

United States Joint Forces Command

The Joint Warfighting Center
Joint Doctrine Series

Pamphlet 9



*Operational Implications of the
Joint Task Force - Port Opening
(JTF-PO)*

5 October 2007

Rapid global mobility is central to the effectiveness of the future force.

Mobility capabilities will be fully integrated across geographic theaters and between warfighting components and force providers, with response times measured in hours and days rather than weeks.

Quadrennial Defense Review Report
6 February 2006

Agility is the ability to rapidly deploy, employ, sustain and redeploy capabilities in geographically separated and environmentally diverse regions.

Reducing this risk and ensuring the ability of the Armed Forces to prevail will require "early-entry" capabilities forward for rapid action, while relying on surge capacity to provide follow on forces.

National Military Strategy of
the United States of America 2004

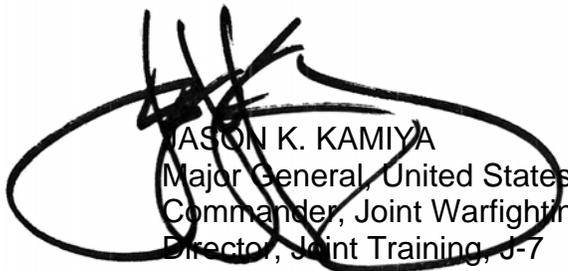
Preface

This United States Joint Forces Command Joint Warfighting Center (JWFC) pamphlet, ***Operational Implications of the Joint Task Force – Port Opening (JTF-PO)***, is part of the JWFC “***Joint Doctrine Series***” and is intended to raise awareness, promote discussion and understanding, and identify implications associated with the fielding of JTF-PO capabilities. These implications can be utilized to refine, enhance, and mature the JTF-PO concept for possible transition into joint doctrine and future employment in the joint environment.

As the Department of Defense Distribution Process Owner and Single Port Manager, United States Transportation Command (USTRANSCOM) is tasked to improve the overall efficiency and interoperability of distribution-related activities throughout the range of military operations. This resulted in USTRANSCOM developing initiatives to establish joint force capability for rapid port opening to support the geographic combatant commands.

The concept of operations is for JTF-PO to provide a joint expeditionary capability to rapidly establish and initially operate an aerial or sea port of debarkation (POD), conduct cargo handling and movement operations to a forward distribution node, facilitating port throughput in support of combatant commander executed contingencies. JTF-PO is designed to be in place in advance of a deployment of forces, sustainment, or humanitarian/relief supplies in order to facilitate joint reception, staging, onward movement, integration, and theater distribution. This is done by providing an effective interface between the theater joint deployment distribution operations center, the associated POD, and other organizations. USTRANSCOM is establishing processes to train, certify, engage early in planning, and rapidly deploy these forces.

We welcome your comments and ideas on this important topic. JWFC point of contact for JWFC Pam 9 is Mr. David Spangler, JW5847, 757-203-6028 (DSN 668), david.spangler@jcom.mil.



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Section I – Introduction

“We have invested heavily over the past 10 years in improving our ability to deploy rapidly from our continental U.S. platforms. The strategic movement of forces by Large Medium Speed Roll-On/Roll-Off (LMSR) vessels and C-17 aircraft has significantly enhanced our capabilities. However, we have not invested at the other end -- in our ability to receive forces in the theater.”

*Army Logistics White Paper
“Delivering Materiel Readiness to the Army”
December, 2004¹*

Background

US Transportation Command (USTRANSCOM) developed the Joint Task Force – Port Opening (JTF-PO) concept as a result of the Focused Logistics Warfighter assessment initiated in 2005.² The concept proposes a joint expeditionary capability that can rapidly establish and initially operate an aerial or sea port of debarkation (POD), conduct cargo handling and movement operations to a forward distribution node, facilitating port throughput in support of combatant commander executed contingencies. In accordance with the Joint Capabilities Integration and Development System (JCIDS), USTRANSCOM conducted functional area and needs analysis which identified capability gaps, overlaps, or problems and key attributes that would resolve the issues. JTF-PO was designed to address the following gaps/needs³:

- Ad hoc deployment/distribution command and control (C2) at the POD
- Limited capability to establish distribution node & network near the POD
- Limited ability to rapidly clear cargo from the POD
- Limited initial port assessment
- Limited movement control early at the POD
- Limited capability to coordinate cargo onward movement from the POD
- Limited intransit visibility (ITV)

A study that strongly supported creation of JTF-PO was the 2005 Defense Science Board Task Force on Mobility, which found that the “... expeditionary capability

¹ <http://www.army.mil/features/LogWhitePaper2004/LogWhitePaper.doc>

² USTRANSCOM Operational Concept and Joint DCR for JTF-PO, 9 Aug 07, version draft .9991, page 1 para 2.1.

³ USTRANSCOM Operational Concept and Joint DCR for JTF-PO, 9 Aug 07, version draft .9991, page 1 para 2.1.

JWFC Doctrine Pam 9 5 October 2007

to rapidly open, transition, change, and close support operations are essential to maintaining military responsiveness. This expeditionary capability must reside in both the air and the surface components of TRANSCOM.”⁴ With respect to seaport operations, the report further states that “...current and historic doctrine requiring TRANSCOM to request forces from the U.S. Army to execute this mission is no longer consistent with recent Secretary of Defense decisions regarding global force management. The commander of TRANSCOM should have the ability to quickly deploy, through SDDC, the ability to establish seaports and inland theater-level hubs to provide 100 percent visibility of sustainment and contingency cargo and equipment.”⁵

CDR USTRANSCOM subsequently approved two JTF-PO concept of operations (CONOPS) documents,⁶ which described JTF-PO aerial port of debarkation (APOD) and seaport of debarkation (SPOD) desired effects, mission, capabilities, and sequence of operations. In addition, CDR USTRANSCOM briefed a number of Department of Defense (DOD) senior leaders to ensure a wide understanding of the shortfalls, requirements, and capabilities outlined in the concept. USTRANSCOM has prepared a doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) change recommendation (DCR), which substantiates that JTF-PO capabilities are consistent with and necessary to execute USTRANSCOM responsibilities to provide common-user air, land, and sea transportation and terminal management as listed in the Unified Command Plan.

JTF-PO addresses a warfighter need to rapidly open strategic ports across the range of military operations to facilitate and enable time phased force deployment data (TPFDD) force flow, sustainment cargo flow, and provide the conditions for a smooth transition to theater opening forces. While JTF-PO component capabilities exist in the Services today, JTF-PO jointly organizes, trains, exercises, and requests Service capabilities in a new way. As a pre-designated, habitually trained and exercised force, it will ensure no more pick-up games on arrival at the APOD/SPOD and will provide an on-call force ready to deploy ahead of TPFDD forces.

Endstate Capability

JTF-PO APOD reached initial operational capability (IOC) certification on 2 November 2006 and it is currently scheduled to reach full operational capability (FOC) certification by 31 October 2008. JTF-PO SPOD is currently scheduled to achieve IOC certification on or about March 2008.⁷ The JTF-PO APOD and SPOD CONOPS and the DCR list two overarching desired FOC capabilities:

⁴ *Defense Science Board Task Force on Mobility*, Chapter 3, Deployment and Sustainment Operations, September 2005, page 75.

⁵ *Defense Science Board Task Force on Mobility*, Chapter 3, Deployment and Sustainment Operations, September 2005, page 89.

⁶ USTRANSCOM JTF-PO APOD CONOPS, 7 May 07, version 1.991, and USTRANSCOM JTF-PO SPOD CONOPS, 13 June 07, version 1.0.

⁷ USTRANSCOM Operational Concept and Joint DCR for JTF-PO, 9 Aug 07, page 32-33, para 4.1.4-4.1.5.

- Quickly deploy a fully resourced JTF-PO to support a combatant commander (CCDR) through a simple request process and be in place in advance of a flow of forces, sustainment, or humanitarian assistance/disaster relief supplies.
- Enhance POD throughput through coordination and synchronization of POD operations to facilitate distribution and joint reception, staging, onward movement and integration (JRSOI).

Relationship to Other Constructs

JTF-PO does not replace extant capability, but provides an expeditionary force available to USTRANSCOM to support geographic combatant commander (GCC) requirements for rapid port opening with a unique jointly trained port opening force with robust joint C2 capabilities. There are other constructs currently available or being developed that will provide some port opening capability or are related to JTF-PO operations.

“To improve agility and speed of maneuver, the JFC links intertheater and intratheater force projection and sustainment directly to his operational requirements and campaign objectives. ... [to] support the JFC's effort to rapidly gain access and continue operations throughout the campaign.”

*Major Combat Operations
Joint Operating Concept
December 2006*

Service Port Opening Packages

The Air Force maintains force modules to rapidly open, operate and expand APODs and the Army maintains large force modules to open, operate, and expand PODs to their maximum capability. For the Army, however, “Because the forces that perform these tasks were designed to support the larger concept, these forces' capabilities generally do not translate well into the narrower requirements of JTF-PO.”⁸ The Navy cargo handling battalion has the capability to operate limited sea and air terminals at any location worldwide. Likewise, Marine air-ground task forces (MAGTFs) have some capability for port opening.

Contingency Response Group (CRG) and Contingency Response Element (CRE)

In accordance with (IAW) Joint Pamphlet 3-17, CRGs include mobile C2 elements that deploy to support intertheater and intratheater air mobility operations as part of the global air mobility C2 system. CREs can be formed from CRG forces. Core capabilities include C2, aerial port passenger and cargo processing, aircraft servicing and maintenance, and augmenting support elements. CRGs comprise the “open the airbase” force module of the Air Force Expeditionary Airbase Operating Enabling Element.

⁸ US Army Report of Results Joint Task Force – Port Opening (JTF-PO) COORDINATING DRAFT 18 April 06.

Transportation Detachment (Rapid Port Opening)

This detachment of a transportation terminal battalion is jointly trained and integrated with Air Mobility Command's (AMC) expeditionary contingency response wing elements. The current mission includes the requirement to deploy on short-notice, receive and trans-load cargo as an initial entry port opening force, and remain on-station until replaced by or integrated into follow-on sustainment forces.⁹

Marine Expeditionary Units (MEUs)

MEUs are historically proven and bring the capability for port seizure, some port opening/operations, and robust security. Because these units are typically forward deployed at sea, rapid port opening can be coordinated without the need for intermediate APOD reception of cargo, personnel or host nation support.

Theater Sustainment Command

This expeditionary Army capability provides multifunctional logistics: supply, maintenance, transportation, petroleum, and port/terminal operations. This command, with sustainment brigade modules, can provide tailored support such as theater opening, distribution, or support to theater forces.¹⁰

Joint Logistics Over-the-Shore (JLOTS)

IAW JP 4-01.6, *Joint Logistics Over the Shore (JLOTS)*, a JLOTS operation is the process of loading and unloading of ships without the benefit of deep draft-capable, fixed port facilities; or as a means of moving forces closer to tactical assembly areas. JLOTS is defined in JP 1-02, *DOD Dictionary of Military and Associated Terms*, as operations in which Navy and Army logistics over-the-shore forces conduct logistics over-the-shore operations together under a joint force commander.

SEA-BASE

This US Naval concept under development provides an over-the-horizon capability onboard ships for both POD and power projection. The concept boasts heavy equipment (cargo-handling equipment, materials handling equipment, trucks, etc.) transfer capability, C2, and integrated logistics.¹¹

⁹ TIPOE unit reference sheet, Draft, 3 May 2007, section 1.

¹⁰ Modular Force Logistics Concept, Headquarters US Army Combined Arms Support Command, version 6, 20 Sept 06, page 12, para 4.2.

¹¹ http://www.nwdc.navy.mil/Concepts/Sea_Basing/SeaBasing.aspx

Joint Context

As a functional combatant command and provider of mobility forces, CDR USTRANSCOM must "... be capable of providing a capability to rapidly deploy, establish, and operate initial theater POD deployment and forward distribution node (FDN). The joint and expeditionary nature of this requirement also demands a trained and integrated joint force structure."¹² JTF-PO provides a joint capability resulting from the integration of training, command, control, and communications capabilities from Air Force, Army, and Navy Service/component elements.

¹² USTRANSCOM JTF-PO SPOD CONOPS, 13 June 07, version 1.0, Section II, Concept of Employment.

Section II –Concept of Employment

“Support rapid, agile deployment, employment, sustainment and reset/reconstitution of the Total Force, within acceptable risk, across the full spectrum of operations in a cost-effective manner.”

*Department of Defense Logistics Vision
Joint Logistics Board Approved, August 2003*

Proper employment of the JTF-PO in crisis-action situations requires early involvement in the supported CCDR planning process and rapid sequential deployment of the joint assessment team (JAT)¹³ and JTF-PO main body. Involvement in the planning process should begin no later than course of action (COA) development, which may require direct USTRANSCOM J-3 involvement as the JTF-PO leadership is activated. Early JAT deployment to conduct POD and FDN assessment enables the prompt tailoring of JTF-PO support elements, expedites the process for required augmentation, and facilitates main body reception and transition to POD/FDN operations. JTF-PO gives the supported CCDR a rapid port opening capability to facilitate crisis response options in austere environments across the range of military operations, having both the APOD operational by C+2, SPOD by C+7, and FDN one day later. The timeline for employment of JTF-PO is outlined in Figure II-1. Traditional Service port-operating forces may be sufficient in those situations that do not require the JTF-PO’s rapid response capabilities or joint integration.

Operational Environment

During the last 20 years, crisis response activities usually have required rapid port opening operations. Since 1990, approximately 75 percent of USTRANSCOM support to supported CCDR’s contingencies has been for non-combat operations, typically in austere environments.¹⁴ JTF-PO has been developed for this type of employment as well as supporting activities up to and including major combat operations. Just

“JTF-PO has the capability to quickly respond with a jointly trained team to support the full range of military operations, including rapid port opening for major combat operations.”

*JTF-PO Op Concept & DCR
04 June 2007*

like any enabling logistic force, JTF-PO has limited organic force protection capability and may have other possible augmentation needs, such as engineers to assess physical infrastructure at an SPOD or air traffic control for an APOD. The JTF-PO planning process drives early identification of augmentation needs to ensure timely coordination of non-organic support requirements with the CCDR as soon as possible.

¹³ Details on the JAT, JTF-PO elements, support packages and augmentation requirements are found in section III.

¹⁴ USTRANSCOM JTF-PO SPOD CONOPS, 13 June 07, version 1.0, page 8, section 4.1.1.

The JTF-PO design, using modular and scalable support capability, can be tailored to support specific various operational requirements and environments.

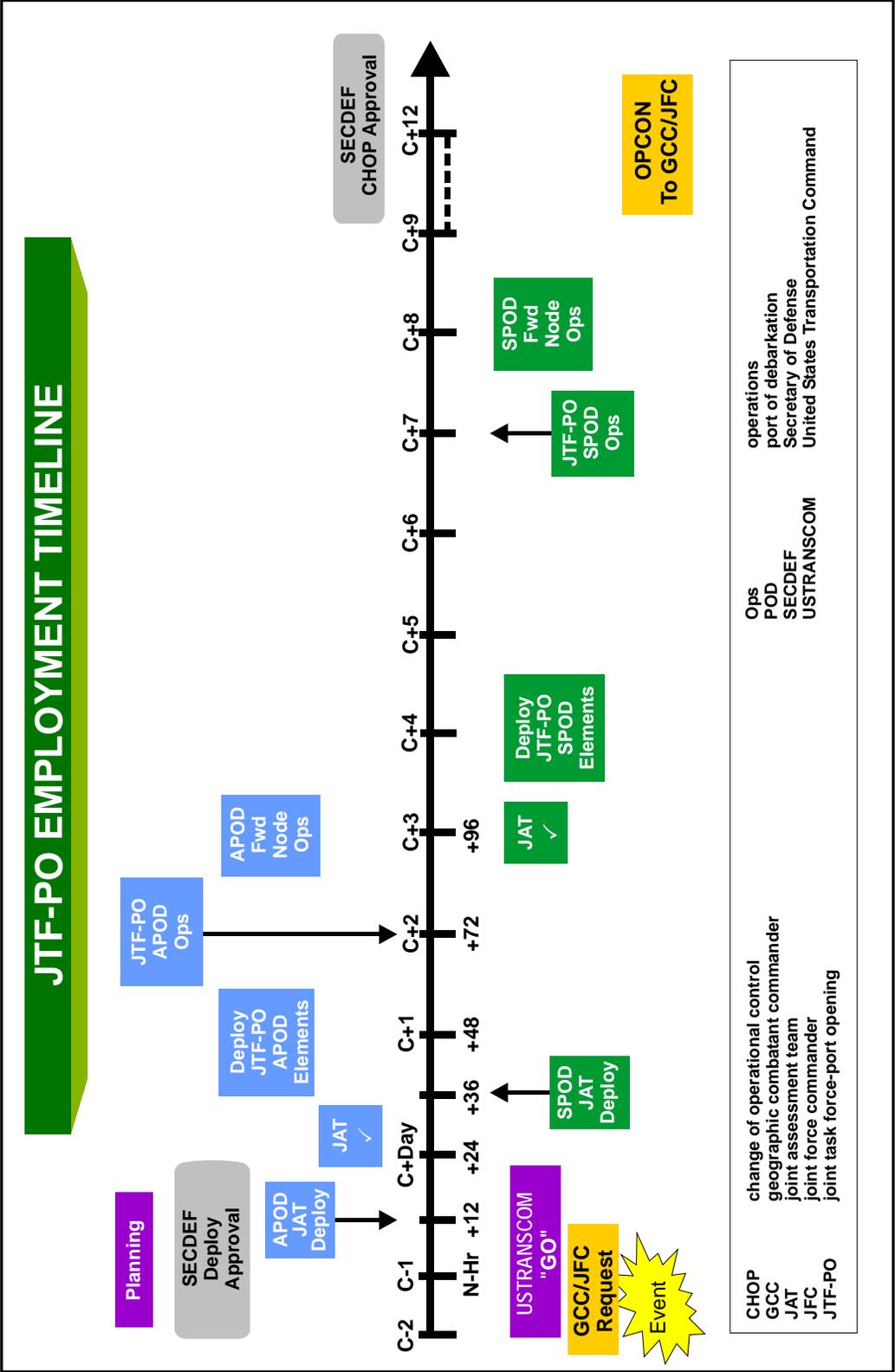


Figure II-1 JTF-PO *Employment Timeline
(*Timeline based on normal C-17 air travel time)

Sequence of Operations

JTF-PO Operations consist of five phases¹⁵:

- Phase I: Preparation prior to CCDR request for services (RFS)
- Phase II: Joint assessment
- Phase III: Deploy/open/operate/manage POD and FDN
- Phase IV: Transition
- Phase V: Reconstitution

Phase I: Preparation

Phase I begins with an operational requirement to support a combatant commander in planning port opening options

During CCDR course of action development, USTRANSCOM J-3 provides appropriate inputs to the planning process and solicits information to establish a correct understanding of the operational requirement. The J-3 then issues precise tasks to component operations (OPS) centers, normally in the form of a warning order through the USTRANSCOM deployment distribution operations center (DDOC). Early appointment of the JTF-PO CDR and use of collaborative planning tools is desirable. In order to meet the C+2 (APOD) or C+7 (SPOD) port opening timeline¹⁶, planning must include requirements for additional support package and/or augmentation, if needed for areas such as force protection, sustainment, and related logistical support. Early identification of these requirements will facilitate rapid request and resourcing. JTF-PO planning must also consider that some elements may not be co-located and must be prepared to deploy from multiple aerial ports of embarkation and synchronized for arrival at the POD.

“Tailoring support packages and deploying logistics organizations to support operational requirements will help meet the warfighter’s needs at precisely the right place and time. This requires early and integrated planning among the combatant commanders, Services, sustaining organizations, combat support agencies, and multinational partners.”

*Focused Logistics
Joint Functional Concept
Dec 2003*

¹⁵ Material in this section is taken from the USTRANSCOM APOD and SPOD CONOPS.

¹⁶ Timeline is based on normal air travel time.

Phase I ends when pre-deployment planning is complete and an actionable request is received from the supported CCDR. A supported CCDR RFS may be written, but a phone call at the appropriate level directly to USTRANSCOM J-3 may be adequate to initiate JTF-PO activities.

Phase II: Joint Assessment

Phase II begins with a pre-deployment assessment and CDR USTRANSCOM tasking (through J-3) to form a JAT and JTF-PO main body.

The first stage of standing up the JTF-PO is to form and deploy the JAT, if needed, to conduct the assessment of the POD, FDN and related infrastructure. The timeline for JAT deployment is N+12 hours (APOD) or N+36 hours (SPOD) (Figure II-1), and may deploy based on verbal orders of the USTRANSCOM Commander. Prior to deployment, the JAT obtains port and distribution network information from previously conducted site surveys, operations, or existing intelligence maintained by the Joint Intelligence Operations Center Transportation Command (JIOCTRANS). If JIOCTRANS does not have the required data, it will work with supported theater JIOCs and/or other intelligence agencies to obtain the information.¹⁷ The JAT will likely conduct a physical assessment at the deployed location, but it is not required if adequate information is available to minimize the risk to JTF-PO operations. The JAT then develops an assessment plan and coordinates with USTRANSCOM J-3, the JTF-PO CDR, and other organizations for assessment execution. The purpose of the assessment is to:

- Gather information to determine if the POD, FDN, and infrastructure are capable of supporting the stated mission
- Validate sufficiency of JTF-PO planned resources to accomplish the required tasks/mission

Within the JAT, the POD assessment team focuses on the immediate port environment to validate pre-existing port operations information, assumptions, and obtain details that were not pre-assessed. The distribution assessment team validates surface transportation suitability and support capabilities. Jointly assessed areas include communications/radio frequency identification (RFID), the POD local vicinity, and linkage requirements to other key areas such as life support areas and the FDN. The JAT relies on the supported CCDR for force protection and coordination with host nation (HN) officials to ensure the JAT has access to all portions of the transportation infrastructure necessary for the assessment. The JAT report will include information to allow the JTF-PO CDR and element leaders to quickly tailor support packages and/or request augmentation.

Phase II ends when all assessment actions by the JAT are accomplished.

¹⁷ JTF-PO CONOPS Annex B (confidential) specifies the USTRANSCOM J-2/JIOC responsibilities in supporting JTF-PO planning and operations.

Phase III: Deploy/Open/Operate/Manage POD and FDN

Phase III begins with the deployment of the JTF-PO main body elements (POD and FDN).

Figure II-1 shows the deployment/employment timeline with POD operational by C+2 (APOD) or C+7 (SPOD). The JTF-PO CDR along with the element leaders determines the required JTF-PO personnel and equipment using modular and scaleable force modules to expedite deployment. JTF-PO processes support rapid deployment of JTF-PO elements, which are postured to begin loading aircraft within 12 hours of notification (APOD) or within 36 hours of notification (SPOD). Augmenting capability needs, if required, are identified as early as possible to coordinate timely support. The JTF-PO CDR will indicate the JTF-PO is fully operational when adequate forces are in place to support the intended operation and the POD and distribution node can support movement operations.

The forward distribution node, if needed, is designated by the supported CCDR as the location best suited to support the CCDR's JRSOI or theater distribution activities and provided as an outlet to enhance POD throughput. The JAT or JTF-PO CDR may recommend an alternate location to better meet the CCDR needs.

Phase III ends when the POD and FDN are operating and transition/redeployment planning is completed.

Phase IV: Transition

Phase IV begins with the arrival of transition forces or initiation of redeployment actions.

JTF-PO is designed to operate for 45-60 days and redeploy or be relieved by follow-on forces. The decision to remain on station beyond 60 days will be coordinated between CDR USTRANSCOM and the supported CCDR. The transition plan should be based on a function-by-function relief in place (RIP)/transition of authority (TOA) according to Service rotational policies, with the goal of redeploying the JTF-PO as a whole. JTF-PO forces/capabilities retained at the deployed location as a sustaining force will revert to Service unit control. Based on CCDR requirements, certain ITV systems may be required to remain in place to minimize disruptions in operations. If this requirement is anticipated, sustaining communications system can be added to the initial JTF-PO deployment. Service decisions to source

"A joint force capable of full spectrum dominance must possess unmatched speed and agility in positioning and repositioning tailored forces from widely dispersed locations to achieve operational objectives quickly and decisively."

*Focused Logistics
Joint Functional Concept
Dec 2003*

leave-behind equipment from JTF-PO forces should carefully consider replacement funding issues and negative impacts on reconstituting JTF-PO capability.

Phase IV ends when all JTF-PO elements have completed RIP/TOA with transition forces or have initiated redeployment.

Phase V: Reconstitution

Phase V begins when JTF-PO elements redeploy to home station for reconstitution. Phase V ends when elements are reconstituted, trained, and ready.

Capabilities

Key JTF-PO capabilities are highlighted below (Figures II-2 and II-3) and more detail can be found in appendix A of the CONOPS.¹⁸

Common to both APOD and SPOD is the focus on operating the POD and moving cargo to a FDN with organic forces. Supporting functions for passenger movement such as accountability, ITV and coordination for onward movement are also supported by JTF-PO. However, JRSOI life-support functions that may be necessary in the vicinity of the POD (e.g., passenger messing, billeting, and latrines) must be provided by other supporting forces unless JTF-PO is augmented for these capabilities.

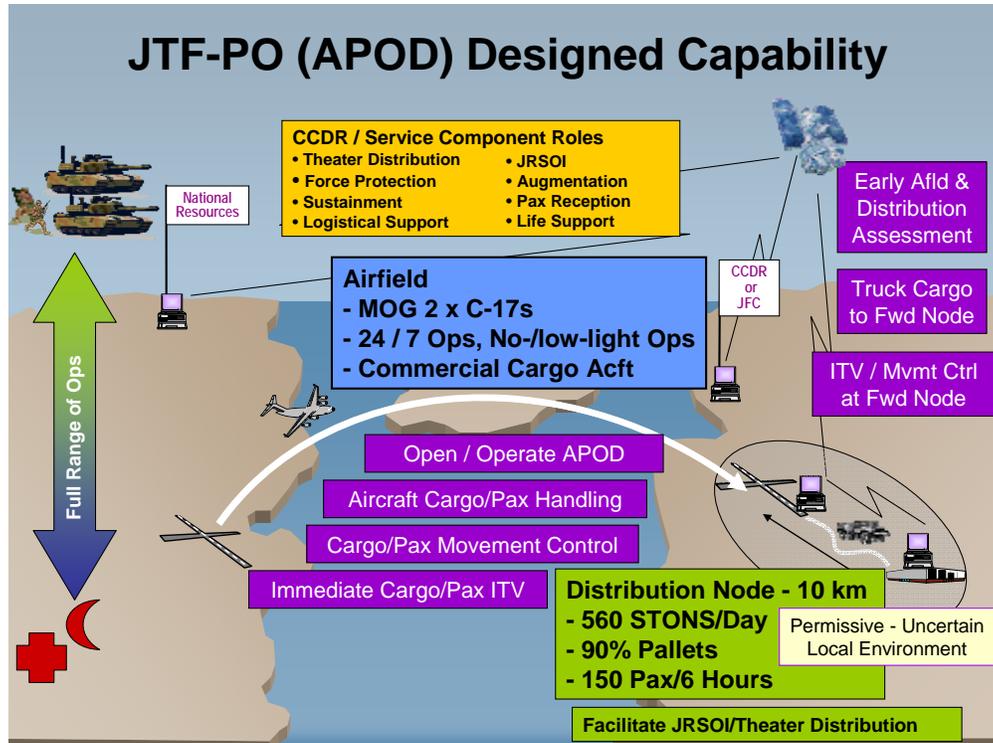


Figure II-2. JTF-PO (APOD) Designed Capability

¹⁸ Material in this section is taken from the USTRANSCOM APOD and SPOD CONOPS.

APOD Port Opening and Distribution Capabilities

The JTF-PO APOD provides the following initial capabilities:

- The first JTF-PO (APOD) ready-to-load in 12 hours, a second in 36 hours, and a third in 10 days
- Assessment of the APOD, FDN, and supporting distribution network
- Standardized communications and ITV/RFID networks able to integrate into CCDR and theater architectures
- Open/operate APOD by C+2 and FDN (within 10 kilometers (KM)) by C+3
- Provide limited JTF-PO force protection (personal and point security)
- Transition JTF-PO operations to follow-on forces within 45-60 days
- Maximum on ground (MOG) of 2 x C-17s, operating 24-hour/7-days per week in no/low-light conditions
- Provide APOD throughput of 560 short tons and 150 passengers in 6-hours

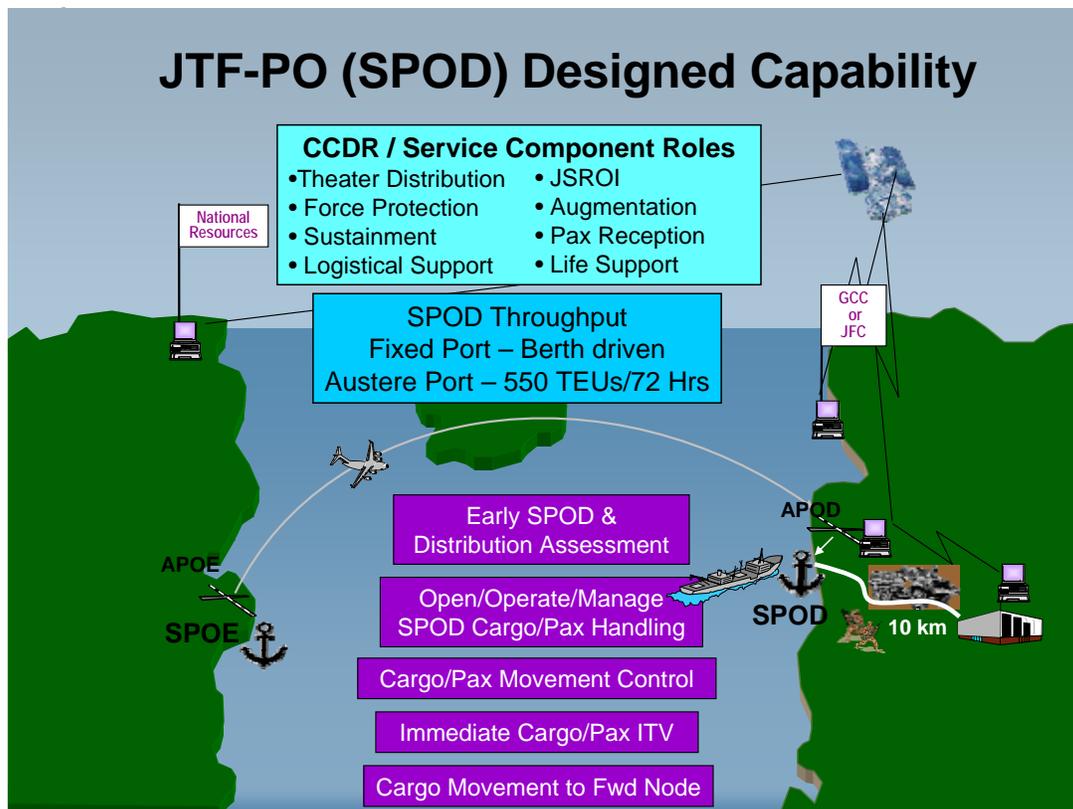


Figure II-3. JTF-PO (SPOD) Designed Capability

SPOD Port Opening and Distribution Capabilities

The JTF-PO SPOD provides the following initial capabilities:

- JTF-PO (SPOD) ready-to-load in 36 hours
- Assessment of the SPOD, FDN, and supporting transportation infrastructure
- Standardized communications and ITV/RFID networks able to integrate into CCDR and theater architectures
- Open/operate SPOD by C+7 and FDN (within 10 KM) by C+8
- Provide limited JTF-PO force protection (personal and point security)
- Off-load one ship on one berth in an austere port and multiple ships on several berths in commercial fixed ports operating 24-hour/7 days per week
- Provide SPOD throughput of 550 twenty-foot equivalent units (TEU) containers or 250,000 square feet of cargo (minus broken stowage) every 72 hours
- Support JLOTS operations, by clearing cargo from the beach or degraded fixed port facility to the FDN, is a potential future capability
- Transition JTF-PO operations to follow-on forces within 45-60 days

Force Protection

Because the JTF-PO includes only a limited organic force protection capability, it may require the supported CCDR to provide additional capability. Force protection must be addressed with the unit responsible for the base/port force protection plan and coordinated with appropriate organizations prior to deployment. Force protection will be a primary consideration for the JTF-PO CDR in every phase of JTF-PO planning and operations. JTF-PO force protection considerations include the POD, FDN, transport routes, and other life support areas. Intelligence, threat, and force protection information is obtained from multiple sources, with the primary source being CCDR identified organizations.

Section III –Organization

“Never in history have such a small group of people made such an historic impact on the impressions of the United States by the Muslim world population.”

*Gen John Abizaid, CDR USCENTCOM/
Concerning 818th CRG in support of
Pakistani earthquake relief Operation.
Precursor to the JTF-PO APOD*

The purpose of JTF-PO is to provide a joint expeditionary capability to rapidly establish and initially operate a POD, conduct cargo handling and movement operations to a FDN, facilitating port throughput in support of combatant commander executed contingencies. JTF-PO stands-up at the time of need and is organized for rapid movement, communication, and execution. The addition of adaptable support packages, and possible augmentation, enables JTF-PO to operate in austere uncertain environments across the range of military operations.

Command Relationships

The JTF-PO deploys initially under the authority of CDR USTRANSCOM, in direct support of the supported CCDR. USTRANSCOM may transfer operational control (OPCON) to the supported CCDR once sufficient forces are in-place and the POD and FDN are declared operational. The JAT, however, does not change operational control to the supported CCDR, but may redeploy, be tasked for another assessment, or roll into the JTF-PO main body as appropriate. Figures III-1 and III-2 depict JTF-PO C2 relationships when OPCON to a GCC. In some cases (such as a small humanitarian assistance operation), JTF-PO could be OPCON to another JTF. Some situations, such as disaster relief operations or support of US Northern Command, may require USTRANSCOM to retain OPCON to best support the CCDR. Figure III-3 depicts C2 relationships when OPCON to USTRANSCOM.

Command and Control

USTRANSCOM acknowledges that pre-deployment C2 relationships have not yet been settled and that “the exact surface element command relationship with USTRANSCOM will be defined in a sourcing solution.”¹⁹ Although pre-deployment C2 relationships are not yet completed for APOD surface elements and SPOD elements, post-deployment relationships have been clarified and are outlined below.

¹⁹ USTRANSCOM JTF-PO APOD CONOPS, 7 May 07, version 1.991.

“JTF-PO is directed and managed through the supported CCDR’s JDDOC,”²⁰ if OPCON to the supported CCDR or a subordinate joint force commander (JFC). Coordination is exercised through the operations centers of the JFC and Service components as required (Figures III-1 and III-2). USTRANSCOM DDOC exercises direction and management if OPCON to USTRANSCOM (Figure III-3).

JTF-PO (APOD) GCC OPCON

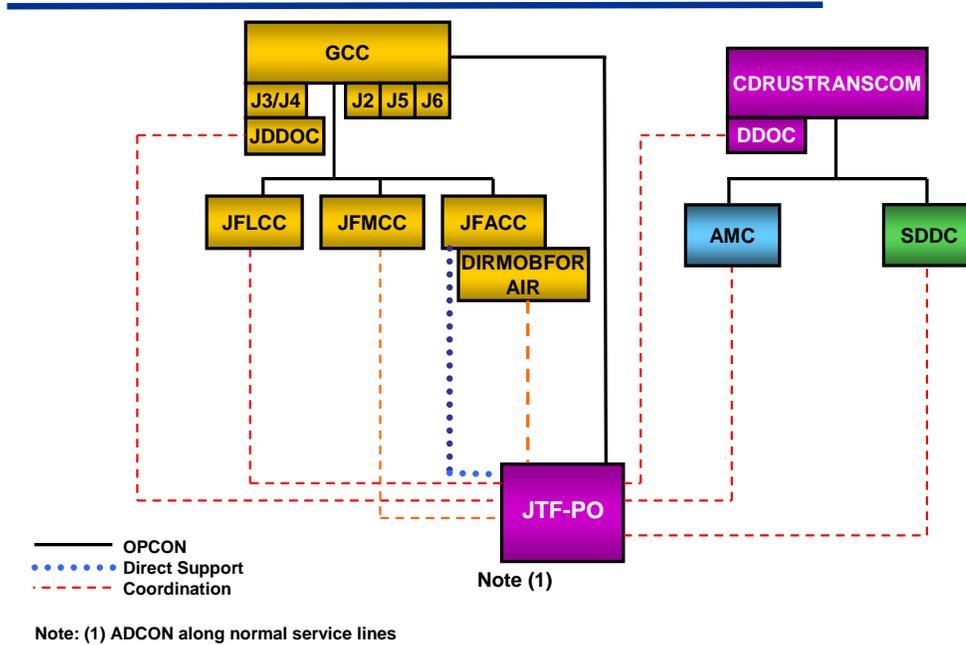


Figure III-1. JTF-PO (APOD) GCC OPCON

Senior Airfield Authority Roles and Responsibilities

The APOD CONOPS states that “JTF-PO APOD capabilities must operate in the context of the senior airfield authority (SAA).”²¹ The SAA is responsible for the control, operation, and maintenance of an airfield. Port opening may occur before SAA designation and require the JTF-PO CDR to closely coordinate typical SAA responsibilities with CCDR/component staffs.

Forward Distribution Node Location

If a FDN is needed, the supported CCDR selects the FDN location typically based upon optimization of support to the CCDR’s/JFC’s JRSOI, theater distribution activities, and enhancement of POD throughput. Plans for implementing distribution

²⁰ USTRANSCOM JTF-PO SPOD CONOPS, 13 June 07, version 1.0, annex E, page E-3, para E.2.1.

²¹ USTRANSCOM JTF-PO APOD CONOPS, 7 May 07, version 1.991, annex E, page E-3, para E.3.

activities, such as a deployable depot in the vicinity of the POD, may influence the location of the FDN.

JTF-PO (SPOD) GCC OPCON

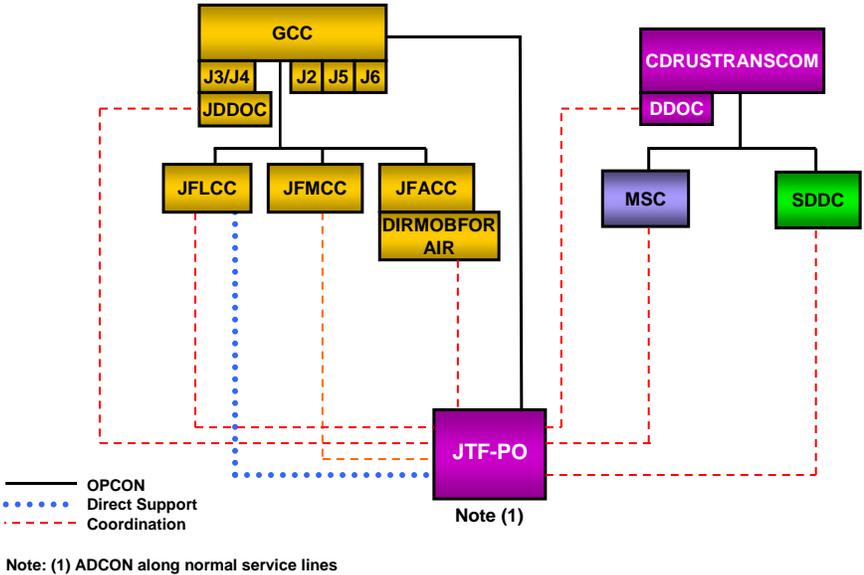


Figure III-2. JTF-PO (SPOD) GCC OPCON

JTF-PO USTRANSCOM OPCON

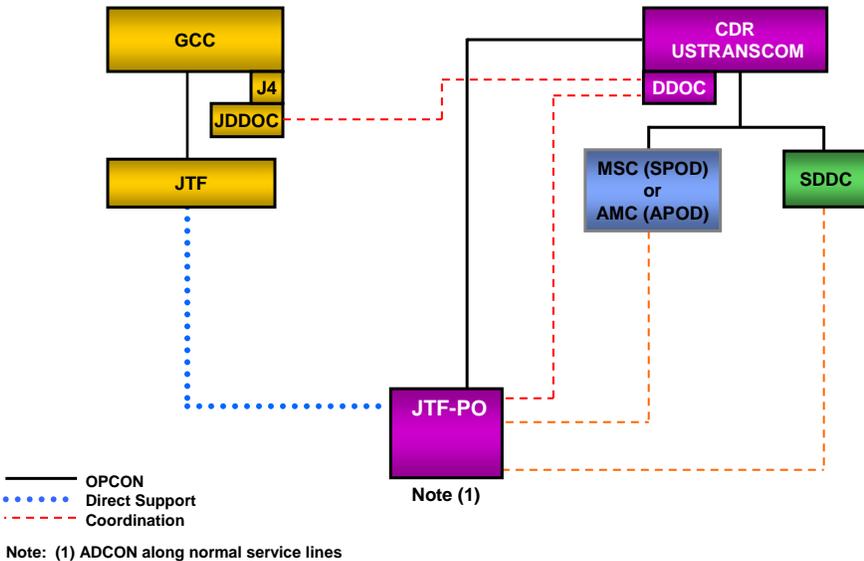


Figure III-3. JTF-PO USTRANSCOM OPCON

Organization

JTF-PO consists of four separate elements: command element, JAT, and two Service/functional component elements; supporting elements are attached as needed (Figures III-4 and III-5). For APOD operations, the Service/functional component elements are: AMC assigned forces and Surface Deployment and Distribution Command (SDDC) controlled forces²² (Figure III-4). For SPOD operations, the component/Service elements are: Army element and Navy element (Figure III-5). If required, USTRANSCOM J-3 will coordinate for JTF-PO augmentation forces through the supported CCDR in coordination with the joint deployment distribution operations center (JDDOC).

Command Element

The command element consists of three personnel: the JTF-PO commander, deputy, and administrative non-commissioned officer. The command element provides command leadership for the JTF-PO.

APOD Air Element

The APOD air element consists of approximately 61 personnel broken down into C2/Ops, port, and maintenance sub-elements. The air element operates the APOD and provides C2, aircraft maintenance support, pax/cargo reception/handling and ITV (Figure III-4).

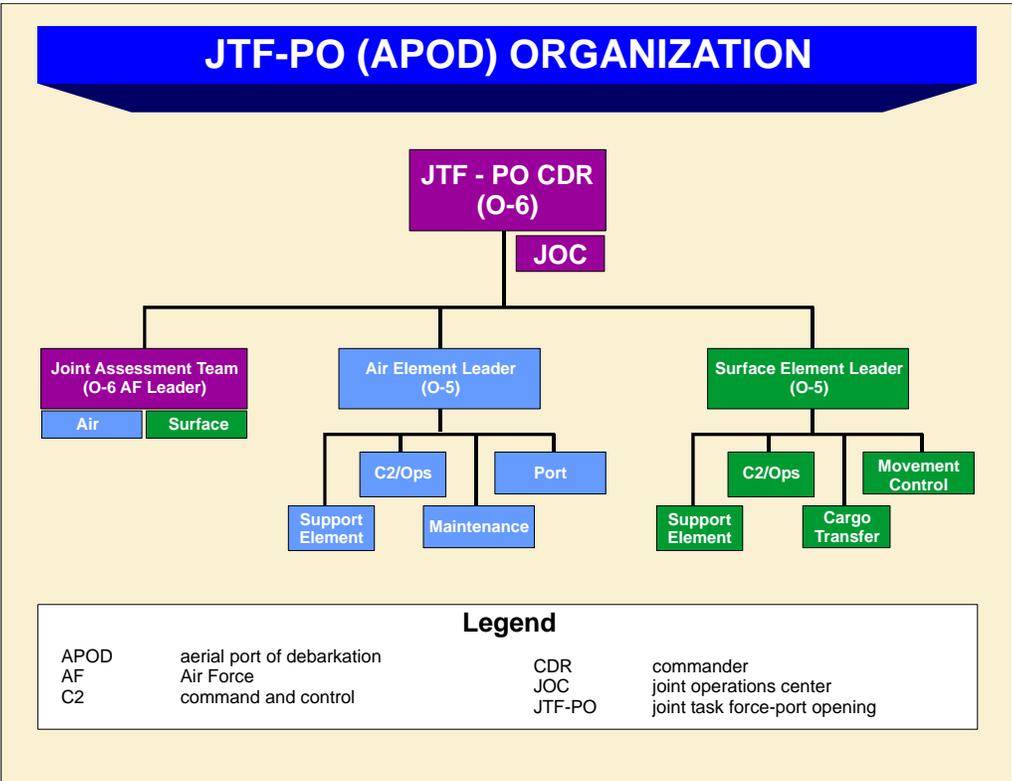


Figure III-4. JTF-PO (APOD) Organization

²² USTRANSCOM JTF-PO APOD CONOPS, 7 May 07, version 1.991, annex A, page A-1, para A.1.1.

APOD Surface Element

The APOD surface element consists of approximately 55 personnel broken down into C2/Ops, cargo transfer, and movement control sub-elements. The surface element operates the FDN and provides cargo movement, C2, pax/cargo clearance, movement control, cargo transfer, and ITV/RFID (Figure III-4).

SPOD Army Element

The SPOD Army element specific personnel composition should be broken down into C2/Ops, port management, and terminal support team sub-elements. The Army element helps operate the SPOD, moves cargo to the FDN, provides C2, joint support, ITV/RFID, movement control, and transportation terminal services (Figure III-5).

SPOD Navy Element

The SPOD Navy element specific personnel composition should be broken down into C2, cargo handling units, and port operation support elements. The Navy element helps operate the SPOD and provides cargo handling and transfer, port clearance, ship services, port liaison, and ordnance handling (Figure III-5).

Support Element and Augmentation

Depending on the situation, JTF-PO may require the addition of support elements and/or augmentation. The JTF-PO CDR will consult with USTRANSCOM J-3 and Service components to determine required support functions and initiate sourcing actions prior to deployment. Sourcing for support capabilities may require using the Global Force Management process. For combatant commands without the required support forces, a request for forces (RFF) or request for capability (RFC) will have to be initiated and processed through the joint staff and appropriate force provider to support the JTF-PO requirements. For APOD operations, some support functions can be sourced from JTF-PO supporting organizations, such as Air Traffic Control, airfield management and airfield Security Forces. Both JTF-PO CONOPS, however, acknowledge the need to address supporting capabilities early, stating: "Due to limited personnel, support functions may not be ready to respond in the same time frame as core elements unless enough advance warning is provided to properly prepare and to assume an increased deployment posture."²³ For organic support forces, USTRANSCOM has developed modular and scalable force modules to support timely deployment. Other support/augmenting capabilities are sourced as needed and coordinated between USTRANSCOM and the supported CCDR or other sourcing organizations. Potential JTF-PO support capabilities are identified in Table III-6 below.

²³ USTRANSCOM JTF-PO APOD CONOPS, 14 June 07, version 1.993, annex A, page A-4, para A.6.

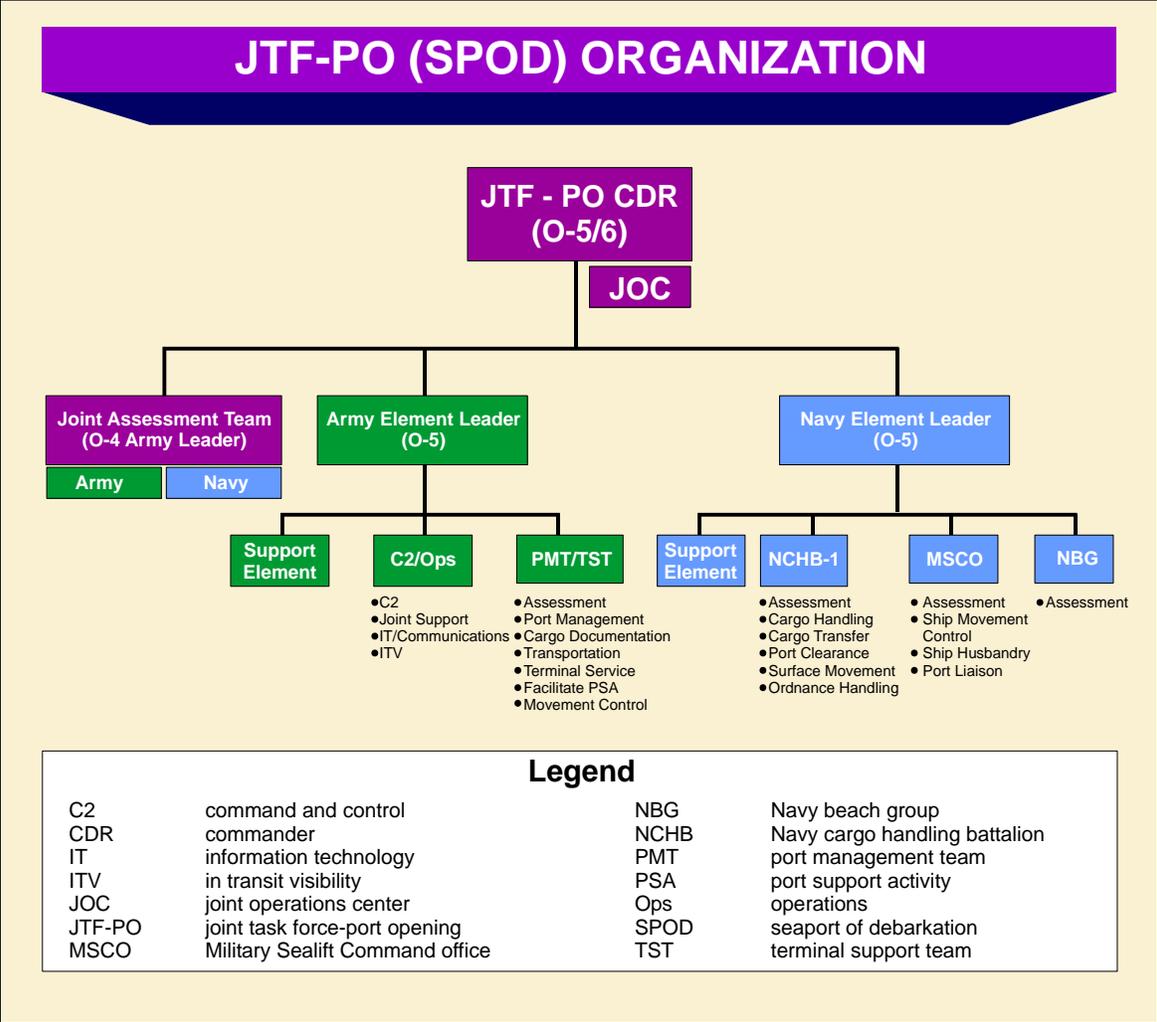


Figure III-5. JTF-PO (SPOD) Organization

JTF-PO POD Potential Support Specialties	
<ul style="list-style-type: none"> • Port/Airfield Operations • Air Traffic Control (APOD) • Office of Special Investigation (APOD) • Contracting/Acquisition • Force Protection/ Security • Military Police • Intelligence • Counterintelligence • Civil Affairs • Translator • Legal 	<ul style="list-style-type: none"> • Medical • Finance • Supply • Fuels • Weather • Engineer • Local Transportation • Port Operations Group (SPOD) • Port Support Unit (SPOD) • Hydrographic Surveyor (SPOD) • Explosive Ordnance Disposal (EOD)

Table III-6. JTF-PO POD Potential Support Specialties²⁴

²⁴ USTRANSCOM JTF-PO APOD and SPOD CONOPS, annex A, page A-5, para A.6.

Modular/Scalable Capabilities-Based Packages

JTF-PO main body and APOD organic support forces (such as airfield management, air traffic control, or security forces) are pre-packaged in force modules based on likely deployment scenarios. The force modules vary according to throughput capability, FDN location, availability/requirement for trucks and operational environment. A “Heavy” capability provides the full JTF-PO designed capability and is comprised of all aligned JTF-PO forces. The “Medium” capability reflects a moderate capability based on operational experience/expectations and is the highest probability configuration for deployment. The “Light” capability reflects the smallest expected JTF-PO deployed footprint. Airlift for these force modules range from approximately 3 C-17s for a “Light” SPOD port management capability to approximately 18 C-17s for the entire SPOD main body including container handling equipment and port operations forces. The APOD capabilities range from approximately 6 C-17s for a “Light” capability where there is not an off-POD FDN to 16 C-17s for a “Heavy” APOD package that includes organic support capabilities. Planned JTF-PO CONOPS deployment for all these packages are not more than 36 hours for APOD and 72 hours for SPOD to meet the desired port opening timelines.

Joint Assessment Team

The JAT is composed of multi-functional experts and may be sourced from the JTF-PO POD main body and augmented, as required, from USTRANSCOM components, the Services, or supported CCDR resources. JAT composition considerations include operational scope, assessment complexity, and transportation limitations (e.g. seat constraints or host-nation/CCDR limitations). Typically, the JAT leader is dual-hatted as the JAT POD assessment section leader and the JAT deputy is dual-hatted as the surface assessment section leader. JAT composition is listed below in tables III-7 and III-8.

<i>JTF-PO (APOD) JAT Composition</i>	
<u>Joint Assessment Team</u>	
<ul style="list-style-type: none"> • Team lead (AF 0-6 dual hatted from air assessment elements) • Deputy team lead (Army 0-4 dual hatted from surface assessment elements) 	
<u>Air Assessment Element</u>	<u>Surface Assessment Element</u>
<ul style="list-style-type: none"> • Team lead (O) • Deputy team lead (O) • Civil engineer (O) • Airfield operations specialist (E) • Security specialist (E) • Civil engineer (E) • Communications technician (E) 	<ul style="list-style-type: none"> • Transportation operations (O) • Transportation noncommissioned officer in charge (E)
<u>Air Assessment Augmentees</u>	<u>Surface Assessment Augmentees</u>
<ul style="list-style-type: none"> • TBD scenario dependent 	<ul style="list-style-type: none"> • Contracting officer (O) • Engineer (O) • Signals officer (O) • Military police (O) • Civil affairs (O) • Security (E)

Table III-7. JTF-PO (APOD) JAT Composition

<i>JTF-PO (SPOD) JAT Composition</i>	
<u>Joint Assessment Team</u> <ul style="list-style-type: none"> • Team lead (Army 0-4) • Deputy team lead (Navy 0-4) 	
<u>Army Assessment Team</u> <ul style="list-style-type: none"> • Contracting (O) • Movement control (E) • 2 Communications technicians (E) 	<u>Navy Assessment Team</u> <ul style="list-style-type: none"> • Engineer/logistician (O) • Cargo operations (E) • Engineer (E)
<u>Assessment Augmentees</u> <ul style="list-style-type: none"> • Engineer • Signals • TBD scenario dependent 	<u>Assessment Augmentees</u> <ul style="list-style-type: none"> • Under water construction • Naval coastal warfare • TBD scenario dependent

Table III-8. JTF-PO (SPOD) JAT Composition²⁵

Resourcing

Because USTRANSCOM does not have the requisite assigned forces/capability, JTF-PO resourcing of all elements is primarily a Services responsibility. AMC's Contingency Response Wings source the JTF-PO APOD air and command elements. USTRANSCOM and the Army are still working permanent sourcing solutions for APOD surface element resourcing, but the APOD CONOPS does state that: "A Transportation Port Opening Detachment (TPOD) under SDDC control accomplishes surface element functions."²⁶ The source for individuals comprising the USTRANSCOM designated command element (CDR, deputy, and administrative non-commissioned officer), is also not yet identified for the SPOD. Finally, if augmentation capability is required but not available from USTRANSCOM component commands or the supported CCDR, resourcing of augmentation requirements will be through the request for forces (RFF) process. Requesting, resourcing, and deploying augmentation capability to support JTF-PO operations may require development of special arrangements.

JTF-PO JAT

AMC sources the APOD JAT air assessment element, with only one position identified for scenario-dependent augmentation. SDDC can source the two core JAT surface section individuals, but will require external augmentation for the remainder of the surface assessment section if needed to accomplish the assessment. The primary source for all JTF-PO augmentation requirements will be the supported CCDR, if requirements exceed the resources available from the JTF-PO main body elements. The JTF-PO SPOD Army element will source the SPOD JAT Army assessment team, with external augmentation from other Army sources or the supported CCDR. The JTF-PO SPOD Navy element will source the SPOD JAT Navy assessment team with external augmentation from other Navy sources or the supported CCDR.

²⁵ USTRANSCOM JTF-PO SPOD CONOPS, 13 June 07, version 1.0, annex A, figure A-2.

²⁶ USTRANSCOM JTF-PO APOD CONOPS, 7 May 07, version 1.991, annex A, page A-4, para A.5.

Joint Training

USTRANSCOM's intention is to certify both the JTF-PO APOD and SPOD capability as ready to support operations (IOC) and provide recurring verification of joint training and readiness of JTF-PO APOD and SPOD forces. Verification frequency is not yet determined. USTRANSCOM has provided initial certification of the JTF-PO APOD capability and has begun working toward SPOD IOC.²⁷ Joint training is focused on preparation of JTF-PO personnel in the following areas:

- Joint assessment team operations
- Joint operations center C2 operations
- Communications systems, ITV integration and operation
- Interface between passenger/cargo operations and movement control/cargo handling
- Force protection (to include antiterrorism training)²⁸

In order to not require a full-time JTF-PO CDR, USTRANSCOM assigned a Joint Training Verification Official from the components: AMC's Expeditionary Mobility Task Force Commander for APOD, Deputy Commanding General of SDDC for SPOD and USTRANSCOM J-3 as the waiver authority. USTRANSCOM will develop, in conjunction with AMC/SDDC/MSD and other supporting commands, joint tactics, techniques, and procedures or standing operating procedures that will be aligned with JTF-PO joint mission essential task list²⁹ to formalize training standards for all JTF-PO operations. Service unit commander determination of individual mission readiness is sufficient for the remainder. Details are available in the USTRANSCOM joint training plan (JTP).³⁰ USTRANSCOM has developed a familiarization program to inform involved organizations (USTRANSCOM staff, CDR staffs, etc.) concerning JTF-PO operations and organizational responsibilities.³¹

²⁷ JTF-PO APOD was certified Initial Operational Capability (IOC) by CDR USTRANSCOM on 29 August 2006, with restrictions, following a Joint Forcible Entry Exercise at Ft Bragg/Pope AFB NC. With additional training, JTF-PO APOD reached unrestricted IOC on 2 November 2006.

²⁸ USTRANSCOM JTF-PO SPOD CONOPS, 13 June 07, version 1.0, annex B, page B-1, para B.2.3.

²⁹ The JTF-PO CONOPS Annex G contains Joint Mission Essential Task List (JMETL), Measures and Standards; and Annex C contains Operating Guidelines.

³⁰ USTRANSCOM JTF-PO APOD Joint Training Plan, 11 August 2006, version 1.0.

³¹ USTRANSCOM JTF-PO SPOD CONOPS, 13 June 07, version 1.0, annex B, page B-2 to 3, section B.3.

Section IV – DOTMLPF Implications

"Change is the law of life. And those who look only to the past or the present are certain to miss the future."

John F. Kennedy (JFK), Speech, Frankfurt, 25 June 1963

USTRANSCOM is currently working the JTF-PO concept through the JCIDS process, with a draft DCR recently briefed to the Focused Logistics Joint Capabilities Board and the Joint Requirements Oversight Council. This pamphlet identifies some of the implications associated with establishing the JTF-PO.

Doctrine

The major doctrinal change involves updating JP 4-01.5, *Joint Tactics, Techniques and Procedures for Transportation Terminal Operations*, 9 April 2002, to reflect what JTF-PO brings to the supported combatant commander, USTRANSCOM CDR, and how it relates to other organizations in deployment and distribution processes.

JP 4-01.5, JTTP for Transportation Terminal Operations

Because JTF-PO is centered on port operations, JP 4-01.5 is the principal joint publication for incorporation of the capability. JP 4-01.5 revision has been delayed, with the revision first draft due from the lead agent to the joint staff J-7 on 16 April 2008. Addressing the DOTMLPF implications listed below may facilitate integration into joint doctrine. In particular:

- The current JP 4-01.5 states that terminal clearance capacity is the ability to move cargo from the terminal to its first destination. The first destination may be the final destination or an intermediate stop during onward movement (such as a FDN selected by the GCC). JP 4-01.5 also indicates that limitations in terminal cargo storage capacity may cause major interruptions of terminal operations. Additionally, JP 4-09, *Global Distribution* (in revision), states that theater distribution nodes are developed by the GCC to employ distribution capabilities. Typical distribution node functions may be supply, maintenance or material transfer related. JP 3-07.6, *JTTP for Foreign Humanitarian Assistance*, identifies the need to establish relief distribution centers and stocks for foreign humanitarian assistance in locations where they can be secured. These types of operations may be supported by JTF-PO capabilities that operate the POD and provide cargo movement to assembly/marshalling/staging areas, as well as distribution entities, such as an expediently established humanitarian relief distribution center, theater distribution center or a Defense Logistics Agency

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deployable depot established for theater distribution or JRSOI.³² In other cases where a FDN is not required, JTF-PO enhances throughput at the POD, mitigating potential terminal storage capacity issues, by facilitating port throughput through an effective interface with the theater JDDOC and other C2 organizations from the onset of operations. JP 4-01.5 will need to incorporate utilization of the JAT, FDN, other JTF-PO unique capabilities, and how the JTF-PO will synchronize with theater distribution assets in these type operations.

- The decision to establish a FDN (or not) will ultimately be a situational dependent cost-benefit analysis conducted by the CCDR. However, identification of circumstances where a FDN may not be required may help planners to better plan for application of scarce resources in theater.
- JTF-PO does not possess some of the usual JTF attributes outlined in JP 1, *Doctrine for the Armed Forces of the United States*, and JP 3-33, *Joint Task Force Headquarters*, such as a joint staff, part of a larger force, significant scale, joint operations area, operational objectives, etc. The designation of this organization as a JTF, enabling force, or “joint enabling capability” (JEC) may be useful in facilitating transitioning the concept into joint doctrine.
- The unique value-added capability that JTF-PO brings to the joint community needs to be better highlighted and clearly spelled out, such as:
 - A rapidly deployable port opening capability that can be deployed as part of USTRANSCOM authorized pre-TPFDD movement.
 - Operate in an austere environment, in a crisis response mission (such as humanitarian assistance (HA)/disaster relief (DR)) where host nation (HN) distribution assets are the only ones available, rapidly establish a FDN to ensure smooth port operations to facilitate HN RSOI.
 - Dramatically cuts the time for deployment and port opening, as compared to larger Service port opening packages. In addition, these Service packages have historically been shifted to the right in the TPFDD to make room for combat forces, making JTF-PO pre-TPFDD deployment even more attractive.
 - Previous HA/DR crisis response efforts required planners to quickly select sometimes disparate elements for POD support, C2, transport mode maintenance, port ops, movement control, and cargo transfer which could result in an ad hoc organization. Then these elements would be requested using the RFF process which takes time. JTF-PO brings these capabilities in a pre-packaged, rapidly deployable, jointly trained, and scalable configuration requested through an expedited RFS process.

³² Theater distribution center and deployable depot are not currently joint doctrine terms.

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- Adding more detail to the JTF-PO sequence of operations would help highlight JTF-PO key activities that need to be conducted in each of the phases.
- Adding references that identify the body of knowledge based upon exercises, experimentation, modeling, or simulation that support the timeline may facilitate the transition into joint doctrine.
- Theater distribution “early theater opening” elements need to be identified to link up with JTF-PO, perform the theater distribution mission and complete the expeditionary theater opening (ETO) capability envisioned in the ETO reports.

Additional Doctrine publications affected by JTF-PO include:

- JP 3-10, *Joint Security Operations in Theater*, 1 August 2006
- JP 3-17, *Joint Doctrine and Joint Tactics, Techniques and Procedures for Air Mobility Operations*, 14 August 2002
- JP 3-34, *Joint Engineer Operations*, 12 February 2007
- JP 3-35, *Joint Deployment and Redeployment Operations*, 7 May 2007
- JP 4-0, *Doctrine for Logistic Support of Joint Operations*, 6 April 2000³³
- JP 4-01, *Doctrine for the Defense Transportation System*, 19 March 2003
- JP 4-01.2, *Sealift Support to Joint Operations*, 31 August 2005
- JP 4-01.5, *Joint Tactics, Techniques and Procedures for Transportation Terminal Operations*, 9 April 2002
- JP 4-01.6, *Joint Tactics, Techniques and Procedures for Joint Logistics Over-the-Shore (JLOTS)*, 5 August 2005
- JP 4-01.8, *Joint Tactics, Techniques and Procedures for Joint Reception, Staging, Onward Movement, and Integration*, 13 June 2000
- JP 4-02, *Health Service Support*, 31 October 2006
- JP 4-07, *Joint Tactics, Techniques and Procedures for Common-User Logistics During Joint Operations*, 11 June 2001
- JP 4-09, *Joint Doctrine for Global Distribution*, 14 December 2001

³³ JP 4-0, *Doctrine for Logistics Support of Joint Operations*, is in revision first draft and is “now on FAST TRACK timeline,” according to JDEIS, Joint Staff J-7/JEDD, Joint Publication Status Report, 03 April 2007.

Organization

Full Service coordination and cooperation is needed to establish pre-deployment C2 relationships. Likewise, formal agreements may need to be established to ensure that support and augmentation requests can be satisfied in the timeframe required to support the GCC's rapid port opening and operational needs. In some situations, important capabilities for operations in the vicinity of the port may reside outside JTF-PO organic elements, such as security/force protection, intelligence support, engineering, passenger reception and accountability, life support, mess, transport, medical, and EOD. JP 4-01.5 states that in most cases, support functions are the responsibility of the supported combatant command. In addition, JP 3.10, *Joint Security Operations in Theater*, indicates the GCC or a subordinate JFC must be prepared to protect airfields, seaports, sustainment activities and lines of communication within the operational area. Late tasking/deployment for support or augmentation capability, if required, may impact port opening timelines or reaching full operational capability. Resourcing, coordinating, and providing support and/or augmentation capability to meet C+2 (APOD) or C+7 (SPOD) timelines may require development of special arrangements.

Training

Due to the expeditionary nature of the JTF-PO, training should be a continuous process. Training falls into three broad categories: individual, collective, and joint.

- **Individual Training.** Service unit commanders are responsible for individual readiness of JTF-PO designated personnel to perform Service-related tasks. USTRANSCOM, however, is responsible for key leadership joint individual training.
- **Collective Training.** Service collective training will be required to ensure operability between individual JTF-PO service elements.
- **Joint Training.** USTRANSCOM is responsible for content and execution of joint collective training and verification of JTF-PO forces. While Service personnel are Service-trained in the basic skill sets required by their duty position, joint training is required to integrate these individuals into JTF-PO operations, such as JOC operations and the interface between POD, movement control, and cargo handling

JTF-PO APOD has been certified IOC by CDR USTRANSCOM, but JTF-PO SPOD has not executed any joint training to date. Those SPOD training/certification events are currently scheduled through 2008 and include Austere Challenge and Ardent Sentry in the spring and Unified Endeavor in the fall. USTRANSCOM has built a joint training program for designated JTF-PO leadership and JTF-PO certification; however, the post-certification training process has not yet matured. Clarification of individual and

collective steady-state training cycles should improve upon completion of resourcing, certification, and exercising of the JTF-PO capability.

Materiel

The USTRANSCOM DCR briefing to the Joint Capabilities Board on 8 June 07 and JROC on 14 June 07 resulted in no major funding or concept issues, but Army and Navy ability to source the JTF-PO elements needed to be resolved. Resourcing details are still being worked out between the Services and USTRANSCOM. Additionally, the JTF-PO requirement for pre-staging equipment, in order to meet rapid deployment timelines, may require additional assets if other training assets are not available. If required, coordination for additional support and/or augmentation may need to be requested from the supported CCDR and deployed with a synchronized arrival with JTF-PO forces at the POD prior to JTF-PO operations.

Operational and policy decisions will need to ensure that rotation of materiel does not impact JTF-PO operations. Likewise, equipment must be available to the JTF-PO to support ITV requirements and must be interoperable.

Reconstituting a JTF-PO could be a challenge if material is required to remain in theater.

Leadership and Education

Once validated and incorporated into joint doctrine, JTF-PO concept has two implications for leadership and education:

- The JTF-PO concept and capability should be incorporated in joint professional military education and Service education programs. This education should include planning considerations for JTF-PO employment.
- The Services logistic education programs should ensure individuals have a broad knowledge of JTF-PO capabilities, Service, USTRANSCOM, and other CCDR responsibilities.

Personnel

Augmentation or support requirements would be scenario specific and may not be required. For some supporting capabilities, both CONOPS indicate that “Due to limited personnel, support functions may not be ready to respond in the same time frame as core elements unless enough advance warning is provided to properly prepare and to assume an increased deployment posture.”³⁴ As previously identified, most support functions are the responsibility of the GCC. Late deployment or tasking for

³⁴ USTRANSCOM JTF-PO APOD CONOPS, 14 June 07, version 1.993, page A-4, para A.6.1.

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support or augmentation capability, if required, may impact port opening timelines or reaching full operational capability.

The availability of JTF-PO designated personnel for other mission taskings, or deployment for other Service training needs, has not been resolved. Likewise, the impact of JTF-PO deployment on Service unit and joint warfighting force readiness has not been assessed. Because JTF-PO is expeditionary and lean, leadership must ensure core, support, and augmentation personnel possess the right skill sets (not just the right military specialty code) and experience to deploy rapidly and function effectively in the JTF-PO.

The source for the USTRANSCOM designated SPOD command element needs to be identified and their availability for other missions/tasking needs to be specified. This should be resolved with the completion of sourcing negotiations between USTRANSCOM and the Services.

Facilities

Because JTF-PO stands up at the time of need and is disbanded upon return to home station, there appears to be no significant impact on facilities. Pre-deployment planning and coordination with the supported CCDR should include considerations for facility requirements at the destination.

Section V - Conclusions

JTF-PO provides a significant capability to support GCC's rapid deployment needs. JTF-PO provides CDR USTRANSCOM and GCCs with an expeditionary capability that is jointly trained and immediately effective to open a POD and FDN to facilitate JRSOI and theater distribution. This joint force combination enables the CDR USTRANSCOM to close the seams between strategic and operational movement, distribution, and sustainment of forces.

The RFS process has been simplified and made responsive to emergent CCDR needs, joint training is being developed and executed, and resourcing issues are being resolved, which will significantly mature this concept. Additional (currently scheduled) exercises to test the process timeline including assessment of support/augmentation needs, submitting requests, and receiving critical additional support, should validate JTF-PO ability to meet the established timeline of POD operation by C+2 (APOD) or C+7 (SPOD). While resourcing issues are being worked and JTF-PO APOD is certified IOC, JTF-PO SPOD is developing, both in terms of pre-deployment C2 and resource commitment. Resolution of these issues should prove beneficial in JTF-PO transition into joint doctrine.

The JTF-PO command relationships must be clear to be efficient and effective. As currently planned, the JTF-PO remains under the C2 of USTRANSCOM until sufficient forces are in place and the POD and FDN are declared operational. At that time, CDR USTRANSCOM may transfer OPCON to the supported GCC. To reach its full potential, the JTF-PO must be able to effectively coordinate, synchronize, and execute deployment, reception, and movement operations at the POD and FDN to facilitate JRSOI and theater distribution.

While Pam 9 is intended to promote DOTMLPF changes based on the JTF-PO concept, synergistic and parallel efforts to advance and refine related capabilities are ongoing. Some of these related concepts and initiatives under development include the Theater Sustainment Command, transportation detachment (rapid port opening), director of mobility forces – surface, and SEA-BASE. Extant port opening capability includes Service port opening packages, JLOTS, MAGTFs, and MEUs. It is important to understand that in all related capability, concepts, and initiatives, JTF-PO brings unique value in the combination of pre-TPFDD rapid deployment, synchronization of effort, ITV/RFID and joint operations. This is not to the exclusion of other capability options available to the CCDR, but provides complimentary capability to the spectrum of crisis action options.

With the ongoing Global War on Terrorism and uncertain international environment, the unique combination of JTF-PO rapid-response assessment capability, POD/FDN operations, and ITV/RFID adds significant value-added enhancements to the supported CCDR to more effectively deploy and sustain required forces and capabilities.

Glossary

Part 1 – Abbreviations and Acronyms

Acft	aircraft
ADCON	administrative control
ADM	Admiral
AFB	air force base
Afld Mgmt	airfield management
AMC	Air Mobility Command
AMD	air mobility division
APOD	aerial port of debarkation
ATC	air traffic control
C+7	start of deployment + 7 days
C-17	Globemaster III
C2	command and control
CCDR	combatant commander
CDR	commander
CJCS	Chairman Joint Chiefs of Staff
CONUS	continental United States
CONOPS	concept of operations
Ctrl	control
DCR	DOTMLPF change recommendation
DDOC	deployment distribution operations center
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DR	disaster relief
DSN	defense switching network
E	enlisted
ETO	expeditionary theater opening
EOD	explosive ordnance disposal
FDN	forward distribution node
FWD	forward
GCC	geographic combatant commander
HA	humanitarian assistance
HN	host nation
IOC	initial operational capability
ITV	in-transit visibility
J-2	intelligence directorate of a joint staff
J-3	operations directorate of a joint staff
J-4	logistics directorate of a joint staff
J-5	plans directorate of a joint staff
J-6	communications system directorate of a joint staff
JAT	joint assessment team

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JCIDS	Joint Capabilities Integration and Development System
JCS	Joint Chiefs of Staff
JDDOC	joint deployment distribution operations center
JDEIS	Joint Doctrine, Education, and Training Electronic Information System
JDPO	Joint Deployment Process Owner (USJFCOM)
JFACC	joint force air component commander
JFEX	joint force exercise
JFK	John F. Kennedy
JFLCC	joint force land component commander
JFMCC	joint force maritime component commander
JLOTS	joint logistics over the shore
JOC	joint operations center
JRSOI	joint reception, staging, onward movement, and integration
JTF	joint task force
JTF-PO	joint task force – port opening
JTL	joint theater logistics
JTP	joint training plan
JWFC	Joint Warfighter Center
KM	kilometer
LMSR	large medium speed roll-on/roll-off
Lt Gen	Lieutenant General
MCO	major combat operations
MOG	maximum on ground
MOU	memorandum of understanding
MSC	Military Sealift Command
Mvmt	movement
NC	North Carolina
NDDOC	NORTHCOM deployment distribution operations center
O	officer
OEF	Operation ENDURING FREEDOM
OIF	Operation IRAQI FREEDOM
OPCON	operational control
OPS	operations
Pam	pamphlet
POD	port of debarkation
RFID	radio frequency identification
RFS	request for services
RIP	relief in place
SAA	senior airfield authority
SDDC	Surface Deployment and Distribution Command
SECDEF	Secretary of Defense
SF	security forces
SFC	surface
SMC	surface mobility center
SMD	surface mobility division

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SPOD	seaport of debarkation
STONS	short tons
TACC	tanker airlift control center
TBD	to be determined
TEU	twenty-foot equivalent units
TOA	transition of authority
TPFDD	time phased force deployment data
TRANSCOM	United States Transportation Command
TTP	tactics, techniques, and procedures
UCP	Unified Command Plan
USA	United States Army
USCENTCOM	United States Central Command
USEUCOM	United States European Command
USJFCOM	United States Joint Forces Command
USNORTHCOM	United States Northern Command
USPACOM	United States Pacific Command
USSOUTHCOM	United States Southern Command
USTRANSCOM	United States Transportation Command

Part 2 – Terms and Definitions

Deployment: 1. In naval usage, the change from a cruising approach or contact disposition to a disposition for battle. 2. The movement of forces within operational areas. 3. The positioning of forces into a formation for battle. 4. **The relocation of forces and materiel to desired operational areas. Deployment encompasses all activities from origin or home station through destination, specifically including intercontinental United States, intertheater, and intratheater movement legs, staging, and holding areas.** See also **deployment order; deployment planning; deployment preparation order.** Source: JP 1-02.

Distribution: 1. The arrangement of troops for any purpose, such as a battle, march, or maneuver. 2. A planned pattern of projectiles about a point. 3. A planned spread of fire to cover a desired frontage or depth. 4. An official delivery of anything, such as orders or supplies. 5. **The operational process of synchronizing all elements of the logistic system to deliver the “right things” to the “right place” at the “right time” to support the geographic combatant commander.** 6. The process of assigning military personnel to activities, units, or billets. Source: JP 1-02.

Enabling Force: Early deploying forces that establish critical capabilities to facilitate deployment and initial employment (including sustainment) of a force. See also deployment; employment; force. Source: JP 4-08

Expeditionary Theater Opening: The ability to rapidly establish and initially operate ports of debarkation (air and sea), establish sustainment base(s), and facilitate port throughput within a theater of operations. Source: Expeditionary Theater Opening Functional Area Analysis and Functional Needs Analysis technical report, December 2005.

Force Module: A grouping of combat, combat support, and combat service support forces, with their accompanying supplies and the required nonunit resupply and personnel necessary to sustain forces for a minimum of 30 days. The elements of force modules are linked together or are uniquely identified so that they may be extracted from or adjusted as an entity in the Joint Operation Planning and Execution System databases to enhance flexibility and usefulness of the operation plan during a crisis. Also called FM. See also force module package. Source: JP 1-02.

Force Protection: Preventive measures taken to mitigate hostile actions against Department of Defense personnel (to include family members), resources, facilities, and critical information. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. Source: JP 1-02.

Joint Deployment Distribution Operations Center: A joint capability solution designed to satisfy the requirement to integrate strategic and theater deployment and distribution operations within each CCDR's Area of Responsibility. The JDDOC, acting under the control, direction, and auspices of the CCDR, directs, coordinates and synchronizes deployment, redeployment, and distribution operations and enhances the combatant commander's ability to execute logistics plans with National Partners and assigned forces. The JDDOC supports the CCDR's operational objectives by synchronizing and optimizing strategic and multi-modal resources to maximize distribution, force deployment, and sustainment. Its ultimate goal is to maximize CCDR combat effectiveness through improved end-to-end (E2E) distribution and Total Asset Visibility. Source: USTRANSCOM JTF-PO SPOD CONOPS, 13 June 07, version 1.0

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Joint Theater Logistics: The capability for the JFC to apply logistic resources to generate and sustain force employment that spans the range of military operations throughout an assigned theater or joint operations area. It includes organization, authorities and processes over assigned and attached forces to achieve desired joint and combined effects and operational objectives. It involves the management of a collective and synchronized set of activities, operations, organizations, and tools which enable the application of joint logistic capabilities from strategic resource partners to tactical commanders (to include contractors, logistic civil augmentation exploitation of captured materiel, and support capabilities) in support of two or more military department components. Source: JTL Council of Colonels, approved by General Officer Steering Committee, 26 July 2005.

Operational Environment: A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. Source: JP 1-02.

Port Of Debarkation: The geographic point at which cargo or personnel are discharged. This may be a seaport or aerial port of debarkation; for unit requirements; it may or may not coincide with the destination. Also called POD. Source: JP 1-02.

Single Port Manager: Through its transportation component commands, the US Transportation Command is the Department of Defense-designated single port manager for all common-user aerial and seaports worldwide. The single port manager performs those functions necessary to support the strategic flow of the deploying forces' equipment and sustainment from the aerial and seaport of embarkation and hand-off to the combatant commander in the aerial and seaport of debarkation. The single port manager is responsible for providing strategic deployment status information to the combatant commander and to manage workload of the aerial port of debarkation and seaport of debarkation operator based on the commander's priorities and guidance. The single port manager is responsible through all phases of the theater aerial and seaport operations continuum, from a unimproved airfield and bare beach deployment to a commercial contract supported deployment. Also called SPM. Source: JP 4-01.2.

Sustainment: The provision of logistics and personnel services required to maintain and prolong operations until successful mission accomplishment. Source: JP 1-02.

Throughput: The average quantity of cargo and passengers that can pass through a port on a daily basis from arrival at the port to loading onto a ship or plane, or from the discharge from a ship or plane to the exit (clearance) from the port complex. Throughput is usually expressed in measurement tons, short tons, or passengers. Reception and storage limitation may affect final throughput. Source: JP 1-02.

TTPs: Tactics, techniques and procedures defined as follows:

Tactics- (DOD) The employment and ordered arrangement of forces in relation to each other. See also procedures, techniques. Source: JP 1-02.

Techniques- (DOD) Non-prescriptive ways or methods used to perform missions, functions, or tasks. See also procedures, tactics. Source: JP 1-02.

Procedures- (DOD) Standard, detailed steps that prescribe how to perform specific tasks. See also tactics, techniques. Source: JP 1-02.

OTHER JWFC TRANSFORMATION-RELATED PAMPHLETS

Pamphlet 1: *Pamphlet for Future Joint Operations: Bridging the Gap Between Concepts and Doctrine*

Pamphlet 2: *Doctrinal Implications of Low Collateral Damage Capabilities*

Pamphlet 3: *Doctrinal Implications of the Standing Joint Force Headquarters (SJFHQ)*

Pamphlet 4: *Doctrinal Implications of Operation Net Assessment (ONA)*

Pamphlet 5: *Operational Implications of the Collaborative Information Environment (CIE)*

Pamphlet 6: *Doctrinal Implications of the Joint Interagency Coordination Group (JIACG)*

Pamphlet 7: *Operational Implications of Effects-based Operations (EBO)*

Pamphlet 8: *Doctrinal Implications of the Joint Deployment Distribution Operations Center (JDDOC)*

Pamphlet: *US Government Draft Planning Framework for Reconstruction, Stabilization, and Conflict Transformation*

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"The essence of flexibility is in the mind of the commander; the substance of flexibility is in logistics"

Rear Admiral Henry Eccles, U.S. Navy