

**CJCSI 3141.01F**  
**31 January 2019**

**MANAGEMENT AND REVIEW  
OF CAMPAIGN AND  
CONTINGENCY PLANS**



**JOINT STAFF**  
**WASHINGTON, D.C. 20318**

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# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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CJCSI 3141.01F  
31 January 2019

## MANAGEMENT AND REVIEW OF CAMPAIGN AND CONTINGENCY PLANS

References: See Enclosure E.

1. Purpose. This instruction is a supplement to the Chairman of the Joint Chiefs of Staff (CJCS) Instruction (CJCSI) 3110.01 Series, "Joint Strategic Campaign Plan (JSCP)." It establishes policies, processes, and responsibilities for management and review of Global Campaign Plans (GCPs), Combatant Command (CCMD) campaign plans (CCPs), integrated contingency plans (ICPs), and other plans tasked by the Contingency Planning Guidance (CPG) or the JSCP in accordance with references a through dd. The processes described here supersede those in Joint Publication (JP) 5-0, "Joint Planning."
2. Superseded/Cancellation. CJCSI 3141.01E, 15 September 2011, is superseded.
3. Applicability. This instruction applies to the CCMDs and their subordinate commands, U.S. Element North American Aerospace Defense Command (USELEMNORAD), U.S. Element Republic of Korea (ROK)/U.S. Combined Forces Command (CFC), Joint Staff, Services, applicable Department of Defense (DoD) Agencies, National Guard Bureau (NGB), and components responsible to the Secretary of Defense (SecDef), Chairman of the Joint Chiefs of Staff (CJCS), and the Joint Planning and Execution Community (JPEC) for the management and review of CPG and JSCP-tasked plans.
4. Policy. The SecDef, Under Secretary of Defense for Policy (USD(P)), and CJCS review plans in accordance with (IAW) Title 10, U.S. Code, sections 113, 134, and 153 (10 U.S.C. 113, 134, and 153), respectively. This document fulfills the requirement under 10 U.S.C. 153(a)(2) and 153(a)(3) for the CJCS to provide for the preparation and review of contingency plans and provide advice on global integration.
5. Definitions. See Glossary.

6. Responsibilities. See Enclosures A thru E.

7. Summary of Changes

a. Changes the title from “Management and Review of Joint Strategic Capabilities Plan (JSCP)-Tasked Plans” to “Management and Review of Campaign and Contingency Plans.”

b. Removes specific in-progress reviews (IPRs) A, C, F, and R. This change updates the review process to a continuous review based on “planning to date” rather than requiring planners to cease planning and seek approval at the mission analysis and course of action (COA) development stages prior to continuing the planning process. This change is intended to ensure the SecDef and President have the best planning advice available based on the current operational environment. It maintains the requirement to ensure the Joint Staff and Office of the Secretary of Defense (OSD) are updated on plans in development.

c. Changes the review process from one in which plans are regionally bound to one requiring the CCMDs to provide a globally integrated view of DoD’s response to a crisis. This instruction directs integrated planning across CCMDs to provide a thorough view of demand on the force in the event of a contingency or crisis. This change recognizes that a crisis rarely requires the implementation of a single CCMD plan. Instead, a crisis usually involves the integration of operations across CCMD areas of responsibilities (AORs), functions, and domains that may require the reallocation or reassignment of forces to mitigate risk globally.

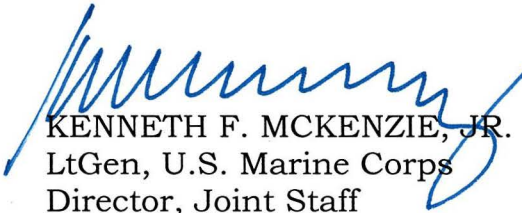
d. Changes the JPEC process by updating the Joint Chiefs of Staff (JCS) Tank procedures; clarifying CPG and JSCP-tasked plan assessment processes and responsibilities; calling for Joint Planning Boards (JPBs) and Tanks (at the Operations Deputies (OpsDepts) and CJCS level) earlier in the process; and increasing interagency (IA) involvement.

e. Describes and defines processes for a Combatant Commander’s (CCDR’s) “refine, adapt, terminate, or execute” (RATE) recommendation, including a process for the cancellation of plans (“terminate”).

7. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Non-Secure Internet Protocol Router Network. DoD Components (including the CCMDs), other Federal Agencies, and the public may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at <<http://www.jcs.mil/library>>. Joint Staff activities may also obtain access via the Secret Internet Protocol Router Network (SIPRNET) directives Electronic Library Web sites.

8. Effective Date. This INSTRUCTION is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:



KENNETH F. MCKENZIE, JR.  
LtGen, U.S. Marine Corps  
Director, Joint Staff

Enclosures:

- A—Integrated Planning Overview
- B—Plan Preparation, Review, and Approval Process
- C—Joint Planning and Execution Community (JPEC) Review and Plan Assessment
- D—JPEC and Joint Staff Responsibilities
- E—OSD In-Progress Review Guidance
- F—JSAP Instructions
- G—Sample Sourcing Message
- H—References
- GL—Glossary

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## TABLE OF CONTENTS

ENCLOSURE A—INTEGRATED PLANNING OVERVIEW .....	A-1
General .....	A-1
Plan Review Purposes .....	A-1
Global Integration.....	A-3
Integrated Planning .....	A-4
Plan Framework .....	A-4
Problem-Focused Plans .....	A-5
Combatant Command Campaign Plans (CCPs) .....	A-6
Support Plans .....	A-7
Plan Formats .....	A-8
Plan Numbering .....	A-8
Joint Strategic Assessment.....	A-8
Risk and Prioritization .....	A-9
Risk .....	A-9
Global Prioritization Process .....	A-9
Global Posture Process .....	A-10
ENCLOSURE B—PLAN PREPARATION, REVIEW, AND APPROVAL	
PROCESS.....	B-1
Overview .....	B-1
Purpose.....	B-1
Process Overview.....	B-1
Plan Initiation and Review of Initial Planning Guidance .....	B-3
Detail .....	B-3
Output .....	B-4
In-Progress Reviews (IPRs).....	B-4
Purpose.....	B-4
Timing.....	B-4
Updates .....	B-5
Readiness Reviews .....	B-7
Memorandum for the Record (MFR) .....	B-7
Plan Approval.....	B-11
Campaign Plans .....	B-11
Contingency Plans.....	B-11
Process for SecDef Approval .....	B-11
Transition Reviews .....	B-14
Global Campaign Plans and Combatant Command Campaign Plans .....	B-14
Review Synchronization.....	B-16
Scheduling and Battle Rhythm.....	B-16
IPR Milestones and Staffing .....	B-17

Commander’s “Refine, Adapt, Terminate, or Execute” (RATE)

Recommendation.....	B-18
Refine.....	B-18
Adapt.....	B-19
Terminate.....	B-19
Execute.....	B-20

ENCLOSURE C—JOINT PLANNING AND EXECUTION COMMUNITY

(JPEC) REVIEW AND PLAN ASSESSMENT.....	C-1
Overview.....	C-1
JPEC Membership.....	C-1
Responsibilities.....	C-3
JPEC Process.....	C-3
Plan Integration.....	C-4
Campaign Plan Assessments.....	C-5
Global Campaign Plans (GCPs).....	C-5
Combatant Command Campaign Plans (CCPs).....	C-6
Contingency Plan Feasibility Analysis.....	C-7
JPEC Completion.....	C-10
Joint Staff Action Process (JSAP).....	C-10

ENCLOSURE D—JPEC AND JOINT STAFF RESPONSIBILITIES..... D-1

Combatant Command (CCMD) Responsibilities.....	D-1
Primary Joint Staff Responsibilities.....	D-1
Director for Strategy, Plans, and Policy, Joint Staff (DJ-5).....	D-1
Director for Operations, Joint Staff (DJ-3).....	D-1
Director for Logistics, Joint Staff (DJ-4).....	D-1
Director for Force Structure, Resources, and Assessments (DJ-8).....	D-2
Plan Review Responsibilities.....	D-3
Joint Staff J-1.....	D-3
Joint Staff J-2.....	D-4
Joint Staff J-3.....	D-4
Joint Staff J-4.....	D-8
Joint Staff J-5.....	D-10
Joint Staff J-6.....	D-14
Joint Staff J-8.....	D-14
Office of the CJCS/Legal Counsel (OCJCS/LC).....	D-15
Joint Staff Surgeon (JSS).....	D-15
NGB.....	D-15
Services.....	D-15
Combat Support Agencies (CSAs).....	D-16
Canada-United States (CANUS) Plans.....	D-16
Republic of Korea (ROK)/U.S. Combined Forces Command (CFC) and the United Nations Command (UNC), Korea.....	D-17



ENCLOSURE E—OSD IN-PROGRESS REVIEW GUIDANCE .....	E-1
IPR Attendance.....	E-1
IPR Content.....	E-1
Desired Outcomes .....	E-3
IPR Format.....	E-3
Plan Initiation IPR .....	E-3
Subsequent IPRs .....	E-4
ENCLOSURE F—JSAP INSTRUCTIONS .....	F-1
ENCLOSURE G—SAMPLE SOURCING MESSAGE .....	G-1
ENCLOSURE H—REFERENCES.....	H-1
GLOSSARY .....	GL-1
Part I—Abbreviations and Acronyms.....	GL-1
Part II—Definitions .....	GL-6
FIGURES	
Figure A-1. Prioritization Lenses .....	A-9
Figure B-1. Memorandum for the Record (MFR) Format.....	B-8
Figure B-2. Sample MFR Signature Page.....	B-9
Figure B-3. Sample CJCS Military Advice Memorandum.....	B-10
Figure B-4. Review and Approval Packet .....	B-13
Figure B-5. Example Global Integrator Calendar.....	B-18
Figure C-1. Contingency Plan Feasibility Analysis.....	C-7
TABLES	
Table A-1. Prioritization Tiers .....	A-10
Table D-1. JPEC Responsibilities .....	D-2

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## ENCLOSURE A

### INTEGRATED PLANNING OVERVIEW

1. General. This instruction prescribes processes to integrate planning across the Joint Force and the process for review of those CPG- and JSCP-tasked plans. The intent is to produce globally integrated plans to advance U.S. interests and achieve U.S. strategic objectives. This guidance addresses the full range of plans (e.g., global campaign plans (GCPs), CCMD campaign plans (CCPs), and integrated contingency plans (ICPs). These plans provide the SecDef and President the best possible information and options to address the complex and uncertain global environment.

#### 2. Plan Review Purposes

a. The plan review process has four purposes:

(1) The first purpose is to ensure plans are executable. That means plans are:

(a) Feasible. The assigned mission can be accomplished using available resources within the time contemplated by the plan to advance U.S. security interests. The plan is prepared in a global context and accounts for both ongoing (continuing) operations and the rest of the integrated plan (cross-CCMD requirements).

(b) Acceptable. The plan and related operations are consistent with policy and law and are within the risk tolerance of the President and the SecDef (“the contemplated course of action is proportional, worth the cost, consistent with the law of war, and militarily and politically supportable” (JP 5-0)).

(c) Complete. The plans incorporate all major operations and tasks necessary to accomplish the designated objective(s). The plan must identify forces required, decision points, deployment concept and requirements, employment concept, sustainment concept and requirements, time estimates for achieving objectives, mission success criteria, and mission termination criteria.

(2) Second, the plan review process is a mechanism that allows the CJCS to ensure plans are up to date and to provide military advice to civilian leadership and guidance to the CCMDs based on a perspective that looks across CCMDs and Services.

(3) Third, this process integrates policy guidance from the SecDef and USD(P) to military leadership, providing perspective and guidance to the Joint Staff and CCMDs. Reviews are also a forum for the SecDef, USD(P), or designated representative to refine strategic direction and policy guidance (national-level objectives, assumptions, limitations, restrictions, and risk) to CCDRs.

(4) Fourth, the process facilitates integration of plans across domains, functions, and regions, enabling integrated planning and a global perspective.

b. This document addresses global campaign plans and integrated contingency plans as the planning baseline for achieving U.S. national objectives. While not all plans address global issues, at a minimum plans should exist in a federation of plans where they are mutually supporting and informed.

c. This process supports the necessity for integrated planning across CCMDs and the Joint Planning and Execution Community (JPEC).

For the purpose of this instruction:

**“Coordinated”** products are developed and maintained independently but are coordinated among the supporting/collaborator CCMDs. Examples of these products are timelines and assumptions.

**“Integrated”** products are coordinated with supporting/collaborator CCMDs but consolidated and maintained as a single product by the supported CCMDs or CA. Examples of these products are the notional Time-Phased Force and Deployment Data (TPFDD) and decision matrices.

**“Integrated Planning”** is a strategic process that synchronizes resources and integrates timelines, decision points, and authorities across CCMDs to achieve CPG-directed/JSCP-integrated campaign objectives and contingency end states. Additionally, it produces a shared understanding of the threat environment, required decisions, resource prioritization, and risk across the joint planning community.

d. Although the Joint Staff is responsible for the conduct of the plan review process, the entire JPEC conducts the review. The JPEC incorporates the CCMDs, Joint Staff, OSD, Services, NGB, Combat Support Agencies (CSAs), and other affected Defense Agencies to create shared understanding, synchronize efforts across the Joint Force, develop integrated products, and establish the optimal confluence of military plans, operations, and strategy to enable the CJCS to provide military advice from a global perspective.

### 3. Global Integration

a. Global Integration is the arrangement of cohesive Joint Force actions in time, space, and purpose, executed as a whole to address transregional, all-domain, and multifunctional challenges. Global integration ensures the Joint Force maintains a shared understanding of the global operational environment; collaborates to address threats and challenges; provides the information needed to assess and refine strategies and operations, activities, and investments (OAI)s; and ensures the CJCS is able to make informed decisions and provide military advice.

b. The key roles within global integration are as follows:

(1) The SecDef designated the CJCS as the Global Integrator with responsibilities defined in 10 U.S.C. 153, as revised in the National Defense Authorization Act for Fiscal Year (FY) 2017. The Chairman's responsibilities as Global Integrator with respect to planning include developing strategic frameworks, preparing strategic plans, providing for the preparation and review of contingency plans, and advising the SecDef on allocation and transfer of forces among geographic and functional CCMDs to address transregional, all-domain, and multifunctional threats. Additional roles include assessing risk, priorities, readiness, preparedness, and budgets.

(2) Coordinating Authority (CA). The Chairman, as Global Integrator, may designate CAs to integrate CCMD planning and campaigning. A CA is generally a Combatant Commander (CCDR) with the preponderance of responsibility for a problem set, but does not receive additional command authority beyond that already assigned in the Unified Command Plan (UCP). CAs will perform three key major functions: planning, assessing, and recommending changes to plans.

(a) The CA convenes collaborative forums to develop integrated plans among CCMDs, Combat Support Agencies (CSAs), Services, other government agencies, allies, and partner nations.

1. The CA is the designated lead for representing a problem set including topics such as planning, risk, prioritization, resourcing, synchronization of activities in plans, and transition to contingencies. CAs determine relative risk and prioritization of objectives and tasks, and identify additional authorities or execute orders, as required.

2. The CA has the authority to require consultation between different components or activities involving the forces of two or more Services, Joint Force components, or forces of the same Service or agency. A CA does not have authority to compel agreement or direct resource allocation between

CCMDs or Services. Allocation remains the purview of the SecDef with advice from the CJCS.

(b) CAs develops an integrated assessment of a plan by aggregating the inputs of other CCMDs, Services, and CSAs. The primary mechanism for integrated assessment is the Annual Joint Assessment (AJA).

(c) CAs recommend changes to any area of the plans they lead, based on the inputs of CCMDs, Services, and CSAs.

(3) Priority Challenge Cross-Functional Team (CFT). Priority challenge cross-functional teams (CFTs) consist of Joint Staff members from each functional and regional area and members from CCMDs and other government agencies, as required. CFTs are charged with maintaining a shared understanding of the strategic and operational environment through activities such as the development of strategies (National Military Strategy (NMS)) and plans (GCPs) with respect to one of the Chairman's priority challenges as designated in the NMS (reference e). CFTs develop guidance for the Global Integrator and support globally integrated planning. See CJCS Manual (CJCSM) 5115.01, "Priority Challenge Cross Functional Teams" (reference u), for additional information on CFTs.

(4) Collaborator. A collaborator is a Joint Force organization assigned by the Global Integrator to support integrated planning for a problem set. The collaborator is responsible for working with the CA to develop and assess globally integrated plans. A collaborator is also responsible for providing support plans to the CA when required by the JSCP or other strategic guidance.

#### 4. Integrated Planning

a. Global Integration seeks to increase collaboration through intentional JPEC engagement across the whole-of-government to address priority challenges. To accomplish this, the traditional planning framework requires a greater degree of integration. The integrated planning framework, therefore, requires the two traditional plan types—campaigns and contingencies—to closely align in purpose and activities to execute a strategy spanning the spectrum of conflict.

##### b. Plan Framework

(1) Campaign plans include GCPs; Regional Campaign Plans (RCPs); Functional Campaign Plans (FCPs); and CCMD Campaign Plans (CCPs). GCPs, RCPs, and FCPs are generally problem-focused plans that focus the efforts of multiple organizations on specific problem sets that span organizational and

geographic boundaries. GCPs focus on competing with a single priority challenge, while RCPs and FCPs focus on addressing crosscutting challenges, not necessarily one priority challenge. CCPs are generally organization-focused and serve to guide day-to-day campaigning (incorporating requirements from GCPs and FCPs) and operational execution to achieve U.S. strategic objectives short of war.

(2) Globally Integrated Base Plans (GIBPs). A GIBP recommends adjustments to the day-to-day priorities for all CCMDs in the event of a crisis or contingency. GIBPs are developed from the Global Readiness Review of the state-based priority challenges and make recommendations on the reassignment or reallocation of capabilities to the conflict. The GIBP also identifies presidential or Secretary-level decisions for execution of the plan. These decisions include activation of the plan, reallocation of strategic assets, and retrograde options for capabilities no longer essential to the conflict response.

(3) Contingency plans serve as branches or sequels to campaign plans. The Joint Force executes them in a synchronized manner as an ICP or independently for limited purposes. Overlaps between plans represent a convergence of objectives, organizational responsibilities, resources, and readiness. Planners must integrate objectives between campaign plans and contingency plans to employ the campaign plan in a way that seeks to prevent contingencies and posture the Joint Force for successful contingency execution when necessary.

(a) ICPs are the primary branch plans and war plans associated with a GCP. The ICP brings together contingency plans from multiple organizations to achieve increased unity-of-effort and closer linkages between complementary contingency plans for a specific problem set.

(b) Stand-alone contingency plans will remain necessary for situations not tied to conflict with priority challenges. Organizations may use support plans written for campaign plans or stand-alone contingencies to support ICPs, provided the plans meet the CA's requirements.

## 5. Problem-Focused Plans

a. A problem set is an array of threats or adversary capabilities unified in its actions against U.S. interests. Rather than a theater or AOR-centric view, the JPEC starts with a problem-centric view across AORs and functional boundaries, assigning planning responsibilities to CCMDs, CSAs, and other Defense agencies capable of addressing them. To ensure successful integration of planning, the Global Integrator assigns a single CA to each global, regional, or functional problem set. There may be instances, however, when a problem

set is divided between more than one CA (e.g., responsibilities for homeland defense within and outside of the continental United States (CONUS)).

b. Problem-focused campaign plans include guidance and direction from the Global Integrator, integrated planning by the CA, and support plans developed by collaborators. For GCPs, the Joint Staff develops and maintains the plan while the CA implements, assesses, and recommends updates to it. For RCPs and FCPs, the CA develops, maintains, and updates the plans. The CA regularly coordinates with collaborators to provide feedback to the Global Integrator. As part of this process, the CA may also draft establishing directives to recommend support relationships for approval by the SecDef.

c. Problem-focused campaign plans enable aligning operations, forces, footprints, agreements, authorities, permissions, and capabilities necessary to promote and protect national interests using the Joint Force. Problem-focused campaign plans provide a description of the strategic environment and situation, campaign approach and intent, related contingency plans, intermediate military objectives, and high-level tasks.

d. Global Campaign Plans (GCP) address threats or challenges that significantly affect U.S. interests across the globe and require coordinated planning across all, or nearly all, CCMDs. The CJCS manages these plans on behalf of the SecDef. The CJCS approves GCPs after SecDef endorsement.

e. Regional Campaign Plans (RCP) address regional threats or challenges that require coordinated planning across multiple CCMDs. CAs develop, approve, and manage these plans.

f. Functional Campaign Plans (FCP) address functional threats or challenges that are not geographically constrained and require coordinated planning across multiple CCMDs. CAs develop, approve, and manage these plans.

## 6. Combatant Command Campaign Plans (CCPs)

a. CCDRs maintain responsibility for developing campaign plans that address their respective area and functional responsibilities. A CCP incorporates intermediate objectives and tasks from GCPs, RCPs, and FCPs. The CCP is, therefore, the principal operational plan for execution of a CCMD's theater and global responsibilities for all priority challenges. The CCP balances the risks and opportunities of the command and simultaneously accounts for all assigned theater and problem-focused tasks to provide a campaign plan that fully integrates OAI spanning the CCMDs' assigned responsibilities.



b. CCPs should address the following additional topics: NMS mission area linkages; objectives and tasks assigned to the CCMD from GCPs, RCPs, and FCPs; key support plan linkages; key contingency plan linkages; and risks and priorities considering the CCMDs balancing of global, theater, regional, and functional assigned objectives and tasks.

c. The CCDR approves the CCP and provides it to the JPEC for information. Formal JPEC review is not required, but the CCDR may request it. CCDRs will determine the format of the CCP; however, formats in CJCSM 3130.03 may be used.

d. Commands should highlight critical resource implications and limitations of campaign operations (including command and control, intelligence, and logistics) in their assessment prior to submitting plans for approval. Additionally, when developing contingency plans, planners must account for differences in assumptions between campaigns and contingencies.

## 7. Support Plans

a. Once the Global Integrator assigns a CA and issues guidance and direction for a problem set, the CA will refine the campaign plan or contingency plan with the collaborators. Collaborators prepare support plans to document assigned tasks and how to address them. CAs use support plans to develop the overall concept of operations for the campaign or contingency, synchronizing the actions of the Joint Force in time and space. Collaborators work with the CA to ensure their support plans effectively address the problem set and integrate with the OAI of other organizations. Support plans do not change supported/supporting command relationships.

b. An organization must submit a support plan if a specific plan in the JSCP designates it as a collaborator and the CA requests a support plan. If the CA does not request a support plan, a collaborator is not obligated to submit one. If the JSCP does not specify that an organization is a collaborator, the CA may still request one and negotiate the details with the organization. CAs are not required to create support plans for the plans they lead, but planning must capture (at a minimum) all collaborators' force and logistics resource/capabilities requirements.

c. Support plans may be modular for use in multiple campaign plans.

(1) The CA determines the format and content of support plans, which should generally include the minimum information necessary to address requirements. Organizations are encouraged to reuse and combine existing plans as much as possible to meet the needs of the CA while avoiding increased planning workload.

(2) Collaborators integrate support plans into their campaign plan (e.g., CCMD, CSA, or other) to reflect the full scope of its organization's responsibilities.

8. Plan Formats. See CJCSM 3130.03 for information on the format for campaign and contingency plans.

9. Plan Numbering. CPG- and JSCP-tasked plans will use a two-digit suffix that refers to the year of plan approval by the CCDR or SecDef (or designated representative). Subsequent review (or approval) of a revision to a plan in another calendar year will change the suffix (e.g., a plan originally designated 5xxx-15 with a change in 2017 will be designated 5xxx-17). See CJCSM 3130.03 for details on plan numbering and CJCSM 3150.16 for additional information on numbering requirements for the Joint Operation Planning and Execution System (JOPES) database.

10. Joint Strategic Assessment

a. Assessment Approach

(1) The Joint Force, through the Annual Joint Assessment (AJA) and Tank series, will assess the JSCP plans throughout the FY. CCMDs will submit integrated assessments to the CJCS per Joint Staff guidance as part of the AJA.

(2) The integrated assessments will evaluate GCP, RCP, and FCP: strategic environment changes, intermediate objectives and progress, risk, priorities, command relationships, resourcing, authorities, execute orders, posture, and opportunities.

b. GCPs, FCPs, and RCPs are also assessed and updated through the Tank process with input from the JPEC and OSD.

c. Roles and Responsibilities for Assessments

(1) Joint Staff J-4 will assess the JSCP through the Joint Logistics Estimate (JLE) and inform Joint Materiel Priority Allocation and Joint Transportation Boards, as necessary.

(2) Joint Staff J-5 will execute the AJA process, aggregating questions from across the Joint Staff to develop a common framework to assess integrated sets of plans.

(3) Joint Staff J-8 will ensure that global force management (GFM) (including assignment and apportionment), the Chairman’s Net Assessment (CNA), the Joint Military Net Assessment (JMNA), the Chairman’s Program Recommendation (CPR), and other departmental resource activities inform and are informed by integrated assessments.

11. Risk and Prioritization

a. Risk. The Global Integrator aggregates and analyzes risks across the global, regional, and functional problem sets and depends on timely and accurate inputs of each CCMD/CA throughout planning, execution, and assessments. This holistic look enables the CJCS to provide military advice to the SecDef and President to set global priorities. The CJCS employs the risk process outlined in CJCSM 3105.01, “Joint Risk Analysis,” to identify and assess risk to mission (strategy, operational, tactical) and risk to force (readiness, employment, management, and development) and categorizes the overall risk as low, moderate, significant, or high.

b. Global Prioritization Process. Global prioritization is a top-down process based on SecDef accepted risk that provides the CJCS initial strategic priorities aligned with the NDS, and then relies on bottom-up refinement from CCMD/CA assessments of the plans. The development of the CJCS’ military advice relies upon policy direction; quantitative and qualitative analysis from Joint Force processes, models, simulations; and assessments and refinement through CCMD/CA input. CCMDs/CAs should apply the lenses of risk assessment, guidance and direction, and opportunities to determine priorities (see Figure A-1).

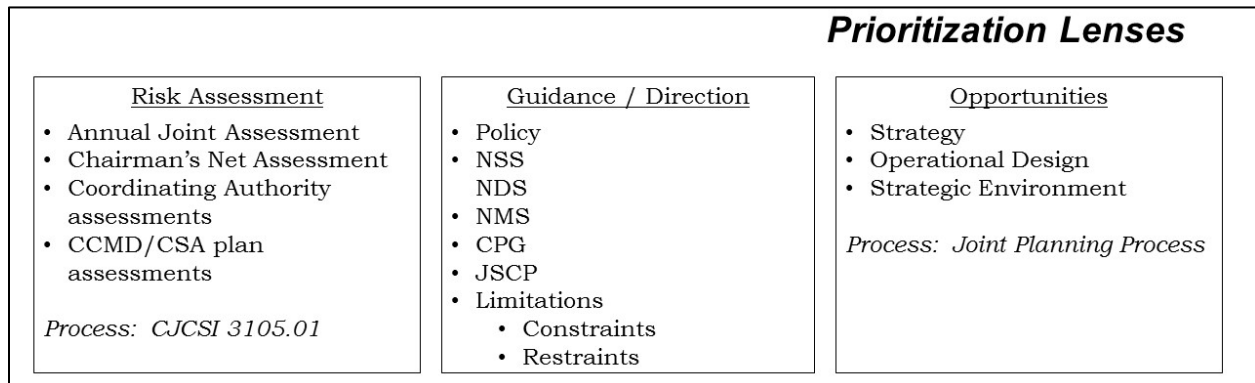


Figure A-1. Prioritization Lenses

(1) The global prioritization process is iterative and spans the strategic and operational levels. The process commences with designation of global strategic priorities (countries and/or missions) by the President and the SecDef through the National Security Strategy (NSS) and NDS. The Global Integrator applies a perspective across the problems sets and provides initial strategic

priorities, which inform CCMD/CA analysis at the operational level. Joint Staff J-5 is responsible for collecting CCMD/CA inputs and collaborating with the JPEC for integration through JPBs and Global Integration forums. The Joint Staff, with input from the CCMDs/CAs and OSD, will refine the global priorities recommendations for the Global Integrator. The Joint Staff will include any regional outliers or other priorities not captured in the CA's submission that require adjudication by the Global Integrator. As an output of annual strategy integration Tanks, the Global Integrator will review and submit the refined priorities to the SecDef for approval.

(2) CCMDs/CAs will develop inputs annually or more often as necessary based on changes in the strategic environment. CAs will provide a list of prioritized tasks for their campaign plans to support assessment Tanks or as requested by the Joint Staff. The priority tiers in Table A-1 will be used across all plans to enable normalization of inputs.

<b>Tier</b>	<b>Description</b>	<b>Impact if task is not resourced</b>
1	Critical	Mission failure
2	Essential	Significant obstacles to the mission
3	Important	Moderate hindrance to the mission
4	Enhancing	Low impact to mission

Table A-1. Prioritization Tiers

See the NMS for the current priorities and prioritization process.

12. Global Posture Process. Global posture is an integral part of all plans. DoD employs an iterative posture review process to ensure global defense posture is resilient, adaptive, and ready to campaign successfully to prevent and, if necessary, respond to contingencies. In accordance with Department of Defense Instruction (DoDI) 3000.12, the Joint Staff J-5 and OSD co-chaired the Global Posture Executive Council (GPEC), which reviews and prioritizes posture requirements submitted by CAs, CCMDs, CSAs, or Services. Additionally, the GPEC may develop posture courses of action and make recommendations for implementation. The GPEC is the primary forum to prioritize posture requirements since most posture elements require funding and draw from limited DoD resources. Posture changes originate from AJAs, the JMNA, campaign and contingency plan assessments, Service-generated overseas force structure change requests, host nation politico-military changes, or directed realignments. The GPEC seeks to align the key posture elements—forces, footprints, and agreements—in DoD plans with defense policy and strategy. The GPEC provides recommendations to OpsDepts and USD(P). Furthermore, it supports the CJCS's military advice and directly supports SecDef decisions to set the globe. OSD reserves the authority to convene a Deputies Management Action Group (DMAG) to address high-priority posture issues.

## ENCLOSURE B

### PLAN PREPARATION, REVIEW, AND APPROVAL PROCESS

#### 1. Overview

a. Purpose. The plan review process is a dialogue among the SecDef, CJCS, USD(P), and CCDRs. The SecDef, with USD(P) assistance, establishes the review requirements and publishes guidance on the timing of directed plan reviews. The plan review process ensures plans align with the NSS, NDS, CPG, and JSCP. It also assists the CJCS in providing military advice to the President, the SecDef, and civilian leadership while assisting the CCMDs in incorporating policy guidance from OSD and integrating planning across domains, functions, and regions.

b. The plan review process has two complementary lines of effort: first, ensure plans align with policy, and second, ensure plans are militarily executable and provide realistic military options to the SecDef and President.

(1) OSD manages one line of effort on behalf of the SecDef to ensure plans align with policy in the NSS, NDS, and other strategic documents. The SecDef also determines the acceptable level of risk. The SecDef or USD(P) establishes the review requirements and publishes guidance on which problem sets and plans require review and timing of those reviews for all CPG- and JSCP-tasked problem sets and plans.

(2) The Joint Staff, through the J-5, manages the other line of effort with the JPEC. This line supports the Chairman's responsibility to provide military advice to the SecDef and President.

c. As a plan is produced, it may undergo reviews to ensure it remains consistent with policy, strategic guidance, and intent of the Department. Additionally, changes in the environment (strategic and operational) may require changes to previous approved plans and planning assumptions. The review process, addressed here, is complementary to planning processes and guidance provided in the CJCSI 3110.01 Series ("Joint Strategic Campaign Plan") and JP 5-0, "Joint Planning."

#### 2. Process Overview

a. The review process is a series of interactions between the CCMD planners, the JPEC (led by the Joint Staff), and OSD representatives to support policy-guided and globally integrated planning.

b. Plans Review Criteria. CCDRs may have their plans reviewed by OSD and the Joint Staff for any of the following reasons:

(1) There exists a military problem that requires a SecDef or CJCS decision due to incurred risk because of available capabilities (e.g., time-distance requires posturing more forces forward to alleviate force flow problems).

(2) There are policy gaps creating military problems not resolvable at the CCMD level.

(3) Priority Challenge Integrated Contingency Plans (by exception).

(4) Major revision to plan (e.g., due to changes in strategic environment, threat capabilities, U.S. capabilities).

(5) Directed by SecDef or CJCS.

c. The number of IPRs depends on the maturity of the plan, changes in policy, updates in the global campaigns and their assessments, and SecDef requirements.

(1) IPRs are an in-stride process to ensure necessary updates on plans of concern to the SecDef.

(2) Joint Staff J-5 will publish a calendar of expected plan reviews annually.

d. Forums exist for plans review that could be executed subsequent to a JPEC staffing of the plan. The review process may take place through paper review—in the case of few or no contentious issues of the plan—or face-to-face/secure video teleconference (SVTC). The lowest level of formal review is an O-7/O-8-level JPB with subsequent reviews, as required, for Deputy Assistant Secretary of Defense, OpsDeps, USD(P), JCS Tank, and SecDef approval briefs. At any point, if all contentious issues have been resolved, a paper review may suffice. The nature of the plan (e.g., a global threat covered by a GCP versus a regional threat covered by an RCP) and the extent of the revision will determine the final level of review.

e. The process is also meant to be agile and efficient for CCMD planners. As appropriate, plan reviews and updates can be done by paper, SVTCs, or in person. When an issue arises in an IPR and the SecDef, USD(P), or designated representative identifies the need for a follow-up, the intermediate steps can be compressed to ensure the information is presented to the SecDef in a timely manner.

### 3. Plan Initiation and Review of Initial Planning Guidance

a. Most plan reviews will be of plans in some state of revision or update (see paragraph 4 below). However, if a new requirement arises or conditions surrounding a current plan cause change to an existing plan, the SecDef or designated representative will publish planning guidance through the CPG or a strategic guidance statement.

b. The CCDR or CJCS may also identify changes in the operational environment that require a new plan or significant revisions to an existing plan. In this case, the CCDR will notify the Chairman and SecDef and request updated guidance. If the CJCS is the initiator, the CJCS will provide the CCDR with initial military planning guidance and request policy guidance from the SecDef.

c. The CCDR, as part of the mission analysis, identifies additional guidance requirements and planning assumptions. These are forwarded through the CJCS to the SecDef for adjustment or approval.

#### d. Detail

(1) If the SecDef initiates new planning requirements outside of regularly published guidance (i.e., the CPG), OSD will publish an appropriate planning guidance document.

(2) During mission analysis, the CCMD planning staff will identify additional information requests through the Joint Staff to Office of the USD(P) (OUSD(P)) staff. As required, the Joint Staff will host JPBs to address questions raised. The Joint Staff will provide updates for global integration to the CJCS.

(a) JPBs can be held at the O-6 and O-7 levels. They are normally held by SVTC. The Joint Staff J-5 is responsible for hosting the JPB.

(b) Attendees will include representatives from supporting CCMDs, appropriate staff sections across the Joint Staff, Services, and OSD as required. This will ensure the CCMD has access to Joint Staff expertise and that OUSD(P) is informed of plan progress and issues.

(c) For planning efforts that do not necessitate in-person or face-to-face discussions, issues may be addressed by electronic communications. Records should be maintained from these interactions should the need arise to audit a decision trail.

(3) If necessary, CCDRs may request an IPR coincident with completion of their mission analysis to ensure the assumptions are still valid.

(4) Resolution of discrepancies does not require formal IPRs or meetings. For example, the Deputy Assistant Secretary of Defense for Plans (DASD(P)) and Deputy Director for Joint Strategic Planning (DDJSP), or the Director for Strategy, Plans, and Policy, Joint Staff (DJ-5) and OSD counterpart, may address planning issues in their regular integration sessions (regularly scheduled weekly meetings).

e. Output. The critical output of this process is agreement among the CCDR, SecDef, CJCS, and JCS on the mission objectives (or end state), resources available for planning (e.g., forces, partner contributions, time), and critical assumptions. Key topics that must be mutually understood include the following:

(1) What is the military mission? Does everyone agree on the problem to be solved?

(2) What are the strategic and operational assumptions, including allied/partner contributions and the threat?

(3) What is the desired end state, objective, or termination criteria?

(4) Are there any directed decision timelines?

(5) What resources are available and what forces or capabilities require cross-CCMD reprioritization or reallocation to enable operations?

(6) What are the operational limitations (constraints and restraints)?

f. As this process occurs, planning continues and adjusts based on changes in the strategic guidance and discussions.

#### 4. In-Progress Reviews (IPRs)

a. Purpose. Most plan reviews are conducted to update existing plans.

b. Timing. IPRs are scheduled to support the SecDef's requirements. To ensure integration across the Joint Force, SecDef IPRs will be preceded by staffing through JPBs, DASD socializations, USD(P) reviews, and Tanks. These lower-level meetings are part of the planning process and should not be in addition to current planning requirements.



c. Updates. As the plan is updated, CCMD planners should use JPBs and electronic means (e.g., e-mail) to confirm planning to date, ensure policy guidance and assumptions are current, and identify changes and updates to resourcing.

(1) CCMD planners should use JPBs to inform the Joint Staff of any additional requirements necessary for success of the plan. Required increases in forces, authorities, or changes to assumptions should be identified early through JPBs to ensure they can be adequately answered before plan completion.

(2) The JPB and OpsDepts seek to identify the military implications of operations on the Joint Force.

(3) As a participant in the JPB, the DASD(P) can also identify to CCMD planners any policy changes that will affect the plan.

d. As plan development progresses, the CCMD should conduct regular IPRs to ensure the plan remains consistent with SecDef requirements.

(1) Joint Staff J-5 will ensure CCMDs have the opportunity to address the Joint Staff and OSD leadership throughout plan development.

(2) CCMDs should ensure the plan is reviewed at the appropriate level at key points in plan development, such as COA selection.

(3) OpsDepts and JCS Tanks will be scheduled to ensure military leadership is informed at critical points in the planning process.

e. The DASD(P) is responsible for hosting DASD socializations. Attendees will include representatives from regional and functional offices within OSD and the Joint Staff J5. DASD socializations should reveal the policy implication of gaps resulting from military operations. The DASD socialization is part of an IPR and should occur after a JPB.

f. IPRs can be focused to cover portions of the proposed plan to ensure critical elements are addressed in sufficient detail.

(1) An initial discussion and review should address the overall concept to provide background for later in-depth discussions. This should include:

(a) A discussion of the strategic and operational environment (including threats, allies, and partners) and U.S. ability to affect U.S. national objectives (U.S. willingness to continue/increase campaign activities) positively.

(b) An assessment of ongoing operations, activities, and investments and their impact on national objectives.

(2) Subsequent discussion might provide more in-depth discussion on key elements of the plan. Examples of topics for detailed discussions of JPBs and IPRs include the following:

(a) Deployment concept (access, overflight, anti-access, and transload considerations and requirements).

(b) Mobilization timeline.

(c) Decision points and timelines.

(d) Key logistics issues (weapons/precision munitions, resupply, fuel).

(e) Intelligence, surveillance, and reconnaissance (ISR).

(f) Information operations (IO), information infrastructure, and cyberspace operations.

(g) Strategic responses and transition to/from U.S. Strategic Command (USSTRATCOM) operations while deconflicting/continuing GCC operations.

(h) Force feasibility, including results of latest contingency sourcing, if applicable.

(i) Allied, partner nation, and host nation support.

(j) The impact of degraded mobility outputs due to a contested environment on campaign objectives.

g. CCMDs should identify tasks (including posture changes) that should be added/conducted as part of the GCP/CCP.

(1) OAI that increase deterrence or better enable execution of the plan.

(2) Action necessary to address assumptions (validate/confirm assumptions).

(3) OAI that build coalition support and/or capabilities to execute the plan.

(4) Recommendations on what activities should be started, increased, continued, decreased, or stopped.

h. As plan development progresses, CCMDs should continue to conduct additional coordination and reviews. These will be coordinated by Joint Staff J-5 at the request of the CCMD and include the following:

(1) JPEC Review (see Enclosure C).

(2) Promote cooperation events conducted to integrate interagency capabilities. OSD has overall responsibility for interagency coordination. See references r and dd for additional information on promote cooperation events.

i. Readiness Reviews. Readiness reviews are detailed reviews of global implications for the Joint Force in the event of conflict. Readiness reviews begin with an examination of threats, threat capabilities, and likely enemy courses of action. Readiness reviews then analyze the family of plans related to designated priority challenges to identify friendly resource requirements, potential shortfalls in readiness, resources, and capabilities. The output of a readiness review is a GIBP that identifies priorities across the Joint Force while in conflict, and outlines decisions of the President and SecDef for execution.

j. Memorandum for the Record (MFR)

(1) Following Tanks, OpsDepts, and JPBs, Joint Staff J-5 will prepare memorandums as needed to the corresponding OSD office and CCMDs codifying the content, results, and advice (see Figures B-1 and B-2). Joint Staff J-5 will provide an information copy to DASD(P) to ensure OSD has a record of correspondence with OSD offices. The memorandum following a JCS Tank (“Military Advice memorandum”) will be formatted as an action memorandum from the CJCS to the SecDef (Figure B-3).

(2) Following each DoD IPR, DASD(P) (in coordination with J-5/Joint Strategic Planning (JSP)) will staff an action memorandum to document decisions and Director, Joint Staff (DJS) (or designee) will jointly sign an MFR with the USD(P) (or designee) capturing the salient points of discussion. These will use the same formats as the Joint Staff MFRs described above. DASD(P) will prepare a policy memorandum or read-ahead to accompany JCS Tank memorandums (mentioned in paragraph 4.j.(1) above).

(3) OSD and Joint Staff memorandums should be forwarded together as a package (see Figure B-4).

Use Bookman Old Style 12-point (font reduced to fit page)	<b>CLASSIFICATION</b>
<b>MEMORANDUM FOR THE RECORD</b>	
<b>SUBJECT:</b> ( ) Summary of In-Progress Review of USXYZCOM CONPLAN XXXX	
<ul style="list-style-type: none"><li>● (U) <b>ATTENDEES.</b> LIST PRIMARY ATTENDEES, INCLUDING LEAD POCS FOR J5 JOWPD AND OSD(P).</li><li>● (U) <b>SVTC.</b> LIST ANY PARTICIPANTS BY SVTC (AS APPROPRIATE)</li><li>● (U) <b>DATE/LOCATION.</b> THE IPR TOOK PLACE ON [DATE], IN PENTAGON [ROOM NUMBER].</li><li>● ( ) <b>EXSUM OF BRIEFING.</b> PROVIDE A SHORT PARAGRAPH SUMMARY OF THE PRESENTATION AND POINTS HIGHLIGHTED BY THE LEAD BRIEFER(S).</li><li>● (U) <b>SIGNIFICANT DISCUSSION.</b><ul style="list-style-type: none"><li>– ( ) SIGNIFICANT POINT 1.<ul style="list-style-type: none"><li>○ ( ) Supporting point or key sub-point to significant point 1.</li><li>○ ( ) Supporting point or key sub-point to significant point 1.</li></ul></li><li>– ( ) SIGNIFICANT POINT 2. ENSURE ENOUGH DETAIL (BUT BRIEF AND SUCCINCT) TO CAPTURE THE POINT AND COUNTER ARGUMENTS.</li><li>– ( ) DISCUSSION POINT 3.</li><li>– ( ) DISCUSSION POINT 4.<ul style="list-style-type: none"><li>○ ( ) Supporting point or key sub-point to discussion point 4.</li><li>○ ( ) Supporting point or key sub-point to discussion point 4.</li></ul></li><li>– ( ) ADD POINTS AS REQUIRED.</li></ul></li><li>● ( ) <b>DECISIONS.</b> (WHEN APPROPRIATE)<ul style="list-style-type: none"><li>– ( ) ADD BULLET POINTS FOR ANY DECISIONS MADE IF APPROPRIATE.</li></ul></li><li>● (U) <b>WAY AHEAD</b><ul style="list-style-type: none"><li>– ( ) RECOMMEND WAY AHEAD (APPROVE, CONTINUE PLANNING, FORWARD TO NEXT HIGHER LEVEL, SECDEF IPR, ETC.)</li><li>– ( ) IDENTIFY ANY TASKERS RESULTING FROM THE MEETING.</li></ul></li></ul>	
Prepared By: POC, POC Office, POC Phone Classified By: Classification authority OR Derived from: Source (usually the JSCP, GEF, DPG, etc) Reason: 1.4 a, d, g, (for example) Declassify On: 25-year	
<b>CLASSIFICATION</b>	

<- Add as required

Figure B-1. Memorandum for the Record (MFR) Format

**CLASSIFICATION**

Signature Sheet

Subject: ( ) Same as MFR

IPR Date/Location: ( ) Same as MFR

Control Number: ( ) [required and provided by OSD]

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\_\_\_\_\_  
OSD Senior Representative (USD(P) or higher)  
OSD Senior Title

\_\_\_\_\_  
JS Senior Representative (J5. or higher)  
Rank, Service  
Position

Signature sheet is only required  
for 3-star (DJ5) and USD(P) or  
higher IPRs/Meetings.

**CLASSIFICATION**

Figure B-2. Sample MFR Signature Page



**CLASSIFICATION**

UNCLASSIFIED EXAMPLE ONLY

CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
WASHINGTON, DC 20318-9999

CM-XXXX-YY  
dd MMM YYYY

**ACTION MEMO**

**FOR: SECRETARY OF DEFENSE**

**FROM: General Joseph F. Dunford, Jr., CJCS**

**SUBJECT: ( ) JCS Review of USXYZCOM OPLAN/CONPLAN XXXX, Long Title of Plan [list other plans if integrated OPLAN or CONPLAN was also reviewed].**

1. ( ) I recommend approval of [planning to date for] USXYZCOM OPLAN/CONPLAN XXXX [and USABCCOM OPLAN ZZZZ]. These plans provide response options to [identify the conditions or threat that are the basis of the plan; e.g. coercion and aggression from country W] and are executable with current resources and timelines.

2. ( ) [Key point number 1][If multiple plans are addressed, identify how the plans are integrated, if its "planning to date" recommendation, identify important future planning issues.]

3. ( ) [Key Point 2] If there are strategic issues that would require SecDef or Presidential decision to execute, identify them [e.g. This plan includes STRATCOM and CYBERCOM options that . . .].

4. ( ) [Key point 3] If planning to date, highlight any planning issues that warrant his concern or that will be resolve through additional planning and analysis. [e.g., The JPEC review highlighted concerns with the transportation network which could delay arrival of ground forces. TRANSCOM and XYZCOM are working to identify alternative ports to ensure continued timely flow . . .].

5. (U) RECOMMENDATION: Approve [planning to date on] USXYZCOM OPLAN/CONPLAN XXXX [as the current plan of record].

Approve: \_\_\_\_\_ Disapprove: \_\_\_\_\_ Other: \_\_\_\_\_

cc:  
Deputy Secretary of Defense  
Under Secretary of Defense for Policy

Classified By: CJCS  
Reason: 1.4(a, b, d)  
Declassify On: dd MMM YYYY

UNCLASSIFIED EXAMPLE ONLY

**CLASSIFICATION**

Figure B-3. Sample CJCS Military Advice Memorandum

5. Plan Approval. Upon completion of the review process, plans will be approved as follows:

a. Campaign Plans

(1) GCPs. The CJCS manages GCPs on behalf of the SecDef. The CJCS approves GCPs on receipt of an endorsement letter from the SecDef.

(2) RCPs and FCPs are managed and approved by the appropriate CA.

(3) CCPs are approved by the CCDR.

b. Contingency Plans

(1) SecDef reviews and approves the GIBPs that are the primary branch plans of the GCPs. The Joint Staff conducts readiness reviews in support of these reviews as required.

(2) SecDef approves capstone operation plans in complete format/operation plans (OPLANs) and concept plans in concept format/concept plans (CONPLANs) within ICPs for the NDS-directed priority challenges. Reviews of these OPLANs will include, at a minimum, discussion of supporting transportation, cyber, space, strategic, and homeland defense plans.

(3) The SecDef approves level 4 or 3T OPLANs/CONPLANs tasked in the CPG or through the JSCP that are not capstone plans with ICPs for the priority challenges outlined in the NDS.

(4) The CCDRs will approve level 1 to level 3 CONPLANs tasked in the CPG or JSCP and submit for review as required, or if one of the review criteria (paragraph 2.b. above) is met.

c. Process for SecDef Approval. Use the following procedures for plans being forwarded to the SecDef or USD(P):

(1) When the CCDR determines the plan is sufficiently developed and the plan has completed the JPEC review and analysis, the CCDR signs the plan. SecDef may elect to review the plan for approval.

(2) The CCMD will coordinate with the Joint Staff to ensure JPEC review of the plan is complete (Enclosure C) prior to submitting the plan to the SecDef for approval. A DASD socialization and promote cooperation event will be conducted prior to plan approval. In addition, the USD(P) may host additional meetings to address or resolve significant policy concerns.

(3) DASD(P) will coordinate with Joint Staff J-5 to schedule IPRs with the SecDef, Deputy Secretary of Defense (DepSecDef) (when requested), or USD(P).

(a) Joint Staff J-5 is responsible for scheduling OpsDep Tank, JCS Tank, and CJCS briefings.

(b) DASD(P), in coordination with (ICW) Joint Staff J-5, is responsible for scheduling IPRs with USD(P) and SecDef.

(4) The approval packet for the SecDef will be similar to the packet informing the SecDef of planning to date, except that the CJCS action memorandum (Figure B-3) will request the plan be approved as the plan of record. The approval packet will include an OSD recommendation memorandum, the CJCS military advice memorandum, MFRs from OSD and Tank meetings, and a slide presentation (Figure B-4).

(5) Upon SecDef approval, OSD will prepare an MFR documenting SecDef approval of the plan.



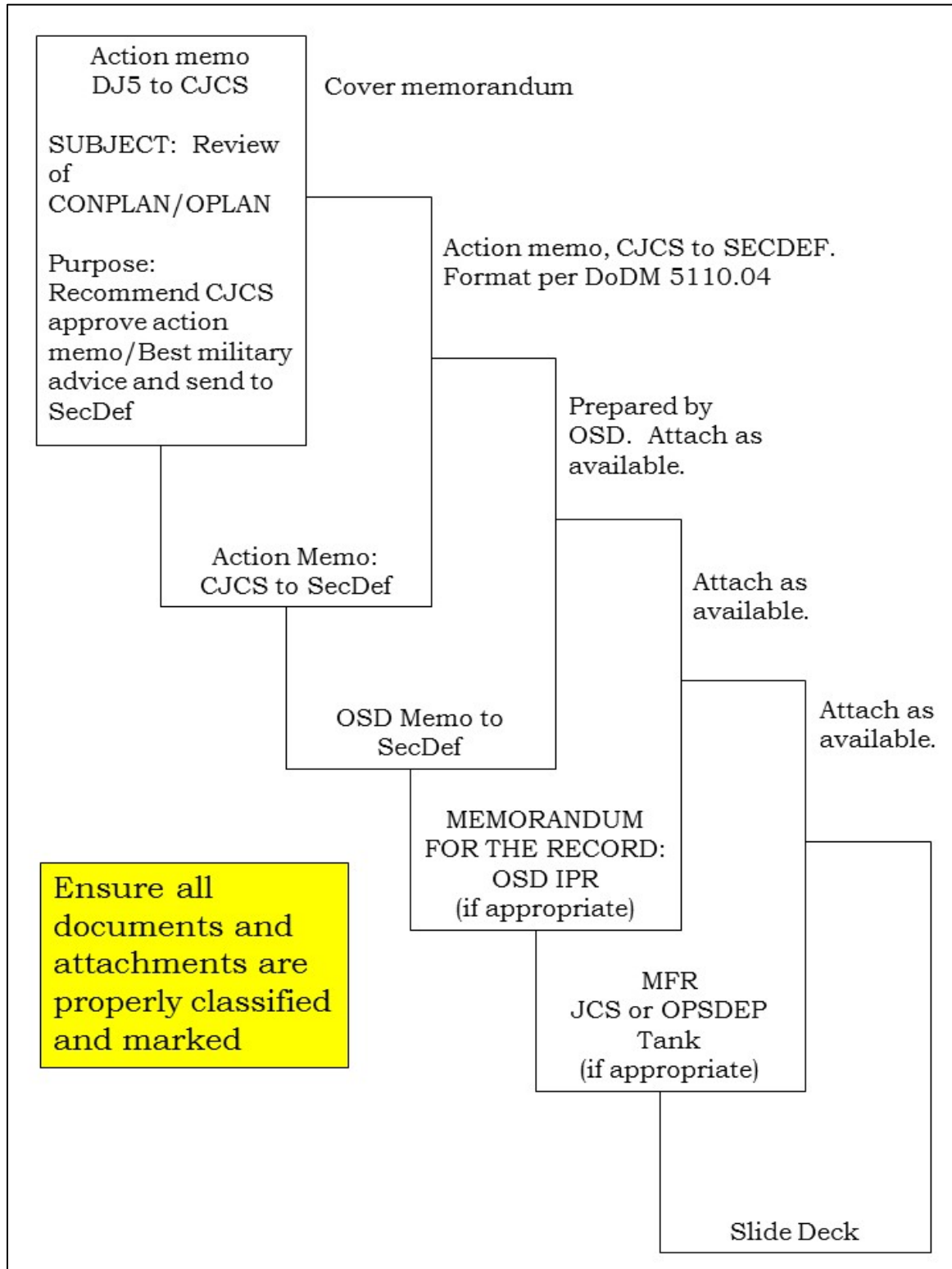


Figure B-4. Review and Approval Packet

## 6. Transition Reviews

a. During a change in administrations, the CJCS, in coordination with the acting USD(P), prioritizes contingency plans for review by the incoming President and SecDef. The Joint Staff will work with the CCMDs and in-place OSD staff to schedule and prepare these presentations.

(1) As appropriate, presentations may be requested for other incoming administration personnel, such as the National Security Advisor, Secretary of State, Director of National Intelligence and heads of the intelligence agencies, Director of Homeland Security, etc. DASD(P) will be responsible for coordinating these presentations with agencies outside DoD.

(2) Joint Staff J-5 will be responsible for coordinating presentations with appropriate offices and the CCDRs.

b. The CA will be responsible for preparing the briefing. The presentation should address timelines, key decisions, and risks associated with the plan.

c. Joint Staff J-5 is responsible for briefing the incoming CJCS. CCMDs may be asked to support with updated material.

d. There is no requirement for Tanks or DASD socializations prior to transition reviews.

e. In addition to those plans identified by the CJCS, CCDRs may recommend plans to the CJCS for updates based on current events.

## 7. Global Campaign Plans and Combatant Command Campaign Plans

### a. Global Campaign Plans (GCPs)

(1) GCPs will be reviewed by the JPEC, with the appropriate Joint Staff CFT responsible for coordinating the review, ICW the CA.

(2) GCPs do not require the transportation, sourcing, and logistics assessment as part of their JPEC review.

(3) Typically, GCPs will proceed through several Tank reviews prior to presentation to the SecDef.

(4) GCPs will be subject to annual assessments through routine Joint Staff assessment processes (see reference j). Additionally, GCPs and updates to the GCPs will be reviewed as directed using the JPB-OpsDep-JCS Tank process.

b. Combatant Command Campaign Plans (CCPs) may be identified for SecDef review as part of annual senior leadership seminar or conference.

c. GCP reviews should include the following:

(1) A scene setter (J2 lead) to include an assessment of the threat's strategic and operational goals.

(2) Review of the GCP including the following:

(a) CA's summary recommendations.

(b) An overall assessment of the GCP and status by NMS mission area and line of effort.

(c) CA's risk assessment.

(d) Key limitations and shortfalls in execution.

(e) Strategic opportunities.

(3) Campaign support to contingency preparedness and transition.

(a) Summary of the GCP's support to contingency preparedness, including deterrence, support to indications and warnings, and achievement of national objectives.

(b) Overview of the contingency challenge (priority threat overview).

(c) How current campaign OAs are setting conditions and validating assumptions for contingency plans.

(d) How the GCP would transition to contingency operations, to include a decision support template/timeline.

(4) Way Ahead

(a) Recommended strategic prioritization based on the current assessment of the threat and operational environment.

(b) Proposed changes to the GCP.

1. Recommended changes to ongoing and planned OAs and the related resource impacts.

2. A discussion of current and proposed posture, including agreements, authorities, permissions, and forward-based force structure (permanent and rotational).

d. To support the annual formal SecDef campaign plan and security cooperation plan review, the J-5 will facilitate an informal socialization of CCPs with all CCMDs, JPEC, and OSD during the spring Joint Strategy Working Group (JSWG). The intent is to integrate plans by focusing on gaps, seams, and resources across CCMDs.

e. Joint Staff J-3 will assess GCPs and CCPs for sourcing feasibility. Joint Staff J-3 and Joint Staff J-8 will use GCPs and CCPs to inform assignment and allocation input to the Global Force Management Allocation Plan (GFMAP) and Global Force Management Implementation Guidance (GFMIG).

## 8. Review Synchronization

a. Scheduling and Battle Rhythm. Plans require periodic updates to account for changes in strategic documents (e.g., NSS, NDS, NMS, CPG, etc.). As strategic guidance influences military planning, the Joint Staff will coordinate changes with the JPEC prior to CJCS approval.

(1) GCPs, FCPs, and RCPs are assessed and updated through the Tank process with input from the JPEC and OSD. The CJCS approves all GCPs after endorsement by the SecDef. The CAs approve FCPs and RCPs.

(2) The Joint Staff maintains a Joint Force strategic battle rhythm (Joint Force Global Integration Calendar (JFGIC)), aligning the SecDef required reviews with the Joint Strategic Planning System (JSPS), other DoD calendar requirements, and leadership availability.

(a) The battle rhythm commences with the GCP assessment, review, and approval Tank series. Typically, these assessments build through a sequence of events, such as Joint Planning Boards (JPBs) (O-6 and O-7/O-8 level), OpsDepts Tanks (O-9 level), and JCS Tanks (O-10 level). Some campaign plans may require additional OSD level review.

(b) The Joint Staff will assess the GCPs at least once per year and execute additional Tank reviews, such as a Strategy Integration Tank, to address crosscutting issues as needed. Joint Staff J-5 will employ the JSWG and JWPS to gain alignment on products and processes for Global Integration.

(c) The CAs will begin to assess RCPs, FCPs, and Defense Critical Missions when those plans are approved; Joint Staff J-5 will schedule reviews

of those plans as required. The review process results in refinement of the strategy, plans, resources, investments, prioritization, risks, and force development when the findings are pursued through the Planning, Programming, Budgeting, and Execution System (PPBES) and GFM processes.

(3) Coordinating authorities review and submit their refined campaign plans to the Global Integrator at their respective Tank series (GCP Tank or FCP, RCP, and JSCP Tank).

b. IPR Milestones and Staffing

(1) Scheduling. Joint Staff J-5/JSP schedules OpsDepts and JCS Tanks and coordinates with OSD to schedule SecDef IPRs and pre-briefs.

(2) JCS Tanks. The CJCS may hold a JCS or OpsDepts Tank in advance of scheduled IPRs. Tank briefs ensure collaboration and alignment across the CCMDs and Services and enable the CJCS to provide military advice.

(3) Lead. In coordination with Joint Staff J-5/JSP, the CA develops the presentation in coordination with collaborators and CFTs.

(4) Pre-Briefs. The Joint Staff or OSD may ask CCMDs to conduct pre-briefs with the Services, Joint Staff, and OSD planners and principals to review concepts, discuss ideas, and incorporate recommendations.

(5) To support the review process, the JPEC will complete the required products in accordance with the time gates specified below:

(a) GCPs. Collaborators complete and submit support plans and supporting documentation as required by the corresponding problem set CA and prior to the Tank JPB. JPBs will occur 1 to 2 months prior to the Tank.

(b) FCPs, RCPs, and Other Plans. FCPs and RCPs may be bundled for a review at the JPB level and at a Tank if required. Collaborators will support as requested by the CA.

c. Joint Staff J-5 maintains the JFGIC (Figure B-5) for the Joint Force to align the JPBs, Tanks, and socializations to ensure they align with strategic timelines (GFMIG/GFMAP, etc.) and with each other. This calendar assists in:

(1) Visualizing multiple joint processes that support global integration.

(2) Understanding the timelines and relationships between multiple Joint Staff processes.

(3) Developing CJCS military advice across the multiple processes.

d. Other Joint Staff elements use the calendar to support integration and alignment of JSPS processes.

e. DASD(P) will provide Joint Staff J-5 with the SecDef and USD(P) proposed review requirements (calendar) to ensure Joint Staff and CCMDs are informed of SecDef requirements.

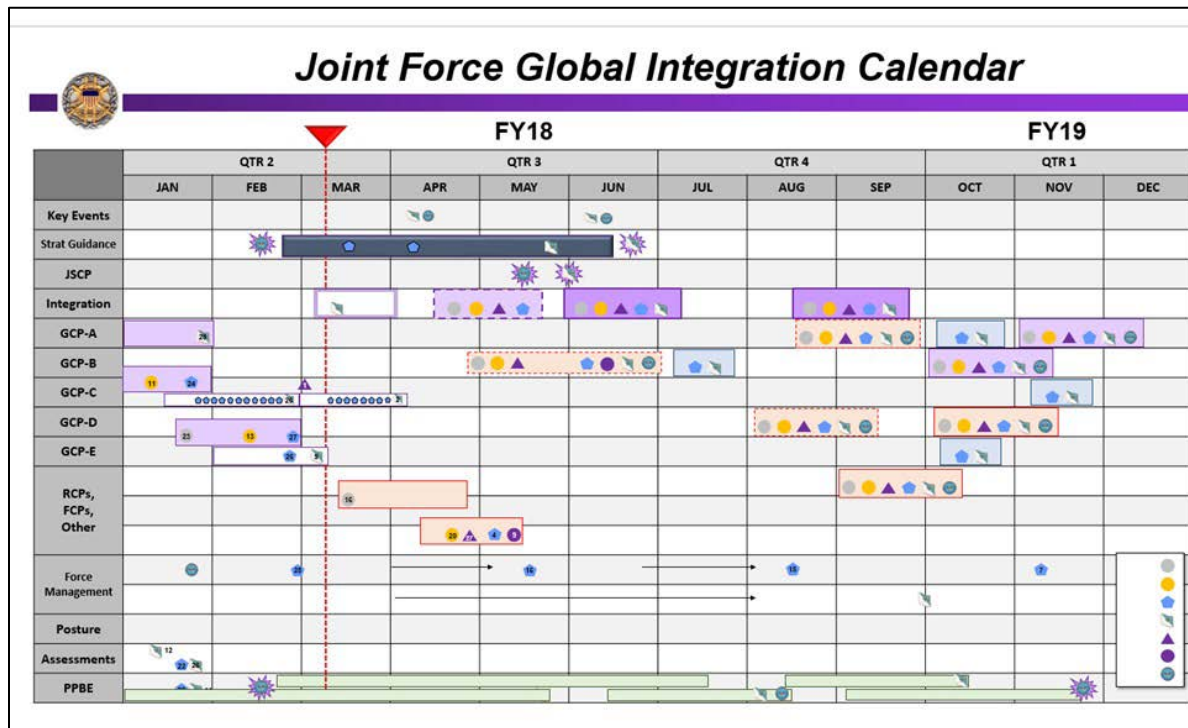


Figure B-5. Example Global Integration Calendar

9. Commander's "Refine, Adapt, Terminate, Execute" (RATE) Recommendation. As part of the planning process, CCDRs regularly review their library of plans and may identify plans that are no longer current, appropriate, or required. The CCDR makes a recommendation through Joint Staff/J-5 to OSD to the SecDef to refine, adapt, or terminate the plan. In specific cases (most often with the campaign plan), the CCDR may also recommend execution of the plan or parts of the plan.

a. Refine. Refinement focuses on additional planning to produce more defined estimate for decision makers. Refinements for contingency plans are often based on decisions by senior leaders to include greater detail in the plan; changes in force apportionment, structure, or capabilities; updated intelligence; or changes in strategic guidance. As a commander refines the plan, there may be changes in timing and decision points and assumptions. Changes in forces and objectives should not occur in refinement. Refinements

to a plan to maintain it in a “living” state, usually with the same or similar military objectives or end states.

(1) Plans recommended for refinement usually do not require formal IPRs. If a paper review is approved, the SecDef or USD(P) approves the refinements through normal coordination mechanisms.

(2) If a paper review is not approved, J-5/JSP and DASD(P) will direct that the review be accomplished with an IPR and will schedule the meeting accordingly.

b. Adapt. Plans should be adapted if the requirement for the plan remains valid but significant changes are required. Major changes to force structure, timing, or CONOPS (such as using a different operational approach) generally require adaptation. Adaptation is also appropriate if new or additional objectives are needed. Adaptations are often due to changes in the operational environment or strategic guidance and may require a new mission analysis. Successful execution of campaign plans, which change the starting conditions of a contingency, may also lead to an “adapt” recommendation. Plans undergoing adaptation require review similar to a new plan.

c. Terminate. Commanders should recommend terminating a plan when the plan may no longer be required. There are several conditions when this may occur or when a plan may be subsumed into another plan.

(1) Plan Subsumed Into Another Plan (Cancel Plan Number). When the plan is subsumed into another plan, the commander should send a memorandum through the Joint Staff J-5/JSP for the CJCS and SecDef identifying the plan number that will be canceled and where the plan information is currently located (e.g., “Plan number XXXX-YY has been superseded [or “is now included with”] by plan number NNNN, effective DTG”). The memorandum should identify the effective date, the new plan number, and the fact that the old plan number is canceled. J-5/JSP will staff the memorandum by the JSAP process through the JPEC for information only. There is no additional action required, since all the plan requirements are maintained.

(2) CPG- or JSCP-Tasked Plan. If the CCDR determines that a CPG- or JSCP- tasked plan is no longer required, the CCDR should request permission to archive the plan. The CCDR should include the rationale for terminating the requirement in the request and forward the request through Joint Staff J-5/JSP for staffing. Joint Staff J-5/JSP will staff the request through the JPEC to identify if there are any secondary issues associated with the termination. CPG-tasked plans will be forwarded through DASD(P) for SecDef approval with a CJCS recommendation. JSCP-tasked plans will be sent to the CJCS for

decision. If approved, Joint Staff J-5 will prepare a memorandum notifying the JPEC of approval to archive the plan.

(3) CCDR Plan. Numbered plans initiated by a CCDR can be terminated by that CCDR. A memorandum stating that the plan has been archived or canceled will be sent to Joint Staff J-5/JSP, which will notify the JPEC by an “information only” JSAP.

(4) Support Plan. CCDRs recommending termination of a support plan to another CCDR’s plan should notify that CCDR of the recommendation and prepare a co-signed memorandum of agreement on the termination. The co-signed memorandum is forwarded to Joint Staff J-5/JSP for staffing as an “information only” JSAP.

d. Execute. The SecDef, by direction of the President, determines execution of plans. CCDRs make recommendations through normal command channels.



## ENCLOSURE C

### JOINT PLANNING AND EXECUTION COMMUNITY (JPEC) REVIEW AND PLAN ASSESSMENT

#### 1. Overview

a. Purpose. The JPEC review process is a CJCS-directed process, managed by Joint Staff J-5, which assists the Chairman in providing military advice to the SecDef, the President, and civilian leadership while assisting the CCMDs in integrating planning across domains, functions, and regions. It also ensures that plans submitted to the SecDef and President are executable within current policy and resource constraints.

b. The JPEC creates a shared understanding, synchronizes efforts, develops a way ahead for integrated products, and establishes the optimal confluence of military plans, operations, and strategy.

c. Plan reviews will take larger problem sets into account. JPBs will address identified seams, threats, risks and mitigation, resource requirements, current and potential issues, strategic deconfliction, and areas for collective action.

#### 2. JPEC Membership

a. JPEC membership consists of OSD, the CCMDs, the Services, the Joint Force Providers (JFPs), the Service force providers, the NGB, the Joint Staff (including all Joint Staff Directors, OCJCS/Legal Counsel (LC), and OCJCS/Public Affairs), and the following DoD Agencies and CSAs:

- (1) Defense Intelligence Agency (DIA).
- (2) Defense Information Systems Agency (DISA).
- (3) Defense Logistics Agency (DLA).
- (4) Defense Health Agency (DHA).
- (5) National Security Agency/Central Security Service (NSA/CSS).
- (6) National Geospatial-Intelligence Agency (NGA).
- (7) Defense Threat Reduction Agency (DTRA).
- (8) Defense Contract Management Agency (DCMA).

(9) Missile Defense Agency (MDA).

b. Additionally, subordinate unified commands (U.S. Forces Korea (USFK) and U.S. Forces Japan (USFJ)) may be included as appropriate.

c. DASD(P) serves as a single OSD point of contact (POC) to consolidate OSD comments for the JPEC.

d. The JPEC review process consists of JPBs, OpsDepts, Tanks, OSD-coordinated IA process, informal communication, subject-matter expert (SME) review of the plan, and formal review by the Joint Staff Action Processing (JSAP) process (discussed below). The JPEC review is conducted at the request of the CCMD and may include some or all of the following:

(1) Forces conference hosted by Joint Staff J-3 to develop time-phased force and deployment data (TPFDD).

(2) Contingency sourcing by the Joint Force providers led by Joint Staff J-3.

(3) Transportation feasibility assessment that includes sustainment requirements (U.S. Transportation Command (USTRANSCOM)).

(4) Logistics supportability analysis (LSA) (Joint Staff J-4, CCMD J4, Service Component 4s, and DLA).

(5) CCMD review to ensure integration across all geographic and functional domains.

(6) OSD policy review.

3. Problem set and plan assessments are activities that measure and determine progress related to achieving intermediate military objectives (IMOs). Associated findings and lessons learned inform current and future planning.

a. Problem set and plan assessments are a primary statutory responsibility of the Chairman and constitute a core element of the planning and execution enterprise. Assessments include the AJA, plan assessments, contingency sourcing, and the Joint Force Sufficiency Assessment.

b. CCMD problem set and plan assessments inform the CJCS assessments and the plan review process. Assessment results inform decision making; facilitate civilian-military dialogue; and inform the IPR process, other theater or functional campaign assessments, and the resourcing processes.

c. CCMDs conduct problem set and plan assessment as a continuous operational activity that is part of the planning function, which monitors all planning and execution. The process helps civilian and military leadership determine if the plan will work within the current or expected conditions that influenced plan development. CCMDs conduct assessment activities and create metrics in concert with mission success criteria to guide operational design of campaign and contingency plans. The commands employ common methods developed and applied across all planning and assessment requirements and briefed during IPRs.

d. During plan assessment, CCDRs extend and refine planning while considering branches and sequels, updated intelligence, and changes in assumptions or the situation that require major reassessment or significant plan modification. CCDRs will monitor and measure progress toward achieving each IMO and end state, assess overall mission accomplishment, and identify changes in the operational and strategic environment. The plan will incorporate new data to reframe the discussion regarding branches, sequels, or modifications.

e. Assessments should account for the nesting of other plans (for example, regional campaigns and contingency plans) under broader campaign plans to ensure objectives and related operations, activities, and investments support the broader U.S. national objectives as laid out in the NSS and NDS.

4. Responsibilities. See Enclosure D.

5. JPEC Process. See Figure C-1.

a. During the review process, the JPEC will complete a JSAP on all supported and supporting plans. Prior to submitting a contingency plan for approval, the CCMD should ensure a full JPEC review and analysis has been conducted.

b. During plan development and plan analysis, the supported CCDR, in coordination with JPEC stakeholders, conducts deployment, redeployment, employment, logistics, transportation, and sustainment planning; contingency sourcing; comprehensive feasibility assessments (including impact on operations and global environment due to adversary action or other global disruptions); and other actions pursuant to guidance and direction received.

c. Plans submitted to the JPEC for review should identify all related CCMD-level plans (e.g., functional plans and supporting or adjacent CCMD plans) where a reasonable expectation exists that plan execution will occur ICW or following the plan under review.

(1) As much as practicable, plans expected to be executed ICW each other should be reviewed together to ensure the plans are integrated (e.g., ensure timelines and resources requirements are deconflicted).

(2) Coordinating authorities are responsible for ensuring this integration for contingency plans associated with their campaign plan(s).

d. Enclosure D identifies specific areas and subject-matter expertise for plan review within Joint Staff directorates. To complement the six review criteria outlined above and requisite subject-matter expertise, principal respondents of the Joint Staff directorates will also review all plans in light of specific focus areas that have been identified as crosscutting issues for all CPG- and JSCP-tasked plans in addition to the functional areas identified.

e. Plan Integration. The Joint Staff uses several methods to aid in global integration in support of the Chairman.

(1) Tanks. OpsDep and JCS

(a) The intent of the Tank Series is to focus on problem sets over numbered plans to inform the CJCS and JCS for future decision making and for developing military advice pertaining to military policy recommendations and strategic guidance on directing, employing, managing, developing, and assessing. Senior-leader input and decisions should focus on these matters rather than the specifics of war plan execution. Tanks will focus on strategic issues and risks specific to the problem set, beginning with a brief focused on adversary objectives and capabilities that threaten the United States, allies' interests, and policy objectives; allied and adversary comparisons; a short- and long-term capability comparison; and strategic gaps. They can be held to cover plan information in general or to address specific issues that require resolution at higher levels.

(b) OpsDeps Tanks are chaired by the DJS or DJ-5 (for planning OpsDeps) and held at the 3-star level, with attendance from the J-5 or J-3 of CCMD, Service, NGB, and agency counterparts. For plan OpsDeps, an OSD representative may also be invited.

(c) JCS Tanks are chaired by the CJCS or DJS with attendance by CCDRs; Service Chiefs; Chief, NGB; and agency directors.

(d) CJCSI 5002.01, "Meetings in the JCS Conference Room," provides additional information on Tanks.

(2) Joint Planning Boards (JPBs). JPBs are held at the action officer (AO) to deputy director level (2-star) to coordinate planning and resolve planning issues at the lowest possible level. JPBs can be used to coordinate timelines and resource distribution among CCMDs that may be required to execute plans simultaneously.

(3) Counterpart Meetings. The Joint Staff DJ-5, DDJSP, and Chief, Joint Operational War Plans Division (JOWPD) meet regularly with their counterparts in OSD to ensure continuous interchange of information and address issues that may require resolution outside of, or prior to, formal meetings.

## 6. Campaign Plan Assessments

### a. Global Campaign Plans (GCPs)

(1) CAs are responsible for global campaign plan assessments. These assessments use data and information provided by the CCMDs, Services, NGB, Defense Agencies, and other Joint Staff assessments to provide the Chairman updates on the GCPs. Joint Staff CFTs support the CA assessments by coordinating Joint Staff expertise and inputs, working with OSD, and providing cross-GCP insights to the CA to support the analysis. CFTs will use the IPR process (JPBs, Tanks, etc.) to aid the CA in presenting the assessment to the CJCS and SecDef and provide recommendations for the Chairman's advice to the SecDef and President. GCP assessments support the Chairman's role as Global Integrator and other Joint Staff processes in the Joint Strategic Planning System. Joint Staff CFTs lead global campaign plan assessments.

(2) The Joint Staff campaign plan assessment process uses existing assessment products to review and analyze results independently and capture the data necessary to integrate theater and functional perspectives into a global picture for the CJCS, which also informs OSD. The Joint Staff uses the conclusions to make recommendations regarding plan prioritization, resourcing, and planning requirements.

(3) The Joint Staff campaign plan assessment team will collaborate with the CCMDs, Services, NGB, and CSAs to collect, analyze, and clarify campaign assessment data. However, the Joint Staff campaign plan assessment process is not limited to assessing only conclusions and recommendations provided through any single assessment process, or only input from the CCMDs, Services, or CSAs. Other assessments, such as the Joint Military Net Assessment, may also be used to inform the overall GCP assessment.

(4) Review of the Joint Staff campaign plan assessment report will require Joint Staff planner-level coordination and will be conducted using the JSAP and other meetings as identified above.

b. Combatant Command Campaign Plans (CCPs)

(1) Annual assessments of campaign plans stem from the initial or previous year's assessment to help track overall progress toward achieving IMOs and campaign objectives.

(2) Campaign plan assessment should follow a common approach such as that suggested in JP 5-0, "Joint Planning."

(3) The AJA will be the primary feedback mechanism for CCPs. CCDRs will provide a summary of changes from the current year's AJA responses and recommendations to Joint Staff J 5. These inputs will also be used in the GCP assessment.

(4) CCDRs will integrate key recommendations into CCMD AJA responses.

(5) When requested, CCP IPRs will include campaign plan recommendations as deemed appropriate by CCDRs. Recommendations will be narrative text, and they should:

(a) Provide a focused statement clearly defining the responsible DoD or IA office, action required, and timing required for new actions or authorities.

(b) Include a POC from the submitting command to provide more information as required on the recommendation.

(c) Clearly identify findings that support the recommendation.

(d) Include a narrative that identifies the IMOs affected through the recommendation implementation process.

(e) Identify related campaigns or contingency plans affected by the recommendation.

(f) If appropriate, categorize the recommendation within the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy framework.

7. Contingency Plan Feasibility Analysis

a. Reviews will ensure planning assumptions are reasonable, valid, and comply with strategic guidance including the NSS, UCP, CPG, and the NDS and its implementation guidance (NMS and JSCP).

b. Contingency plan reviews measure the Department’s ability to successfully execute contingency plans with the highest visibility or having the most severe consequences, as well as those most stressing to ground, maritime, air, and special operations forces.

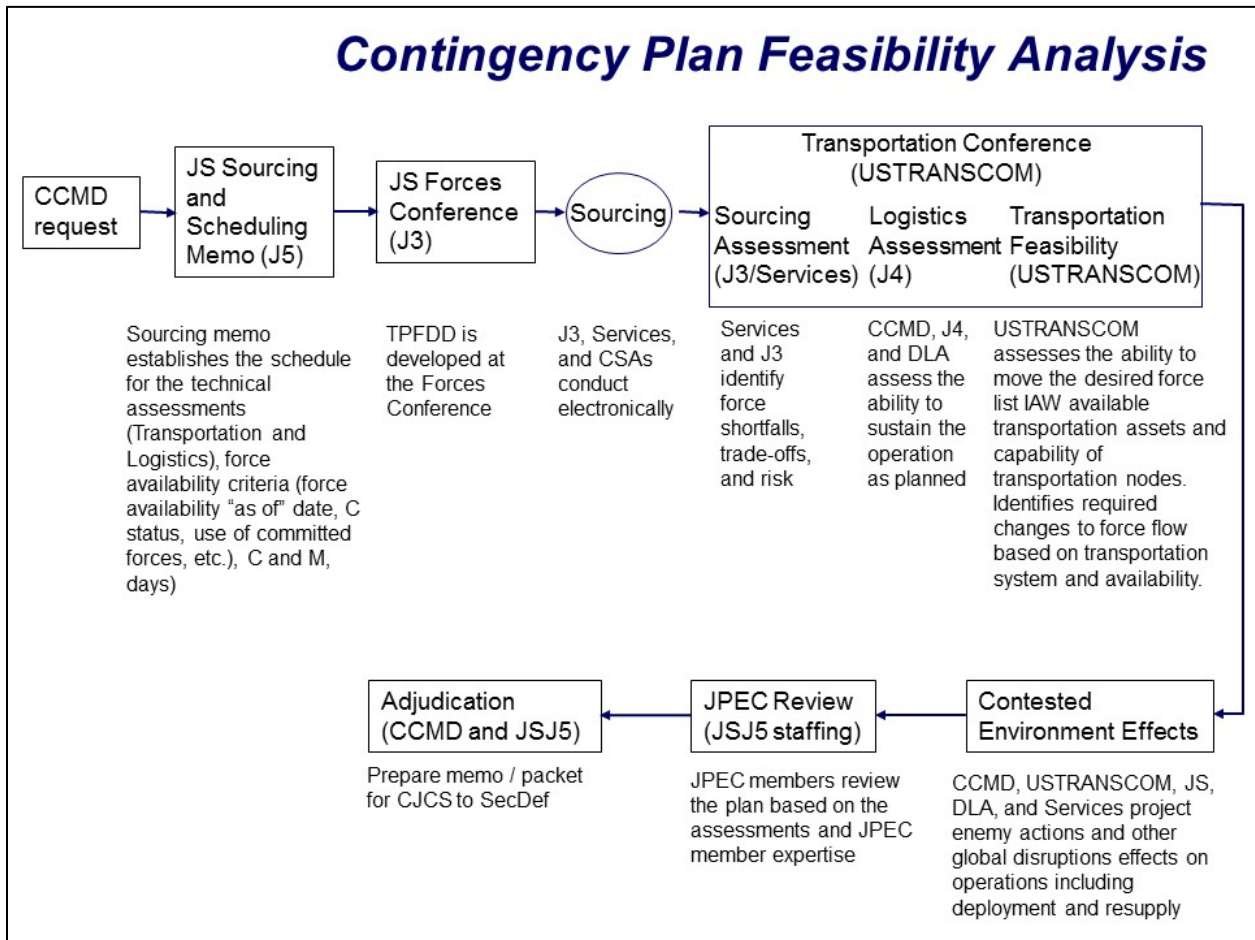


Figure C-1. Contingency Plan Feasibility Analysis

c. CCDRs designated as CAs or as supported commands are responsible for conducting the plan assessment for contingency plans prior to submitting them to the SecDef for approval. Level 3T and 4 plans will undergo a full analysis as depicted in Figure C-1, while other plans will be reviewed by the JPEC through the JSAP staffing process.

(1) At the request of the CCMD, the Joint Staff J-5/JSP will prepare and issue a contingency sourcing message or memorandum, to be released by the DJS. This provides guidance for contingency sourcing for a specific plan, plan bundle, or problem set. The message identifies contingency sourcing guidance and assumptions, as well as the schedule of key events. A sample sourcing message is included as Appendix C.

(2) The supported CCMD will prepare a joint LSA for each Level 4 OPLAN and Level 3T CONPLAN with notional TPFDD by combining the Service, USTRANSCOM, DLA, DHA, and DCMA assessments. The supported CCDR will make the notional TPFDD available to the Joint Staff, Services, JFPs, force providers, USTRANSCOM, and DLA prior to Force Flow, Transportation Feasibility, and Logistics Conferences, allowing time to use the notional TPFDD data to run analyses to produce their specific assessments. The LSA addresses the sustainability for all logistics joint capability areas (JCAs) (deployment and distribution, supply, maintenance, engineering, logistics services, operational contract support (OCS), and health services (HS) and installation services). To provide the basis for the commander's LSA, the Joint Staff, Services, JFPs, DLA, DHA, and DCMA will evaluate overall plan resource, logistics, mobilization, and end-to-end transportation requirements (inclusive of forces and sustainment requirements in the notional TPFDD). Initial LSA work should begin during COA selection to facilitate completion by the time the written plan is ready for initial JPEC review prior to any SecDef briefing.

(3) The primary and supporting plans are constrained by apportioned forces, force readiness timelines, logistics (e.g., munitions and transportation), and resources and must consider current contracted support capabilities available through existing contracts and task orders. CCDRs may develop and present branches with additional forces and resources beyond those apportioned to reduce risk but should seek approval from the CJCS through the Joint Staff J-5/JSP and J-8/Forces Division. CCDRs must understand that when required forces exceed those apportioned, they are incurring risk in terms of capability, capacity, or responsiveness, which could affect the ability to execute their CONOPS. CCDRs should also ensure IPR briefings also include the information that the plan exceeds the number of forces reasonably expected to be available.

(4) For Level 3T and Level 4 planning, CCMDs will present the logistics LSA to the Director for Logistics, Joint Staff (DJ-4) as part of JPEC review.

(5) Upon completion of base transportation conference, assess possible enemy actions or other global disruptions on operations against a transportation-feasible TPFDD. CCDRs may develop and present branches where a transportation-feasible TPFDD will require modification to remain suitable, feasible, and acceptable within the context of likely enemy COAs.



CCMDs, Joint Staff J-3, and Joint Staff J-4 are responsible for providing projections of enemy actions and other global disruptions to USTRANSCOM for analysis.

d. JPEC will review plans using the six criteria below:

(1) Suitable. The scope and concept of planned operations can accomplish the assigned objectives and are within the planning guidance. Planning assumptions must be logical, realistic, and essential for continued planning.

(2) Feasible. The assigned mission can be accomplished using available resources within the time contemplated by the plan.

(3) Acceptable. The possible strategic and operational advantage gained by the operation meets or exceeds the estimated cost and risk. It focuses on the level of risk to mission accomplishment and whether the proposed plan is consistent with domestic and international law, including the law of war, and is supportable.

(4) Complete. The plan incorporates all assigned tasks and the degree to which they include required forces, the deployment concept, the employment concept, the sustainment concept, time estimates for achieving IMOs corresponding to campaign objectives, a description of the end state, mission success criteria, and mission termination criteria. Mission objectives, end state, and termination criteria include clear, objective, measurable assessment criteria for decision makers.

(5) Distinguishable. The plan must be sufficiently different from the other COAs to ensure OSD leadership possesses a range of flexible military options.

(6) Integrated. The plan must integrate across CCMDs: regions, functions, and domains. CCDRs must ensure plans, including support plans, are multinational, transregional, all-domain, multifunctional, and synchronized across time, space, and forces.

e. To accomplish the assessment, J-5/JSP collaborates with the supported CCMD, JFPs, USTRANSCOM, CSAs, and Joint Staff directorates to collect and analyze plan assessment data to finalize a briefing product through a series of SVTCs. Joint Staff directorates will use Enclosure D to analyze their functional areas during the assessment.

(1) The output of contingency plan analysis is an indicator of the general ability to execute a threat problem set or individual contingency plan. Analysis

of the feasibility of force sourcing and logistical shortfalls, readiness deficiencies, transportation feasibility, and military and strategic risk supports this output.

(2) As required, the JCS Tank receives contingency plan analyses. All contingency plan analyses inform the annual CRA. The results of the plan analysis and the CCDR's own internal assessments should facilitate civilian-military dialogue, inform the IPR process, and support the CCDR's RATE recommendation.

## 8. JPEC Completion

a. Once the CA, supported command, Service, or CSA completes a final adjudication of the plan, they provide a planner level memorandum to J-5/JSP stating the JPEC review is complete and all critical comments are properly adjudicated. Subsequent discussions must highlight issues of non-concurrence.

b. Functional CCMDs are responsible for coordinating the planning of other CCMD, Service, NGB, and Defense Agency missions as directed in the UCP. Respective functional commands for specific missions or areas will review other CCMD plans that undergo a JPEC review. Once complete, functional CCMDs endorse the plan via a letter to the SecDef routed through J-5/JSP, the CJCS, and USD(P), ensuring the alignment of specified planning and related activities. The CA or supported CCMD undergoing JPEC review and the J-5/JSP should receive a copy of the certification letter prior to the IPR.

c. Following JPEC review, the CJCS may hold an OpsDepts and/or JCS Tank for the CCDR to present the plan before briefing it to the USD(P), DepSecDef, or SecDef. Upon completion of the Tank (if required), the CCDR presents the plan to the USD(P), DepSecDef, or SecDef, as directed.

## 9. Joint Staff Action Process (JSAP)

a. JSAP enables the JPEC to coordinate on the review of a plan. This process supplements the JPBs, OpsDepts, Tanks, and informal dialogues and acts as a forum to review and adjudicate the detailed and technical aspects of a plan that might not arise in other review activities and discussions. Appendix B provides detailed instructions for the JSAP process.

b. When ready, the CCDR submits the plan summary, base plan, and required annexes for JSAP review to the Joint Staff J-5/JSP.

c. On receipt of a CCMD plan, J-5/JSP initiates a plan review directive to the JPEC using the JSAP Joint Staff Form 136. This plan review directive,

commonly referred to as JSAP, establishes review timelines, plan review level, comment formats, and other administrative directions for conducting the review. Appendix B provides detailed instructions on completing a JSAP.

d. If feasible, J-5/JSP will coordinate an IPR-style briefing at the AO level by the supported CCMD to the JPEC to familiarize the community with the plan early in the JSAP process. If a briefing by CCMD planners is not possible, an IPR-style brief may be included in the JSAP review documents.

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ENCLOSURE D

JPEC AND JOINT STAFF RESPONSIBILITIES

1. Combatant Command (CCMD) Responsibilities

a. CCMDs will identify to the Joint Staff J-5 plans that are ready or require review by OSD.

b. CCMDs will ensure cleared Joint Staff and OSD members of the Joint Planning and Execution Community (JPEC) have access to their plans' Web portals to aid in collaboration.

c. For plans requiring a notional TPFDD, CCDRs will provide J-5/JSP, J-35, and others that need access (contingency sourcing, etc.) with appropriate data and access to support the plan review process. The CPG or JSCP will direct which plans require notional TPFDDs.

d. CCMDs will ensure contingency plans are reviewed prior to approval by the SecDef.

2. Primary Joint Staff Responsibilities. The following directorates are the leads for the management and review processes for campaign and contingency plans.

a. Director for Strategy, Plans, and Policy, Joint Staff (DJ-5). Manages CPG- and JSCP-tasked campaign and contingency plans submitted to OSD via the Joint Staff. Sensitive or compartmented plans require management in accordance with special handling procedures, as directed by the SecDef with the advice of the CJCS and coordinated with the initiating CCDR.

b. Director for Operations, Joint Staff (DJ-3)

(1) Manages the development and review process for crisis action and other plans in a similar environment if directed by the CJCS.

(2) Chairs the Joint Combat Capability Assessment Group (JCCAG).

(3) Serves as Joint Force Coordinator responsible for coordinating sourcing recommendations, as detailed in references f and t.

(4) Prepares and issue orders.

c. Director for Logistics, Joint Staff (DJ-4). Assesses the CPG- and JSCP-assigned plans using the Joint Logistics Estimate (JLE) and initiates global integration efforts as necessary.

d. Director for Force Structure, Resources, and Assessments, Joint Staff (DJ-8). Responsible for ensuring that the assignment and apportionment processes of GFM, directed readiness tables, CNA, JMNA, CPR, and other departmental resource activities will inform, and be informed by, integrated contingency plan assessment.

CCDRs	<ul style="list-style-type: none"> <li>• Prepare plans</li> <li>• Conduct reviews of integrated contingency plans</li> </ul>
USTRANSCOM	<ul style="list-style-type: none"> <li>• Responsible for transportation feasibility assessment</li> <li>• ICW Joint Staff and CCMDs, identify threat-based disruptions to transportation and logistics</li> </ul>
Joint Staff	
J-1	<ul style="list-style-type: none"> <li>• Provide guidance on personnel support and personnel sustainment</li> <li>• Review personnel-related annexes, appendixes, and tabs</li> </ul>
J-2	<ul style="list-style-type: none"> <li>• Serve as Joint Staff lead for Joint Strategic Intelligence Estimate (JSIE)</li> <li>• Lead coordination of National Intelligence Support Plans (NISPs)</li> <li>• Responsible for intelligence input to NMS, JSCP, and GCPs</li> <li>• Review intel-related annexes, appendixes, and tabs for GCPs, RCPs, and FCPs</li> <li>• If requested, support CCP Theater Intelligence Assessments</li> <li>• Review NISP-directed functional support plans</li> </ul>
J-3	<ul style="list-style-type: none"> <li>• Joint Force Coordinator</li> <li>• Provide GFM and contingency sourcing guidance and associated force provider risk assessments</li> <li>• Conduct gross force feasibility as necessary</li> <li>• Review DJ-3 areas of responsibility in JPEC-reviewed plans (see details below)</li> <li>• Prepare and issue orders</li> <li>• Prepare planning and execution guidance as required</li> </ul>
J-4	<ul style="list-style-type: none"> <li>• Serve as the coordinating authority for global logistics planning</li> <li>• Support development and review of logistics-related annexes, appendixes, and tabs in all CPG- and JSCP-tasked plans</li> <li>• Monitor, assess, and shape joint logistics readiness</li> <li>• Ensure CCMDs, Services, Service Components, DCMA, DHA, and DLA provide logistics assessments for tasked Level 3T and 4 plans</li> </ul>

J-5	<ul style="list-style-type: none"> <li>• Lead Joint Staff input into OSD-level documents (NDS, CPG)</li> <li>• Prepare Joint Staff planning guidance (NMS, JSCP)</li> <li>• Responsible for planning doctrine and policy</li> <li>• Maintain global integration calendar</li> <li>• Joint Staff POC for IPR schedule with OSD</li> <li>• Joint Staff POC for Promote Cooperation</li> <li>• Joint Staff lead for plan assessments</li> <li>• Review DJ-5 areas of responsibility in JPEC-reviewed plans (see detail below)</li> <li>• Review plans for posture implications and posture’s ability to support mission accomplishment</li> </ul>
J-6	<ul style="list-style-type: none"> <li>• Review and analyze communications, information technology systems, cyber operations, and Department of Defense Information Network (DODIN) operations</li> </ul>
J-8	<ul style="list-style-type: none"> <li>• Maintain force assignment data reflected in GFMIG</li> <li>• Maintain force apportionment data</li> <li>• Conduct analyses</li> </ul>
OCJCS/LC	<ul style="list-style-type: none"> <li>• Conduct legal review of campaign and other CPG- or JSCP-tasked plans</li> </ul>
Joint Staff Surgeon	<ul style="list-style-type: none"> <li>• Provide guidance on health readiness</li> <li>• Review of Health Protection, Health Care Delivery, and Health Service Support in all CPG- and JSCP-tasked plans</li> </ul>
Services	<ul style="list-style-type: none"> <li>• Review campaign and other CPG- or JSCP-tasked plans for force availability and sufficiency</li> <li>• Review plans for logistical supportability</li> <li>• Identify risk to the force associated with the plan</li> </ul>
NGB	<ul style="list-style-type: none"> <li>• Prepare support plans as required</li> <li>• Identify potential conflicts between defense support of civil authorities/homeland defense (DSCA/HD) and Title 10 mobilization and deployment requirements</li> <li>• Identify National Guard forces available for DSCA/HD missions under State active duty or Title 32</li> </ul>
CSAs	<ul style="list-style-type: none"> <li>• Prepare functional support plans/support plans as required</li> <li>• Review plans for supportability within their respective areas of responsibility</li> </ul>

Table D-1. JPEC Responsibilities

### 3. Plan Review Responsibilities

a. Joint Staff J-1. J-1 provides guidance on personnel support and personnel sustainment matters and is responsible for review and oversight of all personnel related annexes, appendixes, and tabs for CPG- and JSCP-tasked plans.

b. Joint Staff J-2

(1) As required, facilitates the development of problem set, GCP, FCP, RCP, or CCP Dynamic Threat Assessments or Theater Intelligence Assessments.

(2) Leads the review of all intelligence-related annexes, appendixes, and tabs for CPG- and JSCP-tasked plans.

(3) Serves as the primary POC for JPEC plan reviews of intelligence-related portions of plans and orders and provides an independent intelligence assessment to the Global Integrator.

(4) Is responsible for the following focus areas during JPEC plan reviews and contingency plan assessments:

(a) Description of the threat and operational environment.

1. Facts and assumptions.

2. Probability assessment.

(b) Intelligence operations feasibility.

1. Targeting support.

2. ISR strategy.

3. Intelligence support scope and diversity.

(c) For contested environment assessment, provides projections of most likely and most dangerous enemy actions, including attacks on the transportation system.

c. Joint Staff J-3

(1) Provides GFM allocation and contingency sourcing guidance, policy, and doctrine; coordinates the GFM allocation process and contingency sourcing of designated notional TPFDDs; serves as the operational sponsor for the GFM suite of tools, including Joint Operations Planning and Execution System Information Technology (JOPEs IT), Joint Capabilities Requirements Manager (JCRM), Preferred Force Generator (PFG), and Joint Force Capability Catalog (JFCC); and provides subject-matter expertise on various operational issues. See reference s for additional details.



(2) The Director for Operations, Joint Staff (DJ-3), maintains subject-matter expertise and is responsible for review and oversight of issues related to cyberspace operations; combating terrorism; chemical, biological, radiological, and nuclear (CBRN) response; electronic warfare (EW); DSCA; HD; emergency preparedness in the National Capital Region; missile defense; space control; surveillance and reconnaissance operations; special operations; military information support operations (MISO); IO; civil affairs; nuclear operations (including nuclear weapons recovery, nuclear weapons evacuation and protection, and nuclear accident and incident response); military support to national technical nuclear forensics operations; countering weapons of mass destruction (CWMD) operations; weapons of mass destruction (WMD) disposal operations; mission assurance; and special technical operations (STO).

(3) Serves as the SME for:

(a) All separately issued time-sensitive plans involving foreign disaster relief, freedom of navigation, and military operations in or near politically sensitive areas.

(b) The review of all separately issued CPG- and JSCP-tasked plans specifically associated with MISO and those with appendixes containing MISO issues.

(c) The use of satellite or other space systems for mission planning and execution.

(d) Operational matters pertaining to integrated tactical warning and attack assessment (for the United States and its territories) and integrated tactical warning (for geographic CCDRs).

(e) Antiterrorism, consequence management, DSCA, and CPG- and JSCP-tasked homeland defense plans.

(f) CJCS continuity of operations, OSD, and higher-level emergency plans.

(g) All plans related to the Joint Emergency Evacuation Plan.

(4) Serves as the POC for all actions related to the North Atlantic Treaty Organization (NATO) Crisis Response System.

(5) Serves as the POC for review of rules of engagement (ROE) policy in CPG- and JSCP-tasked plans.

(6) Is responsible for the following focus areas during JPEC plan review and contingency plan assessments:

(a) Roles and Responsibilities.

1. Authorities.

2. Supported versus supporting relationships.

(b) Integration of information activities and capabilities into lethal fires planning.

(c) IO.

1. Facilitates development of IO plans to integrate information-related capabilities (IRCs) including, but not limited to: cyberspace operations, special technical operations, special access programs, operational security, electronic warfare, intelligence support to IO, military deception, and MISO.

2. Ensures all plans are consistent with joint IO policy, strategy, and doctrine.

3. Performs as the Joint Staff focal point for harmonization and staff integration of Joint Force informational power.

4. Facilitates Joint Staff support to DoD Department-level IO and cyber-enabled IO efforts, as directed.

5. In coordination with Joint Staff J-5, J-7, J-8, and the CCMDs, develops a common assessment approach, integrated with overall campaign assessments, by which campaign information plan activities are measured against baseline estimates and the accomplishment of GCP and other assigned objectives.

(d) Gaps and seams coordination between CCMDs.

(e) EW and IO. Additionally, reviews EW and communications protection appendixes to CPG- and JSCP-tasked plans.

(f) Reviews operations security annexes.

(g) Reviews deception annexes and appendices.

(h) Ensures NSA provides technical feasibility assessments for IO as appropriate/required.

(i) Collaborates with DTRA to provide technical feasibility assessments for CBRN issues and countering improvised threats.

1. Ensures DTRA provides planning support and technical feasibility assessments for nuclear operations.

2. Serves as the SME for nuclear plans pertaining to current execution, reporting, and monitoring.

3. Serves as the SME for plans dealing with the safety and physical security of nuclear weapons, including storage criteria, custodial requirements, emergency evacuation or movement, emergency destruction, and recovery of lost or stolen weapons.

4. Serves as the SME for executable plans, annexes, and appendixes involving the employment of nuclear weapons.

5. Serves as the SME for branches, sequels, and executable plans for strategic deterrence and global strike.

6. Serves as the SME for branches, sequels, and executable supporting plans for CWMD and countering improvised threats.

7. Serves as the POC for nuclear munitions notional TPFDD files.

(j) In coordination with DISA's Joint Staff Support Center (JSSC), provides analysis of plan notional TPFDDs and other assistance requested by the Joint Staff. For contested environment assessment, uses enemy actions provided by Joint Staff J-2 to provide leaker estimates for munitions/effects on the transportation system.

(k) Reviews plans and policy pertaining to cyberspace operations.

1. Serves as the operations SME for the review of plans and appendixes to plans pertaining to cyberspace operations.

2. Reviews all applicable portions of CPG- and JSCP-tasked plans concerning cyberspace operations.

3. Ensures NSA provides technical feasibility assessments for cyberspace operations as appropriate/required.

(l) Reviews plans and appendixes for STO.

(m) Reviews plans and appendixes to plans pertaining to space operations.

(n) Reviews plans and orders for reconnaissance, surveillance, and deployment orders (air, surface, and subsurface).

(o) Reviews MISO annexes and appendixes.

(7) Serves as office of primary responsibility (OPR) for references f, p, q, and t that specify policies and procedures to conduct adaptive planning and GFM and business rules for using the execution and GFM allocation enabling information technology tools for which they act as operational sponsor.

(8) As the Joint Force Coordinator:

(a) Coordinates and consolidates contingency sourcing solutions with associated joint force provider risk assessments from the Joint Force providers, supported CCMDs, and force providers for all designated plans per reference s (CJCSM 3130.06) and provides sourcing solutions to the supported CCDR and CJCS.

(b) Coordinates all GFM allocation recommended execution sourcing solutions among the Joint Force providers, supported CCMDs, and force providers per reference t and generates recommended execution sourcing solutions with requisite supporting analytical products for all conventional force and joint individual augmentation requirements.

(9) Operational sponsor for JOPES IT, JCRM, PFG, and other execution-enabling IT tools.

(10) Maintains force allocation data reflected in GFMIG Section III and Annex C.

(11) Assists CCDR force planning during plan development and maintenance by collaborating with force providers to identify preferred forces and provides force sourcing feasibility analysis, options, and advice from a force management perspective.

d. Joint Staff J-4

(1) Assists the Chairman in preparation of joint logistic and mobility plans to support those contingency plans and recommends assignment of logistic and mobility responsibilities to the Armed Forces in accordance with those logistic and mobility plans.

- (2) Serves as the coordinating authority for global logistics planning.
- (3) Responsible for review and oversight of all logistics-related annexes, appendixes, and tabs in all CPG- and JSCP-tasked plans. Includes estimates of effects of enemy attacks on the transportation system, length of impacts, and throughput disruptions based on Joint Staff J-3 leaker assessment.
- (4) Develops logistics strategy.
- (5) Supports plan development, review, and assessments addressing the logistics joint capability areas (JCAs) (deployment and distribution, supply, maintenance, logistic services, OCS, engineering, and HS). The JCAs plus mobilization constitute the J-4 focus areas during JPEC plan development, plan review, and contingency plan assessment.
- (6) Develops and integrates joint logistics and operational contract support capabilities.
- (7) Monitors, assesses, and shapes joint logistics readiness.
- (8) Coordinates integrated joint logistics services capabilities to optimize support to deployed forces.
- (9) Coordinates integrated joint deployment and distribution to optimize support to deployed forces.
- (10) Coordinates integrated joint HS service support and integrated OCS.
- (11) Ensures Services and Service Components, DCMA, DHA, and DLA provide logistics assessments as required for tasked Level 3T and 4 plans. The CJCSI 3110.03 Series, "Logistics Integration Guidance to JSCP," provides guidance for development of the LSA addressing the JCAs. LSA format is contained in CJCSM 3103.03, "Adaptive Planning and Execution (APEX) Formats and Guidance," format for Annex D, Appendix 4, Logistics Supportability Analysis.
- (12) Provides subject-matter expertise on the impact of logistics-related issues identified in plan development and assessment on the DoD's ability to execute the NMS. Maintains situational and functional awareness of CCMD plan development.
- (13) Assists the Chairman in the planning and assessment process by leading the Joint Logistics Enterprise (JLEnt) in developing global logistics strategy and plans through the joint planning process to integrate, synchronize

and prioritize capabilities within the core logistics functions toward achieving the CCMDs' operational objectives with global campaign priorities.

e. Joint Staff J-5

(1) Develops recommendations on strategy, strategic concepts, and politico-military matters that include security cooperation, security assistance, and stability operations.

(2) Serves as the DoD lead for the UCP and is OPR for references e, j, k, r, and s. Serves as the Joint Staff POC for, and participates in the review of, all applicable portions of CPG- and JSCP-tasked plans and assessments relating to posture.

(3) Serves as the Joint Staff lead for coordinating the revision of the CPG with OSD.

(4) Serves as the DoD lead for the development and approval of the JSCP.

(5) Responsible for collecting the data for, and preparing the AJA outlined in reference m.

(6) Recommends additions or deletions of planning tasks to the CPG, JSCP, GFM documents, and other appropriate DoD and CJCS directives based on assessments; feedback from JPBs, Tanks, and IPRs; and plan review.

(7) Serves as OPR within the Joint Staff for all CPG- and JSCP-tasked plans, including bilateral military plans and combined and coalition military plans that call for U.S. Forces or could conflict with another plan. This includes management of CPG- and JSCP-tasked plans and the plan review process.

(8) Initiates all plan reviews and coordinates the parallel JPEC plan reviews for all campaign and CPG- and JSCP-tasked plans prior to an IPR, and initiates parallel IA plan socialization briefings or review through OUSD(P) Plans.

(a) Coordinates a Joint Staff recommendation on issues identified in the review process that require adjudication.

(b) Maintains, updates, and posts the weekly plans status report and key joint planning documents on the JOWPD SIPRNET site.

(c) Maintains, in coordination with OSD and the CCMDs, two annual IPR calendars—one for the SecDef and one for USD(P)—that lay out the plan briefing schedule by month for the next 12 months. Recommended plan priorities stem from analysis led by J-5/JSP in coordination with J-2, J-3, J-4, J-5/SDD, and CCMDs. Recommended priorities will leverage current CPG/JSCP priorities and incorporate current J-2 assessment data, including JSIE and AJA data.

(d) Ensures all campaign and CPG- and JSCP-tasked plans submitted for review meet plan requirements in the CPG, JSCP, and other directed guidance documents and conform to applicable policies regarding content, completeness, format, coordination, and distribution.

(e) Reports the results of all CPG- and JSCP-tasked plan reviews and assessments to the CJCS and the DJS.

(f) Maintains appropriate files and records for all campaign and SecDef/CJCS contingency plan reviews.

(9) Provides advice and assistance to the CCMDs on all joint planning matters.

(10) Maintains and disseminates the status of JSCP planning tasks or other directives.

(11) Supports the National Military Command System as required for contingency operations. Specifically:

(a) Develops, maintains, and provides plan summaries for Joint Staff senior leadership.

(b) Responds to planning requests from the National Military Command Center Deputy DJ-3 and serves as liaison to CCMD planning staffs to funnel requested planning information as required.

(12) Supports appropriate U.S. liaison representatives to international military headquarters as required for the review of CPG- and JSCP-tasked plans.

(13) Coordinates for appropriate Joint Staff representation at IA operational planning conferences and events.

(14) Facilitates CCMD requests to DASD(P) to release CPG- and JSCP-tasked plan information in support of IA coordination and collaboration in plan development and review.

(15) Provides representation to other DoD processes impacting the joint planning process such as, but not limited to, the Global Force Management Board, the JCCAG, the JSWG, and operational availability studies, and coordinates between such organizations and JFPs for contingency sourcing of CPG- and JSCP-tasks plans.

(16) Serves as the Joint Staff lead for plan assessments. Coordinates plan assessment assumptions with supported CCMDs, supporting CCMDs, Services, Joint Staff Directors, and Defense Agencies.

(17) Is responsible for the following focus areas during JPEC plan reviews:

(a) Reviews the notional TPFDD and base plan with annexes.

(b) Roles and Responsibilities.

1. Authorities.

2. Supported versus supporting relationships.

3. DoD versus IA lead.

4. International players.

(c) Gaps and Seams.

1. Between CCMDs.

2. Between Federal Agencies.

(d) Strategic Guidance.

1. Military and political assumptions.

2. Military and political objectives/end states.

3. U.S. national guidance.

4. International guidance.

5. Branches and sequels.



(e) Whole of Government.

1. Synchronized with other USG efforts.
2. Role of other Departments and Agencies across plan phases.
3. Other tools IA offers.

(f) Risk assessment and mitigation.

(g) Assessment of effectiveness of security cooperation planning and activities.

(h) Portions of campaign and other CPG- and JSCP-tasked plans concerning strategic deterrence, nuclear strike options, and CONUS-based strategic conventional and non-kinetic offensive operations.

(i) HD, CWMD, cyberspace, strategic deterrence and global strike, pandemic influenza and infectious diseases, global distribution operations, and war on terrorism plans and annexes, appendixes, and tabs.

(j) Politico-military aspects, theater security cooperation activities, and posture.

(18) Coordinates for appropriate Joint Staff representation at force flow and plan synchronization conferences and other CCMD planning activities as required.

(19) Serves as SME for strategic deterrence and nuclear strike campaign and related CPG- and JSCP-tasked plans. Ensures the J-3/Nuclear Operations Division has the executable plans, branches, or sequels.

(20) Serves as SME for CWMD campaign and related CPG- and JSCP-tasked plans. Ensures the appropriate J-3 division possesses the relevant executable supporting plans, branches, or sequels.

(21) Represents the CJCS in nonproliferation and counter-proliferation (CP) policy formulation and during negotiations to ensure all initiatives are consistent with U.S. national security policy and the objectives are technically correct.

(a) Formulates, analyzes, and evaluates nonproliferation, CP, international CBRN response, and CBRN defense policy.

(b) As necessary, represents the CJCS in IA forums related to its assigned area of responsibility.

(22) Serves as SME for Pandemic Influenza and Infectious Diseases campaign plan.

(23) Serves as the SME for missile defense, space, and cyberspace campaign and related CPG- and JSCP-tasked plans and as the POC for review of plans and policy pertaining to missile defense, space, and cyberspace operations. Participates in the review of all applicable portions of CCDR CPG- and JSCP-tasked plans that include missile defense, space, offensive cyberspace operations, defensive cyberspace operations, and DODIN operations.

f. Joint Staff J-6

(1) Serves as the SME for the use of and planning for communications and information technology systems, defensive cyber operations, and DODIN operations.

(2) Reviews and analyzes communications, information technology systems, and cyber operations in all OPLANs, CONPLANS, and CPG- and JSCP-tasked plans.

g. Joint Staff J-8

(1) Prepares appropriate guidance and information on near-term, future-force resourcing.

(2) Staffs and maintains the force assignment data reflected in the GFMIG Assignment of Forces (Forces for Unified Commands Memorandum).

(3) In coordination with Joint Staff J-5, maintains the force apportionment data published quarterly on Joint Staff J-8 Forces Division Web site (SIPRNET).

(4) Conducts analyses to assist the CJCS in developing recommendations to the SecDef regarding force planning, as required by the JSPS and the PPBES.

(5) Reviews and assesses campaign and contingency plans and updates tasked in the CPG or JSCP.

(6) Serves as the SME on all matters regarding directed readiness, force assignment, force apportionment, force planning, force development and force

structure assessment in support of national security objectives, policies, and strategy in consonance with both fiscal constraints and warfighting objectives. Refines this process, provides consistencies with GFM policies, and links plans to resources in collaboration with J-5.

(7) Assesses the sufficiency of the force (related to GFM shortfalls).

h. Office of the CJCS/Legal Counsel (OCJCS/LC). Responsible for conducting the legal review of campaign and other CPG- or JSCP-tasks plans. OCJCS/LC ensures that campaign and other CPG- and JSCP-tasks plans are consistent with the law of war, other international law obligations of the United States, and U.S. domestic law and policy requirements.

i. Joint Staff Surgeon (JSS). Provides guidance on health readiness. The JSS is the Joint Staff lead responsible for the review and oversight of Force Health Protection, Health Care Delivery, and Health Service Support related annexes, appendixes, and tabs in all CPG- and JSCP-tasks plans.

j. NGB. Provides visibility of non-federalized planning and efforts related to the CPG- and JSCP-directed HD, DSCA, problem sets, campaign, and contingency plans.

k. Services. Review campaign and other CPG- or JSCP-tasks plans, maintain subject-matter expertise, identify risks to the plan and Services, and identify ways to reduce risk and opportunities for collective action. This can include, but is not limited to, the following.

(1) Does the Service possess the capability to meet plan requirements?

(2) Are there sufficient forces available to meet plan requirements?

(3) Is the plan logistically feasible and does the logistics force structure exist to support the plan during all phases?

(4) What risks to the Services and plans are incurred?

(5) Do the Services have the ability to supply and maintain forces during all phases?

(6) Can the Services support intra- and intertheater transportation requirements?

(7) Can the Services support command, control, communications, computing, surveillance, and intelligence plans and requirements?

1. Combat Support Agencies (CSAs)

(1) DIA

(a) Upon request from the supported CCMD or CA, and in coordination with supporting CCMDs or collaborators and Joint Staff J-2, DIA will prepare a Dynamic Threat Assessment to support integrated contingency planning against priority problem sets and other CCMD priority contingency plans.

(b) As requested by Joint Staff J-2 and the problem set lead, develop an Agency functional support plan as an annex to the NISP.

(c) When requested by the CCMD, develop strategic intelligence products to support the development of GCPs, CCPs, or FCPs.

(2) DISA will prepare functional support plans as annexes to GCPs supporting top-priority problem sets. In addition, as requested by CCMD CAs DISA will prepare a support plan for CCMD integrated contingency plans supporting each of the top-priority problem sets.

(3) Other CSAs will develop functional and support plans as requested by CAs.

(4) Defense Agencies not designated as CSAs but performing CSA functions will develop support plans as requested by CAs.

m. Canada-United States (CANUS) Plans. CANUS plans are reviewed by the U.S. co-chairman of the CANUS Military Cooperation Committee (MCC), on behalf of the J-5 and under the authority of the CJCS.

(1) J-5 is responsible for actions derived from the MCC relevant to the development and revision of the CANUS Basic Defense Document.

(2) Submitting CANUS plans, involving the defense of North America and to the Joint Staff for review through the MCC, and assigning to J-5/JSP.

(3) The North American Aerospace Defense Command (NORAD) will submit plans to J-5 and the Canadian Strategic Joint Staff for review by the SecDef, through the CJCS and the Canadian Chief of Defence Staff, respectively.

n. Republic of Korea (ROK)/U.S. Combined Forces Command (CFC) and the United Nations Command (UNC), Korea

(1) The ROK/U.S. CFC Commander will develop integrated plans on behalf of the Republic of Korea-United States Alliance.

(a) CFC will develop plans in accordance with bilaterally approved strategic planning guidance provided by the SecDef and ROK Minister of National Defense (MinDef).

(b) The ROK-U.S. Military Committee (MC) will provide bilaterally approved planning direction for CFC contingency plans.

(c) When the plenary members of the MC are not in session, the MC will be composed of the Chairman of the ROK Joint Chiefs of Staff and the Senior United States Military Officer Assigned to Korea, who will represent the CJCS.

(d) CFC will regularly present plans to U.S. Indo-Pacific Command (USINDOPACOM), J-5, and the ROK Joint Chiefs of Staff for review by the SecDef and MinDef.

(e) CFC will adhere to the formats, methods, and sequencing found in this instruction to the greatest extent possible with necessary adjustments to reflect the bilateral nature of ROK/U.S. plans.

(2) Commander, United Nations Command (UNC) (Korea) will regularly communicate with the CJCS on all matters concerning plans for the UNC assigned mission, while keeping the Commander, USINDOPACOM informed in accordance with the UNC Terms of Reference and Strategic Guidance.

(a) In cases where UNC plans are integrated with CFC plans, reviews will be conducted IAW procedures for review of CFC plans.

(b) UNC will identify to the Joint Staff J-5 standalone plans that are ready or require review by OSD, while keeping USINDOPACOM informed.

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ENCLOSURE E

OSD IN-PROGRESS REVIEW GUIDANCE

1. In-Progress Review (IPR) Attendance

a. Principal participation is highly encouraged to facilitate a higher level of discourse on plans that benefit leaders at the CCMD and within the Joint Staff and OSD. If it is not possible to conduct the IPR in person, parties may schedule a video teleconference.

b. The SecDef's executive staff determines attendance prior to each IPR, and attendees generally include the following (in addition to the SecDef and the supported CCDR):

- (1) CJCS, Vice Chairman of the Joint Chiefs of Staff, and/or DJS.
- (2) USD(P) and/or Deputy USD(P).
- (3) Under Secretary of Defense for Intelligence.
- (4) Joint Staff Directors (J-1, J-2, J-3, J-4, J-5, J-8).
- (5) DoD General Counsel or Principal Deputy General Counsel.
- (6) DASD(P).
- (7) Service Chiefs or their designated representatives (as required).
- (8) Chief, NGB or designated representative (as required).
- (9) Designated military assistants (as required).
- (10) Applicable regional or functional Assistant Secretary of Defense, Deputy Under Secretary of Defense, or DASD.
- (11) Representatives from CCMDs associated with the problem set.
- (12) Other key personnel as appropriate, approved, and/or directed.

2. IPR Content. IPRs should tell a story of how the CCDR sees the operation or crisis unfold. While there is no prescribed format, the discussion should focus on decisions required from the SecDef and President and actions outside the Department necessary to ensure military success, rather than the operational and tactical actions of the Joint Force in the AOR.

a. The CCDR discusses what the command can do prior to conflict (during the CCMD campaign or as flexible deterrent or response options) that might deter further enemy aggression or that are required to set conditions should the contingency be executed.

(1) What the CCMD can do with forces already in place.

(2) What additional resources, authorities, and forces the CCDR recommends to employ if they become available.

(3) What the CCDR thinks are the key indicators that should trigger national-level decisions to commit forces (and what those forces should be).

(4) Risk associated with recommended actions or inaction.

(a) Decision timeline/matrix

(b) Any gaps or issues the CCDR has identified.

(c) USTRANSCOM-provided global transportation analysis (inclusive of analysis of threats to force movement and forces and sustainment requirements in the notional TPFDD) for contingency execution.

b. The current and/or potential operational environment, including a review of the adversary, friendly, and neutral actors, as well as the political, military, economic, social, information, and infrastructure elements impacting planning and influencing COA development, as necessary.

(1) The specified military objectives and the CCDR's proposed termination criteria.

(2) Critical assumptions underpinning the plan and risks associated with the possibility that the assumptions prove to be wrong during plan execution. These should focus on policy-level assumptions, such as access, overflight, and partner/ally participation.

(3) Known limitations, focusing on political or policy issues (such as access, authorities, diplomatic clearances, etc.) that could affect execution.

(4) CCDR's initial operational approach—a description of the anticipated broad actions the force must take in order to achieve the desired end state and the critical capabilities required.

(5) The CCMD's expected force requirements in order to execute the plan, including logistics supportability assessment and challenges. Address



any identified risks and potential means for mitigation, or risks that could create the need to change the operational approach.

(6) Cross-CCMD issues that required SecDef decisions, including interaction between this plan and supporting plans and between execution of the plan and ongoing operations.

c. Recommendations to the SecDef.

### 3. Desired Outcomes

a. Ensure everyone has a common understanding of the strategic and operational environment and the problem set. Identify issues with guidance and resolve them.

b. Understand the range of options available to the SecDef and President.

c. Identify key decisions and desired timelines.

d. Identify policy and resourcing issues OSD must address.

e. Identify issues that require interagency coordination.

f. Understand limitations and/or shortfalls in forces or other enabling resources and ways to mitigate them.

g. Understand the risk and ways to mitigate the risk.

4. IPR Format. The SecDef or USD(P) will determine the information desired for each IPR. This format exists as a general guide.

#### a. Plan Initiation IPR

(1) Gain a common understanding of the threat.

(a) Agreement of most likely and most dangerous enemy courses of action.

(b) Understand initial warning intelligence timelines.

(c) Understand SecDef and presidential decision requirements and decision points.

(2) Gain a common understanding of the regional environment, including agreement on regional outlook, expanded to worldview as needed.

(3) Understand key political and policy assumptions that will drive concept development, with an agreement on assumptions that affect cross-CCMD planning.

(4) Understand how available resources will shape concept development, with agreement on initial resource prioritization (apportionment).

(5) Framework

(a) Two to three slides on the Commander's threat assessment (integrated).

(b) Two to three slides on regional dynamics (integrated).

(c) Two to three slides on assumptions (integrated, including decisions on mobilization and warning timeline).

(d) Two to three slides on mission areas (integrated).

(e) One to three slides discussing resource impacts (integrated—what other operations will/may be affected on execution; for example, adversary actions or disruptions in other regions).

(f) One slide on the way forward (including tasks for OSD and the Joint Staff).

b. Subsequent IPRs

(1) Review and/or update on the threat.

(2) Review and/or update on regional players, including expected allied/partner contributions.

(3) Review or update critical policy assumptions.

(4) Gain an understanding of the CONOPS and the options available to the SecDef and President.

(a) Understand key enabling decisions.

(b) Understand decision timelines.

(c) Understand ROE/authorities.

- (5) Understand risks and potential mitigation (integrated).
  - (6) Discuss cross-CCMD seam issues (integrated).
  - (7) Follow-On IPR Briefing Framework
    - (a) One to three slides on changes from previous IPRs (integrated).
      1. Threat.
      2. Regional environment.
      3. Assumptions.
    - (b) Three to four slides outlining the concept of operation.
      1. Warning intelligence timeline.
      2. Decision points (may be tied to warning intelligence timeline).
      3. Critical aspects of the concept (those that might have policy implications).
    - (c) One to three slides outlining risk and risk mitigation. Articulate risk in terms of its nature, who is impacted, for what duration, and how it will be mitigated. Reference o has additional information on risk analysis.
    - (d) One slide should establish a way forward.
5. CCMDs should submit final IPR material no later than 5 working days prior to the IPR (or OpsDeps meetings and/or JCS Tank). The intent of these meetings is to ensure full coordination across the CCMDs and Services, inform the JCS, and enable the CJCS to provide military advice.

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ENCLOSURE F

JSAP INSTRUCTIONS

1. JSAP Review

a. Planner-level or O-6 level plan review comments will be provided as critical, major, substantive, or administrative as defined below and in the CJCSM 5120.01 Series. Critical comments require general officer/flag officer (GO/FO)/Senior Executive Service endorsement.

(1) Critical comments are deficiencies that are likely to prevent accomplishment of the plan as written and impact negatively on the capability of the plan to meet JSCP requirements or requirements detailed in the CPG. Examples include failure to meet assigned tasks, deviations from law or policy, and major capability and logistics shortfalls. Critical comments are treated as a “nonconcur.”

(2) Major comments are issues requiring direct adjudication. They may not prevent execution of the plan as written, but could result in unacceptable costs or delays. Examples could include questionable (overly optimistic) assumptions or significant capability, logistics, or readiness shortfalls.

(3) Substantive comments pertain to lesser deficiencies such as deviations from CJCS guidance, joint and Service doctrine, or joint planning and execution formatting. These deficiencies would not prevent execution of the plan.

(4) Administrative comments provide clarity, accuracy, and consistency. They address outdated references, improper terminology, and minor errors.

(5) When developing, submitting, and consolidating JPEC review comments, the reviewer should accurately reflect the classification markings associated with every comment. Although the comments resolution matrix may reflect the highest level of classification, each comment should be portion marked.

b. J-5/JSP consolidates review comments and provides a response to the CCMD planning staff with an information copy to OUSD(P) Plans. J-5/JSP will ensure all critical comments meet the definition of critical and oversee the adjudication of comments between the comment originator and the CCMD planning staff in coordination with the plan SME as necessary and appropriate. After discussion with the submitting office, J-5 has the authority to downgrade critical comments to major or substantive. For planning, this process should be complete within 30 calendar days of receipt of the CCMD plan. J-5/JSP will

also collect and consolidate Joint Staff comments on the focus areas and subject-matter expertise (Enclosure D), provide the comments to the CCDR, and staff the conclusions within the Joint Staff for mitigation solutions if necessary to support the CCDR's continued planning and/or execution.

c. The CCMD planning staff reviews the consolidated JPEC and focus area review comments and then replies to J-5/JSP regarding each critical comment within 15 working days after receipt. J-5/JSP oversees adjudication of all critical comments with support as required from plan SMEs. Every effort must be made to adjudicate all critical comments, through action officer, planner, or GO/FO channels or, if required, through the JCS Tank process IAW reference n. Major comments undergo adjudication with the originator when requested changes are not incorporated. Substantive plan review comments must be adjudicated, but only to the extent that CCMD planners will review the comments and be prepared to respond to the originator, when requested, with disposition and stated rationale if not incorporating the comment. Administrative plan review comments are recommendations only, and no response or adjudication is required.

ENCLOSURE G

SAMPLE SOURCING MESSAGE

UNCLASSIFIED EXAMPLE

SUBJECT: ( ) INTEGRATED CONTINGENCY SOURCING GUIDANCE FOR OPLAN NNNN.

REF/A/FY17 CONTINGENCY SOURCING SCHEDULE/=//

AMPN/REF A IS THE DIRECTOR JOINT STAFF MEMORANDUM DIRECTING THE FY\_\_Q\_ CONTINGENCY SOURCING AND CONTINGENCY PLAN ASSESSMENT SCHEDULE (S)

REF/B/CJCSM 3130.06 GFM ALLOCATION POLICIES AND PROCEDURES, ENCLOSURE K, CONTINGENCY SOURCING (S).

REF/C/(U) CJCSI 3401.01E/-//

AMPN/REF C IS THE CJCS INSTRUCTION CAPTURING THE CONTINGENCY PLAN ASSESSMENT PROCESS.

REF/D/GLOBAL FORCE MANAGEMENT IMPLEMENTATION GUIDANCE, SIGNED [current GFMIG date]. (S)

REF/E/GUIDANCE FOR THE EMPLOYMENT OF THE FORCE (S)

REF/F/FYXX GLOBAL FORCE MANAGEMENT ALLOCATION PLAN (S)

NARR/( ) THE PURPOSE OF THIS MESSAGE IS TO PROVIDE GUIDANCE FOR THE SOURCING AND TRANSPORTATION FEASIBILITY OF THE NNNN FAMILY OF PLANS. AS PART OF NNNN, THE TPFDD FOR CDRUSXYZCOM OPLAN MMMM-YY, CH 1 IS ONLY CURRENTLY INTEGRATED WITH CONPLAN 0000, AND WHILE PLANNED IN COORDINATION WITH THE OTHER PLANS (USSTRATCOM, USCYBERCOM, N-NC HD), THE TPFDDs ARE NOT INTEGRATED WITH ONE ANOTHER. HOWEVER, THE CONTINGENCY SOURCING AND SUBSEQUENT ASSESSMENT WILL INCORPORATE COMBINED RESOURCE REQUIREMENTS FOR CDRUSXYZCOM OPLAN MMMM-YY CH 1, CDRUSXYZCOM CONPLAN ZZZZ (REGIONAL HOMELAND DEFENSE), AND SCENARIO SPECIFIC REQUIREMENTS FOR USSTRATCOM, USCYBERCOM, AND NORAD AND USNORTHCOM PLANS, WITH THE INTENT OF DE-CONFLICTING RESOURCES AND TIMING, AND PROVIDING A STRATEGIC LEVEL ASSESSMENT WITH RISK MITIGATION. PRIORITIZATION OF FORCE MODULES WILL BE PER REF D, E, AND F.

GENTEXT/SITUATION/1 (U)

1.A ( ) ON {date}, THE DIRECTOR, JOINT STAFF CONFIRMED THE COMBINED CONTINGENCY SOURCING OF CDRUSXYZCOM OPLAN XXXX, CDRUSXYZCOM CONPLAN YYYY, USSTRATCOM OPLAN, USCYBERCOM OPLAN, AND NORAD AND USNORTHCOM PLANS STARTING {date} (REF A). THIS MESSAGE PROVIDES GUIDANCE ON THE INTEGRATED CONTINGENCY SOURCING AND TRANSPORTATION FEASIBILITY OF THE TBD PLANS TO BE CONDUCTED MMM YY THROUGH MMM YY,

1.B ( ) PER REF B, THIS IS A CONTINGENCY SOURCING EFFORT AND WILL NOT RESULT IN THE REASSIGNMENT OR REDEPLOYMENT OF FORCES. CONTINGENCY SOURCING WILL NOT RESULT IN NOTIFICATION OR PLACEMENT OF UNITS IN A PREPARE-TO-DEPLOY ORDER STATUS.

1.C ( ) THE PLAN IDENTIFICATION FOR THE TBD PROBLEM SET IS NNNN. ALL REFERENCES TO THE TBD PROBLEM SET REFER TO THE TIME PHASED FORCE AND DEPLOYMENT DATA (TPFDD) FOR NNNN AND THE ASSOCIATED PLANS IN PARAGRAPH 1A ABOVE.

1.C.1. ( ) THE OPLAN NNNN AND CONPLAN MMMM REQUIREMENTS TPFDD IS AVAILABLE IN THE FORM OF A SPREADSHEET ON JWICS: DUE TO LIMITED ACCESS, CONTACT POC (POC@COE.IC.GOV) FOR USXYZCOM PID. {if appropriate, or ID TPFDD and FMs in JOPES}

1.C.2. ( ) NORAD AND USNORTHCOM DSCA PLANS REQUIREMENTS PID IS 3XXXX WITH THE FOLLOWING FORCE MODULES: FM1, "FM1 Title", FM2 – "FM2 title"; FM3 – "FM3 Title"; FM4 – "FM4 Title"; FM5 – "FM5 Title"; FM6 – "FM6 Title"; FM7 – "FM7 Title".

1.C.3. ( ) USSTRATCOM OPLAN 8XXX REQUIREMENTS are PID 8XXXX.

1.C.4. ( ) THIS IS CONTINGENCY SOURCING AND WILL NOT RESULT IN THE REASSIGNMENT OR REDEPLOYMENT OF FORCES. FORCES CONTINGENCY SOURCED WILL NOT RESULT IN NOTIFICATION OF UNITS OR PLACEMENT OF UNITS IN A PREPARE TO DEPLOY (PTDO) ORDER STATUS.

1.D. ( ) HEREAFTER, A REFERENCE TO THE PIDS APPLY TO THE AGGREGATED PLANS/PIDS FOR [list all CCMDs' PIDs associated with the problem set] THAT APPLY TO THE TBD PROBLEM SET, UNLESS SPECIFICALLY NOTED OTHERWISE.

GENTEXT/MISSION/2. ( ) BEGINNING dd Month YY OR EARLIER, THE JOINT STAFF, IN COORDINATION WITH JOINT FORCE PROVIDERS (JFP), JOINT FUNCTIONAL MANAGERS (JFM), SERVICES, USXYZCOM, NORAD AND USNORTHCOM, USSTRATCOM, USSOCOM, USCYBERCOM, AND USTRANSCOM, CONDUCTS CONTINGENCY SOURCING, TRANSPORTATION FEASIBILITY, AND LOGISTICS SUPPORTABILITY ASSESSMENT FOR THE AGGREGATED PIDS ADDRESSING THE TBD PROBLEM SET.

GENTEXT/EXECUTION/3.(U)

3.A CONCEPT OF OPERATIONS. ( ) THIS EVENT IS INTENDED TO CONTINGENCY SOURCE FORCES AND CAPABILITIES AT AN ESTABLISHED POINT IN TIME IAW REF B FOR THE PURPOSE OF ASSESSING AND REPORTING RISK TO PLAN EXECUTION CAUSED BY AVAILABILITY OF RESOURCES AND STRATEGIC LIFT. IAW REF C, A CONTINGENCY PLAN ASSESSMENT IS DIRECTED FOLLOWING CONTINGENCY SOURCING AND GLOBAL TRANSPORTATION FEASIBILITY ASSESSMENT.

3.A.1 MILESTONES (U)

SUPPORT CONFERENCE (XYZCOM AND COMPONENTS)	(10 day window)	[LOCATION]
USXYZCOM LOCKS PID	date 2	
READINESS "AS OF" DATE	date 3	
SOURCING OF ASSIGNED FORCES (COMPONENTS)	date 4 (2-3 weeks)	HOME STATION
REVIEW OF TPFDD BY JSJ35 (CONCURRENTLY)	date 4 (2-3 weeks)	HOME STATION
FORCE PROVIDER (FP) SOURCING (FORCE COMS)	dates 5 (2 months)	HOME STATION
INITIAL SOURCING SOLUTION DUE TO JS (FORCE PROVIDERS)	date 6	
RISK ASSESSMENT DUE TO JS (FORCE PROVIDERS)	date 7	
SHORTFALLS DUE TO JS (FORCE PROVIDERS)	date 8	
SOURCING CONFERENCE (COMPONENTS & FORCE PROV)	dates 9 (1 week)	[LOCATION]
TPFDD UPDATED WITH FP SOURCING SOLUTIONS	dates 10 (1 week)	
USXYZCOM COMPONENT JFAS RUN (XYZCOM & COMPONENTS)	dates 11 (3 weeks)	USXYZCOM
SUSGEN RUN (XYZCOM)	dates 12 (1 week)	USXYZCOM



TRANSPORTATION CONFERENCE (CCMDS AND COMPONENTS)	dates 13 (2 weeks) [LOCATION]
FINAL TRANSPORTATION FEASIBILITY DUE TO JS (USTC)	date 14
FINAL SOURCING SOLUTION/RA DUE TO JSJ35 (FORCE PROV)	date 15
FINAL SOURCING SOLUTION/RA DUE TO JSJ5 AND CCMDS (FPs)	date 16
FINAL LSA DUE TO JS J4/J5 (XYZCOM J4)	date 17 (60 DAYS POST TRANS CONF)
TRANSPORTATION DEGRADATION EFFECTS ASSESSMENT	date 18 (45 DAYS POST TRANS FEASIBILITY (date 14))

### 3.B TASKS (U)

#### 3.B.1 (U) NORAD AND USNORTHCOM

3.B.1.A ( ) NLT [date 2]{or close}, ENSURE ACTION ADDRESSES TO INCLUDE JS J-35(S) , JFP, JFM, AND SERVICES RECEIVE A COPY OF DSCA PLANS WITH ALL PERTINENT ANNEXES.

3.B.1.B ( ) NLT [date 2]{or close}, PROVIDE JOINT STAFF THE C DATES FOR EACH OF THE PLAN PHASES WITH A LIST OF THE PRIORITIES/CRITICAL REQUIREMENTS FOR EACH PHASE.

3.B.1.C ( ) NLT [end of dates 5 block], IDENTIFY AND CONTINGENCY SOURCE NORAD AND-USNORTHCOM REQUIREMENTS IN NNNN-YY, WITH ASSIGNED/ALLOCATED FORCES THAT WOULD MOST LIKELY DEPLOY. ALL RECORDS NOT SOURCED WITH ASSIGNED FORCES WILL BE SHORTFALLED IN THE TPFDD PRIOR TO PASSING TO JOINT STAFF.

3.B.1.D ( ) THE TPFDD/SPREADSHEET WILL REFLECT THE ESSENTIAL ELEMENTS OF INFORMATION IAW REF B TO INCLUDE VALID UNIT TYPE CODES (UTC), DESTINATIONS, SEA/AIRPORTS OF DEBARKATION (APOD/SPOD), DESCRIPTION OF FORCE CAPABILITIES DESIRED, AND COMMANDER'S REQUIRED DATE (CRD). {TPFDD MAINTAINED ON JWICS WILL REQUIRE TABLES OF TRANSLATIONS TO CONVERT JWICS INFORMATION FOR PROCESSING AT LOWER CLASSIFICATION LEVELS.}

3.B.1.E ( ) RELEASE TO JSJ35 THE COMPLETE AND ACCURATE TPFDD. MOBILITY, AND SOF FORCE REQUIREMENTS SHOULD BE INCLUDED IN THE TPFDD.

3.B.1.F ( ) ENSURE THE TPFDD INCLUDE ALL FORCE AND SUSTAINMENT RECORDS (ULNS, CINS, AND PINS), PRIOR TO THE TRANSPORTATION CONFERENCE.

#### 3.B.2 ( ) USSTRATCOM

3.B.2.A ( ) NLT [date 2]{or close}, ENSURE ACTION ADDRESSES TO INCLUDE JS J-35(S) , JFP, JFM, AND SERVICES RECEIVE A COPY OF THE 8ZZZ PLAN WITH ALL PERTINENT ANNEXES.

3.B.2.B ( ) NLT [date 2]{or close}, PROVIDE JOINT STAFF J5 THE C DATES FOR EACH OF THE PLAN PHASES WITH A LIST OF THE PRIORITIES/CRITICAL REQUIREMENTS FOR EACH PHASE.

3.B.2.C ( ) NLT [end of dates 5 block], IDENTIFY AND CONTINGENCY SOURCE USSTRATCOM REQUIREMENTS IN ZZZA WITH ASSIGNED/ALLOCATED FORCES THAT WOULD MOST LIKELY DEPLOY. ALL RECORDS NOT SOURCED WITH ASSIGNED FORCES WILL BE SHORTFALLED IN THE TPFDD PRIOR TO PASSING TO JOINT STAFF.

3.B.2.D ( ) THE TPFDD/SPREADSHEET WILL REFLECT THE ESSENTIAL ELEMENTS OF INFORMATION IAW REF B TO INCLUDE VALID UNIT TYPE CODES (UTC), DESTINATIONS, SEA/AIRPORTS OF DEBARKATION (APOD/SPOD), DESCRIPTION OF FORCE CAPABILITIES DESIRED, AND COMMANDER'S REQUIRED DATE (CRD). {TPFDD MAINTAINED ON JWICS WILL REQUIRE TABLES OF TRANSLATIONS TO CONVERT JWICS INFORMATION FOR PROCESSING AT LOWER CLASSIFICATION LEVELS.}

3.B.2.E ( ) RELEASE TO JSJ35 THE COMPLETE AND ACCURATE TPFDD. MOBILITY, AND SOF FORCE REQUIREMENTS SHOULD BE INCLUDED IN THE TPFDD.

3.B.2.F ( ) ENSURE THE TPFDD INCLUDE ALL FORCE AND SUSTAINMENT RECORDS (ULNS, CINS, AND PINS), PRIOR TO THE TRANSPORTATION CONFERENCE.

3.B.2.G ( ) AS THE DOD JOINT FUNCTIONAL COMMAND FOR INTEGRATED MISSILE DEFENSE (JFCC IMD) ICW JSJ35(S), COMBATANT COMMANDS, SERVICES AND DOD AGENCIES, IDENTIFY AND RECOMMEND A GLOBAL MISSILE DEFENSE SOURCING SOLUTION.

3.B.2.H ( ) ICW THE AFFECTED GEOGRAPHIC COMBATANT COMMAND, AND MDA PROVIDE RECOMMENDATIONS TO JSJ35(S) FOR EMERGENCY ACTIVATION OF RESEARCH, DEVELOPMENT, TEST, AND EVALUATION ASSETS AS REQUIRED.

3.B.3 ( ) USXYZCOM

3.B.3.A ( ) NLT [date 2]{or close}, ENSURE RELEVANT ACTION ADDRESSES TO INCLUDE JS J-35(S) , JFP, JFM, AND SERVICES RECEIVE A COPY OF OPLAN NNNN-YY, AND CONPLAN MMMM WITH ALL PERTINENT ANNEXES.

3.B.3.B ( ) NLT [end of dates 5 block], IDENTIFY AND CONTINGENCY SOURCE THE TPFDD WITH ASSIGNED AND ALLOCATED FORCES THAT WOULD MOST LIKELY DEPLOY ON THE TIMELINE IN PARA 4.C. ALL RECORDS NOT SOURCED WITH ASSIGNED OR ALLOCATED FORCES WILL BE SHORTFALLED IN THE TPFDD PRIOR TO SUBMITTING IT TO JS J-35(S).

3.B.3.C ( ) THE TPFDD/SPREADSHEET WILL REFLECT THE ESSENTIAL ELEMENTS OF INFORMATION IAW REF B TO INCLUDE VALID UNIT TYPE CODES (UTC), DESTINATIONS, SEA/AIRPORTS OF DEBARKATION (APOD/SPOD), DESCRIPTION OF FORCE CAPABILITIES DESIRED, AND COMMANDER'S REQUIRED DATE (CRD). TPFDD MAINTAINED ON JWICS WILL REQUIRE TABLES OF TRANSLATIONS TO CONVERT JWICS INFORMATION FOR PROCESSING AT LOWER CLASSIFICATION LEVELS.

3.B.3.D ( ) RELEASE TO JSJ35 THE COMPLETE AND ACCURATE TPFDD. MOBILITY, AND SOF FORCE REQUIREMENTS SHOULD BE INCLUDED IN THE TPFDD.

3.B.3.E ( ) ENSURE THE TPFDD INCLUDE ALL FORCE AND SUSTAINMENT RECORDS (ULNS, CINS, AND PINS), PRIOR TO THE TRANSPORTATION CONFERENCE.

3.B.3.F ( ) FROM [dates 13], ICW USTRANSCOM, NORAD AND NORTHCOM, AND USSTRATCOM CONDUCT TPFDD TRANSPORTATION FEASIBILITY ANALYSIS.

3.B.4 ( ) USTRANSCOM

3.B.4.A ( ) FROM [dates 13], ICW USXYZCOM, NORAD AND NORTHCOM, AND USSTRATCOM CONDUCT TPFDD TRANSPORTATION FEASIBILITY ANALYSIS.

3.B.4.B ( ) CONTINGENCY SOURCED FORCES WILL BE USED IN THE TRANSPORTATION ASSESSMENT.

3.B.4.C ( ) NLT [date 14], PROVIDE FINAL GLOBAL TRANSPORTATION FEASIBILITY ASSESSMENT TO USXYZCOM, JS J-5, AND JS J-35(S)

3.B.5 ( ) USCYBERCOM: ICW THE AFFECTED GEOGRAPHIC COMBATANT COMMANDS AND MDA, PROVIDE RECOMMENDATION TO JSJ5 AND J35 (S) FOR THE PLANNING AND INTEGRATION OF CYBERSPACE OPERATIONS AND CONTINGENCY SOURCING OF CYBER MISSION FORCE UNITS AND PERSONNEL.

3.B.6 ( ) USSOCOM. ICW THE AFFECTED GEOGRAPHIC COMBATANT COMMANDS, PROVIDE RECOMMENDATION TO JSJ5 AND J35 (S) FOR THE PLANNING AND INTEGRATION OF SPECIAL OPERATION AND CONTINGENCY SOURCING OF SOF UNITS AND PERSONNEL.

3.B.7 ( ) JFPS, JFC, JFM, SERVICE HEADQUARTERS, AND APPLICABLE AGENCIES.

3.B.7.A ( ) REQUEST SERVICE HEADQUARTERS AUTHORIZE DIRLAUTH BETWEEN JS J-35 AND USAF AIR COMBAT COMMAND, USN FLEET FORCES COMMAND, US MARINE FORCES COMMAND, AND US ARMY FORCES COMMAND NLT [DATE 2]{OR CLOSE}. SERVICE HEADQUARTERS ARE REQUESTED TO PROVIDE CONTINGENCY SOURCING AND SERVICE FORCE PROVIDER POCS FOR THIS CONTINGENCY SOURCING EFFORT TO JSJ35(S).

3.B.7.B ( ) JSJ35(S) AND FORCE PROVIDERS REVIEW TPFDDs FOR ESSENTIAL ELEMENTS OF INFORMATION, CONCURRENTLY, WHILE CCDRS SOURCE THE TPFDDs WITH ASSIGNED/ALLOCATED FORCES. JSJ35(S) AND FP'S WORK WITH USXYZCOM TO MAKE UPDATES AS NECESSARY. ONCE THE TPFDDs ARE DETERMINED TO HAVE THE NECESSARY INFORMATION, THE PID WILL BE READY TO BE LOCKED FOR CONTINGENCY SOURCING. NLT [end of date 4 block/beginning of date 5 block], JSJ35(S) WILL RELEASE THE PIDS AT APPROPRIATE CLASSIFICATION LEVELS FOR CONTINGENCY SOURCING OR RETURNS TO USXYZCOM FOR CORRECTION.

3.B.7.C ( ) JFPS, DLA, DIA, AND DTRA UPON RECEIPT OF THE JSJ35(S) TPFDDs, INITIATE OPTION B CONTINGENCY SOURCING ACTION TO THE UNIT TYPE CODE (TUCHA) LEVEL 4 DETAIL. INCLUDE POINT OF EMBARKATION (POE) AND READY TO LOAD DATE (RLD) FOR EACH UNIT IDENTIFICATION CODE (UIC) TO FILL FORCE AND CAPABILITY REQUIREMENTS IDENTIFIED IN THE PIDS. THE PRIORITY OF SOURCING IS LISTED IN PARA 4E. NLT [end of dated 5 block], SERVICE HEADQUARTERS/SERVICE FORCE PROVIDERS, USCYBERCOM, USSOCOM, USSTRATCOM, USTRANSCOM, WILL COMPLETE INITIAL CONTINGENCY SOURCING FOR CONVENTIONAL, MOBILITY, AND SOF FORCES.

3.B.7.D ( ) IDENTIFY HIGH DENSITY/LOW DEMAND FORCES REQUIRED TO SUPPORT THE PLANS (E.G. CARRIER STRIKE GROUP, USAF SQUADRONS, ISR, BMD ETC.) REQUIRING REALLOCATION TO SUPPORT THE PLAN. THE INTENT IS TO IDENTIFY COMBAT READY AND DEPLOYABLE HIGH DEMAND FORCES IN

COMPETITION BETWEEN MULTIPLE COMMANDS FOR WHICH THE SECRETARY OF DEFENSE IS REQUIRED TO MAKE A REALLOCATION DECISION.

3.B.7.E ( ) NLT [end of dates 5 block], HQS/SFPS/JFPS, DLA, DIA, AND DTRA WILL NOTIFY JSJ35(S) OF ALL FORCES AND CAPABILITIES THAT CANNOT BE SOURCED. REPORT THESE SHORTFALLS BY EMAIL TO JSJ35(S) IN THE FOLLOWING FORMAT: ULN, UTC, AND DESCRIPTION ALONG WITH RECOMMENDED MITIGATION NLT [date 8]. BE PREPARED TO CONDUCT SOURCING OF CONTINGENCY SOURCED SHORTFALLS REPORTED BY OTHER SERVICE FORCE PROVIDERS AS ADJUDICATED BY JSJ35(S).

3.B.7.F ( ) NLT [date 6], HQS/SFPS/JFPS, DLA, DIA, AND DTRA WILL UPDATE THE NORAD AND USNORTHCOM AND USSTRATCOM TPFDDs VIA JOPES {AND UPDATE THE NNNN-YY SPREADSHEET ON JWICS} WITH INITIAL RECOMMENDED FORCE PROVIDERS SOURCING SOLUTIONS. NOTIFY JSJ35(S) ONCE THIS ACTION IS COMPLETE. SPREADSHEET WILL INCLUDE UNIT NAME, UIC, ORIGIN GEOCODE AND RLD.

3.B.7.G ( ) [date 6], HQS/SFPS/JFPS, DIA, AND DTRA COMPLETE TPFDD UPDATES FROM THE CONTINGENCY SOURCING CONFERENCE; NLT [end of dates 10 block] COMPLETE ANY TPFDD UPDATES FROM THE TRANSPORTATION FORCE FLOW CONFERENCE.

3.B.7.H ( ) NLT [date 7], HQS/SFPS/JFPS, DLA AND DTRA PROVIDE FINAL CONVENTIONAL, MOBILITY, AND SOF FORCES SOURCING SOLUTION AND RISK ASSESSMENT TO JSJ35(S).

3.B.8 ( ) JOINT STAFF

3.B.8.A ( ) J-2: AS REQUIRED, PROVIDE SUBJECT MATTER EXPERTISE TO USXYZCOM, USCYBERCOM, USSTRATCOM, NORAD AND USNORTHCOM ON THREATS ASSESSMENT AND PROBABILITY AND SCOPE OF SIMULTANEOUS EXECUTION.

3.B.8.B ( ) J-3: PROVIDE SUBJECT MATTER EXPERTISE TO USXYZCOM ON THE IMPACT OF CURRENT OPERATIONS (TO INCLUDE SPACE AND CYBERSPACE) ON TPFDD SOURCING.

3.B.8.C ( ) JSJ32: AS THE DOD JOINT FUNCTIONAL COMPONENT COMMAND FOR ISR (JSJ32 ISR), ICW JSJ35(S), COMBATANT COMMANDS AND SERVICES, DEVELOP A SOURCING RECOMMENDATION FOR ISR AND ASSOCIATED PROCESSING, EXPLOITATION, AND DISSEMINATION (PED) CAPABILITIES.

3.B.8.D.1 ( ) J-35(S)

3.B.8.D.2 ( ) UPON RECEIPT OF THE VERIFIED TPFDD FROM USXYZCOM, COORDINATE WITH SERVICE HQS, USSTRATCOM, DLA, AND DTRA, THOSE LEVEL B CONVENTIONAL, SOF, AND MOBILITY FORCES CONTINGENCY SOURCING ACTIONS.

3.B.8.D.3 ( ) VERIFY THE FORCES ENTERED INTO THE PID ARE THE MOST RELEVANT, READY AND AVAILABLE AS DEFINED BY THE SOURCING GUIDANCE OUTLINED IN THIS MESSAGE. IN CASES WHERE THE SOURCED FORCES DO NOT MEET THE SOURCING GUIDANCE PROVIDED IN THIS DOCUMENT, IDENTIFY A SUITABLE SUBSTITUTE (IF AVAILABLE ICW USXYZCOM, USTRANSCOM, USCYBERCOM, USSTRATCOM, OR NORAD AND USNORTHCOM). SUITABLE SUBSTITUTES AND IN LIEU OF SOURCING WILL BE ADJUDICATED DURING SOURCING CONFERENCE.

3.B.8.D.4 ( ) CONSOLIDATE THE CONVENTIONAL FORCE, MOBILITY, AND SOF FORCE SOURCING SOLUTION, VALIDATE SHORTFALLS, DEVELOP SHORTFALL MITIGATION STRATEGIES, AND IDENTIFY SOURCING RISK. IDENTIFY AND HIGHLIGHT ANY INSTANCE WHERE PLAN REQUIREMENTS EXCEED THE [quarterly] GFMIG APPORTIONMENT TABLES. CAPTURE SOURCING RISK ARTICULATED BY FORCE PROVIDERS IF THE REQUIREMENT EXCEEDS THE APPORTIONMENT TABLES.

3.B.8.D.5 ( ) ADJUDICATE CONVENTIONAL FORCE AND APPLICABLE MOBILITY AND SOF FORCE SHORTFALLS ACROSS THE SERVICES. ICW J-5 JOWPD, ADJUDICATE AND COORDINATE ALL TPFDD CHANGES AND PRIORITIZATION CONFLICTS DURING CONTINGENCY SOURCING.

3.B.8.D.6. ( ) COMPLETE A GO/FO LEVEL JOINT FORCE RISK ASSESSMENT OF THE PIDS TO JS J-5 JOWPD NLT DD MONTH YY.

3.B.8.E ( ) J-4:

3.B.8.E.1 ( ) PROVIDE SUBJECT MATTER EXPERTISE ON THE IMPACT OF ANY LOGISTICS RELATED ISSUES. JS J4 IS REQUESTED TO PROVIDE CONTINGENCY SOURCING POCS FOR THIS CONTINGENCY SOURCING EFFORT TO JSJ35 (S).

3.B.8.F ( ) J5/JOWPD:

3.B.8.F.1 ( ) ICW J-35(S), ADJUDICATE AND COORDINATE ALL TPFDD CHANGES AND PRIORITIZATION CONFLICTS DURING CONTINGENCY SOURCING.

3.B.8.F.2. ( ) FACILITATE THE PROBLEM SET INTEGRATION TO DELIVER A SEQUENCE SET OF FORCE REQUIREMENTS FOR THE PROBLEM SET.

3.B.8.G ( ) J-6 WILL PROVIDE SUBJECT MATTER EXPERTISE ON THE IMPACT OF COMMAND, CONTROL, COMMUNICATIONS AND COMPUTER RELATED ISSUES.

3.B.8.H ( ) J-8:

3.B.8.H.1 ( ) WILL PARTICIPATE IN THE CONTINGENCY SOURCING COLLABORATION AND PROVIDE SUBJECT MATTER EXPERTISE ON FORCE STRUCTURE.

3.B.8.H.2 ( ) WILL ASSESS THE APPORTIONMENT TABLES USED VICE THE SOURCING SOLUTION TO IDENTIFY DISCREPANCIES.

4. ( ) PLANNING FACTORS

4.A. (U) BUSINESS RULES AND PLANNING GUIDANCE

4.A.1 ( ) THE GOAL OF THIS CONTINGENCY SOURCING EFFORT IS A FORCE FEASIBILITY RISK ASSESSMENT OF THE PLANNING PIDS.

4.A.2 ( ) FORCE PROVIDERS WILL NOMINATE UNITS WITH A READINESS LEVEL OF C? OR C?. JUSTIFICATION MUST BE PROVIDED WHEN A FORCE PROVIDER NOMINATES A UNIT PROJECTED TO BE C? OR BELOW AT THE RLD THAT IS NOT A SELF-DEPLOYER.

4.A.3 ( ) C? UNITS MAY BE USED ONLY IF PREVIOUSLY COORDINATED AND APPROVED BY RECEIVING CCMDS. IF THE C? SOURCING OPTION IS REJECTED, IT WILL RESULT IN A REQUIREMENT'S SHORTFALL. THE SUPPORTED COMBATANT COMMANDER AND FORCE PROVIDERS MUST BE AWARE THAT IN THE CASE OF EXECUTION, SOURCING C? UNITS WOULD LIKELY NOT BE AN ACCEPTABLE SOURCING SOLUTION UNLESS THE SUPPORTED CDR ACCEPTS THEM LATER IN THE FORCE FLOW. JS J-35(S), JFPS, AND JFM WILL ENSURE THAT ALL FORCE REQUIREMENTS OUTLINED IN THE PIDS ARE ACCOUNTED FOR DURING CONTINGENCY SOURCING.

4.A.4 ( ) CHANGES OR CORRECTIONS TO THE TPFDDs ARE NOT AUTHORIZED AFTER THEY ARE RELEASED TO JFPS, J-4, AND SFPS FOR CONTINGENCY SOURCING WITHOUT J-35(S)/J-5 ADJUDICATION AND JOINT CONCURRENCE OF THE RESPECTIVE JFP/SFPS AND THE SUPPORTED COMMAND.

4.A.5 ( ) REALLOCATION RECOMMENDATIONS ARE ANNOTATED SEPARATELY FROM SHORTFALLED FORCES ON FORCE AVAILABILITY/SOURCING REPORTS. USE THE "SHORTFALL" CATEGORY TO INDICATE FORCES UNAVAILABLE FOR CONTINGENCY SOURCING AS OF THE ASSIGNED READINESS DAY AND ANNOTATE THE REASON ACCORDINGLY.

4.A.6 ( ) IDENTIFY ANY PLAN OVERAGES ABOVE SERVICE INVENTORY OF REQUESTED UNITS OR PLATFORMS.

4.A.7. ( ) PLANS WILL CONSIDER FRICTION IN THE DEVELOPMENT OF MOVEMENT AND MOBILITY TIMELINES DUE TO ENEMY ACTION OR OTHER GLOBAL DISRUPTIONS.

4.B. ( ) FORCE AVAILABILITY

4.B.1 ( ) List force availability assumptions, e.g.:

4.B.2. ( ) Do force rotations cease, if so when and for what operations. When do they become available for sourcing or deployment (C-Day).

4.B.3. ( ) How are other operations treated (e.g. are HADR treated differently than CVEO operations, what CVEO operations are exempt)?

4.B.4. ( ) If deployed forces are to be made available, when are they available and is there a reset period required?

4.B.5 ( ) Are forces participating in joint, multinational, or CTC exercises available?

4.B.6. ( ) Are forces committed but not employed/deployed available (QRF, new normal, PTDO)?

4.B.7. ( ) What are mobilization assumptions (for availability of Guard and Reserve forces).

4.B.8. ( ) What are the activation assumptions for CRAF and VISA.

4.B.9 ( ) JFP AND J-35(S) WILL NOT CONTINGENCY SOURCE INDIVIDUAL AUGMENTATIONS REQUIREMENTS.

4.B.10 (U) REQUISITE AGENCY REQUESTS FOR ASSISTANCE (RFAS) AND ASSOCIATED SECDEF AUTHORITIES FOR EXECUTION OF CIVIL SUPPORT OPERATIONS WILL BE CONSIDERED NOTONALLY PROVIDED BY SECDEF PRIOR TO C-DAY.

4.C. ( ) PLAN TIMELINE

4.C.1 ( ) C-DAY IS DD MMM YY FOR THIS CONTINGENCY SOURCING SCENARIO. READINESS DATA REPORTING IS [date].

4.C.1.A. ( ) NOTIONAL C-DATE DEMANDS JFPS CONTINGENCY SOURCE FORCES USING ACTUAL AVAILABILITY AND READINESS DATES. READINESS OF SOURCED UNITS WILL BE ACCURATE AS OF [date].

4.C.1.B. ( ) USE PROJECTED READINESS BY EXCEPTION WHEN RECOMMENDING A FORCE AS A MEANS OF MITIGATING A FORCE SHORTFALL, BUT ONLY AFTER COLLABORATION WITH USXYZCOM, USSTRATCOM, NORAD AND USNORTHCOM, JSJ5 AND JSJ35(S).

4.C.2 ( ) I-DAY IS \_\_\_\_\_

4.C.3 ( ) W-DAY IS \_\_\_\_\_

4.C.4. ( ) S-DAY IS ASSUMED \_\_\_\_\_

4.C.5. ( ) T-DAY IS ASSUMED \_\_\_\_\_

4.C.6 ( ) M-DAY IS ASSUMED \_\_\_\_\_

4.C.6.A ( ) DAYS ASSOCIATED WITH MOBILIZATION AUTHORITIES INCLUDE S-DAY, T-DAY, AND M-DAY. ON S-DAY THE PRESIDENT WILL AUTHORIZE PRESIDENTIAL SELECTIVE RESERVE CALL-UP UNDER TITLE 10, USC 12304 TO PROVIDE ACCESS TO THE RESERVE COMPONENT (FEWER THAN 200,000 PERSONNEL FOR NO LONGER THAN 12 MONTHS). ON T-DAY, THE PRESIDENT WILL DECLARE A NATIONAL EMERGENCY AND AUTHORIZE PARTIAL MOBILIZATION UNDER TITLE 10, USC 12302 TO PROVIDE LIMITED ACCESS TO THE RESERVE COMPONENT (FEWER THAN ONE MILLION PERSONNEL FOR NO LONGER THAT 24 MONTHS). ON M-DAY ACTIVATION OF RESERVE COMPONENT FORCE ELEMENTS COMMENCES.

4.D. ( ) CONDITIONS AND POSTURE LEVELS WILL BE ESTABLISHED ICW USXYZCOM, NORAD AND USNORTHCOM, AND JS J-5 AND DISTRIBUTED TO JSJ35(S) NLT [date early in process] PRIOR TO CONTINGENCY SOURCING.

4.E. ( ) PRIORITY OF SOURCING SHOULD BE ESTABLISHED BY THE JOINT STAFF IN COORDINATION THROUGH SUPPORTED CDR INTEGRATED PLANNING TO DETERMINE THE PROBLEM SET SEQUENCE OF FORCE REQUIREMENTS AT THE FORCE MODULE (FM) LEVEL FOR ALL TPFDD FORCE REQUIREMENTS.

5. GENTEXT (U) COORDINATING INSTRUCTIONS

5.A ( ) DIRLAUTH IS AUTHORIZED WITH ALL CONCERNED FOR DETAILED PLANNING AND EXECUTION OF CONTINGENCY SOURCING. SERVICE HEADQUARTERS PROVIDE A SINGLE POC AND DESIGNATED SERVICE COMPONENT RESPONSIBLE FOR SOURCING AND COORDINATION FOR THE CONTINGENCY SOURCING EFFORT TO J-35(S) NLT [date before dates 1].

5.B ( ) ALL STAKEHOLDERS WITH IDENTIFIED ROLES IN THIS MESSAGE WILL PROVIDE LESSONS LEARNED THROUGHOUT THE PROCESS TO JS J-35(S) AND JS J-5 VIA EMAIL.

5.C ( ) COMBATANT COMMANDERS WILL CAPTURE THE FINAL RESULTS OF CONTINGENCY SOURCING AND DISTRIBUTE THEIR RESPECTIVE CCDRS OPERATIONAL RISK ASSESSMENT TO JS J-35(S) AND JS J-5 VIA EMAIL.

5.D. ( ) JSJ5 JOWPD WILL CONSOLIDATE ALL CONTINGENCY SOURCING RISK ASSESSMENT INPUTS FOR THE CONTINGENCY PLAN ASSESSMENT.

5.E ( ) ADDRESS ANY RECOMMENDED ADDITIONS AND DELETIONS TO THE SOURCING REQUIREMENTS TO JSJ5 JOWPD AND J-35(S). ONCE CONTINGENCY SOURCING HAS BEGUN, NO CHANGES TO BUSINESS RULES AND PLANNING GUIDANCE/ FORCE AVAILABILITY/PRIORITY AND SOURCING REQUIREMENTS AND/OR COORDINATING INSTRUCTIONS UNTIL COLLABORATION WITH USXYZCOM, USSTRATCOM, NORAD AND USNORTHCOM, JSJ5, AND JSJ35(S).

6. GENTEXT/ (U) COMMAND AND SIGNAL

6.A ( ) JSJ5 JOWPD IS THE LEAD JOINT STAFF ORGANIZATION FOR COORDINATION OF THIS MESSAGE.

6.B. ( ) JSJ35(S) IS THE LEAD JOINT STAFF ORGANIZATION FOR CONTINGENCY SOURCING ACTIONS.

6.C. ( ) USXYZCOM IS THE LEAD ORGANIZATION FOR TRANSPORTATION FEASIBILITY.

6.D ( ) JOINT STAFF POINTS OF CONTACT

6.D.1 ( ) JSJ5 POC 1, POC 1 phone number, NIPR e-mail, SIPR e-mail, and JWICS e-mail {as appropriate}

6.D.2 ( ) JSJ5 POC 2, POC 2 phone number, NIPR e-mail, SIPR e-mail, and JWICS e-mail {as appropriate}

6.D.3. ( ) JSJ35(S) POC, J35(S) POC phone number, NIPR e-mail, SIPR e-mail, and JWICS e-mail {as appropriate}



ENCLOSURE H

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## GLOSSARY

### ABBREVIATIONS, ACRONYMS, AND DEFINITIONS

#### PART I: ABBREVIATIONS AND ACRONYMS

##### A

AJA	Annual Joint Assessment
AO	action officer
AP	adaptive planning
APEX	adaptive planning and execution

##### C

CA	coordinating authority
CANUS	Canada-United States
CBRN	chemical, biological, radiological, and nuclear
CCDR	Combatant Commander
CCMD	Combatant Command
CCP	Combatant Command Campaign Plan
CFC	Combined Forces Command
CFT	cross-functional team
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
CAN	Chairman's Net Assessment
COA	course of action
CONPLAN	operation plan in concept format/concept plan
CONUS	continental United States
CP	counterproliferation
CPR	Chairman's Program Recommendation
CPG	Contingency Planning Guidance
CSA	Combat Support Agency
CWMD	countering weapons of mass destruction

##### D

DASD(P)	Deputy Assistant Secretary of Defense for Plans
DCMA	Defense Contract Management Agency
DDJSP	Deputy Director for Joint Strategic Planning
DHA	Defense Health Agency
DIA	Defense Intelligence Agency
DIME	diplomatic, information, military, and economic (elements of national power)

DISA	Defense Information Systems Agency
DJ-3	Director for Operations, Joint Staff
DJ-4	Director for Logistics, Joint Staff
DJ-5	Director for Strategy, Plans, and Policy, Joint Staff
DJS	Director, Joint Staff
DLA	Defense Logistics Agency
DMAG	Deputies Management Action Group
DoD	Department of Defense
DoDD	Department of Defense directive
DoDI	Department of Defense instruction
DODIN	Department of Defense information network
DSCA	defense support of civil authorities
DTRA	Defense Threat Reduction Agency

E

EW	electronic warfare
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F

FCP	Functional Campaign Plan
FY	fiscal year

G

GFM	global force management
GFMAP	Global Force Management Allocation Plan
GMIG	Global Force Management Implementation Guidance
GFMB	Global Force Management Board
GIBP	Globally Integrated Base Plan
GO/FO	general/flag officer
GPEC	Global Posture Executive Council

H

HA	humanitarian assistance
HD	homeland defense
HQS	headquarters
HS	health services

I

IA	interagency
IADB	Inter-American Defense Board
IAW	in accordance with
ICP	integrated contingency plan
ICW	in coordination with
IGO	intergovernmental organizations
IMO	intermediate military objective
IO	information operations
IPR	in-progress review
ISR	intelligence, surveillance, and reconnaissance

J

J-1	manpower and personnel directorate of a joint staff
J-2	intelligence directorate of a joint staff
J-3	operations directorate of a joint staff
J-4	logistics directorate of a joint staff
J-5	strategic plans and policy directorate of a joint staff
J-8	force structure, resources, and assessment directorate of a joint staff
JCA	joint capability area
JCCAG	Joint Combat Capability Assessment Group
JCRM	Joint Capabilities Requirements Manager
JCS	Joint Chiefs of Staff
JFC	joint force commander
JFCC	Joint Force Capability Catalog
JFJIC	Joint Force Global Integration Calendar
JFM	joint force manager
JFP	joint force provider
JFPS	joint force providers
JIPOE	joint intelligence preparation of the operational environment
JLE	Joint Logistics Estimate
JLEnt	Joint Logistics Enterprise
JMNA	Joint Military Net Assessment
JOPES	Joint Operations Planning and Execution System
JOPES IT	Joint Operations Planning and Execution System Information Technology
JOWPD	Joint Operational War Plans Division
JPB	Joint Planning Board
JPP	joint planning process
JP	joint publication
JPEC	Joint Planning and Execution Community
JSAP	Joint Staff Action Process

JSIE	Joint Strategic Intelligence Estimate
JSP	Joint Strategic Planning
JSPS	Joint Strategic Planning System
JSCP	Joint Strategic Campaign Plan
JSSC	Joint Staff Support Center
JSWG	Joint Strategy Working Group

L

LIG	Logistics Implementation Guidance
LSA	logistics supportability analysis

M

MC	Military Committee
MCC	Military Cooperation Committee
MinDef	Minister of Defense
MISO	military information support operations
MFR	memorandum for the record

N

NATO	North Atlantic Treaty Organization
NCR	National Capital Region
NDS	National Defense Strategy
NGB	National Guard Bureau
NGO	non-governmental organization
NISP	National Intelligence Support Plan
NMS	National Military Strategy
NORAD	North American Aerospace Defense Command
NSA	National Security Agency
NSS	National Security Strategy

O

OAI	operations, activities, and investments
OE	operational environment
OCJCS	Office of the Chairman of the Joint Chiefs of Staff
OCS	operational contract support
OPLAN	operation plan in complete format/operation plan
OPR	office of primary responsibility
OpsDepts	Operations Deputies
OSD	Office of the Secretary of Defense
OUSDP	Office of the Under Secretary of Defense for Policy

P

PC	Promote Cooperation
PFG	Preferred Force Generator
POC	point of contact
PPBES	Planning, Programming, Budgeting, and Execution System

R

RATE	refine, adapt, terminate, execute
RCP	Regional Campaign Plan
ROK	Republic of Korea
ROE	rules of engagement
ROM	rough order of magnitude

S

SecDef	Secretary of Defense
SFPS	service force providers
SIPRNET	Secret Internet Protocol Router Network
SME	subject-matter expert
STO	special technical operations
SVTC	secure video teleconference

T

TCP	Theater Campaign Plan
TDP	Theater Distribution Plan
TPFDD	time-phased force and deployment data
TPP	Theater Posture Plan

U

UCP	Unified Command Plan
UNC	United Nations Command
USD(P)	Under Secretary of Defense for Policy
USELEMNORAD	U.S. Element North American Aerospace Defense Command
USG	United States Government
USINDOPACOM	U.S. Indo-Pacific Command
USSTRATCOM	U.S. Strategic Command
USTRANSCOM	U.S. Transportation Command

W

WMD	weapons of mass destruction
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## PART II: TERMS AND DEFINITIONS

Acceptability. The 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 (“acceptable”). (Source: JP 5-0.)

Completeness. The plan review criterion for assessing whether operation plans incorporate major operations and tasks to be accomplished and to what degree they include forces required, deployment concept, employment concept, sustainment concept, time estimates for achieving objectives, description of the end state, mission success criteria, and mission termination criteria (“complete”). (Source: JP 5-0.)

Coordinated. Products developed and maintained independently but developed together among the supporting/collaborator CCMDs. Examples of these products are timelines and assumptions.

Feasibility. The plan review criterion for assessing whether the assigned mission can be accomplished using available resources within the time contemplated by the plan (“feasible”). (Source: JP 5-0.)

Global Integration. The arrangement of cohesive Joint Force actions in time, space, and purpose, executed as a whole to address transregional, all-domain, and multifunctional challenges. (Source: CJCSI 3100.01.)

Global Integrator. The person designated by the SecDef to guide coordination across geographic, functional, and Service seams to ensure the Joint Force collectively expands its competitive advantages across a range of global challenges. Title 10, U.S. Code, section 153(a)(3) designates the CJCS as the Global Integrator. (Source: CJCSI 3100.01.)

Integrated. Products developed by supporting/collaborator CCMDs but consolidated and maintained as a single product by the supported CCMDs or coordinating authority. Examples of these products are the notional TPFDD and decision matrices.

Integrated Planning. A strategic process to synchronize resources, timelines, decision points, and authorities across CCMDs to achieve CPG-directed/JSCP-integrated campaign objectives and contingency end states. Additionally, it produces a shared understanding of the threat environment, required decisions, resource prioritization, and risk across the joint planning community.

Shortfall. The difference between the resources (forces, equipment, personnel, material, or capability) required for a plan or operation and those resources assessed as available for planning or provided for execution.

Suitable. The plan review criterion to ensure the scope and concept of planned operations will accomplish the assigned objectives and are within the planning guidance. Planning assumptions must be logical, realistic, and essential for continued planning. (Source: JP 5-0.)

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