF personnel?
 - a. Have JTF augmentation shortfalls and requirements been identified and submitted to the establishing authority?
 - b. Are minimum grade, security clearances, and requirements by sex specified, if appropriate?
 - c. Are special experience requirements consistent with pay grade level and military occupational designations (e.g., MOS, AFSC, RATE, NEC)?
 - d. Have instructions been issued for passports, visas, immunizations, uniform requirements, and travel restrictions?
5. Have administrative procedures been established by component commanders, before deployment, for the following JTF personnel actions?
 - a. Giving members the opportunity to update wills and powers of attorney.
 - b. Giving members the opportunity to adjust pay allotments, establish direct deposit, etc.
 - c. Making provisions to pay members while deployed.
 - d. Providing passports and visas if required.
6. Have other personnel actions been accomplished, such as medical screening (immunizations, HTLV), ID cards or tags, Service record updates (including a record of emergency data)?
7. Have the following support programs been established, if applicable?
 - a. Special leave.

- b. Hostile fire or imminent danger pay.
 - c. Federal income tax combat-zone exclusion.
 - d. Free postage.
 - e. Sole surviving son.
 - f. Absentee voting.
8. Have MWR activities for JTF personnel been coordinated?
9. Is military postal support adequately and equitably addressed in JTF and component commands' plans?
10. Have supporting US disbursing officers been requested to provide US and indigenous currencies for official purposes and for use by JTF members?
11. Are planning factors for computing personnel attrition developed in accordance with existing Service procedures?
12. If Army forces are not in the JTF, which component will handle EPWs, civilian internees, and other detained persons?
13. Are component forces trained in the proper handling and humane treatment of EPWs, civilian internees, and other detained persons?
14. Has liaison been established with the International Committee of the Red Cross regarding transfer of POWs, civilian internees, and other detained persons?
15. Have procedures been developed between the J-1 and J-2 for the in-theater processing of returned formerly captured, missing, or detained US personnel?
16. Have procedures been developed to process personnel returning through medical channels?
17. Have procedures been established for emergency destruction of classified materials?
18. Are there procedures and formats for reporting to CJTF all alleged serious crimes and incidents of national or international interest involving JTF personnel (e.g., a serious vehicle mishap)?
19. Have operational law officers been identified through coordination with component or supporting forces for all legal support required by CJTF?

20. Consistent with operational requirements, is maximum practical use being made of local national civilian labor?

21. Have appropriate liaison positions been established with local civil authorities?

22. Have all JTF commanders been briefed on the provisions of international law and applicable treaties and agreements that may affect their relations with local citizens and civil authorities?

23. Have all policies regarding use of indigenous labor by the JTF been coordinated with component CA officers? (The JTF J-1 and J-3 should coordinate CA issues.)

24. Have J-1 supporting plans been developed for the evacuation of noncombatant personnel?

25. Has the JTF staff chaplain been provided necessary support (e.g., transportation, rations, orientation)?

26. Have internal standing operating procedures been developed and coordinated to streamline the execution of recurring activities and reports?

APPENDIX C

J-2, INTELLIGENCE

1. Purpose. This appendix describes general intelligence responsibilities associated with a JTF. Annex A discusses the functions of the joint intelligence center and Annex B is a checklist for JTF J-2 use.

2. General

a. As stated in Joint Pub 0-2, the JTF J-2, Director for Intelligence, is primarily responsible for ensuring "the availability of sound intelligence on the characteristics of the area and on enemy locations, activities, and capabilities. Within the scope of the essential elements of information, the Intelligence Division actively participates in directing a concentration of intelligence efforts on the proper enemy items of intelligence interest, at the appropriate time, to ensure adequate intelligence coverage and response and to disclose enemy capabilities and intentions as quickly as possible." The responsibilities listed in paragraph 3 below have been developed to meet requirements of CJTF and should be modified as necessary to meet the requirements of subordinate commanders.

b. The fundamental responsibility of intelligence is to help decisionmakers at all levels of command by providing the fullest possible understanding of the enemy and the situation. In addition to where enemy forces are located and what they appear to be doing, this understanding includes a sophisticated knowledge of the adversary, including his goals, objectives, strategy, intentions, capabilities, methods of operation, vulnerabilities, and sense of value and loss. Understanding how an adversary will conceptualize his situation and ours, what options he will consider, and how he will react to our actions needs to be an inextricable part of a continuing interaction of the intelligence staff with the task force commander and with other staff elements.

3. Examples of JTF Intelligence Responsibilities. The commander assigning missions and responsibilities, with the J-2, is ultimately responsible for ensuring the necessary intelligence support to forces within the assigned area of operations. This command responsibility may include acquiring intelligence for tactical commands and forces that are developing, planning, and conducting operations. Tactical commanders and force elements may not have the lead-time, perspective, or authority to identify and obtain necessary tactical or combat intelligence support. The J-2 is responsible for:

- a. Identifying Essential Elements of Information (EEIs).
- b. Providing the intelligence staff, all-source watch teams, and supporting intelligence organizations with a clear understanding of friendly objectives, intent, and plans, and of the unfolding conduct of joint operations.
- c. Prioritizing intelligence information requirements.
- d. Assigning intelligence resources.
- e. Tasking collection and production resources.
- f. Overall direction of the command's intelligence staff and the joint intelligence center, to include:

(1) In conjunction with J-3 watch teams, orchestrating the national, theater, and own force reconnaissance and surveillance needed to understand the enemy and the situation, identify objectives and opportune targets, provide warning to forces, and assess the effects of operations.

(2) Helping the joint task force commander focus own force, supporting CINC and national intelligence support; includes providing guidance to imagery, measurement and signature intelligence, signals intelligence, and human intelligence tasking/collection/exploitation/reporting/dissemination organizations regarding:

(a) Current and planned operations.

(b) What imagery interpreters/SIGINT analysts/MASINT analysts/case officers/debriefers should focus on and current priorities.

(c) What to report (and how) to whom.

(d) What to disseminate (and how) to whom.

(3) Helping the joint task force commander provide own force, supporting CINC and national all-source fusion centers and intelligence analysis/production elements guidance concerning:

(a) Current and planned operations.

- (b) What watchstanders and analysts should focus on and current priorities.
- (c) What to report (and how) to whom.
- (d) What to disseminate (and how) to whom.
- g. Monitoring the movement, status, and activities of national, theater, and own force intelligence and intelligence-related assets.
- h. Apprising the commander of intelligence capabilities and limitations, and the potential effects on operations.
- i. Helping the joint task force commander develop and refine his estimate of the situation, and, concurrently, developing and refining the intelligence estimate.
- j. Helping the CJTF identify relevant and attainable objectives.
- k. Helping the CJTF identify deception objectives.
- l. Helping the CJTF translate his mission, estimate of the situation, and objectives into intelligence information requirements.
- m. Ensuring that the intelligence function of targeting is performed, i.e., analyzing the enemy and his situation, and identifying and nominating to the CJTF those critical enemy vulnerabilities that can be exploited by direct military operations to attain the commander's intent and objectives.
- n. Providing appropriately qualified personnel and supporting intelligence to the Joint Targeting Coordination Board (JTCB), once the CJTF selects specific targets and/or target categories. (See Annex A to Appendix D, OPERATIONS SUPPORT CENTERS.)
- o. Helping the CJTF provide the intelligence staff, all-source watch teams, and supporting intelligence organizations a clear understanding of friendly objectives, intent and plans and of the unfolding conduct of joint operations.
- p. Exchanging liaison officers as appropriate. Establishing or supervising liaison, coordination, and communications requirements with subordinate, lateral, superior, and national intelligence organizations.

- q. Validating intelligence information requirements of subordinate and supporting commands.
- r. Helping the CJTF prioritize intelligence information requirements.
- s. Identifying enemy essential elements of friendly information (EEFIs).
- t. Prescribing security of intelligence information.
- u. Planning for counterintelligence (including counterterrorism), to include:
 - (1) Providing multidisciplinary counterintelligence threat assessments.
 - (2) Coordinating counterintelligence plans and operations.
- v. Developing Annex B (Intelligence) to the CJTF Operations Order. This Annex lays out a detailed plan for how the J-2 will provide the intelligence support needed to:
 - (1) Determine operating objectives.
 - (2) Identify deception objectives.
 - (3) Perform the intelligence function of targeting.
 - (4) Plan and conduct operations.
 - (5) Analyze the effects of operations.
- w. This concept of intelligence operations should:
 - (1) Identify potentially useful intelligence-related systems and personnel, regardless of subordination.
 - (2) Spell out command relationships, tasking authorities, and reporting responsibilities.
 - (3) Detail procedures for:
 - (a) Developing intelligence for subordinate commands and forces.
 - (b) Obtaining intelligence from national organizations through Joint Staff J-2/DIA.

(c) Obtaining maps, charts, and other geodetic and geographic intelligence support.

(d) Obtaining intelligence-related communications support.

(e) Maintaining continuity of minimum-essential support if communications are severely stressed or temporarily lost.

ANNEX A TO APPENDIX C

JTF JOINT INTELLIGENCE CENTER

1. The Joint Intelligence Center's (JIC) mission is to provide tailored intelligence support to the CJTF and his staff, and to operating forces subordinate to or acting in direct support of the joint task force. The JIC's responsibility in warfighting support is to help the CJTF develop the best possible understanding of the enemy and the situation through joint all-source analysis.
2. In the JIC, the JTF and theater command J-2s and J-3s should forge a joint analytical staff of operations experts, intelligence experts, and SIGINT, IMINT, HUMINT and MASINT experts. Analysis teams so comprised are best able to attack operational intelligence problems and provide services and products required by the components of joint operations. JIC all-discipline and all-warfare specialty analysis teams should be focused on substantive operational intelligence problems to support the commander and his staff, and to assist his subordinate and supporting commanders and forces. Analysis teams should take into account pertinent information from all sources; a JIC's joint and all-source analysis is the key to operational intelligence that is timely, relevant and complete.
3. Under the direction of the J-2, the JTF JIC should support "upward" the CJTF and his staff, and support "downward" the units and elements assigned to or acting in support of the joint task force.
4. The JIC analytical effort has an operational focus, with responsibility for helping the CJTF better understand how the adversary thinks, e.g., how he will conceptualize his situation and ours, what options he will consider, and how he will react to our actions.
 - a. When the CJTF is engaged in determining and planning operations, JIC watchstanders and analysts assist by:
 - (1) Identifying and nominating attainable military objectives that will help meet national objectives.
 - (2) Identifying and nominating deception objectives that will help attain military objectives.

(3) Performing the intelligence function of targeting, i.e., analyzing the enemy and his situation, and identifying and nominating to the commander those critical enemy vulnerabilities that can be exploited by direct military operations to attain the commander's intent and objectives.

b. When the CJTF and/or subordinate commanders are engaged in conducting operations, JIC watchstanders and analysts assist by:

(1) Orchestrating all forms of reconnaissance and surveillance of the enemy which are necessary to understand the situation, identifying objectives and opportune targets, providing warning to forces, and assessing the effects of operations, in conjunction with J-3 watch teams and collection managers.

(2) Preparing estimates of enemy command & control, logistic, ground, air, space, air defense, and maritime force capabilities.

(3) Preparing estimates of enemy intentions.

(4) Assessing the effects of operations (to delay, disrupt, debilitate, destroy, dissuade, or coerce) on enemy capabilities and intentions.

5. Coordinating Intelligence. A JTF J-2 may also use his JIC to manage intelligence resources and efforts, and to coordinate application of senior, subordinate, and supporting commands' intelligence activities so the sum of shared capabilities and products will be sufficient for the needs of the joint command and operations of the components.

ANNEX B TO APPENDIX C

JTF J-2 CHECKLIST

1. What are the current intelligence indications and warnings in the AOR?
2. Do any current events require closer examination or reporting to the superior commander?
3. Have regional assessments been accomplished?
4. What are the regional intelligence collection requirements?
5. Has a regional threat been identified?
6. Does the threat affect national interests?
7. Have the key friendly, enemy, and neutral forces been identified?
8. Has an intelligence estimate of the situation been completed and submitted to the superior commander?
9. Have EEIs been developed and updated for the current situation?
10. Have updated intelligence priorities been passed to the superior commander?
11. What is the status of organic intelligence assets?
12. Have collection requirements covering shortfalls in theater collection capabilities been forwarded through the superior commander to DIA for national tasking?
13. Are theater collection activities being coordinated with the Collection Coordination Facility (CCF)?
14. Has the superior commander's tasking and guidance been analyzed?
15. Has the initial intelligence estimate been updated?
16. Has information to support the Joint Intelligence Estimate for Planning been passed to DIA?

17. Have all intelligence annexes been incorporated in the OPLAN or OPORD?

18. Can the JTF J-2 continue to monitor and evaluate the crisis event and issue status reports to the superior commander as directed?

APPENDIX D

J-3, OPERATIONS

1. Purpose. This appendix describes general responsibilities and organizational aspects of the JTF J-3. Annex A discusses operations support centers and Annex B is a checklist for JTF J-3 use.

2. General. As stated in Joint Pub 0-2, the JTF J-3, Director for Operations, "assists the commander in the discharge of his responsibility for the direction and control of operations, beginning with planning and carrying through until specific operations are completed. In this capacity, the division plans, coordinates, and integrates operations. The flexibility and range of modern forces require close coordination and integration for effective unity of effort. When the joint staff includes a Plans Division (J-5), it performs the long-range or future planning responsibilities."

3. Examples of JTF J-3 Responsibilities. The following is a list, not necessarily all-inclusive, of JTF J-3 responsibilities:

a. Organize the operational aspects of the JTF HQ.

b. Develop joint plans and exercise staff supervision or cognizance over the conduct of:

(1) Deception operations.

(2) Rear area protection (RAP) and security.

(3) Electronic warfare (EW) (including wartime reserve mode (WARM) operations). (For further information, see Joint Electronic Warfare Center (JEWEC) Pub JDD 1-86, "JTF EW Planning Manual.")

(4) NEO.

(5) CA.

(6) PSYOP.

(7) SAR and CSAR.

(8) Reconnaissance.

(9) Blockade and quarantine operations.

(10) Mine warfare operations.

- (11) Disaster relief operations.
- (12) Training of joint forces.
- (13) Command, control, and communications countermeasures (C3CM).
- (14) OPSEC.
- (15) Weather service.
- (16) Land, sea, and airspace control operations.
- (17) Mobility, countertermobility, and survivability operations.
- (18) Naval control of shipping (NCS) operations.
- c. Recommend joint force organization.
- d. Monitor current operational status of friendly forces.
- e. Develop tasks for components.
- f. Request additional combat forces.
- g. Initiate requests for TENCAP support, multispectral imagery support and other assets outside JTF control. Establish mechanisms that will assure continued access to requested support once initiated.
- h. Establish interface with US Government agencies.
- i. Formulate requests for the use of nuclear weapons, chemical weapons, and riot control agents (RCA).
- j. Disseminate general targeting guidance.
- k. Establish a Joint Targeting Coordination Board.
- l. Initiate requests for operations conducted outside the assigned AOR.
- m. Request modification of the assigned AOR (including establishment of exclusion and/or inclusion zones).
- n. Include special operations in plans.
- o. Recommend an airspace control authority. (See Joint Pub 3-52, "Doctrine for Joint Airspace Control in Combat Zone.")

- p. Recommend an area air defense commander (AADC) to CJTF (IAW Joint Pubs 3-01.3, "Joint Doctrine for Air Defense From Overseas Land Areas," and 3-01.2, "Joint Doctrine for Theater Counterair Operations").
- q. Recommend apportionment of air assets if no JFACC is designated.
- r. Refine OPSEC planning guidance and ensure operations are planned to eliminate OPSEC vulnerabilities and support military deception initiatives.
- s. Recommend ROE.
- t. Provide for meteorological and oceanographic support.
- u. Integrate requirements for space systems support into JTF plans.
- v. Identify training requirements.
- w. Ensure procedures have been established for emergency destruction of classified material.
- x. Develop procedures for JTF command post displacements.
- y. Select a Command Post (CP) location (when appropriate).

ANNEX A TO APPENDIX D
OPERATIONS SUPPORT CENTERS

1. Joint Operations Center (JOC). CJTF may organize a JOC to serve as a focal point for all operational and intelligence matters. The JOC should be staffed and equipped to receive, store, and display friendly and enemy information; maintain the tactical situation and status of forces; make recommendations; and promulgate CJTF orders in the execution of current operations. The functions of the JOC may include:

- a. Force and Resource Monitoring and Management. Monitors the current status of assigned forces and resources and provides information to aid in allocating and moving forces and material.
- b. Planning. Assists in the preparation of plans relating to current operations.
- c. Direction. Facilitates CJTF direction to JTF component commanders and takes other necessary actions within the authority delegated to the JOC by CJTF.
- d. Execution Supervision. Monitors the implementation of operation orders to ensure that CJTF objectives are being met.
- e. Situation Monitoring. Monitors the ongoing situation of JTF forces and continuously reviews their progress.
- f. Reporting and Recording. Prepares operational reports as required; also maintains a staff journal, displays, and files necessary to record operational activities of the JTF. (Joint Pub 3-56.24, "Message Text Formats," contains message interface and message text formats (MTFs) employment procedures for JOC use. Joint Pub 6-04.1, "US Message Text Formatting Program," and the Joint User Handbook for MTFs (JUH-MTF) contain examples of the MTFs approved for joint use.)
- g. Operations Evaluation. Evaluate actions to identify operational deficiencies and develop methods to improve joint effectiveness.

2. Joint Rescue Coordination Center (JRCC). CJTF may designate a SAR coordinator and establish a JRCC at either the JTF HQ or the HQ of the component commander designated as SAR coordinator. If a JRCC is established at the JTF HQ, it normally falls under the staff supervision of the J-3. All components provide appropriate supervisory or liaison personnel

to staff the JRCC. JRCC operations will normally be in agreement with the National Search and Rescue Manual; US Coast Guard, COMDINST M 16120.5; Department of the Navy, NWP-19; Department of the Army, FM 20-150; and Department of the Air Force, AFM 64-2. See also Joint Pub 3-50, "Doctrine for Joint Search and Rescue," and Joint Pub 3-50.2, "Doctrine for Joint Combat Search and Rescue," both in development.

3. Weather. Meteorological support for JTF operations requires a weather organization compatible with the JTF command structure. Early identification of specific weather support requirements for all JTF elements is required to ensure availability of necessary meteorological information. Basic products used in support of JTF operations are facsimile weather charts, weather teletyped observation data, and meteorological satellite imagery from national collection and analysis facilities. The basic information is supplemented by weather data collected from indigenous sources and observation data furnished by elements of the JTF. The JTF staff weather officer is normally assigned to the J-3.

4. Joint Targeting Coordination Board. CJTF should organize a JTCB to coordinate targeting information, provide targeting guidance and priorities, and prepare and refine joint target lists (JTL). The JTCB is normally chaired by the J-3 or his representative and consists of representatives of the J-2 and other staff directorates and components, as appropriate. JTCB meetings are normally conducted daily to disseminate CJTF targeting guidance and objectives, monitor the effectiveness of targeting efforts, coordinate and deconflict all JTF targeting operations, validate no-fire areas, and approve new target nominations for inclusion in the JTL. JTCB meeting results should be provided to component and supporting forces. These results include additions or changes to no-fire areas and the JTL, modifications to JTF targeting strategy, and summaries of the daily BDA reports received from component and supporting forces.

ANNEX B TO APPENDIX D

JTF J-3 CHECKLIST

1. Have current plans (OPLAN and CONPLAN) been evaluated?
2. Have regional options been developed, prioritized, and passed to the superior commander?
3. Have regional military objectives been developed and forwarded to the superior commander?
4. Have component and supporting commanders been tasked to analyze the situation and begin tentative planning to support proposed COAs?
5. Have the disposition and location of assigned forces been reviewed, and, if needed, has an increased force posture and force readiness been directed within established authority? (Respond as necessary within existing ROE, requesting modification if necessary.)
6. Have COAs been evaluated and prioritized?
7. Has the Commander's Estimate, containing an appropriate risk assessment, been developed and submitted to the superior commander?
8. Has the status of noncombatants in the AOR been evaluated to determine the requirement for a NEO plan?
9. Has the process of obtaining country clearances and overflight, landing, and staging rights been initiated?
10. Are current force levels adequate to accomplish objectives?
11. What is the deployment status of Reserve units?
12. Have replacement units been identified or shortfalls forwarded to the superior commander for resolution?
13. Has the superior commander's tasking and guidance been analyzed?
14. Has guidance been developed for components?
15. Have completed COAs, including validated forces and sustainment, been developed?
16. Have pre-hostility special operations (e.g., special reconnaissance (SR), unconventional warfare (UW), counterterrorism (CT)) been considered during COA development?

17. Has the JPEC been notified the selected COA is ready for evaluation?
18. Has a WIN TLCF been established, or does one need to be established to support planning?
19. What is the effect of identified shortfalls on the COA?
20. Can the shortfalls be resolved using organic resources, or do they require elevation to the superior commander?
21. How will the COA likely be perceived by the indigenous, US, and allied publics?
22. Have supported command execution planning instructions been developed?
23. Has the COA been adjusted based on the superior commander's guidance?
24. Have appropriate JPEC organizations been tasked to develop information for support annexes?
25. Have all support annexes been incorporated in the OPLAN or OPORD?
26. Is the OPLAN or OPORD complete and in the proper format?
27. Has the OPLAN or OPORD been submitted to the superior commander for approval?
28. Has an EXECUTE ORDER been received?
29. Has the OPORD been adjusted for the superior commander's EXECUTE ORDER before issuing the commander's EXECUTE ORDER?
30. Are plan objectives being met?
31. Is a reassessment of objectives required?
32. Are situations developing that require additional force and sustainment resources, or redirection of allocated force and sustainment resources?
33. Do current conditions indicate the need for replanning actions?
34. Has replanning guidance been issued to the JPEC (if necessary)?

35. Does the situation call for termination of operations?
36. Does the situation call for redeployment planning?
37. Can the JTF J-3 continue to monitor and evaluate the crisis event and issue status reports to the superior commander as directed?
38. Have US and friendly government agencies and in-country relief organizations been contacted to ensure maximum support of component CA operations?
39. Has the superior commander's political adviser provided guidance on CA priorities?
40. Have CA priorities been coordinated with the JTF component staffs?
41. The JTF J-3 will normally establish an operations planning and execution cell, composed of J-3, J-5, and J-4 planners (as a minimum), to complete the TPFDD planning tasks, monitor the flow of forces and nonunit supplies into the AOR, and track forces to their destination. The following questions are for use by this team.
 - a. Have plan identification numbers (PIDs) been established in JOPEs for each COA?
 - b. Have movement requirements for each COA been created and tested?
 - c. Has plan information been entered in JOPEs?
 - d. Have in-place or in-theater forces been identified in JOPEs?
 - e. Have NEO, MEDEVAC, and retrograde cargo movement requirements been developed?
 - f. Have units that are moving by organic lift been identified?
 - g. Has USTRANSCOM been requested to provide COA transportation evaluation?
 - h. Have deployment estimates been developed for each COA?
 - i. Does the closure profile meet COA requirements?

- j. Can identified transportation shortfalls be resolved organically, or do they need to be elevated to the superior commander?
- k. Have deployment requirements been verified?
- l. Has transportation lift allocation been verified?
- m. Has each daily deployment increment been validated?
- n. Have intratheater movement plans been developed?
- o. Is the first increment deployment flow being monitored?
- p. Has the next deployment increment been confirmed once the first increment is under way?
- q. Is organic lift being monitored to ensure that arrival times meet OPORD requirements?
- r. Have reception and onward movement capabilities been evaluated?
- s. Are use rates, requirements, and all transportation modes being monitored?
- t. Is the reprioritization of lift requirements (if required) being coordinated with USTRANSCOM?
- u. Is actual arrival data, if different than scheduled, being entered into the JOPES? (Continue to update deployment information on the JOPES deployment data base.)
- v. Is unit status being reported after arrival?

APPENDIX E

J-4, LOGISTICS

1. Purpose. This appendix describes general logistic responsibilities of the JTF J-4 and his staff. Annex A discusses joint logistic centers and boards and Annex B provides a checklist of significant logistic factors for JTF J-4 consideration in support of military operations.

2. General. As stated in Joint Pub 0-2, "The Logistics Division is charged with the formulation of logistic plans and with the coordination and supervision of supply, maintenance, repair, evacuation, transportation, construction, and related logistic activities. Because many of the problems confronting this division are necessarily of a single-Service nature, the established policies of the Military Departments should be considered." The JTF J-4 advises CJTF of the logistic support available for the contingency operation. In general, the JTF J-4 formulates and implements CJTF policies and guidance to ensure effective logistic support for all forces assigned or attached to the JTF.

3. Examples of JTF J-4 Responsibilities. The following is a list, not necessarily all-inclusive, of JTF J-4 responsibilities:

- a. Coordinate the overall logistic functions and requirements of the JTF.
- b. Advise CJTF concerning logistic matters that affect the accomplishment of the JTF mission.
- c. Formulate JTF logistic policies.
- d. Prepare logistic related annexes and appendixes to operational plans and orders.
- e. Coordinate common item supply support in accordance with tasking assigned in the OPLAN or OPORD being executed.
- f. Monitor the ammunition support capability of assigned and attached forces for the purpose of mission tasking and economy of resources and apportioning critical resources.
- g. Arrange for and monitor transportation movement requirements, also assess capabilities and limitations of assigned forces, supporting commands and agencies, and in-country assets.
- h. Identify and coordinate JTF wartime host-nation support (WHNS) requirements.

i. Arrange WHNS with the appropriate agency in country, including total procurement and use of host-nation resources as required.

j. Coordinate agreements for inter-Service supply, support, local procurement and controls, and allocate indigenous facilities and logistic resources available at staging bases and in the objective area.

k. Coordinate the operation of beaches, airports, and seaports within the operational area.

l. In coordination with the appropriate US agency in country (if one is present), establish and control interior LOCs within the JTF AOR.

m. Exercise staff supervision or cognizance over applicable military engineering matters (e.g., engineer reconnaissance and intelligence, bridge and river crossing operations, barrier operations, construction, maintenance, and base development).

n. Although maintenance, recovery, and salvage operations are primarily a Service vice J-4 responsibility, ensure the economy of resources via inter-Service and host-nation coordination for support and use of transportation assets.

o. Develop, with the JTF surgeon, a medical service support system that provides preventive medicine, second echelon and hospital care, patient evacuation, and class 8 sustainment.

p. Coordinate joint mortuary affairs, including return of remains.

q. Coordinate support for returning prisoners of war.

r. Refine OPSEC planning guidance and ensure logistic-related activities are conducted to eliminate OPSEC vulnerabilities and support military deception initiatives.

s. Maintain liaison with the other JTF staff agencies and component commands.

ANNEX A TO APPENDIX E

JOINT LOGISTIC CENTERS, OFFICES, AND BOARDS

Joint Logistic Centers, Offices, and Boards. Following are examples of joint logistic centers, offices, and boards that may be established by CJTF to coordinate the JTF logistic effort:

a. Joint Movement Center (JMC)

(1) The JMC is established under the supervision of the JTF J-4 to implement the tasking and priorities provided by CJTF.

(2) The JMC coordinates the employment of all means of transportation (including that provided by allies or host nations) to support CJTF's concept of operations. This coordination is accomplished through establishment of strategic or theater transportation policies within the assigned AOR, consistent with relative urgency of need, port and terminal capabilities, transportation asset availability, and priorities set by CJTF. Joint Pub 4-01, "Joint Doctrine for the Defense Transportation System," provides joint transportation procedures for use of common-user lift assets and should be consulted by the JTF logistic planner.

(3) The J-4 directs or recommends to the CJTF, as appropriate, courses of action with respect to allocation of common-user transportation capabilities when movement requirements exceed capability or when competing requirements result in unresolved conflicts.

(4) Functions and responsibilities of the JMC. While functions may differ, depending on circumstances, the JMC will normally:

(a) Interface with the Joint Operation Planning and Execution System (JOPES) to monitor and effect changes to the deployment of forces and supplies.

(b) Make recommendations concerning the validation and approval of airlift requests within the assigned AOR (excluding requests for movement over normally scheduled routes).

(c) Analyze user capabilities to ship, receive and handle cargo and recommend solutions to shortfalls.

(d) Advise the J-4 on transportation matters that would adversely affect combat contingency operations.

(e) Serve as the liaison with the host nation(s) for transportation issues.

(f) Disseminate information concerning host-nation transportation systems, facilities, equipment, and personnel.

(5) Communication links that may be required to support the JMC are:

(a) With each of the transportation control elements (e.g., movement control center (MCC), airlift control center (ALCC), the water terminal clearance authority (WTCA), and others, as appropriate).

(b) With each Service component.

(c) Directly with USTRANSCOM and the transportation component commands (MAC, MSC, and MTMC).

b. Logistic Staff Officer for Petroleum and Subarea Petroleum Office

(1) Normally, the JTF logistic staff officer for petroleum can rely on the unified command Joint Petroleum Office (JPO) for wholesale bulk petroleum management support. Primary duties of the JTF logistic staff officer for petroleum are as follows (see Joint Pub 4-03, "Joint Bulk Petroleum Doctrine," for additional guidance):

(a) Coordinate petroleum, oils, and lubricants (POL) planning and mission execution matters.

(b) Coordinate the supply of common bulk petroleum and packaged petroleum products to JTF components.

(c) IAW DOD 4140.25M, coordinate with Service components in determining requirements for bulk petroleum that must be obtained from in-country commercial sources.

(d) Recommend necessary reallocation and apportionment of petroleum products and facilities to CJTF.

(e) Coordinate quality surveillance and procurement inspection programs.

(2) When tactical operations warrant extensive management of wholesale bulk petroleum in the JTF area

of operations, the JTF J-4, in coordination with the area JPO, may establish a Subarea Petroleum Office (SAPO). Staff augmentation will be provided by Service components. The primary function of the SAPO is to discharge the staff petroleum logistic responsibilities of the JTF. The SAPO will conform to the administrative and technical procedures established by the combatant command and the Defense Fuel Supply Center (DFSC) in DOD 4140.25M. Key duties of the SAPO are as follows:

- (a) Review and consolidate area resupply requirements through the JPO to the DFSC.
- (b) Release or reallocate pre-positioned theater war reserve material stocks (PWRMS).
- (c) Notify the J-4, Joint Staff, by message when any item in the theater PWRMS (wholesale or retail) is used.
- (d) Assist the DFSC in executing applicable support responsibilities in the AOR.
- (e) Take continuous action to identify and submit requirements to host nations for petroleum logistic support.

c. Joint Civil-Military Engineering Board (JCMEB)

- (1) The JCMEB establishes policies, procedures, priorities, and overall direction for civil-military construction and engineering requirements in the assigned AOR.
- (2) The JCMEB is a temporary board, activated by the CJTF and staffed by personnel from the components and agencies or activities in support of the CJTF.
- (3) The JCMEB arbitrates all issues referred to it by the Joint Facilities Utilization Board (JFUB) and, if appropriate, assumes responsibility for the preparation of the Civil Engineering Support Plan (CESP).
- (4) The JCMEB will coordinate its activities with the regional or theater wartime construction managers (RWCM or TWCM) having responsibility for the assigned AOR. Construction and engineering requirements that the JCMEB cannot satisfy from within JTF resources will be elevated to the RWCM or TWCM for support.

d. Joint Facilities Utilization Board (JFUB)

(1) The JFUB evaluates and reconciles component requests for real estate, use of existing facilities, inter-Service support, and construction to ensure compliance with JCMEB priorities.

(2) The JFUB is activated on order of the CJTF and chaired by the JTF J-4, with members from components and any required special activities (e.g., legal and civil affairs).

(3) The JFUB also provides administrative support and functions as the executive agency for the taskings of the JCMEB.

(4) JFUB actions will be guided by the provisions of Joint Pub 4-04, "Joint Doctrine for Engineering Support."

e. CINC Logistic Procurement Support Board (CLPSB)

(1) Commanders coordinate contracting operations within their commands. This requirement may be met through the CLPSB, which is a temporary board designed to achieve a properly coordinated acquisition program.

(2) The CLPSB is chaired by a representative from J-4 and includes representation from each of the component commands.

(3) CLPSB functions:

(a) Coordinates with US Embassies and host countries for acquisition of supplies and services, and for operations by contractors performing under US contracts.

(b) Arranges for single-Service contracting assignments for specified supplies and services, when appropriate.

(c) Provides an exchange of information among contracting activities covering such matters as sources of supply, prices, and contractor performance.

(d) Provides guidance on the consolidation of purchases.

(e) Establishes procedures to coordinate procurement with the supply operations of the commander and area.

(f) Prescribes payment procedures consistent with currency-control requirements and international agreements.

(g) Promulgates, as necessary, joint classification and compensation guides governing wages, living allowances, and other benefits for Third World country national and indigenous employees, in coordination with appropriate agencies.

f. Joint Medical Regulating Office (JMRO). The JMRO is under the control of the JTF surgeon and coordinates and controls the movement of patients within and out of the assigned AOR. Area JMROs may be established, depending on the operational situation. The JMRO should be task organized to maintain flexibility in response to the tactical situation and mission of the JTF.

g. Joint Blood Program Office (JBPO)

(1) The JBPO, under the operational control of the JTF surgeon, is task organized to meet operational requirements, and is staffed by representatives from each Service who are knowledgeable in blood bank techniques.

(2) The JBPO plans, coordinates, and directs the handling, storage, and distribution of blood and blood components within the assigned AOR. It consolidates and forwards requirements for resupply to the Armed Services Blood Program Office (ASBPO).

(3) Area JBPO will be activated on order of CJTF if the station dictates.

h. Joint Mortuary Affairs Office (JMAO)

(1) COMARFOR is routinely designated executive agent for the JTF mortuary affairs program, which includes the establishment and operation of the JMAO under the staff supervision of the JTF J-4.

(2) The JMAO plans and executes all mortuary affairs programs including graves registration, return of remains, and concurrent return programs. The JMAO will provide guidance to facilitate conduct of all mortuary programs and to maintain data (as required) pertaining to recovery, identification, and disposition of all US dead and missing in the assigned AOR. The JMAO will

serve as the central clearing point for all mortuary affairs information and will monitor the deceased/missing personal effects program.

(3) The JMAO is activated by order of CJTF and staffed by personnel of the Services, combatant commands, or component commands.

ANNEX B TO APPENDIX E

JTF J-4 CHECKLIST

1. Has a thorough review of the OPLAN or OPORD been made?
2. Are logistic-related annexes and estimates prepared?
 - a. Is initial distribution of supplies included?
 - b. Have logistic plans been coordinated with component commanders?
 - c. Are movements of personnel, equipment, and supplies included? Have adequate provisions been made for defense during movements?
 - d. Are construction and other engineering requirements included?
3. For how many days can assigned forces sustain operations with organic supplies? Are sustainment supplies phased to provide uninterrupted operations?
4. Should a Subarea Petroleum Office (SAPO) for resupply of POL be established?
 - a. What is the concept of operations for petroleum support?
 - b. What host-nation support is available?
 - c. What are component responsibilities for petroleum support?
5. Have components provided estimates of POL requirements?
6. Have arrangements been made to contract for host-nation sources, with the supported CINC's Joint Petroleum Office (JPO) or with the Defense Fuel Supply Region?
7. Has a quality control program for POL been established?
8. Have POL storage methods and sites been selected? Have security arrangements for the sites been established?
9. Have arrangements been made for transportation of POL within the assigned AOR?
10. What are the critical munitions required for this operation?

- a. Are sufficient stocks of these critical munitions available?
 - b. Have these munitions been properly relocated or positioned to support the operation?
 - c. Can any critical munition shortfalls be remedied through transfer between component commands or from foreign forces as a quick fix?
11. Have components provided estimates of ammunition resupply requirements?
 12. Have ammunition storage sites been selected?
 13. Have security arrangements for the ammunition sites been established?
 14. Have arrangements been made for transportation of ammunition within the assigned AOR?
 15. Are procedures established for maintenance, recovery, and salvage operations?
 - a. Are inter-Service or host-nation agreements or coordination required?
 - b. Have arrangements been made to obtain maintenance support not organic to the JTF?
 16. Are the medical tasks, functions, and responsibilities delineated and assigned?
 - a. Are provisions made to provide emergency medical assistance to US nationals in the assigned AOR and to EPWs, civilian internees, displaced civilians, and other detained persons?
 - b. Has the theater evacuation policy been established? If so, have requirements for hospitals and patient movement workload been identified?
 - c. Is sufficient medical support available for deploying forces to ensure a continuum of care for those ill, injured, or wounded? Are all units on the TPFDD and scheduled for timely arrival?
 - d. Have estimates of medical sustainability and anticipated resupply requirements been established? Have resupply channels been determined? If applicable, have provisions been made to establish a medical depot?

17. Has a Joint Medical Regulating Office (JMRO) been established to coordinate movement of patients within and out of the assigned AOR?

18. Has a Joint Blood Program Office (JBPO) or similar function agency been activated to:

a. Plan and coordinate the handling, storage, and distribution of whole blood within the assigned AOR?

b. Consolidate and forward resupply requirements to the Armed Services Blood Program Office (ASBPO)?

19. Have medical personnel augmentation packages been identified and requirements submitted?

20. Have provisions been made to establish and operate the fixed-wing medical evaluation system?

a. Have primary and secondary aeromedical airfields been identified?

b. Are there sufficient assets (AECC, MASF, AELT, AECE) planned or in-place?

c. Are AELT located at key locations within each component's medical system?

d. Do hospitals have enough personnel and equipment to support movement of critical patients?

e. Are there sufficient litters, straps, blankets, etc., to support anticipated workload?

21. Have preventive medicine procedures been established and sufficient personnel identified to ensure protection of the health and well-being of personnel assigned to the JTF?

22. Have the numbers, types, and locations of patient evaluation conveyances been identified? Are they sufficient to meet projected workload?

23. Have medical communications channels, frequencies to be used by medical personnel, and any dedicated or medical-unique communication nets, operating procedures, or requirements been identified?

24. Has a Joint Mortuary Affairs Office (JMAO) been established to:

a. Plan and coordinate all mortuary operations, remains identification, transportation and temporary burial of the dead, and collection and processing of personal effects?

b. Serve as a central point for graves registration information?

25. Have mortuary affairs guidelines been established to include the following:

- a. Current death program?
- b. Concurrent return program?
- c. Graves registration program?
- d. Personal effects program?
- e. Return of remains program?

26. Have laundry and bath support requirements been generated in coordination with the medical authority, with consideration for environmental factors?

27. Have component requests for existing facilities, real estate, inter-Service support, and construction been evaluated and prioritized?

28. Has provision been made for battle damage repair (e.g., rapid runway repair)?

29. Is a CINC Logistic Procurement Support Board (CLPSB) required to coordinate contracting operations?

30. Have procedures been established to coordinate with US Embassies and host countries for acquisition of supplies and services?

31. Are imprest funds required?

32. Have imprest fund cashiers been appointed to the supporting US disbursing officer?

33. Have joint-use transportation requirements been established?

34. Has a Joint Movements Center (JMC) been established (if needed) to ensure transportation requests are validated and theater common-user transportation resources are employed with maximum effectiveness?

a. Are common-user transportation requirements, capabilities, and performance monitored?

b. Are transportation shortfalls and conflicts in priorities adjudicated?

35. What host-nation transportation facilities and equipment are available?

36. Has the JMC evaluated and disseminated information about host-nation transportation systems, facilities, equipment, and personnel?

37. Has JMC communication with JOPES been established to monitor and effect changes to the deployment of forces and supplies?

38. Has a joint logistic communication plan been developed to provide a general guide for logisticians' C2 requirements?

39. Are adequate security procedures established for classified logistic data transmission?

40. Has the need been considered for additional US security assistance to friendly countries in the assigned AOR?

APPENDIX F

J-5, PLANS AND POLICY

1. Purpose. This appendix describes general responsibilities and organizational aspects of the JTF J-5. Annex A contains a checklist for JTF J-5 use.

2. General. Joint Pub 0-2 states, "The Plans and Policy Division assists the commander in long-range or future planning, preparation of campaign and outline plans and associated estimates of the situation. The Plans and Policy Division may contain an analytic cell that conducts simulations and analyses to assist the commander in plans preparation activities, or such a cell may be established as a special staff division or section. When the commander does not organize a separate...[J-5], the planning functions are performed by the Operations Division [J-3]."

3. Examples of JTF J-5 Responsibilities. Typical responsibilities assigned to the JTF J-5 include:

a. Prepare and coordinate required plans in support of assigned CJTF missions. These plans may exist as a coordinated part of a CINC's plan or as a supporting OPLAN. Plans may be prepared in response to a CINC planning directive or a directive by the JTF commander. Plans will address specified, implied, and essential tasks. As operations are executed, the J-5 will prepare plans as directed in support of future operations. Key to plan development are the following requirements:

- (1) Identify the overall objective.
- (2) Determine the necessary military conditions for success.
- (3) Produce the JTF restated mission.

b. Develop COAs within the framework of the JTF-assigned objective or mission and the commander's intent. Anticipate tactical and operational opportunities and risks. Perform combat power assessments (wargaming), recommend supporting ROE, and determine the corresponding required joint force closure. Ensure synchronization of combat power in support of each COA. Consider command relationships with higher, lower, adjacent, and host-nation headquarters and elements. Identify decision criteria to support analysis of the developed COA.

- c. Promulgate the commander's decision in planning directives and OPLANs.
- d. During the execution phase, conduct analysis and coordination of future operations (generally 72 hours and beyond).
 - (1) Promote timely decisionmaking to allow execution of operational plans.
 - (2) Provide parameters for current operations.
 - (3) Promulgate the commander's intent.
- e. Plan command transitions (e.g., changes in location or structure).
- f. Coordinate planning efforts with higher, lower, adjacent, and combined headquarters, as required.
- g. Determine forces required and available and coordinate deployment planning in support of the selected COA.
- h. Provide planning recommendations for HNS.
- i. Provide assistance to J-3 in the preparation of orders.
- j. Coordinate and review the time-phased force and deployment data (TPFDD) input through WWMCCS.
- k. Coordinate with J-3 to ensure that politico-military activities such as NEO, CA, etc., are properly addressed with the appropriate US Embassy and host-nation governments from a strategy and policy viewpoint.
- l. Issue OPSEC planning guidance.

ANNEX A TO APPENDIX F

JTF J-5 CHECKLIST

1. What is the current politico-military situation?
2. Have current plans (OPLANS and CONPLANS) been evaluated?
3. Have regional military objectives been developed and forwarded to the superior commander?
4. Are current force levels adequate to accomplish objectives?
5. Have replacement units been identified or shortfalls forwarded to the superior commander for resolution?
6. Has the superior commander's tasking and guidance been analyzed?
7. Has guidance been developed for components?
8. Have plan shortfalls and limitations been identified and resolved?
9. Have all support annexes been incorporated in the OPLAN?
10. Is the OPLAN complete and in the proper format?
11. Do current conditions indicate the need for replanning actions?
12. Do current conditions indicate the need and suitability for planning for operations during prehostilities, such as psychological and special forces?
13. Does the situation call for redeployment planning?

NOTE: JTF J-5 planning personnel will normally augment the J-3 operations planning and execution cell to complete TPFDD planning tasks and monitor the flow of forces into the AOR. Checklist items for the operations planning and execution cell are located in Annex B, JTF J-3 Checklist, to Appendix D, J-3 Operations.

APPENDIX G

J-6, COMMUNICATIONS

1. Purpose. This appendix describes general requirements and responsibilities for JTF communications. Annex A provides a checklist of communications issues to be considered.

2. General. As stated in Joint Pub 0-2, the Communications-Electronics and Automated Systems Division or Command, Control, and Communications Division "...assists the commander with his responsibilities for communications-electronics and automated information systems. This includes communications and automated systems plans to support operational and strategic concepts and the provision of communications adequate to exercise command in the execution of the mission." The detailed communications-electronics (C-E) techniques and procedures necessary to deploy and sustain a JTF are contained in Joint Pub 6-05.1, "Manuals for Employing Joint Tactical Communications Systems/Communications Systems Architecture and Management Procedures"; JCEOs; Joint Communications Support Element (JCSE) architecture; Annex K of the OPLAN or tasking order (in use for the JTF mission); and Joint Connectivity Handbook, JTC3A Handbook 8000.

3. CJTF and JTF J-6 Responsibilities

a. The CJTF will:

(1) Ensure adequate and effective C-E support of JTF operations.

(2) Publish appropriate communications plans, annexes, and operating instructions required to accomplish the assigned mission.

(3) Consider establishment of a Joint Communications Control Center (JCCC) to provide overall management of JTF C-E assets.

(4) Review C-E plans prepared by subordinate commanders.

(5) Request JCSE assets through the superior commander IAW established procedures (CJCS MOP 3).

b. The JTF Director for Communications-Electronics and Automated Systems (or Command, Control, and Communications Systems), JTF J-6, is responsible to CJTF for all C-E and automated information system matters. The J-6 exercises staff supervision or cognizance for all assets and procedures employed in joint communications systems and networks as required to accomplish the overall JTF mission. J-6 responsibilities include:

(1) Supervises the operations of the JCCC (if formed). The JCCC may consist of a plans and operations element, system control element, Defense Information Systems Agency (DISA) liaison officer, and administrative element. Normally, the primary emphasis for the JCCC is overall systems management, whereas that of subordinate elements is to manage those portions of the joint communications network (JCN) under their cognizance. A DISA representative and frequency management detachment will normally deploy with the JTF and work in the JCCC. A RSSC representative will deploy on request from the JTF commander to support GMF TACSAT planning. Detailed reporting requirements are contained in Joint Pub 6-05.1, "Manuals for Employing Joint Communication Systems/Communications Systems Architecture and Management Procedures," and in JCEOs (if available).

(2) Manages JTF frequency allocation and assignments, coordinates with the area CINC's J-6, and deconflicts internal frequency requirements and allocations of component forces.

(3) Plans, coordinates, and monitors the use of COMSEC procedures and assets throughout the JTF AOR.

(4) Refines OPSEC planning guidance and ensures communications-related activities are conducted to eliminate OPSEC vulnerability and support military deception.

4. Associated Communications Responsibilities

a. The Commander, JCSE, will, when directed by the Joint Staff, install, operate, and maintain C-E facilities in support of a JTF and/or a JSOTF, including internal headquarters communications, using the following assets as required:

(1) JCSE (which includes the two Air National Guard joint communications support squadrons) will have the capability to support two JTF HQ and two JSOTF HQ. Communications systems and their associated facilities, equipment, and personnel are allocated to support C2 requirements during predeployment, advanced-echelon deployment, main-force deployment, and employment phases.

(2) Initial communications requirements may call for a rapidly deployable quick reaction element (QRE) and/or a Joint Airborne Communications Center Command Post (JACC/CP). These communications are austere and provide initial capabilities in an operational or theater area. QRE capability and connectivity for JTF or JSOTF elements are delineated in the JCSE architecture.

(3) To meet the JTF or JSOTF HQ mission, JCSE has available a variety of transmission media, primarily satellite (single-channel UHF and SHF multichannel), supplemented by HF and TROPOSCATTER. The various nets that these transmission media support are spelled out in the JCSE architecture.

(4) Through the signal center, JCSE provides circuit switching, telephones, message switching, record traffic terminals, facsimile, weather, communications center (GENSER and SSO), AUTOVON digital switched network (DSN), digital data network (DDN) connectivity, multiplexing capabilities, and local area network for staff use.

(5) JCSE can provide SHF multichannel satellite terminals at JTF HQ, JSOTF HQ, component HQ, special forces operating bases (SFOB), ranger elements, Air Force special operations bases (AFSOBs), and naval special warfare task groups (NSWTGs).

(6) JCSE can provide UHF single-channel satellite terminals at JTF HQ, JSOTF HQ, component HQ, SFOB, AFSOB, NSWTG, and American Embassy, as required. It can provide SHF multichannel satellite terminals at JTF HQ, JSOTF HQ, JSOTF component HQ (less NAVFOR afloat), SFOB, AFSOB, and NSWTGs.

(7) JCSE can provide HF radio terminals at JTF and JSOTF HQ.

b. The DISA liaison officer, frequency management element, or the DISA area communications operations center (ACOC) will:

(1) Serve as the sole point of contact for implementing contingency alternate route plans (CARP).

(2) Serve as the interface between exercise and contingency participants and the DISA.

(3) Provide staff advice to the JTF J-6 on Defense Communications System (DCS) matters.

5. Communications Requirements

a. In general, the JTF HQ and each assigned component will provide its own C2 systems and supporting communications. Communications support of a JTF HQ may be provided through JCSE or other CJCS-controlled assets when requested by the supported CINC and approved by the Chairman, Joint Chiefs of Staff. However, if JCSE is already committed, the supported

CINC may direct that this support be provided by his Service components. In either case, communications support to the JTF HQ and connectivity to the components will normally be coordinated by the JTF J-6.

b. Extension of the DCS into the assigned AOR is accomplished through the termination of SHF satellite links or HF systems at designated Defense Satellite Communications System (DSCS) or HF entry stations. DISA will direct the employment of communications resources at designated DCS entry stations and gateways to terminate long-haul tactical trunks properly. The means to satisfy DCS requirements will be contained in DISA supporting plans. The appropriate DISA ACOC will closely supervise the allocation, rerouting, and restoral of channels and circuits of the DCS to provide positive communications support to tactical forces.

c. Component commanders may be tasked to provide personnel and equipment required to install, operate, and maintain communications for their HQ support and for communications circuits from the component HQ to subordinate commanders. Additionally, component commanders will provide communications from their component HQs to CJTF.

d. When two or more commanders are collocated, C-E requirements will be coordinated and consolidated to the maximum degree possible. CJTF and the JCCC (if formed) will be informed of any cross-Service agreements.

e. The RSSC liaison officer or supporting RSSC will serve as the primary POC for the planning and implementation of DSCS GMF TACSAT support, and provide staff advice to the JTF J6 on DSCS GMF matters.

6. WWMCCS and National Systems Interface. WWMCCS provides the means for operational direction and administrative support involved in the command and control of US military forces. It consists of subsystems at the national and theater levels. The national-level subsystems are the National Military Command System (NMCS), the WWMCCS-related management information systems of the Service HQ of the Military Departments, and the C2 support systems of Defense agencies. The theater-level subsystems are the HQ C2 systems of Combatant Commanders, including those of subordinate unified and JTF commanders, when established and assigned, and the C2 systems of the Service component commanders. The WWMCCS does not include the operating forces but it links with designated communications that:

a. Extend from WWMCCS subsystem C2 facilities to subordinate commanders or operating forces.

b. Extend one echelon below the C2-related facilities of the Defense agencies and the Service HQs of the Military Departments.

ANNEX A TO APPENDIX G

JTF J-6 CHECKLIST

1. General Communications Planning Considerations

- a. Is the C3 planner brought into the planning process early?
- b. Is a joint C3 planning meeting scheduled? Is a C3 planner from each organization attending the C3 planning meeting?
- c. Are the C2 relationship decisions being made by the operational planners in sufficient time to allow supporting communications to be adequately planned and C3 decisions to be promulgated in a timely manner?
- d. Are the C3 planners familiar with the C2 relationships for this operation and are they adequately covered in C3 planning documents?
- e. Are the operational impacts of potential communications problems brought to the attention of the operational planners and superior commanders?
- f. Is there a network diagram or description showing connectivity to all commands and organizations included in the OPLAN or implementing instructions?
- g. Can C2 systems support each COA being addressed?
- h. Are close-hold and limited access procedures understood by all planners?
- i. Is planning adequate to ensure that all communications nets have compatible COMSEC devices and keying material? Is secure equipment availability and installation adequate for this operation (e.g., VINSON, PARKHILL)?
- j. Are planning and equipment installation adequate for SAC air crews to talk secure to JTF forces?
- k. Is the use of the Intertheater C3 COMSEC Package (ICP) being considered? Do all forces hold all necessary components of the ICP?
- l. Are provisions being made to ensure that all participating organizations are notified as to which frequencies, call signs, and COMSEC procedures are to be used for the operation?

- m. Is there adequate planning to ensure communications-electronics operating instructions (CEOI) are prepared in a timely manner? Are frequency management decisions made in a timely manner to enable CEOI dissemination to participating units when needed?
- n. Are operations codes available at all commands?
- o. Is planning for special operations forces and conventional forces interoperability adequate for this operation?
- p. Are procedures in place to adequately plan C3 for special operations under both special operations and mission imposed close-hold restrictions?
- q. Are theater and tactical C3 system interfaces (DCS entry points) adequate to provide timely and accurate situation reporting for crisis management reporting to superior commanders, the Joint Staff, and the NCA?
- r. Does C3 planning for deployment include command relationships, force OPCON procedures, force communications for underway sea or airlift and for MAC C3?
- s. Are deployable WWMCCS terminals needed and planned for?
- t. Is planning adequate to have communications into the objective area in the proper sequence and in sufficient amount and type to support the tactical operation? Have the functions of the JCCC been developed and published?
- u. Is planning adequate to have the buildup of communications into the objective area early enough to prevent overload of the initially deployed single-channel communications systems?
- v. Are CJCS-controlled assets requested to support the plan?
- (1) Is there a CJCS MOP 3 request for assets?
 - (2) Have transportation requirements for CJCS-controlled assets been coordinated?
- w. Are communications units, equipment and personnel, including CJCS-controlled assets, included in the TPFDD?
- x. Is the operational impact of communications equipment planned arrival times brought to the attention of tactical commanders?
- y. Is there enough detail in the TPFDD about communications assets to assist in communications planning?

z. Are there any special communications needs for mapping, charting, and geodesy (e.g. NRT photo imagery, secondary imagery dissemination, etc.)?

aa. Is the impact of EW and C3CM considered in planning? Are EW, C3CM, and communications frequency deconfliction addressed?

bb. Are emission control (EMCON) procedures, requirements for OPSEC, military deception, and avoiding mutual interference addressed in planning?

cc. Are identification, friend or foe (IFF) procedures and exchange of aircrew data (rendezvous procedures) adequately coordinated?

dd. Are C2 relationships with the Coast Guard understood?

(1) Are C3 needs of the Coast Guard adequately addressed in planning?

(2) Does the Coast Guard have sufficient interoperable C3 equipment and COMSEC for this operation?

ee. Are communications planners included early in planning for communications support for intelligence systems?

(1) Have the J-2, J-3, and J-6 prioritized the intelligence requirements within the overall communications requirements?

(2) Are intelligence system frequencies independently procured by the Intelligence Community and integrated into the overall communications planning, and were provisions made for frequency deconfliction?

(3) Are there adequate C3 systems available to get near-real-time photo imagery, signals data, and an accurate picture of the local situation to the tactical commanders?

ff. Have SAR and medical personnel and C3 personnel coordinated SAR and MEDEVAC communications early?

(1) Are SAR and MEDEVAC communications adequately covered in planning?

(2) Are plans for SAR and MEDEVAC communications adequately promulgated to the operating forces?

gg. Are secure communications for public affairs and the media pool adequately covered in planning?

hh. Is there a heavy dependence on any one means of communications during the operation (e.g., UHF_SATCOM)?

ii. Have procedures been established for emergency destruction of classified material?

2. Predeployment Communications Considerations

a. Does the JTF HQ and identified component HQ have systems to provide secure voice, record, and data communications (including WWMCCS) for:

- (1) Issuing command instructions?
- (2) Updating the force data base?
- (3) Coordinating COAs?
- (4) Managing force status and generation?

b. Do marshaling and loading sites possess a capability for compatible communications and cryptographic keys?

3. ADVON Deployment Communications Considerations

a. If ADVON deploys aboard a ship, are communications capabilities adequate? Can transmission security be maintained?

b. If ADVON deploys by air, are secure communications available to communicate with JTF HQ, the supported and supporting CINC, and the appropriate US Embassy?

c. Once in the assigned AOR, does the ADVON have secure voice, common-user telephone circuits, and secure record and facsimile capabilities for effective exchange of current intelligence, graphics, planning, and adjustments to operational assessments and orders?

4. Main Force Deployment Communications Considerations

a. Are arrangements required for an airborne command post capability (e.g., JACC/CP, ABCCC, or AWACS)?

b. Have radio nets for en route communications been developed and coordinated with CINCs and components?

c. If an intermediate staging base (ISB) is used:

- (1) Have ISB communication requirements been developed and coordinated?

(2) Has a responsible element been identified to make installation?

5. In-Theater Communications Requirements

a. As forces deploy into the area and the JTF HQ joins the ADVON (if used), has a ground- or sea-based communications package, capable of providing secure voice, record, and ADP data transmission capabilities, been made available to satisfy requirements for communications links with:

- (1) CINCs?
- (2) NCA?
- (3) Component HQs?
- (4) Allied HQs?
- (5) US Embassies?
- (6) DCS?

b. If requirements exist, are there adequate capabilities to:

- (1) Link deployed forces with the DCS, the DSSCS, and WIN?
- (2) Duplicate communications capabilities at the alternate JTF HQ?

c. Have procedures been established for reporting meaconing, intrusion, jamming, and interference (MIJI) to the Joint Electronic Warfare Center (JEWEC).

APPENDIX H

LIAISON PROCEDURES

1. Purpose. This appendix describes general responsibilities of liaison officers (LNOs) before, during, and after a tour of duty with a JTF. It also applies to liaison personnel between adjacent units, supporting or assigned forces and CJTF, and CJTF and higher commands.

2. General. Operational success or failure is always influenced by a commander's knowledge and use of his forces. As representatives of their parent command to CJTF, LNOs frequently provide the critical link to effectively coordinate and execute JTF operations. The following paragraphs provide guidance for the conduct of LNO duty.

3. Liaison Responsibilities

a. Before departure for the gaining headquarters, an LNO should:

(1) Be briefed thoroughly on:

(a) The current situation of his unit.

(b) His commander's intent, including details of the concept of operations (e.g., unit locations and combat readiness factors such as personnel strength and logistics considerations, a map with overlays).

(c) The current status and missions of the unit to which he is being sent.

(d) OPSEC applicable to the mission.

(2) Obtain specific information and/or liaison requirements from each staff section.

(3) Understand clearly his mission and responsibilities.

(4) Ensure that arrangements for communication and transportation will meet mission requirements (e.g., check radios, CEOI, challenge and passwords, rations).

(5) Obtain necessary credentials for identification and appropriate security clearances.

(6) If conducting liaison with an allied unit, check language and interpreter requirements.

(7) Become familiar with the potential issues, capabilities, employment doctrine, and operational procedures of his unit and, to the extent possible, those of the unit to which he is being sent.

(8) Become familiar with command relationships among all major commands participating in the operation.

b. On arrival at the headquarters to which sent, the LNO should:

(1) Report to the supported commander or his representative (J-3 or Chief of Staff), state his mission and exhibit his directive or credentials (if in writing), offer assistance, and be prepared to brief them on his unit's situation.

(2) Visit each staff section, provide information as required, and obtain all information required to be transmitted to his unit.

(3) Establish communication with his unit and exchange updated information, as required.

c. During the liaison tour, the LNO should:

(1) Keep informed of the situation of his own unit and make that information available to the commander and staff of the unit to which he is sent. (Such action is of special importance to LNOs of attached or supporting units.)

(2) Find out how his parent command will be employed (e.g., mission, unit location, future locations, future operations, commander's intent).

(3) Accomplish his mission without interfering with the operations of the headquarters to which he is sent.

(4) Report promptly to his own headquarters if he is unable to accomplish his liaison mission.

(5) Report to his parent command on those matters within the scope of his mission.

(6) As permitted by official orders, inform the visited unit commander of the content of reports dispatched to the LNO's parent headquarters.

(7) Inform the appropriate supported staff officer or commander about:

(a) Significant problems being experienced by the LNO's parent unit that could affect operations of other commands and vice versa.

(b) LNO suggestions to enhance the effective employment of his parent command.

(c) LNO recommendations concerning improved procedures for maximizing the effectiveness of the LNO's parent command.

(8) Ensure that his liaison location at the headquarters is known at all times (e.g., inform the tactical operations center duty officer or SJS of daily activities).

(9) Advise parent unit (if possible) of departure from the liaison location.

(10) Attend CJTF's daily situation update briefing and other meetings, as required.

(11) Keep an appropriate record of his actions and reports.

(12) Report his departure to the visited unit commander at the completion of his mission.

d. Upon return to his own headquarters, the LNO should:

(1) Brief the commander or his representative on all pertinent information received during his visit (e.g., detailed information concerning the mission of the higher headquarters, unit locations, future locations, and commander's intent).

(2) Transmit promptly any request of the visited commander.

(3) Transmit mission requirements and requests for information from the visited headquarters.

(4) Transmit information required by higher headquarters in each staff area of responsibility.

(5) Keep abreast of the situation and be prepared to respond to future liaison requirements.

APPENDIX J

CJCS WARNING ORDER

1. Purpose. The CJCS WARNING ORDER will be released by the Chairman, Joint Chiefs of Staff, to initiate JOPES CAP Phase III--Course of Action Development. If the crisis warrants change in the alert status of units or pre-positioning of units, then the WARNING ORDER can contain a DEPLOYMENT PREPARATION or DEPLOYMENT ORDER. If the order contains a change to a unit's deployability posture or directs the deployment of forces, Secretary of Defense approval is required.

2. When Issued. The WARNING ORDER will be issued at the earliest practicable time following recognition of a crisis.

3. How Issued. The WARNING ORDER normally will be issued by record communication, using a precedence of IMMEDIATE or FLASH, as appropriate. If the situation is time-sensitive, voice communications or WIN TLCF should be used initially to pass WARNING ORDER information. A voice order or a WIN TLCF may be acted on immediately; however, a record communication will be forwarded as soon as practicable to confirm oral or WIN orders, tasks, etc., and to keep all crisis participants informed. The Focal Point system will be used if the situation dictates. Restricted access SPECAT handling with a specific authorized code word on messages is often used to ensure maximum security for operational intentions and is generally transmitted to predetermined addressees. See Joint Pub 6-04.22, US Message Text Formatting Program, Message Preparation Instructions, Part II, MSGID ORDER and the Joint User Handbook for MTFs (JUH-MTF) for instructions on preparing the CJCS Warning Order.

4. Addressees. AIG 8790 will normally be used in CAP messages. Action addressees in the AIG are the Combatant Commanders and DIRNSA (review of the AIG is necessary before development of the message to ensure that appropriate action and info addressees are listed). The C2 paragraph will designate supported and supporting commanders. Information addressees in the AIG include the Services and other interested commands and agencies. Component commanders may be included as information addressees to speed dissemination and facilitate planning.

5. Contents

a. The CJCS WARNING ORDER at the Joint Staff level generally equates to a planning directive in the deliberate planning process and should contain all readily available guidance pertaining to the crisis. The precise content of the CJCS WARNING ORDER may vary widely depending on the

nature of the crisis and the degree of prior planning. Where little or no prior planning exists to meet a crisis, the supported commander will be provided with essential guidance necessary to permit him to commence crisis planning. The CJCS WARNING ORDER should be issued as soon as possible even if detailed guidance is not available. During the preparation of the CJCS WARNING ORDER, the Joint Staff will use the WIN TLECF to interact with the supported commander to ensure mission requirements are adequately detailed. [Normally, the WARNING ORDER will either allocate major combat forces and strategic lift available for planning or request the supported commander's assessment of forces and strategic lift required to accomplish the mission. Additional information should be sent as soon as possible, in message form, referencing the initial CJCS WARNING ORDER].

b. The CJCS WARNING ORDER defines the objectives, anticipated mission or tasks, pertinent constraints, command relationships, and, if applicable, tentative combat forces available to the commander for planning and strategic lift allocations. Further guidance relating to the crisis, such as changes to existing ROE or any specific directions from the NCA, will also be provided as necessary, but maximum flexibility will be left to the supported commander in determining how he will carry out his assigned mission and tasks.

c. Major paragraphs and items of information that should be considered for inclusion in the CJCS WARNING ORDER are:

(1) Purpose Statement. Statement that the message is a WARNING ORDER. Indicate specific tasking or requests to supported and supporting commanders, such as the deadline for receipt of the COMMANDER'S ESTIMATE and preliminary deployment estimates.

(2) Situation. Short summary of the situation, including, as appropriate:

(a) Political situation and possible enemy forces in the expected area of operation. A brief description of the area of operation.

(b) Anticipated attitude and actions of friendly nations.

(c) Type, level, and source of major combat forces available for planning or a request for the commander's assessment of forces and strategic lift required.

(d) Assumptions that may significantly affect the commander's planning.

(3) Mission. A concise statement of the mission to be accomplished and its purpose.

(4) Execution

(a) Courses of Action. If the NCA and the Chairman, Joint Chiefs of Staff, desire that specific COAs be examined, they will be listed here. Otherwise, it will be left to the supported commander to develop the COAs he considers appropriate. Reference will be made to an existing OPLAN or CONPLAN if applicable.

(b) OPSEC and Deception Guidance

(c) PSYOP Guidance

1. PSYOP Mission. Directions to conduct PSYOP in support of the military mission. Circumstances may dictate a more definitive statement.

2. PSYOP Objectives. List specific target audience perceptions and behaviors sought.

3. PSYOP Themes. List themes to stress and avoid to achieve each objective or refer to themes in an OPLAN.

(d) Intelligence Guidance

1. Intelligence personnel and equipment available to augment the JTF.

2. Availability of national intelligence collection and communications assets.

3. Delegation of SIGINT Operational Tasking Authority.

4. ROE for intelligence collection operations.

(e) Coordinating Instructions

1. Tentative C-day and L-hour (if other than 0001Z) for planning. [Updated, if required, in a CJCS PLANNING ORDER or CJCS ALERT ORDER.]

2. Anticipated date of execution (D-day). The date may be highly tentative at this time, but it provides the commander with a relative timeframe for planning, based on the NCA perception of urgency.
3. Anticipated duration of operations.
4. DEFCON or deployability posture.
5. Known operational constraints; e.g., overflight, port clearances.
6. Use of the JOPES data base.
7. ROE guidance.
8. Supporting commander coordination or monitoring instructions.
9. Authorization for direct liaison between commanders.

(5) Administration and Logistics

(a) Transportation, as follows:

1. Airlift movement priority.
2. Allocation of strategic lift resources available for planning, if applicable (number and type if known).
3. List role, if any, of the Civil Reserve Air Fleet (CRAF) and the Ready Reserve Fleet (RRF) as well as pertinent information that will be necessary for planning.
4. Load planning factors for each lift resource type, if available (ACL; number of passengers; outsize, bulk, and oversize cargo).
5. Other strategic movement planning guidance as appropriate (such as fund cites for pre-positioning strategic lift resources).

(b) JOPES instructions.

(c) FADs assigned to forces in the operation or JCS project code if warranted. (The JCS project code is obtainable from the Joint Material Priorities and Allocation Board (JMPAB).)

- (d) Known logistic constraints.
- (e) Code words or nicknames of the operation.
- (f) Reporting instructions. Special instructions and suspense for the submission of reports.
- (g) Classification and declassification guidance.
- (h) Public Affairs guidance (will include guidance on joint information bureau (JIB) establishment and the use of media pools).
- (i) Restricted access SPECAT handling.

(6) Command and Signal

- (a) Communications guidance.
- (b) Command relationships. Designation of command relationships between supported or supporting commanders and supporting agencies, and coordination instructions.
- (c) WIN TLCF guidance.

6. CJCS DEPLOYMENT PREPARATION and CJCS DEPLOYMENT ORDERS. If required by prevailing circumstances, the CJCS WARNING ORDER may include a DEPLOYMENT PREPARATION ORDER or DEPLOYMENT ORDER; i.e., changes to alert status of units and movement of selected forces to pre-position for impending operations. If the CJCS WARNING ORDER contains such information, the first paragraph will state "This is a WARNING ORDER. The Secretary of Defense has approved. . . ."

7. Sample WARNING ORDER. Annex A is a sample CJCS WARNING ORDER.

ANNEX A TO APPENDIX J

SAMPLE CJCS WARNING ORDER

(PRECEDENCE)

FROM: CJCS WASHINGTON DC

TO: AIG 8790

CLASSIFICATION

OPER/BLUENOSE//

MSGID/ORDER/CJCS//

ORDTYP/WARNORD/-//

TIMEZONE/Z//

ORDREF/OPLAN/USCINCCENT 1000//

NARR/THIS IS A WARNING ORDER. REQUEST USCINCCENT SUBMIT
COMMANDER'S ESTIMATE WITH ALTERNATIVE COURSES OF ACTION FOR
NCA CONSIDERATION BY 231000Z OCT____.//*

* If DEPLOYMENT ORDER or DEPLOYMENT PREPARATION ORDER are incorporated within a CJCS WARNING ORDER, the message must be issued by authority and direction of the Secretary of Defense (i.e., THIS IS A WARNING ORDER. THE SECRETARY OF DEFENSE HAS APPROVED....) The Secretary of Defense should then be an information addressee as well as AMEMB and USDAO, if appropriate.

HEADING/TASK ORGANIZATION//

/UNIT

/UNITDES	/UNITLOC	/CMTS
----------	----------	-------

/UNITDES	/UNITLOC	/CMTS
----------	----------	-------

/JTF HEADQUARTERS	/
-------------------	---

/JCSE (JTF SUP DET)	/
---------------------	---

/198TH MECH BRIGADE	/
---------------------	---

/2D ARMOR BRIGADE	/
-------------------	---

/112TH PSYOP CO	/
-----------------	---

/CVBG	/
-------	---

/MARITIME PREPO SHIP	/
----------------------	---

/MEB	/
------	---

/123D COMP WG	/
---------------	---

/91 TAS	/
---------	---

/312 COMPAERWG//

AMPN/SUFFICIENT SAC AERIAL TANKER ASSETS TO SUPPORT THIS
OPERATION ARE APPORTIONED FOR PLANNING//

GENTEXT/SITUATION/ [ASSESSMENTS WILL BE PREPARED BY OR IN
COORDINATION WITH DIA].

1. () THE SITUATION IN ORANGELAND IS EXTREMELY TENSE
FOLLOWING AN ATTEMPTED COUP BY PRO-YELLOWLAND REBELS ON 20
OCT. THE CAPITAL REMAINS UNDER GOVERNMENT CONTROL, BUT EL
ASSID AIRFIELD SOUTH OF THE CAPITAL HAS FALLEN TO REBEL

FORCES. YELLOWLAND, RESPONDING TO REQUESTS FOR AID BY THE REBELS, FLEW IN ELEMENTS OF TWO COMMANDO UNITS FROM EL ODD TO EL ASSID AIRFIELD AND HAVE CONDUCTED TU-22/BLINDER BOMBING MISSIONS FROM EL ODD AGAINST THE CAPITAL. THE EXTENT OF THE DAMAGE AGAINST THE CAPITAL IS AS YET UNDETERMINED. PRESIDENT NOSS OF ORANGELAND HAS REQUESTED IMMEDIATE ASSISTANCE FROM BLUELAND UNDER THE PROVISIONS OF THEIR MUTUAL DEFENSE AGREEMENT. TENSIONS BETWEEN YELLOWLAND AND ORANGELAND HAVE BEEN AT A HIGH LEVEL THROUGHOUT THE YEAR. COL HOMM SUPPORTED AN EARLIER COUP ATTEMPT IN MID-FEB AND IN RECENT MONTHS HAS INCREASED ARMS SHIPMENTS TO REBEL FORCES WHILE DETAINING DISSIDENTS IN CAMPS WITHIN YELLOWLAND. THE LATEST COUP ATTEMPT FOLLOWS IN THE WAKE OF HOMM'S CALL FOR THE OVERTHROW OF THE GOVERNMENT AND A RECENT ALLIANCE OF HERETOFORE ANTAGONISTIC REBEL FORCES. AS A RESULT OF THE DETERIORATING SITUATION IN THE AREA, THE GOVERNMENT OF BLUELAND (GOB) HAS MADE DIPLOMATIC INQUIRIES ABOUT POSSIBLE US MILITARY ASSISTANCE TO SUPPORT BLUELAND EFFORTS IN ORANGELAND.

2. () THE GOB WILL ASSIST US FORCES AND PROVIDE NECESSARY ACCESS TO FACILITIES AND HOST-NATION SUPPORT WHERE FEASIBLE.
3. () EASTLAND MAY BE EXPECTED TO DENY BASING ACCESS TO SUPPORT THIS OPERATION//

GENTEXT/MISSION/

4. () WHEN DIRECTED BY THE NCA, USCINCCENT WILL CONDUCT MILITARY OPERATIONS IN SUPPORT OF THE GOB TO PROTECT AND DEFEND BLUELAND STRONG POINTS AND LINES OF COMMUNICATION (LOC'S)//

GENTEXT/EXECUTION/

5. () COURSES OF ACTION. US ASSISTANCE MAY INCLUDE BUT NOT BE LIMITED TO THE FOLLOWING TASKS: ASSIST IN NONCOMBATANT EVACUATION OPERATIONS (NEO), CONDUCT SHOW OF FORCES, PROTECT AND DEFEND BLUELAND STRONG POINTS AND LOC'S, CONDUCT OTHER MILITARY OPERATIONS AS REQUIRED, AND PARTICIPATE IN A PEACEKEEPING ROLE.

6. () USCINCPAC. THE 15TH MEB AND MPS SHIPPING IN USCINCPAC OPLAN 5555 ARE NO LONGER ALLOCATED TO USCINCPAC.

7. () USCINCLANT. PROVIDE ONE AMPHIBIOUS TASK FORCE COMPRISED OF AN AMPHIBIOUS MEB AND REQUISITE AMPHIBIOUS ASSAULT SHIPPING TO USCINCPAC.

8. () DIRNSA/CSS. PROVIDE SIGINT SUPPORT AS REQUIRED.

9. () OPSEC AND DECEPTION GUIDANCE. SECRECY IN PREPARING AND DEPLOYING FORCES IS REQUIRED. SURPRISE MUST BE ACHIEVED IF FORCES ARE EMPLOYED TO RESOLVE THE CRISIS. DIVERSIONS AND COVERS SHOULD BE EXECUTED TO CONCEAL ACTUAL US INTENTIONS AND AVAILABLE CAPABILITIES. ESSENTIAL ELEMENTS OF FRIENDLY INFORMATION (EEFI) ARE: (AS SPECIFIED IN THE REFERENCE).

10. () PSYOP GUIDANCE

- A. PSYOP CO WILL PROVIDE TACTICAL PSYOP SUPPORT TO DEPLOYED US FORCES IN SUPPORT OF STATED US NATIONAL OBJECTIVES.
- B. PSYOP UNIT WILL ESTABLISH LIAISON WITH HOST-COUNTRY PSYOP FORCES OR PSYOP-CAPABLE ASSETS, AS REQUIRED.
- C. PSYOP THEME IAW USCINCCENT OPLAN 1000.

11. () COORDINATING INSTRUCTIONS

- A. TENTATIVE C-DAY, L-HOUR. 310001Z OCT_____.
- B. ANTICIPATED D-DAY. 1 NOV_____.
- C. ANTICIPATED LENGTH OF OPERATION. IN EXCESS OF 30 DAYS.
- D. DEFCON, DEPLOYABILITY POSTURE. AS DETERMINED BY USCINCCENT.
- E. KNOWN OPERATIONAL CONSTRAINTS. SEE SUBPARA 2D.
- F. NO CHANGE IN USCINCCENT ROE IAW REF IS EXPECTED.
- G. SUPPORTING COMMANDERS WILL COORDINATE AND/OR MONITOR DEPLOYMENTS AS REQUIRED BY SUPPORTED COMMANDER.
- H. DIRLAUTH ALCON. KEEP THE JOINT STAFF INFORMED//

GENTEXT/ADMIN AND LOG/

12. () TRANSPORT

- A. AIRLIFT MOVEMENT PRIORITY. 1B2.
- B. ALLOCATION OF STRATEGIC LIFT RESOURCES IS FOR INITIAL PLANNING, SUBJECT TO FURTHER REFINEMENT IN

PLANNING, ALERT, DEPLOYMENT, AND EXECUTE ORDERS.

(1) GENERAL. FOR PLANNING, PARTIAL MOBILIZATION WAS AUTHORIZED ON 17 OCT _____ IN SUPPORT OF EXECUTION OF USCINCPAC OPLAN 5555. AIRLIFT PLANNING WAS BASED ON USTRANSCOM PLUS CRAF STAGE II. SEALIFT PLANNING WAS BASED ON USTRANSCOM-CONTROLLED FLEET PLUS THE RRF AND SELECTIVE REQUISITIONING OF US FLAG MERCHANT MARINE OVER AND ABOVE THE RRF.

(2) AIRLIFT. SUPPORTED CINC (USCINCPAC) FOR OPLAN 5555 MAY CONTINUE TO PLAN ON JSCP, ANNEX J, APPORTIONMENT (APPROXIMATELY _____ PERCENT OF THE TOTAL CAPABILITY AT PARTIAL MOBILIZATION AND CRAF STAGE II).

(3) SEALIFT. USCINCPAC CAN CONTINUE TO PLAN ON USING ASSETS APPORTIONED BY JSCP, ANNEX J, IN THE APPROPRIATE TABLES UNDER PARTIAL MOBILIZATION CONDITIONS, INCLUDING USTRANSCOM AND ASSETS FROM THE RRF AND SRP.

(4) THE JOINT TRANSPORTATION BOARD (JTB) HAS DETERMINED THAT A MINIMUM OF _____ PERCENT OF TOTAL AIR AND SEALIFT CAPABILITY MUST BE ALLOCATED TO SUPPORT REQUIREMENTS IN OTHER THEATERS AND TO MAINTAIN ESSENTIAL LOC'S. FURTHER, IF REQUIRED, THE JTB HAS APPROVED TWO SETS OF LIFT ALLOCATIONS FOR DEPLOYMENT AND SUSTAINMENT AS FOLLOWS:

(A) IF USCINCPAC OPLAN 5555 IS IMPLEMENTED ALONE, USCINCPAC MAY PLAN ON ALL REMAINING CAPABILITY (___ PERCENT).

(B) IF USCINCPAC OPLAN 5555 AND USCINCCENT OPLAN 1000 ARE IMPLEMENTED CONCURRENTLY, USCINCPAC MAY CONTINUE TO PLAN ON JSCP, ANNEX J, APPORTIONMENT UNDER PARTIAL MOBILIZATION CONDITIONS WITH SOME MODIFICATIONS AS OUTLINED BELOW. USCINCCENT MAY PLAN FOR ASSETS MADE AVAILABLE AS A RESULT OF DECLARATION OF PARTIAL MOBILIZATION AND ACTIVATING CRAF STAGE III (AT APPROXIMATELY USCINCCENT OPLAN 1000 C-DAY N MINUS 4 FOR CRAF STAGE III). THE AIRLIFT ASSETS INCLUDE UP TO ___ WIDE-BODY CARGO, ___ WIDE-BODY PASSENGER, ___ NARROW-BODY CARGO, ___ NARROW-BODY PASSENGER, ___ C-5, ___ KC-10, AND ___ C-141 AIRCRAFT. IF REQUIRED, SPECIFIC PHASING OF THESE AIRCRAFT WILL BE OUTLINED IN THE USCINCCENT OPLAN 1000 ALERT ORDER. REGARDING MODIFICATION TO USCINCPAC OPLAN 5555 PLANNING, THE TEMPORARY RELEASE OF USTRANSCOM AIRCRAFT FROM USCINCPAC OPLAN 5555 SUPPORT WILL BE ON A ONE-FOR-ONE EXCHANGE FOR COMMERCIAL CAPABILITY FROM CRAF STAGE III ASSETS. REGARDING SEALIFT, CLEAN PRODUCT TANKERS AND

SHALLOW DRAFT TANKERS ARE ACKNOWLEDGED TO BE A LIMITATION; THE JTB DEFERS "BY-TYPE" ALLOCATIONS OF THESE ASSETS PENDING CLEARER DEFINITION OF REQUIREMENTS AND OF NUMBER AND LOCATION OF TANKERS BY TYPE AND CAPACITY. USCINTRANS AND APPROPRIATE SUPPORTING COMMANDERS, IN COORDINATION WITH CINC'S, WILL APPLY THE APPROPRIATE AIRCRAFT AND SHIP TYPES AND CONFIGURATIONS NEEDED TO MEET CARGO AND PAX MOVEMENT REQUIREMENTS WITHIN EACH FLOW. IF JTB MUST ADDRESS ALLOCATIONS BY TYPE (E.G., C-5 AIRCRAFT OR RO-RO SHIPS), INCLUDE ALL NECESSARY DATA AND RATIONALE TO SUPPORT JTB ACTION IN TIME FOR ALERT ORDER.

(C) LOAD PLANNING FACTORS. USE JSCP, ANNEX J, WITH DIRECT LIAISON AUTHORIZED BETWEEN ALCON IF SPECIFIC QUESTIONS ARISE.

(D) FUNDING FOR TRANSPORTATION COSTS WILL NOT BE PROVIDED BY JOINT STAFF. PARENT SERVICE(S) OF DEPLOYING UNIT(S) MUST PROVIDE FUND CITES FOR MOVEMENTS. USTRANSCOM MAY PLAN ON NCA DECISION RESPONSE TO STRATEGIC WARNING WITH SUFFICIENT LEAD-TIME TO RESPOND TO CINC'S "PRE-C-DAY" MOVEMENT REQUIREMENTS BEGINNING AT C-2 WITH PARTIALLY MOBILIZED LIFT ASSETS AND PERSONNEL.

"PRE-C-DAY" MOVES BEFORE C-2 MUST BE ACCOMPLISHED WITH ORGANIC AND NON-MOBILIZED CAPABILITY AND EQUIVALENT CIVIL AUGMENTATION. SERVICES WILL PROVIDE FUNDING GUIDANCE TO USTRANSCOM IN ANTICIPATION OF DEPLOYMENT AND EXECUTE ORDER(S). IF SUPPORTED CINC'S OR PROVIDING ORGANIZATIONS REQUIRE NON-OPORD INTRATHEATER LIFT SUPPORT BEFORE EXECUTE AND DEPLOYMENT ORDERS, THE PARENT SERVICE(S) OF UNITS BEING SUPPORTED WILL FUND USTRANSCOM. TARIFF CHARGES AS APPLICABLE.

13. () FORCE ACTIVITY DESIGNATOR (FAD) WILL BE AS ISSUED BY THE APPROPRIATE SERVICES.

14. () KNOWN LOGISTIC CONSTRAINTS

A. STRATEGIC AIRLIFT AND SEALIFT ARE INADEQUATE TO PROVIDE TIMELY SUPPORT TO DEPLOYMENT AND SUSTAINMENT REQUIREMENTS FOR SIMULTANEOUS IMPLEMENTATION OF MULTIPLE REGIONAL PLANS. CINC(S) DESIGNATED FOR LESS THAN TOP PRIORITY FOR LIFT ALLOCATION MUST CONSIDER EXTENDING FORCE ARRIVAL DATES AND/OR CHANGING MODES OF LIFT. LESS THAN FULL MOBILIZATION AGGRAVATES THE SITUATION.

B. SOME SUSTAINMENT COMMODITIES, ESPECIALLY HIGH-TECHNOLOGY WEAPONS, ARE IN SHORT SUPPLY.

C. EXPANSION OF THE INDUSTRIAL BASE IS NOT VIABLE IN THE SHORT TERM, ESPECIALLY ON PARTIALLY MOBILIZED

FOOTING.

15. () CODE WORD ASSIGNED THIS OPERATION IS BLUENOSE.
16. () USCINCCENT IS AUTHORIZED TO USE OPREP-1 REPORTING PROCEDURES, AS REQUIRED.
17. () CLASSIFICATION GUIDANCE. IAW USCINCCENT OPLAN 1000.
18. () PUBLIC AFFAIRS GUIDANCE
 - A. PUBLIC RELEASE OF INFORMATION ABOUT THIS OPERATION IS NOT AUTHORIZED. PUBLIC AND NEWS MEDIA QUERIES CONCERNING THIS OPERATION SHOULD BE TAKEN AND REFERRED TO OASD(PA) THROUGH THE JOINT STAFF PUBLIC AFFAIRS OFFICER. DURING REGULAR DUTY HOURS, CALL AUTOVON 225-7678 OR 224-5225, SECURE 851-1750 EXT 2832. AFTER DUTY HOURS, CONTACT THE JOINT STAFF PUBLIC AFFAIRS OFFICER THROUGH THE NMCC, AUTOVON 227-8322 OR 225-1858. IF NECESSARY, ADDITIONAL PUBLIC AFFAIRS GUIDANCE WILL BE FURNISHED BY SEPARATE COMMUNICATIONS.
 - B. PROVIDE PROPOSED PUBLIC AFFAIRS GUIDANCE ABOUT THIS OPERATION BY SEPARATE MESSAGE DIRECT TO JOINT STAFF(PA) INFO OASD(PA), INCLUDING THE FOLLOWING: PROPOSED PUBLIC AFFAIRS POLICY, ACTIVE OR PASSIVE; DRAFT RESPONSE TO QUERY OR RELEASE WITH SUPPORTING QUESTIONS AND ANSWERS; PLANS FOR TROOP AND FAMILY INFORMATION, SECURITY REVIEW, DAILY UNCLAS OPERATIONS SUMMARY, AUDIO-VISUAL DOCUMENTATION, COMMUNITY RELATIONS, JOINT INFORMATION

BUREAU (JIB) ESTABLISHMENT, AND PUBLIC AFFAIRS FIELD COMMUNICATION NET; RECOMMENDATIONS CONCERNING MEDIA ACCESS TO THE AREA OF OPERATIONS, WHETHER OPEN ACCESS CAN BE ACCOMMODATED OR WHETHER POOLS WILL BE REQUIRED (NUMBER OF MEDIA THAT CAN BE HANDLED), GROUND RULES AND GUIDELINES, BRIEFINGS, INTRATHEATER AND INTERTHEATER TRANSPORTATION, ACCREDITATION, AND OTHER MEDIA SUPPORT ARRANGEMENTS; AND JIB PERSONNEL AND EQUIPMENT AUGMENTATION REQUIREMENTS.//

GENTEXT/COMMAND AND SIGNAL/

19. () COMMUNICATIONS GUIDANCE. WHERE CRITICAL COMMUNICATIONS RESOURCES ARE NOT SATISFIED BY AUGMENTING OR SUPPORTING UNITS, USCINCCENT (THE SUPPORTED COMMANDER) WILL VALIDATE AND FORWARD REQUIREMENTS FOR CJCS-CONTROLLED MOBILE AND TRANSPORTABLE COMMUNICATIONS EQUIPMENT IN ACCORDANCE WITH CJCS MOP 3. BECAUSE OF LIMITED SATELLITE CAPACITY, USCINCCENT WILL BE PREPARED TO RECOMMEND RELATIVE PRIORITIES AND ALLOCATE CHANNELS AND CIRCUITS WITHIN THE SCOPE OF THIS OPERATION, INCLUDING THOSE OF THE SUPPORTING COMMANDERS.

20. () COMMAND RELATIONSHIPS. USCINCCENT IS THE SUPPORTED COMMANDER. USCINCEUR, USCINCPAC, USCINCLANT, USCINCTrans, USCINCSpace, CINCFOR, AND CINCSAC ARE SUPPORTING COMMANDERS.

21. () DIRLAUTH ALCON. KEEP THE JOINT STAFF INFORMED USING COMMANDERS SITREP IAW JOINT PUBS 1-03 AND 6-04.//

AKNLDG/Y//

DECL/OADR//

APPENDIX K

REFERENCES

1. Purpose. This appendix provides references to aid JTF planners.
2. General. References contained in this appendix include publications used in the preparation of this manual. Also included are publications related to JTF contingency operations. Because of the frequent updating of some of the references, publication dates are not indicated.
3. DOD Publications
 - a. DOD Directive 5105.35, "Responsibilities of Unified and Specified Commands in Public Affairs Matters."
 - b. DOD Directive 5122.8, "Use of Military Carriers for Public Affairs Purposes."
 - c. DOD Directive 5240.2, "Department of Defense Counterintelligence," with DOD Instruction (unnumbered) (to be published at a later date).
 - d. DOD Instruction 5410.15, "DOD Public Affairs Assistance to Non-Government, Non-Entertainment-Oriented Print and Electronic Media."
 - e. DOD Instruction 5435.2, "Delegation of Authority to Approve Travel in the Use of Military Carriers for Defense Public Affairs Purposes."
4. Joint Publications. A complete list of joint publications is provided in Joint Pub 1-01, "Joint Publication System, Joint Doctrine and Joint Tactics, Techniques, and Procedures Development Program" (Chapter VI).
5. Multi-Service Publications
 - a. FM 34-81/AFM 105-4, "Weather Support for Army Tactical Operations."
 - b. FM 100-27/AFM 2-50, "USA/USAF Doctrine for Joint Airborne and Tactical Airlift Operations."
 - c. FM 100-42/AFM 2-14, "Airspace Management in an Area of Operation."
 - d. MACP 105-3/TRADOC Pam 525-21, "Joint Operational Concept for Weather and Environment Support to Army Operations."

e. TACP 50-20/TRADOC TT-17-50-3/USREDCOMP 525-5, "Joint Air Attack Team Operations."

f. TACP 50-26/TRADOC Pam 525-16/USREDCOMP 525-4, "Joint Operational Concept Joint Attack of the Second Echelon (J-SAK)."

g. TACP 50-27/TRADOC Pam 525-43, "Joint Operational Concept and Procedures for Coordination of Employment of Air-Delivered Mines (J-MINE)."

h. TACP 50-28 (AAC/PACAF)/USAFEP 50-9/FM 90-20/FMFRP 2-72, "Multi-Service Procedures for the Joint Application of Firepower (J-FIRE)."

i. TACP 50-36 (AAC/PACAF/USAFE)/TRADOC Pam 525-47/USREDCOMP 34-3, "Joint Concepts and Procedures for CAS in the Rear Battle."

j. NWP 22-2/FMFM 1-7, "Supporting Arms in Amphibious Operations."

6. US Army Publications

a. Air Defense Artillery

(1) FM 44-1, "USA Air Defense Artillery Employment."

(2) FM 44-1A, "ADA Operation Planning Data."

(3) FM 44-100, "US Army ADA Operations."

b. Combined Arms

(1) FM 1-100, "Doctrinal Principles for Army Aviation and Combat Operations."

(2) FM 1-103, "Airspace Management and Army Air Traffic in a Combat Zone."

(3) FM 31-12, "Army Landing Forces."

(4) FM 31-71, "Northern Operations."

(5) FM 71-100, "Division Operations (Heavy)."

(6) FM 71-101, "Infantry, Airborne and Air Assault Division Operations."

(7) FM 90-6, "Mountain Operations (HTF)."

(8) FM 90-10, "Military Operation on Urbanized Terrain (MOUT) HTF."

- (9) FM 90-14, "Rear Battle."
- (10) FM 100-2-1, "Soviet Army Operations and Tactics."
- (11) FM 100-5, "Operations."
- (12) FM 100-7, "The Army in Theater Operations."
- (13) FM 100-15, "Corps Operations."
- (14) FM 100-16, "Support Operations: Echelons Above Corps (EAC)."
- (15) FM 100-20, "Low Intensity Conflict."
- (16) FM 100-26, "The Army Air-Ground System."
- (17) FM 101-5, "Staff Organization and Operation."
- (18) FM 101-5-1, "Operational Terms and Symbols."
- c. Chemical. FM 3-100, "NBC Operations."
- d. Engineer. FM 5-100, "Engineer Combat Operations."
- e. Field Artillery. FM 6-20, "Fire Support in the AirLand Battle."
- f. Judge Advocate General. FM 27-10, "Law of Land Warfare."
- g. Army Special Operations Forces
 - (1) FM 31-20, "Special Forces Operations."
 - (2) FM 33-1, "Psychological Operations."
 - (3) FM 41-10, "Civil Affairs Operations."
- h. Logistics
 - (1) FM 9-6, "Munitions Support in Theater of Operations."
 - (2) FM 63-2, "Combat Service Support Operations - Division."
 - (3) FM 63-2-2, "Combat Service Support Operations: Armored, Mechanized, and Motorized Divisions."
 - (4) FM 63-3, "Combat Service Support Operations - Corps."

(5) FM 63-4, "Combat Service Support Operations - Theater Army Area Command."

i. Intelligence

(1) FM 34-1, "Intelligence and Electronic Warfare Operations."

(2) FM 90-20, "Multi-Service Procedures for the Joint Application of Fire Power."

j. Military Police

(1) FM 19-1, "Military Police Support for the Air-Land Battle."

(2) FM 19-40, "Enemy Prisoners of War, Civilian Internees, and Detained Persons."

k. Signal

(1) FM 11-23, "Theater Communications Command (Army)."

(2) FM 11-92, "Combat Communications Within the Corps."

l. Personnel. FM 14-6, "Controlled/Finance Service in Theaters of Operations."

m. Transportation

(1) FM 55-1, "Army Transportation Service in a Theater of Operations."

(2) FM 55-2, "Division Transportation Operations."

n. Chaplain. FM 16-5, "The Chaplain and the Chaplain Assistant in Combat Operations."

o. Health Services

(1) FM 8-10, "Health Service Support in a Theater of Operation."

(2) FM 8-20, "Health Service Support in a Combat Zone."

(3) FM 8-21, "Health Service Support in a Communication Zone."

(4) FM 8-55, "Planning for Health Service Support."

7. US Air Force Publications

- a. AFM 1-1, "Basic Aerospace Doctrine of the United States Air Force."
- b. AFM 2-1, "Tactical Air Operations--Counter Air, Close Air Support, and Air Interdiction."
- c. AFM 2-6, "Tactical Air Operations--Reconnaissance."
- d. AFM 2-7, "Tactical Air Force Operations--Tactical Air Control System (TACS)."
- e. AFM 2-8, "Electronic Combat (EC) Operations."
- f. AFM 2-12, "Airspace Control in the Combat Zone."
- g. AFP 110-31, "International Law--The Conduct of Armed Conflict and Air Operations."
- h. AFP 110-34, "Commander's Handbook on the Law of Armed Conflict."
- i. AFP 200-17, "An Introduction to Air Force Targeting."
- j. AFR 55-9, "Responsibilities for Tactical Air Control Parties."
- k. TACR 55-45, "Tactical Air Force Headquarters and the Tactical Air Control Center."
- l. TACR 55-46, "The Tactical Air Control System (TACS), Air Support Operations Centers (ASOC) and Tactical Air Control Parties (TACP)."

8. US Navy Publications

- a. NWP 0, "Naval Warfare Documentation Guide."
- b. NWP 1, "Strategic Concepts of the US Navy."
- c. NWP 4, "Basic Operational Communications Doctrine."
- d. NWP 6, "Operational Medical/Dental Support."
- e. NWP 8, "Command and Control."
- f. NWP 9, "The Commander's Handbook on the Law of Naval Operations."
- g. NWP 10-1, "Composite Warfare Commander's Manual."

- h. NWP 10-1-12 (Rev A), "Maritime Reporting System."
- i. NWP 10-1-13 (series), "Joint Reporting System."
- j. NWP 10-1-30, "Direct Support to the Battle Group."
- k. NWP 10-1-40, "Electronic Warfare Coordination."
- l. NWP 10-1-41, "Navy Operational Deception and Counter Deception."
- m. NWP 10-2, "Strike Operations Against Land Targets."
- n. NWP 11, "Naval Operational Planning."
- o. NWP 11-1, "Characteristics and Capabilities of US Navy Combatant Ships."
- p. NWP 11-2, "Characteristics and Capabilities of US Navy Auxiliaries and MSC Ships."
- q. NWP 11-3, "Characteristics and Capabilities of US Navy Aircraft."
- r. NWP 11-4, "Characteristics and Capabilities of US Navy Weapons, Sensors, and Communication Systems."
- s. NWP 19-2, "Combat Search and Rescue Procedures."
- t. NWP 22-1, "The Amphibious Task Force Plan."
- u. OPNAVINST 3100.6D, "Special Incident Reporting."
- v. OPNAVINST 3070.1 (Series), "Operations Security."
- w. OPNAVINST S3410.1C, "Psychological Operations."
- x. OPNAVINST S3490.1C (Series), "Military Deception."
- y. OPNAVINST S3061.1, (Series), "Navy Capabilities and Mobilization Plans."

9. US Marine Corps Publications

- a. FMFM 0-3, "Doctrinal Publications Guide."
- b. FMFM 1-1, "Warfighting."
- c. FMFM 4, "Combat Service Support."
- d. FMFM 5-1, "Marine Aviation" (to be redesignated FMFM 5, Marine Air Ground Task Force (MAGTF) Aviation).

e. FMFM 6-1, "Marine Division" (to be superseded and renamed Ground Combat Operations).

f. FMFRP 0-14, "Marine Corps Supplement to the DOD Dictionary of Military and Associated Terms."

GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

AADC	area air defense commander
ABCCC	Airborne Battlefield Command and Control Center
ACOC	area communications operating center
ADP	automated data processing
ADVON	advanced echelon
AFM	Air Force Manual
AFSOB	Air Force Special Operations Base
AJBPO	Area Joint Blood Program Office
ALCC	airlift control center
AMEMB	American Embassy
ANG	Air National Guard
AOR	area of responsibility
APOE	aerial port of embarkation
ASMRO	Armed Services Medical Regulating Office
AWACS	Airborne Warning and Control System
BDA	bomb or battle damage assessment
BPO	Blood Program Office
C2	command and control
C3	command, control, and communications
C3CM	command, control, and communications countermeasures
C4S	command, control, communications and computer systems
CA	civil affairs
CAP	crisis action planning
CAT	Crisis Action Team
CCF	collection coordination facility
C-E	communications-electronics
CEOI	communications-electronics operating instructions
CESP	civil engineering support plan
CHOP	change of operational control
CLPSB	CINC Logistics Procurement Support Board
COA	course of action
COCOM	Combatant Command (command authority)
COMAFFOR	Commander, Air Force Forces
COMARFOR	Commander, Army Forces
COMDINST	Commandant's Instruction (US Coast Guard)

COMINT	communications intelligence -
COMJSOTF	Commander, Joint Special Operations Task Force
CJTF	Commander, Joint Task Force
COMMARFOR	Commander, Marine Forces
COMNAVFOR	Commander, Naval Forces
COMSOF	Commander, Special Operations Forces
COMSEC	communications security
CONPLAN	operation plan in concept format
CONUS	continental United States
CP	command post
CRAF	Civil Reserve Air Fleet
CSAR	combat search and rescue
CS	combat support
CSS	combat service support
DCS	Defense Communications System
DDN	Defense Data Network
DEPCJTF	Deputy Commander, Joint Task Force
DFSC	Defense Fuel Supply Center
DIA	Defense Intelligence Agency
DIRLAUTH	direct liaison authorized
DIRNSA	Director, National Security Agency
DISA	Defense Information System Agency
DISUM	Daily Intelligence Summary
DMA	Defense Mapping Agency
DOS	Department of State
DSN	Defense Switched Network
DSSCS	Defense Special Security Communications System
EEI	essential elements of information
ELINT	electronics intelligence
EMCON	emission control (electronic)
EPW	enemy prisoner of war
EW	electronic warfare
FM	field manual or force module
GENSER	general service (message)
HF	high frequency
HNS	host nation support
HQ	headquarters
HQCOMDT	headquarters commandant
HUMINT	human intelligence

IAW	in accordance with
IFF	identification, friend or foe (radar)
IMINT	imagery intelligence
ISB	intermediate staging base
JACC/CP	joint airborne communications center/ command post
JAPO	joint area petroleum office
JBPO	Joint Blood Program Office
JCCC	joint communications control center
JCEOI	joint communications-electronics operation instructions
JCGRO	joint central graves registration office
JCMEB	Joint Civil-Military Engineering Board
JCN	Joint Communications Network
JCSE	Joint Communications Support Element
JDS	Joint Deployment System
JFACC	joint force air component commander
JFC	joint force commander
JFLCC	joint force land component commander
JFMCC	joint force maritime component commander
JFSOCC	joint force special operations component commander
JFUB	Joint Facilities Utilization Board
JIB	joint information bureau
JIC	joint intelligence center
JIOP-MTF	joint interface operating procedures- message text formats
JMAO -	joint mortuary affairs officer
JMC	joint movement center
JMPAB	Joint Material Priorities and Allocation Board
JMRO	Joint Medical Regulating Office
JOA	joint operations area
JOC	joint operations center
JOPES	Joint Operation Planning and Execution System
JPEC	Joint Planning and Execution Community
JPO	joint petroleum office
JRCC	joint rescue coordination center
JRS	Joint Reporting Structure
JSCP	Joint Strategic Capabilities Plan
JSOTF	joint special operations task force
JTB	Joint Transportation Board
JTCB	joint targeting coordination board
JTF	joint task force
JTL	joint targets list

JUH-MTF	joint user handbook-message text formats
LNO or LO	liaison officer
LOC	lines of communications
MAC	Military Airlift Command
MCC	military coordinating committee or movement control center
MEDEVAC	medical evacuation
MIJI	meaconing, interference, jamming, and intrusion
MILSATCOM	military satellite communications
MOA	memorandum of agreement
MOP	memorandum of policy
MOS	military occupational specialty
MRO	medical regulating office
MSC	Military Sealift Command
MTF	message text formats
MTMC	Military Traffic Management Command
MWR	morale, welfare, and recreation
NAVFOR	naval forces
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NCS	naval control of shipping
NEO	noncombatant evacuation operation
NMCS	National Military Command System
NOPLAN	no operation plan available or prepared
NSWTG	naval special warfare task group
NWP	naval warfare publication
OIR	other intelligence requirements
OOB	order of battle
OPCON	operational control
OPLAN	operation plan in complete format
OPORD	operation order
OPSEC	operations security
PAO	public affairs office
PARKHILL	encrypted HF communications system
PEDB	Planning and Execution data base
PID	plan identification number
PIR	priority information requirements
POL	petroleum, oils, and lubricants
POLAD	political adviser
POW or PW	prisoner of war
PSYOP	psychological operations

PWRMS	pre-positioned war reserve material stocks
QRE	quick reaction element
RAP	rear area protection
RCA	riot control agent
ROE	rules of engagement
RRF	ready reserve fleet; ready reserve force
RWCM	regional wartime construction manager
SAPO	subarea petroleum office
SAR	search and rescue
SATCOM	satellite communications
SCI	sensitive compartmented information
SFOB	special forces operating base
SHF	super high frequency
SIGINT	signals intelligence
SITREP	situation report
SJA	Staff Judge Advocate
SJS	Secretary, Joint Staff
SOC	Special Operations Command
SOF	special operations forces
SOP	standing operating procedure
SORTS	Status of Resources and Training System
SOTA	SIGINT operational tasking authority
SRP	sealift reserve program
SSO	special security office
SURG	surgeon
TAC-D	tactical deception
TACON	tactical control
TBP	to be published
TCC	Transportation Component Command
TELINT	telemetry intelligence
TENCAP	Tactical Exploitation of National Capabilities Program
TLCF	teleconference (WIN)
TPFDD	time-phased force and deployment data
TWCM	theater wartime construction manager
UCP	Unified Command Plan
UHF	ultrahigh frequency
UNAAF	Unified Action Armed Forces (Joint Pub 0-2)
USDAO	United States Defense Attache Office
USMTF	US Message Text Format
USSOCOM	US Special Operations Command
USTRANSCOM	US Transportation Command
UTC	unit type code

VINSON
vol

encrypted UHF communications system
volume

WHNS
WIN
WTCA
WWMCCS

wartime host-nation support
WWMCCS Intercomputer Network
water terminal clearance authority
Worldwide Military Command and Control
System

PART II--DEFINITIONS*

ALERT ORDER (CJCS). A crisis action planning directive from the Secretary of Defense, issued by the Chairman, Joint Chiefs of Staff, that provides essential guidance for planning and directs the initiation of execution planning following a decision by the NCA that US military forces may be required to conduct military operations.

area air defense commander. Within an overseas unified command, subordinate unified command, or joint task force, the commander will assign overall responsibility for air defense to a single commander. Normally, this will be the Air Force component commander. Representation from the other Service components involved will be provided, as appropriate, to the area air defense commander's headquarters. (Joint Pub 1-02)

area of responsibility. 1. A defined area of land in which responsibility is specifically assigned to the commander of the area for the development and maintenance of installations, control of movement and the conduct of tactical operations involving troops under his control along with parallel authority to exercise these functions. 2. In naval usage, a predefined area of enemy terrain for which supporting ships are responsible for covering by fire on known targets or targets of opportunity and by observation. (Joint Pub 1-02)

close-hold plan. Operations plan with access to OPLAN information extremely limited to specifically designated WWMCCS USERIDs and terminal IDs during initial COA development before the involvement of outside commands, agencies, CINCs, Services, or the Joint Staff.

combatant command. One of the unified or specified commands established by the President. (Joint Pub 1-02)

Combatant Command (command authority). Nontransferable command authority established by title 10, United States Code, section 164, exercised only by commanders of unified or specified combatant commands. Combatant Command (command authority) is the authority of a Combatant Commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating

* Unless identified as extracted from Joint Pub 1-02, the terminology herein is not standardized within the Department of Defense and is applicable only in the context of this document.

objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Combatant Command (command authority) should be exercised through the commanders of subordinate organizations; normally this authority is exercised through the Service component commander. Combatant Command (command authority) provides full authority to organize and employ commands and forces as the CINC considers necessary to accomplish assigned missions. Also called COCOM. (Joint Pub 1-02).

Combatant Commander. A commander in chief of one of the unified or specified commands established by the President. (Joint Pub 1-02)

combat forces. Those forces whose primary missions are to participate in combat. (Joint Pub 1-02)

combat service support. The essential logistic functions, activities, and tasks necessary to sustain all elements of an operating force in an area of operations. Combat service support includes but is not limited to administrative services, chaplain services, civil affairs, finance, legal service, health services, military police, supply, maintenance, transportation, construction, troop construction, acquisition and disposal of real property, facilities engineering, topographic and geodetic engineering functions, food service, graves registration, laundry, dry cleaning, bath, property disposal, and other logistic services. (Joint Pub 1-02)

combat support troops. Those units or organizations whose primary mission is to furnish operational assistance for the combat elements. (Joint Pub 1-02)

contingency. An emergency involving military forces ~~caused~~ by natural disasters, terrorists, subversives, or by required military operations. Due to the uncertainty of the situation, contingencies require plans, rapid response, and special procedures to ensure the safety and readiness of personnel, installations, and equipment. (Joint Pub 1-02)

contingency planning. The development of plans for potential crises involving military requirements that can reasonably be expected in an area of responsibility. It is normally conducted during peacetime competition, conflict, and war and may be performed deliberately or under crisis action conditions. Contingency planning for joint operations is coordinated at the national level by assigning planning tasks and relationships among the Combatant Commanders and apportioning or allocating them the forces and resources available to accomplish those tasks. Commanders throughout the unified chain of command may task their staffs and subordinate commands with additional contingency planning tasks beyond those specified at the national level to provide broader contingency coverage.

coordinating authority. A commander or individual assigned responsibility for coordinating specific functions or activities involving forces of two or more Services or two or more forces of the same Service. The commander or individual has the authority to require consultation between the agencies involved, but does not have the authority to compel agreement. In the event that essential agreement cannot be obtained, the matter shall be referred to the appointing authority. (Joint Pub 1-02)

course of action development. The phase of the JOPES within the crisis action planning process that provides for the development of military responses and includes, within the limits of the time allowed: establishing force and sustainment requirements with actual units; evaluating force, logistic, and transportation feasibility; identifying and resolving resource shortfalls; recommending resource allocations; and producing a course of action via a commander's estimate that contains a concept of operations, employment concept, risk assessments, prioritized courses of actions, and supporting data bases.

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

crisis action planning. The JOPES process involving the time-sensitive development of joint operation plans and orders in response to an imminent crisis. Crisis action planning follows prescribed crisis action planning (CAP) to formulate and implement an effective response within the timeframe permitted by the crisis. Also called CAP.

deliberate planning. The JOPES process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. Conducted principally in peacetime, deliberate planning is accomplished in prescribed cycles that complement other DOD planning cycles and in accordance with formally established Joint Strategic Planning System procedures.

deployment planning. Encompasses all activities from origin or home station through destination, specifically including intra-CONUS, intertheater, and intratheater movement legs, staging areas, and holding areas.

deployment data base. The JOPES data base containing the necessary information on forces, material, and filler and replacement personnel movement requirements to support execution. The data base reflects information contained in the refined time phased force and deployment data from the deliberate planning process or developed during the various phases of the crisis action planning process, and the movement schedules or tables developed by the transportation component commands to support the deployment of required forces, personnel, and material. (Approved for inclusion in Joint Pub 1-02)

detailed planning. The JOPES function that governs both the deliberate planning process phases of Plan Development, Plan Review, and Supporting Plans and the crisis action planning process phase of Execution Planning.

employment. The strategic, operational, or tactical use of forces and material in an area or theater of operations.

execution planning. The phase of the Joint Operation Planning and Execution System crisis action planning process that provides for the translation of an approved course of action into an executable plan of action through the preparation of a complete operation plan or order. Execution planning is detailed planning for the commitment of specified forces and resources. During crisis action planning, an approved operation plan or other NCA-approved course of action is adjusted, refined, and translated into an operation order. Execution planning can proceed on the basis of prior deliberate planning, or it can take place in the absence of prior planning.

force module(s). A grouping of combat, combat support, and combat service support forces, with or without appropriate non-unit-related personnel and supplies. The elements of force modules are linked together or uniquely identified so that they may be extracted from or adjusted as an entity in the planning and execution data bases to enhance flexibility and usefulness of the operation plan during a crisis.

functional component command. A command normally, but not necessarily, composed of forces of two or more Services which may be established in peacetime or war to perform particular operational missions that may be of short duration or may extend over a period of time. (Joint Pub 1-02)

host nation support. Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, times of crisis/emergencies, or war based upon agreements mutually concluded between nations. (Joint Pub 1-02)

joint force air component commander. The joint force air component commander derives his authority from the joint force commander who has the authority to exercise operational control, assign missions, direct coordination among his subordinate commanders, redirect and organize his forces to ensure unity of effort in the accomplishment of his overall mission. The joint force commander will normally designate a joint force air component commander. The joint force air component commander's responsibilities will be assigned by the joint force commander (normally these would include, but not be limited to, planning, coordination, allocation and tasking based on the joint force commander's apportionment decision). Using the joint force commander's guidance and authority, and in coordination with other Service component commanders and other assigned or supporting commanders, the joint force air component commander will recommend to the joint force commander apportionment of air sorties to various missions or geographic areas. Also called JFACC. (Joint Pub 1-02)

joint force commander. A general term applied to a commander authorized to exercise Combatant Command (command authority) or operational control over a joint force. Also called JFC. (Approved for inclusion in Joint Pub 1-02)

joint operation planning. Joint operation planning activities exclusively associated with the preparation of OPLANS, CONPLANS, and OPORDs (other than the SIOP) for the conduct of military operations in hostile environments by the Combatant Commanders in response to requirements established by the Chairman, Joint Chiefs of Staff. As such, joint operation planning includes contingency planning, execution planning, and implementation planning. Joint operation planning is performed in accordance with formally established planning and execution procedures.

Joint Operation Planning and Execution System. A continuously evolving system that is being developed through the integration and enhancement of earlier planning and execution systems: JOPS, and JDS. It provides the foundation for conventional command and control by national- and theater-level commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. JOPES includes joint operation planning policies, procedures, and reporting structures supported by communications and ADP systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities associated with joint operations.

joint operations area. That portion of an area of conflict in which a joint force commander conducts military operations pursuant to an assigned mission and the administration incident to such military operations. Also called JOA. (Joint Pub 1-02)

Joint Planning and Execution Community. Those headquarters, commands, and agencies involved in the training, preparation, movement, reception, employment, support, and sustainment of military forces assigned or committed to a theater of operations or objective area. The Joint Planning and Execution Community usually consists of the Joint Staff, Services, certain Service major commands (including the Service wholesale logistic commands), unified and specified commands (and their Service component commands), Subunified Commands, Transportation Component Commands, joint task forces (as applicable), Defense Logistics Agency, and other Defense agencies (e.g., Defense Intelligence Agency) as may be appropriate to a given scenario. Also called JPEC.

joint special operations task force. A joint task force composed of special operations units from more than one Service, formed to carry out a specific special operation or prosecute special operations in support of a theater campaign or other operations. The joint special operations task force may have conventional nonspecial operations units assigned or attached to support the conduct of specific missions. Also called JSOTF.

joint task force. A force composed of assigned or attached elements of the Army, the Navy or the Marine Corps, and the Air Force, or two or more of these Services, which is constituted and so designated by the Secretary of Defense or by the commander of a unified command, a specified command, or an existing joint task force. (Joint Pub 1-02)

limited-access plan. The limited-access plan (like the close-hold plan) is an operations plan that has access restricted to individual WWMCCS USERIDs and terminal IDs. Unlike the close-hold plan, the limited-access plan can be distributed to more than one JOPEs site.

operational control. Transferable command authority which may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in Combatant Command (command authority) and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations; normally this authority is exercised through the Service component commanders. Operational control normally provides full authority to organize commands and forces

and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions. Operational control does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. Also called OPCON. See also combatant command; Combatant Command (command authority); Combatant Commander. (Joint Pub 1-02)

process. A series of actions or operations conducted to an end. The two planning processes defined within JOPEs are the deliberate planning process and the crisis action planning process.

redeployment. The transfer of a unit, an individual, or supplies deployed in one area to another area, or to another location within the area, or to the zone of interior for the purpose of further employment. (Joint Pub 1-02)

service component command. A command consisting of the Service component commander and all those individuals, units, detachments, organizations, and installations under the command that have been assigned to the unified command. (Joint Pub 1-02)

specified command. A command that has a broad continuing mission and that is established and so designated by the President through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. It normally is composed of forces from but one Service. (Joint Pub 1-02)

strategy determination. The JOPEs function in which analysis of changing events in the international environment and the development of national strategy to respond to those events is conducted. In joint operation planning, the responsibility for recommending military strategy to the NCA lies with the Chairman, Joint Chiefs of Staff, in consultation with the other members of the Joint Chiefs of Staff and in concert with supported commanders. In the deliberate planning process, the Joint Strategic Capabilities Plan is produced as a result of this process. In the Crisis Assessment Phase of the crisis action planning process, Crisis Action Planning procedures are used to formulate decisions for direct development of possible military courses of action.

subordinate commander. A commander under the COCOM or OPCON of either a supported or supporting commander, normally a Service component commander or the commander of a subordinate unified command or subordinate joint task force.

supported commander. The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or orders in response to requirements of the Chairman, Joint Chiefs of Staff.

supporting commander. A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies, as appropriate.

supporting forces. Forces stationed in, or to be deployed to, an area of operations to provide support for the execution of an operation order. Combatant Command (command authority) of supporting forces is not passed to the supported commander. (Joint Pub 1-02)

tactical control. The detailed and, usually, local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned. Also called TACON. (Joint Pub 1-02)

threat identification and assessment. The JOPES function that provides timely warning of potential threats to US interests; intelligence collection requirements; the effects of environmental, physical, health hazard, and cultural factors on friendly and enemy operations; and determines the enemy military posture and possible intentions.

time-phased force and deployment data. The JOPES database portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including:

- a. In-place units.
- b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation.
- c. Routing of forces to be deployed.
- d. Movement data associated with deploying forces.
- e. Estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces.

f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources. Also called TPFDD.

unified command. A command with a broad and continuing mission under a single commander and composed of significant assigned components of two or more Services, and which is established and so designated by the President, through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff, or, when so authorized by the Chairman of the Joint Chiefs of Staff, by a commander of an existing unified command established by the President. (Joint Pub 1-02)

WARNING ORDER (CJCS). A crisis action planning directive issued by the Chairman, Joint Chiefs of Staff, that initiates the development and evaluation of courses of action by a supported commander and requests that a commander's estimate be submitted.