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# **(U) Global Force Management Implementation Guidance**

Fiscal Year 2016–2017

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USA AND CANADA~~



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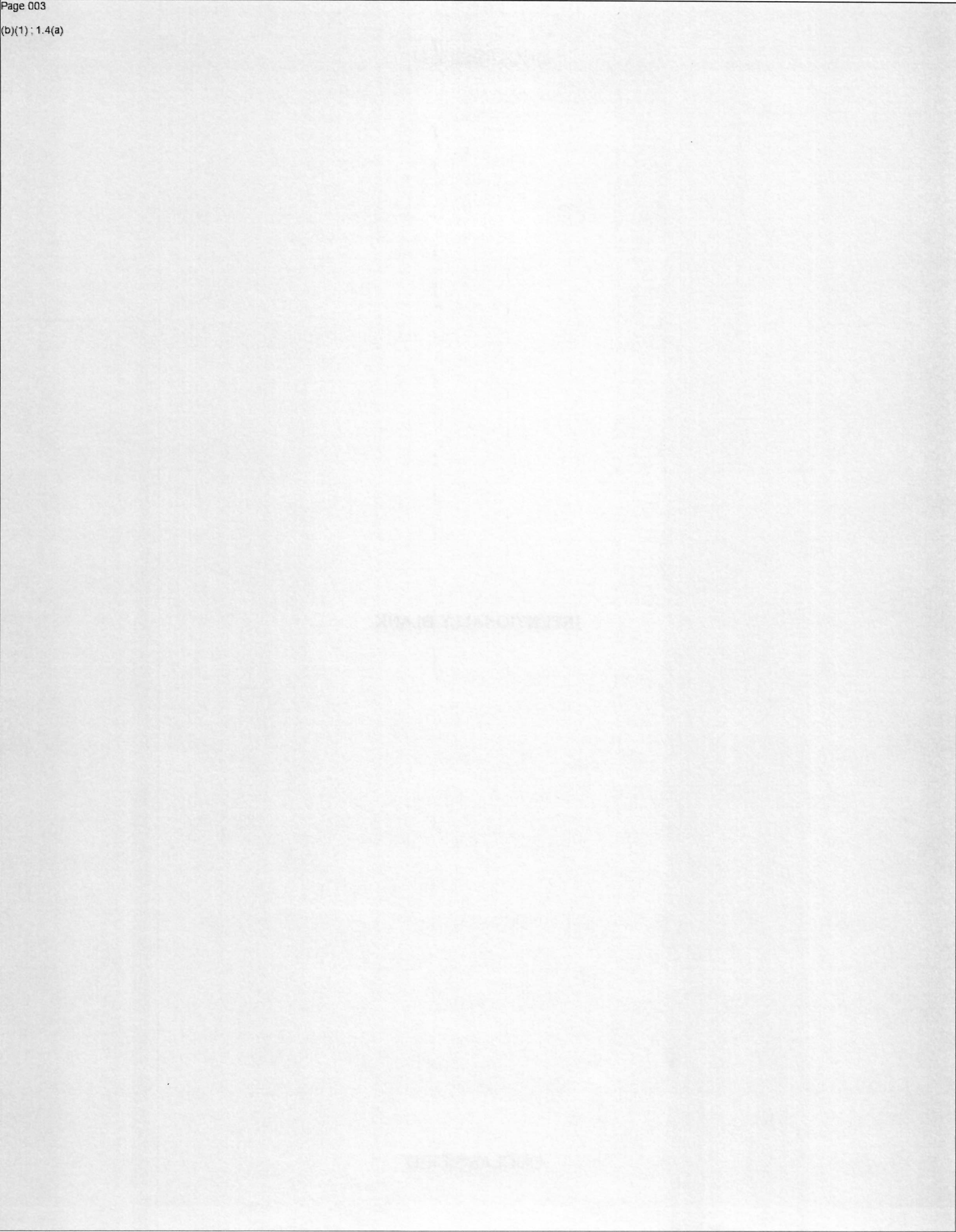
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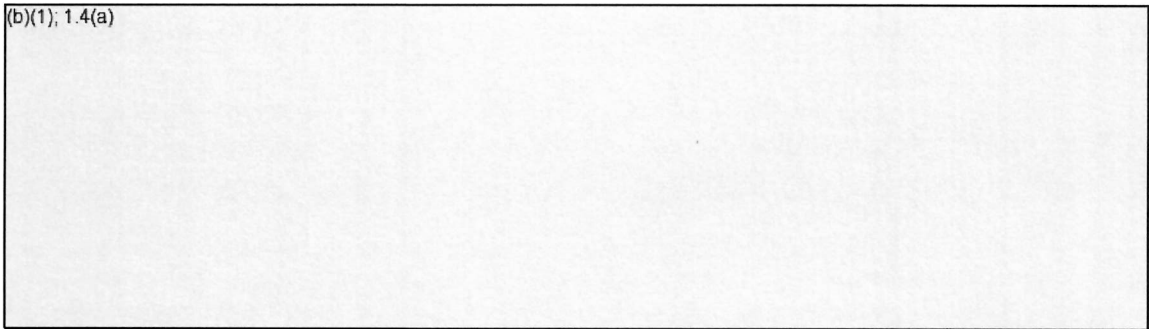
## **(U) EXECUTIVE SUMMARY**

(U) Purpose. The purpose of this document is to integrate complementary assignment, allocation, and apportionment policy and information into a single authoritative Global Force Management (GFM) document in support of the Department's strategic guidance. The Global Force Management Implementation Guidance (GFMIG) and GFM processes provide comprehensive insight into the authorities, strategic posture, and global availability of forces for planning and execution. The tables in the GFMIG provide senior decision makers the ability to assess current and future impacts and risks associated with proposed force changes.

### **(U) Background**

- (U) The GFMIG is a biennial document produced on even years. By combining assignment, allocation, and apportionment guidance with the Forces For tables, the GFMIG provides Secretary of Defense (SecDef)-level guidance for all aspects of force management.

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(U) Scope. Title 10, U.S.C.; the Quadrennial Defense Review (QDR); the National Military Strategy (NMS); the Unified Command Plan (UCP); the GEF; the Joint Strategic Capabilities Plan (JSCP); and the Defense Planning Guidance (DPG) are baseline documents that establish the policy and procedures to support GFM. The management and implementation guidance in the GFMIG complements the GEF and the DPG.

(U) The GFMIG: (1) provides SecDef direction for assigning forces to Combatant Commands (CCMDs) for accomplishing Combatant Commanders' (CCDRs') assigned missions; (2) outlines the allocation process that provides access to forces/capabilities when assigned mission requirements exceed the capacity and/or the capability of the assigned or allocated forces; (3) provides apportionment guidance and force apportionment tables to facilitate planning; and (4) informs the Joint Force, structure, and capability assessment processes.

(U) Revisions to the FY 2016–2017 GFMIG include:

- (U) Updates to the assignment tables.
- (U) Incorporation of the following GFM Reform initiatives:
  - (U) Forces For staffing process moved sequentially ahead of the annual GFM Allocation Plan staffing process for a given fiscal year.
  - (U) Criteria for the assignment of forces.
  - (U) Resource-informed GFM construct including the application of “floor” and “ceiling” concepts in sourcing decisions in support of CCDR requirements.
  - (U) Rapid decision-making process for emergent allocation requests.
  - (U) Resource-informed apportionment updated quarterly.
  - (U) Readiness and Availability Priorities assessment process.



**(U) SECTION I: GLOBAL FORCE MANAGEMENT**

1. (U) Purpose. The purpose of this document is to integrate complementary assignment, allocation, and apportionment information into a single authoritative GFM document in support of the Department's strategic guidance. The strategic guidance is contained in the QDR, NMS, UCP, GEF, DPG, and JSCP.

a. (U) The GFMIG and the GFM processes provide comprehensive insights into the strategic posture of forces and global availability of forces/capabilities for plans and operations. The GFMIG also provides senior decision makers with a process to quickly and accurately assess current and future impact and risks associated with proposed force changes.

b. (U) Foundational GFM purposes are as follows:

(1) (U) Assignment (Section II): Establishes enduring command relationships between units and CCDRs to meet UCP responsibilities. The Forces For Unified Commands memorandum fulfills the Military Department Secretary title 10, U.S.C., section 162 (a) responsibility to assign all forces to CCMDs to perform missions assigned to those commands. Such assignments to the CCMDs shall be as directed by SecDef. CCDRs exercise Combatant Command (COCOM) authority over forces assigned to them until the assignment is changed by SecDef. The command relationships with assigned forces are enduring until the assignment is changed.

(2) (U) Allocation (Section III): Supplements a unified commander's assigned force through the temporary transfer of forces to meet the operational demand of CCDRs for the mitigation of near-term risk. This includes both steady-state rotational requirements and emergent requests for capabilities or forces (unit or individual). Through the allocation of a force, SecDef specifies the command relationship (operational control (OPCON), tactical control (TACON), support) authorities over the force by the CCDR. The extent of this authority (e.g., duration, authorized missions, location) is defined in the SecDef execute order (EXORD).

(3) (U) Apportionment (Section IV): Force inventory, force generation capacity, and availability information provided to CCDRs for planning purposes, but not necessarily an identification of the actual forces that may be assigned or allocated for use when a contingency plan transitions to execution. No authorities or formal command relationships are established through the apportionment of a force.

c. (U) The purposes of the supporting GFM assessment mechanisms are:

(1) (U) Force Sufficiency (Section III): Informs the Department's assessment processes that identify imbalances among force/capability supply and demand.

(2) (U) Readiness and Availability Priorities (RAP) Assessment (Section V): Assessment of the readiness and availability of the force against the GEF-directed Readiness and Availability Priorities mission areas will inform discussions and decisions on how to balance risk and inform force management guidance.

(3) (U) Floor: The floor is defined as the minimum set of forces that are available forward in each CCMD for initial response and that will not be considered for reallocation except during major OPLAN execution in another area of responsibility (AOR). Reallocation from, or sourcing below, the floor may occur with SecDef approval. The floor will support the Department's desire for dynamic presence through rapid reallocation and surge capacity. Business rules for the development of the floor are found in Annex E.

(4) (U) Ceiling. The ceiling is defined as the maximum number of forces a Force Provider (FP) can make ready for employment through assignment or allocation under current funding levels while still achieving its readiness recovery goals. The ceiling will assist the Department in rebuilding readiness.

## 2. (U) Background

a. (U) From the Goldwater-Nichols Conference Report (99-824), the Goldwater-Nichols Department of Defense Reorganization Act of 1986 made changes to the Department of Defense (DoD) with the intent to:

(1) (U) Reorganize the DoD and strengthen civilian authority in the Department.

(2) (U) Improve advice to the National Security Council.

(3) (U) Place clear responsibility on commanders of CCMDs for accomplishment of assigned missions.

(4) (U) Ensure the authority of CCDRs is fully commensurate with the responsibility assigned.

(5) (U) Increase attention to the formulation of strategy and to contingency planning.

(6) (U) Provide for more efficient use of defense resources.

(7) (U) Improve joint officer management policies.

(8) (U) Otherwise enhance the effectiveness of military operations and improve the management and administration of the DoD.

b. (U) As a result, the Chairman of the Joint Chiefs of Staff (CJCS) was designated the principal military advisor to the President and SecDef. With respect to force management, CJCS is responsible for assisting in providing strategic direction, strategic planning, deliberate planning, and risk assessment (title 10, U.S.C., section 153). CJCS advises the President with respect to the establishment of CCMDs and the prescribed force structure of those commands, and reviews missions and responsibilities biennially and the force structure of each CCMD annually.

c. (U) The JSCP has directed planning efforts since 1954. It fulfills, among others, CJCS statutory responsibility for "providing for the preparation and review of contingency plans which conform to Policy guidance from the President and the Secretary of Defense." Since 1995, the JSCP has been promulgated as CJCS Instruction (CJCSI) 3110.01, with associated supplemental instructions. CJCSI 3110.01, JSCP FY 1996 (24 March 1995), through CJCSI 3110.01E, Change 1 (28 January 2005), contained apportionment guidance and tables in support of CCMD contingency plans development and potential risk identification in the event of their execution. Since the publication of CJCSI 3110.01F (1 September 2006), the force apportionment tables have been contained in the GFMIG. This is consistent with the strategic planning and force apportionment guidance in the JSCP.

d. (U) In 2005, existing GFM processes were merged to transform a previously reactive force management process into a near real-time, proactive process focused on allocation in support of Operation IRAQI FREEDOM (OIF) and Operation ENDURING FREEDOM (OEF) rotational requirements. GFM enabled SecDef to make proactive, risk-informed force management decisions. This process facilitates the alignment of operational forces against known requirements in advance of planning and deployment preparation timelines. The end result is the assignment of forces against desired strategic end states, timely allocation of forces/capabilities necessary to execute CCMD operational missions (including theater security cooperation tasks), and informed SecDef decisions on the risk associated with allocation decisions.

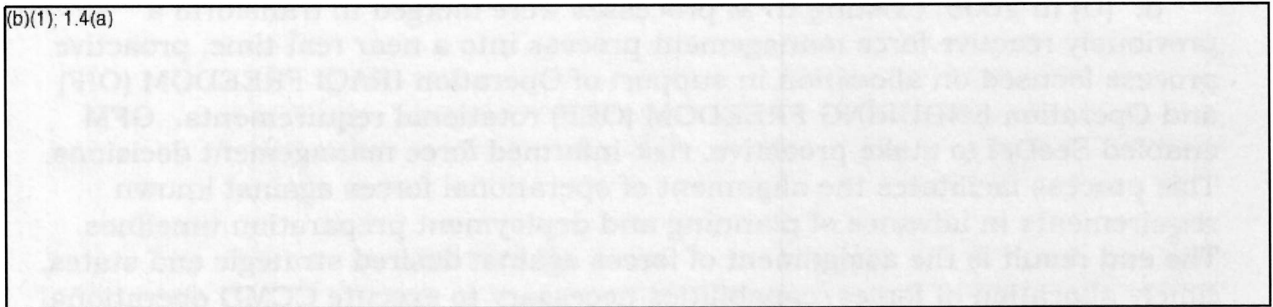
e. (U) Beginning in 2008, direction for the allocation of forces was provided in the GEF, primarily in the form of the Force Allocation Decision Model (FADM). The GEF categorizes and prioritizes missions and other activities to optimize near-term risk, and establishes additional criteria for the distribution of force allocations across categories to hedge against mid- and longer-term threats or problems.

f. (U) On 6 January 2011, the President approved the disestablishment of U.S. Joint Forces Command (USJFCOM). The SecDef memorandum, dated 9 February 2011, directed the reversion of all forces and Service Components assigned to USJFCOM back to their respective Military Departments. Those forces were categorized as "Service Retained" in the subsequent Forces For document.

(1) (U) The SecDef memorandum provided initial guidance and direction to execute the disestablishment, including designating the Secretaries of the Military Departments as responsible for providing trained and equipped forces to the CCDRs. "Service Retained" forces are the forces through which the Military Departments carry out their force provider functions. The Secretaries of the Military Departments, in response to a validated capability or force request, are delegated the authority to develop recommended global sourcing solutions—independent of force assignment. The Secretaries of the Military Departments may further delegate this authority within their Services. Training and readiness oversight (TRO) of Reserve Component forces not assigned to other CCMDs is delegated to the Secretaries of the Military Departments. The Secretaries of the Military Departments may further delegate this authority within their Military Departments/Services.

(2) (U) In the FY 2016–2017 Forces For, the Department began to address assignment decisions by force element to determine the optimal long-term command relationships for each of these forces. Decisions to assign forces to a CCMD were in accordance with title 10, U.S.C., sections 162 and 167, and policy outlined in this document.

(b)(1); 1.4(a)



3. (U) Scope. Title 10, U.S.C.; the UCP; the GEF; and the JSCP are the baseline documents that establish the policy and procedures reflected in the GFMIG. The GFMIG is the authoritative source document for matters of GFM within the Department.

#### 4. (U) GFM Principles

a. (U) GFM Available Forces. Figure I-1 shows the entire DoD force pool composed of forces that are assigned, and forces that are available for planning. The force pool is the aggregation of institutional forces (which are unassigned forces that carry out the functions of the Military Departments/Services) and operational forces (which perform CCDR missions under either an assigned or allocated relationship). Horizontal lines represent force apportionment. Operational forces are apportioned in accordance with guidance in Section IV of this document and the JSCP.

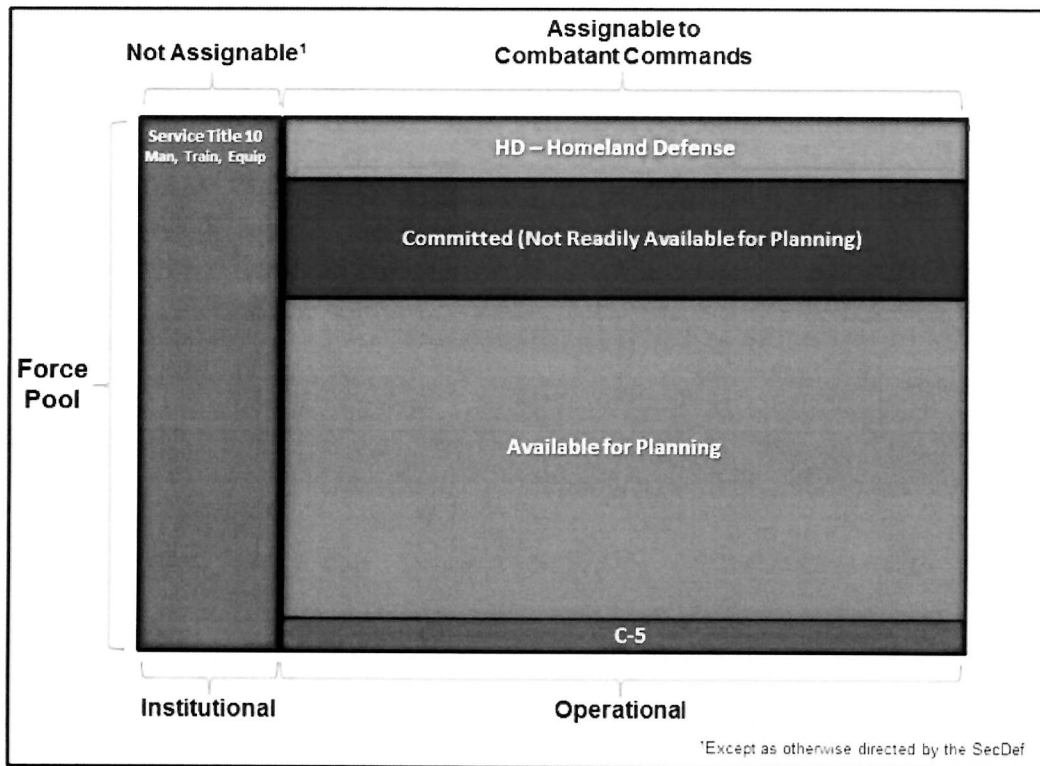


Figure I-1. (U) GFM Force Structure

b. (U) Global Demand. In order to distribute a limited number of forces among the competing CCDR demands, SecDef, Office of Secretary of Defense (OSD), the Joint Staff, force providers (FPs), CCDRs, joint functional managers (JFM), joint force providers (JFPs), and the joint force coordinator (JFC) must understand the entire global demand on the force. By understanding the global demand and the Department's priorities, the risks of allocating or not allocating forces for a given operation can be better understood. CCDRs will document their entire demand (including the use of assigned forces). The GFM Allocation Business Rules (Annex C) specify how these demands are documented.

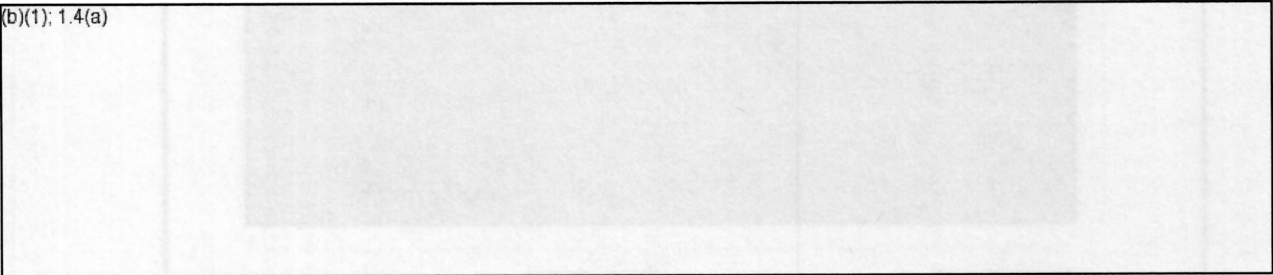
5. (U) GFM Reform Initiatives

a. (U) The floor and ceiling are central to GFM reform initiatives and intended to provide greater clarity to senior leaders for risk decisions. These GFM Reform principles support the GEF guidance to prioritize Service readiness recovery and the Department's surge capacity to respond to major contingencies.

(1) (U) The floor and ceiling together constitute a decision-making framework designed to assist senior leaders in balancing the requirements for forward presence against the need to rebuild/sustain readiness and to maintain surge capability. This framework supports GFMAP development as well as the management of requests for forces (RFFs). The framework also helps SecDef assess risk when deciding whether to assign or allocate forces forward or service retain forces to maintain surge capacity.

(2) (U) Forces between the floor and ceiling provide trade space for senior leadership to make allocation and risk decisions. Some of these forces will be allocated through the normal GFMAP process and may be identified as forces that can be rapidly reallocated to support dynamic presence. Some of these forces may be set aside to build readiness and/or to increase surge capacity.

(b)(1); 1.4(a)



c. (U) Apportionment tables will be updated quarterly to provide a more dynamic representation of the forces available for both crisis and deliberate planning.

d. (U) The Assignment and Allocation processes are realigned in order to address assignment decisions prior to allocation decisions. This results in the Forces For process being conducted prior to the GFMAP process for a given fiscal year.

e. (U) Criteria are established for assignment of forces to CCMDs.



6. (U) Global Force Management Board

a. (U) Definition. The Global Force Management Board (GFMB) is a general officer/flag officer (GO/FO)-level body organized by the Joint Staff to provide senior DoD leadership the means to assess operational effects of force management decisions and implement strategic planning guidance. The GFMB convenes periodically to address specific recurring tasks, and as required, to address emergent issues.

b. (U) Purpose

(1) (U) The purpose of the GFMB is to:

(a) (U) Implement the Department's strategic guidance and provide direction for developing force management options and recommendations.

(b) (U) Serve as a strategic-level review panel to address issues that arise on recommended GFM actions prior to forwarding to CJCS and SecDef for decision.

(c) (U) Serve as a strategic-level review panel to annually assess forces/capabilities/individuals that are sporadically or persistently unsourced/hard to source (UHTS) and develop recommendations to address shortfalls.

(d) (U) Serve as a strategic-level review panel to assess current GFM alignment with GEF priorities semiannually and develop recommendations to address imbalances.

(2) (U) GFMB membership consists of GO/FO or equivalent Senior Executive Service (SES) representation from:

(a) (U) The Joint Staff.

(b) (U) The CCMDs.

(c) (U) The Military Departments/Services.

(d) (U) OSD agencies. The Office of the Under Secretary of Defense for Policy (OUSD(P)) and the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) will attend, at a minimum; others will attend as required.

(e) (U) The National Guard Bureau

(f) (U) Defense Agencies. Defense Agency representatives are not members but may attend as required.

7. (U) GFMIG Maintenance. Outlined below are the responsible agencies and the updated process to ensure current data is reflected in the GFMIG. Annex B provides specific Joint Staff GFM responsibilities by directorate. A subset of these responsibilities involves maintaining GFM guidance data that is critical to enabling force management activities.

a. (U) Assignment. The Joint Staff J-8, Forces Division, maintains the assignment policy and data reflected in Section II of this document. SecDef is the approval authority for changes in assignment policy and assignment of forces.

b. (U) Allocation. The Joint Staff J-3 maintains allocation policy in Section III and Annex C of this document. The J-3 also manages force allocation data, which is published separately from this document in the GFMAP. SecDef is the approval authority for changes in allocation of forces and changes in allocation policy.

c. (U) Apportionment. The Joint Staff J-8, Forces Division, in collaboration with the Joint Staff J-5, maintains the policy and data reflected in Section IV of this document. CJCS is the approval authority for changes in the apportionment of forces and changes in apportionment policy.

d. (U) Update Procedures. The Joint Staff J-8 will post SecDef-approved GFMIG document on the Joint Staff Forces Division Web site. The J-3 will manage recommended allocation adjustments and J-8 will manage recommended assignment and apportionment adjustments to the GFMIG document as required. Similar to the assignment tables promulgated by the Forces For memorandum, CJCS-approved apportionment modifications will be posted quarterly on the Joint Staff Forces Division Web site. CJCS will send recommended assignment modifications, after coordination with the Secretaries of the Military Departments and CDR, USSOCOM, and allocation modifications to SecDef for approval.

e. (U) CJCS may staff sections of the GFMIG independently to allow timely revisions of one section without changing the remainder of the document. CJCS manages the revision process and ensures that proposed changes to subsections of the document remain consistent with the scope and intent of the entire document to gain SecDef approval.



8. (U) Summary. The GFM process aligns force assignment, apportionment, and allocation methodologies in support of the Department's strategic guidance. It provides DoD senior leadership with comprehensive insight into the global availability of forces, and the risk and impact of proposed force changes. The GFMB serves as a guiding body that provides complementary strategic focus and direction for the assignment, allocation, and apportionment processes. The remainder of this document provides specific implementation guidance on these processes as well as tables depicting assignment and apportionment of forces data.

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**(U) SECTION II: ASSIGNMENT OF FORCES  
(FORCES FOR UNIFIED COMMANDS)**

**(U) PART 1: INTRODUCTION**

1. (U) Purpose. The Forces For Unified Commands memorandum (Forces For) documents the assignment of forces to the Combatant Commands (CCMDs) by the Secretaries of the Military Departments as directed by SecDef.

2. (U) Background

a. (U) Force assignment establishes Combatant Command (command authority) (COCOM) between the CCDR and the unit(s) assigned to accomplish the missions assigned to the command. The command relationship established

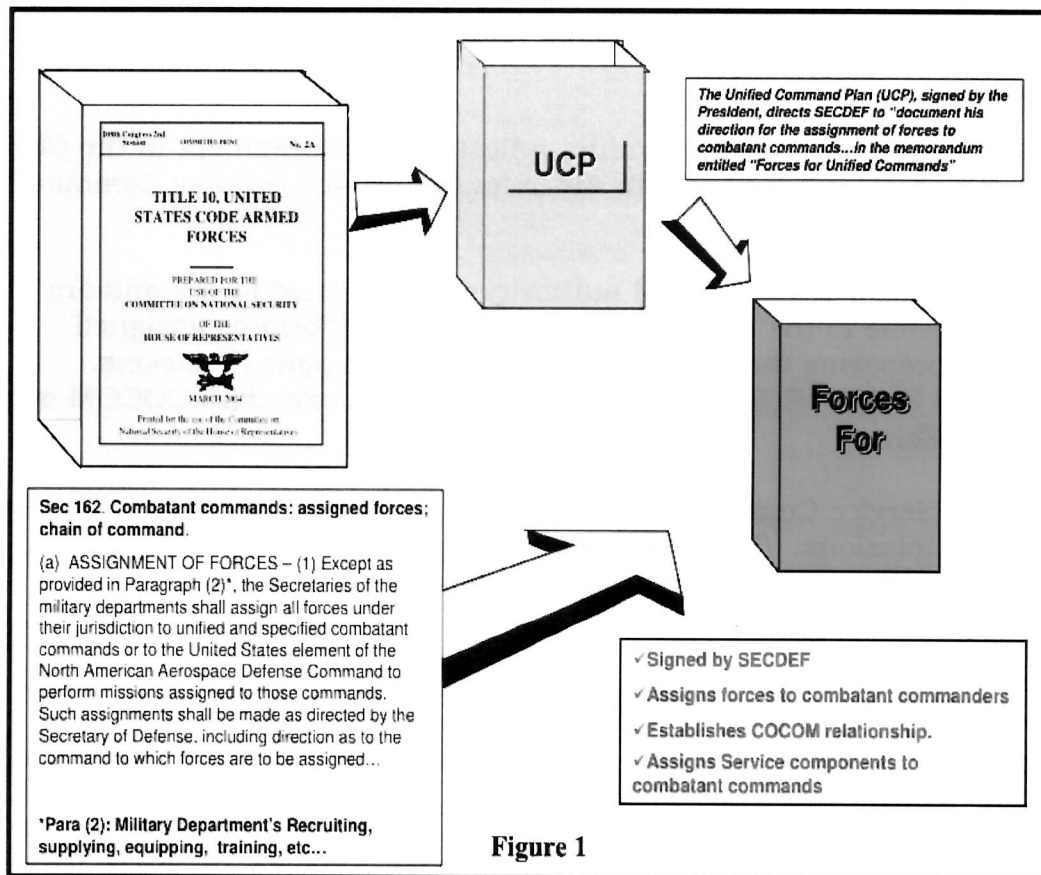


Figure II-1. (U) Forces For Unified Commands

with assignment is enduring until the assignment is changed by SecDef. The Forces For memorandum is an annual compilation of the Military Department/Service Assignment tables. Through the UCP, the President instructs SecDef to promulgate guidance in this publication and document direction for the assignment of forces in the Forces For memorandum as illustrated in Figure II-1.

b. (U) Title 10, U.S.C., section 162(a), requires the Secretaries of Military Departments to assign all forces to CCMDs, with the exception of forces that carry out functions of the Military Departments. Institutional forces that carry out these functions (described in title 10, U.S.C., sections 3013(b), 5013(b), and 8013(b)) are not assigned. The operating forces that carry out the Military Department function of providing trained and equipped forces to CCDRs when directed by SecDef are also not assigned. These forces are categorized as "Service Retained." This does not affect CCMD-assigned forces.

### 3. (U) Scope

a. (U) The Forces For memorandum reflects force assignment to the CCDRs and CDR, U.S. Element of the North American Aerospace Defense Command (USELEMNORAD).

b. (U) CCDRs exercise COCOM authority over assigned forces and are directly responsible to the President and SecDef for performing assigned missions and preparing their commands to perform assigned missions. Although not a Unified CCMD, CDR, USELEMNORAD, exercises COCOM over assigned U.S. Forces.

(1) (U) Service Components provide support to CCDRs to accomplish their assigned missions. Command relationships with Service Components vary among CCDRs and are specified in Section II, part 3, and Assignment Table II-1.

c. (U) The assignment of forces provided for herein is separate from title 32, U.S.C., provisions that address the National Guard and title 10, U.S.C., provisions that provide for ordering National Guard and other reserve forces to active duty. CCDRs exercise COCOM over assigned Reserve Component (RC) forces when mobilized or ordered to active duty (other than for training). As a matter of DoD policy, CCDRs may exercise TRO for assigned RC forces when not on active duty or when on active duty for training. Annex D provides further policy clarification regarding the assignment of RC forces and TRO authorities.

d. (U) The Forces For memorandum update process is conducted annually with new tables published for each fiscal year (FY). In order to transition the assignment process ahead of the allocation process, the enclosed tables

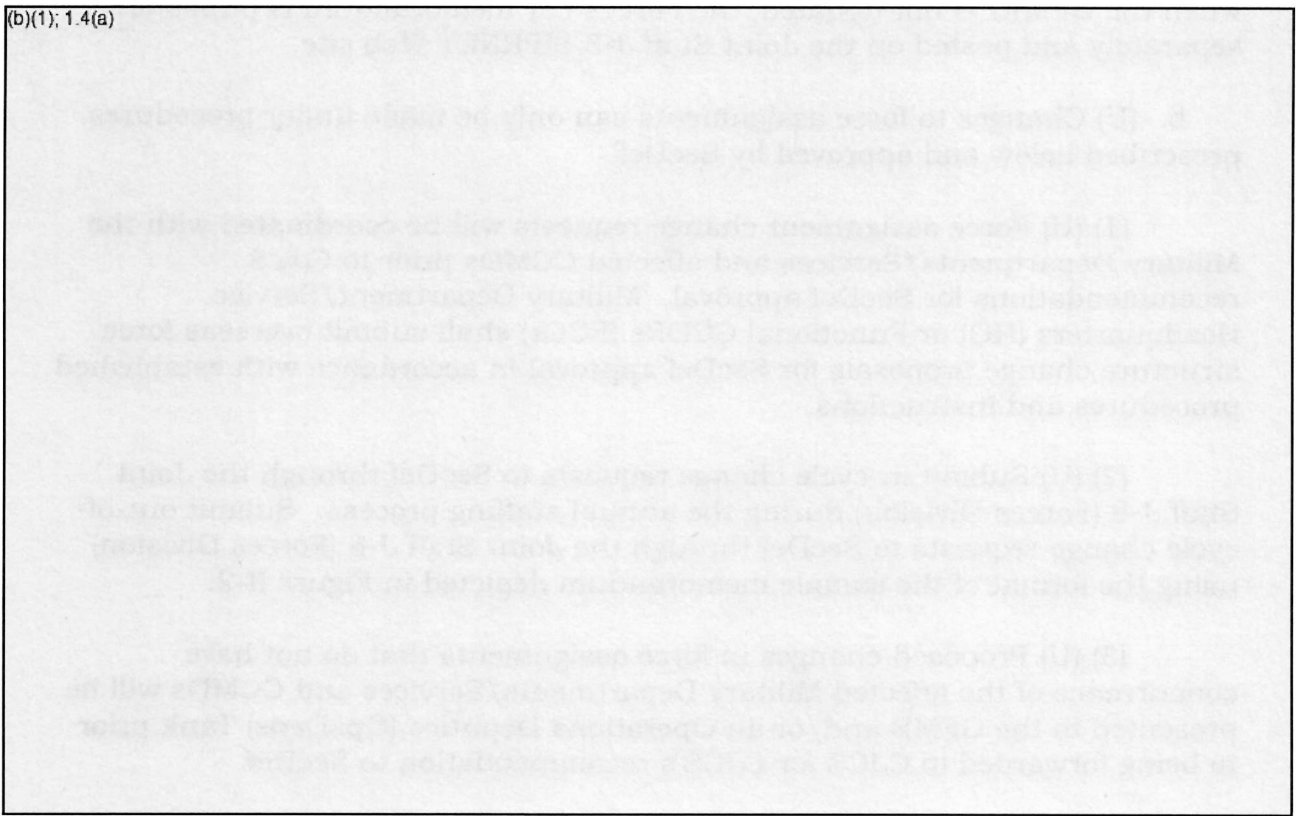
establish assignment for both FY 2016 and FY 2017. Extending the FY 2016 assignment through FY 2017 facilitates the generation of FY 2018 assignment tables by early second quarter FY 2016, ahead of the FY 2018 GFMAP process. Future Forces For memorandums will be reviewed annually and published in increments of 1 FY during the second quarter of the FY, 2 years prior to the year of execution. This timing ensures the baseline of forces (assignment) for CCMDs is established prior to staffing the annual allocation plan.

e. (U) The annual Forces For memorandum staffing process incorporates force reductions/additions and new assignments as required when force structure changes are programmed to take place.

f. (U) Reassignments from one CCMD to another may take place as directed by SecDef.

4. (U) Assignment Policy. The stated purpose of assignment reform was to optimize command relationships between CCDRs and forces to mitigate the elevated risks inherent with declining force size and readiness challenges across the Joint Force in an increasingly complex security environment. The Department uses assignment to mitigate military risk, allowing a "warm start" in support of enduring and emergent requirements. In keeping with the aforementioned purpose of optimizing command relationships, the decision to assign forces to CCMDs will be informed by the following guidelines:

(b)(1); 1.4(a)



(4) ~~(S)~~ As directed by SecDef.

(b)(1); 1.4(a)

5. (U) Implementing Instructions

a. (U) Force assignments are effective 1 October of the applicable FY designated in the Forces For memorandum signed by SecDef. In the years when the GFMIG is not updated, the Forces For memorandum is published separately and posted on the Joint Staff J-8 SIPRNET Web site.

b. (U) Changes to force assignments can only be made under procedures prescribed below and approved by SecDef.

(1) (U) Force assignment change requests will be coordinated with the Military Departments/Services and affected CCMDs prior to CJCS recommendations for SecDef approval. Military Department/Service Headquarters (HQ) or Functional CCDRs (FCCs) shall submit overseas force structure change proposals for SecDef approval in accordance with established procedures and instructions.

(2) (U) Submit in-cycle change requests to SecDef through the Joint Staff J-8 (Forces Division) during the annual staffing process. Submit out-of-cycle change requests to SecDef through the Joint Staff J-8 (Forces Division) using the format of the sample memorandum depicted in Figure II-2.

(3) (U) Proposed changes in force assignments that do not have concurrence of the affected Military Departments/Services and CCMDs will be presented to the GFMIG and/or an Operations Deputies (OpsDepts) Tank prior to being forwarded to CJCS for CJCS's recommendation to SecDef.

c. (U) CCDRs will communicate to SecDef, through CJCS, any conflict between assignment of forces in the Forces For memorandum and forces actually under their COCOM.

d. (U) The most current edition of the GFMIG, the Forces For memorandum, and other useful information are posted on the J-8 Forces Division SIPRNET Intellipedia site:  
[http://www.intelink.sgov.gov/wiki/Force\\_Management\\_\(Assignment/Apportionment\)](http://www.intelink.sgov.gov/wiki/Force_Management_(Assignment/Apportionment)).

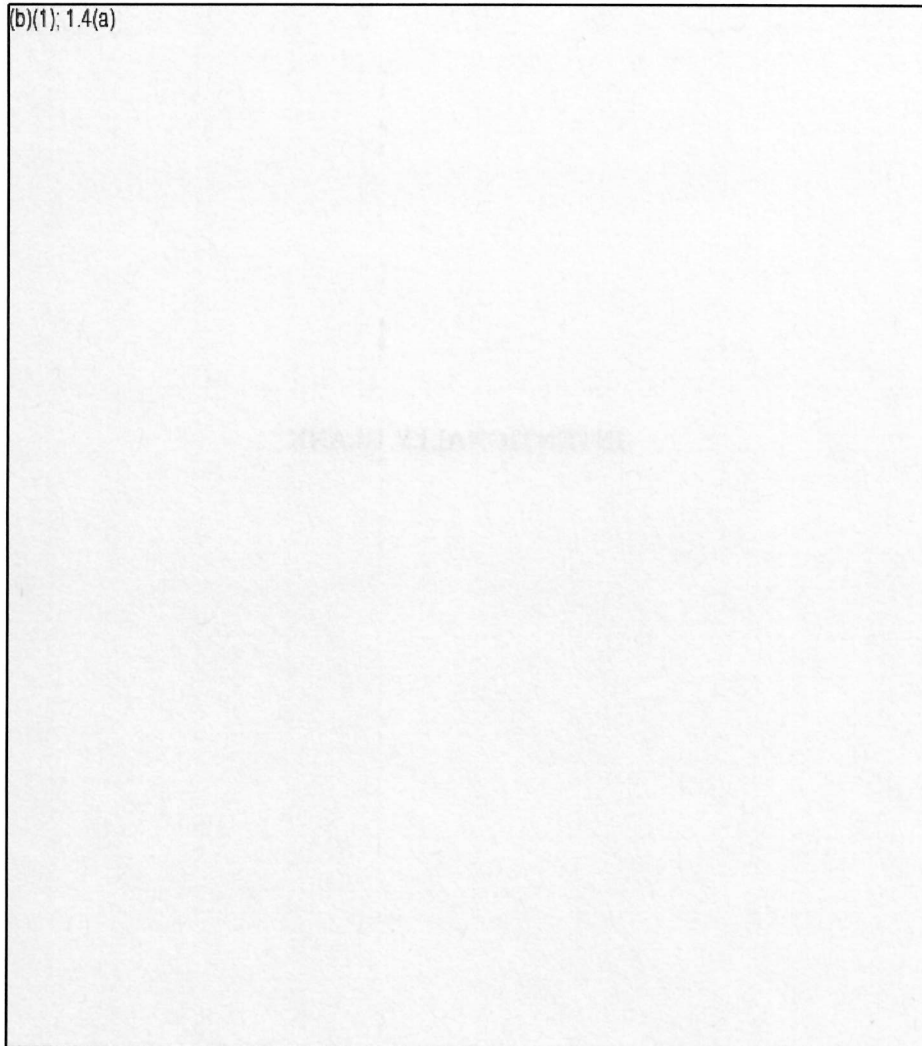


Figure II-2. (U) Sample Assignment Request Memorandum

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(U) PART 2: COMMAND RELATIONSHIP SUMMARY

1. (U) General Principles. Command is central to all military action, and unity of command is central to unified action. Unity of command means all forces operate under a single commander with the requisite authority to direct all forces employed in pursuit of a common purpose. Authority is never absolute; the extent of authority is specified by the establishing authority, directives, and law. The authority vested in a commander must be commensurate with the responsibility assigned. The doctrinal reference for command relationships is Joint Publication (JP)-1. Some information from JP-1 has been reproduced in this document for ease of reference.

2. (U) Command Relationships (See Figure II-3)

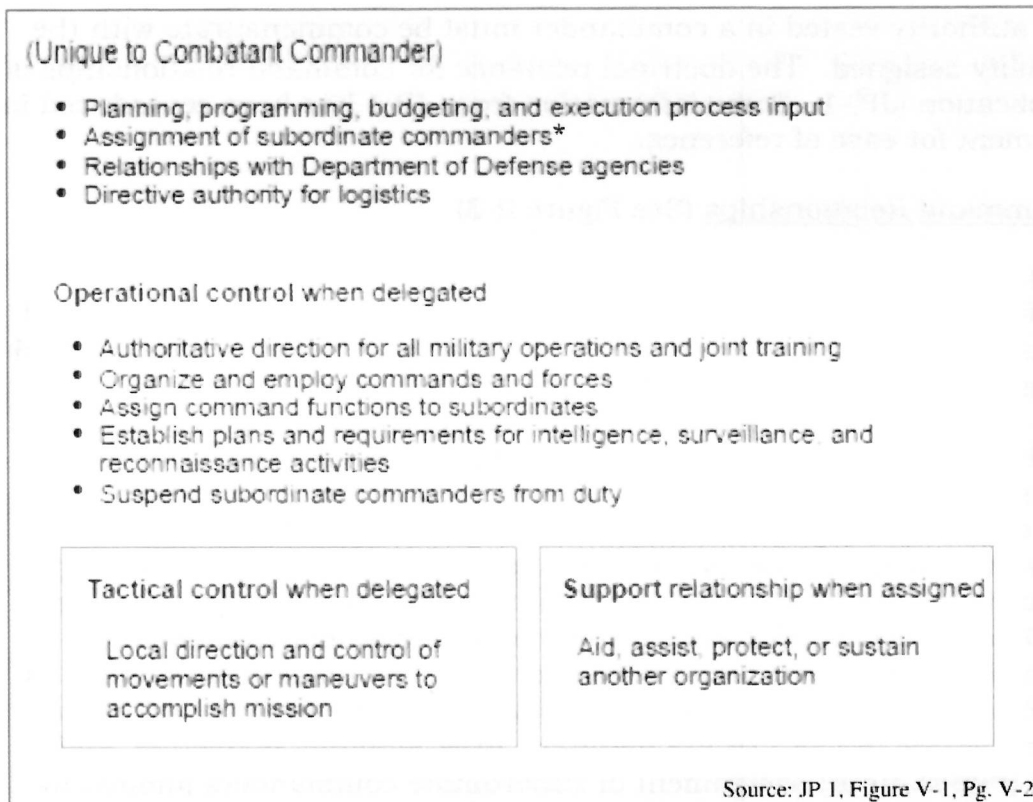
a. (U) Combatant Command (Command Authority). COCOM is the nontransferable command authority established by 10 U.S.C. 164, exercised only by commanders of unified or specified CCMDs unless otherwise directed by the President or SecDef. COCOM cannot be delegated, and it is the authority of a CDR to perform those functions of command over assigned forces. These functions involve organizing and employing commands and forces; assigning tasks; designating objectives; and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Normally, this authority is exercised through subordinate joint force commanders and Military Department/Service and/or functional component commanders. COCOM provides authority to organize and employ commands and forces as the CDR considers necessary to accomplish assigned missions. Additional authorities unique to COCOM are planning, programming, budgeting, and execution (PPBE) input; assignment of subordinate commanders (limited to 2-star and below); formal relationships with Department of Defense Agencies; and directive authority for logistics. OPCON is inherent in COCOM (JP-1).

b. (U) Operational Control (OPCON). OPCON is a command authority that may be exercised by commanders at any echelon at or below the level of CCMD. OPCON is inherent in COCOM. OPCON may be delegated and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Normally this authority is exercised through subordinate Joint Force Commanders and Military Department/Service and/or Functional Component Commanders. OPCON normally provides authority to organize commands and forces and employ those forces as the commander considers necessary to accomplish assigned missions. OPCON does not include authoritative direction for logistics or matters of administration, discipline,

internal organization, or unit training (JP-1) or the authorities described as unique to COCOM in the preceding paragraph.

## Command Relationships Synopsis

### Combatant Command (Command Authority)



\*Except for 3-stars who are assigned by the President.

Figure II-3. (U) Command Relationships

c. (U) Tactical Control (TACON). TACON is command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements or maneuvers within an operational area necessary to accomplish missions or tasks assigned. TACON is inherent in OPCON. TACON may be delegated to and exercised by commanders at any level at or below the level of CCMD (JP-1).

d. (U) Support. Support is a command authority described in JP 1. A support relationship is established by a superior commander between subordinate commanders when one organization should aid, protect, complement, or sustain another force. Support may be exercised by

commanders at any echelon at or below the level of CCMD. This includes SecDef designating a support relationship between CCDRs as well as within a CCMD. The designation of supporting relationships is important as it conveys priorities to commanders and staffs that are planning or executing joint operations. SecDef establishes support relationships between the CCDRs for planning and executing joint operations. This ensures that the tasked CCDRs receive the necessary support. CJCS organizes the joint planning and execution community for joint operation planning to carry out support relationships between the CCMDs (see JP 1 for a full description of support).

3. (U) Authorities of Combatant Commanders and Responsibilities of Assigned Units

a. (U) CCDRs exercise COCOM over forces assigned in the Forces For memorandum and attached assignment tables.

b. (U) Units are required to notify their Military Department/Service, and the CCDR to whom they are assigned (or CDR, USELEMNORAD) when they will not be available or are not adequately resourced or trained to undertake their full wartime mission. The CCDR will, if appropriate, notify SecDef through CJCS.

c. (U) Coordinating Authority. Coordinating authority is described in JP 1 as the authority delegated to a commander or individual for coordinating specific functions and activities involving forces of two or more Military Departments/Services, two or more joint force components, or two or more forces of the same Military Department/Service (e.g., joint rear area coordinator exercises coordinating authority for rear area operations among the component commanders). Additionally, coordinating authority may be established via a memorandum of agreement between active and reserve forces, including non-federalized (e.g., title 32, U.S.C.) state-controlled and volunteer National Guard forces to promote unity of effort. The commander or individual has the authority to require consultation between the agencies involved but does not have the authority to compel agreement. In the event that essential agreement cannot be obtained, the matter shall be referred to the appointing authority. Coordinating authority is a consultation relationship between commanders, not an authority by which command may be exercised. It is more applicable to planning and similar activities than to operations.

4. (U) Definitions

a. (U) Administrative Control. Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Military Department/Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other

matters not included in the operational missions of the subordinate or other organizations. Also called ADCON. (JP 1-02) The ADCON chain of command for a force originates at the respective Military Departments and is not transferred away from the Military Department, and the Secretaries of the Military Departments are responsible for the administration and support of Service forces. They fulfill their responsibilities by exercising ADCON through the Service Chiefs. Service Chiefs have ADCON for all forces of their Service. The responsibilities and authority exercised by the Secretaries of the Military Departments are subject by law to the authority provided to the CCDRs in their exercise of COCOM. ADCON responsibilities can be delegated via the ADCON chain of command.

b. (U) Assigned Forces. Those forces and resources that have been placed under COCOM of a unified or specified commander or USELEMNORAD by the direction of SecDef as provided by title 10, U.S.C., and promulgated in the Forces For memorandum, or per Section II of this document.

c. (U) Allocated Forces. Those forces, including resources, equipment and individuals, temporarily provided by SecDef to a CCDR from the CCDR to which they are assigned or Service from which they are retained. The allocation of forces is accomplished through procedures established in accordance with Section III and Annex C of the GFMIG and amplified in CJCS Manual (CJCSM) 3130.06.

d. (U) Apportioned Forces. Those forces and resources assumed to be available for crisis and deliberate planning. Apportionment policy is included in Section IV of the GFMIG.

e. (U) Attach. The placement of units or personnel in an organization where such placement is relatively temporary (JP 1-02). This term is used to describe how Military Department/Service Retained Forces and assigned forces are transferred to other CCDRs when allocated.

f. (U) Augmentation Forces. Forces to be transferred from a supporting commander or Military Department Secretary to a supported commander during the execution of an operation order approved by the President or SecDef (JP 1-02).

## 5. (U) Assignment and Transfer of Forces

a. (U) Forces, not command relationships, are transferred between commands. When forces are transferred, the command relationship that the gaining commander will exercise (and the losing commander will relinquish) will be specified by SecDef. The CCDR normally exercises OPCON over forces allocated by SecDef. Establishing authorities for subordinate unified commands and joint task forces (JTFs) may direct the assignment or allocation

of their forces to those subordinate commands and delegate the command relationship as appropriate.

b. (U) Transient forces do not come under the chain of command of the area commander solely by their movement across operational area boundaries, except when the CDR is exercising TACON for the purpose of force protection (JP 1, Chapter V, paragraph 8.c).

c. (U) Unless otherwise specified by SecDef, and with the exception of the USNORTHCOM AOR, a CDR has TACON for exercise purposes whenever forces not assigned to that CDR undertake exercises in that CDR's AOR. TACON begins when the forces enter the AOR and is terminated at the completion of the exercise, upon departure from the AOR. In this context, TACON is directive authority over exercising forces for purposes relating to that exercise only; it does not include authority for operational employment of those forces. In accordance with the UCP, this provision for TACON normally does not apply to USTRANSCOM or USSTRATCOM assets; when USTRANSCOM or USSTRATCOM forces are deployed in a Geographic CDR's (GCC's) AOR, they will remain assigned to and under the control of their respective FCC, unless otherwise directed (UCP).

d. (U) In the event of a major contingency in the GCC's AOR requiring the use of all available forces, the GCC (except for CDR, USNORTHCOM) may temporarily assume OPCON of all forces in the assigned AOR, including those of another command. Excluded are forces whose contemplated use would interfere with scheduled or active operational missions that are based on joint OPLANs approved by SecDef. CDR, USNORTHCOM's authority to assume OPCON during an emergency is limited to the portion of USNORTHCOM's AOR outside the United States. CDR, USNORTHCOM, must obtain SecDef approval before assuming OPCON of forces not assigned or allocated to USNORTHCOM within the United States. The commander determines when such an emergency exists and, on assuming OPCON over forces of another command, immediately advises the following individuals of the nature and estimated duration of employment of such forces:

- (1) (U) CJCS.
- (2) (U) The appropriate operational commanders.
- (3) (U) The Service Chief of the forces concerned.

e. The authority to assume OPCON of forces in the event of a major emergency will not be delegated. Unusual circumstances in wartime, emergencies, or crises other than war (such as a terrorist incident) may require a GCC to directly exercise COCOM through a shortened chain of command to forces assigned for the purpose of resolving the crisis. Additionally, the CDR

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can assume COCOM, in the event of war or an emergency that prevents control through normal channels, of security assistance organizations within the commander's general geographic AOR, or as directed by SecDef. All commanders bypassed in such exceptional command arrangements will be advised of all directives issued to and reports sent from elements under such exceptional command arrangements. Such arrangements will be terminated as soon as practicable, consistent with mission accomplishment.

(U) PART 3: SERVICE COMPONENT ASSIGNMENT SUMMARY

1. (U) Service Component. A CCMD's Service Component consists of the Service Component Commander and the Service Component Command's forces (such as individuals, units, detachments, and organizations) that have been assigned to the CCMD. (JP 1)

a. (U) Except as directed by SecDef, a Service Component is only assigned to one CCMD. Assignment of a Service Component establishes a COCOM relationship between the Service Component Commander and the CCCR.

b. (U) A Service Component Commander may be tasked as a supporting commander for more than one CCMD, but this arrangement does not constitute a COCOM relationship.

2. (U) Supporting Service Component Commander. When a Service Component is designated to support multiple CCMDs as a supporting commander, the Service Component Commander and only that portion of the commander's forces assigned or attached to the supporting CCCR are under command authority (support) of the supported CCCR.

a. (U) Unless otherwise specified by SecDef, the commander tasked as a supporting commander to additional CCMDs maintains a general support relationship for planning and coordinating regarding the supported CCCR's assigned missions and forces.

b. (U) The Service Component Command Relationships Table (Table II-1) is the establishing directive for Service Component support relationships.

(1) (U) The purpose of the support relationship is to establish and maintain a method for a CCCR (supported commander) to exercise authority over the Service Component commander (supporting commander) in order to control the general direction of the supporting effort.

(2) (U) The supporting component commander's assigned COCOM missions take priority. The supported CCMDs will keep the CCMD to which the supporting component commander is assigned or attached COCOM informed of requirements tasked to the supporting Component Commander.



## (U) PART 3 - SERVICE COMPONENT ASSIGNMENT SUMMARY

1. (U) Service Component: A COMB's Service Component consists of the Service Component Commander and the Service Component's forces (such as individuals, units, detachments, and organizations) that have been assigned to the COMB. (U) 1

a. (U) Example: as defined by Section 2, a Service Component is only assigned to one COMB. Assignment of a Service Component establishes a COCOM relationship between the Service Component Commander and the CDR.

b. (U) A Service Component Commander may be tasked as a supporting commander for more than one COMB, but the assignment does not constitute a COCOM relationship.

2. (U) Supporting Service Component Commander: When a Service Component is assigned to support multiple COMBs as a supporting commander, the Service Component Commander and only that portion of the commander's forces assigned or attached to the supporting CDR are under command authority (support) of the supported CDR.

a. (U) Unless otherwise specified by E-2, the commander tasked as a supporting commander to additional COMBs maintains a general support relationship in planning and coordinating regarding the supported CDR's assigned mission and forces.

b. (U) The Service Component Command Relationship Table (Table II-1) is the establishing directive for Service Component support relationships.

(U) (U) The purpose of the support relationship is to establish and maintain a method for a CDR (supported commander) to exercise authority over the Service Component commander (supporting commander) in order to control the general direction of the supporting effort.

(U) (U) The supporting commander's assigned COCOM relationship is priority. The supported COMB will keep the COMB to which the supporting commander is assigned or attached COCOM informed of requirements tasked to the supporting Commander.





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(U) PART 4: FORCE ASSIGNMENT TABLES

1. (U) The tables that accompany the Forces For memorandum represent force assignment guidance as of 1 October for the applicable FY and indicate the number of associated primary authorized equipment or primary authorized aircraft unless indicated otherwise.

2. (U) Forces not depicted in the tables may also be assigned within the operational chain of command in accordance with 10 U.S.C. 162 and 167, and the same policy as outlined in Part I of this section.

3. (U) ADCON and COCOM command relationships of forces not depicted in the tables can be viewed in the Automated GFM Tool (AGT). AGT can be accessed via the J=8 Forces Division Web site at:  
[https://intellipedia.intelink.sgov.gov/wiki/Force\\_Management\\_\(Assignment/Allocation\)](https://intellipedia.intelink.sgov.gov/wiki/Force_Management_(Assignment/Allocation)).

a. (U) Except as otherwise directed by SecDef, forces assigned to the CCMDs or to USELEMNORAD do not include forces assigned to carry out functions of the Secretary of a Military Department listed in 10 U.S.C. 3013(b), 5013(b), and 8013(b). Service Retained forces carry out the function of the Military Departments to provide trained and equipped forces to CCMDs. Other forces not depicted in these tables do not routinely deploy, or are not configured to deploy, and remain with their Military Departments/Services. These Service institutional forces perform functions of training, recruiting, etc.

b. (U) Elements of forces depicted in the tables are assigned to a CCMD or Military Department/Service Retained along with their indicated parent force.

(b) PART 4: FORCE ASSIGNMENT TABLES

1. (b) The tables that accompany the forces for noncombatant support force assignment guidance as of 1 October for the respective FY and indicate the number of personnel primarily assigned to support or primary assigned support forces. Tables indicated otherwise.
2. (b) Forces not depicted in the tables may also be assigned within the operational chain of command in accordance with 10 U.S.C. 165 and 167, and the same policy as outlined in Part 1 of this section.
3. (b) ACDU and COMUSMACV command relationships of forces not depicted in the tables may be listed in the Department of Defense (DoD) ACT can be accessed via the DoD Force Position Web site at: <http://act.dod.mil/act/act.asp?act=act.asp&act=act.asp>
4. (b) Except as otherwise directed by the DoD, forces assigned to the COMUSMACV or USARPAC are not included in the tables assigned to carry out functions of the Secretary of the Military Department listed in 10 U.S.C. 165(a), 167(a), and 167(b). Service Related forces carry out the functions of the Military Department to provide trained and equipped forces to COMUSMACV. Other forces not depicted in these tables do not routinely deploy, or are not assigned to deploy, and remain with their Military Department/Service. These Service Related forces perform functions of training, recruiting, etc.
5. (b) Elements of forces depicted in the tables are assigned to a COMUSMACV or USARPAC/Service Related along with their indicated parent force.



































































































### **(U) SECTION III: ALLOCATION OF FORCES**

1. (U) Overview. The GFM allocation process provides joint forces and capabilities to meet CCDR force requirements in support of current operations and campaign plans. Allocation mitigates near-term military and strategic risk (0-24 months). Allocation consists of two specific supporting processes—rotational allocation in support of CCDR's campaign plans and ongoing current operations, and emergent allocation in support of CCDR emerging or crisis-based requirements.

a. (U) Included in the GFM allocation process are joint individual augmentation (JIA) programs and procedures. In support of presidential or SecDef-approved/directed operations, JIAs may be allocated to support temporary organizations/mission requirements. JIA programs and procedures are executed in accordance with CJCSI 1301.01 (November 2014), "Joint Individual Augmentation Procedures."

b. (U) The GFM Allocation Business Rules (Annex C) are maintained by the Joint Staff J-35 and contain detailed allocation processes and procedures. The Business Rules are further codified in the CJCSM 3130.06A Series, "GFM Allocation Policies and Procedures." CJCS is the approval authority for the GFM Allocation Business Rules.

c. (U) Joint Force Coordinator (JFC), Joint Force Providers (JFPs), Joint Functional Managers (JFMs), and Force Providers (FPs)

(1) (U) The Unified Command Plan (UCP) defines and assigns JFP roles and responsibilities. The following summarizes UCP direction:

(a) (U) Secretaries of Military Departments and CCDRs with assigned forces will make available to the Joint Staff, JFC, JFPs, and their assigned Service Components the following: force tasking, readiness, availability, deployment, and redeployment information for assigned, allocated and Service-retained forces including mobilized and non-mobilized RC forces.

(b) (U) CJCS, through the Director, J-3 (DJ-3), will serve as the JFC responsible for providing recommended sourcing solutions for all validated force and JIA requirements and also as the JFP for conventional forces. DJ-3 will coordinate with the Secretaries of the Military Departments, CCDRs, JFPs, JFMs, and DoD Agencies to:

1. (U) Identify and recommend global conventional joint sourcing solutions (military and DoD civilian).



2. (U) Coordinate force requests that include both general purpose force (GPF) and SOF capabilities.

3. (U) Develop and recommend conventional JIA sourcing solutions for joint HQ, SecDef-directed missions, and U.S. individual contributions to NATO Crisis Establishments.

(c) (U) USSOCOM will serve as the JFP for Special Operations Forces (SOF). USSOCOM will coordinate with Military Departments/Services, CCDRs, JFPs, and DoD Agencies to identify and recommend global SOF joint sourcing solutions. CDR, USSOCOM, is responsible for synchronizing the planning, coordination, deployment and, when directed, the employment of special operations forces globally. All SOF forces are assigned to USSOCOM and are available for allocation to other CCMDs through the GFMAP. USSOCOM will coordinate with components, Military Departments/Services, and the Joint Staff to identify and recommend global sourcing solutions for force requests that include SOF capabilities as the Joint Force Provider. For force requests that include GPF and SOF capabilities, USSOCOM will coordinate with components, Military Departments/Services, and the Joint Staff to identify and recommend global sourcing solutions.

(d) (U) USTRANSCOM will serve as the JFP for mobility forces. Mobility forces are defined as the personnel, equipment, and unique support required to execute command and control, and air and surface common user lift operations, including capabilities required for port opening, deployment, redeployment, and distribution activity. USTRANSCOM will coordinate with the Military Departments/Services, CCDRs, JFPs, and DoD Agencies to identify and recommend global mobility sourcing solutions.

(e) (U) USSTRATCOM will:

1. (U) Serve as the Joint Functional Manager (JFM) for intelligence, surveillance, and reconnaissance (ISR). The Joint Functional Component Command for ISR (JFCC ISR), assigned to CDR, USSTRATCOM, coordinates with Military Departments/Services, CCDRs, and intelligence agencies to identify and recommend, through the JFCs, joint global ISR sourcing solutions including processing, exploitation, and dissemination (PED) capabilities.

2. (U) Serve as the JFM for Missile Defense (MD). JFCC for Integrated Missile Defense (JFCC-IMD), assigned to CDR, USSTRATCOM, coordinates with Military Departments/Services, CCDRs, and DoD Agencies to identify and recommend, through the JFC, global DoD MD sourcing solutions.

(f) (U) Director, Defense Intelligence Agency (DIA), through Joint Staff J-25 (Deputy Directorate for Intelligence, Operations, Policy, and Plans), will support the Department of Defense and CCDRs by developing and recommending globally optimized sourcing solutions for intelligence units and personnel capabilities, not including platform/sensor based ISR and associated PED capabilities. In addition to coordination with standard JFP stakeholders, Director, DIA, will also coordinate closely with Combat Support Agencies (CSAs), JFCC-ISR, and other Defense Agencies for CCDCR-requested intelligence capabilities.

(g) (U) Director, DIA, in coordination with the appropriate Joint Staff directorates, serves as the Defense Intelligence Enterprise Global Force Manager for Military Intelligence personnel and Senior DoD Intelligence Representative to the Global Force Management Board (GFMB).

(h) (U) USD(P&R) will serve as the proponent for policy governing the deployment of DoD civilians. The CSAs and Services will serve as the functional managers (FMs) for their deployed civilian requirements. The CCMDs will serve as the FM for Civilian Expeditionary Workforce requirements in their AOR not sourced by another FM. DoD civilian employees who deploy in support of military contingency operations will be designated as emergency-essential.

(2) (U) The term "designated JFP" is used throughout the remainder of this section to indicate if the JFC or one of the JFPs listed above will be responsible for identifying and recommending global joint sourcing solutions. As USSTRATCOM serves as the JFM for ISR and MD, and the Joint Staff serves as the JFC for ISR and MD, CCDCR requests for ISR and MD capabilities/forces will be forwarded to both DJ-3 and USSTRATCOM. The JFC and JFM will develop sourcing recommendations collaboratively.

(3) (U) The term "force provider," or FP, is used throughout the remainder of this section to indicate the Secretaries of the Military Departments, the U.S. Coast Guard, CCDCRs with assigned forces, DoD Agencies, and OSD organizations that provide force sourcing solutions to CCDCR force requirements.

(4) (U) Detailed guidance to designated JFP on specific force and capability sourcing responsibilities will be issued in a Joint Staff planning order (PLANORD) prior to every annual sourcing cycle.

2. (U) Global Demand. Global demand consists of the requirements levied against operational and exercise forces (including assigned forces), Military/Departments/Services' institutional forces, joint individual

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augmentation (JIA), and the Reserve Component (see Section I and Annex C). In order to allocate limited forces to support competing CCDR requirements, JFPs, Military Departments/Services, CCDRs, CJCS, and SecDef must understand the entire demand on the global force pool. CCDRs will document their entire demand (including the use of assigned forces). The GFM Allocation Business Rules specify how these demands are to be documented.

(b)(1); 1.4(a)

3. (U) GFM Force Allocation Process. This process lays out the roles, missions, and functions to support the sourcing of CCDR force requirements.

a. (U) Overview. Forces are assigned to CCMDs in the Forces For memorandum (GFMIG Section II). SecDef allocates forces between CCDRs or between a Secretary of a Military Department and a CCDR. These allocated forces are typically in addition to those assigned, and allow CCDRs to execute tasks for a specified period of time. Allocated forces deploy as "units," sized from the Army Brigade Combat Team (BCT), Marine Expeditionary Unit (MEU), Numbered Expeditionary Air Forces (NEAF), and Navy Carrier Strike Group (CSG) down to smaller-sized capabilities or individuals. SecDef may allocate any force or capability within the Department of Defense regardless of current assignment to meet validated CCDR requirements. The JFPs will provide sourcing recommendations to SecDef from a global viewpoint to include allocating capabilities from one CCDR to another. The force allocation process end state is a deployment order approved by SecDef to satisfy CCDR force requirements with appropriate joint forces. A primary goal of the process is to balance the operational risk of executing campaign plans, combat operations, crisis response, and other assigned missions against available forces and the risk to potential future required operations and readiness or institutional health of the force.

(b)(1); 1.4(a)

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(b)(1); 1.4(a)

b. (U) Annual Allocation Process. The annual force allocation process supports CDR, USELEMNORAD, NATO, United Nations (UN), OSD special mission, or multinational force (MNF) requirements that endure from year to year (rotational requirements), or requirements that are not emergent (e.g., requirements for the execution year that may not endure). The annual submission is essentially a consolidated RFF for all the forces required for the entire FY. The goal of this process is to support U.S. Military objectives outlined in the GEF using assigned and allocated forces to accomplish all

missions while mitigating military risk. The annual submission identifies all force and JIA requirements with start dates in the FY.

c. (U) Emergent Allocation Process. An emergent RFF is a request from a CCDR, USELEMNORAD, or NATO for units and capabilities that were not anticipated at the time of the CCDR's annual submission and cannot be met by the requesting HQ, its components, or their assigned and allocated forces. RFFs submitted after the CCDRs' annual force requirements submission due date will be submitted as emergent requirements via Joint Capabilities Requirements Manager (JCRM) and an RFF record message (RMG) simultaneously. As RFFs are the basis for generating unscheduled force sourcing, RFFs must be endorsed by the CCDR in order to be validated by the Joint Staff. See GFMIG Allocation Business Rules (Annex C).

d. (U) Objectives of the GFM allocation process are to:

(1) (U) Consider ongoing operations while globally prioritizing CCDR operational tasks, campaign plan posture, Security Cooperation Program (SCP) activities, and other missions as assigned by the CCDR in global campaign plans (GCPs), campaign plans, and campaign support plans, and to allocate forces to satisfy these tasks. Prioritization of CCDR operational tasks and the assessment of risk are essential as global demand for forces may exceed available supply and consequently affect FPs' ability to sustain rotation rates or available forces/capabilities.

(2) (U) Optimize force management to reduce the risk in achieving operational and strategic objectives, while balancing FPs' responsibility to organize, train, and equip the force against CCDR operational tasks.

(3) (U) Establish a mechanism with oversight by the GFMB to provide joint solutions to CCDRs' requirements and enable capability trade-offs among FPs when necessary and possible.

(4) (U) Provide predictability for Military Service Chiefs, for JFPs' and for FPs' annual deployment scheduling, and CCDR's operational planning.

(5) (U) Increase flexibility and options for senior leadership.

(6) (U) Establish a process for streamlining SecDef notification and approval of DoD forces and capabilities in support of requests for assistance (RFAs).

e. (U) Allocation decisions are promulgated in the GFM Allocation Plan (GFMAP), its attached annexes, and associated modifications. The SecDef-



approved GFMAP provides designated JFPs, CCDRs, and Military Departments/Services authority for allocation of capabilities, forces, and units. The annexes authorize CCDRs and Secretaries of the Military Departments to deploy forces approved by the SecDef to support CCDR requirements. The contents of the GFMAP are detailed in Annex C.

f. (U) In support of emerging requirements or crises, forces may be reallocated from other requirements by the SecDef.

4. (U) GFM Board. The GFM allocation process is facilitated by a series of three GFM Boards (GFMBs) per year (see Figure III-1 for details of each GFMB).

a. (U) The first GFMB endorses the ceiling and the floor, and provides annual planning guidance, assumptions, and policies for CCDR force requirements development and JFC/JFP/JFM and Military Department/Services sourcing guidance for the FY+2 requirements.

b. (U) The second GFMB will review, prioritize, and validate CCDR annual requirements for FY+2. Following GFMB validation, the Joint Staff J-3 will assign requirements to appropriate JFPs to develop recommended sourcing solutions collaboratively.

c. (U) The third GFMB will review and endorse sourcing recommendations developed by JFC and JFPs. Upon GFMB endorsement, the recommended sourcing solutions will be vetted through the Tank process, staffed through the normal Secretary of Defense Orders Book (SDOB) process, and then presented to the SecDef.

d. (U) Each GFMB will also review and approve contingency sourcing efforts, force sufficiency data, and current GFM issues of concern including contentious sourcing issues.

<b>GFMB</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>Task &amp; Purpose</b>	<p>Review and endorse:</p> <ul style="list-style-type: none"> <li>-Validation of the readiness and resource informed projection of forces available for allocation in FY+2</li> <li>-Validation of the projection of forces required to achieve focused presence as directed in each CCMD</li> </ul>	<ul style="list-style-type: none"> <li>-Establish CCMD allocation requirements to meet regional priorities as defined in the GEF</li> <li>-Register CCMD regional risk impact statements based on the Global Posture of Forces</li> <li>-Establish sourcing priorities for FY+2 using the GEF and Chairman's Risk Assessment</li> </ul>	<p>Review/endorse:</p> <ul style="list-style-type: none"> <li>-The recommended GFM Allocation Plan for FY+2</li> <li>-Identify a Rapid Allocation Force Capacity available for rapid, temporary reallocation options to address emergent requirements</li> </ul>
<b>Input(s) Prior to GFMB</b>	<ul style="list-style-type: none"> <li>-J-8 will provide a projection of forces required to achieve focused presence as directed in each CCMD (floor).</li> <li>- The floor numbers will be derived from the criteria and will be adjudicated through the GFMB</li> <li>-FPs will provide resource informed projections of forces available for allocation during FY+2 (ceiling).</li> <li>-OSD-provided force allocation prioritization and guidance</li> </ul>	<ul style="list-style-type: none"> <li>-SecDef-endorsed list of forces to achieve focused presence as directed in each CCMD</li> <li>-CCDR requests for annual forces or capabilities</li> </ul>	<ul style="list-style-type: none"> <li>-JFC/JFP sourcing recommendations (to include close without sourcing (CWOS))</li> <li>-JFP-provided initial force sufficiency data</li> </ul>
<b>Output(s) after GFMB</b>	<ul style="list-style-type: none"> <li>- Review and endorse planning guidance in CJCS PLANORD directing CCDR and JFP execution-level planning in support of requirements and sourcing</li> <li>- Endorse ceiling and floor</li> </ul>	<ul style="list-style-type: none"> <li>-Guidance to JFC/JFPs for capturing force sufficiency shortfalls during sourcing</li> <li>-Validated CCMD requirements</li> <li>-Updated sourcing guidance</li> </ul>	<ul style="list-style-type: none"> <li>-Endorse GFM Allocation Plan</li> <li>- Endorse sourcing recommendations in draft GFMAP to include close without sourcing (CWOS) decisions)</li> <li>- Endorse sourcing solutions for contentious issues.</li> </ul>

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Figure III-1. (U) GFMB Meetings

5. (U) Roles and Responsibilities

a. (U) CJCS

(1) (U) The Joint Staff J-1

(a) (U) Establish JIA policy and procedures.

(b) (U) Prioritize JTF JMDs in accordance with the FADM. Obtain OpsDeps approval for changes to the Global JMD Prioritization list and associated minimum sourcing levels.

(c) (U) Review all JIA requirements and serve as the validation authority for those requirements in accordance with current policy and regulations.

(d) (U) Serve as the Joint Staff lead for establishment and validation of new JTF HQ JMDs.

(2) (U) The Joint Staff J-3

(a) (U) DJ-3 will serve as the JFC responsible to the CJCS for providing recommended sourcing solutions for all validated force and JIA requirements and as the conventional JFP responsible for identifying and recommending sourcing solutions in coordination with (ICW) the Secretaries of Military Departments, CCDRs, DoD Agencies, JFPs, and JFM for all JIA and conventional force requirements, including Civil Affairs (CA) and Military Information Support Operations (MISO) forces in support of conventional missions. The DJ-3 is also responsible for developing and recommending JIA sourcing solutions for Joint HQ, NATO Crisis Establishments, and SecDef-directed missions. DJ-3, as the JFC, will coordinate the following:

1. (U) Coordinate staffing of all force requirements.

2. (U) Consolidate all execution and contingency sourcing recommendations.

3. (U) Staff draft GFMAP Annexes A-D with all CCDRs, Secretaries of Military Departments, and affected DoD Agencies.

4. (U) Brief sourcing recommendations for approval via the SDOB and publishes the SecDef-approved GFMAP on the Joint Staff J-35 Joint Operations Division (JOD) GFM SIPRNET Web site.

5. (U) Perform the duties of JFP as specified in reference (b) for all validated conventional force and JIA requirements, including CA and MISO forces in support of conventional missions. Coordinate with the FPs and CCMDs to identify and recommend, from all conventional forces across the globe, the most appropriate and responsive force or capability to meet validated force and JIA requirements. The JFC will also draft GFMAP Annexes A and D.

6. (U) Provide policy, processes, and enabling technologies for the GFM allocation process.

7. (U) Coordinate with Military Departments/Services and JFPs to establish an annual assessment of forces available for employment (ceiling) that support the individual Services and JFPs established readiness recovery plans.

8. (U) In coordination with other Joint Staff directorates, solicit CCDRs' annual requirements. Through the GFMB, validate and prioritize those requirements, which include SecDef-approved global campaign plans, campaign plans, and campaign support plans considered under execution, to assist the JFC/JFPs in developing recommended sourcing solutions and the GFMAP.

9. (U) Plan, prepare, and execute the GFMB cycle. As required, use the GFMB to:

a. (U) Assess, validate and prioritize CCDR requirements. Where possible, determine capability substitutions among Military Departments/Services and the RC to help balance utilization across the total force.

b. (U) Provide a prioritized list of CCDR requirements to appropriate JFPs to identify recommended sourcing solutions.

c. (U) Frame contentious issues for decision at the appropriate level (e.g., GFMB, OpsDepts/JCS Tank, SecDef).

10. (U) Coordinate with affected agencies, CCMDs, and Military Departments/Services to provide recommended sourcing solutions from other U.S. Government (USG) departments and agencies (e.g., U.S. Coast Guard) capabilities, forces, or units.

11. (U) Coordinate GFMAP and annexes with OSD, and appropriate USG departments and agencies, CCDRs, and Services. Submit the GFMAP and annexes to CJCS for SecDef approval.

12. (U) Frame, and forward for SecDef decision, any unresolved contentious issues that arise from coordination with OSD, USG departments and agencies, Military Departments/Services, or CCDRs. Contentious issues are those that would result in a reclama from either a Military Department/Services or a CCDR. Prior to forwarding contentious issues to SecDef, convene OpsDeps Tanks, JCS Tanks, or an off-cycle GFMB to attempt resolution.

13. (U) Upon SecDef approval of the GFMAP and annexes, publish GFMAP, annexes, and modifications.

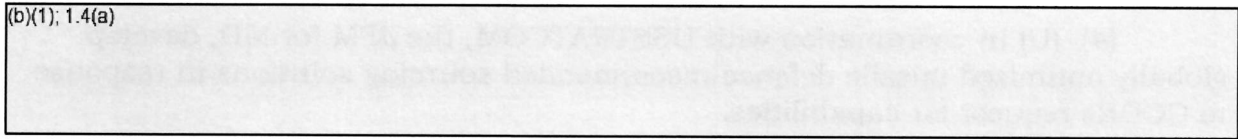
(3) (U) The Joint Staff J-5

(a) (U) In coordination with USD(P) and the CCDRs, assess CCDR-requested annual requirements to ensure they are consistent with the National Military Strategy (NMS), GEF, JSCP, bilateral agreements, and host-nation sensitivities.

(b) (U) Provide strategic context for GFMB. Include the most recent CJCS Risk Assessment and risk implications based on sourcing recommendations. Include results of the semiannual RAP assessment of force availability and readiness.

(4) (U) The Joint Staff J-8

(b)(1); 1.4(a)



(b) (U) Provide the GFMB operational and sufficiency assessments of the current and programmed force, and wargaming support. Provide programmatic and risk mitigation recommendations to the Joint Staff senior leadership as required, and integrate insights and assessment results from the force sufficiency process relating to capability shortfalls into the PPBE process and Joint Capability Integration and Development System (JCIDS).

(c) (U) In coordination with the Joint Staff J-3, provide the RAP assessment results and recommendations, which will inform discussions and decisions on how to balance risk and inform force management decisions.



b. (U) JFPs (Joint Staff J-3, USSOCOM, USSTRATCOM, and USTRANSCOM)

(1) (U) Provide coordinated global sourcing recommendations to fill validated CCDR annual, emergent, and contingency plan requirements.

(a) (U) In coordination with the Military Departments/Services and assigned Service Components, monitor tasking, availability, and readiness of all forces.

(b) (U) In coordination with the Joint Staff, highlight for CJCS any emerging shortfalls of capabilities or forces needed to satisfy validated CCDR requirements. Recommend Military Department policy actions to sustain acceptable levels of capabilities or forces.

(c) (U) USSTRATCOM, in its JFM role, develop globally optimized ISR and MD recommended sourcing solutions in response to a CCDR's request for capabilities.

(2) (U) Coordinate with the Joint Staff J-3 to establish an annual assessment of forces available for deployment that support individual JFPs established readiness recovery plans to be sustained at C1/C2 readiness levels.

(3) (U) In coordination with the Joint Staff J-8, provide a semiannual update on their projected ability to meet P-4 surge force requirements in accordance with the GEF.

(4) (U) In coordination with USSTRATCOM, the JFM for MD, develop globally optimized missile defense recommended sourcing solutions in response to CCDRs request for capabilities.

(5) (U) USSOCOM and USTRANSCOM, in their JFP role, will publish JFP GFMAP Annex Schedules. For conventional and JIA sourcing, the CJCS Annexes A and D will serve as the JFP schedule.

(a) (U) In coordination with other CCDRs and Military Departments/Services, identify and supervise the deployment and redeployment of those forces and units allocated in the JFP GFMAP Annex Schedule.

(b) (U) Implement procedures required to effect SecDef allocation decisions, including the use of the Adaptive Planning and Execution (APEX) process for validation and deployment/redeployment execution of ordered

forces. Report any circumstances that would prevent an ordered force from meeting its ordered start date.

(5) (U) When directed by the GFMB, contingency source designated plans to identify institutional and Joint Force risk to war plan execution. Contingency sourcing will highlight shortfalls, capability substitutions, and potential reallocation decisions in accordance with policy and sourcing guidance.

c. (U) CCDRs

(1) (U) Coordinate with the Joint Staff J-8 to provide an annual recommendation for the floor (subparagraph 5.a.(4).(a)).

(2) (U) Submit capabilities-based requirements and risk associated with impacts of not sourcing to accomplish directed missions. Ensure that the risk is described in detail and in the context of impacts on assigned OPLANs/CONPLANs.

(3) (U) In coordination with JFPs, provide an overall assessment of risk to executing operations, activities, and plans in respective AORs. Include operational and contingency plan risk factors based on the JFP-recommended GFMAP Base Order (subparagraph 7.b.(1) and 7.b.(2)) and provide risks if force and/or JIA requirements cannot be met, including risk to whom, for how long, and potential internal mitigation.

(4) (U) Coordinate, as required, for theater-specific capability requirements (e.g., munitions, training, combat support, combat service support).

(5) (U) Coordinate movement and exercise OPCON of forces allocated by SecDef, unless another command relationship is specified.

(6) (U) USTRANSCOM will provide lift assets as required to support the deployment and redeployment of forces.

(7) (U) Participate in the GFMB to develop the GFMAP and annexes.

(8) (U) In coordination with JFPs, implement procedures required to affect SecDef allocation decisions, including the use of the APEX process for validation and deployment execution of ordered forces. Report any circumstances that would prevent an ordered force from meeting its ordered start date.

(9) (U) In collaboration with the JFC and supported CCDRs, USSTRATCOM will support planning and the development, identification, integration, coordination and recommendation of CCMD missile defense capabilities.

(10) (U) Sponsor RFAs from other USG departments and agencies via submission of capability requests from the Joint Staff J-3, USSOCOM, and USTRANSCOM. The request will reference the applicable EXORD. If validated, the requirement will be staffed and deployed via the normal allocation process via the SDOB and in the appropriate GFMAP annex.

(11) (U) In coordination with assigned components, execute TRO of assigned RC units.

(12) (U) Report, via the Defense Readiness Reporting System-Strategic (DRRS-S), and make available to the JFPs and JFM the tasking, readiness, availability, deployment, and redeployment information for assigned and allocated forces, including Active Component (AC) and activated RC forces.

(13) (U) Prior to re-missioning allocated forces between named operations, supported CCDRs will coordinate with JFPs, the appropriate Military Department Secretary, Joint Staff, and OSD, and, if necessary, obtain SecDef approval. The GFM Allocation Business Rules provide detailed instructions including notification timelines and unit size threshold requirements.

(14) (U) Provide assigned forces for allocation to support emerging requirements or crises in other AORs.

d. (U) Military Department Secretaries/Service Chiefs/Commandant USCG, in Coordination with JFC/JFP

(1) (U) Support JFC/JFPs, the JFM, and CCMD assigned Service Components' development of recommended sourcing solutions to validated CCMD requirements by providing to each JFP global sourcing recommendations for validated requirements. Include risk factors in accordance with subparagraphs 7.b.(1) and 7.b.(2) for sourcing solutions and for nonconcurs to provide sourcing.

(2) (U) Provide a semiannual update on the projected ability to meet P-4 surge force requirements in accordance with the GEF.

(3) (U) Utilizing the DRRS Enterprise, provide visibility to JFPs and their assigned components for all Military Departments/Service forces. Ensure JFPs have readily available data regarding force tasking, readiness (including language, regional, and cultural proficiency), availability, deployment, and redeployment information, for all AC and RC forces.

(4) (U) Upon SecDef approval of the GFMAP annex and subsequent modifications, execute required mobilization, demobilization, and reconstitution actions.

(5) (U) Work to identify and program assets and funding in support of the GFMAP for current FY+2 and current FY+3.

(6) (U) Participate in the GFMB.

(7) (U) Use Force Tracking Numbers or Fourth Estate Manpower Tracking System (FMTS) position numbers for requirement visibility of alert orders (ALERTORDs), mobilization orders, and deployment orders (DEPOORDs). Use appropriate scheduling/tracking tools to facilitate JFP supervision of allocated forces' deployment and redeployment.

(8) (U) Implement procedures required to effect SecDef allocation decisions, including the use of the Joint Operation Planning and Execution System (JOPES) process for validation and deployment execution of ordered forces. Report any circumstances that would prevent an ordered force from meeting its ordered start date.

(9) (U) Military Department/Service Force Providers:

(a) (U) Exercise TRO of RC Military Department/Service retained forces not assigned to a CCMD, or otherwise excepted by SecDef.

(b) (U) Coordinate with the Joint Staff J-3 and JFPs to establish an annual assessment of forces available for deployment that support the Military Department/Service readiness recovery plan to be sustained at C1/C2 readiness levels.

(c) (U) Coordinate with the Joint Staff J-8 to provide an annual recommendation for the floor (subparagraph 5.a.(4).(a)).

(d) (U) Coordinate directly with CCMDs and the Joint Staff J-3 (JFC) to develop recommended global sourcing solutions.

(b)(1); 1.4(a)

e. (U) OSD

(1) (U) Participate in the GFMB. USD(P) and USD(P&R) are members of the GFMB.

(2) (U) OUSD(P) provides updated strategic, risk, and force allocation guidance as necessary to amplify the GEF.

(3) (U) OUSD(P&R) provides deployment guidance for the total force (AC, RC, and Civilian Expeditionary Work Force) and provides mobilization guidance for the RC.

(4) (U) Coordinate RFAs for DoD capabilities with the Joint Staff, JFPs, and affected CCDRs.

f. (U) DoD Combat Support Agencies (CSAs)

(1) (U) Participate in the GFMB.

(2) (U) Report and make available to JFPs and JFMs force tasking, readiness, availability, deployment, and redeployment information for all personnel available to support operations.

(3) (U) Coordinate with CCDRs and JFPs to develop sourcing recommendations to meet CCDR requirements.

(4) (U) In coordination with JFPs:

(a) (U) Assess risk associated with impacts of sourcing JFP-recommended solutions.

(b) (U) Upon SecDef approval of allocation actions, execute required mobilization, demobilization, or reconstitution actions.

(c) (U) Execute force management functions that sustain forces to support CCDR requirements. Such functions are supported by policies that include, but are not limited to, annual policies, personnel and stop-loss policies, and readiness and training policies.



g. (U) NGB

(1) (U) Participate in the GFMB.

6. (U) Force Sufficiency Process. This paragraph describes the process for identifying, assessing, and making recommendations regarding shortfalls in forces and capabilities.

a. (U) Overview. Capturing shortfalls data enables GFM to inform the PPBE and JCIDS processes, and to anticipate potential alternative sourcing solution requirements for JFPs during future sourcing efforts. Shortfalls are defined as the lack of forces, equipment, personnel, or capabilities identified during an annual GFM cycle and reflected as the difference between the resources required and those allocated to a CCDR that has or will adversely affect the CCDR's mission accomplishment. As such, shortfalls are the JFP-provided subset of broader UHTS data that also includes Military Department / Service-provided high demand/low supply (HD/LS) data and CCDR-provided integrated priority list (IPL) data. The intent is to capture and validate past and current mismatches in demand and supply of forces to inform possible programmatic or alternative sourcing solutions. Of note, the GFMB may refine the shortfalls definition as the process matures.

b. (U) Process. As portrayed in Figure III-2, shortfall identification is an annual process that informs the GFM community during the initial and final GFMBs in a FY GFM cycle.

(1) (U) The initial GFMB will provide guidance as necessary to the JFPs on capturing force sufficiency data during the annual force sourcing effort.

(2) (U) As an output of the final GFMB, JFPs will identify and submit force sufficiency data to the Joint Staff J-8 for consolidation, thus establishing the force sufficiency list for the force sourcing execution year.

(3) (U) The Joint Staff, with assistance from the Military Departments/Services and JFPs, will assess this list to inform the PPBE and JCIDS processes to help identify and develop potential programmatic solutions to force sufficiency issues. The GFMB will review and validate this assessment during the initial GFMB for insight into anticipated shortfalls for the next fiscal year that may require alternative sourcing solutions (e.g., in lieu of (ILO), ad hoc, or contracting). The GFMB may provide guidance to the JFPs as required to plan for alternative sourcing solutions based on the annual force sufficiency assessment.

(4) (U) The Joint Staff J-8 Forces Division (J-8/FD) will serve as the Joint Staff office of primary responsibility for the Force Sufficiency process. In this capacity, J-8/FD will collect and archive force sufficiency data, and will coordinate with the appropriate Joint Staff division, Military Department/Service, JFP, and CCMD on data assessment and process improvement functions.

7. (U) Risk Assessment

a. (U) Title 10, U.S.C., section 153, requires CJCS to assess annually the nature and magnitude of the strategic and military risks associated with executing the missions called for in the NMS. The CJCS Risk Assessment (CRA) is developed in parallel and in coordination with the annual GFMAP. The CRA provides an overall integrated and global assessment of risk that balances the probability and consequence of threats to the Nation (strategic risk) and the Joint Force's ability to generate ready forces, execute current operations, and respond to potential contingencies over time (military risk). The CRA provides essential context for senior leaders as they consider GFMB force allocation recommendations.

b. (U) Military Risk is the difference between the constituent elements of capability, capacity, readiness, plans, and authorities required to execute military missions in defense of the National Security Interests and the availability of those elements to the CCDRs. In the allocation process, Military Risk is composed of two categories:

(1) (U) Risk to Mission. Ability to execute assigned missions at acceptable human, material, financial, and strategic costs. This includes risk as both a supported and supporting CCDR. At a minimum, risk should specifically articulate what missions assume risk/are not able to be accomplished, for how long the risk is expected to be assumed, and what internal mitigation measures are available to reduce the risk along with any second- or third-order effects of the mitigation measures.

(2) (U) Risk to Force. JFP or Military Department/Service risk associated with the ability to recruit, man, train, equip, and sustain the force to meet strategic objectives described in the NMS. Risk to force should also specifically articulate any impacts to current readiness posture and JFP/Service readiness recovery plan's ability to surge to meet top-priority contingency plan requirements.

(3) (U) Risk to mission and risk to force are categories used to express the overall risk associated with FY requirements. When JFPs, Military Departments/Services, and CCDRs present risk during the sourcing GFMB for

FY requirements, they focus primarily on the overall categories of risk to mission and risk to force. They may also address future challenges and institutional risk as appropriate. CCDRs will present operational risks associated with their ability to execute current operations and potential contingencies. In particular, supported CCDRs should focus their overall risk assessments to address the risk to mission associated with the four major areas of the FY sourcing effort (i.e., Conventional Forces, SOF, ISR, and Mobility Forces). JFPs and Military Departments/Services will present risk to force associated with their ability to provide ready forces for current operations and potential contingencies. The SOF JFP will present both risk to mission and risk to force.

c. (U) Risk Levels. Assessment of risk to mission and risk to force are determined by using the criteria set forth in the Military Risk Matrix (Figure III-2).

RISK	REF	CRITERIA	LOW	MODERATE	SIGNIFICANT	HIGH
Risk to Mission	GEF TCP	Achieve Objectives (Steady State)	<input type="checkbox"/> Very Likely (80-100%) Can fully achieve all OBJs	<input type="checkbox"/> Likely (50-80%) Can partially achieve all OBJs	<input type="checkbox"/> Questionable (20-50%) Can achieve only most critical OBJs	<input type="checkbox"/> Unlikely (0-20%) Potential failure: can't achieve critical OBJs
	EXORDs	Achieve Endstates (Current Ops)	<input type="checkbox"/> Very Likely Can fully achieve all End states	<input type="checkbox"/> Likely Can partially achieve all Endstates	<input type="checkbox"/> Questionable Can achieve most critical Endstates	<input type="checkbox"/> Unlikely Potential failure: can't achieve critical Endstates
	CPG JSCP	Achieve Plan Endstates (Contingencies)	<input type="checkbox"/> Very Likely Can fully achieve all Endstates Level III or IV Plans	<input type="checkbox"/> Likely Can partially achieve all Endstates Level I or II Plans	<input type="checkbox"/> Questionable Can achieve most critical Endstates CCDRs CONOPs	<input type="checkbox"/> Unlikely Potential failure: can't achieve critical Endstates Crisis Planning
	CJA	Authorities	<input type="checkbox"/> Full Authority provided for all OBJs	<input type="checkbox"/> Authority provided to achieve most OBJs	<input type="checkbox"/> Insufficient authority to achieve some OBJs	<input type="checkbox"/> Insufficient authority for Key OBJs; potential failure
	JCCA	Resources meet required timelines	<input type="checkbox"/> As Planned	<input type="checkbox"/> Limited Delays (Acceptable Costs)	<input type="checkbox"/> Extended Delays (Substantial Costs)	<input type="checkbox"/> Extreme Delays (Unrecoverable costs)
Risk to Mission & Force	CCMD & Service	Allies/Partners, USG, Others	<input type="checkbox"/> Very Effective USG & Allies/Partners Military Supporting Role Int'l Org Support Strong Messaging Effective	<input type="checkbox"/> Effective USG & Allies/Partners Military Provides Key Enablers Int'l Org interests Align Key Messages Effective	<input type="checkbox"/> Partially Effective USG & few Allies/Partners Reliant on Military Int'l Org neutral/constrains US Messages Partially Effective	<input type="checkbox"/> No/Ineffective USG or Allies/Partners Overreliant on Military Int'l Org works to oppose US Messages Ineffective
		DOTMLPF Capability vs. Threat	<input type="checkbox"/> Dominance	<input type="checkbox"/> Superiority	<input type="checkbox"/> Parity	<input type="checkbox"/> Inferiority
Risk to Force	GFM	Meet CCDR Requirements (Steady State & Current Ops)	<input type="checkbox"/> GFM Sourced > 90% (Some shortfalls)	<input type="checkbox"/> GFM Sourced > 80% (No critical shortfalls)	<input type="checkbox"/> GFM Sourced > 70% (Critical shortfalls)	<input type="checkbox"/> GFM Sourced > 60% (Shortfalls cause failure)
	JCCA	Meet CCDR Requirements (Contingencies)	<input type="checkbox"/> Full capacity to source all planning requirements	<input type="checkbox"/> Shortfalls cause minor plan deviations	<input type="checkbox"/> Shortfalls cause major plan deviations	<input type="checkbox"/> Shortfalls cause plan failure
	JFRR	Readiness (GSORTS)	<input type="checkbox"/> Full Spectrum C1 Full Capacity	<input type="checkbox"/> Ready for MCO C1/C2 Some capacity shortfalls	<input type="checkbox"/> Ready For Limited Missions Critical Capabilities C1/C2 Limited Capacity	<input type="checkbox"/> Critical Capabilities < C3 Capacity Shortage = Mission failure
	GFM	Stress on the Force	<input type="checkbox"/> Limited Stress (ex: AC DT > 1:2)	<input type="checkbox"/> Increased Stress (ex: 1:2 > DT > 1:1.5)	<input type="checkbox"/> Prolonged Stress (ex: 1:1.5 > DT > 1:1)	<input type="checkbox"/> Extreme Stress (ex: DT < 1:1)
	JCIDS	Programmatic	<input type="checkbox"/> Ahead of schedule, IOC or FOC; incurred savings	<input type="checkbox"/> Minor delays, milestone ≥ B Minor budget difficulty	<input type="checkbox"/> Major Delays, milestone ≤ A Over Budget (Nunn-McCurdy)	<input type="checkbox"/> Program failure, Zeroed Out (De-funded)
	JCIDS	Force Development	<input type="checkbox"/> Force Development & Industrial Base meet all mission requirements	<input type="checkbox"/> Force Development & Industrial Base meet priority requirements	<input type="checkbox"/> Force Development & Industrial Base meet some priority requirements	<input type="checkbox"/> Force Development & Industrial Base fail to meet essential requirements

Figure III-2. (U) Military Risk Matrix for CCDRs, Military Departments/Services, and JFPs

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III-20

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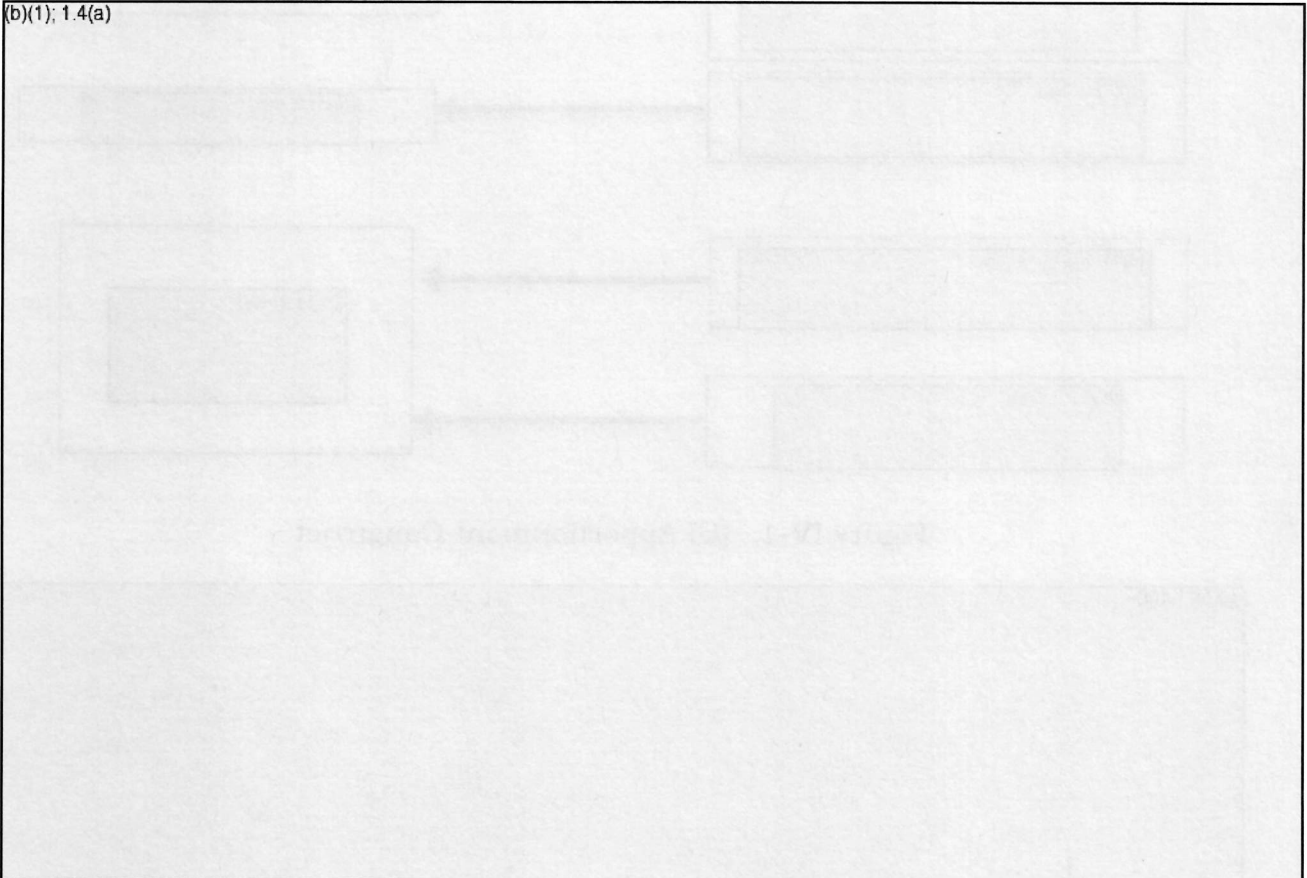
**(U) SECTION IV: APPORTIONMENT OF FORCES**

1. (U) General

a. (U) The combination of fiscal austerity and an uncertain global security environment has placed unprecedented demands on a force in reset after years of sustained combat operations. Past assumptions of sufficient force capacity to respond to crises around the globe and supplemental funding to respond to these crises are no longer valid. The Apportionment Tables have historically provided deliberate planners a tool to assess contingency plans under unconstrained funding and resource management conditions. Improvements made to these tables preserve this capability while enhancing the Department's ability to plan for future crises with a limited force capacity and without supplemental funding.

b. (U) Apportioned forces provide an estimate of the Military Departments'/Services' capacity to generate capabilities along general timelines for CCDRs' planning purposes. Apportionment supports the overlapping requirements of the GEF, the QDR, and the NMS. Apportioned forces are what a CCDR can reasonably expect to be made available, but not necessarily an identification of the actual forces that will be allocated for use when a contingency plan or crisis response plan transitions to execution.

(b)(1); 1.4(a)





(b)(1); 1.4(a)

e. (U) The GEF and JSCP provide overarching strategic guidance governing the apportionment of forces for planning, including the apportionment construct. The GFMIG provides the implementing guidance governing the process of force apportionment. The apportionment tables, now published separately from the GFMIG, identify quantities of forces available and unavailable for planning.

(b)(1); 1.4(a)

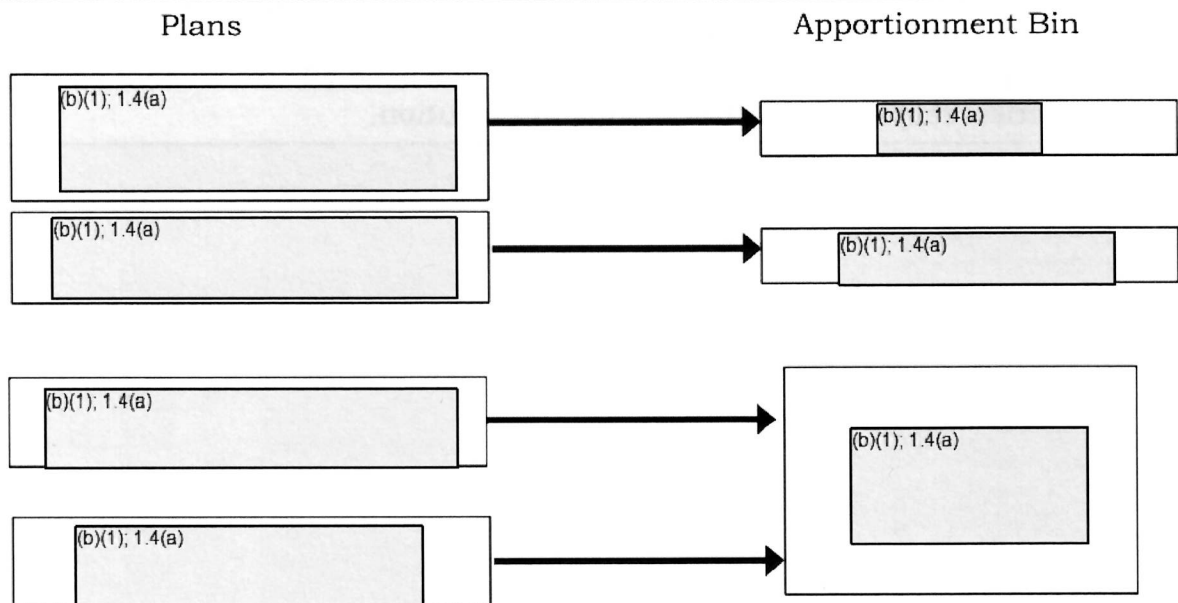
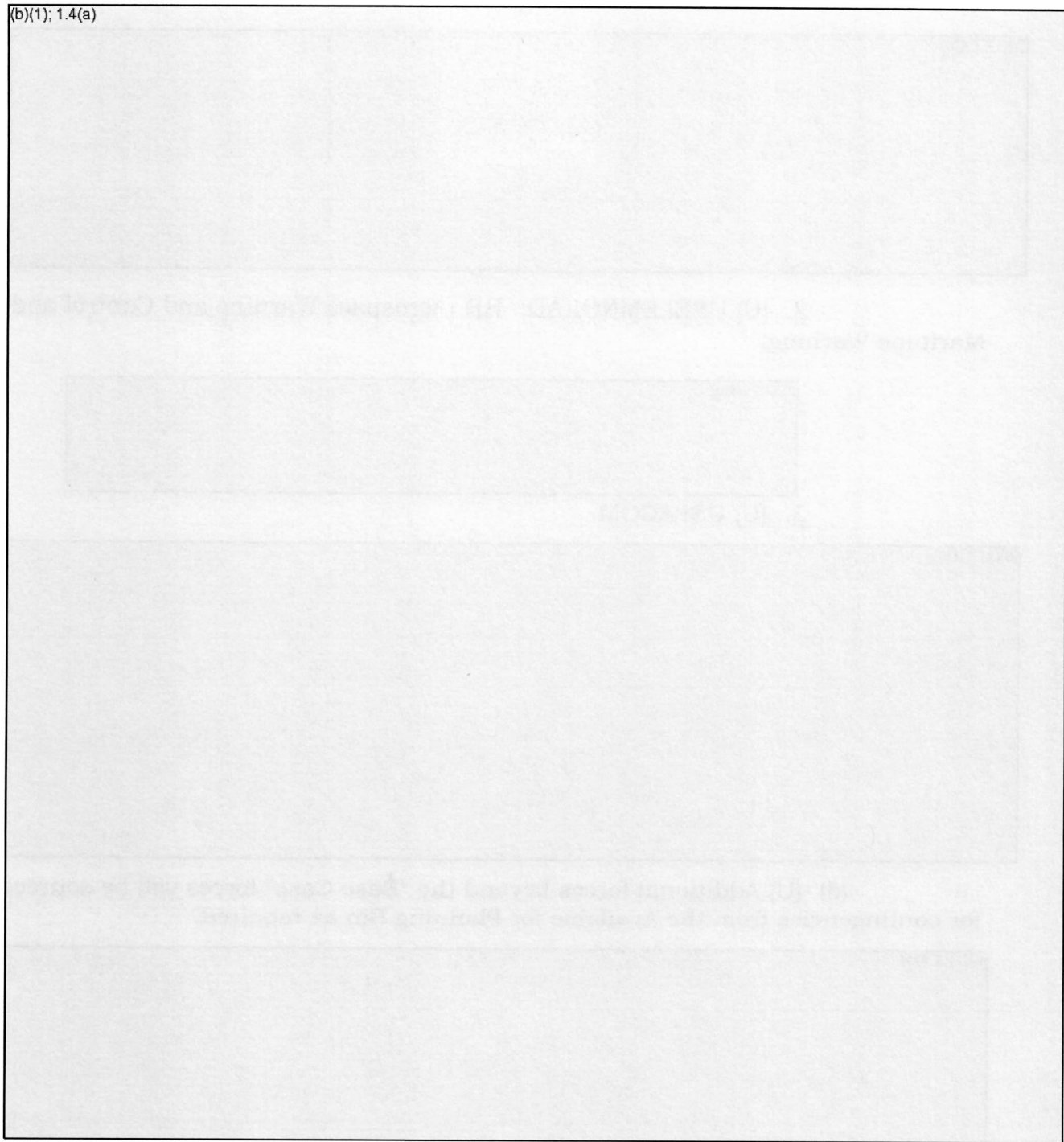


Figure IV-1. (U) Apportionment Construct

(b)(1); 1.4(a)

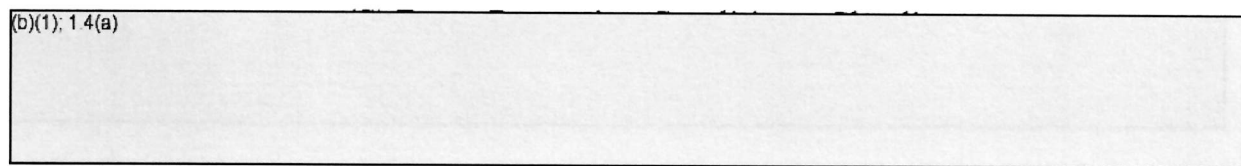
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(b)(1); 1.4(a)



1. (U) USNORTHCOM: HD and DSCA

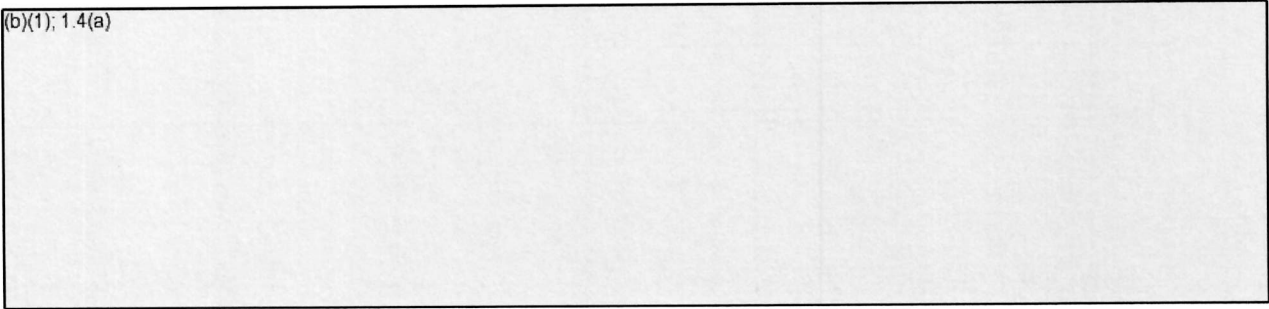
(b)(1); 1.4(a)



IV-3

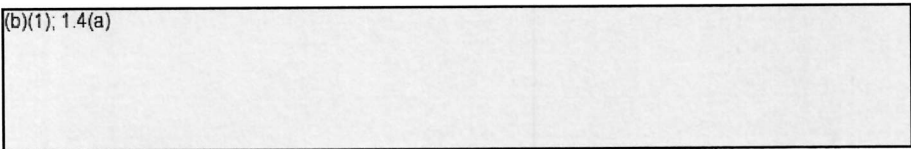
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(b)(1); 1.4(a)



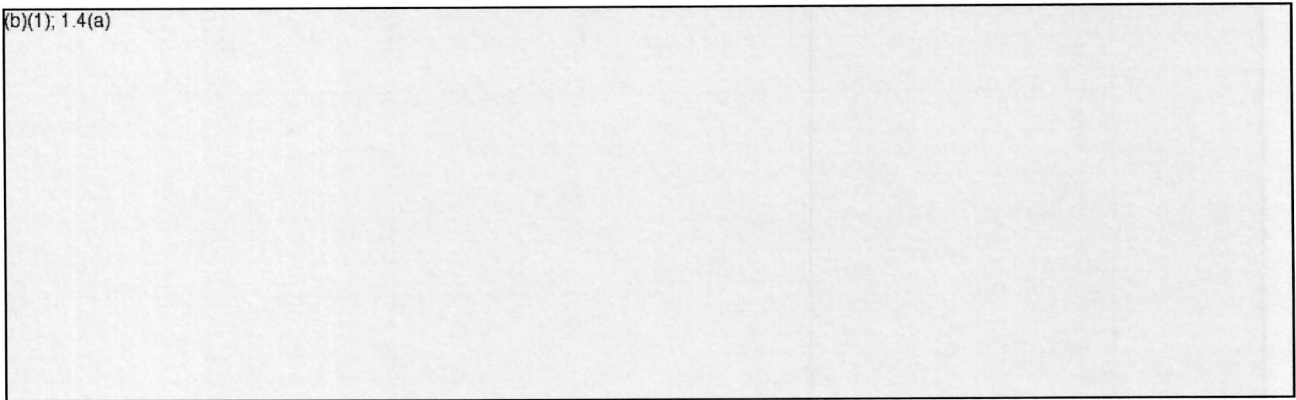
2. (U) USELEMNORAD: HD (Aerospace Warning and Control and Maritime Warning)

(b)(1); 1.4(a)



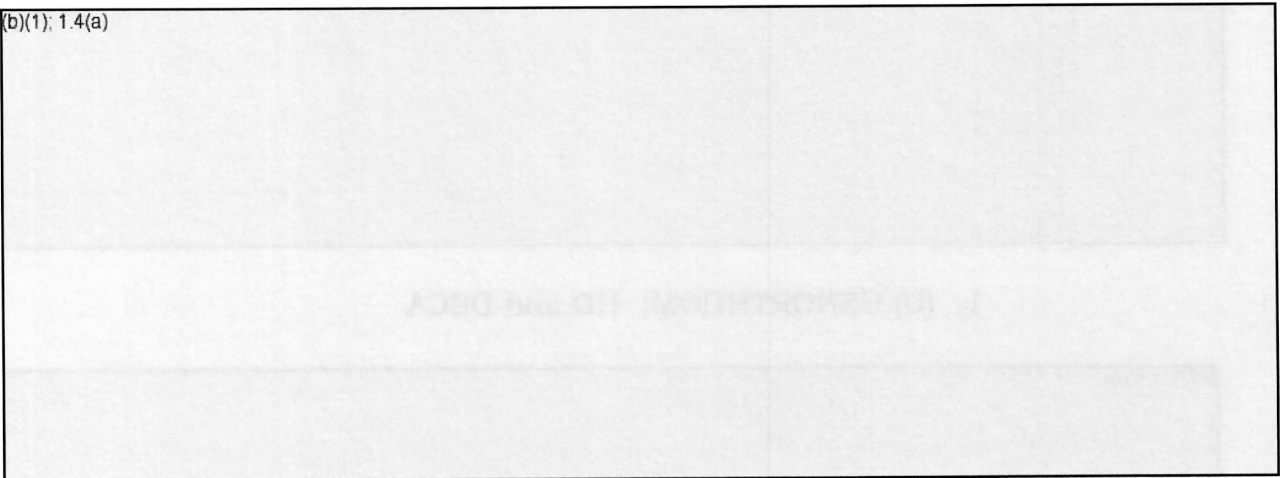
3. (U) USPACOM

(b)(1); 1.4(a)



(d) (U) Additional forces beyond the "Base Case" forces will be sourced for contingencies from the Available for Planning Bin as required.

(b)(1); 1.4(a)



(b)(1); 1.4(a)

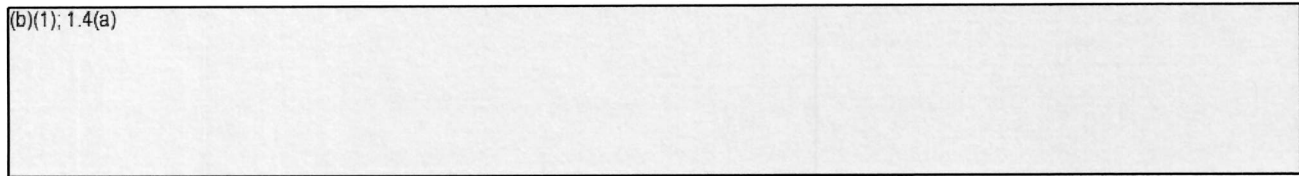
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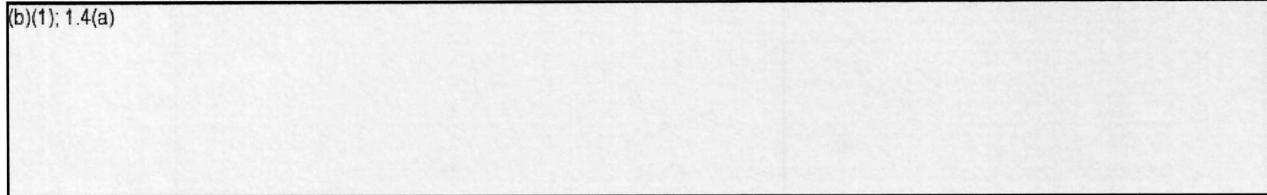
2. (U) Apportioned Force Tables

(b)(1); 1.4(a)



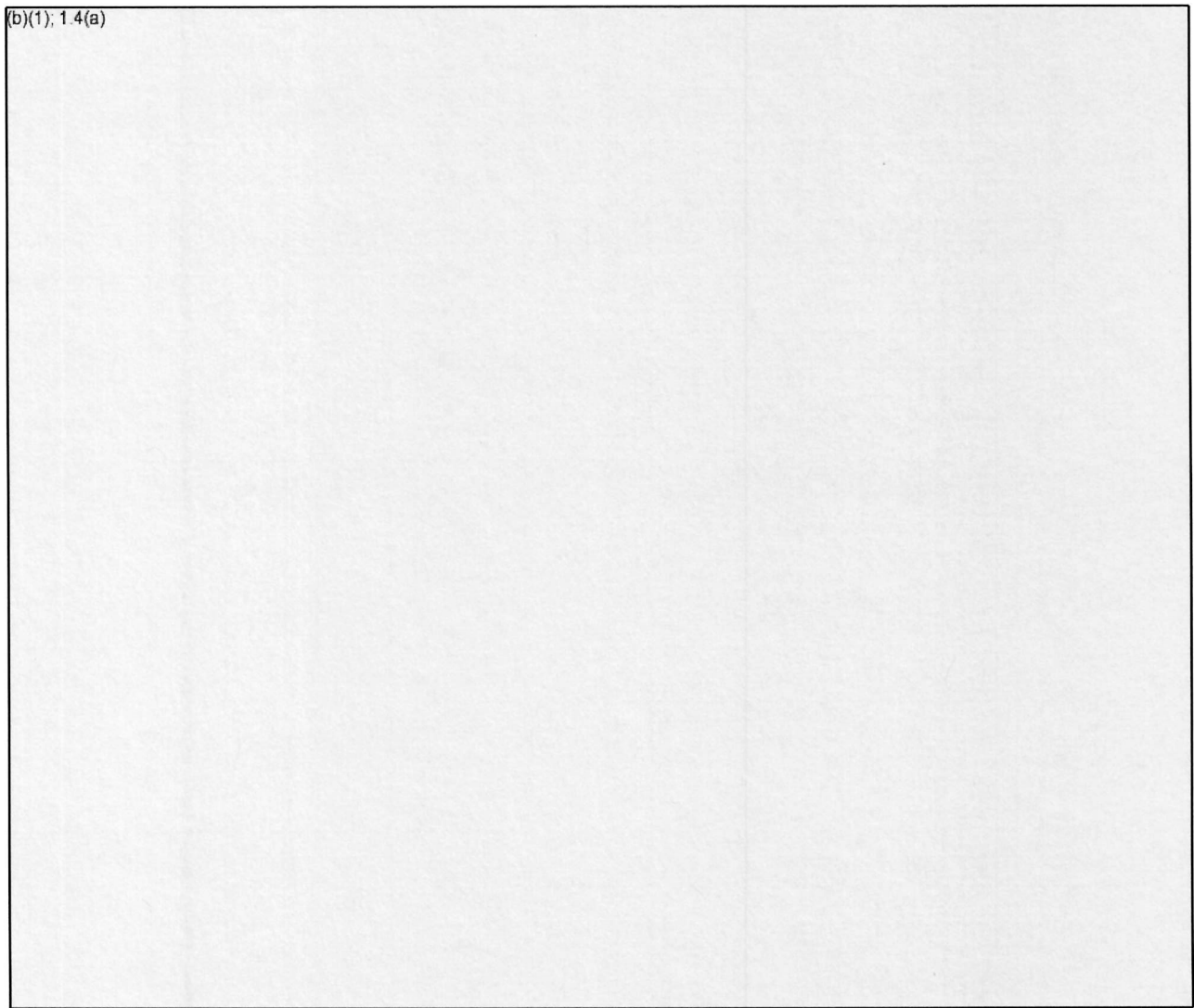
b. (U) Available for Planning

(b)(1); 1.4(a)



(2) (U) Crisis Row

(b)(1); 1.4(a)





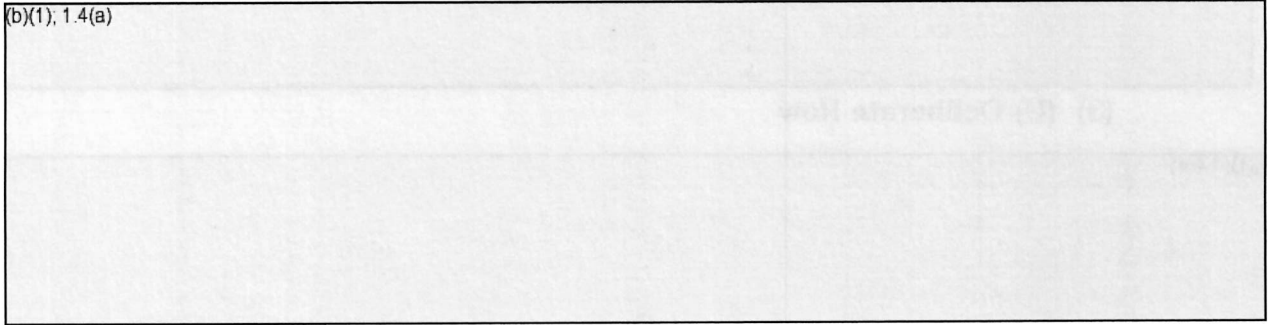
(b)(1); 1.4(a)

(3) (U) Deliberate Row

(b)(1); 1.4(a)

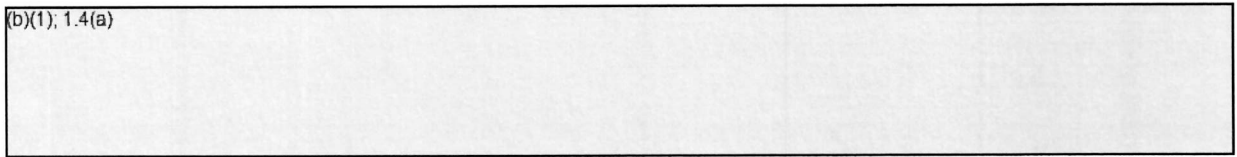
#### 4. (U) Force Planning Considerations

(b)(1), 1.4(a)



##### b. (U) Support Forces

(b)(1), 1.4(a)



(2) (U) For cases in which a host nation has agreed to provide facilities, specific combat support/combat service support (CS/CSS) capabilities, or equivalent services at specified times and places, such commitments should be considered as an offset for U.S. Forces and capabilities.

##### c. (U) Contingency Sourced Forces

(1) (U) Contingency sourced forces are specific forces identified by JFC/JFPs, assisted by their Service Components and the parent Military Department/Service, that meet the planning requirement at a specified point in time. The Joint Staff J-5 provides specific guidance through a list of sourcing assumptions and planning factors contained in the contingency sourcing message. The JFPs have final approval of the total sourcing solution and provide the approved solution back to the supported CCDR in the CCDR-requested format. The Joint Staff provides specific guidance for the selection of forces in a contingency sourcing message. The Joint Staff J-35 will serve as the JFC responsible for identifying and recommending global joint sourcing solutions.

(a) (U) Variables for contingency sourced units include, but are not limited to, sourcing priority, movement priority, posture levels, and the availability of deployed, exercise, and enroute forces.

(b) (U) In the absence of specific guidance in a sourcing message, Service Component Command Commanders will determine a unit's training requirements.

(c) (U) Units will not normally provide an update of their deployment equipment list (DEL) or unit manning status. The decision to direct DEL and manning updates rests with the tasking authority. In cases where unit updates

are not tasked, best available data as determined by Military Department/Service will be used to support continued planning.

(d) (U) JFPs will take into account location, availability, and readiness when contingency sourcing to evaluate whether sufficient forces are available to meet the stated requirements of a plan.

5. (U) Apportionment Tables

a. (U) The current quarterly Apportionment Tables are posted at the J-8 Forces Division Web site at the following address:  
[https://intellipedia.intelink.sgov.gov/wiki/Force\\_Management\\_\(Assignment/Apportionment\)](https://intellipedia.intelink.sgov.gov/wiki/Force_Management_(Assignment/Apportionment)).

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## SECTION V: READINESS AND AVAILABILITY PRIORITIES

1. Overview. The 2015–2017 GEF tasks the Joint Staff, in coordination with the Services and CCMDs, to assess the Department's ability to meet its priorities utilizing the Readiness and Availability Priorities (RAP) framework outlined in the GEF and to provide the results of the assessment to the DepSecDef and VCJCS through the Global Force Management Board (GFMB).
2. Background. The Department's goal following 14 years of war is to regain balance between the use of forces for steady-state activities and the ability to maintain readiness to surge for a major contingency. The 2015–2017 GEF established priorities to provide a framework for assessing the availability and readiness of forces to meet requirements and the risks to achieving readiness reset.
3. Scope. The RAP provides the framework for identification and evaluation of the risk to force and risk to mission for each of the five priorities and the force as a whole based on already approved force employment decisions. The RAP assessment is conducted semiannually in order to inform risk decisions, GFM policy recommendations, and policy recommendations for other Department processes.
4. Implementing Instructions. The Joint Staff, in coordination with the Services and CCMDs, utilizes the RAP framework to identify force utilization for priority missions (P-1, P-2, P-3, P-4, and P-5). Multiple sources are utilized to support a RAP assessment including the approved TPFDDs that support top-priority war plans and the Global Force Management Allocation Plan (GFMAP) and "Forces For" that are in execution for a given fiscal year.
  - a. P-1: P-1 forces are those forces approved in EXORDs, codified in the GFMAP, and placed on 96-hour or less PTDO in support of HD and Strategic Deterrence.
  - b. P-2: P-2 forces are top-priority war plan immediate response forces. P-2 forces are allocated in the GFMAP or assigned in the "Forces For" and CCMDs will identify this requirement as "in-place" in the TPFDD.
  - c. P-3: P-3 forces are those forces identified in the GFMAP as supporting approved SecDef EXORDs. Assessment of this priority will focus on the risk to achieving EXORD objectives based on the level of sourcing.
  - d. P-4: P-4 forces represent the initial surge force for top priority war plans using the respective TPFDDs with an available to load date of 0 to 10 days. In support of the RAP assessment, CCMDs will identify this requirement in a force module in the TPFDD. This information allows for a complete



assessment for all forces identified as a surge requirement to include those not captured in the force apportionment table. The Joint Staff, in coordination with force providers, will identify HD/LD forces that are allocated to other priorities that would have to be reallocated at execution along with a timeline for reallocating forces from one command to another. Force availability for P-4 is derived from the most recent published Apportionment Tables.

e. P-5: P-5 forces are CCMD requirements requested to support achieving campaign objectives. Assessment of this priority will focus on the risk to achieving campaign objectives based on the level of sourcing.

5. Assessments. The first assessment of an FY, comprehensive and detailed in scope, will be conducted in the first quarter in order to inform the first GFMB, normally scheduled in January. This assessment will inform GFM planning assumptions, identify resource and availability shortfalls, and provide framing for the entire GFM process.

6. Recommendations. The Joint Staff will develop recommendations to address imbalances in force utilization identified during the RAP assessment in accordance with the Department priorities specified in the GEF. The recommendations are briefed to the GFMB for approval and implementation. The recommendations may span a number of Department processes that impact force structure, force employment, and force availability. These processes include the GFMAP, force sufficiency, the PPBE process, and global posture. The intent is to develop holistic, integrated, and complementary policy recommendations to optimize employment of the Joint Force in order to balance execution of steady-state activities with force provider readiness restoration and surge capacity for contingency operations.

**ANNEX A: GLOSSARY**

(Unless otherwise stated, the terms and definitions contained in this glossary are for the purposes of this document only)

**PART 1—ABBREVIATIONS AND ACRONYMS**

ABNCP	airborne command post
AC	Active Component
ACE	aviation combat element
ACR	armored cavalry regiment
ADCON	administrative control
ADDJO	Assistant Deputy Director, Joint Operations
ADP	Automated Data Processing
ADT	active duty for training
AEF	air expeditionary force
AETF	air expeditionary task force
AFD	assign force demand
AFP	Adaptive Force Package
AFR	Air Force Reserve
AFRC	Air Force Reserve Command
AFSSS	Air Force Space Surveillance System
ALD	Available to Load Date
ALERTORD	alert order
AMCM	Airborne Mine Countermeasures
ANG	Air National Guard
APG	aerial precision geolocation
APS	army prepositioned set
AO	Action Officer
AOC	air operations center
AOR	area of responsibility
AP	adaptive planning
APEX	Adaptive Planning and Execution
ARC	air reserve component
ARNG	Army National Guard
ARTIMS	Army Training Information Management System
ASCC	Army Service Component Command
ASOC	air support operations center
ASUW	antisurface warfare
ASW	antisubmarine warfare
AT/FP	antiterrorism/force protection
AWACS	airborne warning and control system
B.B.	base budget
BCT	brigade combat team
BDE	brigade

BOG	boots on the ground
C2	command and control
C2CRE	C2 CBRN Response Element
C4ISR	command, control, communications, computers intelligence, surveillance, and reconnaissance
CA	civil affairs
CBRN	chemical, biological, radiological, and nuclear
CCD	coherent change detection
CCDR	Combatant Commander
CCMD	Combatant Command
CCMF	Cyber Combat Mission Force
CDR	Commander
CE	command element
CERF	cyber effects request form
CEW	Civilian Expeditionary Workforce
CERFP	CBRNE Enhanced Response Force Package
CFT	Cross Functional Team
CG	guided missile cruiser
CIA	Central Intelligence Agency
CJCS	Chairman of the Joint Chiefs of Staff
CJSOR	Combined Joint Statement of Requirements
CMF	cyberspace mission force
CNA	computer network attack
CND	computer network defense
CNMF	Cyber National Mission Force
CNT	counternarco-terrorism
COA	course of action
COCOM	combatant command (command authority)
COMINT	communications intelligence
CONPLAN	concept plan
CONOPS	concept of operations
CONUS	continental United States
COST	Contingency Operations Support Tool
CPF	Cyber Protection Force
CR	change request
CRA	CJCS Risk Assessment
CRC	control and reporting center
CRF	Contingency Response Force
CS	combat support
CSA	Combat Support Agency
CSG	carrier strike group
CSS	combat service support
CSSE	combat service support element
CV	aircraft carrier
CVN	aircraft carrier, nuclear

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CVW	carrier air wing
CWMD	countering weapons of mass destruction
DCO	Defensive Cyberspace Operations
DCO-RA	DCO-Response Action
DCRF	Defense CBRN Response Force
DDG	guided missile destroyer
DDOC	Deployment Distribution Operations Center
DDRO	Deputy Director for Regional Operations
DDS	dry deck shelter
DEMOB	demobilization
DEPORD	deployment order
DIA	Defense Intelligence Agency
DIRLAUTH	direct liaison authorized
DISA	Defense Information Systems Agency
DIOCC	Defense intelligence operations coordination center
DoD	Department of Defense
DoD GC	General Counsel of the Department of Defense
DoDIN	DoD Information Networks
DoD OGC	Office of the General Counsel of the Department of Defense
DoS	Department of State
DRRS	Defense Readiness Reporting System
DRRS-S	Defense Readiness Reporting System-Strategic
DSCA	Defense Support of Civil Authorities
DTG	date-time group
DV	distinguished visitor
ELINT	electronics intelligence
EMAC	Emergency Management Assistance Compact
EO	electro-optical
ESG	expeditionary strike group
EXORD	execute order
FA	feasibility assessment
FADM	Force Allocation Decision Model
FBM	Forward Based Mode
FE	force enhancement
FFG	guided missile frigate
FMTS	Fourth Estate Manpower Tracking System
FMV	full motion video
FOB	forward operating base
FOL	forward operating location
FORCEPREP	force preparation
FP	force provider
FPS	fixed point surveillance
FRAGORD	fragmentary order
FRN	Force Requirement Number

FTN	force tracking number
FY	fiscal year
FYE	fiscal year of execution
FYE+<N>	fiscal year of execution plus N year after execution
GCC	Geographic Combatant Commander
GEF	Guidance for Employment of the Force
GENADMIN	general administration
GEOINT	geospatial intelligence
GFM	Global Force Management
GFMAP	Global Force Management Allocation Plan
GFMB	Global Force Management Board
GFMIG	Global Force Management Implementation Guidance
GMFP	Global Military Force Policy
GRF	Global Response Force
GSG	global support group
HD	homeland defense
HD/LS	high demand/low supply
HQ	headquarters
HQDA	Headquarters, Department of the Army
HRF	Homeland Response Force
HRV	human rights verification
HIS	hyperspectral imagery
IAMD	integrated air and missile defense
IAW	in accordance with
ICW	in coordination with
IDT	inactive duty training
ILO	in lieu of
IMA	Individual Mobilization Augmentee
IMD	integrated missile defense
IMINT	imagery intelligence
Inchop	change of operational command
INVEST	International Vetting and Security Tracking
IO	information operations
IOC	initial operational capability
IPL	integrated priority list
IPR	in-progress review
IR	infrared
ISO	in support of
ISR	intelligence, surveillance, and reconnaissance
JCCC	Joint Cyberspace Component Commands
JCIDS	joint capability integration and development system
JCRM	Joint Capabilities Requirements Manager
JCS	Joint Chiefs of Staff
JCSE	Joint Communication Support Element
JECC	Joint Enabling Capabilities Command



JFC	Joint Force Coordinator
JFCC-IMD	Joint Functional Component Command for Integrated Missile Defense
JFCC-ISR	Joint Functional Component Command for Intelligence, Surveillance, and Reconnaissance
JFHQ-C	JFHQ-Cyber
JFM	joint functional manager
JFP	joint force provider
JIA	joint individual augmentation
JIC	joint intelligence center
JIOC	joint intelligence operations center
JMD	Joint Manning Document
JOA	joint operations area
JOD	Joint Operations Division
JOPES	Joint Operation Planning and Execution System
JP	joint publication
JPASE	Joint Public Affairs Support Element
JPDO	Joint Deployment Process Owner
JPSE	Joint Planning Support Element
JRIC	Joint Reserve Intelligence Center
JRSOI	Joint Reception, Staging, Onward Movement, Integration
JSAP	Joint Staff Action Processing
JSAP-M	Joint Staff Action Processing-Modernization
JSCP	Joint Strategic Capabilities Plan
JSOG	Joint Special Operations Group
JSTARS	Joint Surveillance Target Attack Radar System
JTF	joint task force
JTF-PO	joint task force port opening
KFS	Korean-Flagged Shipping
LAD	latest arrival date
LASH	lighterage aboard ship
LCC	amphibious command ship
LHA	general purpose amphibious assault ship
LHD	multipurpose amphibious assault ship
LIDAR	light detection and ranging
LKA	amphibious cargo ship
LO	low observable
LPD	amphibious transport dock ship
LSD	dock landing ship
MAGTF	marine air-ground task force
MARPAT	maritime patrol
MASINT	measurement and signature intelligence
MCCC	mobile consolidated command center
MCM	mine countermeasures

MEB	Marine expeditionary brigade
MED	Mediterranean Sea
MEEL	mission-essential equipment list
METL	mission-essential task list
MHC	Minehunter, coastal
MHD	Maritime Homeland Defense
MILPERS	military personnel
MISO	military information support operations
MOB	mobilization
MOD	modification
MPS	maritime pre-positioning ships
MRB	Marine Raider Battalion
MRR	Marine Raider Regiment
MSC	major subordinate command
MSDDC	Military Surface Deployment and Distribution Command
MSI	multispectral imagery
MSO	maritime security operation
MSOS	Marine Special Operations School
MSOSB	Marine Special Operations Support Battalion
MSOSG	Marine Special Operations Support Group
MTI	moving target indicator
NAOC	National Airborne Operations Center
NCW	Naval Coastal Warfare
NDS	National Defense Strategy
NGO	nongovernmental organization
NLT	not later than
NMS	National Military Strategy
NMT	National Mission Team
NORAD	North American Aerospace Defense Command
NSA	National Security Agency
NST	National Support Team
NSW	Naval Special Warfare
NSWAT	Naval Special Warfare Anchor Team
NT	nontraditional
O&M	operation and maintenance
OCO	Offensive Cyberspace Operations
OCONUS	outside continental United States
OEF	Operation ENDURING FREEDOM
OGA	other governmental agency
OIF	Operation IRAQI FREEDOM
OIR	Operation INHERENT RESOLVE
OND	Operation NEW DAWN
OPCON	operational control
OPE	operational preparation of the environment

OPLAN	operation plan
OPTEMPO	operating tempo
OSD	Office of the Secretary of Defense
OUA	Operation UNIFIED ASSISTANCE
PACAF	Pacific Air Forces
PAX	passengers
PC	patrol coastal
PED	processing, exploitation, and dissemination
PERSTEMPO	personnel tempo
PIR	priority intelligence requirement
PLANORD	planning order
PPBE	planning, programming, budgeting, and execution
PPBES	planning, programming, budgeting, and execution system
PTDO	prepare to deploy order
RAOC	regional air operating center
RAP	readiness and availability priorities
RC	Reserve Component
RCT	Regimental Combat Team
REDEPORD	redeployment order
RFA	request for assistance
RFC	Request for Capability
RFF	request for forces
RFFID	Request for Forces Identification
RFS	request for support
RLD	ready to load date
RLT	regimental landing team
RO/RO	roll-on/roll-off
SAR	synthetic aperture radar
SCP	security cooperation plan
SDOB	Secretary of Defense Orders Book
SEAL	sea-air-land
SecDef	Secretary of Defense
SIPRNET	Secret Internet Protocol Router Network
SME	subject-matter expert <sup>174</sup>
SOF	special operations forces
SSBN	fleet ballistic missile submarine, nuclear
SSGN	guided missile submarine, nuclear
SSN	attack submarine, nuclear
T-AH	hospital ship
TACON	tactical control
T-AVB	aviation logistics support ship
TDY	temporary duty
THAAD	Terminal High Altitude Area Defense

TLAM	Tomahawk land-attack missile
TPE	theater provided equipment
TPFDD	time-phased force and deployment data
TRO	training and readiness oversight
TSC	Theater Security Cooperation
TUCHA	type unit characteristics file
UCP	Unified Command Plan
UHTS	unsourced/hard to source
ULN	Unit Line Number
USAF	U.S. Air Force
USAFE	U.S. Air Forces in Europe
USAFRICOM	U.S. Africa Command
USCG	U.S. Coast Guard
USCENTCOM	U.S. Central Command
USD(P)	Under Secretary of Defense for Policy
USELEMNORAD	U.S. Element North American Aerospace Defense Command
USEUCOM	U.S. European Command
USFK	U.S. Forces Korea
USNMR	U.S. NATO National Military Representative
USPACOM	U.S. Pacific Command
USSOCOM	U.S. Special Operations Command
USSOUTHCOM	U.S. Southern Command
USSTRATCOM	U.S. Strategic Command
USTRANSCOM	U.S. Transportation Command
USNORTHCOM	U.S. Northern Command
USMC	U.S. Marine Corps
USN	U.S. Navy
VOCO	oral (voice) orders of the commanding officer
USRS	U.S. Requisitioned Shipping
WAAS	Wide Area Airborne Surveillance
WHEC	Coast Guard high-endurance cutter
WMD	weapons of mass destruction
WMEC	Coast Guard medium-endurance cutter
WPB	Coast Guard patrol boat

(U) PART 2—DEFINITIONS

(U) Adaptive Planning and Execution System—A DoD system of joint policies, processes, procedures, and reporting structures, supported by communications and information technology, that is used by the joint planning and execution community to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations. Also called APEX system. (JP 1-02. SOURCE: JP 5-0)

(U) administrative control—Direction or exercise of authority over subordinate or other organizations with respect to administration and support, including organization of Military Departments/Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. Also called ADCON. (JP 1-02. SOURCE: JP 1)

(U) air expeditionary task force—A deployed numbered air force or command echelon immediately subordinate to a numbered air force provided as the U.S. Air Force component command committed to a joint operation. Also called AETF. (JP 1-02. SOURCE: JP 3-30)

(U) alert—A warning received by a unit or HQ that forewarns of an impending operational mission. In the context of GFM, RC forces can be alerted up to 24 months prior to mobilization.

(U) alert order—(1) A crisis action planning directive from SecDef, issued by CJCS, that provides essential guidance for planning and directs the initiation of execution planning for the selected course of action authorized by SecDef. (2) A planning directive that provides essential planning guidance and directs the initiation of execution planning after the directing authority approves a military course of action. An alert order does not authorize execution of the approved course of action. Also called ALERTORD. See also course of action; execution planning. (JP 1-02. SOURCE: JP 5-0)

(U) allocated forces—Those forces, individuals, and resources provided by the President or SecDef to a CCDR, not already assigned to that CCDR, for execution.

(U) allocation—Distribution of limited forces and resources for employment among competing requirements. See also apportionment. (JP 1-02. SOURCE: JP 5-0)

(U) apportioned forces—Those forces and resources assumed to be available for deliberate planning as averaged over the FY. They may include those assigned, those expected through mobilization, and those programmed. The apportionment tables are included in Part IV of the GFMIG.

(U) apportionment—In the general sense, distribution of forces and capabilities as the starting point for planning. (JP 1-02. SOURCE: JP 5-0)

(U) area of responsibility—The geographical area associated with a CCMD within which a GCC has authority to plan and conduct operations. Also called AOR. See also Combatant Command. (JP 1)

(U) assign—To place units or personnel in an organization where such placement is relatively permanent. (JP 1-02. SOURCE: JP 3-0)

(U) assigned forces—Those units, equipment, and resources that have been placed under the COCOM (command authority) of a unified commander by the direction of SecDef in his “Forces for Unified Commands” Memorandum IAW 10 U.S.C. 162, or per Section II of this document.

(U) assigned force demand—Tracking of the demand signal for CCDR use of forces assigned by “Forces For” Memorandum to conduct operational missions within the CCDR AOR within the GFM allocation process.

(U) attach—1. The placement of units or personnel in an organization where such placement is relatively temporary. 2. The detailing of individuals to specific functions where such functions are secondary or relatively temporary. See also assign. (JP 1-02. SOURCE: JP 3-0)

(U) attached forces—Forces temporarily placed under the operational control (OPCON) or tactical control (TACON) of a CCDR.

(U) augmentation forces—Forces to be transferred from a supporting CCDR to the COCOM (command authority) or operational control of a supported CCDR during the execution of an operation order approved by the President or SecDef. (JP 1-02. SOURCE: JP 5-0)

(U) availability—Capabilities or forces that are (or can be) trained, equipped, resourced, and ready for deployment to fulfill a CCDR’s operational requirements in accordance with that commander’s established timelines, or as designated by the Primary JFP.

(U) capability—The ability to execute a specified course of action (JP 1-02). In this document, references to “capabilities” refer not only to classic warfighting



capabilities, but are meant to include language, regional, and cultural proficiencies as well.

(U) CBRN consequence management (CBRN CM)—Actions taken to plan, prepare, respond to, and recover from chemical, biological, radiological, and nuclear incidents.

(U) ceiling—the maximum number of forces a Force Provider (FP) can make ready for employment through assignment or allocation under current funding levels while still achieving its readiness recovery goals.

(U) civil reserve air fleet—A program in which the Department of Defense contracts for the services of specific aircraft, owned by a U.S. entity or citizen, during national emergencies and defense-oriented situations when expanded civil augmentation of military airlift activity is required. These aircraft are allocated, in accordance with DoD requirements, to segments, according to their capabilities, such as international long-range and short-range cargo and passenger sections, national (domestic and Alaskan sections) and other segments as may be mutually agreed upon by the Department of Defense and the Department of Transportation. Also called CRAF. (JP 1-02. SOURCE: JP 3-17)

a. (U) CRAF Stage I—This stage involves DoD use of civil air resources that air carriers will furnish to the Department of Defense to support substantially expanded peacetime military airlift requirements. USTRANSCOM, with the approval of SecDef, may activate this stage, permitting the Commander, Air Mobility Command, to assume mission control of those airlift assets committed to CRAF Stage I.

b. (U) CRAF Stage II—This stage involves DoD use of civil air resources that the air carriers will furnish to the Department of Defense in time of defense airlift emergency. USTRANSCOM, with the approval of SecDef, may activate this stage, permitting the Commander, Air Mobility Command, to assume mission control of those airlift assets committed to CRAF Stage II.

c. (U) CRAF Stage III—This stage involves DoD use of civil air resources owned by a U.S. entity or citizen that the air carriers will furnish to the Department of Defense in a time of declared national defense-oriented emergency or war, or when otherwise necessary for the national defense. The aircraft in this stage are allocated by the Secretary of Transportation to SecDef. USTRANSCOM, with the approval of SecDef, may activate this stage, permitting the Commander, Air Mobility Command, to assume mission control of those airlift assets committed to CRAF Stage III.

(U) committed—Forces fulfilling specific missions or requirements in support of a CCDR, including allocated, and certain assigned, forward-based forces.

(U) concept plan—In the context of joint operation planning level 3 planning detail, an operation plan in an abbreviated format that may require considerable expansion or alteration to convert it into a complete operation plan or operation order. See also operation plan. (JP 1-02. SOURCE: JP 5-0)

(U) consequence management—Actions taken to maintain or restore essential services and manage and mitigate problems resulting from disasters and catastrophes, including natural, man-made, or terrorist incidents.

(U) coordinating authority—A commander or individual who has the authority to require consultation between the specific functions or activities involving forces of two or more Military Departments/Services, joint force components, or forces of the same Military Departments/Service or agencies, but does not have the authority to compel agreement. (JP 1-02. SOURCE: JP 1)

(U) crisis—An incident or situation involving a threat to the United States, its citizens, military forces, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of military forces and resources is contemplated in order to achieve national objectives. (JP 1-02. SOURCE: JP 3-0)

(U) crisis action planning—The Adaptive Planning and Execution system process involving the time-sensitive development of joint operation plans and operation orders for the deployment, employment, and sustainment of assigned and allocated forces and resources in response to an imminent crisis. Also called CAP. See also joint operation planning; Joint Operation Planning and Execution System. (JP 1-02. SOURCE: JP 5-0)

(U) cross functional troops—All-source intelligence and special operations combat elements resourced by Support Activities ONE and TWO that conduct targeting, intelligence operations, and other special operations as directed. Cross Functional Troops are capable of conducting collection and analysis of human intelligence, signals intelligence, and technical reconnaissance intelligence.

(U) cyberspace—A global domain within the information environment consisting of the interdependent network of information technology infrastructures, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers. (JP 1-02. SOURCE: JP 3-12)

(U) Defense Readiness Reporting System—The DRRS is the means to monitor the readiness of the DoD Components to provide capabilities to support the NMS as specified in the defense and contingency planning guidance, Theater Security Cooperation Guidance, and the Unified Command Plan.

(U) defense readiness reporting system enterprise—A collaboration of independent Military Department/Service, joint, and OSD readiness-focused IT applications, combine with readiness-specific authoritative data, all related by a common ability to support readiness reporting and assessment requirements. This aggregation is collectively referred to as the DRRS Information Technology Enterprise Environment. (DRRS Primer for Senior Leaders, Revision 2, August 2011)

(U) defense support of civil authorities—Support provided by U.S. military forces (title 10), DoD civilians, DoD contract personnel, DoD component assets, and National Guard forces (when SecDef in coordination with the Governors of the affected states, elects and requests to use those forces in title 32, U.S.C., status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. Also called DSCA. Also known as civil support. (DoDD 3025.18)

(U) deliberate planning—The Adaptive Planning and Execution System process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation.

(U) demobilization—The process of transitioning a conflict or wartime military establishment and defense-based civilian economy to a peacetime configuration while maintaining national security and economic vitality. See also mobilization (JP 1-02. SOURCE: JP 4-05)

(U) deployment—The rotation of forces into and out of an operational area. See also deployment order. (JP 1-02. SOURCE: JP 3-35)

(U) deployment order—A planning directive from SecDef, issued by CJCS, that authorizes and directs the transfer of forces between CCMDs by reassignment or attachment. A deployment order normally specifies the authority that the gaining CCDR will exercise over the transferred forces. Also called DEPOD. See also deployment. (JP 1-02. SOURCE: JP 5-0)

(U) deployment-to-dwell ratio (D2D)—Where deployment is the time away and dwell is the time spent at home. An operational deployment begins when the simple majority of a unit, detachment, or individual departs homeport/

station/base or departs from an enroute training location to meet a SecDef-approved operational requirement. SecDef-approved operational requirements are in the annual GFMAP and modifications, EXORDs, operation plans (OPLANs), or concept plans (CONPLANs) approved by SecDef. An operational deployment ends when the simple majority of the unit/detachment/individual arrives back at their homeport/station/base. Forces operationally employed by SecDef orders at their home station or in "prepare-to-deploy order" (PTDO) status at home station are not operationally deployed.

(U) direct liaison authorized—That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Also called DIRLAUTH. (JP 1-02. SOURCE: JP 1)

(U) DoD Agencies—Includes Defense Agencies, DoD Field Activities, and other DoD Components that are not in a Military Department/Service, CCMD, OSD, or the Joint Staff but may provide force sourcing solutions to CCDR force requirements.

(U) dwell—AC/individual augmentee (IA); the period of time a unit or IA is not on an operational deployment. Dwell is calculated by counting the number of days between operational deployments. Dwell begins when the majority (51 percent) of the unit, or the IA, departs their deployment location and ends when the majority (51 percent) of a unit, or the IA, arrives at their next deployment location. A unit/IA is either operationally deployed or in dwell. For afloat forces, dwell begins when a vessel returns to home port and ends when the vessel departs home port for a follow-on operational deployment. RC/IA; that period of time between the release from involuntary active duty pursuant to 10 U.S.C. 12302, 12304, 12304a, or 12304b and the reporting date for a subsequent tour of active duty pursuant to 10 U.S.C. 12302, 12304, or 12304b; dwell is not a factor for consideration when mobilizing under 10 U.S.C. section 12304a. Such time includes any voluntary active duty performed between such two periods of involuntary active duty pursuant to title 10, U.S.C., and any Individual Skill Training Required for Deployment and Post Mobilization Leave that has been excluded by SecDef concerned from accounting against the 12-month mobilization period.

(U) dynamic presence—Sudden, temporary adjustments to military presence in order to seize opportunities and demonstrate U.S. leadership and strength to allies, partners, and adversaries.

(U) engagement—All military activities involving other nations intended to shape the theater security environment in peacetime.

(U) execute order—(1) An order issued by CJCS, at the direction of SecDef, to implement a decision by the President to initiate military operations. (2) An order to initiate military operations as directed. Also called an EXORD. (JP 1-02. SOURCE: JP 5-0)

(U) floor—The minimum set of forces that are available forward in each CCMD for initial response and that will not be considered for reallocation except during major OPLAN execution in another AOR.

(U) force—An aggregation of military personnel, weapon systems, equipment, and necessary support, or combination thereof. (JP 1-02. SOURCE: JP 1)

(U) force flow—The process of getting forces and material deployed in support of an operation, including routing, movement data for cargo and personnel, mode of transport, and priorities to indicate desired sequencing for arrival at the destination.

(U) force management—The process involving activities encompassing prioritization of requirements against available capabilities, which would include non-unit capabilities and/or skills such as language, regional, and cultural proficiency assets.

(U) force planning—1. Planning associated with the creation and maintenance of military capabilities by the Military Departments/Services, and USSOCOM. 2. In the Joint Operation Planning and Execution System, the planning conducted by the supported CCMD and its components to determine required force capabilities to accomplish an assigned mission. (JP 1-02. SOURCE: JP 5-0)

(U) force provider (FP)—Includes Secretaries of the Military Departments, the U.S. Coast Guard, CCDRs with assigned forces, DoD Agencies, and OSD organizations that provide force sourcing solutions to CCDR force requirements.

(U) force shortfall—A deficiency in the number of types of units or individuals available for planning within the time required for the performance of an assigned task.

(U) force sourcing—This covers a range of sourcing methodologies providing CCDRs with requested capabilities. The intent is to provide the CCDR with the most capable forces based on stated capability requirements, balanced against risks (operational, future challenges, force management, institutional) and global priorities. Within the range of multiple sourcing methodologies, execution and contingency are most prevalent because the force sourcing process generally results in an end state in which the JFC and JFPs identify

units (UIC) to satisfy a capability (UTC) requirement for execution or planning. The following definitions clarify and describe the meaning of these broad categories and related terms.

a. (U) execution sourced forces. Forces recommended and identified by JFPs, assisted by their Service Components (who are responsible to coordinate with their Military Departments/Services). The recommended sourcing solution is reviewed through the GFM allocation process and becomes sourced when approved by SecDef for the execution of an approved operation or potential/imminent execution of an operation plan or exercise. The Joint Staff provides specific guidance for the selection of forces in the execution sourcing message, including unit reporting requirements which will be done IAW current APEX procedures. Execution sourcing of forces may result in a PTDO, DEPORD, or EXORD.

(1) (U) Units tasked must meet minimum readiness and availability criteria as directed by the tasking authority.

(2) (U) Execution sourced forces are considered allocated forces and are unavailable for use in other plans/operations unless reallocated by SecDef.

(3) (U) There are four execution force sourcing categories: standard, joint, in-lieu-of, and ad hoc force sourcing solutions.

(a) (U) standard force solution—A mission ready, joint capable force with associated table of organization and equipment executing its core mission. This force will also have completed core competency training associated with the RFF's requested capability(ies).

(b) (U) joint force/capability solution—Joint sourcing encompasses Military Departments/Services providing a force/capability in place of another Military Department's/Service's core mission. As in a standard force solution, the capability is performing its core mission. An example of this is sourcing an Army construction engineer requirement with a Naval Mobile Construction Battalion (NMCB) unit. Navy is providing a like type capability, a capability that is performing its core competency mission, in the place of another Military Department's/Service's core mission. Joint sourcing may also encompass a force or capability composed of elements from multiple Military Departments/Services merged together to develop a single force/capability meeting the requested capability. Joint sourcing solutions will increase the time required to properly train, equip, and man the force/capability prior to deployment. Additional challenges include the fact that unlike a standard force, a joint sourcing solution may require movement of personnel and/or equipment from various locations to a single locality for consolidation and issuance of equipment. Second, once personnel and equipment are



consolidated, familiarization, proper usage, and maintenance practices must also be incorporated into the training regimen to ensure that all members comprising the joint solution are well versed in required actions for sustaining operability.

(c) (U) In lieu of (ILO)—ILO sourcing is an overarching sourcing methodology that provides alternative force sourcing solutions when the preferred sourcing options are not available. An in-lieu-of force/capability is a standard force, including associated table of organization and equipment that is deployed/employed to execute missions and tasks outside its core competencies. The force can be generated by normal FPs or be a result of a change of mission(s) for forward deployed forces. An example of this is taking an existing artillery battery, providing it a complete training and equipment package and then deploying it to fill a transportation company requirement. In-lieu-of force/capability solutions will require retraining and in some instances will require re-equipping. In-lieu-of solutions will increase the time required to properly train, equip and man the force/capability prior to deployment. Additional challenges include the fact that unlike a standard force, an in-lieu-of sourcing solution may require movement of personnel and/or equipment from various locations to a single locality for consolidation and issuance of equipment. Second, once personnel and equipment are consolidated, familiarization, proper usage, and maintenance practices must also be incorporated into the training regimen to ensure that all members comprising the joint solution are well versed in required actions for sustaining operability.

(d) (U) ad hoc—An ad hoc capability is the consolidation of individuals and equipment from various commands/Military Departments/Services to form a deployable/employable entity properly trained, manned, and equipped to meet the supported CCDR's requirements. Ad hoc solutions will increase the time required to properly train, equip, and man the force/capability prior to deployment. Additional challenges include the fact that unlike a standard force, an ad hoc sourcing solution will require movement of personnel and/or equipment from various locations to a single locality for consolidation and issuance of equipment. Second, once personnel and equipment are consolidated, familiarization, proper usage, and maintenance practices must also be incorporated into the training regime to ensure that all members comprising the joint solution are well versed in required actions for sustaining operability.

b. (U) contingency sourced forces. Contingency sourced forces are specific forces identified by JFPs, assisted by their Service Components and the parent Military Departments/Services that meet the planning requirement at a specified point in time. The Joint Staff J-5 provides specific guidance through a list of sourcing assumptions and planning factors contained in the

contingency sourcing message. The JFPs have final approval of the total sourcing solution and provide the approved solution back to the supported CCDR in the CCDR-requested format. The Joint Staff provides specific guidance for the selection of forces in a contingency sourcing message. The Joint Staff J-35 will serve as the JFC responsible for identifying and recommending global joint sourcing solutions.

(1) (U) Variables for contingency sourced units include but are not limited to: current disposition of forces, a specified as-of date, categories of forces to be excluded from consideration, defined C-Day or C-Day window, substitution and mitigation options/factors, readiness reporting requirements, and training requirements.

(2) (U) In the absence of specific guidance in a sourcing message, Service Component Command Commanders will determine a unit's training requirements.

(3) (U) Units will not normally provide an update of their deployment equipment list (DEL) or unit manning status. The decision to direct DEL and manning updates rests with the tasking authority. In cases where unit updates are not tasked, best available data as determined by Military Department/Service will be used to support continued planning.

(4) (U) JFPs will take into account location, availability, and readiness when contingency sourcing to evaluate whether sufficient forces are available to meet the stated requirements of a plan.

(U) force sufficiency—A measure of the ability of the joint force to generate the forces required, in terms of capability, capacity, and timeline, to meet CCMD demand for forces for a given fiscal year.

(U) forces—Military Department/Service-designated units and equipment used for deliberate planning.

a. (U) in-place forces—Forces within a CCDR's AOR and under the CCDR's COCOM (command authority). For contingency planning, these forces are projected to remain within a CCDR's command for OPLAN and/or CONPLAN execution during a regional contingency in the assigned CCDR's AOR.

b. (U) augmentation forces—Forces to be transferred from a supporting CCDR to the COCOM (command authority) or operational control of a supported CCDR during the execution of an operation order approved by the President and SecDef.

c. (U) reinforcement—Reserve forces called to active duty and provided to a CCDR to support plan execution.

(U) force tracking number—An 11-character alphanumeric reference number assigned by a supported CCDR to its requested force capability requirements. FTNs are used to uniquely identify, organize, and manage force capability requirements requested in the Global Force Management (GFM) Force allocation process and support execution of JFP responsibilities. When the FTN is associated with the force capability requirement in record message traffic, JOPEs application, deployment, force tracking, scheduling, and mobilization systems, it creates a simple means to link all information and data for the same FTN.

(U) forward-based forces—Operational forces permanently stationed outside the United States.

(U) functional requirements—Capabilities and forces required for missions specifically tasked to global CCDRs (USSOCOM, USSTRATCOM, and USTRANSCOM).

(U) Geographic Combatant Commander—A CDR of a CCMD that includes a general geographic AOR. Also called GCC.

(U) global force management—A process to align force apportionment, assignment, and allocation methodologies in support of the National Defense Strategy and Joint Force availability requirements; present comprehensive visibility of the global availability and operational readiness (including language, regional, and cultural proficiency of U.S. conventional military forces); globally source joint force requirements; and provide senior decision makers a vehicle to quickly and accurately assess the impact and risk of proposed allocation, assignment and apportionment changes. Also called GFM.

(U) Global Force Management Allocation Plan—SecDef-approved document that authorizes force allocations and deployment of forces in support of CCDR force and JIA requirements. Provides details on the type of force or capability allocated and number of units, passengers, or overall AOR presence for each CCDR. Also called GFMAP. The GFMAP contains five annexes:

- (U) Annex A—Conventional Forces
- (U) Annex B—Special Operations Forces
- (U) Annex C—Mobility Forces
- (U) Annex D—Joint Manning Document Individual Augmentees
- (U) Annex E—CCDR Coordinating Instructions

(U) Global Force Management Allocation Plan Annex Schedule—A JFP document that implements the guidance in the GFMAP Annexes. The GFMAP Annex Schedules direct FPs to deploy forces as authorized by SecDef in the GFMAP Annexes. The GFMAP Annex Schedules provide details such as type of force or capability allocated, FTN, who the force provider is and deployment/PTDO dates or presence level.

(U) Global Force Management Board—A flag officer-level body consisting of representatives from the Joint Staff, the Military Departments/Services, NGB, OSD and CCMDs organized and managed by the Joint Staff to provide senior DoD decision-makers the means to assess operational impacts of global force management decisions and provide strategic planning guidance. It will principally focus on allocation actions in support of GFM, but may—as required—address assignment and apportionment issues. Also called GFMB.

(U) global visibility—A current, unobstructed, worldwide view of force/capability inventory and force/capability commitment, availability and readiness, and the ability to readily discern changes in that status.

(U) homeland defense—The protection of U.S. sovereignty, territory, domestic population, and critical defense infrastructure against external threats and aggression or other threats as directed by the President. Also called HD.  
(JP 1-02)

(U) homeland defense base case—All DoD force withholds that are unavailable for deliberate planning by CCDRs other than USNORTHCOM, USPACOM, and USELEMNORAD. Also called HD Base Case.

(U) integrated air and missile defense—The integration of capabilities and overlapping operations to defend the homeland and U.S. national interests, protect the joint force, and enable freedom of action by negating an adversary's ability to create adverse effects from their air and missile capabilities. Also called IAMD.

(U) information operations—The integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision making of adversaries and potential adversaries while protecting our own. Also called IO.

(U) joint deployment process owner—The organization responsible for maintaining the global capability for rapid and decisive military force power projection and leading the process improvement efforts of the Joint Planning and Execution Community (JPEC) for the joint deployment and redeployment processes. Also called JDPO.

(U) joint force coordinator—JFC is responsible for consolidating and staffing all sourcing recommendations from the JFPs for the SDOB approval process. ICW the JFPs, FPs, and JFM, identifying and recommending sourcing solutions for all JIA and conventional force requirements, including civil affairs (CA) and military information support operations (MISO) forces in support of conventional missions. Also called JFC.

(U) joint force provider—The organization responsible for recommending to CJCS trained and ready capabilities and forces for allocation by SecDef to support CCMD requirements. The JFP will be assigned by the Joint Staff to develop and submit a sourcing recommendation in response to a validated capability or force requirement. The JFP responsibilities should be considered overall management of conventional, SOF or mobility forces but may or may not include being the force provider for a particular requirement. Also called JFP. JFPs execute the following tasks:

a. (U) ICW other CCDRs and Military Departments/ Services, develop recommended global joint sourcing solutions, independent of forces assignment, in response to CCMD requirements forwarded by CJCS. Those sourcing solutions are provided as a recommendation to the CJCS, for ultimate SecDef approval and include:

- (1) (U) Unit(s) identified for sourcing the request
- (2) (U) Capability substitution options
- (3) (U) Mobilization requirements
- (4) (U) A report of applicable risk associated with recommended sourcing options

b. (U) Coordinate and recommend to CJCS actions required to sustain an acceptable level of capabilities or forces needed to respond to validated CCMD requirements.

(U) joint functional manager—The organization responsible for planning, integrating, and coordinating specifically designated forces or capabilities for sourcing, ICW the responsible JFP. A JFM performs those actions required to staff and develop synchronized sourcing recommendations for CCMD requirements ICW the Military Departments/Services, CCDRs and other agencies, and assists the JFP in providing its sourcing recommendation to CJCS for those specified capabilities and forces for allocation by SecDef to support CCMD requirements. Also called JFM.

(U) joint individual augmentation—An unfunded temporary duty (TDY) position (or member filling an unfunded TDY position) identified on a joint manning document by a supported CCDR to augment HQs operations during contingencies. CCDRs will use Joint Individual Augmentation to support individual requirements on Joint Manning Documents in support of the Joint Staff, OSD special mission, or multi-national Force HQ, when there is no standard unit capable of filling the requirement. Also called JIA.

(U) joint readiness—The CCDR's ability to integrate and synchronize ready combat and support forces and capabilities to execute assigned missions.

(U) joint manning document—A manning document of all personnel billets in a joint HQ constructed by a supported CCDR. The joint manning document identifies each billet as one of six source types: JIA, unit fill, GO/FO, coalition, contractor, or other governmental agency (OGA). Joint manning document fill priorities are established by the Joint Staff and are governed by CJCSI 1301.01F. If portions of a joint manning document are to be filled by a unit (an example of this is using a USA corps HQ to fill the majority of the International Security Assistance Force Joint Command (IJC) Afghanistan joint manning document) and to ensure a joint manning document billet is not sourced by both an individual augment and a unit fill, the positions on a joint manning document identified as unit fill should reference a specific FTN. Also called JMD.

(U) Lift

a. (U) strategic lift. Air, land, and sea transport assets designated for deploying forces and cargo between theaters of operations or between CONUS and theaters of operations.

b. (U) theater lift. Air, land, and sea transport assets normally assigned to a theater CCDR for moving forces and cargo within a theater of operations.

c. (U) organic lift. Organic transportation assets, assigned to and forming an essential part of a unit.

(U) military requirement—An established need justifying the timely allocation of resources to achieve a capability that accomplishes approved military objectives, missions or tasks.

(U) mobility—A quality or capability of military forces that permits them to move from place to place while retaining the ability to fulfill their primary mission. (JP 1-02. SOURCE: JP 3-17)



(U) mobilization—(1) The act of assembling and organizing national resources to support national objectives in time of war or other emergencies. (2) The process by which U.S. Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the RC as well as assembling and organizing personnel, supplies, and materiel. Mobilization of the U.S. military personnel includes, but is not limited to, the following categories:

a. (U) selective mobilization—Expansion of the U.S. Forces resulting from action by Congress and/or the President to mobilize RC units, Individual Ready Reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack.

b. (U) partial mobilization—Expansion of the active U.S. Forces resulting from action by Congress (up to full mobilization) or by the President (not more than 1 million for not more than 24 consecutive months) to mobilize Ready RC units, individual reservists, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security.

c. (U) full mobilization—Expansion of the active U.S. Forces resulting from action by Congress and the President to mobilize all RC units in the existing approved force structure, as well as all retired military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security. Reserve Component personnel can be placed on active duty for the duration of the emergency plus 6 months.

d. (U) total mobilization (MOB)—Expansion of the active U.S. Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security. Also called MOB. (JP 1-02. SOURCE: JP 4-05)

e. (U) mobilization to dwell (M2D)—Where mobilization is the period of involuntary Federal service and dwell is the demobilized time spent at home in a non-Federalized status during a given timeframe (e.g., 6 months of involuntary activation followed by 24 months dwell yields a M2D ratio of 1:4).

(U) operation plan—(1) Any plan for the conduct of military operations prepared in response to actual and potential contingencies. (2) A complete and detailed joint plan containing a full description of the concept of operations, all annexes

applicable to the plan, and a time-phased force and deployment data. Also called OPLAN. See also operation order. (JP 1-02. SOURCE: JP 5.0)

(U) operational readiness—The capability of a unit/formation, ship, weapon system or equipment to perform the missions or functions for which it is organized or designed. May be used in a general sense or to express a level or degree of readiness. See also combat readiness. (JP 1-02. SOURCE: JP 1-0)

(U) planning order—A planning directive that provides essential planning guidance and directs the initiation of execution planning before the directing authority approves a military course of action. Also called PLANORD. (JP 1-02. SOURCE: JP 5-0)

(U) power projection—The ability of a nation to apply all or some of its instruments of national power—diplomatic, economic, informational, or military—to deploy and sustain forces in and from multiple dispersed locations to rapidly and effectively respond to crises, to contribute to deterrence, and to enhance regional stability.

(U) preferred forces—Preferred forces are forces that are identified by the supported CCDR in order to continue employment, sustainment, and transportation planning and assess risk. These forces are planning assumptions only, are not considered “sourced” units, and do not indicate that these forces will be contingency or execution sourced.

(1) (U) To the degree the CCDR is able to make good assumptions with respect to preferred forces for planning, the JFPs will begin with a higher fidelity solution should the plan be designated for contingency or execution sourcing.

(2) (U) CCMD Service/functional components are encouraged to work with JFPs and their components to make the best possible assumptions with respect to preferred forces for planning.

(3) (U) The preferred forces identified for the plan by the CCDR should not be greater than the forces apportioned for planning unless granted permission to do so by the Chairman of the Joint Chiefs of Staff or designated representative.

(U) prepare to deploy order—An order issued by competent authority to move forces or prepare forces for movement (e.g., increase deployability posture of units). Also called PTDO. (JP 1-02. SOURCE: JP 5-0)

(U) presence—For afloat forces, demand and presence are measured separately for each unit within a CCDR's AOR and are computed only within the bounds

of each FY. CCDR presence begins with the AOR in-chop date, ends with the AOR out-chop date, and is expressed as the quotient of the actual number of days in the AOR (chop line to chop line) divided by 365 days. For forward-deployed naval forces (FDFNF), except for days spent in CNO or major depot maintenance availabilities, each day counts toward CCDR presence. Example: A FDFNF CVN in a 91-day shipyard avail during the FY = 274 days presence/365 days = 0.75 CCDR presence. Transitory presence within an AOR will count toward meeting overall presence levels.

(U) readiness—The ability of U.S. military forces to fight and meet the demands of the national military strategy. (JP 1-02. SOURCE: JP 1-0)

(U) reconstitution—(1) The process of rearming, reequipping, and refitting units or forces following operational employment and restoring them, over a designated period of time, to a state of operational readiness sufficient to conduct future operations. (2) The capability to expand military power by establishing and training new units. Actions include mobilization of assets (up to total mobilization) and the expansion of the industrial base with the reestablishment of a global warfighting capability.

(U) redeployment—The transfer of forces and material to support another joint force commander's operational requirements, or to return personnel, equipment, and material to the home and/or demobilization stations for reintegration and/or out-processing. See also deployment. (JP 1-02. SOURCE: JP 3-35)

(U) request for assistance—A request based on mission requirements and expressed in terms of desired outcome, formally asking the Department of Defense to provide assistance to a local, state, tribal, or other U.S. Government department or agency. Also called RFA. (JP 1-02. SOURCE: JP 3-28)

(U) request for forces/capabilities—A request from a CCDR for forces or capabilities to address requirements that cannot be sourced by the requesting HQ. The request is generated because (either) the unit or capability is not resident in existing assigned or allocated forces or the unit or capability is not available due to current force commitments with other ongoing requirements in the CCDR's AOR. RFFs are not used to request forces for exercises or individual requirements. Also called RFF/RFC.

(U) resources—The forces, materiel, and other assets or capabilities apportioned or allocated to the commander of a unified or specified command. (JP 1-02. SOURCE: JP 1)

(U) risk—Probability and severity of loss linked to hazards. See also hazard; risk management. (JP 1-02. SOURCE: JP 5-0)

a. (U) strategic risk—The potential impact upon the United States, including the U.S. population, territory, and interests, of current and contingency events given their estimated consequences and probabilities.

b. (U) military risk—The ability of U.S. Armed Forces to adequately resource, execute, and sustain military operations in support of the strategic objectives of the National Military Strategy. Military Risk is composed of two categories:

(1) (U) risk to mission. The ability to execute assigned missions at acceptable human, material, financial, and strategic costs. This includes risk as both a supported and supporting CCDR.

(2) (U) risk to force. JFP or Military Department/Service risk associated with the ability to recruit, man, train, equip, and sustain the force to meet strategic objectives described in the NMS.

c. (U) operational risks—Those risks associated with the current force executing the strategy successfully within acceptable human, material, financial, and strategic costs.

(U) risk assessment—The identification and assessment of hazards (first two steps of risk management process). Also called RA. (JP 1-02. SOURCE: JP 3.07.2)

(U) risk management—The process of identifying, assessing and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits. Also called RM. See also risk. (JP 1-02. SOURCE: JP 3-0)

(U) rotational forces—Forces allocated to a CCMD to execute tasks as assigned by the commander in that commander's AOR for a specified period of time.

(U) security cooperation—All DoD interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. Forces with peacetime and contingency access to a host nation. Also called SC. (JP 1-02. SOURCE: JP 3-22)

(U) security cooperation activity—Military activity that involves other nations and is intended to shape the operational environment in peacetime. Activities include programs and exercises that the U.S. military conducts with other nations to improve mutual understanding and improve interoperability with

treaty partners or potential coalition partners. They are designed to support a CCDR's theater strategy as articulated in the security cooperation plan.

(U) seize the initiative—Assuring access to the theater of operations, bringing the enemy to offensive culmination, and setting the conditions for decisive operations.

(U) service augment (SA)—Intra-Service augmentation by an individual to fill a billet other than JMD requirements (may be temporary or permanent). (1) An emergent individual manpower requirement not on a service's approved permanent structure. (2) A vacant permanent structure space directed for fill only during periods of heightened mission posture.

(U) Service force provider (SFP)—A subcategory of force provider. An organization designated by the Military Department Secretaries to provide trained and ready forces to CCMDs as directed by SecDef. Possesses authorities, as delegated by SecDef to Military Department Secretaries (which Secretaries may further delegate) to exercise TRO, and provide global sourcing recommendations.

(U) Military Departments/Service retained forces—AC and RC operational forces not assigned to a CCDR. These forces remain under the administrative control of their respective Military Departments/Services and are commanded by a Military Department/Service-designated Commander responsible to the Military Department/Service unless allocated to a CCDR for the execution of operational missions. (See Service General Purpose Force Assignment Tables II-4 through II-8.)

(U) sourcing—Identification of actual forces or capabilities that are made available to fulfill valid CCDR requirements.

(U) start date—CCDRs specify the requested start date the force, including personnel and equipment, must arrive in theater in order to complete JRSOI and be in place to start the mission. Ordered start date (latest arrival date (LAD)/Inchop/PTDO) is the date the FP is tasked to provide the force. For most forces this is the latest arrival date (LAD). For Naval forces this specifies the AOR inchop date. The start and end dates are changed as the force flow assumptions are validated in the JFP Annex Schedules. FPs should reference the JFP GFMAP Annex Schedules to determine the date forces are ordered to deploy.

(U) supported commander—(1) The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. (2) In the context of joint operation planning, this term refers to the commander who prepares operation plans or

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operation orders in response to requirements of the CJCS. (3) In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. See also supporting commander. (JP 1-02. SOURCE: JP 3-0)

(U) supporting commander—(1) A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. (2) In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander. See also support; supported commander. (JP 1-02. SOURCE: JP 3-0)

(U) supporting plan—An operation plan prepared by a supporting commander, a subordinate commander, or an agency to satisfy the requests or requirements of the supported commander's plan.

(U) surge forces—Forces from worldwide locations, including forward-based and CONUS forces, allocated forces, and pre-positioned materiel, available for response to emerging contingencies. Surge directs force availability at a higher than sustainable rate, and exceeding this level represents maximum surge and will result in decreased readiness and increased risk and may require extended reconstitution. Surge force packages are managed based on availability to provide immediate response, rapid response, decisive operations, and augmentation forces as described below.

(b)(1); 1.4(a)

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(U) time-phased force and deployment data—The time-phased force and deployment data, non-unit cargo and personnel data, and movement data for the operation plan or operation order or ongoing rotation of forces. Also called TPFDD. See also time-phased force and deployment list. (JP 1-02. SOURCE: JP 5-0)

(U) TPFDD format—Includes identification of forces (combat, combat support, and combat service support) origin, available dates, latest arrival dates at POD and final destinations. These records also contain movement requirements associated with the unit, such as short tons and number of personnel. Non-unit records include cargo resupply (by class of supply) and personnel replacements. Detailed description of TPFDD format can be found in CJCSM 3150.16 Series, "Joint Operation and Planning Execution System Reporting Structure (JOPEsREP)."

(U) traditional CCDR activities—Recognized activities performed by a CCDR, or as delegated by a CCDR to his subordinate commanders, to further country-to-country and military-to-military relations.

(U) training and readiness oversight (TRO)—The degree of authority that CCDRs may exercise over assigned RC forces when not on active duty or when on active duty for training. As a matter of DoD policy, this authority includes:

- a. (U) Providing guidance to Service Component Commanders on operational requirements and priorities to be addressed in Military Department training and readiness programs.
- b. (U) Commenting on Service Component program recommendations and budget requests.
- c. (U) Coordinating and approving participation by assigned RC forces in joint exercises and other joint training when on active duty for training or performing inactive duty for training.
- d. (U) Obtaining and reviewing readiness and inspection reports on assigned RC forces.
- e. (U) Coordinating and reviewing mobilization plans (including post-mobilization training activities and deployability validation procedures) developed for assigned RC forces. (JP 1-02)

(U) transportation feasibility—A determination that the capability exists to move forces, equipment, and supplies from the point of origin to the final destination within the time required. See also operation plan. (JP 1-02. SOURCE: JP 4-09)

(U) unassigned forces—Forces that are **not** assigned to a CCDR IAW 10 U.S.C. 162 and instead remain under Military Department/Service control in order to carry out functions of the Secretary of a Military Department IAW 10 U.S.C. 3013(b), 5013(b), and 8013(b).

(U) unit readiness—The ability of a unit to provide capabilities required by the CCDRs to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed.

(U) validate (or, validation)—1. Execution procedure used by CCMD components, supporting CCDRs, and providing organizations to confirm to the supported commander and USTRANSCOM that all the information records in a TPFDD not only are error-free for automation purposes but also accurately reflect the current status, attributes, and availability of units and requirements. Unit readiness, movement dates, passengers, and cargo details should be confirmed with the unit before validation occurs. 2. The process of assessing CCMD requirements to determine viability, for sourcing, with respect to:

- a. (U) Risk and prioritization between competing needs.
- b. (U) Nature of the requirement (capabilities and capabilities in terms of forces).

(U) weapons of mass destruction—Chemical, biological, radiological, or nuclear weapons capable of a high order of destruction or causing mass casualties and excluding the means of transporting or propelling the weapon where such means is a separable and divisible part from the weapon. See also special operations. (JP 1-02. SOURCE: JP 3-40)

## **ANNEX B: RESPONSIBILITIES OF THE JOINT STAFF TO GLOBAL FORCE MANAGEMENT GUIDANCE**

1. Responsibilities. GFM responsibilities include the following:
  - a. Director, Joint Staff. Chair GFMBs.
  - b. Director for Manpower and Personnel, Joint Staff (DJ-1). Support J-3, as lead in the GFM allocation process, in all aspects of GFM that relate to JTF HQ, NATO Crisis Establishments, Joint Manpower Documents, and Joint Individual Augmentation.
  - c. Director for Operations, Joint Staff (DJ-3)
    - (1) Plan, prepare, and coordinate GFMBs.
    - (2) Chair GFMBs in the absence of the Director, Joint Staff.
    - (3) Manage GFM force allocation process.
    - (4) Maintain Section III and Annex C of GFMIG, "Allocation of Forces."
    - (5) Post updated GFM implementation guidance and other products on the J-3 GFM Web site.
    - (6) Serve as the principal interface with USSOCOM and USTRANSCOM in their UCP-assigned role as JFPs and with USSTRATCOM in its assigned role as a JFM.
    - (7) As the JDPO, maintain the global capability for rapid and decisive military force power projection and redeployment.
  - d. Director for Strategic Plans and Policy, Joint Staff (DJ-5)
    - (1) Assist USD(P) or PDUSD(P) in the development and application of the force allocation prioritization planning guidance to support GFMB allocation efforts.
    - (2) Assist USD(P), the Military Departments/Services, and the CCDRs in assessing CCDR-requested rotational and global requirements to ensure they are consistent with the current strategic guidance.

(3) When directed, provide strategic context for GFMB deliberations and planning assumptions for all appropriate and current strategic guidance to include the most recent CJCS Risk Assessment.

(4) Provide assessment of risk implications to the GFMBs based on GFMB sourcing recommendations.

(5) Provide oversight and strategic guidance in support of the contingency sourcing process through adaptive planning.

(6) Assist integrating operational war plans with strategic guidance, while providing expertise in regional war plans.

(7) Assist in the assessment of risk for operational war plans.

e. Director for Joint Force Development, Joint Staff (DJ-7)

(1) Monitor and assess actions taken by the GFMB to improve oversight of the joint exercise program and execution of CJCS-sponsored exercise program.

(2) Ensure enabling tools for training and readiness assessment fully integrate and support the GFMB and/or force provider requirements.

f. Director for Force Structure, Resources, and Assessment, Joint Staff (DJ-8)

(1) Provide relevant assignment and apportionment information to GFMBs. Provide recommendations as required.

(2) Provide operational analysis and wargaming support to GFMBs as needed.

(3) Provide oversight of GFM data initiative and global visibility capability efforts directed in the GFMIG.

(4) Maintain the currency and accuracy of the GFMIG document.

(5) Maintain Section I, "Global Force Management," Section II, "Assignment of Forces," and Section IV, "Apportionment of Forces," of GFMIG document.

(6) Consolidate inputs, staff for coordination, and secure OSD approval of the GFMIG document.

- (7) Assess the assignment of forces and make recommendations for assignment changes as required.
- (8) Coordinate annual recommendations for the floor with the CCDRs.
- (9) Annually (or as directed), inform the DoD assessment, Joint Capability Integration and Development System (JCIDS), and PPBES processes through the Force Sufficiency effort by identifying and assessing shortfalls in capabilities needed by the CCMDs to support the NDS.
- (10) Coordinate the semiannual risk assessment of force availability and readiness in accordance with the GEF.

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## **REFERENCES**

- a. "Guidance for Employment of the Force," 3 February 2015
- b. CJCSI 1301.01 Series, "Joint Individual Augmentation Procedures"
- c. DoDI 1235.12, 4 April 2012, "Accessing the Reserve Components"

## **OTHER RELATED DOCUMENTS**

- a. CJCSI 3250.01 Series, "Policy Guidance for ISR and SRO"
- b. CJCSI 3500.01 Series, "Joint Training Policy and Guidance for the Armed Forces of the United States"
- c. CJCSI 3710.01 Series, "DoD Counter Drug Support"
- d. CJCSI 4120.02 Series, "Assignment of Movement and Mobility Priority"
- e. CJCSM 3122.01 Series, "Joint Operation Planning and Execution System," Volume I
- f. CJCSM 3122.02 Series, "Joint Operation Planning and Execution System," Volume III
- g. CJCSM 3150.16 Series, "Joint Operation Planning and Execution System Reporting Structure"
- h. CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of the United States"
- i. DoD 5105.38-M, 3 October 2003, "Security Assistance Management Manual"
- j. DoDD 1404.10, 23 January 2009, "DoD Civilian Expeditionary Workforce"
- k. DoDD 3000.06, 27 June 2015, "Combat Support Agencies"

- l. DoDD 5105.65, 26 October 2012, "Defense Security Cooperation Agency"
- m. DoDI 1235.12, 4 April 2012, "Accessing the Reserve Components"
- n. Global Response Force EXORD, 240211ZAUG2011
- o. USSOCOM Directive 350-3, 18 November 2005, "Joint Combined Exchange Training"
- p. CJCSM 3130.06A, 28 March 2014 (Change 1, 21 November 2014), "Global Force Management Allocation Policies and Procedures"

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**I: PURPOSE**

1. Purpose. Annex C provides business rules to direct the Department of Defense (DoD) Global Force Management (GFM) allocation process. This annex supersedes guidance in the FY 2014–2015 GFMIG Supplemental Annex to Section III, GFM Allocation Business Rules.
2. Updates. These GFM allocation business rules will be updated in conjunction with the GFMIG staffing process.

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## II: GFMAP OVERVIEW

1. Overview. The Joint Staff will seek SecDef approval to deploy rotational and emergent forces in support of CCDR requests via the Global Force Management Allocation Plan (GFMAP) base DEPORD and subsequent modifications (GFMAP will mean the base DEPORD and its modifications, unless otherwise stated). Rotational requirements are submitted annually to form the GFMAP base DEPORD. Rotational requirements are defined as CCDR force requirements that are either continuations of previous requirements (enduring) or episodic in nature. The Director for Operations, Joint Staff (DJ-3), is responsible for developing the GFMAP, briefing it to the SecDef for approval, and publishing the GFMAP once approved.

2. The GFMAP is the DEPORD. The GFMAP is the SecDef DEPORD for all allocated forces. The GFMAP base DEPORD is the initial order for the respective FY. The base DEPORD is published to order forces that will deploy in the FY following the current Execution Year. Example: If the execution year is FY 2012, the GFMAP base DEPORD will be for FY 2013; hereafter, execution year will be annotated as FYE, 1 year after execution year will be annotated as FYE+1, and so on. The GFMAP authorizes the transfer and attachment of forces from supporting CCDRs and Secretaries of the Military Departments and attachment to a supported CCDR. CCDRs with assigned forces and the Secretaries of the Military Departments are the FPs. If a force allocated to a CCDR is to be reallocated as a force sourcing solution to another CCDR, the CCDR from whom the force is reallocated is not an FP (i.e., the originating FP does not change), but must be consulted prior to reallocation.

3. GFMAP Annexes. The Joint Staff J-3 publishes annexes with the GFMAP base DEPORD and with every SecDef-approved modification to the GFMAP. GFMAP annexes contain all the information inherent within a written order and authorize JFPs to order forces in subsequent GFMAP Annex Schedules. Each annex includes force categories as follows:

- a. Annex A: Conventional Forces (includes the Conventional Forces Joint Force Coordinator (JFC) Schedule)
- b. Annex B: Special Operations Forces (SOF)
- c. Annex C: Mobility
- d. Annex D: Joint Individual Augmentation (includes the JFC Schedule)
- e. Annex E: CCMD Coordinating Instructions. This annex accompanies the GFMAP base DEPORD to provide coordinating instructions specific to supported CCMDs. It is modified throughout the year as required.

4. JFP/JFC Annex Responsibilities. When GFMAP Annexes are published, the JFPs publish GFMAP Annex Schedules. JFC and JFP Schedules are DEPORDs to FPs for unit and individual deployments as described in the GFMAP and its modifications. Within their change authorities (Section VIII, paragraph 3), JFC and JFPs also use schedules to effect changes to existing deployments and forces. JFC and JFPs will publish schedule modifications in their entirety and supersede previous versions. JFC and JFPs are assigned responsibility for the GFMAP Annex Schedules as follows:

- a. Annex A. Conventional Forces (JFC: included in GFMAP Annex published by the Joint Staff J-3).
- b. Annex B. Special Operations Forces (USSOCOM).
- c. Annex C. Mobility Forces (USTRANSCOM).
- d. Annex D. Joint Individual Augmentation (JFC: included in GFMAP Annex published by Joint Staff J-3).

5. GFMAP Implementation. All CCDRs, Secretaries of the Military Departments, and DoD Agencies will publish DEPORDs implementing the orders in the GFMAP Annex Schedules. All orders will reference the Force Tracking Numbers (FTN) and FTN line numbers, or Fourth Estate Management System (FMTS) position numbers.

6. Other Agencies in GFMAP. In cases that U.S. Government departments and agencies outside DoD commit capabilities to meet CCDRs force requirements requested via the allocation process, the GFMAP Annex is used to communicate the sourcing solution to the supported CCDR. SecDef does not have authority over other U.S. Government departments and agencies, and the GFMAP Annexes and Schedules do not have the power of an order for these instances.

**(U) III: ALLOCATION ORGANIZATION**

1. (U) The Joint Staff J-35. In support of the DJ-3, J-35 facilitates communication among the Secretary of Defense, Chairman, Services, and CCDRs by gathering information required to enable decisions to be made by senior DoD leadership and translating directives and decisions into orders. The J-3 Deputy Director for Regional Operations and Force Management, Joint Staff, is responsible for:

- a. (U) Validating CCDR operational force requirements for allocation.
- b. (U) Leading and coordinating the Global Force Management (GFM) allocation process.
- c. (U) Staffing the GFMAP and Annexes with the Joint Staff, OSD, and National Security Staff, as necessary.
- d. (U) Briefing sourcing recommendations for approval via the Secretary of Defense Orders Book (SDOB) and publishing the GFMAP on the Joint Staff J-35 JOD GFM SIPRNET Web site.
- e. (U) The Joint Staff J-35 is also tasked as the JFC with the following duties:
  - (1) (U) Coordinates staffing of all force requirements among the JFPs.
  - (2) (U) Consolidates all execution and contingency sourcing recommendations from the JFPs.
  - (3) (U) Staffs draft GFMAP Annexes A-D with all CCDRs, Secretaries of the Military Departments, and affected DoD Agencies.
  - (4) (U) Performs the duties of JFP for all conventional force requirements (including Civil Affairs (CA)) and Military Information Support Operations (MISO) forces in support of conventional missions. Coordinates with the FPs and CCMDs to identify and recommend, from all conventional forces across the globe, the most appropriate and responsive force or capability to meet validated force and JIA requirements. The JFC also drafts GFMAP Annexes A and D.
  - (5) (U) Provides policy, processes, and enabling technologies for the GFM allocation process.

2. (U) CDR, USSOCOM. CDR, USSOCOM, is the SOF JFP, including CA and MISO forces in support of SOF missions.

3. (U) CDR, USTRANSCOM. CDR, USTRANSCOM, is the Mobility JFP and joint enabling capability FP.

4. (U) CDR, USSTRATCOM. CDR, USSTRATCOM, serves as the Joint Functional Manager (JFM) for ISR requirements through the Joint Functional Component Command for ISR (JFCC ISR), and as the Joint Functional Manager (JFM) for Missile Defense (MD) through the JFCC for Integrated Missile Defense (JFCC IMD). JFCC ISR and JFCC IMD coordinate with the Military Departments/Services, CCDRs, and intelligence agencies to identify and recommend global ISR and IMD joint sourcing solutions. These solutions include processing, exploitation, and dissemination (PED) capabilities. Requests for multi-mission ballistic missile defense (BMD) assets will be routed and coordinated through the appropriate Military Department/Service. All JFM recommended sourcing nominations are forwarded to the JFC or appropriate JFP. The JFC is responsible for submitting final IMD sourcing recommendations for inclusion in the SDOB.

5. (U) Force Providers. In accordance with Section III, FPs include Secretaries of the Military Departments, the U.S. Coast Guard, CCDRs with assigned forces, DoD Agencies, and OSD organizations that provide force sourcing solutions to CCDR force requirements.

6. (U) JFC/JFPs. JFC/JFPs will develop sourcing recommendations in coordination with the FPs. JFP Service Components (Mobility and SOF requests) and Secretaries of the Military Departments (Conventional Forces requests) will provide a global look at forces available to source CCDR requirements and shall provide sourcing recommendations informed by analyses of the global force pool.

7. (U) Sourcing GFMB. JFC, JFPs, and JFM will brief the entire FYE+1 Rotational Sourcing Plan recommendations at the Sourcing Global Force Management Board (GFMB) (the third GFMB during the annual cycle). USSTRATCOM (in its capacity as the JFM assisting the JFC and SOF JFP) will brief the ISR and BMD sourcing recommendations and will address JFC, SOF JFP, and FP concurrence or nonconcurrence as part of this brief.

(b)(1); 1.4(a)

9. (U) Fourth Estate Manpower Tracking System (FMTS). FMTS, formerly known as the electronic Joint Manpower and Personnel System, is the system of record for all joint manpower, including JTF HQ and special mission joint organizations. FMTS shall be utilized for registering, staffing, and recording CCDR rotational and emergent joint individual requirements and will be used by the Joint Staff, CCDRs, JFPs, JFC, JFM, and FPs for the administration, planning, and management of the JIA allocation process. FMTS electronically feeds JCRM JIA requirements.

10. (U) Joint Operation Planning and Execution System (JOPES). JOPES will be used by the supporting and supported CCDRs, Military Departments/Services, and DoD Agencies as the system of record for execution to implement the deployment guidance in the JFC and JFP GFMAP Annex Schedules. Additionally, when requirements are validated by the Joint Staff, supported CCDRs shall enter requirements into the JOPES Information Technology (IT) system. The proposed sourcing solution will be entered into JOPES IT once SDOB staffing is initiated.

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**(U) IV: GFMAP**

1. (U) Rotational Force Requirements.

a. (U) The Joint Staff J-3 will publish a PLANORD annually to guide and coordinate FYE+2 allocation planning efforts.

b. (U) CCDRs will submit operational force requirements for FYE+2. The Joint Staff will work with CCDRs, JFC, JFPs, JFM, Secretaries of the Military Departments, and DoD Departments and Agencies to develop sourcing solutions to allocate available and ready forces that best meet CCDRs' requirements. Upon SecDef approval, the Joint Staff J-3 will publish the GFMAP message and annexes, which serve as the base DEPORD for allocation.

(1) (U) The annual submission includes operational force requirements and JIA.

(2) (U) To capture demand, CCDRs will register force and capability requirements, including all allocated and assigned forces demand, and assigned forces employment in appropriate data managers (JCRM or FMTS).

(3) (U) All force requirements in the annual submission will be assigned the same Request for Forces Identification (RFFID) number in the JCRM. This will be the first RFFID submitted for FYE+2 from each CCDR.

(4) (U) Requirements that do not carry over from the previous FY will be included in a CCDR redeployment order published in conjunction with the annual submission.

(5) (U) CCDRs will consider the entire range of sourcing options for hard to source requirements and will draft the requirement to allow the most flexibility possible to identify sourcing solutions that meet the capability description. CCDRs may indicate that DoD civilians are acceptable to fill requirements. FPs may nominate solutions that include civilians within their authority.

(6) (U) CCDRs will assign serialized FTNs to each force capability requirement requested through the allocation process in either the annual submission requirements or as an emergent requirement. Force requirements and serialized FTNs will be entered into the JCRM. CCDR changes to submitted FTNs will be entered in the JCRM using the FTN change request process.

(7) (U) To allow FPs more flexibility in determining the best sourcing solutions:

(a) (U) Supported commanders should not specify AC or RC or by-name unit requests when requesting joint forces.

(b) (U) Supported commanders should request joint sourcing instead of Military Department/Service-only sourcing whenever possible.

(8) (U) When more than one requirement of the same capability type is requested, the supported CCDR will assign a unique FTN to each requirement.

(9) (U) CCDRs will submit new requirements with sufficient detail to justify the requirements.

(a) (U) All new requirements will be submitted with a CONOPS attached in the JCRM entry (Section IV, paragraph 1.d.(1).(b)).

(b) (U) In the JCRM, new force requirements will be entered as emergent for the initial FY. Follow-on FTNs for the same requirement will be entered as rotational for subsequent FYs.

(10) (U) CCDRs will not request manning for CCDR HQ, Sub-Unified Command HQ, or assigned Service Component HQ via RFF or JIA. CCDR HQ and Sub-Unified Command HQ are permanent joint HQ with JTDs; requests to change manning for these HQ will be done IAW the joint manpower validation process. Service Component HQ are manned by Military Departments IAW title 10, U.S.C.

(11) (U) CCDRs will attempt to source requirements with their assigned and allocated forces before submitting requests for additional allocations in the rotational submission or in emergent requests (including JIA requests).

(12) (U) The amount of a force is the number of units, individuals, or capabilities deploying to meet the requirement as stated in the FTN. Usually the amount number is 1 (one). Exceptions include requests for partial units and ISR sourcing (Section IV, paragraph 4.).

c. (U) Requests for equipment-only, Military Department/Service augmentation, interagency, OGAs, Coalition forces, contractors, and non-governmental organizations (NGOs) are not captured as part of the global demand on the U.S. military and will not be requested via the allocation process.

(1) (U) CCDR equipment-only requests will be submitted either through the Joint Urgent Operational Needs Statement (JUONS) process (CJCSI 3170 Series, "Rapid Validation and Resourcing of Joint Urgent Operational Needs") or by the CCDR Service Component through Military Department/Service channels. RFFs requesting equipment only will not be accepted or sourced through the GFM RFF sourcing channels. This rule does not apply to U.S. Navy Standard Missile, Block 3 (SM-3), or Tomahawk Land Attack Missile (TLAM) Allocation; these missiles are incorporated into the GFM allocation process.

(2) (U) Military Department/Service augmentation or DoD Agency requests that are of short duration to provide temporary support or training for U.S. Forces already in theater should not be requested via an RFF. Short duration is temporary duty (TDY) orders not intended for enduring support to CCDR operations. Requests for Military Department/Service or DoD Agency augmentation should be submitted via the supported CCDR's Service Component or Agency HQ to the Military Department/Service HQ. For those supported CCDRs who are not assigned an appropriate Service Component HQ, requests will be submitted through the Service Component HQ of the CCDR assigned the mission of "supporting commander" in the "Forces For" Assignment tables. Requests for SOF augmentation will be submitted via the supported CCDR's Theater Special Operations Command (TSOC) to USSOCOM.

(3) (U) Other U.S. Government departments and agencies, Coalition forces, contractors, and NGOs are not under the authority of the Department of Defense. The GFM allocation process cannot order these capabilities to deploy. Therefore, these capabilities are not sourced by the GFM allocation process.

(a) (U) In addition to Allocation, JMDs can be sourced with personnel from other U.S. Government departments and agencies, Coalition forces, and contractors. The CCMD will coordinate commitments from these organizations. Requirements for these capabilities will be documented on the JMD in FMTS.

(4) (U) Units composed of combinations of uniformed military personnel with DoD civilians and/or non-DoD personnel will be included in the GFMAP in order to account for and deploy personnel and capabilities under DoD cognizance. Examples include a contracted capability that fulfills a validated CCDR FTN and requires DoD personnel to deploy to oversee and/or execute activities conducted by contractor personnel.

d. (U) The annual submission consists of the following:

(1) (U) A presentation that includes:

(a) (U) Geographic force lay-down of:

1. (U) All operational requirements, by Joint Requirement Code (JRC), submitted via JCRM.

2. (U) All JTF-JMD JIA requirements submitted via FMTS.

3. (U) All security cooperation activities. Document the system used to request the force (e.g., JMAPS, FMTS, JCRM, JTIMS, AST, Army Training Information Management System (ARTIMS)).

(b) (U) CONOPS for requirements. CONOPS for new requirements must include the following at a minimum:

1. (U) Description of the Operational Environment.

a. (U) Enemy/adversary situation.

b. (U) Friendly/allied situation.

c. (U) Geopolitical and other factors.

2. (U) Assumptions and operational risk.

3. (U) Operational constraints.

4. (U) Forces/capabilities requirements description.

5. (U) Deployment timelines and sequencing priorities.

6. (U) Mission.

7. (U) Intent.

8. (U) Scheme of maneuver.

9. (U) Operational timeline.

10. (U) Command relationships.

11. (U) Risk of not sourcing.

(c) (U) A record message (RMG) including the following at a minimum:

1. (U) An executive summary of all CCDR requirements in support of (ISO) operations, activities, security cooperation, exercises, and plans that were entered into JCRM, JTIMS, and FMTS.

2. (U) Significant FYE+2 changes from FYE+1 force requirements.

3. (U) Summary of any new FYE+2 force requirements, and SecDef authority justifying the requirements (e.g., EXORD).

4. (U) Planning assumptions used to develop FYE+2 requirements.

5. (U) Theater political, religious, Coalition events and/or dates that could trigger significant changes to projected force requirements.

6. (U) Key decision points that may affect force requirements in the AOR.

7. (U) A description of the process used to revalidate enduring FYE+1 requirements.

8. (U) Outline of bases and facilities required to support the force.

9. (U) Identify Coalition nations that plan to change force structure during FYE+2 and FYE+3.

10. (U) Identify aerial port of debarkation and seaport of debarkation throughput constraints.

11. (U) Joint Reception, Staging, Onward Movement, Integration (JRSOI) and redeployment/retrograde timelines and issues specific to each CCMD combined joint operations area (JOA).

12. (U) An assessment of assigned assets and forces required to achieve CCDR priority Theater Security Cooperation (TSC) events.

13. (U) Identification of all force increases and reductions by FTN or FMTS position number from the previous rotation.

14. (U) Force and JIA requirements and planning projections for FYE+3 and FYE+4.

15. (U) Risk to current operations and future contingencies using the CJCS Military Risk Matrix. Risk determination is discussed in more detail within Section III and provide risks if force and/or JIA requirements cannot be met, including risk to whom, for how long, and potential internal mitigation. The annual CJCS Risk Assessment (CRA) provides additional details.

## 2. (U) Global Mobility Requirements

a. (U) CCDRs will submit the following Intra-Theater and Inter-Theater Mobility Force requirements via JCRM in their annual submission:

(1) (U) Fixed wing-common user Intra-Theater/Inter-Theater Airlift.

(2) (U) Port opening. Joint task force port opening (JTF-PO) capability is utilized to open sea and air ports to establish an operating environment for force, equipment, and sustainment throughput. For aerial port opening capability, at the time of need, GCCs will request a tailored Contingency Response Force (CRF) from USTRANSCOM. USTRANSCOM will coordinate with its Deployment Distribution Operations Center (DDOC) for sourcing.

(3) (U) Aeromedical evacuation.

(4) (U) Container management.

(5) (U) Distinguished visitor (DV) airlift and communications.

(6) (U) Sea and air port management and operations.

(7) (U) The Air Refueling Management System will be used to request tanker support for specific operations expected to last 30 days or less. A formal RFF will only be made if the requirement will last in excess of 30 days and the gaining CCDR has the C2 structure to exercise complete mission planning and execution of the gained air refueling assets.

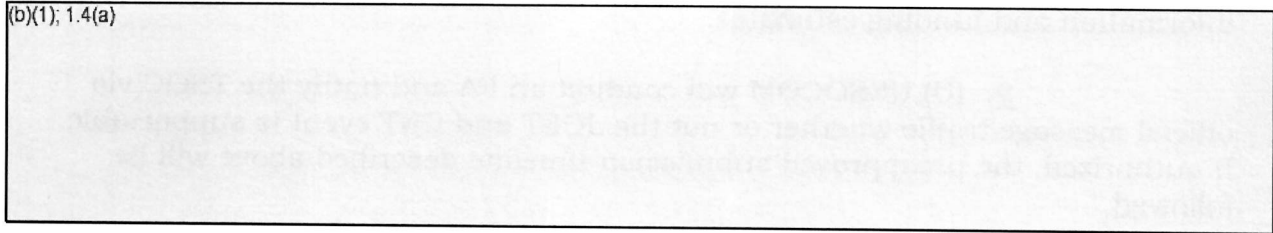
(8) (U) Mobility requests will not include elements of the capability considered non-mobility (e.g., ISR, or medical airlift capabilities). These non-mobility requirements will be identified and described under separate FTNs and assigned to the JFC or appropriate JFP. Aerial port FTNs will not contain non-aerial port capability requests. For example, vehicle and vehicle maintenance, logistics support/readiness, and transient alert capability are conventional requirements and should not be requested in aerial port (mobility) FTNs.



3. (U) Instructions for Developing SOF Requirements

a. (U) CCDRs will include SOF requirements as part of their annual force submissions to the Joint Staff.

(b)(1); 1.4(a)



c. (U) Joint Combined Exchange Training (JCET) and Counternarco-terrorism Training (CNT) Events. CDR, USSOCOM, and GCCs are authorized to deploy assigned forces and to execute JCET and CNT in accordance with the requirements below.

(1) (U) For JCET and CNT events previously approved by SecDef in Annex B, a notification message must be submitted to the Joint Staff J-37 DDSO/CT a minimum of 35 days prior to the main body deployment date. For a JCET, USSOCOM submits the notification message. For a CNT, the appropriate GCC submits the notification message. Execution authority is contingent on OUSD(P) or ASD(SO/LIC) approval; the Joint Staff J-37 DDSO/CT will relay the OUSD(P) or ASD(SO/LIC) action approval memorandum by e-mail. Late submissions require prior coordination and an O-6 level endorsement with justifications.

(a) (U) When sourcing solutions are found for previously approved/not sourced JCET or CNT events, TSOCs will request authorization from USSOCOM to conduct the event in accordance with the requirements below:

1. (U) Sourcing does not require additional forces from USSOCOM (i.e., theater-assigned forces or allocated forces being re-missioned). If the sourcing is from another mission and the dates have changed from the original timeline, TSOC will submit, via official message traffic, a feasibility assessment (FA) to the appropriate global support group (GSG) at USSOCOM J-33. The message will include all appropriate information to request supportability of new dates. This message is not required for theater-assigned forces.

2. (U) If funding is being requested from USSOCOM to support the event, the request will be sent to USSOCOM J-33-JO (JCET) or USSOCOM J-36-CNT appropriately. If funding is authorized, the preapproved submission timeline described above will be followed.

(b) (U) When TSOCs are requesting to source and execute previously approved JCET and CNT events:

1. (U) The TSOC will submit an FA to the appropriate USSOCOM J-33 GSG via official message traffic with all appropriate information and funding estimates.

2. (U) USSOCOM will conduct an FA and notify the TSOC via official message traffic whether or not the JCET and CNT event is supportable. If authorized, the preapproved submission timeline described above will be followed.

(2) (U) For emergent JCET and CNT events that have not been previously approved by SecDef in Annex B, a message requesting approval must be submitted to J-37 DDSO/CT a minimum of 45 days prior to the main body deployment date. USSOCOM will submit the notification message for a JCET. The appropriate GCC will submit the notification message for a CNT. Late submissions require prior coordination and an O6-level endorsement with justification. Execution authority is contingent on SecDef approval, which DJ-3 will indicate by updating Annex B in a GFMAP modification.

(a) (U) The process for requesting emergent JCET and CNT events with or without a sourcing solution from USSOCOM will be in accordance with the requirements below:

1. (U) TSOC identified emergent JCET and CNT requirements for which sourcing is identified: If the sourcing solution is coming from another mission and the dates have changed from the original agreed timeline, the TSOC will submit an FA to the appropriate USSOCOM J-33 GSG via official message traffic with all appropriate information. This message is not required for theater-assigned forces.

2. (U) TSOC identified emergent JCET and CNT requirements for which no sourcing is identified: The TSOC will submit an FA to the appropriate USSOCOM J-33 GSG via official message traffic with all appropriate information. USSOCOM will conduct an FA and notify the TSOC via official message traffic whether or not the emergent TCP event is supportable. If approved, the emergent TCP event submission timeline will be used.

3. (U) GCC/TSOC will create a record in the JCRM and obtain an FTN. Once USSOCOM has agreed to support the emergent JCET and CNT event, the GCC submits the JCRM FTN request for validation to the Joint Staff. The FTN submission will satisfy staffing requirements; GCC will not submit an

RFF message to the Joint Staff. The Joint Staff will validate the FTN and assign it to USSOCOM as the JFP.

4. (U) The Joint Staff J-3 will include the emergent JCET and CNT event in the appropriate SDOB for approval (IAW the SDOB process). ASD(SO/LIC) coordination (via action memorandum) is required prior to presenting the emerging event in the SDOB to SecDef for decision.

5. (U) The approved emergent JCET and CNT event will be published in Annex B of the next GFMAP modification.

(3) (U) CDR, USSOCOM messages, JCET messages, and GCC CNT messages must include an FTN and must be accompanied by a valid Department of State (DoS) International Vetting and Security Tracking (INVEST) spreadsheet in accordance with current human rights verification (HRV) guidance. An INVEST spreadsheet is required for all DoD designated assistance or training (ICW SecDef memorandum dated 18 August 2014, Subject: Implementation of Section 8057, DoD Appropriations Act 2014 (division C of Public Law 113-76) ("the DoD Leahy Law"). For training with forces from countries that DoS has designated for fast track, an INVEST spreadsheet is required. The current annual fast track cable is Secretary of State cable date-time group (DTG) 241325ZAUG09. Depending on whether the training is individual or unit based, HRV may be required to be done by name and unit for individual training, or by unit and commander for unit training. The by-name INVEST spreadsheet must include a list of all foreign personnel to be trained, and training is only authorized with the personnel vetted. When vetting an individual for eligibility to receive U.S. training, the individual's unit will also be vetted. By-unit INVEST HRV must identify each foreign unit to be trained and name its commander, and training is authorized with all members of each unit identified. INVEST HRV is good for 1 year from the date of certification.

(4) (U) GCCs are authorized to make the following administrative changes for CNTs that have been previously approved in Annex B. Upon request from GCCs, CDR, USSOCOM, is authorized to make the same administrative changes for JCETs that have been previously approved in Annex B. Administrative changes must be entered into the JCRM and submitted as part of the SDOB process. Only the changes listed below are considered administrative; all others require a new FTN and message submission as an emergent event:

(a) (U) Change of any U.S. SOF unit or personnel participating in the JCET/CNT deployment (CONUS and/or OCONUS-based forces), and changes to the number of U.S. personnel or U.S. air or water platforms participating in the mission, subject to FP concurrence.

(b) (U) Change of any host nation unit, or personnel participating in the JCET/CNT deployment is administrative. However, once a JCET/CNT is approved, any host nation unit or personnel changes must be accompanied by valid HRV and gain approval from OUSD(P) or ASD(SO/LIC) (with DoD OGC coordination) prior to the GCC executing the training (such changes do not require a new FTN or message submission as an emergent event).

(c) (U) Change of execution dates within FYE and FYE+1, subject to FP concurrence that the forces remain available.

(d) (U) Change of JCET/CNT description as long as the training remains the same type.

(e) (U) Change of estimated cost as long as it remains within the same funding source, subject to the availability of funding to obligate against the training if the cost increases. A change of funding source (e.g., JCET changed to a CNT) requires a new FTN and message submission as an emergent event (through the SDOB process).

(f) (U) GCCs are authorized to cancel CNTs. GCCs must gain CDR, USSOCOM, concurrence to cancel a JCET FTN. However, GCCs retain the authority not to execute JCETs. USSOCOM will cancel all JCETs not executed during FYE. Cancellations must be entered into the JCRM and submitted as administrative changes in accordance with the SDOB process.

(5) (U) CDR, USSOCOM, will submit DEPORDs for all approved JCETs and CNTs where the supporting units are CONUS-based forces. USSOCOM will submit TASKORDs for all approved JCETs and GCCs will submit TASKORDs for all approved CNTs where the supporting units are in-theater assigned forces.

d. (U) SecDef has delegated authority to GCCs to re-mission SOF temporarily deployed for JCET and CNT events in the respective AOR subject to the following conditions:

(1) (U) Re-mission is concurred with by USSOCOM via official message traffic (AMHS or LOGBOOK). USSOCOM will update GFMAP Annex B.

(2) (U) Authority exists for the SOF to perform the new mission.

(3) (U) Funding is in place for the SOF to perform the new mission.

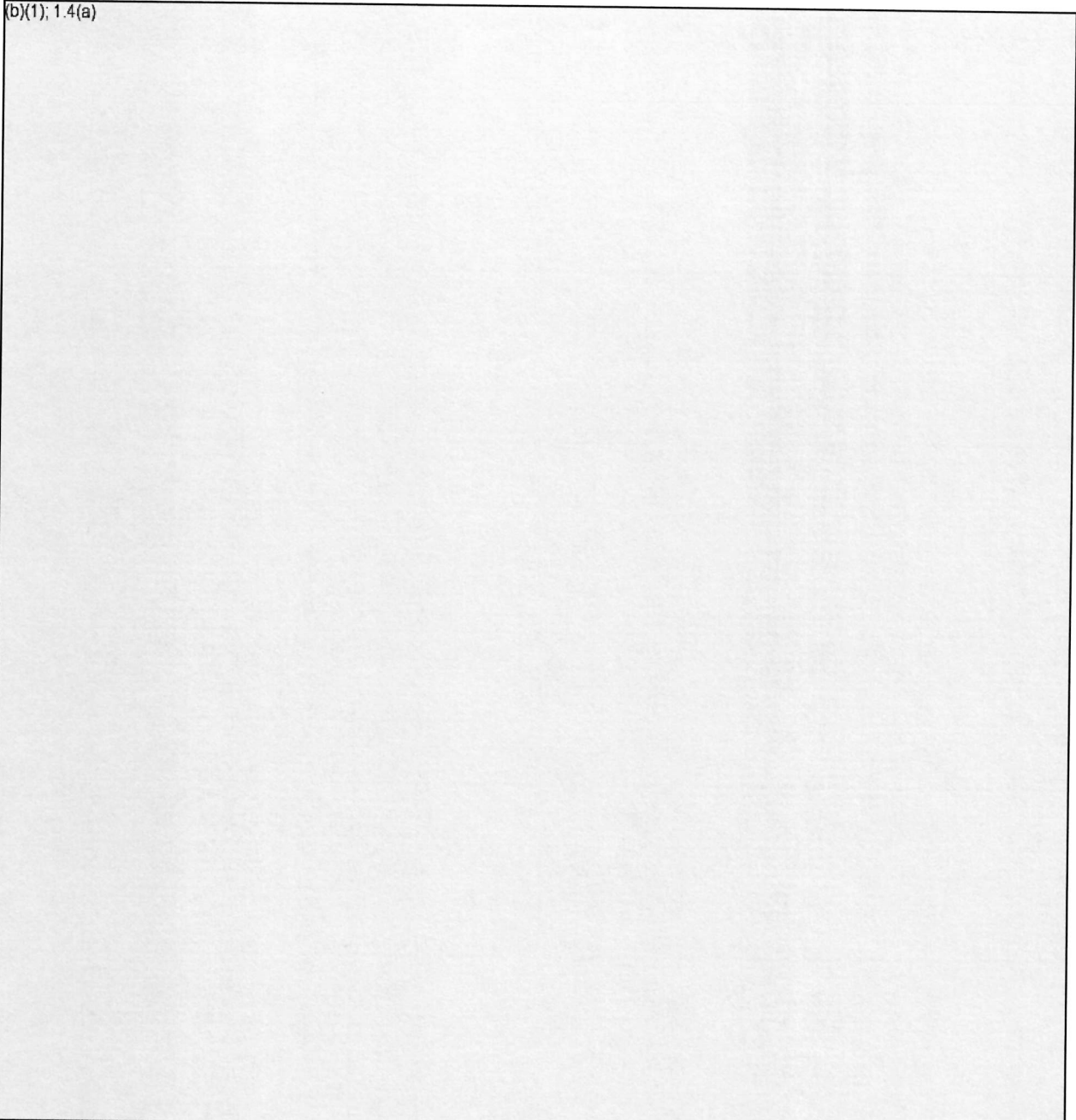
(4) (U) GCCs provide notification to CJCS through the Joint Staff J-37 DDSO/CT, including the new mission and duration of the re-missioning.

(5) (U) Re-missioned SOF will remain OPCON to the GCC during execution of the new mission unless otherwise directed.

(6) (U) Upon termination of the new mission or at the end of the approved time period, SOF will resume the training activities under the previously approved training authorities, funding, and command relationships.

4. (U) Instructions for Developing ISR Requirements

(b)(1); 1.4(a)



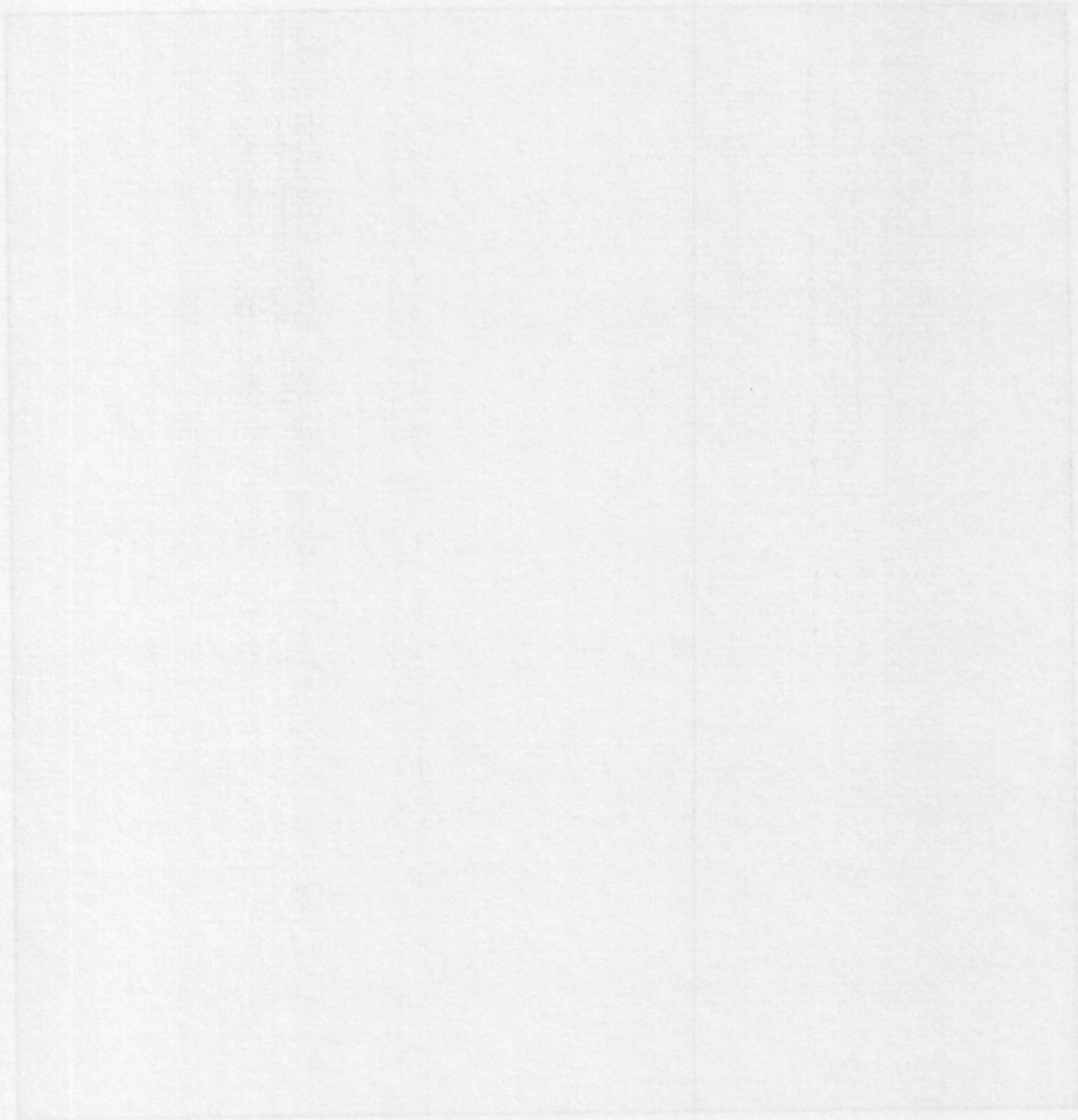


SECRET

(c) For the duration of the mission, the OPCON to the OOC during  
operation of the new mission will be as follows:

(d) Upon termination of the new mission or at the end of the  
operational time period, the OPCON will return to the status under the  
previously approved training activities, funding, and command relationships.

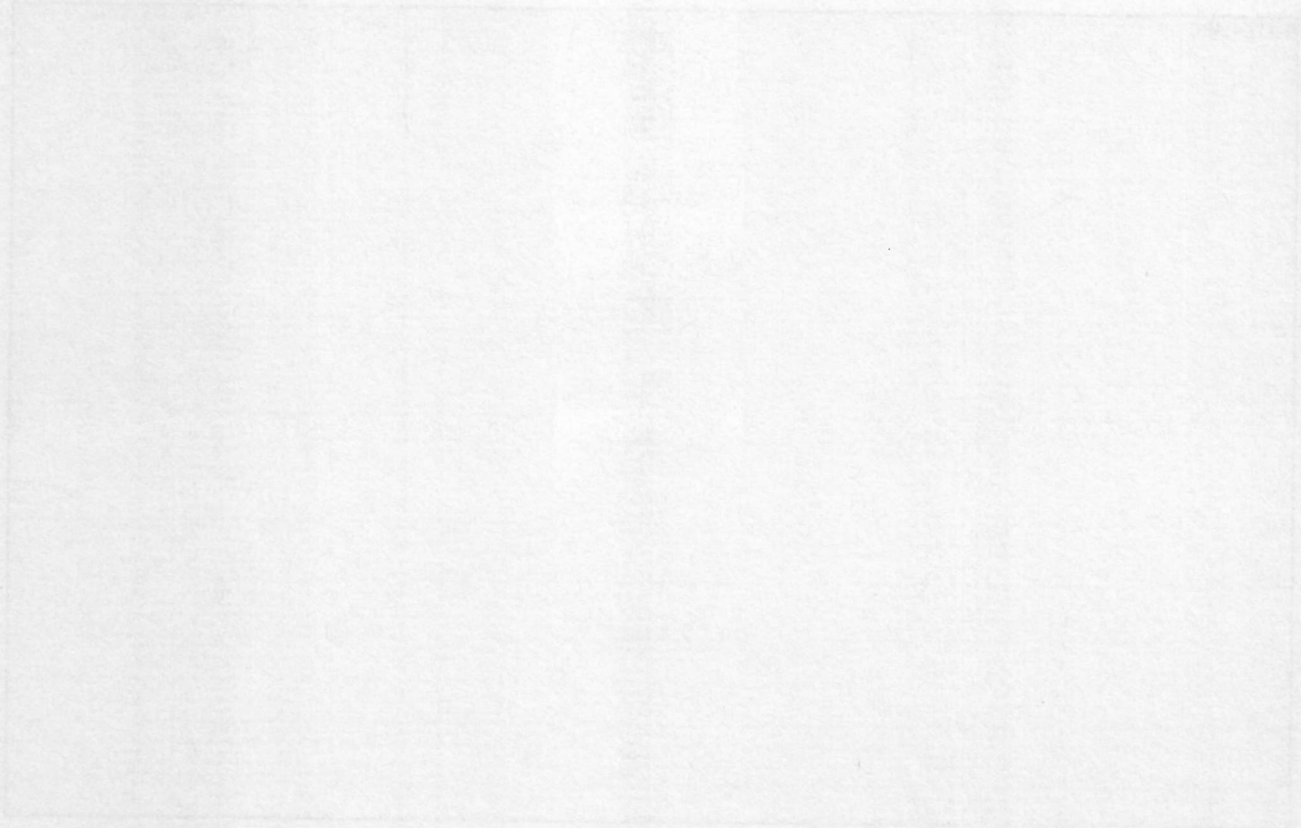
4. (f) Instructions for Force and ISB Operations



C-19

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4. The following table provides a summary of the data for the period from 1990 to 1999. The data is presented in the following format:

(a) The following table provides a summary of the data for the period from 1990 to 1999. The data is presented in the following format:

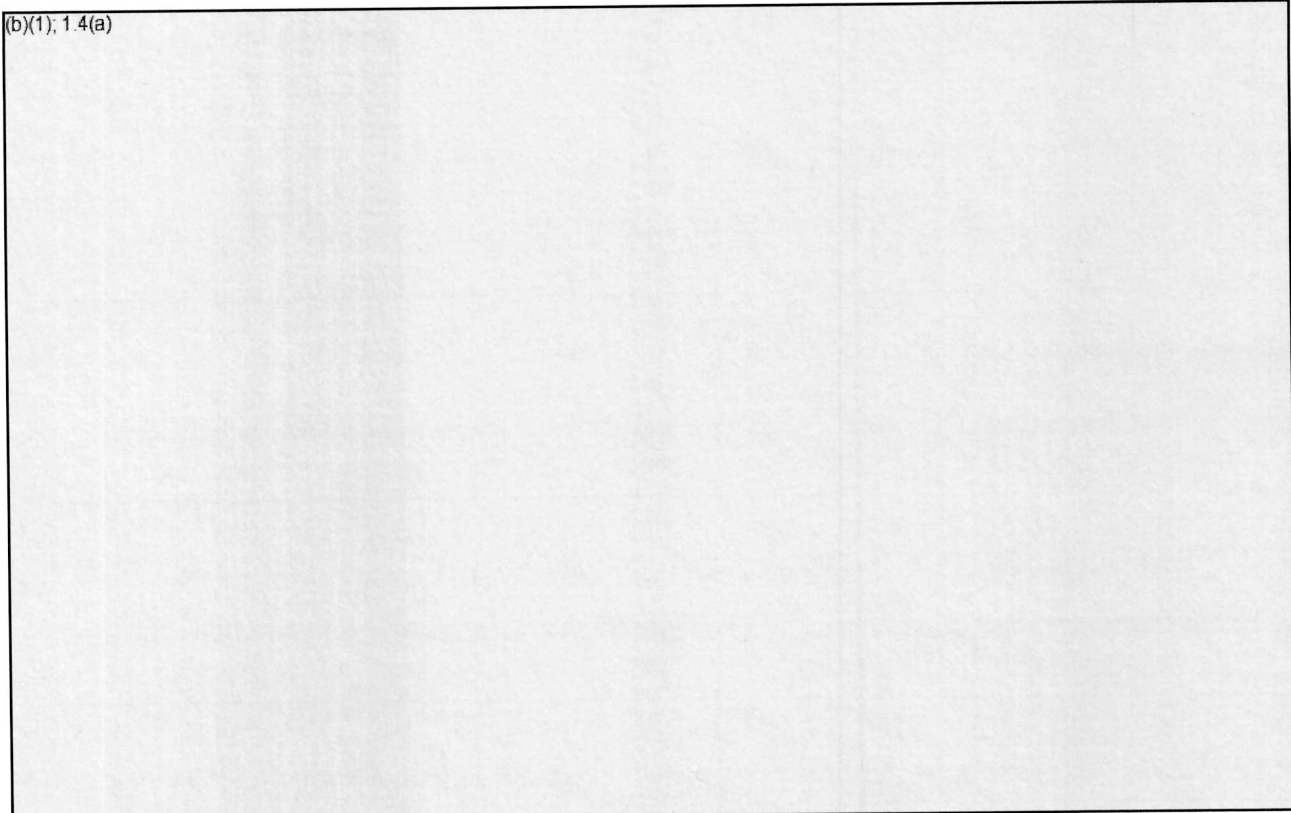
(b) The following table provides a summary of the data for the period from 1990 to 1999. The data is presented in the following format:

(c) The following table provides a summary of the data for the period from 1990 to 1999. The data is presented in the following format:

(d) The following table provides a summary of the data for the period from 1990 to 1999. The data is presented in the following format:

(e) The following table provides a summary of the data for the period from 1990 to 1999. The data is presented in the following format:

(b)(1); 1.4(a)



e. (U) JFCC-ISR will provide a template ISR CONOPS. The ISR CONOPS (as described in JP 2-01) must include the following at a minimum:

(1) (U) Description of validated priority intelligence requirements (PIRs). Qualify each intelligence discipline capability requirement in terms of support to the phase of OPLAN or CONPLAN.

(2) (U) Description of ISR force organization, employment priorities, and C2 relationships.

(3) (U) Provide a diagnostic comparison of the effectiveness of the intelligence disciplines against each of the CCDR's PIRs.

(4) (U) Summation of all ISR requirements per intelligence discipline and categorized by FADM and/or operating area.

(5) (U) PED Plan.

(6) (U) Describe employed or planned employment of ISR assets to support joint and Component-level operations.

(a) (U) Describe how all ISR collection assets, including theater, commercial, national technical means, and Coalition assets, will be integrated to answer the Joint Force intelligence requirements.

(b) (U) Describe the tasking methodology (process used to identify collection requirements and their priority) and detail the following:

1. (U) Assumptions and operational constraints including, but not limited to, basing options, overflight restrictions, PED limitations, C4I architecture limitations, and aircraft beddown availability.

2. (U) Identification of required overflight and host nation basing permissions and assurance that they are established.

3. (U) Access limitations for basing due to political considerations or duration.

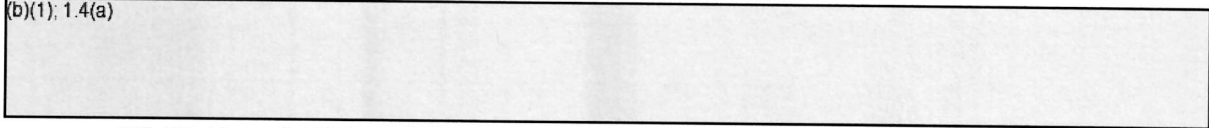
(c) (U) Describe how the value of collection operations will be assessed.

(d) (U) Identify and ensure required SIGINT authorities and sharing arrangements are established.

(7) (U) Identify and discuss any ISR gaps and shortfalls relative to validated PIRs. Provide a statement describing the risk of not sourcing or partial sourcing. Use military operational risk definitions (e.g., Significant, High) and provide an assessment to characterize impact of shortfalls (what cannot be accomplished).

(8) (U) Provide trend analysis for requirements comparing (increasing, decreasing, steady) the previous FY with proposed requirements for the current FY.

(b)(1); 1.4(a)



g. (U) National ISR and associated PED capabilities requirements will be sponsored and submitted by USSTRATCOM.

h. (U) JFM, in coordination with the JFC, will include estimated personnel for ISR requirements. Personnel estimates will be identified in the "Nominated PAX" and "Requested PAX" fields of the JCRM order lines.

5. (U) Instructions for Developing Cyberspace Requirements

a. (U) Terms of reference.

(1) (U) There are three cyberspace operations missions as defined in JP 3-12 (R): DoD Information Networks (DoDIN) Operations, Defensive Cyberspace Operations (DCO), and Offensive Cyberspace Operations (OCO).

(2) (U) The DoD Cyberspace Mission Force (CMF) is composed of three types of forces: Cyber National Mission Force (CNMF), Cyber Combat Mission Force (CCMF), and Cyber Protection Force (CPF).

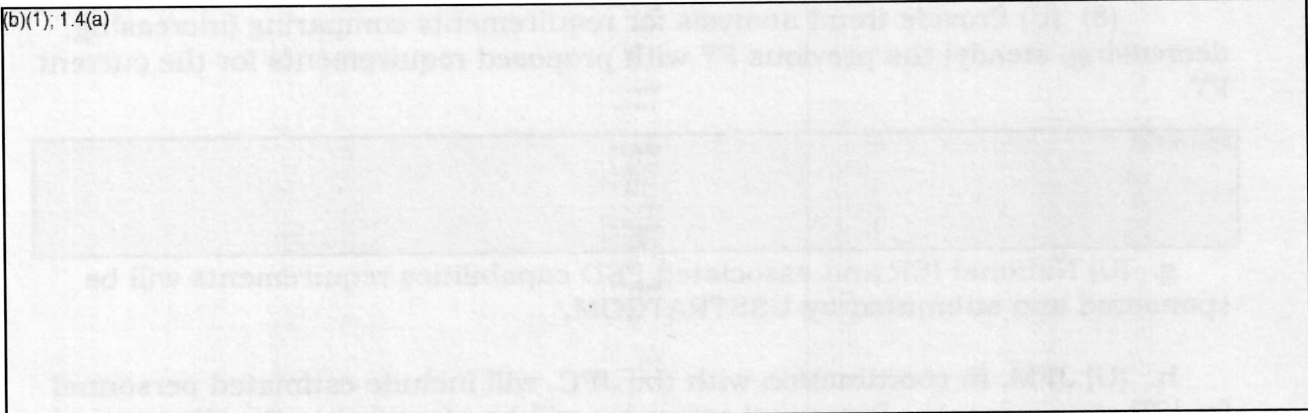
(a) (U) The CNMF comprises National Mission Teams (NMTs) and National Support Teams (NSTs) that conduct DCO-Response Actions (DCO-RAs), cyberspace ISR, operational preparation of the environment (OPE), and OCO ISO the national mission.

(b) (U) The CCMF comprises Combat Mission Teams (CMTs) and Combat Support Teams (CSTs) that conduct cyberspace ISR, OPE, and OCO ISO the CCMD missions.

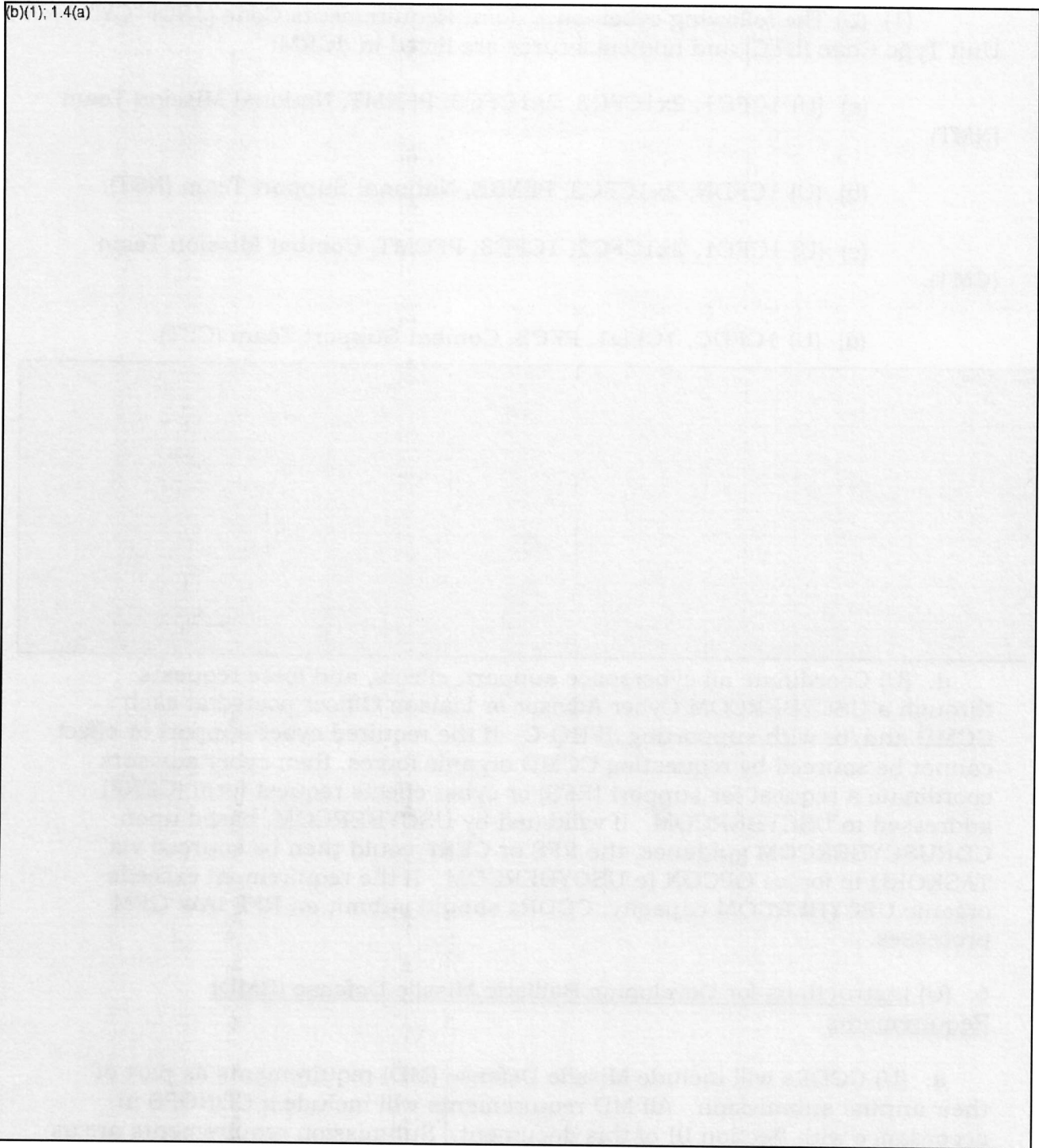
(c) (U) The CPF is composed of Cyber Protection Teams (CPTs) that conduct four different missions: DoDIN CPTs, national CPTs, Service (Component) CPTs, and CCMD CPTs, which conduct DCO-IDM ISO Defense Information Systems Agency (DISA) DoDIN enterprise operations, the national mission, service DoDIN operations, and CCMD network operations, respectively.

b. (U) The command and control (C2) of the CMF was previously established in multiple DoD, Joint Staff, and USCYBERCOM orders, directives, and/or CONOPS or employment. The C2 of CMF teams is established as follows:

(b)(1); 1.4(a)



(b)(1); 1.4(a)



(4) (U) Cyberspace Forces.

c. (U) Cyberspace Force Generation and Requirements

(1) (U) The following cyberspace Joint Requirements Code (JRC) "CY" Unit Type Code (UTC) and nomenclatures are listed in JCRM:

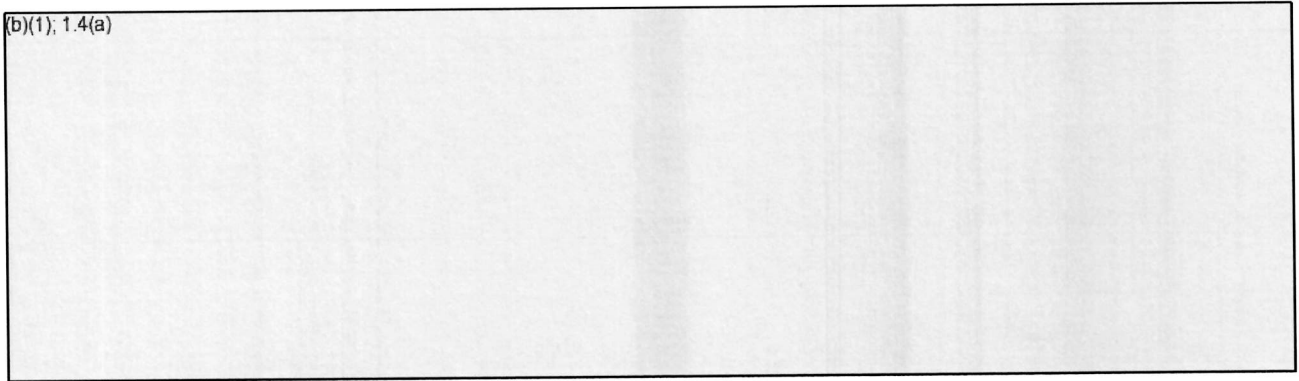
(a) (U) 1CFC1, 2x1CFC2, 2x1CFC3, PFNMT, National Mission Team (NMT).

(b) (U) 1CFDN, 2x1CFC3, PFNSE, National Support Team (NST).

(c) (U) 1CFC1, 2x1CFC2, 1CFC3, PFCMT, Combat Mission Team (CMT).

(d) (U) 1CFDC, 1CFD1, PFCS, Combat Support Team (CST).

(b)(1); 1.4(a)



d. (U) Coordinate all cyberspace support, effects, and force requests through a USCYBERCOM Cyber Advisor or Liaison Officer posted at each CCMD and/or with supporting JFHQ-C. If the required cyber support or effect cannot be sourced by requesting CCMD organic forces, then cyber advisors coordinate a request for support (RFS) or cyber effects request form (CERF) addressed to USCYBERCOM. If validated by USCYBERCOM, based upon CDRUSCYBERCOM guidance, the RFS or CERF could then be sourced via TASKORD to forces OPCON to USCYBERCOM. If the requirement exceeds organic USCYBERCOM capacity, CDDRs should submit an RFF IAW GFM processes.

6. (U) Instructions for Developing Ballistic Missile Defense (BMD) Requirements

a. (U) CDDRs will include Missile Defense (MD) requirements as part of their annual submission. All MD requirements will include a CONOPS in accordance with Section III of this document. Submission requirements are as follows:

(1) (U) Describe exit criteria to include applicable political agreements with host nation.



(2) (U) Describe the threat this capability is defending against (i.e., S/M/IRBM).

(3) (U) Describe capabilities of allied or partner nations that could mitigate the size and type of BMD capability deployed and identify limitations to interoperability.

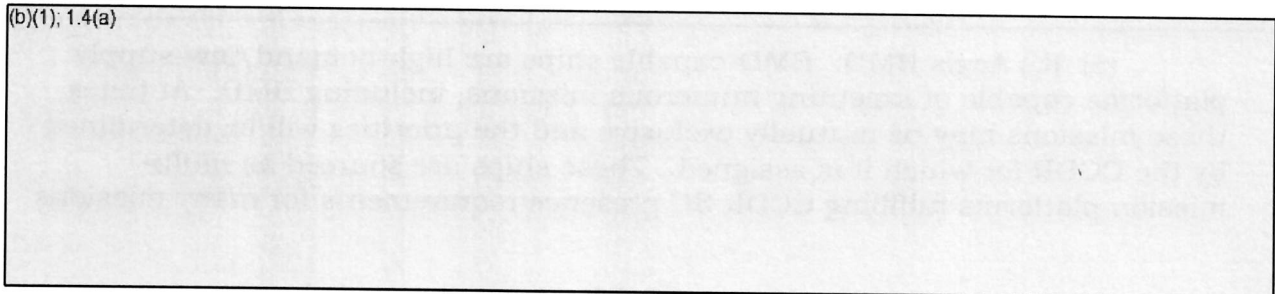
(4) (U) Is this request in addition to another BMD capability for the same protected asset (i.e., layered defense)? If so, what other capabilities are providing defense of this asset?

b. (U) CDR, USSTRATCOM, as the JFM for MD, will develop sourcing recommendations for validated CCDR requirements collaboratively with the JFC and FPs. The USSTRATCOM Joint Functional Component Command for Integrated Missile Defense (JFCC-IMD) will coordinate with the Joint Staff J-33, JFC, FPs, and CCMDs to analyze annual submissions and emergent RFFs for optimized global BMD allocation recommendations. Recommendations will account for regional threat capabilities and kinematics as well as the risks to deployed forces, allies, and partners. JFCC-IMD will brief annual BMD force lay-down recommendations in conjunction with FP presentations of sourcing solutions at the JFC Sourcing GFMB (the third GFMB during the annual cycle).

c. (U) In coordination with the Joint Staff J-35, USSTRATCOM will align internally driven conferences required to execute its UCP responsibilities with GFMB timelines for annual allocation. At this conference, CCDRs, in coordination with the Joint Staff, FPs, and JFCC-IMD, will be prepared to provide justification of the risk in sufficient detail to facilitate MD sourcing prioritization, and synchronization. USSTRATCOM will coordinate with CCDRs, the Military Departments/Services, the Missile Defense Agency, and other DoD Agencies as appropriate.

d. (U) The Joint Staff J-33/SMDD will collaborate with the CCDRs, JFC/JFPs, FPs, JFCC-IMD, and the Joint Staff J-35 on all BMD sourcing recommendations. They will also collaborate with the Joint Staff J-35 to prepare BMD-specific SDOB briefings for SecDef approval via the SDOB process.

(b)(1); 1.4(a)



(b)(1): 1.4(a)

(5) (U) Aegis-BMD: BMD-capable ships are high-demand/low-supply platforms capable of executing numerous missions, including BMD. At times, these missions may be mutually exclusive and the priorities will be determined by the CDR for which it is assigned. These ships are sourced as multi-mission platforms fulfilling CDR SC presence requirements for many missions

including Strike, maritime security operations (MSOs), antisurface warfare (ASUW), antisubmarine warfare (ASW), mobilization (MOB), BMD, etc.

7. (U) Joint Individual Augmentation Requirements

a. (U) A Joint Manning Document (JMD) captures all JTF HQ requirements for the contingency mission; it is not a manpower sourcing vehicle. Categories for sourcing include the following: Unit, General/Flag Officer (GO/FO), Coalition, Contractor, OGA/Interagency, and JIA. JIA sourcing is meant to be the last method for obtaining manpower. The optimal sourcing method for a JMD is the identification of a core unit around which to build the JTF HQ, submitting RFFs as necessary for enabling units to provide required capabilities not resident in the core unit, and finally augmenting the JTF HQ with JIAs for skills/capabilities not inherently resident in the core unit or the enabling units contributing to the JTF HQ's JMD.

b. (U) JIA billets can be filled by AC, RC, Coast Guard, and DoD civilian personnel. RC or Individual Mobilization Augmentees (IMAs) either filling, or activated to fill, JTMD or IMA billets are not considered JIAs.

c. (U) Supported CCDRs or JTF Commanders will document all Joint HQ requirements on a JMD in FMTS. This construct will include identification of billets filled with CCDR assigned forces. Military Departments/Service Components will notify supported CCDRs of the JMD positions they will fill. Supported CCDRs will forward requests for unfilled JMD positions to be sourced via JIA to the Joint Staff J-1. Requests to the Joint Staff J-1 will include recommended GEF prioritization, numeric ranking priority, and estimated duration.

d. (U) Emergent "JIA requests" are those submitted between FY GFMAPs for new augmentation to existing JMDs and requests for JIA to new JTF HQ JMDs. These will be considered only as a result of SecDef- or CCDR-directed mission changes. Changes to existing JMDs will be submitted to the Joint Staff J-1 quarterly. Requests for new JTF HQ documented on a JMD may be submitted at any time to the Joint Staff J-1 but must be validated by the Military Departments/Services' OpsDeps, chaired by the Director, Joint Staff (DJS). Submit emergent JIA requests via official correspondence to the Joint Staff J-1 (send an information copy to the Joint Staff J-3) and enter data in FMTS.

e. (U) Upon receipt of a JMD request message, prior to initiating sourcing, the Joint Staff J-1 will coordinate with the Joint Staff J-3 to ensure a unit or units cannot provide the requested capabilities.

f. (U) The Joint Staff J-1 will review, validate, and JFC assign non-urgent emergent JIA requests to ensure compliance with reference c. Urgent and immediate JIA requests will be reviewed and validated as quickly as possible. GEF priorities, JMD priority rankings, and applied acceptable minimum manning percentages are approved by the OpsDeps or GFMB and apply to all requirements on the JMD.

g. (U) JFC will staff JIA requirements with FPs including Services, DoD CSAs, USSOCOM, and other DoD Agencies as appropriate.

h. (U) GO/FO requirements on JMDS must be approved separately by CJCS, through the Joint Staff GO/FO Matters Office, in order to be added to the joint pool.

i. (U) If sourcing solutions cannot be identified for all JIA positions, FPs will determine if they can fill unsourced positions requested of other FPs or Military Departments/Services. These sourcing solutions will be forwarded to supported CCDRs for review. For requirements without acceptable sourcing solutions, the JFC will conduct risk analyses, in coordination with supported CCDRs and relevant FPs, and will make sourcing recommendations to the Joint Staff.

j. (U) JIAs and unit fills on JMDs will be forwarded to SecDef. Unit fills for joint HQ requirements will be documented for allocation in the JCRM requirements module and ordered in Annex A, B, or C. Supported CCDRs will record applicable FTNs in FMTS for each billet designated as a unit fill.

k. (U) JIAs will fill JTF HQ requirements and will not be used to fill permanent manning shortfalls, or joint training or exercise positions. As such, JIAs will not deploy with specialized equipment, and tactical level deployments are not appropriate for JIA sourcing.

#### 8. (U) NATO Requirements

a. (U) NATO develops a Combined Joint Statement of Requirements (CJSOR). The CJSOR contains force and individual requirements and identifies recommended countries to provide sourcing. In order to translate these force requirements into the GFM allocation process, the U.S. Military Representative, via the U.S. NATO National Military Representative (USNMR), will coordinate with the supported CCDR to submit rotational and emergent requirements to the Joint Staff for those forces that will be under operational or tactical control or command (OPCON, TACON, OPCOM, or TACOM) of the respective NATO commander. For forces supporting ongoing NATO operations in a CCDR AOR, the CCDR and USNMR must coordinate to avoid duplication of force requirements.

b. (U) The USNMR and supported CCMD will coordinate to enter the requirements into the JCRM and FMTS, and in accordance with the following:

(1) (U) Each FTN will reference the CJSOR line number in the "Clarification Notes." For JIA requirements, the CJSOR line number will be referenced in FMTS. For NATO comment element (CE) individual requirements, the CE line number will be referenced in FMTS.

(2) (U) For emergent requirements, the USNMR receives a request from NATO.

(3) (U) The RFF for U.S. Forces is sourced and ordered via the procedures outlined for the emergent force allocation process.

(4) (U) USNMR will submit rotational and emergent force requirements for the NATO Response Force.

c. (U) The Joint Staff will generate and staff a force preparation (FORCEPREP) message. The FORCEPREP message is the authority for USNMR to notify NATO officially of the U.S. Forces that will be applied to the requirement. The FORCEPREP message tasks FPs by CJSOR number.

d. (U) NATO develops a CE for temporary JTF HQs requirements during contingency operations. In order to translate this augmentation request into the GFM allocation process, the Joint Staff, USEUCOM (or the CCMD for the AOR), and USNMR coordinate to build the U.S. portion of the CE request in a JMD to submit in FMTS. CE requirements to other CCDR AORs must first be vetted by the supported CCDR.

#### 9. (U) Exercise Force Requirements

a. (U) Joint Force or Military Department/Service exercise force requirements that support title 10, U.S.C., responsibilities do not require a SecDef decision and are not allocated. Exercise forces identified in JTIMS are not included in the GFMAP, GFMAP Annexes or JFC/JFP GFMAP Annex Schedules.

b. (U) Exercise force requests are submitted directly to the JFC/JFPs via JTIMS. For conventional forces, JFC will screen CCDRs' requests for accuracy, completeness, and timeliness prior to forwarding to Military Departments/Service HQs for JTIMS acknowledgment within 45 days of receipt. In cases where JFC determines the request lacks sufficient detail for Service FP (SFP) action, or that the requests are emergent, JFC will return the requests to the

CCDR for clarification. In the case of emergent requests, an RMG is required (IAW paragraph 9.e. below).

c. (U) RFFs are not used to request forces for exercises; instead, capture exercise force demand in JTIMS. Exercise force requests entered in other systems (such as ARTIMS) must be entered in JTIMS for joint force sourcing and visibility. Force requests are characterized as either standard or emergent requests based upon the time in advance from an exercise start date.

d. (U) Exercise standard requests should be published in JTIMS 1–3 years in advance of event execution.

e. (U) Emergent joint exercise force requests (those developed within 1 year of event execution) will be sent in JTIMS and submitted to the appropriate JFC/JFP via RMG. Messages sent for emergent exercise requests will address the situation, specific description of force required, priority (if multiple requirements), and risks of not sourcing.

f. (U) Emergent force requests will be sourced competitively at the time of receipt.

g. (U) CCDRs will build exercise TPFDDs in JOPES for the requested exercise forces. Supported GCC Service Components will release a newsgroup to the appropriate CCDR to request supporting components and Military Departments/Services to source and endorse requirements in JOPES Automated Data Processing (ADP).

h. (U) To allow JFC/JFPs, components, and FPs to develop a feasibility of support for anticipated RC forces, CCDRs should request National Guard or Reserve sourcing solutions as far in advance as possible and justify the requirement for such capabilities.

i. (U) Joint exercise forces are not to be used for operational tasking and will not be requested for roles requiring employment of lethal weapons systems under conditions other than collective joint training.

j. (U) Requests for exercise control and simulation support will be submitted to the appropriate supporting command by direct coordination, not via JTIMS.

k. (U) Requirements for exercise naval forces shall be sourced from allocated and assigned forces for the supported CCDR if available.

l. (U) Exercise subject-matter experts (SMEs) are requested via JTIMS. As exercise SME requests support CCDR exercise requests for low-density, high-



demand capabilities below the unit level, they will not be used to provide large-scale personnel augmentation to joint HQ. Specifically, SMEs will not be requested to fill a non-SecDef activated JMD.

m. (U) JFC/JFPs have authority to source exercises from forces assigned to the requesting CCDR. JFC/JFPs and FPs may propose exercise force sourcing solutions from other than assigned forces when coordinated with the Military Department/Service HQ and CCDR to which the unit is assigned.

n. (U) JFC/JFPs will coordinate JFP Service Components' and Military Departments/Services' participation in CCDR's Joint Exercise Program events in order to execute the supported commanders exercise programs, manage sourcing of forces at unit and SME levels, and seek exercise sourcing solutions from assigned forces.

o. (U) JFC/JFPs have no authority to source forces from one CCDR in support of another CCDR's exercises. JFC/JFPs will only source forces offered by a JFP or FP.

p. (U) JFC/JFPs will not coordinate force sourcing for Service-only training events.

q. (U) Exercise forces requests sourced by an FP in JTIMS are imported to the JCRM requirements module as exercise forces requirements to aid in determining global demand.

#### 10. (U) Theater Security Cooperation (TSC) Planning

a. (U) TSC events are multi-national events in support of campaign plan objectives. Since the timeline for detailed TSC planning does not normally support the rotational submission timeline, force requirements to support TSC events will be submitted in the annual submission only if the CCDR has a reasonable expectation that the TSC event will be executed and forces will be required for the event. If not already captured in the GFMAP Base DEPORD, CCDRs shall submit an RFF as planning for a given event is refined.

b. (U) All SOF JCET/CNT events will be submitted IAW the process established in Section IV, paragraph 3.

c. (U) JIAs will not be used to fill joint training or exercise positions for TSC events.

#### 11. (U) Requirements Sourcing Guidance (JFPs, JFCs, and Military Departments)

a. (U) Source joint forces at or above deployment-to-dwell ratio of 1:2 for AC, and source RC at or above 1:5 mobilization-to-dwell prior to the use of forces below these ratios. The Joint Staff will notify CJCS when SecDef policy regarding deployment-to-dwell is not met (subparagraph 12.e.)

b. (U) Consider the entire range of sourcing options, including government civilians and operational contract support solutions.

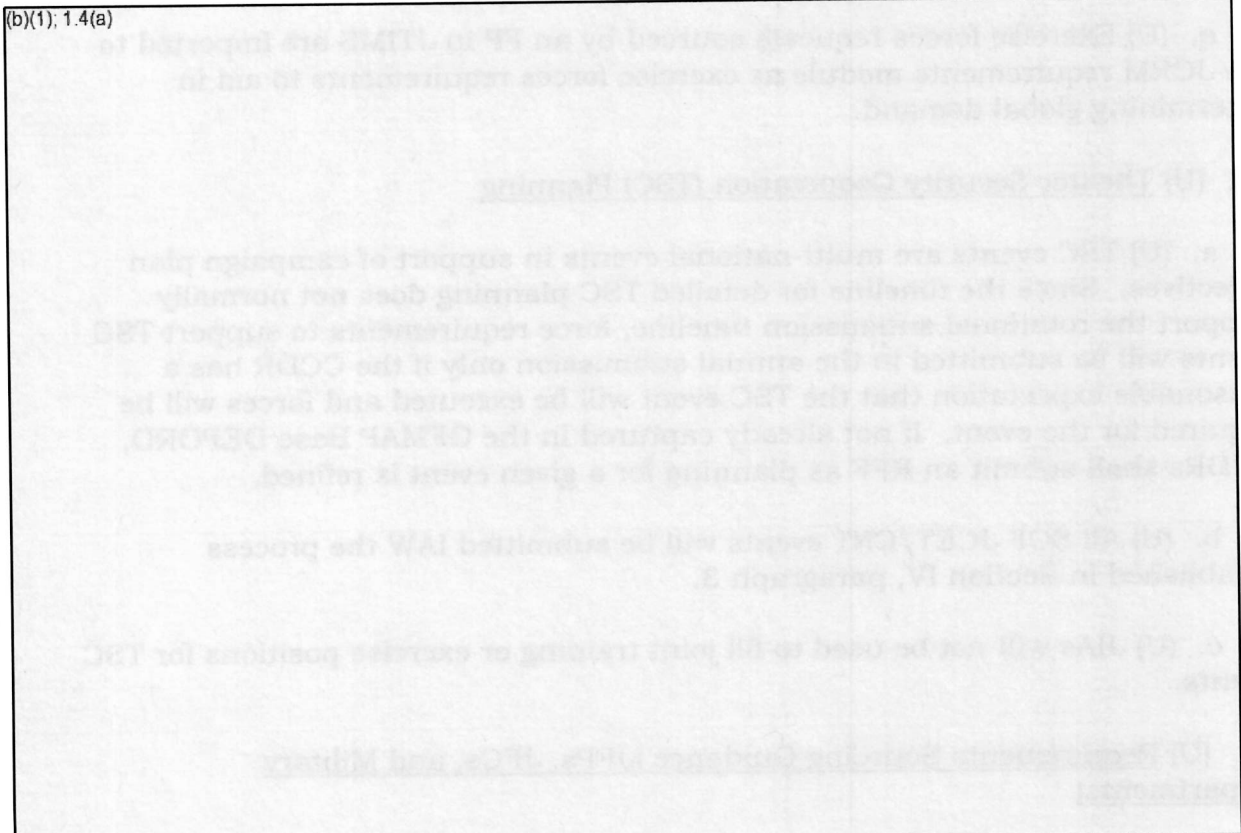
c. (U) Continue to use RC within mobilization authorities in accordance with DoDI 1235.12, "Accessing the Reserve Component," to reset the Joint Force and reconstitute full-spectrum readiness.

d. (U) Submit all JFP nominations and JFC/JFP recommendations in the JCRM. When the nominated force is a CCMD-assigned force, the nomination will reflect the CCMD of assignment as the force provider.

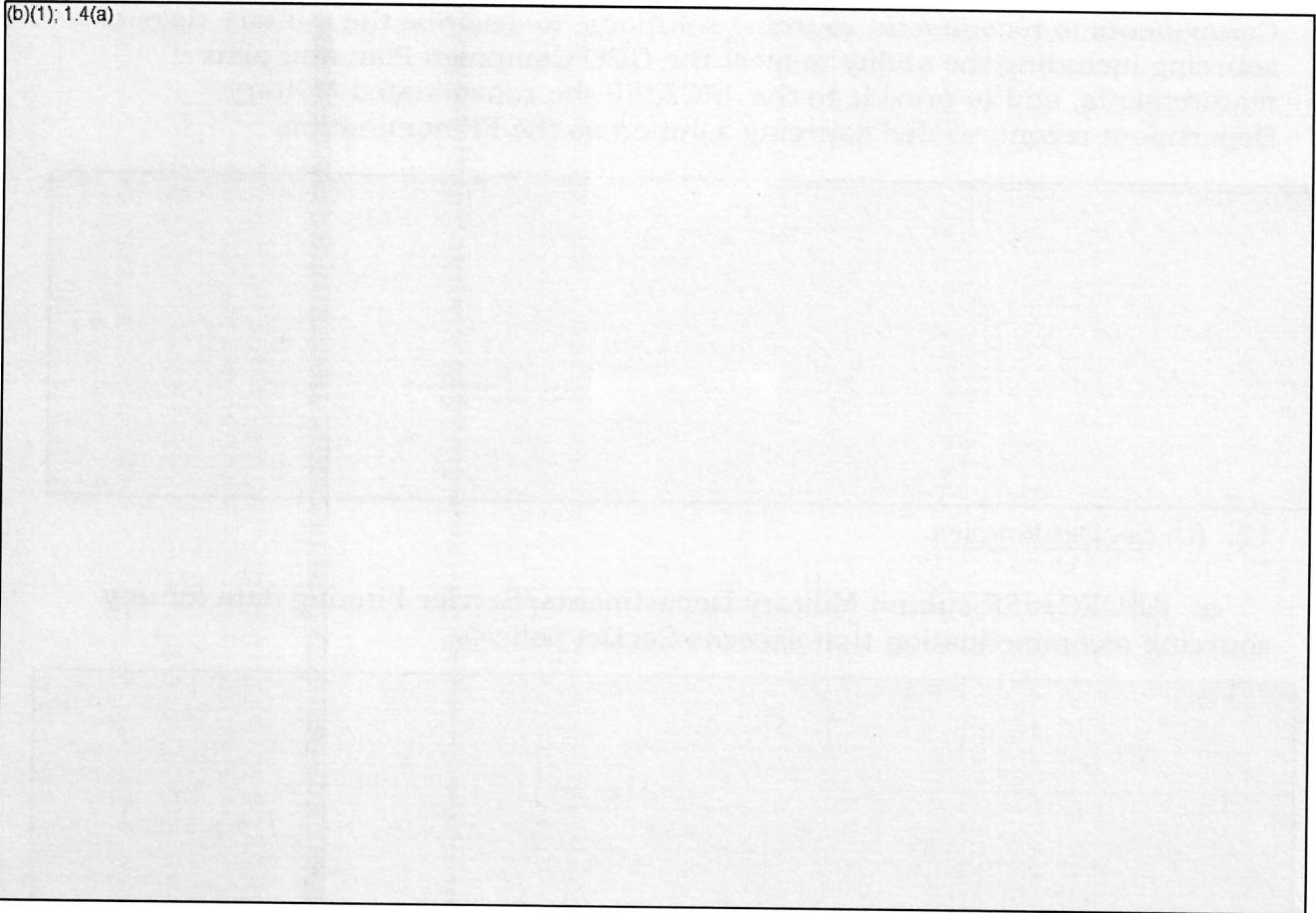
e. (U) JFPs include binning information with all unit nominations. Highlight any nominations that break SecDef policy redline. Include risk assessments with any contentious ad hoc and JIA sourcing solution.

(1) (U) Standardized Force Binning Guidelines:

(b)(1); 1.4(a)



(b)(1); 1.4(a)

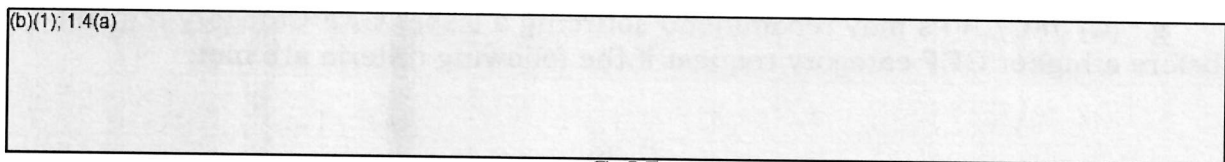


f. (U) Service HQ must ensure nominations address the following:

(1) (U) For all nonconcurs to sourcing based in part or solely on capacity, provide accurate and up-to-date risk assessment if forced to source and binning data. For nonconcurs based on Service readiness recovery models, provide tangible and quantifiable assessment of the impact to readiness recovery if forced to source and/or the tangible preservation of readiness if closed without sourcing. For nonconcurs based on fiscal constraints, provide a risk assessment and impacts if forced to source. Ensure nonconcurs to nonstandard requirements are supported with accurate information in the individual risk assessment module of the GFM tool set database for individual skill set and grade (<https://GFMtoolset.csd.disa.smil/mil/>).

(2) (U) For nonconcurs, comment only on the inability to source the requirement, not the validity of the CCMD requirement.

(b)(1); 1.4(a)



Components to recommend sourcing solutions, to describe the military risks of sourcing including the ability to meet the GCC Campaign Plan and plan requirements, and to provide to the JFC/JFP the consolidated Military Department recommended sourcing solution as the FP nomination.

(b)(1); 1.4(a)

12. (U) SecDef Policies

a. (U) JFC/JFP submit Military Departments/Service binning data for any sourcing recommendation that exceeds SecDef policies.

(b)(1); 1.4(a)

d. (U) Policies for access to the RC will be in accordance with Annex D.

e. (U) The planning objective for the AC remains 1 year deployed to 2 years at home station. Minimum deployment -dwell ratio for active forces is 1:1. The planning objective for the RC remains 1 year mobilized to 5 years demobilized. Minimum mob-dwell ratio for reserve forces is 1:4.

f. (U) JFC/JFPs and JFM will use the Force Allocation Guidance, including the Force Allocation Decision Model (FADM) and the Readiness and Availability Priorities (RAP) in the GEF, to prioritize recommendations for emergent, rotational, and contingency sourcing.

g. (U) JFC/JFPs may recommend sourcing a lesser GEF Category request before a higher GEF category request if the following criteria are met:

(1) (U) Allocating to a higher GEF category request will have only a minimal impact on that mission/operation.

(2) (U) There would be significantly greater impact on the lower GEF category requirement than the higher GEF category requirement.

h. (U) Service Chiefs shall publish their Service ceilings annually. Ceilings will reflect the Military Department's/Service's readiness recovery plan and identify, by force element, the capacity of ready force that can be generated while still maintaining a trajectory toward established readiness goals. Military Departments/Services will brief ceilings at the CCDR Requirements Global Force Management Board (GFMB) (the first GFMB during the annual cycle). Services/JFPs should include **planned** total force capabilities in their annual ceiling calculations and briefs. Military Department/Service rotation policies will remain in effect where possible.

i. (U) Services/JFPs shall provide their annual projected force offering through the GFMB informed by the Services'/JFPs' force generation goals and recovery plans.

j. (U) Military Departments/Services shall provide semiannual updates on projected ability to meet P-4 surge force requirements in accordance with the GEF.

k. (U) JFC/JFPs, in coordination with Secretaries of the Military Departments, will inform the Joint Staff if a sourcing recommendation exceeds a Service Red Line. Service Red Lines are specific criteria/limitations established by the individual Services designed to better manage their forces. Service Red Lines, although they may be informative, are separate and distinct from the established Service ceiling. Sourcing recommendations that exceed Service Red Lines must contain an explanation of how the recommendation will exceed the Red Line and the risks to the Military Department/Service.

l. (U) Source nontraditional land forces (USN and USAF) receiving U.S. Army training ISO joint force/capability, ILO, and ad hoc sourcing strategies for a period of time not less than 6 months regardless of Military Department/Service rotation policy.

m. (U) To preserve the long-term sustainability of the Joint Force, force allocation recommendations will account for reset, maintenance, and readiness in accordance with Military Department/Service and USSOCOM force generation models.

13. (U) Supplemental Guidance for Maritime Forces

a. (U) AOR in-chop and out-chop dates for all maritime force requirements will be plus or minus 5 days of SecDef-approved dates. Changes outside of 5 days will be coordinated per JFC/JFP change authorities.

b. (U) Home port depart and return dates are at the discretion of the Department of the Navy and will be coordinated with JFC to meet scheduled in-chop and out-chop dates. Changes to AOR in-chop and out-chop dates that affect scheduled homeport depart or return require Department of the Navy concurrence.

c. (U) Transitory presence within an AOR will count toward meeting overall presence levels.

d. (U) BMD ships are multi-mission platforms that account for presence toward the following missions: BMD, conventional surface combatant, mandated CCDR TLAM inventory, et al. BMD ships will not be binned as single mission platforms.

e. (U) Supported and supporting commanders will coordinate movement of forces including logistics support, shore-based aviation and oiler support (for maritime forces), and security assets as well as related transportation timing and support requirements, with each other and the Military Departments as appropriate.

(b)(1); 1.4(a)



**(U) V: EMERGENT FORCE REQUIREMENTS**

1. (U) Requests for Forces

a. (U) Emergent requirements are CCDR requests for forces (RFFs) (for units or capabilities) submitted after the CCDR's annual force requirements submission due date and that cannot be met by the requesting HQ, its components, or through the CCDR's currently assigned and allocated forces. The CCDR will submit RFFs via the JCRM and RMG simultaneously. In order to accept an RFF for validation, the Joint Staff requires CONOPS information (as required by FYE+2 PLANORDs and described in Section IV, paragraph 1.d.(1)(b)) and confirmation in the JCRM record and the RFF RMG that the CCDR has approved the request.

(1) (U) RFF messages are addressed to SecDef, CJCS, the Joint Staff J-3, JFC/JFPs, and Secretaries of the Military Departments. All other CCDRs, JFP Service Components, and Military Department designated SFPs are information addressees.

(2) (U) RFF messages will not request exercise requirements. Exercise forces will be requested via JTIMS.

(3) (U) Emergent JIA requests to existing JTF HQs or special mission JMDs will be requested quarterly using both FMTS and an emergent JIA request (reference c). Emergent changes to the JMD requesting core capabilities (standard units) via RFF will be documented appropriately in FMTS and requested via the emergent RFF process. The associated FTN must be documented in FMTS against each corresponding unit billet.

(4) (U) Emergent JTF HQ JMDs will be officially approved through the GFM process by Military Departments/Services, supported and supporting CCDRs, and the Joint Staff (normally at an OpsDeps Tank).

(5) (U) CCDRs will enter into the JCRM unique FTNs for each force requested. The collection of FTNs will be compiled into sequential RFFs and serialized by a unique JCRM Request for Forces Identification (RFFID).

(6) (U) If an emergent requirement endures to the next FY, the RFF will contain the Emergent FTN for the FY of the required requested start date as well as rotational FTNs for subsequent FYs up to and including the last annual submission. Emergent and subsequent rotational FTNs will be submitted in JCRM with the same RFFID.

(7) (U) If there are discrepancies between the RFF message and the FTNs in the JCRM, the detailed force requirements in the JCRM will take precedence.

(8) (U) All SOF deploying ISO emerging or pre-approved TSC (e.g., JCET and CNT) events will follow the guidelines established under Section IV, paragraph 3.

b. (U) RFF Required Elements

(1) (U) Unit Capability. This is defined as a mission and unit description. CCDRs must describe requested capabilities in generic terms to maximize joint sourcing options. Unit type codes, military occupational specialty, or service specialty code equivalents will be included in the requirement. CCDRs should also identify service equivalent skill identifiers to aid joint sourcing when acceptable.

(2) (U) In the event that a nonstandard capability (i.e., a capability that is not organized as a Military Department/Service unit) is requested, the FTN will specify the required capabilities, mission, and tasks the requested force must be able to execute. Mission and tasks will be from mission-essential task lists (METLs). The FTN will also specify the requesting CCDR's assessment of the composition of the force by-billet (rank/military occupational specialty/Naval Education Code/Air Force Specialty Code) via a "nonstandard" spreadsheet included in the JCRM force request.

(3) (U) Unit Quantity. Specify the number of like units requested.

(4) (U) FTN. The CCDR will enter one FTN for each unit or ad hoc capability requested.

(5) (U) Destination. Identify country and city or forward operating base (FOB) to which the force will deploy. For maritime forces, specify location or region; unless otherwise prescribed in this field, maritime force in-chop and out-chop locations are assumed to cover AOR boundaries.

(6) (U) Deployment Dates. Defined as the Requested Start Date. The date the CCDR requests the force, including personnel and equipment, to arrive in the supported CCDR's AOR to begin JRSOI, normally at the port of debarkation.

(7) (U) Deployment Duration. Duration of time the capability is required in the AOR. A statement will be included in the Specialized Requirements section addressing whether Military Department/Service rotations are authorized.

(8) (U) Mission Justification. A statement of why the capability is required (including identification of SecDef authority) and the operational risk if the capability is not sourced. At a minimum, include the following information:

(a) (U) Detailed mission justification, operational risks if the capability is not sourced, and mitigation measures the Command can employ to reduce the operational risks if not sourced.

(b) (U) Whether the request is for additional forces or unanticipated replacement forces/capabilities. Requests for routine and/or anticipated replacement of forces (rotational) should be included in the CCDR's FY annual submission requests and not through the emergent process. The unanticipated replacement of forces/capabilities will be treated as a new requirement, including justification as to why the capability is now required.

(c) (U) If the capability is additional, the RFF will include an explanation of what has changed in the AOR requiring additional capability. The justification should focus on changes in the enemy situation, physical environment, and/or new friendly missions.

(d) (U) Similar capabilities of the requested units already in the AOR will be identified by number of units and an analysis of why similar in theater forces cannot be used to support the requirement. This analysis will, at a minimum, consider the reprioritization of tasks assigned to like units already in theater, an assessment of providing ILO capabilities using units already in theater, and an assessment of contracting the desired capability.

(9) (U) Special Requirements. This section will include any special instructions, training requirements, and equipment issues. At a minimum, this includes specialized CONUS or home-based training required that is out of the normal pre-deployment preparations of the capability requested or is specific to the operation; theater provided equipment (TPE) and mission-essential equipment lists (MEELs); and special command relationships if other than stated in base DEPOD.

c. (U) Emergent RFF Staffing. The following terminology (offset in quotations) will be used to describe the state of a CCDR requirement.

(1) (U) The major subordinate command (MSC) deployed in a CCMD or responsible for a named operation that is in need of a capability will "define" the emergent requirement.

(2) (U) The JTF or Component Command staff will "review" the RFF.

(3) (U) The JTF CDR or Component CDR will “endorse” the RFF.

(4) (U) The CDR or designated representative (e.g., the Joint Staff J-3) will “approve” the RFF and assign an RFFID.

(5) (U) The Joint Staff J-3 will “validate” the RFF and “assign” the GEF Priority and JFC/JFP (Section V, paragraph 2). The Joint Staff J-1 will “validate” Emergent JIA requests to existing or approved JMDs.

(6) (U) The FPs will “nominate” the best available sourcing solution from their forces.

(7) (U) The JFC/JFP will “recommend” the best available FP and force with an achievable start date.

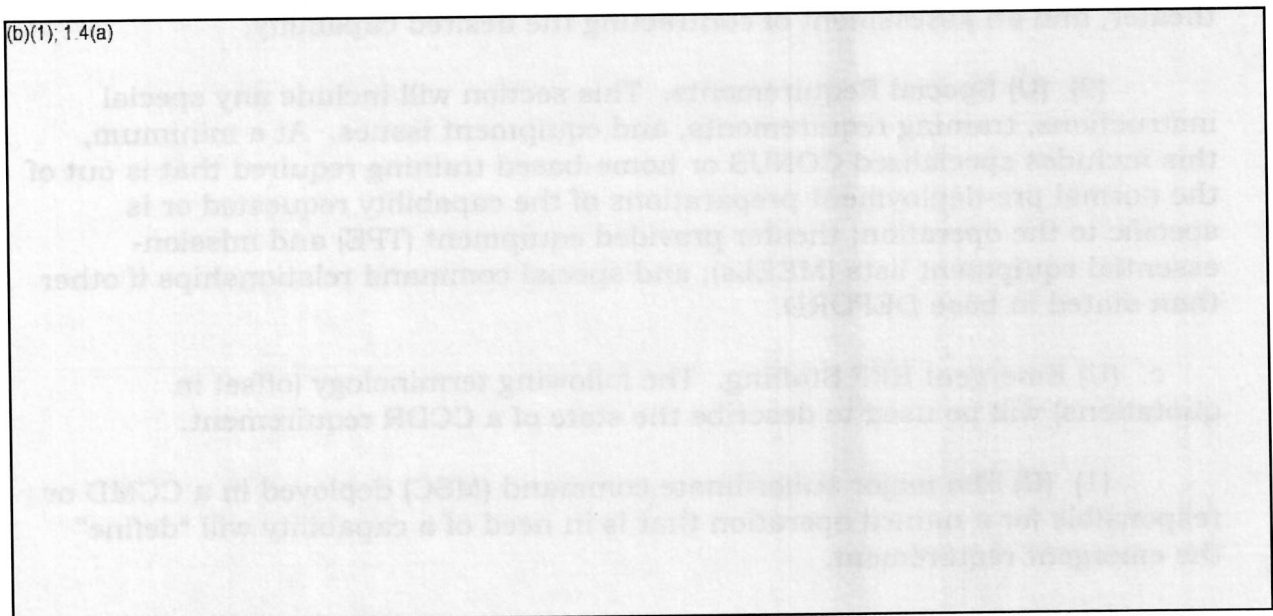
(8) (U) SecDef will “order” the sourcing recommendation in the SDOB and corresponding GFMAP Modifications with an ordered start date.

(9) (U) CDR will “issue C2” language via DEPORDs.

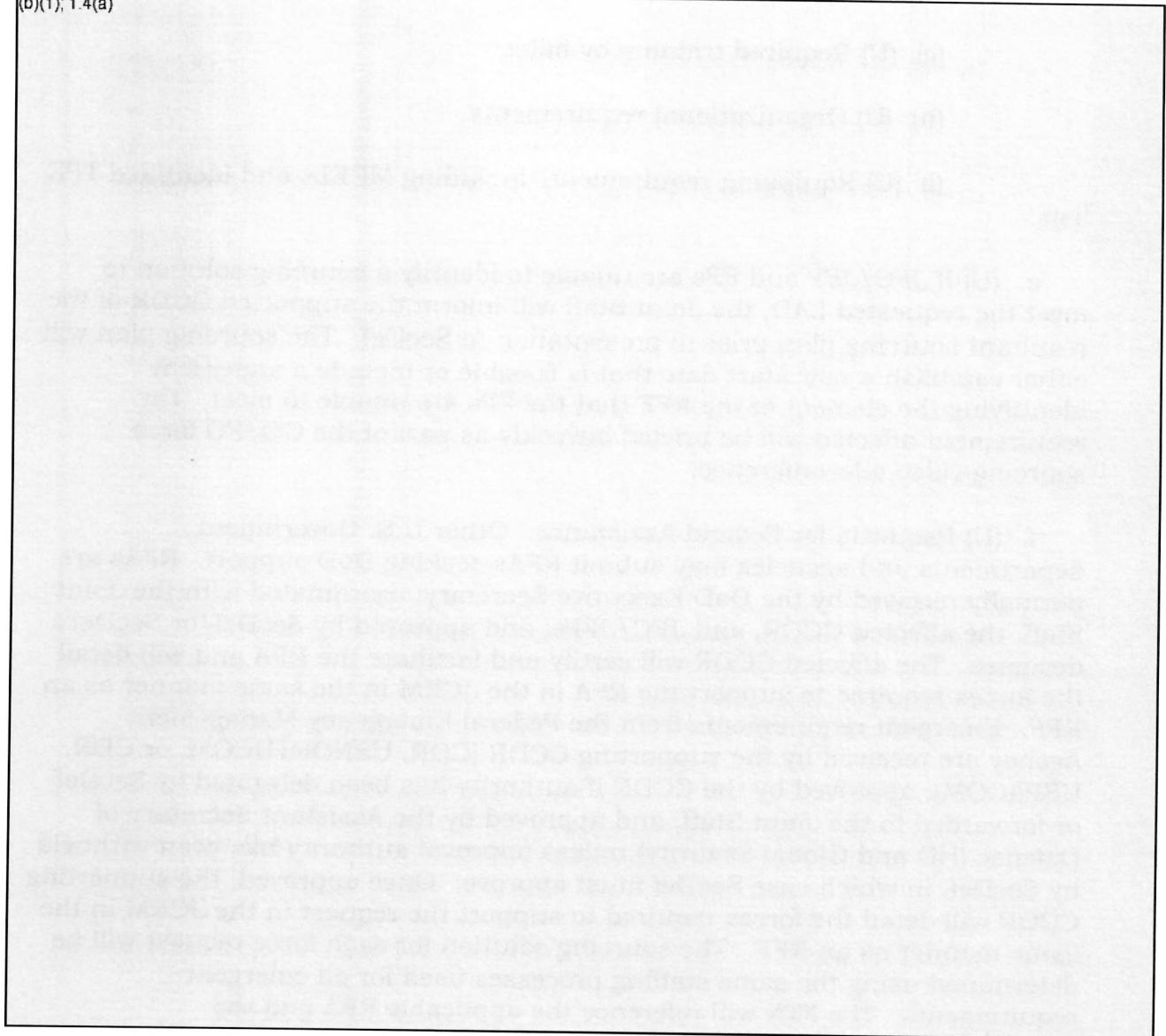
d. (U) Emergent RFF Categories. Emergent RFFs fall into three categories: routine, urgent, and immediate.

(1) (U) Routine RFFs have a start date for requested forces that are 120 days or greater from the DTG of the RFF message (“Routine Emergent” requests for JIAs).

(b)(1); 1.4(a)



(b)(1); 1.4(a)



- (a) (U) A clearly defined mission statement.
- (b) (U) CONOPS.
- (c) (U) An expanded special requirements paragraph. Mission and tasks will be from METLs.
- (d) (U) Military occupational specialty or other Service specialty code equivalent.
- (e) (U) Grade skill level.
- (f) (U) Personnel security clearance requirements.

- (g) (U) Required training by billet.
- (h) (U) Organizational requirements.
- (i) (U) Equipping requirements including MEELs and identified TPE lists.

e. (U) If JFC/JFP and FPs are unable to identify a sourcing solution to meet the requested LAD, the Joint Staff will inform the supported CCDR of the resultant sourcing plan prior to presentation to SecDef. The sourcing plan will either establish a new start date that is feasible or include a statement identifying the element of the RFF that the FPs are unable to meet. The requirement affected will be briefed biweekly as part of the GO/FO force sourcing video teleconference.

f. (U) Requests for Federal Assistance. Other U.S. Government departments and agencies may submit RFAs seeking DoD support. RFAs are normally received by the DoD Executive Secretary; coordinated with the Joint Staff, the affected CCDR, and JFC/JFPs; and approved by SecDef/or SecDef's designee. The affected CCDR will certify and facilitate the RFA and will detail the forces required to support the RFA in the JCRM in the same manner as an RFF. Emergent requirements from the Federal Emergency Management Agency are received by the supporting CCDR (CDR, USNORTHCOM, or CDR, USPACOM), approved by the CCDR if authority has been delegated by SecDef or forwarded to the Joint Staff, and approved by the Assistant Secretary of Defense (HD and Global Security) unless approval authority has been withheld by SecDef, in which case SecDef must approve. Once approved, the supporting CCDR will detail the forces required to support the request in the JCRM in the same manner as an RFF. The sourcing solution for each force request will be determined using the same staffing processes used for all emergent requirements. The FTN will reference the applicable RFA and the force/capability will be allocated in the GFMAP via the normal SDOB process.

g. (U) When a Military Department/Service/FP brings forward additional capability in FYE+1 that was not available or known during the staffing of the rotational submission, the Military Department/Service/FP will make this capability available, including any limitations to employment (e.g., CONUS-based only, finite duration), to the JFC, JFP, and JFM, if applicable. The JFC/JFPs and JFM will recommend a sourcing solution considering CCDRs unfilled, existing requirements of that capability type.



2. (U) Joint Staff RFF Validation

a. (U) CCDR force requests to SecDef are submitted via the Joint Staff. DJ-3 will validate the requirement, return the request to the CCDR for modification or cancellation, or forward to SecDef for decision. If the DJ-3 validates the request, the Joint Staff will subsequently assign each request to a JFC/JFP, and JFM as applicable, to determine a recommended sourcing solution. If the DJ-3 does not validate the request, the Joint Staff will immediately notify the requesting CCDR via formal message traffic specifying the reason for failure to validate with the GO/FO point of contact. If the requesting CCDR does not accept the reason provided, the requesting CCDR may proceed to the next level of staffing beyond that which refused validation.

b. (U) Criteria for the Joint Staff validation includes the following:

(1) (U) Each requirement includes all elements detailed in Section V, paragraph 1.

(2) (U) An RFF is the appropriate method for the request. The RFF requests U.S. capabilities not associated with exercises, JIA requirements, or individual augmentation of joint, component, or Military Department/Service HQ. An RFF is not an equipment-only request.

(3) (U) SecDef-approved authorities and funding source exist to support the request (e.g., CCMD has a valid SecDef-approved mission and an appropriate fiscal authority has been identified to fund the request).

(4) (U) The specific request has not been previously decided. If the request has been previously denied, the CCMD must demonstrate that conditions have changed to warrant another request for the same capability.

(a) (U) The appropriate method to request review of a capability that was closed without sourcing is a general administration (GENADMIN) message that clearly articulates what has changed since SecDef's previous decision. This message will be reviewed by the Joint Staff and a decision rendered to either re-look for sourcing or to deny this request.

(5) (U) The RFF provides sufficient justification that the requested capability is not already allocated or assigned in sufficient quantity.

(6) (U) The request passes any required legal or policy review.

c. (U) Upon validation of each FTN, the Joint Staff will:

(1) (U) Prioritize the requirement in relation to other existing requirements (assign GEF category and prioritize requests within the same category).

(2) (U) Provide any specific guidance that influences sourcing.

(3) (U) Assign the appropriate force provider: JFC or JFP.

d. (U) All RFFs not validated based on the validation criteria will be returned via the JCRM to the CCMD for modification or rescission, or processed through CJCS to SecDef for decision.

e. (U) All nonconcurs will be presented to SecDef with CCDR position and CJCS recommendation.

**(U) VI: FORCE SOURCING**

1. (U) Coordination

a. (U) The Joint Staff Action Processing-Modernization (JSAP-M) program will be used to register the input and position of the CCDR and Military Departments/Services on issues that require review and decision at the OpsDepts level or higher. LOGBOOK, in concert with the JCRM, will be used by all organizations involved in the GFM allocation process to staff sourcing recommendations for CCDR force requirements. Specific staffing guidance by JFC/JFP is provided below.

b. (U) The JFC may request sourcing nominations from JFPs via the JCRM with concurrent tasking in LOGBOOK for mobility unit requirements (USTRANSCOM) and SOF individuals (USSOCOM). The supporting JFP will provide an FP nomination to the JFC via JCRM and LOGBOOK.

(1) (U) For all non-JIA individual requirements (conventional, mobility, and SOF), the assigned JFC/JFP will staff requirements for chop and nomination through Service Components (when applicable) or directly to the Military Departments/Service HQ and USSOCOM.

(2) (U) The assigned JFC/JFP remains responsible for staffing the JFC/JFP sourcing recommendations and obtaining FP, Military Departments/Service, and CCDR concurrence (as applicable) for their final JFC/JFP sourcing recommendations.

(3) (U) The JFP Service Components, or Military Department/Services, and Joint Force providing organization will communicate sourcing recommendations in the JCRM and LOGBOOK as FP nominations.

(4) (U) For this level of coordination, LOGBOOK is also used as a tool to send and record requests for information for specific FTNs, RFFs, or JIAs.

c. (U) Organizations that concur with proposed sourcing solutions must provide an O-6 chop. Organizations that nonconcur with proposed sourcing solutions must provide a GO/FO chop.

d. (U) If the tasked FP or Military Department/Service, or the requesting CCDR nonconcurs with a recommended sourcing solution, that organization will identify the limiting factors, risks, and impacts if sourced in accordance with the recommendation. JFC/JFPs may request sourcing solutions from FPs prior to adjudication of an FP nonconcur in order to present which capability will be deployed if the nonconcur is overruled. Nonconcurs and sourcing

solutions that will deploy if the nonconcur is overruled will include the following:

(1) (U) Inventory Assessment

(a) (U) JFC/JFPs will provide a lay-down of forces in the reset, ready, and available force pools as described by the Joint Staff binning guidance.

(2) (U) Supported CCDR's risk if the requirement is not sourced and supported CCDR's mitigation to reduce the associated risk via other means.

(3) (U) JFC/JFP developed alternative sourcing solution options from across all force pools, and if applicable, sourcing solutions using forces tasked in lower priorities, including those identified by FPs if nonconcurs are overruled.

(4) (U) Risk associated with the FP's impact-to-source each of the alternative sourcing solutions.

(5) (U) JFC/JFP and JFM GO/FO nonconcurrence with an alternative sourcing course of action (COA).

(b)(1); 1.4(a)

f. (U) JFC/JFPs and JFM are authorized to make force sourcing recommendations utilizing forces assigned to other CCDRs, Secretaries of the Military Departments/Services, and DoD Agencies to fill CCDR rotational and emergent requests.

g. (U) JFP-Assigned Service Components (for USTRANSCOM and USSOCOM), and Military Departments/Services (for JFC) will provide global recommendations from all Military Department/Services forces regardless of assignment, allocation, or Military Department/Service retention. The JFP-assigned Service Components and Secretaries of the Military Departments/Services will work with the CCMD Service Components (and sourcing CCMDs to the maximum extent possible) to recommend sourcing solutions, describe the risks of sourcing, and provide to the JFC/JFP the consolidated Military Department recommended sourcing solution as the FP nomination.

h. (U) GCC Service Components that are recommended to source will inform their CCDRs of the sourcing recommendation.

(b)(1); 1.4(a)

j. (U) JFC/JFP sourcing recommendations will be staffed with all CCDRs, Military/Services and Agencies for concurrence or nonconcurrence. GCCs and FPs will be included in staffing and coordination of sourcing COAs concerning their assigned assets. Sourcing recommendations will not be submitted by JFC/JFPs for SDOB action without coordination with affected FPs, including supporting CCDRs.

k. (U) JFC/JFPs will forward, to the Joint Staff J-3, FYE+2 recommended sourcing solutions in the FYE+2 GFMAP base DEPORD annexes and subsequent modifications to the GFMAP annexes.

l. (U) Subsequent to the publication of the base DEPORD, as the JFC/JFPs develop recommendations for sourcing both emergent and rotational requirements, the sourcing recommendations will be included in the SDOB for SecDef approval. DJ-3 will release GFMAP annex modifications after SDOB approval.

m. (U) JFC/JFPs will use the JCRM FP module to annotate recommendations in specific GFMAP annexes and JFP GFMAP annex schedules. All JIA sourcing recommendations occur via LOGBOOK and are annotated in GFMAP Annex D.

o. (U) JFC/JFPs will provide their sourcing recommendations to the Joint Staff as a GFMAP annex spreadsheet. These spreadsheets, when approved by SecDef and published by the Joint Staff J-3, constitute the DEPORDs and authorities required by JFPs and FPs to issue DEPORDs and deploy forces to fill CCDR requirements. Specifically, columns A through O of the Annexes A, B, and C spreadsheets are the authoritative elements of the order and include:

- (1) (U) FTN.
- (2) (U) FTN Line Number.
- (3) (U) Operation/OPLAN.
- (4) (U) Supported CCDR.
- (5) (U) Capability Type.
- (6) (U) Number/Presence.

(7) (U) Sourcing CCDR/Military Department/Service/Agency.

(8) (U) PTDO (days in which a force must deploy once ordered).

(9) (U) Ordered Start Date (LAD/IN-CHOP/PTDO). Start dates for rotational forces are calculated by JFC/JFPs based on end dates of forces to be replaced. Start dates for emergent requirements are requested by the supported CCDR.

(10) (U) End Date (BOG/OUT-CHOP/PTDO).

(11) (U) Location.

(12) (U) Country.

(13) (U) JCS Orders Notes/Remarks.

(14) (U) JFC/JFP.

(15) (U) Fiscal year CJCS GFMAP MOD.

p. (U) When GFMAP modification lines are published in Annexes A, B, and C, the JCS Orders Notes/Remarks will indicate the modification followed by the update provided by the line. The following standard terminology will be used:

(1) (U) MOD XX Close without sourcing X of XX PAX (hours, etc.).

(2) (U) MOD XX Start date shift from XXXXXX to XXXXXX.

(3) (U) MOD XX End date shift from XXXXXX to XXXXXX.

(4) (U) MOD XX Adjust PAX from XX to XX.

(5) (U) MOD XX Administrative change.

(6) (U) MOD XX Order Replacement Forces.

(7) (U) MOD XX Order Addition Forces.

(8) (U) MOD XX Order Rescinded.

(9) (U) MOD XX Remission.

(10) (U) Changes to the quantity of already ordered forces require a REDEPOD/Off-Ramp Message in order to document the changes in force



status. Any additional clarifying information should be included after the initial statement.

q. (U) In the event that sourcing solutions cannot be identified for requested forces the following procedures will be followed:

(1) (U) At 90 days past the requested start date, CJCS will ask the JFC/JFP to justify (including binning data) why the requirement cannot be fully sourced.

(2) (U) Upon receipt of the JFC/JFP justification and binning data, and on the basis that the requested start date has passed and is no longer achievable, CJCS may suspend sourcing efforts.

(3) (U) If suspended, CJCS returns the RFF to the CCDR to review the conditions by which the RFF was originally developed. After review, the CCDR may:

(a) (U) Submit an RFF modification with an achievable start date as indicated by the JFC/JFP.

(b) (U) Submit suitable ILO options with achievable start date to improve sourcing opportunities.

(c) (U) Concur with an entry in the JCRM and the GFMAP annex to show cessation of current FY sourcing efforts, while registering the unfilled demand ("close without sourcing"). This action will not stop sourcing efforts for subsequent years.

1. (U) The appropriate method to request review of a capability that was previously closed without sourcing is a GENADMIN message endorsed by the CCDR that clearly articulates that conditions have significantly changed since SecDef's decision to close without sourcing to warrant another staffing effort to identify a recommended sourcing solution.

2. (U) The regional JOD will review the GENADMIN request and make a recommendation to the J-3 Deputy Director for Regional Operations (DDRO). If the change to the situation warrants a re-look at sourcing, the requirements will be forwarded to the JFC/JFP to develop risk informed sourcing recommendations. This does not guarantee sourcing of the requirement as the recommendation could be to close without sourcing.

(d) (U) Cancel the RFF if the capability is no longer required.

(4) (U) After review, CJCS may recommend that SecDef close the RFF. If SecDef approves closing an RFF, or portions of an RFF, the associated FTNs will be closed in the JCRM and the GFMAP Annex.

r. (U) CCDRs request capabilities from DoD Agencies (including CSAs) through the GFM allocation process.

(1) (U) The tasked JFC/JFP will staff these requests with the DoD Agencies that have the requested capabilities. The agency will provide FP nominations within their capacity to provide support. DoD Agencies will articulate the risk to other national taskings of sourcing the requested operational force requirement as part of their FP nominations.

(2) (U) DoD Agencies may nonconcur with sourcing if sourcing would generate unacceptable risk to other, higher-priority national tasking.

(3) (U) SecDef-approved CSA sourcing solutions will be published in the GFMAP annexes in the same manner as operational forces.

s. (U) The JFC will submit requirements into the JCRM for the Global Response Force (GRF) per the GRF EXORD (240211ZAUG2011).

## 2. (U) Assigned Force Demand

a. (U) When using assigned forces to fill demand, CCDRs will enter the requirements for their assigned forces in the JCRM or FMTS and assign each requirement an FTN or FMTS position number, as in requesting a force in the Annual Submission. These entries will describe CCDR Assigned Force Demand (AFD). If an AFD force is allocated to another CCDR, a "none" line indicating that the requirement is not sourced, or partially sourced, will be entered into the JCRM and the appropriate GFMAP annex schedule for that FTN to show that CCDR demand is unfilled. Accounting for complete operational demand provides visibility into global demand, helps to determine risk when executing the allocation process, and informs the force sufficiency process.

## 3. (U) Military Department/Service Rotations

a. (U) Military Department/Service rotations, or internal rotations, are Military Department managed deployments that can be shorter than SecDef-ordered deployment lengths.

(1) (U) When supported CCDRs indicate that Military Department/Service or internal rotations are acceptable to meet unit, nonstandard (ad hoc), and individual force requirements, Military Departments/Services are authorized to deploy forces for periods of time shorter than those ordered by

SecDef. Example: 365-day JIA could be satisfied by deploying 2 individuals for approximately 6 months each.

(2) (U) FPs must ensure that the entire SecDef-ordered deployment is covered by a force that is properly manned, trained, and equipped to meet CCDR requirements.

(3) (U) For internal rotations within an ordered line in the GFMAP annex, Military Departments/Services may rotate forces, and will not require BOG extensions for these forces, provided that the units are not deployed greater than 365 days, or the last rotation does not extend more than 30 days past the requirements' latest SecDef-ordered deployment end date. Example: A Military Department/Service elects to satisfy an 8-month CCDR JIA requirement with 2 individuals who will deploy for 4 months each. The Military Department/Service can choose to change the internal rotation of the second individual, or cancel it altogether, without requiring a BOG extension for the first individual (provided that the first individual is not deployed longer than 8 months and 30 days). If the Military Department/Service executes the internal rotation, the second individual must redeploy by 8 months and 30 days after the executed SecDef ordered deployment start date, or a BOG extension will be required (regardless of the amount of time the second individual was deployed).

(4) (U) Mobilization of RC personnel must comply with applicable legal requirements.

#### 4. (U) Force Sourcing Reclama

a. (U) A reclama is a formal FP request to be relieved of an order to source a supported CCDR requirement. It is expected that FPs and supported CCDRs will attempt to mitigate issues prior to sending a reclama. FPs will submit reclaims via RMG "TO" the appropriate JFC/JFP and "INFO" to the Joint Staff J-3, the Joint Staff J-1 (for JIA reclaims and RFFs that are reflected on JMDs), and the supported CCDR. Reclaims will include the following information at a minimum:

(1) (U) Force Reclama message:

(a) (U) FTN, FTN line number, and GFMAP Modification number under which the FTN was ordered.

(b) (U) JRC and nomenclature.

(c) (U) Ordered and achievable (as applicable) start and end dates.

(d) (U) Justification and FP risk if the reclama is not approved; FP mitigation.

(e) (U) Recommended alternative sourcing COAs.

(2) (U) JIA Reclama message:

(a) (U) FMTS position number.

(b) (U) Billet title, grade, clearance, skill code, tasking background.

(c) (U) Start date.

(d) (U) FP risk if reclama not approved; number in Military Department/Service inventory of authorized and assigned in desired grade/skill (include RC); FP mitigation.

(e) (U) Additional remarks (potential substitutions, RC options).

b. (U) JFC/JFPs, ICW JFM, will consider all options, including sourcing solutions if nonconcurs are overruled, before making a recommendation to the Joint Staff and the supported CCDR to adjudicate the reclama. The JFC/JFPs will make the recommendation and notify the Joint Staff and the supported CCDR via LOGBOOK for coordination.

(b)(1); 1.4(a)

**(U) VII: ORDERS**

1. (U) Oral (Voice) Orders of the Commanding Officer

a. (U) Oral (voice) orders of the commanding officer (VOCO) direct action without the requirement of a written order. SecDef may approve CCDRs' force requests via VOCO in order to expedite the sourcing and deployment process. The Joint Staff will record all VOCO approvals (date, time, and name of person relaying SecDef's order), will track the progress of force sourcing and deployment, and will staff a special SDOB to obtain SecDef signature for the record. Supported CCDRs must enter VOCO force requirements into the JCRM, release an RFF message, and enter the appropriate JOPES Force Requirement Numbers (FRNs) in the time-phased force and deployment data (TPFDD) as soon as practical.

2. (U) Prepare to Deploy Order

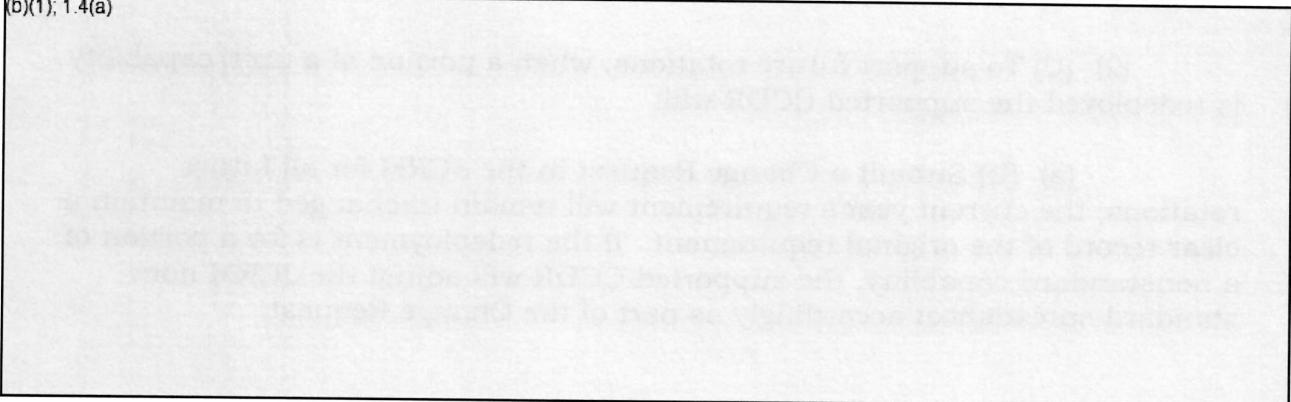
a. (U) Prepare to deploy order (PTDO) response time is defined as the time in which a unit must be able to deploy. This response time determines the level of personnel/training/equipment the unit must maintain in a "ready to load for an operational mission" status. PTDOs will be sourced in the same manner as other requirements, with the following exceptions:

(1) (U) Ordered start and end dates designate the PTDO period.

(2) (U) The requirement will state the number of hours or days (for less than 1 day, use decimal notation) in which a unit must deploy once ordered (PTDO response time).

(3) (U) The PTDO will designate the approval authority for initiation of deployment, provide direction for notifying higher HQ of such action, and establish a planning relationship between the sourced unit and the gaining force command with DIRLAUTH. Unless specifically stated in the GFMAP Annex, SecDef remains the approval authority for initiation of deployment.

(b)(1); 1.4(a)



(b)(1); 1.4(a)

(4) (U) JFC/JFPs and FPs, identify and minimize risk when concurrent PTDO requirements levied on the same units/platforms.

### 3. (U) Deployment Orders

a. (U) All CCDRs, Military Department Secretaries, the Coast Guard, and DoD Agencies will publish deployment orders (DEPOORDs) implementing the orders in the combined GFMAP Annexes A and D, and in the JFP GFMAP Annexes Schedules B and C. All orders and all global sourcing solution messages concerning force allocation requirements will identify FTNs and FTN line numbers associated with referenced requirements or FMTS position numbers for JIA requirements in Annex D. All organizations will utilize FTNs and FTN line numbers to the greatest extent possible in their respective systems and tools to facilitate comparing data for the same FTN and FTN line number requirement between systems.

### 4. (U) Redeployment Orders

a. (U) No CCDR redeployment order (REDEPOORD) is required to conduct a standard rotation or for a unit to redeploy at the end of a rotation ordered in the JFC/JFP GFMAP Annex Schedule.

b. (U) When a unit/capability or portion of a unit/capability and future rotations for that force requirement are no longer required due to end of mission, the supported CCDR must order the unit or portion of the unit/capability to redeploy.

(1) (U) REDEPOORDs are RMGs sent to the SecDef, CJCS, the Joint Staff, JFC/JFPs, Military Departments/Services, and relevant JFM and FPs. The REDEPOORD will notify the force providing community that the unit/capability is being redeployed and that the requirement is no longer needed.

(2) (U) To support future rotations, when a portion of a unit/capability is redeployed the supported CCDR will:

(a) (U) Submit a Change Request in the JCRM for all future rotations; the current year's requirement will remain unchanged to maintain a clear record of the original requirement. If the redeployment is for a portion of a nonstandard capability, the supported CCDR will adjust the JCRM non-standard spreadsheet accordingly as part of the Change Request.



(b) (U) In the REDEPORD, detail the numbers and capabilities of the portion of the unit that is redeployed.

c. (U) REDEPORDs must contain applicable FTNs (including all FYs affected), the available to load date (ALD), the sourcing CCDR/Military Department/Service, and the date that units being curtailed (early redeployment) will depart from the theater.

d. (U) The supported CCDR will also send RMGs identifying units, or portions of units, for curtailment and requirements for off-ramping (canceling an FTN before the identified unit initiates the deployment process). If a unit, or portion of a unit, is curtailed, future requirements will be off-ramped simultaneously.

e. (U) FTNs must be cancelled in the JCRM by the CCDR with the REDEPORD annotated in the comment field.

f. (U) When JIA requirements are no longer required, the CCDR must inactivate the individual requirement in FMTS, or if at the end of mission, disestablish the entire JMD. The supported CCDR will also send official correspondence to the Joint Staff J-1 and JFC identifying JIAs, by FMTS position numbers, for curtailment and requirements for off-ramping before the identified JIA initiates the deployment process. If a JIA requirement is inactivated, future requirements will be off-ramped simultaneously. CCDR notification of disestablishment and corresponding FMTS deletions will notify the Joint Staff and force providing community that the requirement is being redeployed and is no longer needed. JIAs are redeployed IAW reference c.

g. (U) Supported CCDRs should consider the following timelines:

(1) (U) AC forces: minimum of 120-day notification prior to start date.

(2) (U) RC forces: minimum of 270-day notification prior to start date.

h. (U) In the case of RC REDEPORDs or partial REDEPORDs resulting in the off-ramp or partial off-ramp of RC units, the supported CCDR will adhere to the following notification and approval requirements depicted in Figure C-1 and detailed in the associated footnotes. For SecDef approval and CJCS notification, the supported CCDR will also submit required documentation to the Joint Staff J-35/J-4 for inclusion in the SDOB.

<b>DAYS TO MOB DATE</b>	<b>CCDR<sup>1</sup></b>	<b>SECRETARY OF MILITARY DEPARTMENT<sup>1</sup></b>	<b>CJCS<sup>2</sup></b>	<b>SECDEF<sup>3</sup></b>
60 < x ≤ 90	O	N		
30 < x ≤ 60	O		N	
x ≤ 30	O			A

UNCLASSIFIED

O – Originator

N – Notification required

A – SecDef Approval required

Figure C-1. (U) Reserve Component REDEPORD Approval/Notification Requirements

(U) Figure C-1 Footnotes

<sup>1</sup> (U) The CCDR and the Secretary of the Military Department concerned will coordinate with the Joint Force Coordinator/Joint Force Provider to redirect the affected RC unit or portions thereof to other global allocation requirements. Otherwise, a REDEPORD or partial REDEPORD is released and mobilization orders are canceled. Individual hardship case(s) are mitigated IAW DoDI 1235.12 and established Military Department policies.

<sup>2</sup> (U) The CCDR shall notify CJCS when a RC unit is no longer required by releasing a REDEPORD or partial REDEPORD that includes efforts taken by the CCMD to prevent the off-ramping or partial off-ramping of the requested RC capability. If a RC unit or portions thereof cannot be redirected, mobilization orders are canceled. Individual hardship case(s) are mitigated IAW DoDI 1235.12 and established Military Department policies.

<sup>3</sup> (U) The CCDR, in coordination with CJCS, shall obtain SecDef approval when an RC unit (or portions thereof) is no longer required prior to the release of any REDEPORD or partial REDEPORD. This approval request shall include efforts taken by the CCMD to prevent the off-ramping or partial off-ramping of the requested RC capability. If an RC unit or portions thereof cannot be redirected, mobilization orders are canceled. Individual hardship case(s) are mitigated IAW DoDI 1235.12 and established Military Department policies.

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**(U) VIII: GFMAP MODIFICATIONS**

1. (U) SecDef Orders Book

a. (U) Modifications to the GFMAP Base DEPORD are accomplished via the Secretary of Defense Orders Book (SDOB). Additionally, the SDOB is a vehicle by which SecDef approves other operational actions.

b. (U) The Joint Staff J-3 is responsible for SDOB staffing, preparation, and presentation to SecDef, via CJCS. Actions included in the SDOB for SecDef approval include, but are not limited to:

- (1) (U) GFMAP and modifications.
- (2) (U) Deployment orders (DEPORDs).
- (3) (U) Execute orders (EXORDs).
- (4) (U) Prepare to deploy orders (PTDOs).
- (5) (U) Alert orders (ALERTORDs).
- (6) (U) NATO Force Preparations (FORCEPREPs).
- (7) (U) Alert and mobilization of RC forces.

(8) (U) Modification of CCDR authorities or previous SecDef decisions and orders.

c. (U) JFC/JFPs GFMAP modification force sourcing recommendations must include:

- (1) (U) FPs and supported CCDRs O-6 level chops.
- (2) (U) Risk assessments for impacts of sourcing (from JFC/JFPs) and not sourcing (from Supported CCDR).
- (3) (U) JFM recommendations to JFC/JFPs.
- (4) (U) If the JFC/JFP recommends to the Joint Staff not to source the force requirement, the JFC/JFP shall submit COAs and associated risks for capabilities that will deploy if nonconcurs are overruled.

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(5) (U) For AC forces, JFC/JFP sourcing recommendations must include, at a minimum: designated unit, number of personnel, dwell time, and associated Deployment to Dwell Ratio (BOG: Dwell).

(6) (U) For RC forces, JFC/JFP sourcing recommendations must include, at a minimum: the designated unit, home station and state, number of personnel, anticipated Alert and Mobilization (MOB) dates, proposed Demobilization (DEMOB) date, last operational deployment start and end dates, dwell time (total time from demobilization until next proposed mobilization), and associated MOB:DEMOB ratio.

(7) (U) Financial summary as detailed in Section VIII, subparagraph 1.f.(1)(c).

d. (U) Following SecDef approval of GFMAP modifications, the Joint Staff J-3 will publish the GFMAP orders and modifications in consolidated GFMAP annexes (combined GFMAP Annexes A and D, and GFMAP Annexes B and C).

e. (U) The SDOB is typically presented to SecDef every 2 weeks. Special SDOBs are generated to obtain SecDef decision/notification for time-sensitive actions or force requests that cannot wait until the next biweekly SDOB.

f. (U) For orders process under the GFMAP, SecDef authorizes CJCS to certify and, following SecDef notification, to release force allocation orders that meet the criteria listed below. SecDef notification of CJCS's certification that these orders satisfy the certification criteria constitutes SecDef approval of the orders. Force allocation orders issued consistent with this process will indicate that they are issued by the authority and direction of SecDef.

(1) (U) CJCS Certification Criteria

(a) (U) Assigned Mission. The forces will be used by the CCMDs to accomplish missions assigned by the President in the UCP, or missions assigned by SecDef via EXORDS, action memorandums, or other means. CCMD missions include deterrence and theater engagement activities.

(b) (U) Unit Size. The unit is a battalion or battalion-equivalent unit or smaller and has fewer than 750 personnel.

(c) (U) Type of capability. The forces being deployed are conventional or SOF forces.

(d) (U) Absence of Strategic Implications. The deployment does not present strategic implications that should be considered personally by SecDef. Strategic implications include considerations of strategic communications,

political sensitivity, strategic (national) risk, established SecDef redlines, significant increases in the size of the force, or unique concerns with respect to the forces involved.

(e) (U) Dwell/Boots-on-the-Ground. The order does not involve deployment length beyond SecDef-established policy, or does not involve a dwell-to-deployment ratio of less than 1:1 unless covered by other SecDef policy.

(f) (U) Staffing Concurrence. During staffing action coordinated by CJCS, concurrence is received from all the organizations listed below. Concurrence by the organization, unless otherwise noted, indicates agreement that the CJCS certification criteria in paragraphs 1.f.(1) through (4) are satisfied.

1. (U) Requesting Combatant Commander.
2. (U) All force providers involved (e.g., joint force providers, Combatant Commanders, Military Departments, Services, and Defense Agencies).
3. (U) OSD: USD(P), USD(P&R), Under Secretary of Defense for Intelligence, Assistant to the Secretary of Defense for Public Affairs, and DoD GC.
4. (U) Joint Staff: Office of the CJCS (Legal Counsel), Office of the CJCS (Public Affairs), and Office of the CJCS (Legislative Affairs).

g. (U) SDOB Timeline: Strict adherence to this timeline is necessary to ensure adequate time to staff orders properly, to prepare the SDOB briefer, and to prepare briefing materials for senior leadership. All times are not later than (NLT) deadlines and are relative to the date that the SDOB is scheduled (e.g., SDOB-15 is read "SDOB minus 15 days" and indicates that the product described in the timeline is due NLT 15 days before the scheduled SDOB):

(1) (U) SDOB-22 (3 weeks prior to SDOB): JFPs/JFM submit final sourcing recommendations to the Joint Staff. The Joint Staff J-35 issues first SDOB JSAP to staff GFMAP lines with Military Departments/Services and CCMDs.

(a) (U) Sourcing recommendations must include all relevant data (Section VIII, paragraph 1.c.).

(b) (U) If the Military Department/Service, tasked FP, or requesting CCDR does not concur with the recommended sourcing solution, the

nonconcurring organization must provide a statement that identifies the limiting factors, risk, and impacts if sourced as recommended. Nonconcur requires a GO/FO chop with an acknowledgement that the nonconcur represents the position of the four-star Service Chief or Commander.

(c) (U) Financial Summary. Military Departments/Service and Agency FPs will submit cost estimates as part of the sourcing solution. The Contingency Operations Support Tool (COST) is the approved model for estimate development, but FPs are not restricted to cost-developed estimates when more accurate data exists. Cost estimates are to be developed in collaboration with Military Department HQ budget offices. The Joint Staff J-8 will use FP-provided estimates to generate consolidated funding summaries for the SDOB. Report estimated incremental costs in the JCRM as follows:

1. (U) Base budget (B.B.) operation and maintenance (O&M) for Service-estimated incremental cost (in thousands of dollars) to deploy this unit that will be funded from the Service's B.B. O&M appropriation.

2. (U) OCO O&M for Service-estimated incremental cost (in thousands of dollars) to deploy this unit that will be funded from the Service's OCO-budget O&M appropriation.

3. (U) B.B. military personnel (MILPERS) for Service-estimated incremental cost (in thousands of dollars) to deploy this unit that will be funded from the Service's B.B. MILPERS appropriation.

4. (U) OCO MILPERS for Service-estimated incremental cost (in thousands of dollars) to deploy this unit that will be funded from the Service's OCO-budget MILPERS appropriation.

5. Costs in other appropriations, if expected. These may be noted in CJCS Remarks.

6. (U) Semiannually the Joint Staff J-8, in coordination with the Office of the Under Secretary of Defense (Comptroller), will prepare an unbudgeted cost summary of emergent requirements to date by Service and in total.

(2) (U) SDOB-17 (2 weeks prior to the SDOB): External chops to first SDOB JSAP due to the Joint Staff J-3.

(3) (U) SDOB-15 (2 weeks prior to the SDOB): Call for action input due to the Joint Staff J-35. Staffed GFMAP annexes due from the Joint Staff J-35 South to the Joint Staff J-35 North. The Joint Staff J-35 releases the second SDOB JSAP to staff GFMAP lines with OSD and Joint Staff stakeholders.



(a) (U) The Joint Staff Action Officer (AO) submits an orders package to the Joint Staff J-35 SDOB Team. The package will include a draft order and the Joint Staff Action Processing (JSAP) Form 136, SDOB map and summary, pertinent RFFs, and additional background information as appropriate.

(b) (U) The Joint Staff AOs will staff draft orders with applicable Joint Staff Directors and OSD. The Joint Staff AOs will provide draft orders to JFC/JFPs, FPs, and Supported CCDRs for review. The staffing package will, at a minimum, include the draft order and a Form 136. Draft orders will only include those elements for which complete sourcing recommendations have been received.

(4) (U) SDOB-10 (Monday of the week prior to SDOB):

(a) (U) Chops to the second SDOB JSAP due to the Joint Staff J-3. Final planner chops must be received from the following organizations, at a minimum, prior to the CJCS SDOB brief: Joint Staff (J-1, J-5, and J-8), OCJCS/LC, OCJCS/LA, OCJCS/PA, DoD OGC, ASD(PA), USD(I), USD(P), and USD(P&R).

(b) (U) Initial SDOB review with the Joint Staff J-35 GFM chief. The intent of the GFM chief review is to determine which actions are prepared to move forward for approval in the SDOB.

(c) (U) SDOB briefer preparation. As SMEs, the Joint Staff AOs have the responsibility to ensure that the SDOB briefer is adequately prepared with a solid working knowledge of the action in order to assist CJCS in providing the best military advice possible to SecDef. AOs are expected to identify any contentious elements or staffing issues that have not been resolved.

(5) (U) SDOB-9 (Tuesday, of the week prior to the SDOB): Initial SDOB review with Assistant Deputy Director, Joint Operations (ADDJO). The intent of the ADDJO review is to determine which actions are prepared to move forward for approval in the SDOB. Following this briefing, the Form 136, map, and summary will be posted for release to OSD and J-directorates.

(6) (U) SDOB-8 (Wednesday of the week prior to the SDOB): SDOB brief to DDRO. Any changes after this brief must be approved by DDRO.

(7) (U) SDOB-6 (Friday, of the week prior to the SDOB): SDOB brief to DJ-3. Any changes after this brief must be approved by DJ-3.

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(8) (U) SDOB-3 (Monday of the week of the SDOB): SDOB brief to the CJCS, or VCJCS, as required. Any changes after this brief must be approved by CJCS or VCJCS.

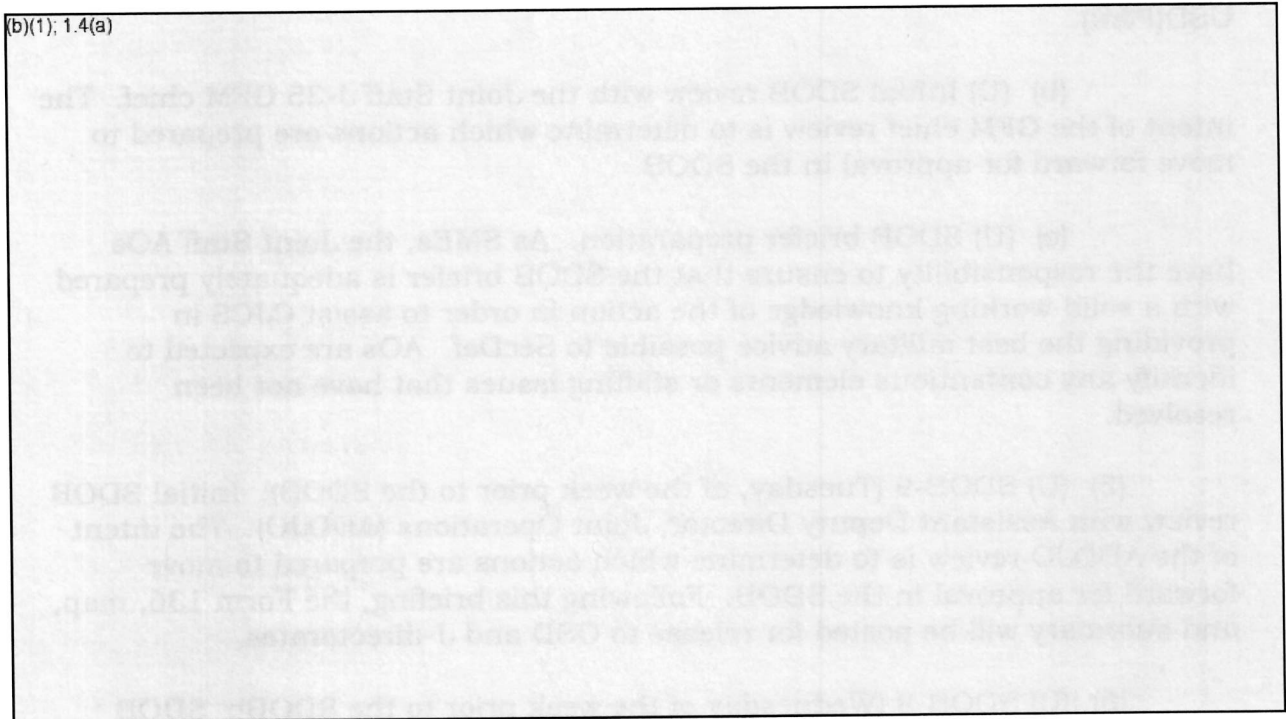
(9) (U) SDOB-2 (Tuesday of the week of the SDOB): SDOB brief to the SecDef's Military Assistant.

(10) (U) SDOB: SDOB brief to SecDef. Following the SDOB brief with the SecDef, the Joint Staff J-35 will announce the results via e-mail. AOs will then adjust orders based on SecDef decisions and finalize orders for release.

## 2. (U) Deployment Destination and Mission Modifications

a. (U) Prior to re-missioning of allocated forces, supported and supporting commanders will inform and, when required, coordinate with the JFC/JFPs and appropriate Military Department Secretaries. SecDef approval is required for CCDRs to move forces and units at the battalion/squadron level or above from one SecDef-named operation to another, between SecDef-named and Campaign Plan operations, or if re-missioning of the force has strategic implications.

(b)(1); 1.4(a)



d. (U) Supported CCDRs will update force requirements, by FTN, using the change request process.

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e. (U) Nonconcurs for all re-missioning and redirecting actions require GO/FO endorsement. Nonconcurrency with CCDR requested re-missioning of off-ramped units (ordered but not deployed) requires restaffing via the GFM process. The Joint Staff will forward nonconcurs in an SDOB to SecDef with a CJCS recommendation.

f. (U) The affected JFC/JFP will publish approved modifications in the GFM Annex Schedules.

3. (U) JFC/JFP GFM Change Authorities

a. (U) All below listed change authorities delegated to JFC/JFPs are subject to the concurrence of supported and supporting CCDRs, and affected Military Departments/Services. JFC/JFPs will forward nonconcurs to the Joint Staff for inclusion in the SDOB. Authorities not explicitly granted to JFC/JFPs require SecDef approval. If capability substitutions change the FP for the force, changes will be forwarded to the Joint Staff for inclusion in subsequent modifications to the GFM.

b. (U) JFC/JFPs are granted the authority to substitute one capability with another in order to provide similar capability. If the substitution changes the FP for the force, changes will be forwarded to Joint Staff for inclusion in the SDOB to modify GFM Annexes. Changing sourcing between components (i.e., AC and RC) requires SecDef approval.

c. (U) Flag or Pennant substitution. JFC/JFPs are granted the authority to substitute one unit with another unit, provided the same CCDR or Military Department Secretary is providing the force.

d. (U) JFC/JFPs are granted authority to change ordered maritime AOR in-chop and out-chop dates by up to a maximum of 30 total days. The JFC/JFP will publish the modification in JFC/JFP GFM Annex Schedules. SecDef approval is required for changes outside of 30 days. All maritime forces must meet ordered start date by plus or minus 5 days.

e. (U) In order to align force rotation and turnover correctly, JFC/JFPs are granted the authority to change ordered start and end dates per the below listed limits:

(1) (U) Changes to start and end dates greater than 30 days for units at the battalion/squadron size or above, or for units that have strategic implications, require SecDef approval.

(2) (U) JFC/JFPs may make changes to start and end dates for forces smaller than battalion/squadron size that do not have strategic implications.

(3) (U) Start and end date changes that extend a deployment beyond 365 days, or more than 30 days beyond a deployment that is less than 365 days, require SecDef approval.

(4) (U) All start and end dates changes will be documented in respective GFMAP annexes and schedules.

f. (U) For JIA and ad hoc requirements, JFC is granted authority, in coordination with Military Departments/Services and FPs, to execute substitutions for grade, skill, security clearance, tour length, billet title, remarks, skill category, activity, and FP. Unless specifically prohibited by the supported CCDR in the requirement description, grade level substitutions can be made up or down one pay grade without seeking CCDR concurrence. Pay grade substitutions more than one pay grade must have supported CCDR concurrence. JFC is granted authority to cancel JIA and ad hoc taskings to Military Departments/Services based on supported Commander reductions of JIA and force requirements. The Joint Staff J-3 will publish all changes in the GFMAP Annex A and D and applicable schedules.

g. (U) Any changes to forces, including start date, end dates, or units, will be submitted to the Joint Staff for inclusion in the SDOB, GFMAP Annexes, and JFC/JFP GFMAP Annex Schedules.

#### 4. (U) Requirement Change Request Process

a. (U) Changes to force requests will be accomplished in accordance with the following:

(1) (U) If a new force requirement is identified, CCDRs will submit it as an emergent requirement with an associated FTN and RFFID.

(2) (U) If the change involves modification to an existing FTN that has been JFP assigned, and the change is significant enough to warrant the Joint Staff review, CCDRs will submit it as a modification to the original RFF (RFFID will be documented with a "MOD #" suffix). All change requests requiring Joint Staff review require an RFF modification and the Joint Staff validation prior to SecDef approval. Although not all potential significant changes can be listed, significant changes that warrant the Joint Staff review include the following:

- (a) (U) Location that changes the AOR.
- (b) (U) Different force type requested.
- (c) (U) Different missions for requested forces.

(d) (U) Force requests for a new operation or mission (unless EXORD is superseded).

(e) (U) Changes to the numbers of passengers (PAX) that change the echelon of the capability (e.g., company to battalion), change the nature of the capability, have strategic implications, or are nonconcurrent with the FP.

(f) (U) Start and end date change requests for emergent RFFs except as required to meet guidelines in Section V, para 1.d.

(g) (U) PTDOs that change the number of days, or the number of days to be placed on or taken off.

(3) (U) Change requests (CRs) that can be implemented within JFC/JFP change authorities and that generally do not require Joint Staff validations include:

(a) (U) Start and end date CRs that do not require SecDef review (Section VIII, paragraph 3.e.). Refer to Section VIII, paragraph 5.

(b) (U) Clarification of mission, tasks, or training requirements.

(c) (U) Location changes within the same area of operations.

(d) (U) Changes to JRSOI.

(e) (U) CR for Assigned Forces.

(4) (U) If the force requirement has not been JFC/JFP assigned, the CR requires Joint Staff review.

(5) (U) JFC/JFPs will forward for Joint Staff review any CRs that require SecDef approval.

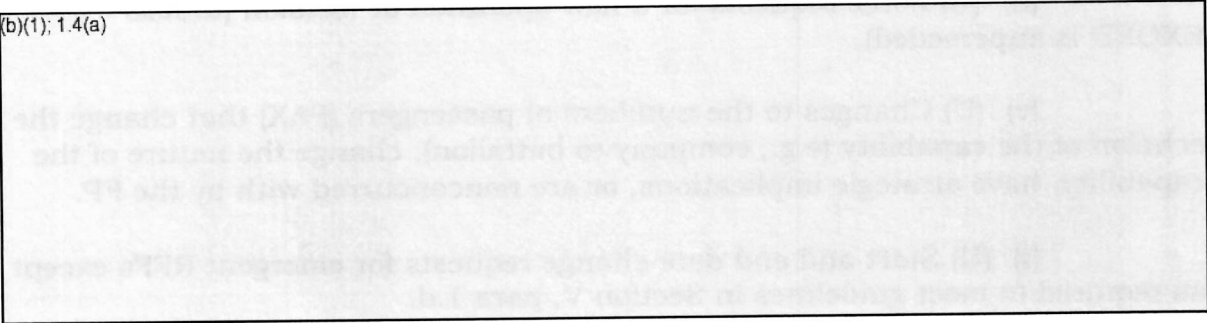
(6) (U) When a change requires Joint Staff review, the supported CCDR or JFC/JFP will forward the CR to the Joint Staff J-3. The Joint Staff J-3 will validate the change and forward it to the applicable JFC/JFP for staffing.

(7) (U) Change requests for Assigned Forces Demand only require Joint Staff J-3 validation.

b. (U) Only the Joint Staff J-3 can return an FTN for modification to the CCDR.

5. (U) Changing Ordered Start and End Dates

(b)(1); 1.4(a)



b. (U) The ordered start and end dates are published in the GFMAP annex schedules. Changes to start and end dates will be in accordance with Section VIII, paragraph 3.e.

c. (U) If the supported CCDR or FP requires a change to ordered start or end dates, the requesting organization will send a RMG or logbook request "TO" the JFC/JFP and "INFO" the Joint Staff, FP, Military Department/Service, and supporting and supported CCDR requesting the change. The JFC/JFP will staff the change via LOGBOOK. If the supported and supporting commands and affected Military Department/Service concur at the 0-6 level or higher, JFC/JFP will update the GFMAP annex schedule. JFC/JFPs will ensure the changes are within policy guidelines.

d. (U) GO/FO endorsement and SecDef approval are required for nonconcurs, requests for start or end date changes for units at the battalion/squadron size or above, or for units that have strategic implications. The requesting command will forward a RMG "TO" the Joint Staff and "INFO" to JFC/JFP, FP, and supported CCDR. The Joint Staff is authorized to validate or reject the change request.

e. (U) Ordered date change request messages should be submitted no later than 90 days prior to the start or end date being submitted for change.



## **ANNEX D: RESERVE COMPONENT FORCE ASSIGNMENT POLICY**

1. The basis for the following policy was originally published by then-SecDef William Perry in a 6 September 1996 memorandum titled "Assignment of Forces." This annex reflects the policy established by that memorandum and serves as a consolidated and updated source of policy for RC assignment. This policy does not affect the process by which forces are assigned in the Forces For memorandum and tables. The Secretaries concerned will ensure compliance with this policy within their Military Departments and report to SecDef any issue arising from the exercise of authority over assigned forces by a CCDR. CCDRs will ensure compliance with this policy within their commands and report to SecDef, through CJCS, any authority, direction, or control of assigned forces found to be insufficient.
2. Assignment of forces of the Army National Guard (ARNG) of the United States and Air National Guard (ANG) of the United States to CCMDs or USELEMNORAD does not limit the authority of state governors over National Guard forces when those forces are not in federal service. For example, mobilization of assigned National Guard forces for preplanned or emergent/contingency federal service does not preclude state governors from employing Emergency Management Assistance Compacts (EMACs) to mitigate critical capability loss within a state.
3. CCDRs will exercise COCOM over assigned active forces at all times and over assigned RC forces when mobilized or ordered to active duty (other than for training). COCOM consists of the authority specified in title 10, U.S.C., section 164(c), except that, unless otherwise directed by SecDef, assigned RC forces on active duty (other than for training) may not be deployed until validated by the parent Military Department/Service for deployment.
4. COCOM includes the command function of coordinating and approving those aspects of administration and support (including control of resources and equipment, internal organization, and training) and discipline of assigned forces necessary to carry out missions assigned to the CCMD.
5. Under title 10, U.S.C., the Secretaries of the Military Departments are responsible for the internal organization, training, logistics, readiness, control of resources and equipment, mobilization, demobilization, administration, support, and discipline of all Military Department/Service commands and forces, including those assigned to CCMDs and USELEMNORAD.
  - a. Subject to the authority, direction, and control of SecDef and to the provisions of title 10, U.S.C., chapter 6, the Secretaries concerned have the authority to direct all aspects of these functions. The Secretaries of the Army and Air Force are also responsible to inspect National Guard forces in their

non-federalized status and to prescribe regulations for organizing, governing, and disciplining these forces. The Secretaries concerned may fulfill their responsibilities through the Service Component Commands that they have assigned to CCMDs, through separate RC commands, through the National Guard Bureau for ARNG and ANG forces, or by any other arrangement so long as they do not infringe on the CCDRs' authority to perform assigned missions.

b. By authority of the Secretaries concerned, the Military Departments will develop and execute training, readiness, and mobilization programs in accordance with SecDef direction sufficient to prepare forces for effective employment by the CCDRs. CCDRs have the responsibility to communicate operational requirements and priorities to SecDef, through the CJCS or as otherwise directed by the President or SecDef. SecDef will communicate these requirements to the Military Departments concerned. The Military Departments will communicate "out-of-cycle" changes to approved programs when these changes will affect the ability of the CCDR to carry out missions assigned, and will mitigate the operational impacts of such program changes within existing capabilities, consistent with priorities and requirements of other tasks assigned by SecDef.

6. CCDRs may not direct changes in Military Department training, readiness, and mobilization programs pertaining to assigned forces. However, this limitation is not intended to relieve the Military Departments/Services of statutory and directive responsibilities for administration and support of CCDR-assigned forces. Disagreements shall be referred through CJCS to SecDef for resolution.

7. As a matter of DoD policy, the authority that CCDRs may exercise over assigned RC forces when not on active duty and when on active duty for training is TRO. CCDRs will normally exercise TRO over assigned RC forces through their Service Component Commanders. As described in JP 1-02, TRO includes the authority to:

a. Provide guidance to Service Component Commanders on operational requirements and priorities to be addressed in Military Department training and readiness programs.

b. Comment on Service Component program recommendations and budget requests.

c. Coordinate and approve participation by assigned RC forces in joint exercises and other joint training when on active duty for training or performing inactive duty for training.

d. Obtain and review readiness and inspection reports on assigned RC forces.

e. Coordinate and review mobilization plans (including post-mobilization training activities and deployability validation procedures) developed for assigned RC forces.

8. Unless otherwise directed by SecDef, CCDRs will exercise OPCON of RC forces (less strategic mobility forces assigned to USTRANSCOM) on active duty for training or performing inactive duty training within their geographic AORs (except in the United States and U.S. territories) or participating anywhere in military operations or joint training under their jurisdiction.

9. Unless otherwise directed by SecDef, CCDRs may employ RC forces assigned to their commands in contingency operations (as defined in U.S.C., section 101(a)(13)), only when the forces have been mobilized for specified periods in accordance with law, or when ordered to active duty with the consent of the member and validated by their parent Military Department/Service.

10. RC forces on active duty for training (ADT) or performing inactive duty training (IDT) may be employed in connection with contingency operations only as provided by law and applicable DoD directives. The primary purpose of ADT and IDT is to provide individual and/or unit readiness training. Support to mission requirements (i.e., operational support) may occur as a consequence of performing ADT or IDT.

11. DoDI 1225.06, "Equipping the Reserve Forces," sets forth RC equipment transfer policy.

12. CCDRs will communicate with assigned RC forces when not on active duty or when on active duty for training through the Military Departments (using procedures jointly developed by the Secretaries concerned, CJCS, and the Assistant Secretary for Defense (Reserve Affairs).

13. CCDRs may inspect assigned RC forces in accordance with DoDD 5106.04 when such forces are mobilized or ordered to active duty (other than for training).

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**(U) Annex E: Floor Business Rules**

1. (U) Purpose. Provide Business Rules to direct the DoD GFM of CCDR forward-stationed assigned and allocated forces to meet specific mission requirements. The floor is defined as the minimum set of forces that is available forward in each CCMD for initial response and will not be considered for reallocation, except during major OPLAN execution in another AOR. Floor designation will be governed by the following business rules and criteria.
2. (U) Updates. These business rules will be updated annually in conjunction with the Forces For/GFMIG staffing process.
3. (U) Business Rules. The floor can consist of forward-stationed assigned forces as well as allocated forces. Being in the floor does not automatically identify a force for assignment, and being assigned does not automatically identify a force for the floor. The following items further detail floor business rules.
  - a. (U) Floor-designated forces that are not assigned will be given priority during allocation and will be annotated in the GFMAP accordingly.
  - b. (U) If the floor closely approaches or equals the Force Provider "ceiling" during the allocation process, sourcing will be adjudicated by the GFMB.
  - c. (U) A floor force can also be simultaneously designated as a GRF.
  - d. (U) PTDO forces are only considered as part of the floor for Homeland Defense (HD) and Strategic Nuclear Deterrence (SND).
  - e. (U) Temporary/periodic forces are not considered part of the floor while they are within a CCDR's geographic AOR (e.g., transit time for Naval Forces).
  - f. (U) Like capabilities may be substituted to resolve contentious issues within the floor.
  - g. (U) Reallocation from or sourcing below the floor will be highlighted prior to a SecDef decision.
  - h. (U) The floor does not preclude force sharing between CCMDs.

4. (U) Criteria

a. (U) Homeland Defense (HD). This criterion accounts for the defense of U.S. territory from direct attack. The floor addresses the steady-state Operation NOBLE EAGLE (ONE) requirements at Alert Condition Level 5 (ACL-5) with the addition of some limited Maritime Homeland Defense (MHD) (e.g., ready for sea (RFS)) and Land Homeland Defense (LHD) (e.g., quick reaction force/rapid reaction force) placed on PTDO.

(b)(1); 1.4(a)

c. (U) Counter Terrorism (CT). This criterion provides the capability required for an initial response and not the capability to conduct a broad CT campaign. The required forces to execute broader CT operations would be provided during the allocation process above the floor. This criterion is designed to provide an initial response to counter terrorism directed against U.S. Forces, property, citizens or other national interests. The floor includes the CCMD's Crisis Response Force, which is built around a Special Forces company and associated lift (e.g., 2 x C-130s or equivalent).

d. (U) New Normal. This criterion reflects the latest guidance for supporting crisis response related to the NEW NORMAL/GLOBAL UNREST EXORD. This criterion applies to those CCMDs with high-risk diplomatic posts (i.e., USAFRICOM and USCENTCOM). This type of response is predicated on a window of indications and warning that allows for a force to arrive so that it is not fighting its way into an embassy or other facility. In addition, the criterion assumes that a response will operate in a permissive to uncertain environment. The floor is two company-sized response capabilities with their associated lift (e.g., 2 x C-130s or equivalent).

(b)(1); 1.4(a)





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