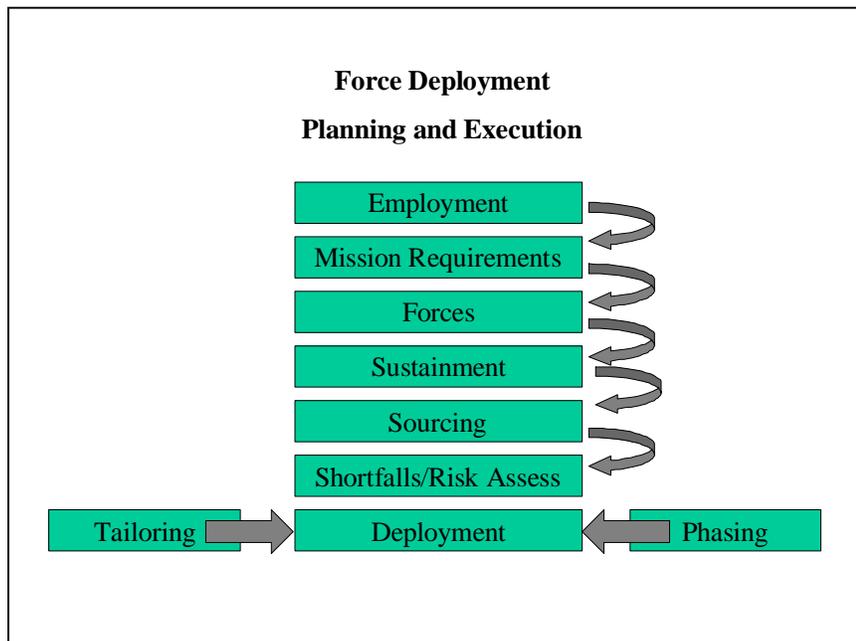


FORCE DEPLOYMENT PLANNING AND EXECUTION (FDP&E)

The FDP&E process is complex; yet, it must be understood and practiced. In essence, FDP&E occurs in two phases: force deployment planning and force deployment execution. Fundamental to participation in the FDP&E process is an understanding of the overall process and of the interaction of separate actions taken by various level commanders as they plan and execute the deployment of forces.



Force Deployment Planning

Force deployment planning is conducted in much the same way as operational planning. The Marine Corps planning process (MCP) provides a coherent decision-making methodology that can be readily adapted to deployment planning.

The objective of deployment planning is to provide personnel, equipment, and sustainment when and where the supported commander requires, as expressed in the concept of operations. Therefore, successful deployment planning depends on complete and detailed employment planning. Employment planning considerations that directly impact deployment planning include identification of force requirements; commander's intent for the deployment; time phasing of personnel, equipment, and material to support the mission; and closure of forces to execute decisive operations.

Deployment planning often begins when the combatant commander is notified of a warning order from the Chairman of the Joint Chiefs of Staff (CJCS) to prepare for an operation that will require the employment of military forces.

The supported combatant commander's staff conducts situation assessment and mission analysis. This activity becomes an interactive process that involves the supporting Marine expeditionary force (MEF) staff.

The Marine component commander (e.g., the Commander, U.S. Marine Corps Forces, Europe [CMFE]) assists the combatant commander with situation assessment and initial mission analysis; alerts the MEF commander of possible mission tasking; recommends Marine Corps force employment, force sizing, deployment options, and forces available; advises on command relationships; determines logistics direction and support requirements; and assesses the status of Marine Corps pre-positioned material that may be required.

Requirements are the task-organized forces and their equipment and sustainment that the supported commander needs to accomplish the mission. Requirements are described in terms of when and where the commander needs the forces to support the initial concept of employment.

The MEF G-3 or G-5 may form a **deployment operations team (DOT)** to coordinate the planning and execution of the deployment. At a minimum, the DOT is composed of representatives from the G-3, G-4, and G-5 sections. Other staff divisions are included in the planning process as required. Representatives of the operational commander who will employ the force also participate in the FDP&E process.

DOT primary functions and responsibilities include the following:

- Conduct deployment mission analysis.
- Develop the deployment concept.
- Prepare and disseminate deployment planning guidance.
- Assist the deploying commander with force and sustainment requirements deployment and reporting.
- Assist the deploying force commander with requirements sourcing.
- Plan deployment preparation, deployment execution, and deployment orders and provide other deployment-related direction and/or assistance as required.
- Review and validate the time-phased force and deployment data (TPFDD).
- Review load plan allocations and manifests.
- Form the nucleus of the force movement control center (FMCC).
- Effect coordination with all supported and supporting organizations.
- Maintain a record of all messages and actions pertaining to the deployment.
- Serve as the functional expert for FDP&E issues within the MEF operational planning team (OPT).

Deployment Mission Analysis

Thorough mission analysis is the critical first step to a successfully planned and executed deployment. The DOT must conduct detailed deployment mission analysis and deployment concept development. In coordination with the designated operational commander, the DOT completes its deployment mission analysis by considering the listed planning requirements and

activities. When the DOT completes its mission analysis, it should prepare a **deployment prepare to deploy order (PTDO)** for the MEF commander's (AC/S G-3) approval and release.

DOT Mission Analysis for Deployment

- **Identify constraints, limitations, and assumptions.**
- **Determine potential resource shortfalls.**
- **Develop a thorough understanding of the deploying operational commander's initial concept of employment.**
- **Develop a thorough understanding of the deploying operational commander's initial employment task organization.**
- **Identify deployment tasks.**
- **Identify the available means of deployment lift.**
- **Determine the lift priority.**
- **Determine logistics direction.**
- **Develop deployment support requirements.**
- **Determine or clarify command relationships.**

Concept of Deployment Development

The organization for deployment must support the concept of employment (i.e., how the employing commander will initially array his force for operations). This requirement means that the task organization for the deployment must reflect the way the force will be time-phased into the area of operations. **The employing commander determines time phasing.**

Taking into account the employing commander's priorities and needs, the DOT must decide how to phase the forces into the theater. For example, Marine pre-positioning force (MPF) operations require the early deployment of the surveillance liaison and reconnaissance party (SLRP) and offload preparation party (OPP), while the bulk of the combat forces usually is not required until the MPF equipment is offloaded. Initial logistic support and security require careful consideration to ensure the safety and well-being of forces arriving in theater. Furthermore, the capability to time phase the force into the area of operations in the most operationally desirable manner may be constrained by force and sustainment availability, lift availability, and base and throughput capacity. When adequate strategic lift is not available to move forces *en masse*, planners must determine the lift priority to assign forces needed in the area of responsibility (AOR) at the same time. To de-conflict competing demands for lift, the supported commander may apportion lift to his component commanders. The apportionment message should specify the airlift priority, the quantity of cargo and passengers per day and per mode (air, sea, or land), and the ports to be used. The DOT may need to readdress this message to the appropriate major subordinate commands (MSCs) and/or units.

Pre-deployment training must be conducted to ensure that all deploying forces are prepared for the operation or exercise. Anti-terrorism/force protection training, threat briefs, and cultural awareness training may be required.

At this stage of the deployment planning process, **logistics requirements** attempt to address the use, distribution, and disposition of pre-positioned equipment and remain-behind equipment (RBE); sustainment requirements; transportation needs; billeting and messing requirements at the port of embarkation (POE), port of debarkation (POD) and in-transit stops; medical and dental issues; security of weapons and ammunition; and deployment support requirements such as material handling; movement control; port and airfield operations; and receipt, staging, onward movement and integration (RSO&I).

DOT Concept of Deployment Answers

- **Means or method of deployment. Potential transportation means are listed below:**
 - **Amphibious shipping**
 - **Military Sealift Command (MSC) (USTRANSCOM) component for strategic and commercial sealift**
 - **Air Mobility Command (AMC) provided airlift (USTRANSCOM component commander for strategic and commercial airlift)**
 - **Commercial ticket program (CTP): individual commercial tickets**
 - **Commercial air movement (CAM)/special assignment airlift mission (SAAM)**
 - **Organic lift or transportation**
- **Command relationships during the deployment**
- **Organization for deployment**
- **Time phasing and prioritization of deploying forces**
- **Pre-deployment training**
- **Logistics requirements**
- **Additional TPFDD guidance.**

Requirements Development and Reporting. Force and sustainment requirements are developed following deployment concept development. **This action, which leads to the construction of the TPFDD,** can only occur upon completion of the concept of deployment development described above.

Force requirements are capabilities the operational commander needs to accomplish the mission, defined by when, where, and how he needs them.

Force Requirement

A valid force requirement is described as follows:

- **Unit type (the capability required [e.g., a composite helicopter squadron])**
- **Unit destination (where the unit needs to be at the start of operations)**
- **Required delivery date (RDD) (when the unit must be at its destination)**
- **The POD (the sea or air entry point in theater from which the force completes the strategic leg of its movement)**
- **The earliest time the force can be accepted in theater (earliest arrival date [EAD] based on the RDD, port throughput limitations, and distance to the final destination)**
- **The latest time the force can be accepted in theater (latest arrival date [LAD] based on the RDD, port throughput limitations, and distance to the final destination)**
- **The POE (the point from which the force commences the strategic leg of its movement)**
- **The mode (air, sea, land) and source who provides the transportation for each leg of the movement**

As a warfighter normally tasked by the combatant commander (through the Marine component commander) to provide forces, the MEF commander plays a significant role in determining the force requirements. Once the MEF commander determines force requirements, the operational commander, assisted by the DOT, communicates his force requirements to the MSCs and separate battalions and squadrons for sourcing using the Marine air-ground task force (MAGTF) II/joint forces requirement generator (JFRG) II.

Sustainment Requirements Development

The deploying MAGTF commander, assisted by the MEF command element (CE), calculates his sustainment requirements based on guidance from higher headquarters, the sourced JFRG II data, and his concept of logistics support. The MAGTF commander identifies the routing and phasing of sustainment by class and type of supply and enters the requirements as separate sustainment records in the TPFDD.

Sustainment has three elements. First is prescribed loads, which are supplies (e.g., food and water) with which units are directed to deploy. Prescribed loads are reflected in the unit line numbers (ULNs) that represent each unit on the TPFDD. Second is accompanying supplies, the material that moves with and supports the deploying MAGTF for up to 60 days. The last

element is resupply, normally for requirements beyond 60 days. The MEF commander sources that portion of the sustainment that can be satisfied from force-held stocks. Unsourced requirements (those that cannot be sourced by assigned units) are passed to the Marine component commander.

The supported commander (COCOM) identifies the following:

- **The unit type (expressed as a unity type code (UTC))**
- **Routing data in theater, including the POD(s) and destination(s), and mode and source between the two locations**
- **Time phasing of specified forces in theater, including the EAD (optional), the EAD/LAD window, and the RDD.**
- **The unit line numbers (ULNs) to use when sourcing the TPFDD. A ULN is a seven-character field in a TPFDD database used to identify a specific unit.**

The deploying MEF, as a force provider, helps determine the following:

- **Routing data in CONUS, including the origin and POE(s) and mode and source between the two locations**
- **Time phasing of forces from the origin to the POE(s)**
- **The mode and source for the strategic movement leg of the deployment (from the POE to the POD), in coordination with the supported commander**
- **The EAD in theater (if not specified) by the supported commander**

Requirement Sourcing

Once Marine Corps requirements are determined by the supported commander and approved by the supported combatant commander, the requirements are passed down the chain of command and sourced by units assigned to the supported commander for the planning of operations. Sourcing entails identifying the actual units that will deploy.

As directed by the MEF commander, the G-3 coordinates the sourcing of force and sustainment requirements by passing them to appropriate MSC commanders who, in turn, pass the requirements to designated MEF major subordinate elements (MSEs) for sourcing. Battalions and squadrons use MAGTF deployment support system (MDSS) II to build the personnel file and equipment density list, termed the unit deployment list (UDL), for the battalion's or squadron's portion of the deploying force. The UDL data is associated with the various ULNs that describe how each portion of the unit deploys uniquely (e.g., using different routes or timelines). The unit takes into account any pre-positioned equipment that its forces may fall in on as it sources the complete requirement. The UDL is tailored to the precise requirement and is configured as it will be embarked (palletized, containerized, or mobile loaded).

The sourced data is passed up the operational chain of command and imported into a JFRG II database at the Marine air group (MAG)/regiment level. These commands may add movement detail to accurately reflect the movement of each ULN from origin to destination. The consolidated JFRG II data is passed up the chain of command to the MEF to be loaded into the specific Joint Operation Planning and Execution System (JOPES) plan identification (PID). Validation and tailoring of the sourced data may be required in order to accommodate changes in the unit assignment and lift apportionment and the modifications to the concept of deployment. Tailoring is the process of adjusting standard unit data to meet exact mission requirements. Validation entails confirming that the sourced requirements are accurate and meet the supported commander's requirements.

When sourcing and tailoring are complete, the MEF commander validates the TPFDD to Marine Forces, Atlantic/Pacific (MARFORLANT/PAC) and, ultimately, to the supported commander and to the United States Transportation Command (USTRANSCOM), which will schedule the necessary lift to move the requirements as per the time phasing established in the TPFDD.

Shortfall Identification and Reporting

Force requirements that cannot be sourced by assigned units are identified by the operational commander as **unsourced requirements** and are passed up the chain of command for resolution. JFRG II allows units to build ULNs that identify the specific shortfalls and pass them on in a TPFDD. If the MEF commander, the Marine Corps component commander, or the supported combatant commander cannot source a requirement, the requirement is passed to the CJCS, who then passes it to either an appropriate combatant commander or service chief for sourcing by one of his MSCs. **If a requirement cannot be sourced, it becomes a shortfall.** In such cases, the supported commander must conduct a risk assessment to determine if he can accomplish his mission without the requirement. If he cannot, the concept of operations must be revised to accomplish the mission without the forces available.

Force Deployment Execution

Force deployment execution can be described as six closely related and integrated activities: requirements validation, movement scheduling, movement control, force tracking, change management, and force sustainment.

“Nothing happens until it moves.”

Colonel C.J. Evans, USAF
Director, Global Channel Operations
Air Mobility Command (14 August 2003)

Requirement Validation

Validation is the beginning of deployment execution. Validation is the procedure used to confirm to the supported commander and USTRANSCOM that TPFDD records accurately

reflect the current status, attributes, and availability of specified forces and that the data correctly lists planned embarkation of the equipment, mobile loading, and associated weights. When a command validates a TPFDD, the commander is communicating to the next higher headquarters how the deploying unit commander intends to deploy his force, including dates for departure and arrival, ports through which the force will pass, and the type of transportation to be used for each leg of movement en route to the final destination.

Validation is the deploying commander's certification to the employing commander that he is deploying his force into the area of operations or exercise area in the sequence specified and with the capabilities required by the employing commander.

USTRANSCOM schedules lift for a deploying force only after the supported combatant commander validates the TPFDD. Because it takes time to schedule aircraft and ships, the joint community has established timelines for validating force requirements. The timeline is referred to as the validation window and is expressed as a range of C-days leading up to the deploying force's earliest arrival date (EAD) in theater. The supported commander determines the validation window in coordination with USTRANSCOM.

For operational deployments, the airlift validation window is normally seven days prior to the EAD. The sealift validation window is normally 30 days prior to the EAD.

Movement scheduling is the assignment of specific transportation to transport a force requirement from its point of origin (POO) to its final destination, based on the TPFDD. USTRANSCOM schedules lift for deploying forces only after the supported combatant commander validates the TPFDD to him. USTRANSCOM attempts to satisfy the deploying unit's preferred deployment date from the POE and the preferred EAD at the POD.

Movement control occurs once USTRANSCOM enters the airlift and sealift schedule in the JOPES/Global Command and Control System (GCCS) scheduling and movement module.

Allocation is the assignment of ULNs to specific carriers. The command responsible for deploying the force, either a MEF or one of its MSCs, is also responsible for allocation. After USTRANSCOM enters the lift schedule into the JOPES, the MEF allocates the ULNs to the carriers based on the load plans provided by the respective embarkation sections. The strategic mobility officer (SMO) in the MEF G-4 provides the load plans.

Manifesting is the entry of the actual passengers and cargo, by ULN, deploying on each carrier. Manifesting gives the commander instant visibility of what each carrier is transporting, thereby allowing him to communicate changes to lift requirements rapidly and to record the execution of the deployment plan. As with allocation, manifesting is the responsibility of the command executing the deployment. For aircraft, manifesting should be accomplished no later than two hours after aircraft departure from the aerial port of embarkation (APOE). For sealift, manifesting should be accomplished within 24 hours after departure from the seaport of embarkation (SPOE).

Force tracking is accomplished by manifesting.

Change management. Numerous events can require adjustment to a planned deployment. Examples include planning errors that are not revealed until a unit reports to its POE (e.g., inaccurately reported personnel or equipment numbers that cause available lift to be exceeded), transport aircraft that break down on the deployment route, changes in the national level strategic lift priorities that affect availability for lower-priority deployments, and weather delays. The command and its deployment support organizations, the FMCC, and logistics movement control center (LMCC) must anticipate such changes and be prepared to cope with them.

Recurring Lessons and Problems

Restore Hope – Somalia

- **Inaccurate source data and multiple uncoordinated changes**

Joint Endeavor – Bosnia

- **Poor synchronization**
- **Notional data caused disconnects between units and lift**

Desert Thunder – Saudi Arabia/Kuwait

- **Validation process too slow for rapid movement**

Joint Guardian – Kosovo

- **Significant delay (4 to 7 days) in validating the TPFDD**

Force sustainment involves the movement of replacement supplies, equipment, and personnel beyond what was planned for as accompanying supplies. Force sustainment can also involve deploying replacement units. Sustainment may include “push” supplies that were planned for shipment as part of deployment planning or “pull” supplies that the deployed commander requests. The FDP&E process includes the planning necessary to ensure that the MEF commander can sustain his deploying forces. The responsibility to maintain the force remains with the combatant commander and the commander, Marine Forces, chain of command.

Redeployment Planning and Execution

Inherent in force deployment and sustainment is the requirement to return the force to the home station upon mission completion. Redeployment planning and execution require the same focused preparation and intensity as deployment and employment operations. In simple terms, the redeployment process is the reverse of the deployment process; however, the former is complicated by the fact that the deployed unit or MAGTF will not always have the same level of support for its redeployment. Redeployment planning and execution is not always the deployed

MEF commander's responsibility. Often, the supported commander is responsible. If deployment orders do not clearly state who is responsible, then the deployed MEF commander's DOT must determine who does what and list responsibilities in the MEF deployment order.

Force Deployment Execution in Action

From 1 January to 28 July 2003, the Air Mobility Command (AMC) flew 8,500 missions and moved 462,000 personnel in and out of the theater in support of Operation Iraqi Freedom. The AMC airlifted 196,000 tons of cargo.