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Homeland Security

United States  
Coast Guard



## ***Coast Guard Force Deployment Planning and Execution (FDP&E) Policy Manual***

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Subj: COAST GUARD FORCE DEPLOYMENT PLANNING AND EXECUTION (FDP&E)  
POLICY MANUAL

- Ref:
- (a) U.S. Coast Guard Contingency Preparedness Planning Manual Volume I: Planning Doctrine and Policy, COMDTINST M3010.11 (series)
  - (b) Joint Operation Planning and Execution System (JOPES) Volume I, Planning Policies and Procedures, CJCSM 3122.01 (series)
  - (c) Joint Operation Planning and Execution System (JOPES) Volume III, Time-Phased Force and Deployment Data Development and Deployment Execution, CJCSM 3122.02 (series)
  - (d) Adaptive Planning and Execution (APEX), Planning Formats and Guidance, CJCSM 3130.03 (series)
  - (e) Operating Procedures for Joint Operation Planning and Execution System (JOPES) - Information Systems (IS) Governance, CJCSM 3122.05 (series)
  - (f) IJSTO Supplement to Joint Operation Planning and Execution System (JOPES) Volume II, Planning Policies and Procedures, CJCSM 3122.07A (SECRET/NOFORN) (series)
  - (g) Joint Reporting Structure (JRS) Logistic Factors Report (LOGFACREP), CJCSM 3150.23 (series)
  - (h) Type Unit Characteristics Report (TUCHAREP), CJCSM 3150.24 (series)
  - (i) Joint Operation Planning, Joint Publication 5-0 (series)
  - (j) Deployment and Redeployment Operations, Joint Publication 3-35 (series)
  - (k) U.S. Coast Guard Standard Operational Planning Process/Global Force Management, COMDTINST 3120.4 (series)
  - (l) U.S. Coast Guard Office of Counterterrorism & Defense Operations Policy (CG-DOD), Deputy for Operations Policy and Capabilities, U.S. Coast Guard Force Sourcing Organization and Processes Memorandum 3000 of 5 Feb 2013
  - (m) U.S. Coast Guard Force Deployment Planning and Execution Tactics, Techniques, and Procedures, CGTTP 4-01.1 (series)

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NON-STANDARD DISTRIBUTION:

1. PURPOSE. This Manual establishes policies, procedures, roles and responsibilities for the U.S. Coast Guard's (USCG) Force Deployment Planning and Execution (FDP&E). This Manual describes the full spectrum of policies and procedures to be used for sourcing and mobilizing Title 10 forces and the strategic lift execution for Title 14 forces. The USCG shall begin implementing the processes described within this Manual to affect Fiscal Year 2013-2014 FDP&E. FDP&E will focus on improving the quality of deployment support for USCG forces, primarily in mobility planning and execution.
2. ACTION. All Coast Guard unit commanders (CDRs), commanding officers, officers-in-charge, deputy/assistant commandants, and chiefs of headquarters staff elements shall comply with the provisions of this Manual. Internet release is authorized.
3. DIRECTIVES AFFECTED. None.
4. BACKGROUND. FDP&E is the USCG collective process to source Title 10 and deploy Title 10 and Title 14 forces for employment in support of any statutory mission. Although commonly associated with Department of Defense (DOD) operational support, FDP&E policies and procedures are directed at preparations and execution of strategic lift, via organic or non-organic means, of USCG forces deploying away from home station to support any approved mission. Whether supporting DOD operations or domestic disaster relief, the procedures and policy for preparing and moving USCG forces via strategic lift from their homeport to the operation remain the same. FDP&E codifies this process into a standard that is consistent with DOD, USCG, and industry requirements. FDP&E at full implementation provides a single planning process encompassing both deliberate planning and crisis action planning (CAP) through execution, at the USCG Deputy Commandant for Operations (DCO), Deputy Commandant for Mission Support (DCMS), Areas, Districts, Sectors, Bases, and operational units. Reference (a) establishes the policy for the planning process used by the USCG for given scenarios including the directed use of Adaptive Planning and Execution (APEX) for joint operation planning, a department-level system of joint policies, processes, procedures, and reporting structures. APEX activities span many organizational levels in the joint planning and execution community (JPEC), but the focus is on the interaction between the Secretary of Defense (SecDef) and Combatant Commanders (CCDRs), which ultimately helps the President and SecDef decide when, where, and how to commit US military forces. APEX formally integrates the planning activities of the JPEC and facilitates the Joint Force CDR's (JFC) seamless transition from planning to execution during times of crisis. The JPEC uses APEX to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations. Reference (a) also describes the interaction of the Joint Operation Planning and Execution System (JOPES) and Incident Command System (ICS) organization used by the USCG in planning and executing operations and provides the USCG with essential Contingency Preparedness information as well as the direction to enable deliberate planning and time-sensitive CAP at the strategic, operational, and tactical levels. The JOPES is an APEX technology used by JPEC for planning and execution and is summarized in References (b), (c), and (d). Reference (e) provides rules and procedures for JOPES Information Systems operating in the Global Command and Control System-Joint Version 4.X (GCCS-J v 4.X) environment in support of joint military operations, exercises, deployments, and rotations. Reference (f) is the classified JOPES supplement that provides guidance for annexes on sensitive subjects. Reference (g) prescribes data reporting to support the Logistic Factors File (LFF) as a part of the Joint

Reporting Structure (JRS) and provides guidance of the CJCS on uniform reporting requirements for logistics planning factors under the JRS. Reference (h) prescribes reporting to support the Type Unit Characteristics (TUCHA) file as a part of the JRS and is used for JOPES operations under GCCS Version 4.0 and subsequent releases. Reference (i) reflects the current doctrine for conducting joint, interagency, and multinational planning activities across the full range of military operations. This keystone publication forms the core of joint warfighting doctrine and establishes the framework for our forces' ability to fight as a joint team. Reference (j) provides doctrine and principles for planning and executing deployment; joint reception, staging, onward movement, and integration (JRSOI); and redeployment of the Armed Forces of the United States. Reference (k) describes the Standard Operational Planning Process (SOPP)/Global Force Management (GFM) for USCG operations. Reference (l) provides the USCG command and control/organizational responsibilities and processes to ensure alignment with Joint Staff Joint Provider functions. Reference (m) provides the USCG with FDP&E tactics, techniques, and procedures (TTPs). Together, these documents establish policies, procedures, roles, and responsibilities for the USCG's SOPP/GFM and serve as the basis for this Instruction and development of a USCG FDP&E policy.

5. DISCLAIMER. This document is intended to provide operations support guidance for CG personnel and it is not intended to, nor does it, impose legally-binding requirements on any party outside the CG.
6. DISTRIBUTION. No Paper Distribution will be made of this Manual. To view this Manual or other unclassified directives visit the Coast Guard Directives System Intranet site at: <http://cgweb.comdt.uscg.mil/CGDirectives/Welcome.htm> and CG Portal: <https://cgportal2.uscg.mil/library/directives/SitePages/Home.aspx>, or the Internet site: <http://www.uscg.mil/directives>.
7. DISCUSSION. CDRs are responsible for the employment and deployment of their organization. FDP&E occurs during SOPP/GFM and provides a disciplined approach for USCG CDRs and their operational staffs to prepare supporting plans during deliberate planning and CAP in support of a CDR. USCG FDP&E is discussed in Chapter 2. In order to effectively implement FDP&E, USCG planners and operating units all the way down to the DSF level must understand the SOPP/GFM as defined in Reference (k). The SOPP calendar contained in this reference aligns, synchronizes, and sequences the development of the core planning products in order to consider status and assessments to develop and communicate direction, priorities, and resource apportionments throughout the chain of command. Reference (k) is located on the USCG Portal entitled "SOPP/GFM" and will be updated as necessary by DCO (CG-DCO-81).
8. PROCEDURES.
  - a. The FDP&E Manual will serve as the authoritative USCG reference document that presents an overview of the USCG's FDP&E process with an emphasis on deliberate planning and CAP processes; identifies command and staff responsibilities throughout the FDP&E process; provides information, guidance, policy, and procedures for the operational use of the GCCS-J, and its related applications, within the USCG; and augments and amplifies instructions and guidance in various instructions related to the preparation of Time-Phased Force and Deployment Data (TPFDD).

- b. Reference (m) provides the foundation for building a unit mobility program and establishes USCG standards for the tactical-level preparation of personnel, supplies, and equipment for unit movement. It is intended to assist CDRs in conducting unit movements quickly and effectively over long distances, as outlined in the Defense Transportation Regulation, Part III (Mobility), using joint systems, automated tools, and processes. Expeditionary, nonstandard, and non-self-deploying units have previously conducted these movements with no overarching doctrinal guidance. The intended audience is deploying USCG CDRs, operational and logistics planners who are planning and executing strategic mobility, and unit-level personnel directly involved in preparing their organization for unit movement operations.

9. USCG FDP&E WORKING GROUP (WG).

- a. The purpose of the FDP&E WG is to review strategic guidance and Department of Homeland Security (DHS), DOD and other departmental and interagency planning directives; in consultation with other members of the JPEC; and translate applicable USCG tasking's into objectives, concept of operations (CONOPS); assign, apportion, and allocate resources; and execute any assigned missions.
- b. The DCO initiates the SOPP, and thus FDP&E, by convening and chairing the USCG FDP&E WG early during the deliberate planning and CAP processes. Situations that may trigger activation of the FDP&E WG range from an event or possible event of military, political, economic, or environmental significance that require the deployment of a USCG capability.
- c. Once a notional force list is identified and certain critical information is available, such as an area of operations (AO), plan identification number (PID), the unnamed day on which a deployment operation commences or is to commence (C-Day), earliest arrival date (EAD)/latest arrival date (LAD), ports of debarkation (PODs) and force requirement number (FRN) structure, plan "shells" are developed and distributed to USCG units. These plans reflect the results of the force requirements specified by the supported USCG CDR and are coupled with his intent regarding the phasing of forces. The FDP&E WG use the authority available through "report for planning" to gain further situational awareness and clarity on issues affecting operational, logistical and deployment planning. The FDP&E WG will also develop USCG reception, staging, onward movement, and integration (RSOI) plans, before a COA decision has been reached.
- d. The FDP&E WG is authorized to make force deployment decisions in support of previously approved SOPP/GFM force apportionment and force allocation decisions. FDP&E issues that cannot be resolved at the FDP&E WG will be referred to DCMS-DOL. If the time-phased deployment of forces is in jeopardy of not supporting CDR or Service requirements, DCMS-DOL will notify DCO (CG-DCO-81).
- e. The FDP&E WG shall also meet, as required, to review, recommend changes, monitor FDP&E policies and procedures, and support the effective execution of SOPP/GFM apportionment and allocation decisions.
- f. The USCG FDP&E WG is comprised of staff-level action officers from DCO, DCMS, FORCECOM, and Atlantic and Pacific Area (LANTAREA and PACAREA) as follows:
  - (1) USCG-DCO (CG-DOD and DCO-81);
  - (2) USCG-DCMS (DCMS-5);

- (3) Director of Operational Logistics (DOL-4);
- (4) Assistant Commandant for Human Resources (CG-1);
- (5) Assistant Commandant for Logistics Engineering & Logistics Directorate (CG-4);
- (6) Assistant Commandant for Capability (CG-7);
- (7) Assistant Commandant for Resources (CG-8);
- (8) Force Readiness Command (FORCECOM);
- (9) LANTAREA and PACAREA; and,
- (10) Ad Hoc members as required.

10. **ROLES AND RESPONSIBILITIES.** This Manual requires all USCG organizations involved in operational planning related to guidance, prioritization, resource apportionment, monitoring, and performance assessment in support of SOPP/GFM to employ USCG FDP&E doctrine and adhere to the roles and requirements defined therein; whereas, Reference (a) specifies contingency preparedness/planning roles and responsibilities. There are three tiers of responsibility in the FDP&E hierarchy: the strategic level (USCG Headquarters or CGHQs (DCO, DCMS, DOL, and Assistant Commandants)), the parent command/higher HQs or HHQs (LANTAREA, PACAREA, Districts, and Sectors), and the Deploying Forces (Cutters, National Strike Force (NSF), Law Enforcement Detachments (LEDETs), Maritime Safety and Security Teams (MSSTs), Maritime Security Response Teams (MSRTs), Patrol Boats, Port Security Units (PSUs), etc).

- a. The Commandant is the USCG's approval authority for GFM actions as outlined in References (k) and (l). Some approval authorities have been delegated to the DCO and Assistant Commandant levels.
- b. DCO is responsible for:
  - (1) Managing the policy and program management aspects of SOPP/GFM as outlined in References (k) and (l), including facilitating CGHQs coordination;
  - (2) Addressing alignment of the SOPP/GFM with the DOD GFM process and other departmental and interagency force management processes;
  - (3) Coordinating the development and execution of Service plans and policy related to the deployment and employment of USCG forces;
  - (4) Ensuring the alignment of FDP&E with the DHS, DOD, and other departmental and interagency JOPES processes;
  - (5) Convening and chairing the USCG FDP&E WG; and
  - (6) Implementing and managing JOPES USCG-wide, including JOPES feeder system oversight and policy.
- c. DCMS is responsible for:
  - (1) Adhering to SOPP/GFM roles and responsibilities outlined in Reference (k);
  - (2) Participating actively in and contributing to the operational planning process;
  - (3) Providing a representative to the FDP&E WG; and

- (4) Supporting FDP&E, including developing and maintaining mission support policy, guidance, and priorities to enable and enhance operational performance.
- d. Director of Operational Logistics (CG-DOL) is responsible for:
- (1) Developing, publishing, and managing USCG FDP&E process and TTP documents;
  - (2) Supporting FDP&E, including logistics planning, procedures, and sustainment of deployed USCG forces;
  - (3) Serving as the USCG JOPES Functional Manager (FM), to include managing assigned PIDs, building/maintaining JOPES user accounts, and representing the USCG at the JOPES User Advisory Group (UAG);
  - (4) Serving as an advisor to the DCO; LANTAREA, PACAREA, and District CDR staffs; on all FDP&E processes, doctrine, and training requirements;
  - (5) Participating actively in and contributing to the operational planning process;
  - (6) Establishing a USCG strategic mobility office (SMO) in DOL-4 and assigning an SM officer (SMO) to be the executive agent and subject matter expert (SME) for FDP&E including providing deployment SMEs with organic integrated technology support, to effect direct unit movement support for the deployment/redeployment of USCG forces;
  - (7) The SMO performs planning and execution functions in support of Coast Guard deployment operations. These functions include but are not limited to the following:
    - (a) Reviewing TPFDD for accuracy, entering TPFDD into JOPES and verifying/certifying this data as required, and publishing unit level movement guidance for strategic airlift and sealift movements;
    - (b) Providing instructions for the preparation and staging of personnel and equipment for deployments;
    - (c) Addressing all transportation issues and maintaining a strategic mobility schedule of events;
    - (d) Coordinating requests for unit supplies and equipment for shipment;
    - (e) Serving as the USCG subject matter point of contact on weighing, placarding and palletization of USCG equipment;
    - (f) Briefing LANTAREA and PACAREA CDRs on mobility readiness as outlined in Reference (m);
    - (g) Ensuring adequate orders, directives, and letters of instruction (LOIs) are maintained and published to satisfy all mobility requirements;
    - (h) Creating and/or maintaining a SM standard operating procedures;
    - (i) Ensuring reports, load diagrams, and deployment data are correct in content and format;
    - (j) Coordinating with leadership and supporting units for operational and logistical support prior to and during the actual execution of unit movements;
    - (k) Ensuring a mobility representative is present at ports of embarkation (POEs) and PODs during deployments and redeployments;

- (l) Maintaining familiarity with primary POEs/PODs for all USCG units;
- (m) Planning and conducting pre-deployment unit mobility readiness training and assessments;
- (n) Establishing knowledge management of mobility/embarkation techniques and procedures, to include certification, handling, stowage, and transportation of hazardous material (HAZMAT) and other dangerous cargo;
- (o) Ensuring required certifications and training are incorporated into the training requirements for unit mobility personnel;
- (p) Maintaining liaison with appropriate movement control agencies (MCA) and coordinating and monitoring the movement control procedures used during deployment;
- (q) Maintaining and providing general knowledge, characteristics and capabilities of military and commercial aircraft and shipping;
- (r) Coordinating and requesting commercial and military transportation for deploying units;
- (s) Ensuring that personnel, supplies, and equipment are documented in current required automated data processing and automated information system (AIS);
- (t) Implementing USCG Unit Type Code (UTC) structure development and assignment;
- (u) Continually reviewing unit allowance database structures for accuracy and completeness;
- (v) Participating in annual UTC validation review with Commandant (CG-44) and Area CDRs;
- (w) Maintaining and updating the LFF in accordance with Reference (g);
- (x) Ensuring that any changes to platforms that amend consumption/support requirements are reported to CG-DOL to update LFF data (product lines);
- (y) Establishing and maintaining USCG procedures for requesting and using unit radio frequency identification (RFID);
- (z) Ensuring the proper preparation and submission of unit passenger and cargo manifests;
- (aa) Serving as FM for implementation of the Automated Air Load Planning System (AALPS) and Integrated Computerized Deployment System (ICODES);
- (bb) Maintaining Service wide deployable unit lift requirements for surface and air transportation, prepare aircraft and shipload plans, and supervise the movement and loading;
- (cc) Providing coordination for the movement of forces during deployment, RSOI, and redeployment evolutions;
- (dd) Coordinating standards and procedures for the transportability of USCG equipment and cargo;

- (ee) Coordinating unit requests for 463L pallets, containers, couplers, cargo straps, and dunnage; and
  - (ff) Providing a representative to the FDP&E WG.
- (8) DOL-31 will ensure Base Commands support Deploying Forces through the following:
- (a) Adhering to SOPP/GFM roles and responsibilities outlined in Reference (k);
  - (b) Providing logistics support at homeports, including billeting, messing, contracting support, staging/marshaling areas, material handling equipment (MHE), and commercial and motor transportation (MT) to and from POEs/PODs; and
  - (c) Providing logistics support at POE/Ds including billeting, messing, contracting support, staging/marshaling areas, MHE, commercial and MT.
- e. Commandant (CG-1) is responsible for:
- (1) Adhering to SOPP/GFM roles and responsibilities outlined in Reference (k);
  - (2) Ensuring that systems and procedures are established to provide individual manpower to augment/reinforce Active and Reserve units and the supporting establishment;
  - (3) Participating actively in and contributing to the operational planning process; and
  - (4) Providing a representative to the FDP&E WG.
- f. Commandant (CG-4) is responsible for:
- (1) Adhering to SOPP/GFM roles and responsibilities outlined in Reference (k);
  - (2) Participating actively in and contributing to the operational planning process;
  - (3) Providing a representative to the FDP&E WG.
  - (4) Updating this Manual as required and establishing any required amplifying policy (CG-44);
  - (5) Maintaining and updating the LFF in accordance with Reference (g);
  - (6) Ensuring that any changes to platforms that amend consumption/support requirements are reported to Commandant (CG-44) to update LFF data (product lines);
  - (7) Establishing and centrally managing TUCHA data structures to level 6 detail for all USCG forces and providing systems engineering design support necessary to produce authoritative TUCHA data compliant with CJCS mandated formats in accordance with Reference (h);
  - (8) Ensuring that any changes to the Unit Allowance List are provided to Commandant (CG-44) to update TUCHA data (product lines);
  - (9) Establishing and centrally managing USCG UTC structure development and assignment. The specific responsibilities of the UTC manager are:
    - (a) Establishing and maintaining a central database to effectively manage USCG authoritative UTC data structures;
    - (b) Maintaining awareness of evolving DOD and CJCS mandated standards to ensure USCG compliance;

- (c) Acting as the USCG functional advocate to address concerns and requirements for any joint evolving initiatives that may impact policy, procedures, culture, or standards;
  - (d) In coordination with Area CDRs, performing reviews of UTC structures to ensure they effectively align with the USCG force capability development;
  - (e) Staffing and coordinating recommended changes with the USCG functional advocate, considering that the joint authoritative UTC functional code structures defined in CJCS manuals (CJCSM 3150.01C and CJCSM 3150.24C) are shared; and
  - (f) Performing an annual coordinated UTC data structure review.
- (10) And; maintaining effective liaison and relationships with the DHS, DOD, interagency, and local counterparts.
- g. Commandant (CG-6) is responsible for:
- (1) Adhering to SOPP/GFM roles and responsibilities outlined in Reference (k);
  - (2) Participating actively in and contributing to the operational planning process;
  - (3) Ensuring that any changes to platforms that amend consumption/support requirements are reported to Commandant (CG-44) to update LFF data (product lines); and
  - (4) Coordinating UTC management and submission of UTC structure recommendations.
- h. Commandant (CG-7) is responsible for:
- (1) Adhering to SOPP/GFM roles and responsibilities outlined in Reference (k);
  - (2) Participating actively in and contributing to the operational planning process; and
  - (3) Providing a representative to the FDP&E WG.
- i. Commandant (CG-8) is responsible for:
- (1) Adhering to SOPP/GFM roles and responsibilities outlined in Reference (k);
  - (2) Participating actively in and contributing to the operational planning process; and
  - (3) Providing a representative to the FDP&E WG.
- j. Other USCG representatives as required are responsible for:
- (1) Adhering to SOPP/GFM roles and responsibilities outlined in Reference (k);
  - (2) Participating actively in and contributing to the operational planning process; and
  - (3) Providing a representative to the FDP&E WG.
- k. CDR, FORCECOM is responsible for:
- (1) Maintaining training readiness of DSFs and Maritime Patrol Forces;
  - (2) Maintaining effective liaison with and providing capability and readiness inputs to Area CDRs;
  - (3) Coordinating and considering planning inputs and operational impacts from major cutters;

(4) Providing CG readiness reports, to include ensuring that Coast Guard Resource And Capabilities Evaluation System (CG-RACES) is integrated with the Defense Readiness Reporting System (DRRS); and

(5) Providing a representative to the FDP&E WG.

l. HHQs (LANTAREA, PACAREA, Districts, and Sectors) are responsible for:

(1) Adhering to SOPP/GFM roles and responsibilities outlined in Reference (k);

(2) Developing and promulgating FDP&E guidance to Deploying Force CDRs; verifying and submitting TPFDD worksheets (CG3122 and CG3122A) received from them to the DOL-4;

(3) Providing Deploying Force CDRs' requests for strategic lift to the DOL-4;

(4) Developing and promulgating FDP&E guidance to Deploying Force CDRs;

(5) Participating actively in and contributing to operational planning processes and facilitating command coordination (planning staffs);

(6) Maintaining effective liaison with and soliciting relationships with the DHS, DOD, and interagency counterparts;

(7) Executing Operation Plans (OPLANs) consistent with DHS- and DOD-provided operational guidance and FDP&E processes;

(8) Reporting operational status and assessments in support of operational planning;

(9) Providing a representative to the FDP&E WG; and

(10) Providing updates to the FDP&E WG regarding changes to OPLANs or expected CCDR requirements.

m. Deploying Forces (Cutters, NSF, LEDETs, MSSTs, MSRTs, Patrol Boats, PSUs, etc.) CDRs are responsible for:

(1) Adhering to SOPP/GFM roles and responsibilities outlined in Reference (k);

(2) Participating actively in and contributing to the operational planning process;

(3) Maintaining effective liaison and relationships with the DHS, DOD, interagency, and local counterparts;

(4) Assigning a collateral duty mobility officer (MO) as the SME responsible for deployment planning and execution (MOs are not required for LEDETs);

(5) Executing OPLANs consistent with Operational CDR's guidance and AREA CDR's FDP&E process;

(6) Maintaining effective liaison and soliciting capability and readiness inputs from the DOL Mobility Staff; and

(7) Reporting operational status and assessments in support of operational planning.

11. RECORDS MANAGEMENT CONSIDERATIONS. This Manual has been thoroughly reviewed during the directives clearance process, and it has been determined that there are further records scheduling requirements, in accordance with Federal Records Act, 44 U.S.C. 3101 et seq., National

Archives and Records Administration (NARA) requirements, and the Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). This policy does not create any significant or substantial change to existing records management requirements.

12. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS.

- a. The development of this Manual and the general policies contained within it have been thoroughly reviewed by the originating office in conjunction with the Office of Environmental Management, and are categorically excluded (CE) under current USCG CE #33 from further environmental analysis, in accordance with Section 2.B.2., and Figure 2-1 of the National Environmental Policy Act Implementing Procedures and Policy for Considering Environmental Impacts, COMDTINST M16475.1 (series). Because this Manual contains guidance on, and provisions for, compliance with applicable environmental mandates, USCG CE #33 is appropriate.
- b. This Manual will not have any of the following: significant cumulative impacts on the human environment; substantial controversy or substantial change to existing environmental conditions; or inconsistencies with any Federal, State, or local laws or administrative determinations relating to the environment. All future specific actions resulting from the general policies in this Instruction must be individually evaluated for compliance with the National Environmental Policy Act (NEPA), DHS and CG NEPA policy, and compliance with all other environmental mandates. Due to the administrative and procedural nature of this Manual, and the environmental guidance provided within it for compliance with all applicable environmental laws prior to promulgating any directive, all applicable environmental considerations are addressed appropriately in this Manual.

13. FORMS/REPORTS. The TPFDD Worksheets, CG-3122 and CG-3122A referenced in this Manual are available in USCG Electronic Forms on the CG Portal at <http://www.uscg.mil/forms/cg.asp?files=100>.

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Assistant Commandant for Engineering and  
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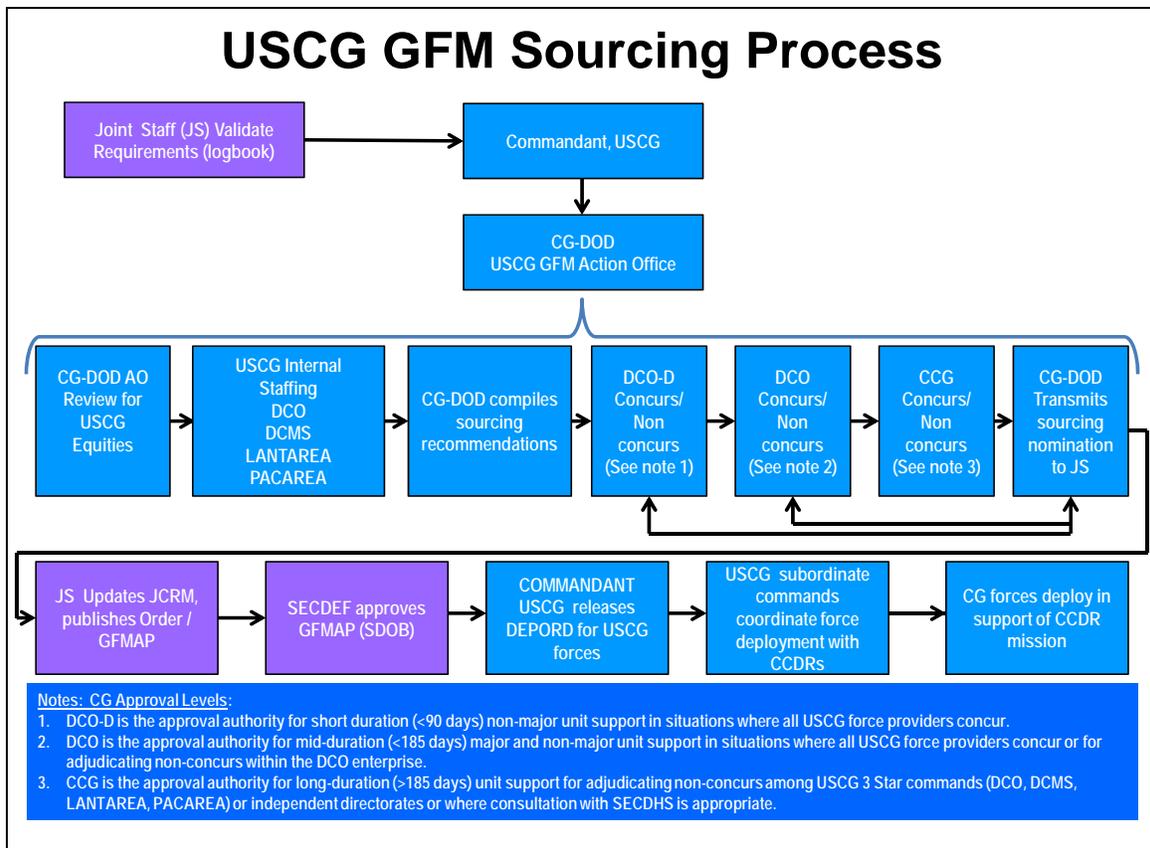
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## CHAPTER 1. THE GFM PROCESS

- A. Overview. This Manual provides USCG personnel involved in the FDP&E process with the essential information and guidance necessary to execute deliberate planning and CAP. This Manual refines, amplifies and augments the general procedures prescribed in various joint and USCG publications. USCG personnel involved in FDP&E develop plans from the best available information, using forces and resources apportioned and allocated per SOPP/GFM guidance and planning direction. The GFM process will effectively translate strategic intent to mission execution through mission guidance and direction, priorities, performance targets, and resource apportionment and allocation with effective feedback, including operational status and assessment of desired outputs, outcomes, and effects.
- B. USCG GFM Sourcing Process. The Unified Command Plan (UCP), “Forces for Unified Commands” (Forces For) memorandum and the Joint Strategic Capabilities Plan (JSCP), are the baseline documents that establish the policy and procedures in support of GFM. USCG GFM roles and responsibilities are outlined in the Letter of Promulgation of this Manual. This portion of the Manual provides additional details regarding the USCG’s GFM process to support the sourcing of combatant command (CCMD) Request for Forces (RFF) and Request for Assistance (RFA) to support emerging or crisis-based requirements.
1. CCDRs submit RFF/RFA to support emerging operational requirements to the CJCS/JCS (Joint Staff or JS 31). The JS 31 validates the RFF/RFA.
  2. The JS 31 works through the Services to determine if the RFF/RFA requests specific Service, USSOCOM, USSTRATCOM, USTRANSCOM, or other federal agency asset(s), and, if so, develops global joint sourcing recommendations for SecDef approval directly with the sourcing CCMD or federal agency.
  3. The Services determine availability of non-assigned forces. The Services coordinate with each other to determine availability of assigned forces based on their respective Service’s total picture. The USCG does not coordinate with the other Services as it provides forces to accomplish specific missions. The USCG in coordination with the JS 31 and other Services will:
    - a. Formally assess and provide to the JS 31 military/institutional risk associated with JS 31 recommended sourcing solutions.
    - b. Provide readiness, availability, deployment, and redeployment information for those forces not assigned to CCDRs for both active and reserve forces.
  4. The JS 31 provides recommended global joint sourcing solutions and risk assessments to JCS.
  5. CJCS directs a primary Joint Force Provider to develop a sourcing recommendation for the validated RFF/RFA. The forwarded RFF/RFA may include sourcing guidance developed by the DOD Board (GFMB). The JS 31 provides an info copy of the RFF/RFA to the Services and CCMDs.
  6. As previously stated above the JS 31 works through the USCG to determine if the RFF/RFA requests USCG forces and/or assistance and, if so, develops global joint sourcing recommendations for SecDef approval. The USCG in coordination with the JS 31:

- a. Based on USCG input, executes required mobilization, demobilization and reconstitution actions.
  - b. Executes force management functions that sustain an acceptable level of available forces to support CCMD requirements for capabilities and forces. Such functions are supported by policies that include, but are not limited to, rotational policies; personnel and stop-loss policies; and readiness and training policies.
  - c. As required, participates in the DOD GFMB to develop the rotational force schedule and allocation plan. The desired end-state of the rotational force allocation process is to enable a capabilities-based rotational force allocation process that achieves CPG goals. This process will determine the appropriate joint forces to fill validated CCDR requirements.
7. The following describes the USCG GFM Process for executing sourcing of CCMD RFF(s) and RFA(s) to support emerging or crisis-based requirements allocated forces (Figure 1-1):



**Figure 1-1. USCG GFM Sourcing Process**

- a. Commandant (CG-DOD-1) reviews the RFF/RFA for all USCG equities as the USCG’s Executive Agent for DOD GFM interaction.
- b. Commandant (CG-DOD-1) staffs the RFF/RFA with DCO, DMS, LANTAREA, and PACAREA; compiles the sourcing recommendations; and submits the USCG approved sourcing solution to the Joint Staff J-31.

- c. The Commandant, USCG is the approval authority for GFM actions as outlined in References (k) and (l). Some approval authorities have been delegated to Commandant (CG-DCO) and Assistant Commandant levels.



## CHAPTER 2. USCG FDP&E

- A. Overview. This Chapter focuses on the USCG's FDP&E process and associated activities. The planning aspect of USCG FDP&E focuses on identifying the requirements necessary to accomplish the assigned tasks while developing a deployment plan that ensures the arrival of combat power to support the CDR's operational plan. The execution aspect of USCG FDP&E focuses on the sourcing of the identified requirements and the mechanics of moving personnel and their supplies and equipment from their bases and stations to the theater of operations and on to the assembly areas (AA). FDP&E encompasses the entirety of force development and projection, from situational awareness and COA development, to deployment, redeployment, and the reconstitution of the force at home station. The FDP&E process provides the CDR with the capability (procedural and near real-time) to identify and source requirements (both operational and logistic) and report capabilities to accomplish assigned tasks.
- B. Policy on the Use of JOPES.
1. In accordance with Title 10 U.S. Code, responsibilities, the use of JOPES for all USCG related deployments, redeployments, and rotations is directed in support of CCDRs. This approach improves FDP&E at all levels and provides greater visibility of USCG force movements. Capitalizing on existing joint processes reinforces deployment readiness. JOPES provides policies and procedures to ensure effective management of planning operations across the spectrum of mobilization, deployment, employment, sustainment, and redeployment, and it is the only CJCS-directed system that provides secure in-transit visibility (ITV) for both common and non-common user transportation carriers.
  2. In consonance with established doctrine and procedures for joint operation planning, USCG CDRs will use JOPES, to include the scheduling and movement (S&M) subsystem of JOPES, for all USCG deployments, redeployments, and rotations in support of CCDR and Service training requirements. JOPES will be used for both operations and exercises, regardless of a requirement's transportation mode and source. Deployments include, but are not limited to, contingency operations, U.S. Navy support, exercises, and unit rotations. This requirement specifically excludes reserve drill and annual training.
- C. Policy on the Use of FDP&E within the USCG.
1. USCG CDRs require a single source of accurate and timely deployment information to ensure that deployment planning and execution supports the planning and execution for the employment of forces. While the vast majority of the processes and requirements listed in this Chapter apply to deployment in support of DOD operations or CDRs, many elements are applicable to standard USCG deployments as well. When supporting DOD, USCG CDRs need to provide consolidated force and transportation requirements to the supported JFC and the transportation providers. Additionally, the USCG CDR requires the ability to monitor and influence the phasing of USCG forces into theater using current capability sets and associated warfighting functions.
    - a. Mobility Officer (MO).
      - (1) The SMEs most knowledgeable and ultimately responsible for deployment planning and execution are the MOs. According to JP 3-02.1, Amphibious Embarkation and

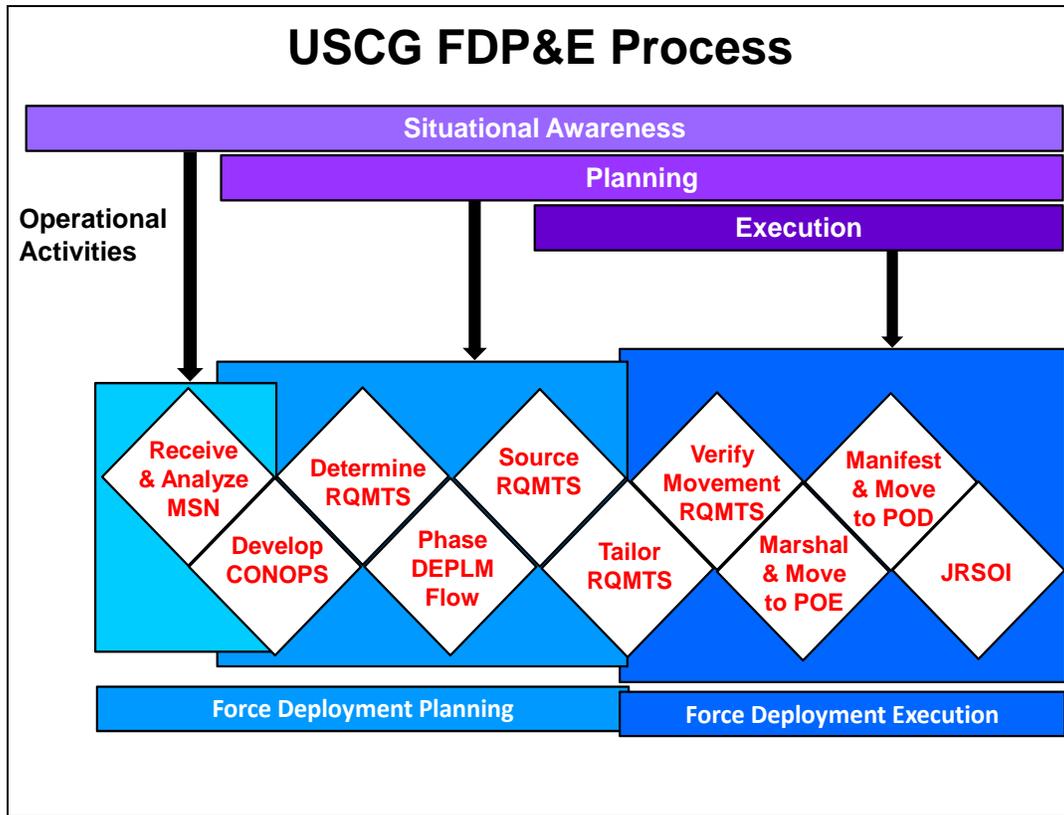
Debarkation, “Mobility officers are specially trained in the techniques of planning and supervising loading for an amphibious operation are assigned to [landing force] LF organizations, major amphibious ships, and naval staffs within the [amphibious force] AF.”

- (2) Deploying Forces will assign a MO as a collateral duty as outlined in the Letter of Promulgation of this Manual. The unit MO is the CDR’s representative for FDP&E and provides oversight of deployment aspects of all operations and exercises. The MO will also chair unit FDP&E WG meetings during which the FDP&E WG maintains close scrutiny of all staff functional areas that are in support of deployments.
- b. Strategic Mobility Officer (SMO). DOL-4 will assign a SMO as a primary duty. The SMO’s roles and responsibilities are outlined in the Letter of Promulgation of this Manual.
2. The FDP&E process leverages the collaborative effort that already exists within the USCG. With FDP&E, PACAREA and LANTAREA coordinate with each other to provide mobilization requirements while limiting the negative impact on existing USCG operations. The FDP&E process allows one Area CDR to provide "backfill" to the other Area CDR, while continuing its ability to support the mobilization operation. To fully integrate FDP&E into the operational planning process, the DCO convenes the FDP&E WG early during the deliberate planning and CAP processes.
3. The FDP&E WG is a catalyst for engaging those staff personnel involved with force deployment early in the planning process. The FDP&E WG represent operations, logistics, and planning sections and normally consists of the core personnel mentioned in the USCG FDP&E WG paragraph in the Letter of Promulgation of this Manual.

D. FDP&E Activities.

1. The USCG’s FDP&E process is organized into 10 activities. These activities are not necessarily performed in sequential order, but most often concurrently. The 10 activities are:
  - a. Receive and analyze the mission (MSN);
  - b. Develop the CONOPS;
  - c. Determine requirements (RQMTS);
  - d. Phase deployment (DEPLM) flow;
  - e. Source RQMTS;
  - f. Tailor RQMTS;
  - g. Verify movement RQMTS;
  - h. Marshal and move to POE;
  - i. Manifest and move to POD; and
  - j. JRSOI.
2. Figure 2-1 illustrates the top-level USCG FDP&E process. The overlapping shapes in the figure highlight the fact that many of the activities may occur simultaneously and often overlap. The

first five activities of USCG FDP&E are associated with or correlate to “Force Deployment Planning”; while the last five activities are normally accomplished in “Force Deployment Execution”.

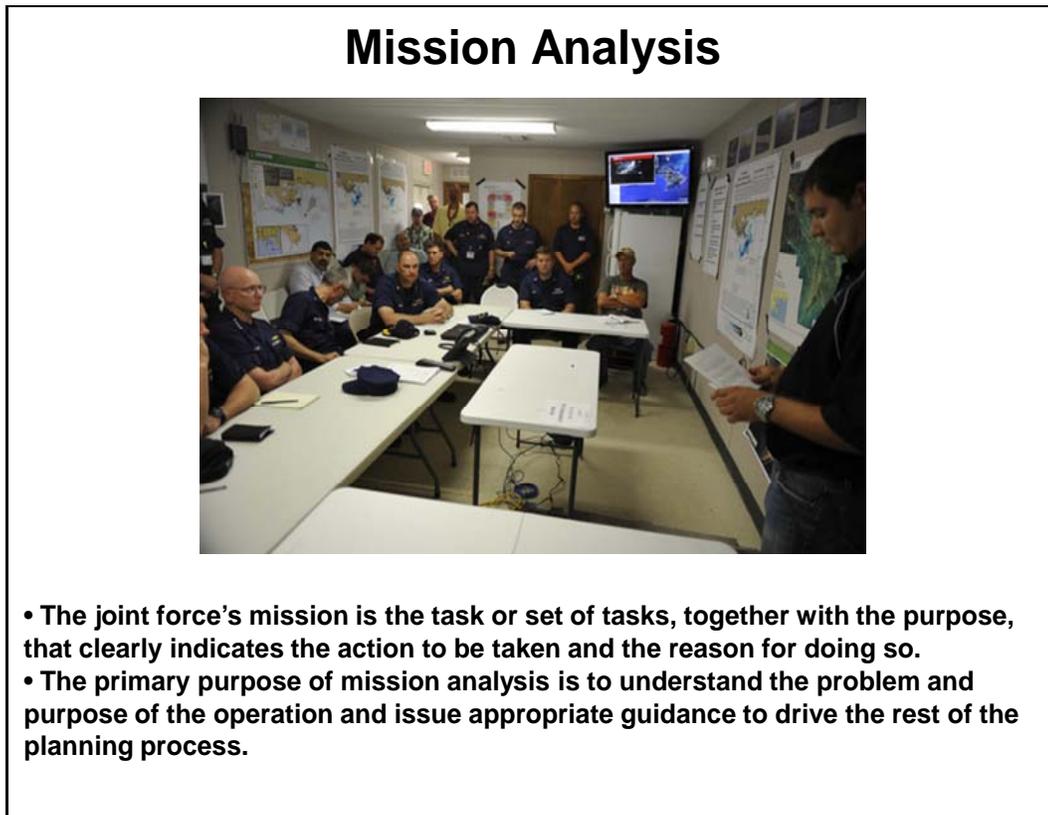


**Figure 2-1. USCG FDP&E Process**

3. All 10 activities are present in the CAP process as described in Figure 2-1 and the first five are present in the deliberate planning process.

E. FDP&E Process.

1. Receive and Analyze the Mission.



**Figure 2-2. Mission Analysis**

- a. The USCG receives planning guidance such as a planning directive, warning order (WARNORD), planning order (PLANORD), or alert order (ALERTORD) from higher authority in response to an event or possible event that calls for the deployment of a capability. CGHQs and HHQs review the planning guidance to understand the problem and purpose of the operation including essential tasks (specified and implied), and issue appropriate guidance to drive the rest of the planning process (see Figure 2-2). DCMS convenes the FDP&E WG, composed of representatives from the operations, logistics, and plans sections to review the planning guidance; supported CDR's Deployment/Redeployment LOI and other supplemental TPFDD guidance; make them available to each appropriate subordinate level via the collaborative planning environment; and coordinate the deployment planning and execution of Deploying Forces.
- b. The HHQs will prepare staff estimates and advise CGHQs and supported CDR on capabilities to support this effort. The output of this phase is the development of a revised mission statement from the specified and implied tasks assigned by the supported CDR.

## 2. Develop the CONOPS.

**CONOPS Development**



- The focus of this activity is on the development of a CONOPS and the refinement of the mission. The CONOPS:
  - States the CDR's intent;
  - Describes the approach the JFC intends to take to accomplish the mission;
  - Describes how the actions of the JF and supporting organizations will be integrated, synchronized, and phased to accomplish the mission;
  - Relates the JF's objectives and desired effects to those of the next higher command and other organizations as necessary enabling assignment of tasks to subordinate and supporting CDRs.

**Figure 2-3. CONOPS Development**

- a. The CONOPS is a general description of actions taken to accomplish the mission began during COA Development in the JOPP (see Figure 2-3). The CONOPS describes how the actions of the JF components and supporting organizations will be integrated, synchronized, and phased to accomplish the mission. CGHQs monitor and assist the HHQs in detailed planning including a statement of the CDR's mission purpose, initial task organization, operational phasing, supporting functional concepts, and updated staff estimates.
- b. The Deploying Forces take for action HHQs' FDP&E planning guidance and provide appropriate guidance to subordinate units.

3. Determine Requirements.

**Determine Requirements**

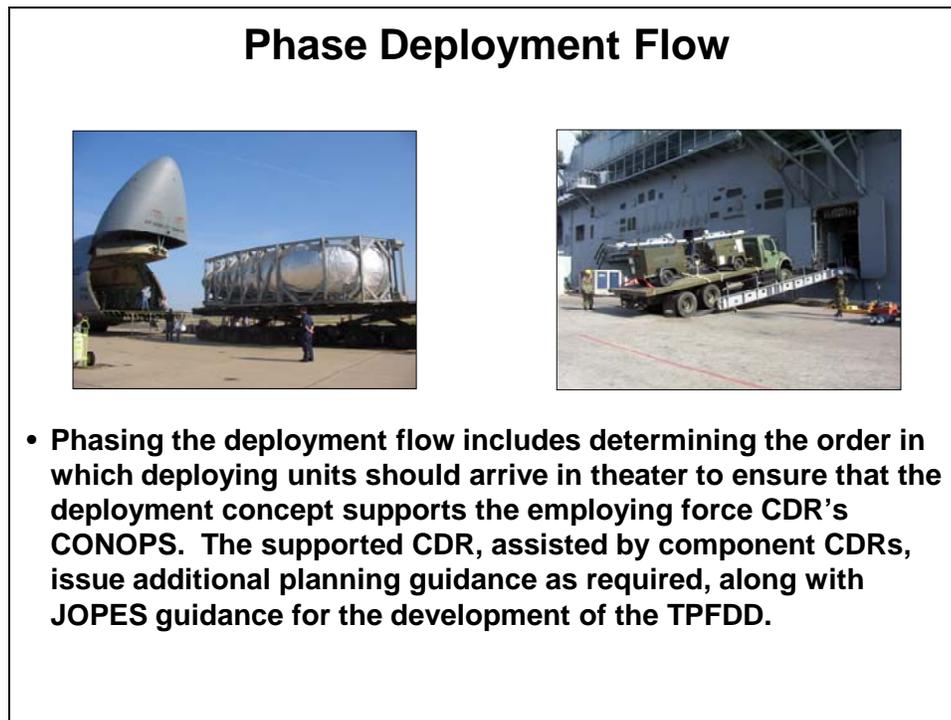


- **Determining requirements includes sizing the force for the operation and computing sustainment requirements. The supported CDR (with input from subordinate CDRs) size the force for the operation and clarifies command relationships. The CGHQs translates the USCG task-organized force structure in JOPES, as identified in the supported CDR's Operations Order, after the HHQs assigns specific forces to support the supported CDR's CONOPS.**

**Figure 2-4. Determine Requirements**

- a. Determining requirements includes sizing the force for the operation, and computing sustainment requirements as depicted in Figure 2-4. CGHQs publishes a formal notification (normally via JOPES newsgroup) that major force requirements have been developed by the supported CDR and are available for sourcing. CGHQs translates the USCG task-organized force structure, as identified in Annex A of the Operations Order (OPORD), into TPFDD by creating force requirement records in JOPES. This occurs after the HHQs assign specific forces to support the CONOPS and provide the TPFDD Worksheet (CG3122 and CG3122A) received from the Deploying Forces to CGHQs.
- b. The detailed cargo data for these records is developed based on the tasks assigned to the Deploying Forces and sustainment requirements based on their force structure and assigned tasks. The resulting TPFDD initially reflects the notional force and sustainment requirements the Deploying Force CDR deem necessary to complete the assigned task. It does not yet provide actual unit cargo and personnel data for determining lift requirements.

#### 4. Phase Deployment Flow.



**Figure 2-5. Phase Deployment Flow**

- a. Phasing the deployment flow starts during COA development and continues through detailed planning until TPFDD verification of deployment requirements. It includes the supported CDR, assisted by their component CDR staffs, determining the order in which the Deploying Forces should arrive in-theater to support the employing force CDR's CONOPS as depicted in Figure 2-5. This phasing is reflected in the OPLAN's Time-Phased Force and Deployment List (TPFDL); by the supported CDR assigning EADs, LADs, and required delivery dates/CDR's required delivery dates (RDDs/CRDs).
- b. CGHQs and HHQs analyze the supported CDR's phasing reflected in the TPFDL; the Deploying Force is then phased into the theater, based on those movement and delivery requirements.

5. Source Requirements.

### Source Requirements



- **Sourcing is the association of actual units to the requirements identified in the FRN. The association of actual unit data and its attendant cargo data transforms the FRN in one or more ULNs. The common activity for the creation of all ULNs is the assignment of a UIC to the record. Sourcing also includes identifying and forwarding unsourced requirements.**

**Figure 2-6. Source Requirements**

- a. As reflected in Figure 2-6, sourcing is the association of actual units to the requirements identified in the FRNs; this occurs throughout detailed planning until TPFDD verification of approved sourcing solutions and continues after the deployment of USCG forces to satisfy new requirements. At the Deploying Forces level, notional cargo and personnel data in FRNs are replaced with the latest and most accurate data from the Unit's Allowance List (UAL) transforming TPFDD into one or more ULNs. The common activity for the creation of all ULNs is the assignment of a Unit Identification Code (UIC) to the record. The Deploying Forces then forward their sourced TPFDD worksheets to HHQs, where they are then verified, consolidated, and forwarded to CGHQs (DOL-4).
- b. Sourcing also includes identifying and forwarding unsourced force and sustainment shortfalls from the Deploying Forces up the chain of command. LANTAREA and PACAREA direct their major subordinate commands to transfer units from their on-hand assets, as required, to the Deploying Force CDR. Remaining unsourced requirements are forwarded to CGHQs to fill remaining force shortfalls from USCG-wide assets.

## 6. Tailor Requirements.

### Tailor Requirements

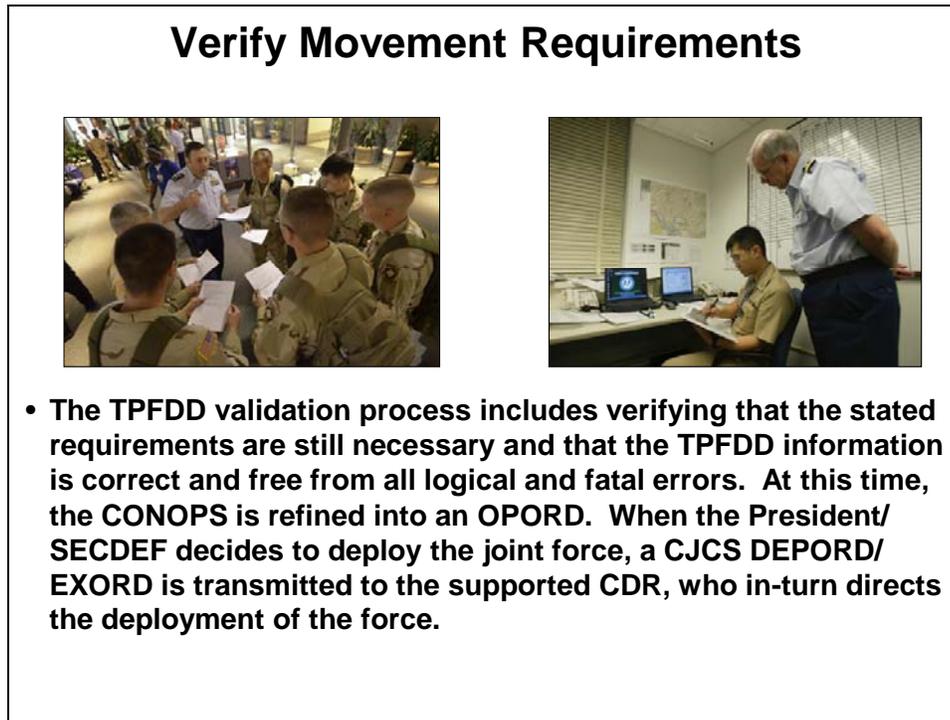
- **Tailoring is the final determination of exactly what each unit CDR intends to take when the unit deploys. Tailoring focuses on two activities: refining and providing accurate lift requirements and adjusting the phasing of forces into theater.**
- **The principal task to be accomplished during Tailor Requirements is to refine forces/sustainment requirements based on mission refinement.**



**Figure 2-7. Tailor Requirements**

- a. Tailoring is the final determination of exactly what each unit CDR intends to take when the unit deploys (see Figure 2-7). Tailoring focuses on two activities: refining and providing accurate lift requirements, and adjusting the phasing of forces into theater. The principle task to be accomplished during Tailor Requirements is for the Deploying Force CDR to continuously refine force/sustainment requirements based on mission refinement.
- b. A unit's embarkation database must be current enough so that upon sourcing, the unit requirements can be tailored to reflect an accurate unit deployment list of equipment and supplies as well as accurate personnel manifest rosters. This data may change to meet alternative missions and tasks as well as lift constraints. Therefore, tailoring is a separate activity from sourcing that includes adjusting the flow of forces by making adjustments to the TPFDD based on changes in the developing tactical situation. Once fully sourced and refined, the TPFDD can be used by USTRANSCOM to calculate gross lift requirements in support of deployment planning.

7. Verify Movement Requirements.

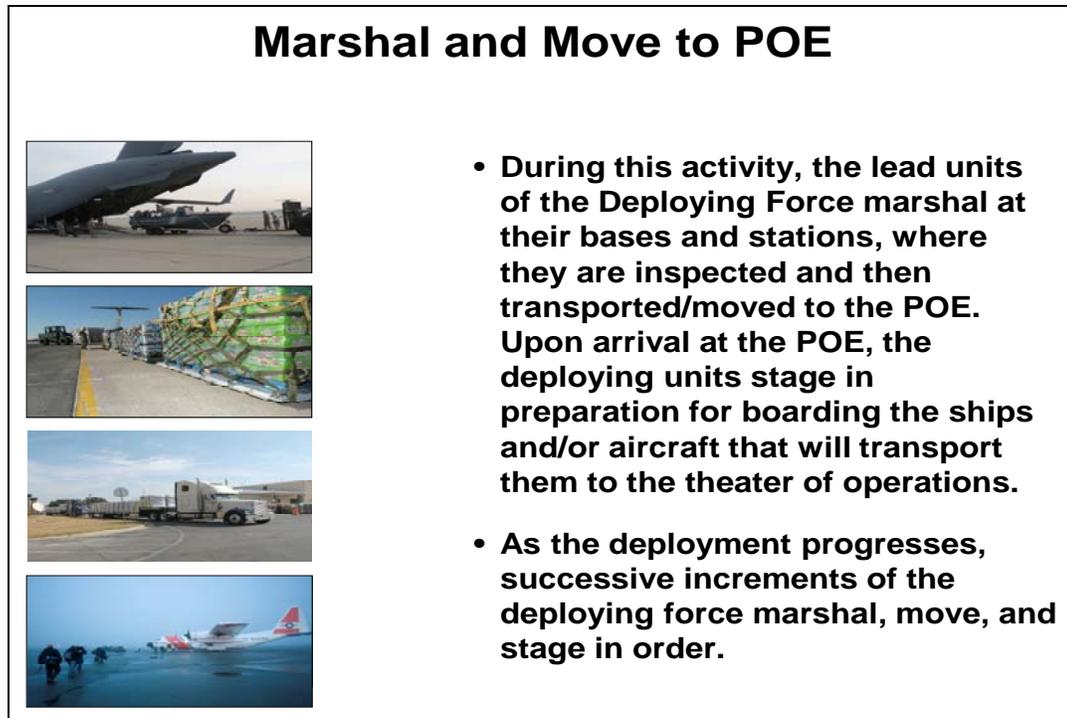


**Figure 2-8. Verify Movement Requirements**

- a. The JOPES validation process began during orders development and includes verifying that the stated USCG requirements are still valid and that the TPFDD information is correct and free from all logical and fatal errors (see Figure 2-8). When the President/SecDef decides to deploy the joint force, a CJCS DEPORD/EXORD is transmitted to the supported CDR, who in turn directs the deployment of the force. The first increment of the TPFDD for the Deploying Forces, as specified in the supported CDR's Deployment/Redeployment LOI and other supplemental TPFDD guidance, is validated in JOPES to enable lift providers to schedule lift assets in support of those movement requirements. Validation begins at the Deploying Forces level and progresses up the chain via CGHQs to the supported CDR, who actually validates that the sourcing of requirements meets mission needs and reports to lift providers the movement requirements. Throughout the process, the use of GCCS-J newsgroups and message traffic will be used to expedite the actions associated with validation.
  - (1) Requests for changes to validated requirements and changes that affect movement schedules will be identified to the supported CDR for approval by the most expeditious means and documented in the newsgroup. Addition or deletion of any validated requirement requires supported CDR approval.
  - (2) Changes that affect movement schedules are defined as those changes that invalidate lift schedules, commercial contracts, or diplomatic clearances; are only considered for approval when the Deploying Force CDR identifies a clear operational need; and require general/flag officer endorsement if the change is past the schedule posting dates.

- b. Once lift providers schedule lift in accordance with the first increment of the TPFDD, CGHQs provides pre-manifest load plan data/ULNs to those specific carriers.

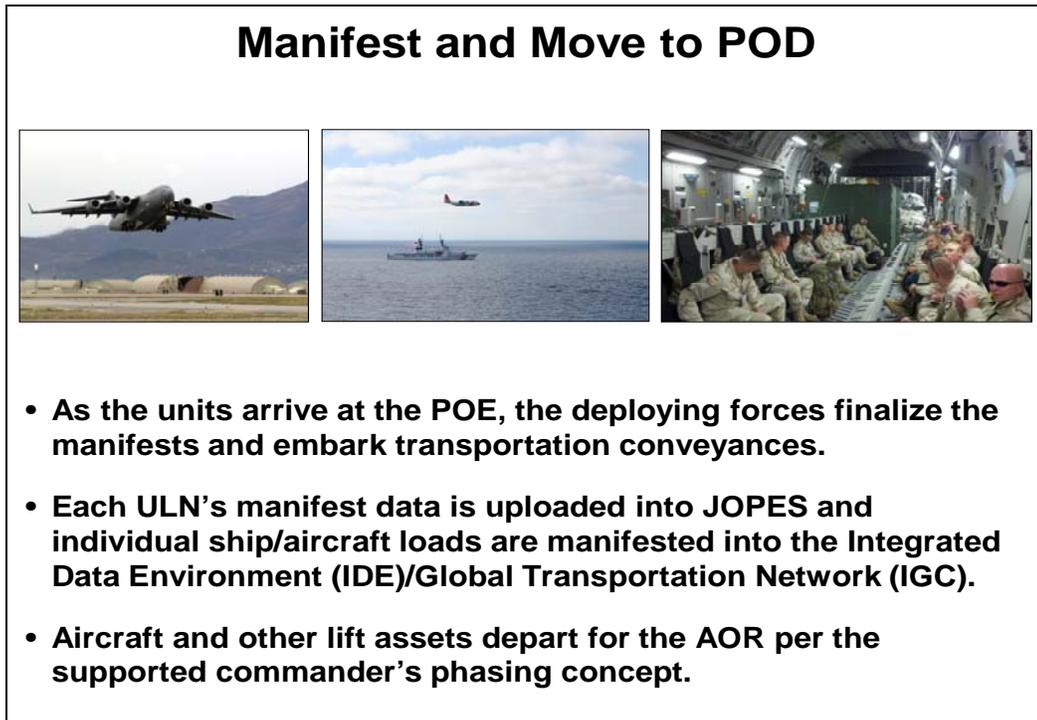
8. Marshal and Move to POE.



**Figure 2-9. Marshal and Move to POE**

- a. During this activity as depicted in Figure 2-9, the lead units of the Deploying Forces marshal at their designated locations, where they are inspected and then transported to the POE. Upon arrival at the POE, the deploying units stage in preparation for boarding the ships and/or aircraft that will transport them to the theater of operations. Movement from origin to the POE is monitored by DCMS (DOL) who provide 24/7 watch standers on call for support and ITV. Movement from origin to the POE is executed by the Deploying Forces. Standing contracts for commercial transportation are now executed, and supplemental instructions are issued to those units controlling required movement support assets. During the actual movement, the DOL-4 supervises the activities of liaison groups at the various railheads, seaports, and airfields where embarkation takes place. ITV tools are used at all levels within the Deploying Forces and include RFID, Automated Information Technology (AIT), etc. They are designed to be used by units at every level to monitor the status of the movement; and interface with ITV systems used by CDRUSTRANSCOM's transportation component commands (TCCs).
- b. As the deployment progresses, sequential increments of the Deploying Forces marshal, move, and stage in order until movement to the POE is completed. The TPFDD continues to be validated at all levels in successive increments in the same manner as the first increment.

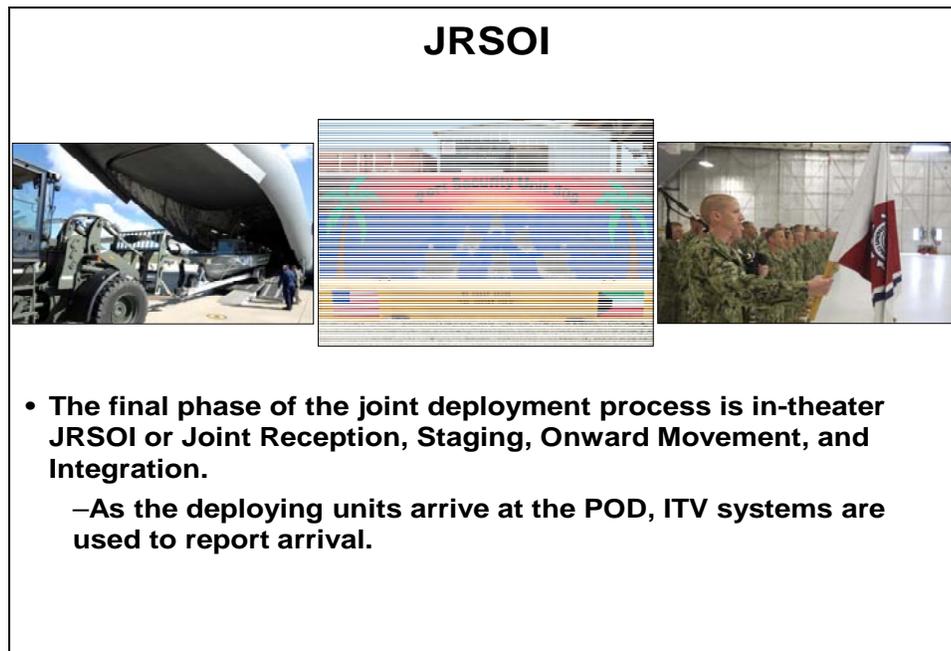
9. Manifest and Move to POD.



**Figure 2-10. Manifest and Move to POD**

- a. As the units arrive at the POE, the Deploying Forces finalize the manifests. As units actually board transportation, each ULN is recorded and the manifest data is uploaded into JOPES. Individual ship/aircraft loads are manifested into Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC) per the supported CDR's phasing concept. Self-deploying aircraft and lift assets depart for the operational theater as depicted in Figure 2-10, using a combination of intermediate bases and en route air refueling.
- b. Manifest information is also made available to CDRUSTRANSCOM to enable the most efficient use of transportation assets when changes are made. Movement visibility is assured through the timely and accurate input of data into the S&M sub-system of JOPES.

## 10. JRSOI.



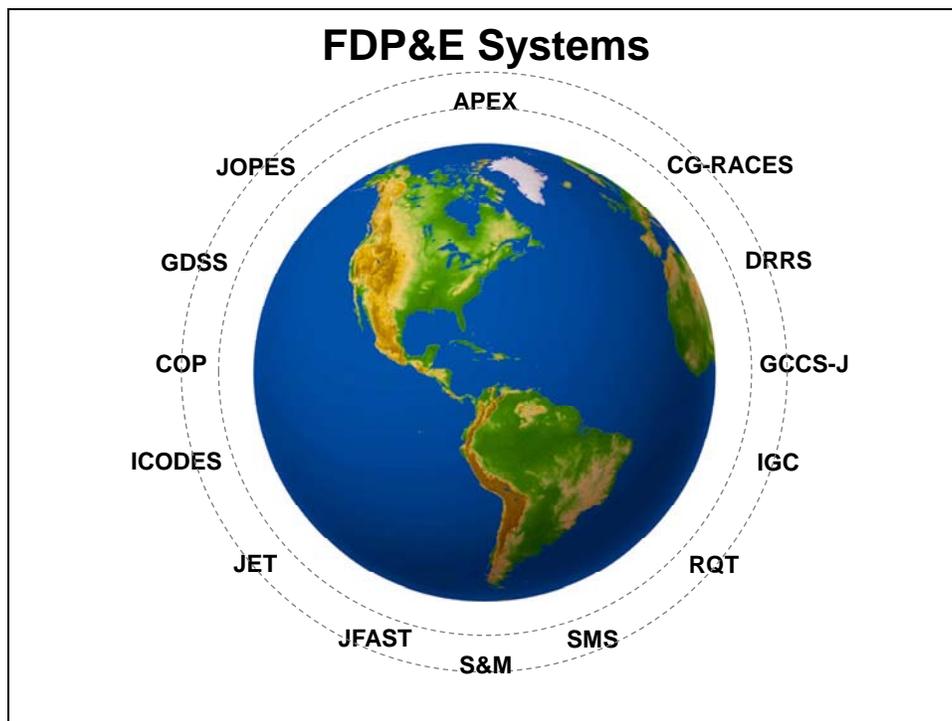
**Figure 2-11. JRSOI**

- a. The last FDP&E activity is in-theater JRSOI which begins with the Deployed Force arriving in the theater at aerial and seaport PODs (see Figure 2-11).
  - (1) Reception is the process of expeditiously offloading, marshalling, and transporting equipment, personnel, and materiel to complete the strategic deployment phase to a sea, air, or surface transportation POD. Reception operations at the POD include all those functions necessary to receive and clear unit personnel and equipment through the POD. As the deploying units arrive at the PODs, ITV systems are used to report arrival.
  - (2) Staging of arriving personnel, supplies, and equipment includes assembling and organizing units and forces in preparation for onward movement and employment. Equipment and cargo are received, accounted for, and distributed. Units prepare for onward movement by assembling, processing, and accounting for personnel; performing maintenance and operability checks on equipment; and checking load plans for movement from the staging area to the AA.
  - (3) Onward Movement to the final destination occurs after staging and is the process of moving units and accompanying materiel from reception facilities, marshalling areas, and staging areas to AAs or other operating areas. Movement can be accomplished by rail, road, air, or inland or coastal waterway.
    - (a) As in all JRSOI activities, onward movement of personnel, supplies, and equipment is prioritized according to the supported CDR's needs.

- (b) The Deployed Force CDR activates a Movement Control Mechanism (MCM) to coordinate in-theater transportation support to the AA as required and capture, record, and report costs.
  - (4) Integration is the synchronized transfer of mission-ready units into the supported CDR's force. It is normally accomplished concurrently with other force projection and JRSOI tasks and can occur anywhere along the JRSOI continuum. Prior to integration, the unit must be mission-capable and must be integrated into the command and control processes of its HHQs.
- b. The last FDP&E activity, JRSOI ends when the unit is integrated with its HHQs in the theater and the Deployed Force CDR reports that the unit is ready for operations.

### CHAPTER 3. FORCE DEPLOYMENT PLANNING AND EXECUTION (FDP&E) AUTOMATED INFORMATION SYSTEMS (AIS)

- A. Introduction. Automated information systems (AIS) provide the CCDR and USCG with increased situational awareness. AIS are used to exchange information among the CCDRs, national partners, the Service HQs, and Service and functional component commands. Planners and logisticians must work in concert to ensure that the resources available support the CDR's operational concepts and all planning and logistics factors have been taken into account in the development of the COAs. Planners conduct functional and detailed planning to prepare useful and timely plans. Logisticians must be able to measure and assess logistics support to planned operations.
- B. FDP&E Systems. Planners and logisticians both must be able to assist the CDR in supervising the execution of planned operations. The exchange, processing, and analysis of data and information are continuous throughout mission execution. The systems described below assist the planner and logistician in these actions (see Figure 3-1). These systems, together with knowledge, experience, and skills, allow the CDR to rapidly and effectively plan, decide, execute, and assess operations.



**Figure 3-1. FDP&E Systems**

1. **GCCS-J**. The GCCS-J provides a single joint command and control system for the CJCS. It helps CCDRs and JFCs maintain their battlefield awareness through a fused, integrated, near real-time picture of the battle space. The GCCS-J provides information processing support in the areas of planning, mobility, and sustainment to CCDRs, the Services, and Defense agencies. It also provides worldwide user-to-user information exchange for command and control, communications, intelligence, functional and administrative management, including logistics,

transportation, personnel, and medical support. GCCS-J incorporates procedures, reporting structures, AIS, and communications connectivity to provide the information necessary to effectively plan, deploy, sustain, employ, and redeploy forces.

- a. WebPlanner. WebPlanner is the environment supporting and providing access to integrated sets of planning and execution components that support the joint military planning process.
  - b. Force Deployment Management Tool. The force deployment management tool provides the capability to query and retrieve force information from a DRRS database and assign selected forces to specified and implied tasks to support a COA.
  - c. Defense Collaborative Tool Suite. The Defense Collaborative Tool Suite provides audio conferencing, video teleconferencing, shared spaces, white boards, shared applications, and chat, which can significantly enhance the planning process.
  - d. Newsgroups.
    - (1) The supported command establishes an operation newsgroup on the SIPRNET, in accordance with required joint procedures and the command's information management plan, and coordinates with appropriate members of the JPEC to establish permissions as appropriate. The supported command ensures that the newsgroup is announced in the standard JOPES paragraph to all JOPES orders (planning, deploy, execute, etc.). When established, the newsgroup is the primary means of coordinating deployment or redeployment planning and execution. In crisis situations involving more than one supported command, the CJCS may establish a single newsgroup to coordinate TPFDD (or multiple TPFDD) development and deployment execution actions. During CAP, the JPEC members will enter the newsgroup(s) and monitor TPFDD development and deployment execution information.
    - (2) Newsgroups provide the ability for one user to broadcast information which many users can receive in near real-time. The user connects to a news server, which is a host maintaining copies of messages which have been posted to one or more newsgroups. The user can review all groups on that server or just a subset.
    - (3) The subscription list for a newsgroup is user defined; thereby permitting limited access to messages posted within any newsgroup. Users can read, print, reply to listed messages, or post new messages. New messages are posted to a central server for each newsgroup and are, in turn, distributed to all servers, which receive that particular newsgroup. Once posted at the distant server, users can view and print the new message.
2. APEX. As briefly addressed in Chapter 1, APEX is a department-level system of joint policies, procedures, and reporting structures in which joint operation planning occurs.
- a. JOPES. As briefly discussed in Chapter 1, JOPES is an APEX technology used by JPEC for planning and execution.
    - (1) DISA-provided/managed Strategic Server Enclaves: JOPES users may access virtual databases at one of the following four sites:
      - (a) JOPESNCR (Pentagon, Washington, DC)
      - (b) JOPESSTL (Scott Air Force Base, Illinois)

- (c) JOPESEUR (Patch Barracks, Stuttgart-Vaihingen, Germany)
  - (d) JOPESPAC (Fort Shafter, Hawaii)
- (2) Dependent Sites: Each Strategic Server enclave is comprised of dependent sites including the following joint and naval commands:
- (a) JOPESNCR-National Military Command Center; Chief of Naval Operations; HQs, US Marine Corps; US Fleet Forces Command; and US Marine Corps Forces Command, etc.
  - (b) JOPESSTL-USTRANSCOM, US Central Command, US Northern Command, Military Sealift Command, etc.
  - (c) JOPESEUR-US European Command, US Naval Forces Europe, US Marine Corps Forces Europe, etc.
  - (d) JOPESPAC-CDR US Pacific Command, US Pacific Fleet, US Marine Corps Forces Pacific, etc.
  - (e) CGHQs may access a JOPES database, by logging onto the JOPESNCR server but they may also point to any of the other three JOPES servers to gain access
- (3) If the nearest regional JOPES Strategic Server is slow or unavailable, users can quickly and easily connect to another JOPES Strategic Server as described above.
- b. JOPES Applications.
- (1) JOPES Editing Tool (JET). The JET provides a capability to create, add, modify, delete, and generate output on deployment-related information contained in a TPFDD. This TPFDD edit capability is a critical tool for both deliberate planning and CAP. JET is a joint system that provides the data manipulation capabilities made available at the unit level. It does not provide the ability to tailor an output report, view non-TPFDD DTS movements, or review more than the rudimentary details or more than one requirement at a time. JET can perform TPFDD editing on multiple ULNs based on information retrieved.
  - (2) Rapid Query Tool (RQT). The RQT is intended to perform all the critical functions of legacy JOPES ad hoc query, but at a much higher speed. It provides a fast, flexible, and complete solution to a user's OPLAN query needs. The RQT creates a "snapshot" of OPLAN data through rapid retrieval using parallel processing. This snapshot is saved on the client workstation and is used when generating reports. This approach allows rapid report tailoring and greatly reduces the number of times the GCCS-J Oracle database is accessed. The RQT provides the user with a comprehensive JOPES data retrieval, analysis, and output tool. The primary goal of RQT is to provide the JOPES user community with a total OPLAN data analysis tool possessing the absolute maximum performance. RQT cannot track any non-TPFDD movements in the DTS.
  - (3) Scheduling and Movement (S&M).
    - (a) S&M is the JOPES application that handles command and control information on deployment activity and status. It functions as a vehicle for reporting and tracking movement of TPFDD requirements. S&M allows the user to review, update,

schedule, and create manifests of carrier and organic movement data before and during deployment. It provides the capability to review and analyze an extensive variety of sources, requirements, scheduling, and movement data.

- (b) S&M specifically provides planning allocations, manifested passenger and cargo information, and carrier schedules. Multiple reports concerning transportation analysis are also available. The major functions within S&M include:
  - [1] Maintaining both allocation (planned) and manifested (actual) movement data.
  - [2] Permitting “shuttles” through the same geographic location.
  - [3] Scheduling carrier support for more than one OPLAN.
- (4) Web JOPES Information Trace (JSIT). Web JSIT provides a quick means to find details, dual tasking, and S&M data on specific TPFDD requirements. Information must be in the TPFDD and moving through the DTS and output reports cannot be tailored. A user will need to be familiar with the TPFDD and ULN or force module identification number requirements which can only be viewed one record at a time.
- 3. Common Operational Picture (COP). The COP provides a graphical display of friendly, hostile, and neutral units, assets, overlays, and/or tracks pertinent to operations, and is a key tool for CDRs in planning and conducting joint operations. The GCCS-J COP may include relevant information from the tactical to the strategic level of command. COP provides CDRs an understanding of the disposition of friendly and enemy forces. It is a tool to help predict force movement in combat. The purpose of COP is to provide common data and associated information to the appropriate levels of command. This includes every level, up to and including the National Security Council (NSC). The CCDR has control of the data and information overlays within the CCDR AOR. A CCMD uses the common tactical picture (CTP) as a baseline to build a COP. Information is gathered into the common tactical data set and is fed into the CTP along with filters (e.g., airlift missions) and overlays (a map, diagrams, etc.) resulting in a COP.
- 4. Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC). IGC is designed to provide the DOD with an integrated set of networked, end-to-end visibility, deployment, and distribution capabilities. The end goal of IGC is to effectively support the JFC's ability to make decisions based on actionable logistics information. IGC creates a single source for HQ DLA and USTRANSCOM to access common, authoritative data, business standards, and information. As the USTRANSCOM ITV System of Record, IGC is synchronized with several other USTRANSCOM Distribution Process Owner (DPO) initiatives, such as Agile Transportation for the 21st Century (AT21). IGC leverages existing systems and commercial off-the-shelf technology to eliminate redundancy, to streamline access to data, and optimize resources. This results in faster application development to support informed and agile decision-making. IGC's data warehouse means that instead of a user accessing five (or more) different systems to integrate information, there is now a single source-IGC.
- 5. Single Mobility System (SMS). SMS is a web-based application, both SIPRNET and Non-Secure Internet Protocol Router Network (NIPRNET) which provides visibility of common user air, sea, and land transportation assets and provides aggregated reporting of cargo and passenger

movements. SMS collects plane, ship, and truck movement data from other computer systems such as GTN, CAMPS, and Global Decision Support System 2 (GDSS2). SMS provides requirements planners and unit scheduler's visibility of planned and scheduled air missions, Military Sealift Command (MSC) ship schedules, commercial liner service, seaport reference data, and movement of US security-risk category (SRC) cargo. There are three phases in SMS: Air Mobility, Sea Mobility, and Land Mobility.

- a. Air Mobility. The Air Mobility phase of SMS is a web-based tool that provides visibility of scheduled air mobility missions and requirements early in the planning process. All command levels of all DOD units, wings, and HQ can use SMS as a tool to display missions.
  - b. Sea Mobility. The Sea Mobility phase provides visibility over sealift requirements through Surface Deployment and Distribution Command's (SDDC) Integrated Booking System and Worldwide Port System, and MSC's Integrated Command, Control, and Communications reporting system. SMS also offers a sealift assets database, a voyage finder, port locator, and a shipping cost calculator.
  - c. Land Mobility. The Land Mobility phase provides visibility over hazardous materials. The arms, ammunition, and explosives (AA&E) movement link in SMS allows access to the database that tracks and records positions for movement of SRC cargo in the US, inclusive of AA&E.
6. Joint Flow and Analysis System for Transportation (JFAST). JFAST is an analytical tool for making detailed estimates of resources required to transport military forces (including cargo, personnel, and sustainment). JFAST is used by the CCMDs as a planning and forecasting tool for deployment planning. The system determines the transportation feasibility of the TPFDD (from origin through arrival at the POD) and generates summary data via charts, tables, maps, and other visual aids. JFAST determines closure dates, congestion points, lift utilization, and shortfalls. JFAST products include delivery profiles and lateness analysis, required lift by day versus lift available, and port workload by level of activity based on capacity. JFAST has five major capabilities: TPFDD analysis, air/land/sea movement simulation and analysis, sustainment calculation, TPFDD construction from scratch, and several useful utilities. The JFAST model contains separate air, land, and sea schedulers and operates in either a stand-alone or networked environment.
- a. TPFDD Analysis. TPFDD Analysis is used to review a TPFDD to determine which records qualified for analysis, analyze records that did not qualify, and identify requirements that missed the LAD.
  - b. Notional Requirements Generator. The Notional Requirements Generator provides the capability to create notional movement requirements when no plan currently exists. Force selection and CONOPs can be recorded along with expected levels of activity, climate, and days of supply. This capability allows a planner to execute ad hoc queries and perform "what if" analysis.
  - c. Transportation Analysis. The transportation analysis function includes model setup, execution, and output analysis for land, air, and sea modes of military transportation.
7. DRRS. The DRRS is a network of applications geared toward understanding the capabilities of military forces and the risks associated with them. The information in the DRRS contains

assessments of each organization's ability to conduct assigned tasks either in the context of their core mission or assigned operations. This information is supplemented by detailed resource and training information that is pulled from authoritative data sources. The network also contains applications that allow users to build ad hoc forces (by searching for a specific type of unit or task); develop scenarios; and conduct sustainment and transportation simulations as well as quantify operational risk.

8. DRRS-Navy (DRRS-N). DRRS-N is the Navy's capabilities-based readiness reporting system fully aligned and interoperable with the DOD DRRS. The USCG is aligned with DRRS-N and uses it for visibility on near real-time readiness data of reporting units and aggregated groups through the DRRS-N web-enabled system. The USCG's process for integrating with DRRS is through the Coast Guard Resource And Capabilities Evaluation System (CG-RACES).

C. USCG FDP&E Systems.

1. Effective deployment of USCG forces requires detailed knowledge and application of appropriate AIS to plan, execute, and employ forces in a joint environment. AIS provide USCG forces with a powerful array of planning and execution tools. However, full utility of these automated tools cannot be realized without uniform standards and procedures for their use. Accordingly, this section identifies functions associated with operational planning and force deployment, prescribes standard tools to be used for each function, and delineates appropriate staff agencies that will use the tools to perform functions.
2. The USCG has traditionally excelled in deploying afloat forces quickly and smoothly. However, current emphasis on regional conflict and crisis response dictates that we master all facets of contingency and CAP using joint systems such as JOPES. To this end, personnel must be familiar with a range of systems which, when used in coordination with one another, greatly enhance our ability to plan for and deploy USCG forces in a joint environment. Recent history has demonstrated the absolute need for standardization, data accuracy and consistent use of procedures and associated tools.
3. USCG planners require systems capable of providing all functionality of JOPES in garrison and while deployed. This includes building movement requirements, estimating airlift and sealift, sourcing sustainment through the AIS and generating TPFDD. USCG forces also require a means of uploading and downloading a TPFDD to/from JOPES.
  - a. LANTAREA and PACAREA units are required to maintain a UAL containing all equipment, supplies, and organizational personnel.
  - b. Information in this database is used to develop and identify configuration for specific task organizations, with equipment, supplies, and personnel down to vehicle/package level. These databases form the basis for movement requirements.
4. Integrated Computerized Deployment System (ICODES). ICODES is a decision support system for developing vessel stowage plans. It assists in developing stowage plans by matching vessel characteristics against cargo being offered for shipment. ICODES develops stowage plans for up to four specific ships concurrently and checks for access and hazard violations. ICODES can automatically attempt to maintain unit integrity in stowage plans it develops. Once stowage plans are completed, ICODES automatically generates ship manifests and templates cargo items

onto ship drawings. ICODES can produce customized reports which detail both the process of constructing stowage plans and results of the process and builds a database that provides details on the availability of external ship ramps and the facilities for ports around the world.

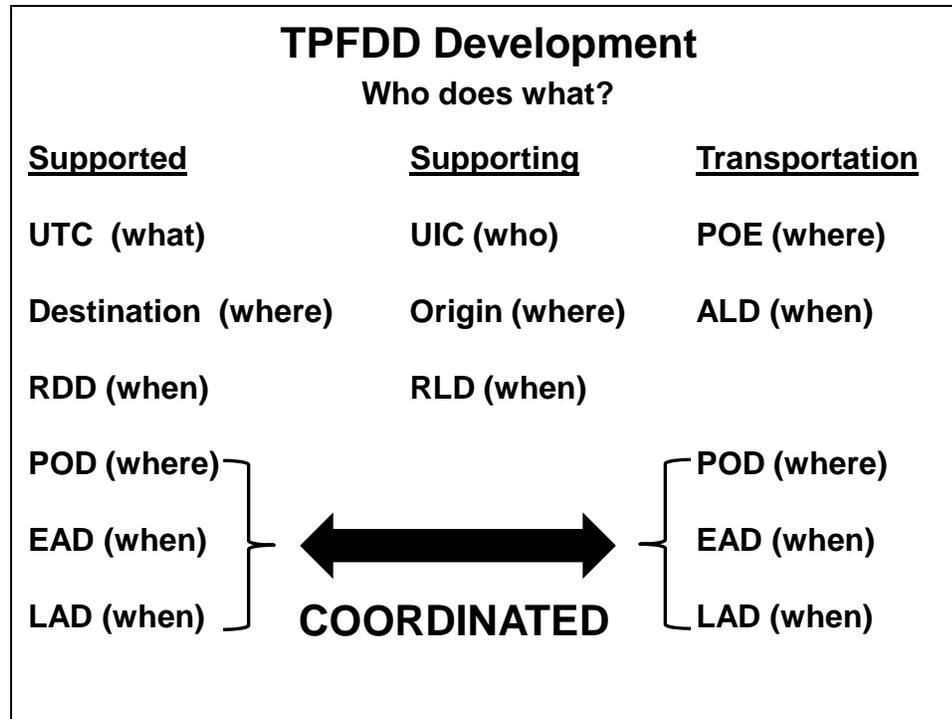
- D. Type Unit Characteristics File (TUCHA), Unit Type Code (UTC), and Unit Allowance List (UAL) Management. TUCHA is a reference file containing UTCs. It provides standard planning data necessary for deliberate planning and CAP, including the movement characteristics for personnel, cargo, and accompanying supplies associated with USCG active and reserve forces. It is maintained by the CJCS, J-3 Operations Directorate, with assistance from the Defense Information Systems Agency (DISA). The UTC is a five-character alphanumeric code that uniquely identifies each type of unit of the U.S. Armed Forces. The UTC contains level IV data detail consisting of the unit name, applicable reference documents, authorized equipment, authorized personnel, and cargo category codes. UALs identify tools, parts, equipment, and consumables units are authorized and expected to require during a long-term deployment. The activities necessary to establish, process, coordinate, generate, and approve UALs requires significant collaborative involvement between key USCG organizational activities. This is especially true given the mandate to ensure the UAL is linked to validated UTCs and TUCHA that are structured and compliant with DOD approved standards. The roles and responsibilities outlined herein define the process for effective development and management of USCG authoritative force deployment data structures.
1. CG-44. The primary responsibility of Commandant (CG-44) relative to TUCHA is to the performance of the UTC management function. Commandant (CG-44's) specific responsibilities as UTC manager are outlined in the Letter of Promulgation of this Manual.
  2. DOL. Using a family of systems to integrate authoritative characteristics data structures necessary to interface with Joint Deployment & Distribution Enterprise systems, DOL-42 will produce compliant TUCHA data structures based on approved UTC and UAL allowances. The DOL-4's specific responsibilities regarding UTCs are outlined in the Letter of Promulgation of this Manual.
  3. Area CDRs. Area CDRs are ultimately responsible for performing FDP&E activities using the designated joint deployment planning and execution systems. A primary role of the LANTAREA and PACAREA CDRs is to effectively support the USCG's responsibility to organize, maintain, train, and equip USCG forces in support of DHS and DOD. Area CDR's involvement is critical to ensuring force deployment and readiness capabilities align with USCG and CCDR's strategic concept guidance and requirements. Based on continual reviews and direction received through the Defense Planning Guidance (DPG) and JSCP, the USCG should prioritize evolving strategic concepts that impact FDP&E initiatives. This guidance drives the USCG force deployment capabilities development and maintenance requirements. The specific responsibilities of Area CDRs are to:
    - a. Provide guidance for the creation and deletion of UTCs and associated cargo detail.
    - b. Review and consolidate USCG-validated UTCs and TUCHA UAL requirements based on DPG as well as pertinent DOD, CJCS, and USCG policies regarding planning and execution and supported by appropriate requirements documentation (i.e., Mission Statement, Required Operational Capabilities (ROC)/Projected Operational Environment, etc.).
    - c. Endorse allowance package submissions of approved UTC and TUCHA UAL updates for the UTC and TUCHA Management System Commands to execute the approved allowance

structures and initiate formal submission to the CJCS J3/CSOD through DISA in the required TUCHA structure format. Propose new UTCs as required, using appropriate format and procedures for proposing UTC/TUCHA UAL updates.

- d. Identify UTCs required to effectively support USCG forces tasked to execute OPLANS and CONOPS IAW CJCSM 3150.24.
- e. Ensure UTC requirements are incorporated and continually updated into appropriate OPLANS.
- f. Register UIC updates within the DRRS for active and reserve forces assigned to report, and validate appropriate UTC alignment.
- g. Propose new UTCs, as required.
- h. Participate in annual UTC validation review with Commandant (CG-44) and DOL-4.
- i. Produce and staff the appropriate requirement documents as listed below as supporting documentation that validates the new or adjusted mission capabilities.
  - (1) Mission Statement;
  - (2) ROC;
  - (3) POE;
  - (4) Manning Document;
  - (5) Organizational Chart;
  - (6) Proposed UTC Alignment;
  - (7) Statement of Requirements; and
  - (8) USCG Mission Essential Task List (CGMETL).
- j. In coordination with DCMS, DOL, and FORCECOM support development and implementation of pre-mobilization training and training equipment requirements.
- k. Area resource sponsors are the principal agents responsible for combining resources that sustain operating force deployment capability structures and for providing funding, consistent with overall program priorities, to satisfy validated UTC and TUCHA UAL requirements.
- l. Review and approve/disapprove validated proposals to develop new allowance structures following appropriate format and procedures for proposing UTC/TUCHA UAL updates.

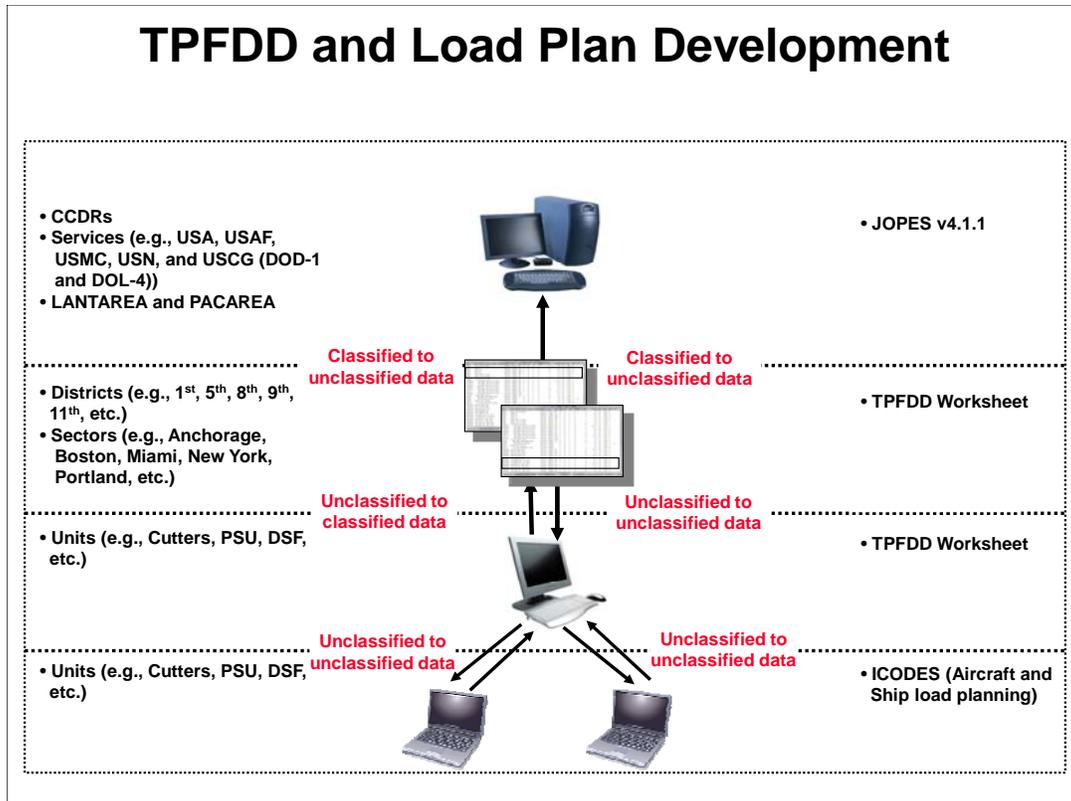
E. TPFDD Development.

1. The supported command is responsible for coordinating all air, land and sea movement from the POE to the destination within its theater of operations; however, planners at different commands enter TPFDD elements for individual force or movement requirements. As depicted in Figures 3-2 and 3-3 of this Chapter, a complete TPFDD record is not created by a single planner or planning staff.



**Figure 3-2. TPFDD Development**

- Figures 3-2 and 3-3 also depict a notional TPFDD flow between supported, supporting and transportation commands and from higher commands to the unit MOs. As envisioned, LANTAREA and PACAREA direct their major subordinate commands to source personnel and equipment requirements from their on-hand assets and identify them in the TPFDD worksheet. Once the subordinate command has completed its sourcing, that information is provided back to the District, AREA and DOL to ensure the newly sourced requirement contained in the TPFDD worksheet is accurately reflected in JOPES. As tasks are performed during the 10 FDP&E activities, appropriate information flows to cognizant authorities and action commands enabling the movement of cargo and personnel through DTS.



**Figure 3-3. TPFDD and Load Plan Development**

- a. **Supported Planner.** After the supported CDR has received his planning task, either through the deliberate planning process or CAP, the planning staff creates a TPFDD file. The file is then populated with the forces required, to support the operation. The forces required for any plan are prioritized and phased to ensure that all requirements are deployed in a mutually supporting concept. The forces required are initially defined through input of the UTC (what), destination (where), and RDD (when). Plan requirements can be further defined with additional data elements, to include the providing organization code and service code identifying the supporting command/agencies required to provide forces. The forces available to the supported CDR for planning are documented in the JSCP. The supported planner also inputs the desired POD and EAD/LAD window. After the required plan requirements are reviewed and approved, the TPFDD is distributed (networked) to the supporting commands.
- b. **Supporting (HHQ and Unit) Planner.** After receiving the TPFDD requirements, the supporting planner “sources” the requirements by entering the UIC (who), the origin (where), and the ready-to-load date (RLD) (when). The supporting planner also notifies the tasked units to initiate unit-level planning.
  - (1) Upon receiving notification from HHQs, the unit planners begin planning. Unit-level planning includes such things as equipment tailoring, load planning, and personnel selection.



planners coordinate the adjustment of the EAD/LAD window and the POD locations with the supported command. The availability of lift assets (carriers) and the throughput capability of the ports and airports often dictate re-prioritization and adjustment to the TPFDD. USTRANSCOM, with its three component commands and the supported command, are the transportation planning commands.

- (a) Air Mobility Command (AMC). AMC, an Air Force command, is responsible for all strategic air transportation. AMC uses the AMC Deployment Analysis System (ADANS) to: create carrier itineraries, allocate the carriers to movement requirements, and update the TPFDD with the resultant scheduling. Organic strategic air movement and in-flight refueling is coordinated through AMC.
- (b) MSC. MSC is responsible for strategic sea movement. It creates the ship itineraries and allocates shipping to the movement requirements. As in the air movement scheduling, the scheduling for sea movement is added to the plan TPFDD.
- (c) SDDC. SDDC is responsible for scheduling movement within CONUS, primarily movement from origin to POE, and management of military seaports both CONUS and OCONUS.

**APPENDIX A - LIST OF ACRONYMS AND ABBREVIATIONS**

AA	Assembly Area
ALERTORD	Alert Order
AALPS	Automated Air Load Planning System
ALD	Available-to-Load Date
AMC	Air Mobility Command
AO	Area of Operations
AOR	Area of Responsibility
APEX	Adaptive Planning and Execution
APOD	Aerial Port of Debarkation
APOE	Aerial Port of Embarkation
CAP	Crisis Action Planning
CDR	Commander
CCDR	Combatant Commander
CCMD	Combatant Command
CG-RACES	Coast Guard Resource And Capabilities Evaluation System
CRD	Commander's Required Delivery Date
C-day	Unnamed Day on which a deployment operation begins
CGMETL	Coast Guard Mission Essential Task List
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
COA	Course of Action
COCOM	Combatant Command (Command Authority)
CONOPS	Concept of Operations
CONUS	Continental United States
COP	Common Operational Picture
D-day	Unnamed day on which operations commence or are scheduled to commence
DEPLM	Deployment
DEPORD	Deployment Order
DHS	Department of Homeland Security
DOD	Department of Defense
DOL	Director of Operational Logistics
DOS	Department of State
DRRS-N	Defense Readiness Reporting System - Navy
EAD	Earliest Arrival Date
EXORD	Execute Order
FDP&E	Force Deployment Planning and Execution
FM	Force Module
FORCECOM	Force Readiness Command
FRN	Force Requirement Number

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FTN	Force Tracking Number
FY	Fiscal Year
GCC	Geographic Combatant Commander
GCCS-J	Global Command and Control System-Joint
GDSS	Global Decision Support System
GFM	Global Force Management
GFMB	Global Force Management Board
GFMIG	Global Force Management Implementation Guidance
HHQs	Higher Headquarters
ICAO	International Civil Aviation Organization
ICODES	Integrated Computerized Deployment System
ICS	Incident Command System
IGC	Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC)
J-3	Operations Directorate of a Joint Staff
JCS	Joint Chiefs of Staff
JET	JOPEs Editing Tool
JFC	Joint Force Commander
JFAST	Joint Flow and Analysis System for Transportation
JOA	Joint Operations Area
JOPEs	Joint Operation Planning and Execution System
JOPP	Joint Operation Planning Process
JP	Joint Publication
JPEC	Joint Planning and Execution Community
JRSOI	Joint Reception, Staging, Onward movement, and Integration
JS	Joint Staff
JSCP	Joint Strategic Capabilities Plan
JSIT	Web JOPEs Information Trace
JTF	Joint Task Force
LAD	Latest Arrival Date
LANTAREA	Atlantic Area
LEDET	Law Enforcement Detachment
LOI	Letter of Instruction
MHE	Material Handling Equipment
MSC	Military Sealift Command
MSN	Mission
MSRT	Maritime Security Response Team
MSST	Maritime Safety and Security Team
MT	Motor Transportation

NGO	Non-Governmental Organization
NIPRNET	Nonsecure Internet Protocol Router Network
NSC	National Security Council
NSF	National Strike Force
OPCON	Operational Control
OPLAN	Operation Plan
OPORD	Operation Order
PACAREA	Pacific Area
PID	Plan Identification Number
PLANORD	Planning Order
POD	Port of Debarkation
POE	Port of Embarkation
PSU	Port Security Unit
RDD	Required Delivery Date
RFF	Request For Forces
RQMTS	Requirements
RQT	Rapid Query Tool
SDDC	Surface Deployment Distribution Command
SecDef	Secretary of Defense
SME	Subject Matter Expert
SMO	Strategic Mobility Office or Strategic Mobility Officer
SMS	Single Mobility System
SOPP	Standard Operational Planning Process
S&M	Scheduling and Movement
SPOD	Sea Port of Debarkation
SPOE	Sea Port of Embarkation
TCC	Transportation Component Commands
TPFDD	Time-Phased Force and Deployment Data
TPFDL	Time-Phased Force and Deployment List
TUCHA	Type Unit Characteristics
UCP	Unified Command Plan
UIC	Unit Identification Code
ULN	Unit Line Number
USCG	United States Coast Guard
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UTC	Unit Type Code
WARNORD	Warning Order
WG	Working Group



## APPENDIX B - GLOSSARY AND TERMS

**Acceptability.** The joint operation plan review criterion for assessing whether the contemplated course of action is proportional, worth the cost, consistent with the law of war, and is militarily and politically supportable. (JP 1-02)

**Adaptive Planning and Execution (APEX) system.** A Department of Defense system of joint policies, processes, procedures, and reporting structures, supported by communications and information technology, that is used by the joint planning and execution community to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations. (JP 1-02)

**Alert order (ALERTORD).** 1. A crisis action planning directive from the Secretary of Defense, issued by the Chairman of the Joint Chiefs of Staff, that provides essential guidance for planning and directs the initiation of execution planning for the selected course of action authorized by the Secretary of Defense. 2. A planning directive that provides essential planning guidance, directs the initiation of execution planning after the directing authority approves a military course of action, but does not authorize execution. (JP 1-02)

**Allocation.** A force assigned to a combatant command; may be transferred from the command to which it is assigned only by authority of the SecDef and under procedures prescribed by the SecDef and approved by the President. Under this authority, the SecDef allocates forces between combatant commands or between a military department and a combatant command. (USCG forces are allocated via request-for-forces (RFF) based on CCG decision.)

**Apportionment.** Apportionment is the distribution of forces and capabilities as a starting point for planning. The CJCS shall be responsible for preparing strategic plans, including plans which conform to resource levels projected by the SecDef to be available for the period of time for which the plans are to be effective. (USCG Forces are apportioned in the GFMIG for DOD planning, based on CCG decision.)

**Area of operations (AO).** An operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces. (JP 1-02)

**Area of responsibility (AOR).** The geographical area associated with a combatant command within which a geographic combatant commander has authority to plan and conduct operations. (JP 1-02)

**Assembly area (AA).** An area that is generally out of the reach of light artillery and the location where units make final preparations (pre-combat checks and inspections) and rest, prior to moving to the line of departure.

**Assignment.** The President, through the Unified Command Plan (UCP), instructs the Secretary to document his direction for assigning forces in the "Forces For." Secretaries of the Military Departments shall ASSIGN forces under their jurisdiction to unified and specified combatant commands, and to U.S. element NORAD. (The USCG does not permanently assign forces to DOD.)

**Available-to-Load Date (ALD).** A date specified for each unit in a time-phased force and deployment data indicating when that unit will be ready to load at the port of embarkation. (JP 1-02)

**C-Day.** The unnamed day on which a deployment operation commences or is to commence. (JJP 1-02)

**Coast Guard Resource And Capabilities Evaluation System (CG-RACES).** A systematic readiness reporting process based on mission essential tasks and resource-informed analysis leading to reliable, timely and accurate capabilities based readiness reporting of all 11 statutory missions of the USCG. CG-RACES serves as the input tool for integration with the Defense Readiness Reporting System (DRRS).

**Commander's Estimate.** A developed course of action designed to provide the Secretary of Defense with military options to meet a potential contingency. (JP 1-02)

**Commander's Required Delivery Date (CRD).** The original date relative to C-day, specified by the combatant commander for arrival of forces or cargo at the destination; shown in the time-phased force and deployment data to assess the impact of later arrival. (JP 1-02)

**Common Operational Picture (COP).** A single identical display of relevant information shared by more than one command that facilitates collaborative planning and assists all echelons to achieve situational awareness. (JP 1-02)

**Concept of Operations (CONOPS).** A verbal or graphic statement that clearly and concisely expresses what the joint force commander intends to accomplish and how it will be done using available resources. (JP 1-02)

**Constraint.** In the context of joint operation planning, a requirement placed on the command by a higher command that dictates an action, thus restricting freedom of action. (JP 1-02)

**Contingency.** A situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority to protect US interests. (JP 1-02)

**Course of Action (COA).** 1. Any sequence of activities that an individual or unit may follow. 2. A scheme developed to accomplish a mission. 3. A product of the course-of-action development step of the joint operation planning process. (JP 1-02)

**Crisis Action Planning (CAP).** The Adaptive Planning and Execution system process involving the time-sensitive development of joint operation plans and operation orders for the deployment, employment, and sustainment of assigned and allocated forces and resources in response to an imminent crisis. (JP 1-02)

**Decision.** In an estimate of the situation, a clear and concise statement of the line of action intended to be followed by the commander as the one most favorable to the successful accomplishment of the assigned mission. (JP 1-02)

**Deliberate Planning.** 1. The Adaptive Planning and Execution system process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. 2. A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. (JP 1-02)

**Deployment Order (DEPORD).** A planning directive from the Secretary of Defense, issued by the Chairman of the Joint Chiefs of Staff, that authorizes and directs the transfer of forces between combatant commands by reassignment or attachment. (JP 1-02)

**Deployment Planning.** Operational planning directed toward the movement of forces and sustainment resources from their original locations to a specific operational area for conducting the joint operations contemplated in a given plan. (JP 1-02)

**Destination.** The terminal geographic location in the routing scheme for forces/capabilities. (Resupply and replacement personnel are routed to Port of Support.) The destination/tactical assembly area identifies the station or location in the objective area at which the unit will be employed. Destination may be the same as its POD. (CJCSM 3122.02D)

**Earliest Arrival Date (EAD).** A day, relative to C-day, that is specified as the earliest date when a unit, a resupply shipment, or replacement personnel can be accepted at a port of debarkation during a deployment. (JP 1-02)

**Employment.** The strategic, operational, or tactical use of forces. (JP 1-02)

**Essential task.** A specified or implied task that an organization must perform to accomplish the mission that is typically included in the mission statement. (JP 1-02)

**Estimate.** 1. An analysis of a foreign situation, development, or trend that identifies its major elements, interprets the significance, and appraises the future possibilities and the prospective results of the various actions that might be taken. 2. An appraisal of the capabilities, vulnerabilities, and potential courses of action of a foreign nation or combination of nations in consequence of a specific national plan, policy, decision, or contemplated course of action. 3. An analysis of an actual or contemplated clandestine operation in relation to the situation in which it is or would be conducted in order to identify and appraise such factors as available as well as needed assets and potential obstacles, accomplishments, and consequences. (JP 1-02)

**Execute Order (EXORD).** 1. An order issued by the Chairman of the Joint Chiefs of Staff, at the direction of the Secretary of Defense, to implement a decision by the President to initiate military operations. 2. An order to initiate military operations as directed. (JP 1-02)

**Execution Planning (EP).** The Adaptive Planning and Execution System translation of an approved course of action into an executable plan of action through the preparation of a complete operation plan or operation order. (JP 1-02)

**Feasibility.** The joint operation plan review criterion for assessing whether the assigned mission can be accomplished using available resources within the time contemplated by the plan. (JP 1-02)

**Force Deployment Planning and Execution (FDP&E).** FDP&E is the USCG collective process that enables the deployment and redeployment of forces in support of Combatant Commander (CCDR) or Service requirements. (CGTTP 4-01.1)

**Force Module (FM).** 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. (JP 1-02)

**Force Requirement Number (FRN).** An alphanumeric code that used to uniquely identify force entries in a given operation plan time-phased force and deployment data. A FRN uniquely identifies a force requirement and provides unique force identification within each OPLAN. A FRN consists of 3-5 alphabetic or numeric characters with special rules for various character positions. The first three characters are the basic FRN. (CJCSM 3122.02D)

**Force Sourcing.** The identification of the actual units, their origins, ports of embarkation, and movement characteristics to satisfy the time-phased force requirements of a supported commander. (JP 1-02)

**Force Tracking Number (FTN).** An 11-character alphanumeric reference number assigned by a supported CCDR that represents a single force or capability requirement. The FTN is used to uniquely identify, organize and manage force or capability requirements requested in the GFM force allocation process and to support execution of joint force provider responsibilities. Associating the FTN with a force capability requirement in record message traffic (including newsgroups); JOPES applications; and deployment, force tracking, scheduling, and mobilization systems creates another means to link all information and data for the same FTN in multiple databases. (CJCSM 3122.02D)

**Global Command and Control System-Joint (GCCS-J).** A deployable command and control system supporting forces for joint and multinational operations across the range of military operations with compatible, interoperable, and integrated communications systems. (JP 1-02)

**Global Decision Support System (GDSS).** Command and control system for Air Mobility Command's mobility airlift and air refueling assets. Provides aircraft schedules, arrival and/or departure, and aircraft status data to support in-transit visibility of aircraft and aircrews. (JP 1-02)

**Higher Headquarters (HHQs).** Abbreviation used in this Manual for Atlantic and Pacific Area, District, and Sector Headquarters.

**Implied Task.** In the context of joint operation planning, a task derived during mission analysis that an organization must perform or prepare to perform to accomplish a specified task or the mission, but which is not stated in the higher headquarters order. (JP 1-02)

**Incident Command System (ICS).** A standardized on-scene emergency management construct designed to aid in the management of resources during incidents. Consists of facilities, equipment, personnel, procedures, and communications established for this purpose. (JP 1-02)

**Integrated Computerized Deployment System (ICODES).** A decision support system for developing ship stow plans. It assists in developing stow plans by matching vessel characteristics against cargo being offered for shipment. ICODES develops stow plans for up to four specific ships concurrently and checks for access and hazard violations. ICODES can automatically attempt to maintain unit integrity in stow plans it develops. Once stow plans are completed, ICODES automatically generates ship manifests and templates cargo items onto ship drawings. ICODES can produce customized reports which detail both the process of constructing stow plans and results of the process, and builds a database that provides details on the availability of external ship ramps and the facilities for ports around the world. (JP 3-35)

**Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC).** The IGC program is a partnership between USTRANSCOM and the Defense Logistics Agency (DLA). USTRANSCOM's Global Transportation Network (GTN) and DLA's Enterprise Business System have "converged" to provide DOD with an integrated set of networked, end-to-end visibility, deployment, and distribution capabilities. The end goal of IGC is to effectively support the Joint Force Commander's ability to make decisions based on actionable logistics information.

**International Civil Aviation Organization (ICAO) airport code or location indicator.** A four-character alphanumeric code designating each airport around the world.

**Joint Flow and Analysis System for Transportation (JFAST).** JFAST is an analytical tool for making detailed estimates of resources required to transport military forces (including cargo, personnel, and sustainment). JFAST is used by the combatant commands as a planning and forecasting tool for deployment planning. The system determines the transportation feasibility of the TPFDD (from origin through arrival at the POD) and generates summary data via charts, tables, maps, and other visual aids. JFAST determines closure dates, congestion points, lift utilization, and shortfalls. JFAST products include delivery profiles and lateness analysis, required lift by day versus lift available, and port workload by level of activity based on capacity. (JP 3-35)

**Joint Operation Planning.** Planning activities associated with joint military operations by combatant commanders and their subordinate joint force commanders in response to contingencies and crises. (JP 1-02)

**Joint Operation Planning and Execution System (JOPES).** An Adaptive Planning and Execution system technology. (JP 1-02)

**JOPES Editing Tool (JET).** JET provides the capability to create, add, modify, delete, and generate deployment-related information contained in a TPFDD. It offers the ability to retrieve records using any characteristics that exist in ULN details. (JP 3-35)

**Joint Operation Planning Process (JOPP).** An orderly, analytical process that consists of a logical set of steps to analyze a mission, select the best course of action, and produce a joint operation plan or order. (JP 1-02)

**Joint Planning and Execution Community (JPEC).** Those headquarters, commands, and agencies involved in the training, preparation, mobilization, deployment, employment, support, sustainment, redeployment, and demobilization of military forces assigned or committed to a joint operation. (JP 1-02)

**Joint Reception, Staging, Onward movement, and Integration (JRSOI).** A phase of joint force projection occurring in the operational area. This phase comprises the essential processes required to transition arriving personnel, equipment, and materiel into forces capable of meeting operational requirements. (JP 1-02)

**Joint Strategic Capabilities Plan (JSCP).** A plan that provides guidance to the combatant commanders and the Joint Chiefs of Staff to accomplish tasks and missions based on current military capabilities. (JP 1-02)

**Latest Arrival Date (LAD).** A day, relative to C-Day, that is specified by the supported combatant commander as the latest date when a unit, a resupply shipment, or replacement personnel can arrive at the port of debarkation and support the concept of operations. (JP 1-02)

**M-Day.** The unnamed day on which mobilization of forces begins. (JJP 1-02)

**Mission Statement.** A short sentence or paragraph that describes the organization's essential task(s), purpose, and action containing the elements of who, what, when, where, and why. (JP 1-02)

**Objective.** 1. The clearly defined, decisive, and attainable goal toward which every operation is directed. 2. The specific target of the action taken which is essential to the commander's plan. (JP 1-02)

**Operation Order (OPORD).** A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. (JP 1-02)

**Operation Plan (OPLAN).** 1. Any plan for the conduct of military operations prepared in response to actual and potential contingencies. 2. A complete and detailed joint plan containing a full description of the concept of operations, all annexes applicable to the plan, and a time-phased force and deployment data. (JP 1-02)

**Phase.** In joint operation planning, a definitive stage of an operation or campaign during which a large portion of the forces and capabilities are involved in similar or mutually supporting activities for a common purpose. (JP 1-02)

**Plan Identification Number (PID).** 1. A command-unique four-digit number followed by a suffix indicating the Joint Strategic Capabilities Plan year for which the plan is written. 2. A five-digit number representing the command-unique four-digit identifier, followed by a one-character, alphabetic

suffix indicating the operation plan option, or a one-digit number numeric value indicating the Joint Strategic Capabilities Plan year for which the plan is written. (JP 1-02)

**Planning Factor.** A multiplier used in planning to estimate the amount and type of effort involved in a contemplated operation. (JP 1-02)

**Planning Order (PLANORD).** A planning directive that provides essential planning guidance and directs the initiation of execution planning before the directing authority approves a military course of action. (JP 1-02)

**Port of Debarkation (POD).** 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. (JP 1-02)

**Port of Embarkation (POE).** The geographic point in a routing scheme from which cargo or personnel depart. This may be a seaport or aerial port from which personnel and equipment flow to a port of debarkation; for unit and non-unit requirements, it may or may not coincide with the origin. (JP 1-02)

**Rapid Query Tool (RQT).** RQT provides a powerful, relatively quick, read-only capability to develop many user-defined formatted and tabular reports that focus directly on TPFDD related issues. (JP 3-35)

**Ready-to-Load Date (RLD).** The date when a unit will be ready to move from the origin, i.e., mobilization station. (JP 1-02)

**Required Delivery Date (RDD).** The date that a force must arrive at the destination and complete unloading. (JP 1-02)

**Restraint.** In the context of joint operation planning, a requirement placed on the command by a higher command that prohibits an action, thus restricting freedom of action. (JP 1-02)

**Risk.** Probability and severity of loss linked to hazards. (JP 1-02)

**Shortfall.** The lack of forces, equipment, personnel, materiel, or capability, reflected as the difference between the resources identified as a plan requirement and those apportioned to a combatant commander for planning that would adversely affect the command's ability to accomplish its mission. (JP 1-02)

**Single Mobility System (SMS).** SMS is a web-based application, both SIPRNET and Non-Secure Internet Protocol Router Network (NIPRNET) that provides visibility of common user air, sea, and land transportation assets and provides aggregated reporting of cargo and passenger movements. SMS collects plane, ship and truck movement data from other computer systems such as GTN, CAMPS, and GDSS2. SMS provides requirements planners and unit scheduler's visibility of planned and scheduled air missions, MSC ship schedules, commercial liner service, seaport reference data, and movement of US security risk category cargo. (JP 3-35)

**Specified Task.** In the context of joint operation planning, a task that is specifically assigned to an organization by its higher headquarters. (JP 1-02)

**Standard Operational Planning Process (SOPP).** The specific process for planning USCG operations, through which, a commander can effectively plan for and execute operations, ensure that the employment of forces is linked to objectives, and integrate USCG operations seamlessly with the actions of a joint force. It is aligned with, and complements the joint deliberate planning and CAP processes.

**Strategic Concept.** The course of action accepted as the result of the estimate of the strategic situation which is a statement of what is to be done in broad terms. (JP 1-02)

**Strategic Plan.** A plan for the overall conduct of a war. (JP 1-02)

**Supporting Plan.** An operation plan prepared by a supporting commander, a subordinate commander, or an agency to satisfy the requests or requirements of the supported commander's plan. (JP 1-02)

**Time-Phased Force and Deployment Data (TPFDD).** The time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan or operation order, or ongoing rotation of forces. (JP 1-02)

**Time-Phased Force and Deployment Data List (TPFDL).** Appendix 1 to Annex A of the operation plan. It identifies actual units required to support the operation plan and indicates origin and ports of debarkation or ocean area. It may also be generated as a computer listing from time-phased force and deployment data. (CJCSM 3122.02D)

**Times.** The Chairman of the Joint Chiefs of Staff coordinates the proposed dates and times with the commanders of the appropriate unified and specified commands, as well as any recommended changes when specified operations are to occur (C-, D-, M-days end at 2400 hours Universal Time [Zulu time] and are assumed to be 24 hours long for planning). (JP 1-02)

**Transportation Component Command.** The three component commands of United States Transportation Command: Air Force Air Mobility Command, Navy Military Sealift Command, and Army Surface Deployment and Distribution Command. Each transportation component command remains a major command of its parent Service and continues to organize, train, and equip its forces as specified by law. Each transportation component command also continues to perform Service-unique missions. (JP 1-02)

**Transportation Feasible.** A determination made by the supported commander that a draft operation plan can be supported with the apportioned transportation assets. (JP 1-02)

**Type Unit Characteristics (TUCHA) file.** The TUCHA file is maintained by the Joint Staff, J-3 Operations Directorate, with assistance from the Defense Information Systems Agency. The file contains passenger and cargo information for generic types of units. Each generic type is designated by a five-character alphanumeric unit type code (UTC). Dozens of individual units, each with its own UIC, can share the same UTC. For example, the UTC that best describes petroleum storage for the Army is J5TNN, which applies to a generic petroleum supply company.

**Unit Identification Code (UIC).** A six-character, alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces. (JP 1-02)

**Unit Line Number (ULN).** A seven-character alphanumeric code that describes a unique increment of a unit deployment, i.e., advance party, main body, equipment by sea and air, reception team, or trail party, in the time-phased force and deployment data. (JP 1-02)

**Unit Type Code (UTC).** A Joint Chiefs of Staff developed and assigned code, consisting of five characters that uniquely identify a “type unit.” (JP 1-02)

**Universal Time (ZULU).** A measure of time that conforms, within a close approximation, to the mean diurnal rotation of the Earth and serves as the basis of civil timekeeping. (Formerly called Greenwich Mean Time.) (JP 1-02)

**Validate.** Execution procedure used by combatant command components, supporting combatant commanders, and providing organizations to confirm to the supported commander and United States Transportation Command that all the information records in a time-phased force and deployment data not only are error-free for automation purposes, but also accurately reflect the current status, attributes, and availability of units and requirements. (JP 1-02)

**Warning order (WARNORD).** 1. A preliminary notice of an order or action that is to follow. 2. A planning directive that initiates the development and evaluation of military courses of action by a supported commander and requests that the supported commander submit a commander’s estimate. 3. A planning directive that describes the situation, allocates forces and resources, establishes command relationships, provides other initial planning guidance, and initiates subordinate unit mission planning. (JP 1-02)