Joint Planning
At the Operational Level
Lt Col Heather McDaniel
Army Logistics University
<table>
<thead>
<tr>
<th><strong>Strategic Level</strong></th>
<th><strong>Operational Level</strong></th>
<th><strong>Tactical Level</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Campaign Quality</strong></td>
<td><strong>Coordinate, Integrate, and Synchronize</strong></td>
<td><strong>Effectiveness</strong></td>
</tr>
<tr>
<td>- Industrial base capacity enables sustained operations</td>
<td>- Combatant commander integrates joint requirements with national systems</td>
<td>- Outcome is measured</td>
</tr>
<tr>
<td>- End-to-end processes drive efficiencies across Services, agencies, and industry</td>
<td>- Must optimize component, agency, and other partner nation capabilities to meet requirements</td>
<td>- Operational readiness enables “freedom of action”</td>
</tr>
<tr>
<td>- Effectiveness dependent upon optimizing processes against required outcomes</td>
<td>- Most significant impact for joint logistics and the joint force</td>
<td>- Desired outcomes should drive optimization—from strategic to tactical</td>
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</table>
Strategic Roles & Relationships

Global Logistics Providers

Requirements

Joint Force Commanders

Joint Staff J3
- JOINT DEPLOYMENT PROCESS OWNER

Joint Staff J4
- READINESS, LEADING THE JLEnt

Services
- LIFE CYCLE PROCESS OWNERS

Services / DLA
- SUPPLIERS TO THE JOINT FORCE

USTRANSCOM
- DISTRIBUTION PROCESS OWNER

Resources
# JPP vs. Service Processes

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Planning Initiation</td>
<td>Receipt of Mission</td>
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<tr>
<td>Mission Analysis</td>
<td>Mission Analysis</td>
<td>Mission Analysis</td>
<td>Problem Framing</td>
<td>Mission Analysis</td>
</tr>
<tr>
<td>Course of Action Development</td>
<td>Course of Action Development</td>
<td>Situation and COA Development</td>
<td>Course of Action Development</td>
<td>Course of Action Development</td>
</tr>
<tr>
<td>COA Analysis and Wargaming</td>
<td>COA Analysis (War Game)</td>
<td>COA Analysis and Refinement</td>
<td>COA Wargaming</td>
<td>COA Analysis (Wargaming)</td>
</tr>
<tr>
<td>COA Comparison</td>
<td>COA Comparison</td>
<td>COA Comparison</td>
<td>COA Comparison and Decision</td>
<td>COA Comparison and Decision</td>
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<tr>
<td>COA Approval</td>
<td>COA Approval</td>
<td>COA Selection</td>
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<tr>
<td>Plan or Order Development</td>
<td>Orders Production, Dissemination, and Transition</td>
<td>Joint Air and Space Operations Plan Development</td>
<td>Orders Development</td>
<td>Plan and Orders Development</td>
</tr>
<tr>
<td>JP 5-0</td>
<td>FM 6-0</td>
<td>AFDD-2</td>
<td>MCWP 5-1</td>
<td>NWP 5-01</td>
</tr>
</tbody>
</table>
The Theater Logistics Overview (TLO)

- a segment of the iterative planning process
- addresses identification, understanding, and framing the theater's overarching mission at the campaign level.
- helps the JFC, operations, and logistics staff segments
- measures the overall effectiveness of employing forces, force sustainability, and logistics capability readiness to ensure that the operational approach remains feasible and acceptable.
- Helps to identify and address capability gaps, mitigations, and risk.

--JP 4-0 Ch. IV
Let’s take a quick break...
HOLISTIC VIEW OF THE OPERATIONAL ENVIRONMENT

- Time
- Sociocultural Factors
- Adversary
- Information Environment
- Physical Areas and Factors
- Weather & Climate
- Electromagnetic Spectrum

- Friendly
- Neutral

- Space Domain
- Air Domain
- Surface Domain
- Subsurface Domain
- Land Domain
- Maritime Domain
- Hydrology
- Terrain
- Oceanography
- Cyberspace

- Informational Dimension
- Cognitive Dimension
- Physical Dimension

- Political
- Military
- Economic
- Social
- Infrastructure
- Informational
<table>
<thead>
<tr>
<th>Core Functions</th>
<th>Functional Capabilities</th>
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<tbody>
<tr>
<td>Deployment and Distribution</td>
<td>• Move the force&lt;br&gt;• Sustain the force&lt;br&gt;• Operate the joint deployment and distribution enterprise</td>
</tr>
<tr>
<td>Supply</td>
<td>• Manage supplies and equipment&lt;br&gt;• Inventory management&lt;br&gt;• Manage global supplier networks</td>
</tr>
<tr>
<td>Maintenance</td>
<td>• Depot maintenance operations&lt;br&gt;• Field maintenance operations&lt;br&gt;• Equipment reset</td>
</tr>
<tr>
<td>Logistics Services</td>
<td>• Food service&lt;br&gt;• Water and ice service&lt;br&gt;• Contingency base services&lt;br&gt;• Hygiene services&lt;br&gt;• Mortuary affairs</td>
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<tr>
<td>Operational Contract Support</td>
<td>• Contract support integration&lt;br&gt;• Contracting support&lt;br&gt;• Contractor management</td>
</tr>
<tr>
<td>Engineering</td>
<td>• General engineering&lt;br&gt;• Combat engineering&lt;br&gt;• Geospatial engineering</td>
</tr>
<tr>
<td>Joint Health Services</td>
<td>• Force health protection&lt;br&gt;• Health service support</td>
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# 7-Minute Drill

## Logistics Synchronization Meeting

**Purpose, Frequency, Duration, Location**

- **Purpose:** Synchronize logistics throughout the brigade and identify existing and future logistics requirements
- **Frequency:** Daily
- **Duration:** Less than 1 hour
- **Location:** Brigade and BSB

**Composition**

- **Staff Proponent:** BSB SPO
- **Chairman:** Chief of staff
- **Attendees:** Brigade XO, G–3 representative, S–4, S–1, FSC commanders, BSB XO, BSB SPO, S–2, PBO, and representatives for transportation, supply, services, ammunition, distribution, and other commodities

**Input:**
- Combat Power
- Direct support stock status
- Logistics requirements
- Current operations
- Running estimates

**Output:**
- Logistics synchronization matrix
- Sustainment graphics
- Updated common operational picture
- Updated running estimates
- Fragmentary Order

**Legend**

- BSB = Brigade support battalion
- SASMO = Sustainment automation support management office
- FSC = Forward support company
- PBO = Property book office
- SPO = Support operations officer
- XO = Executive officer

**Agenda**

- Roll call (SPO)
- Enemy situation (S–2)
- Upcoming mission (S–3)
- Current log status (SPO)
- Sustainment next 24 to 72 hours
- Convoys
- SASMO
- Issues
## JPP Logistics Outputs

<table>
<thead>
<tr>
<th>Logistics Outputs</th>
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<tbody>
<tr>
<td>Theater Logistics Analysis (TLA)</td>
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<tr>
<td>Theater Logistics Overview (TLO)</td>
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<tr>
<td>Logistics Estimate</td>
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<tr>
<td>Concept of Logistics Support (COLS)</td>
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<tr>
<td>Annex D – Logistics</td>
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<td>TPFDD</td>
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