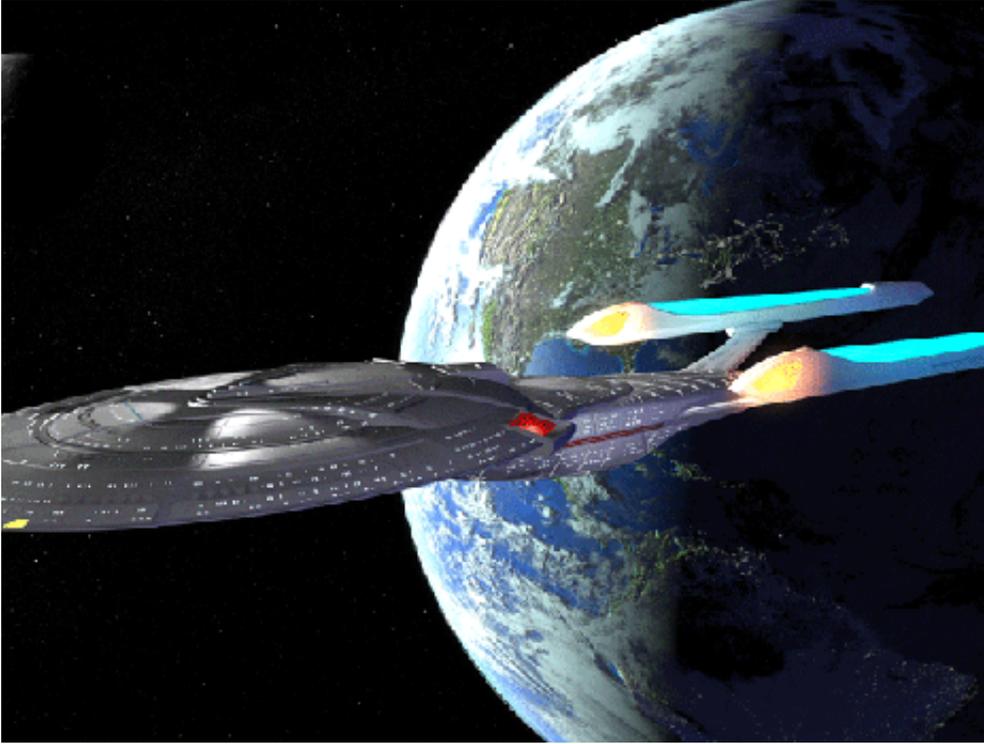


Unit Introduction



Right now the military does not have the technological logistics capabilities of a "Beam me up, Scotty!" "non-reality" TV show. It's a lot more complicated, as you are about to find out.

Unit Introduction



You have learned, in lessons so far, the importance of public affairs during a combat or wartime operation. Great lengths have been taken to impress upon you the necessity to get tied into everything your unit is involved with, especially operational planning.

It has been demonstrated how the PAO must know the unit, its equipment, its people, and how you, as that PAO, must be able to support the unit mission with your public affairs assets... your people... your equipment... your capabilities.

Intermediate Training Objective (ITO)

Explain the integration of public affairs into all phases of logistical planning to include Joint Operational Planning and Execution. Upon completion of this unit of instruction, the student will be able to:

- Describe the three phases of joint deliberate and crisis planning
- List the three things the Joint Planning and Execution System (JOPES) software does
- List the key offices the PAO must coordinate with for logistical planning
- Explain the purpose of the Time-Phased Force Deployment Data (TPFDD)

Unit Overview

Look for information on these topics in this unit:

- Public affairs and operational planning
- Deliberate and crisis planning
- The Joint Operational Planning and Execution System (JOPES)
- The Time-Phased Force Deployment Data (TPFDD)
- Key coordination
- Key logistical elements to consider
- Classes of supply
- Logistics support for media

Public Affairs and Operational Planning

The commander is responsible for planning, resourcing and executing public affairs.

1. The commander needs the PAO's advice
2. The PAO must integrate PA planning into operational planning
3. Public affairs activities are resource and personnel intensive
4. Public Affairs needs dedicated resources

It has to work.

PA and Operations Planning

It is important to integrate public affairs into all phases of operational planning.

Your commander is responsible for planning, resourcing, and executing public affairs operations. Deployed PA operations require a process of deliberate planning to produce public affairs assessments, assign public affairs objectives, develop public affairs employment concepts, establish command relationships, and provide necessary resources.

DOD requires commanders to devote the resources necessary for a robust, responsive and efficient public affairs infrastructure when deploying. Commanders will rely on your recommendations to get the adequate number of personnel, equipment, transportation and communications resources when deploying. You must integrate your needs with the overall operational planning process to ensure you have the resources to support your commander.

Each phase of an operation (pre-deployment, deployment, and re-deployment) will have unique public affairs implications that require the attention of the commander, the staff and the PAO. News media interest will vary, and military support packages must be able to accommodate surges in news media activities. The goal is to anticipate and respond to fluctuating coverage and to tailor resources to ensure no loss of efficiency.

Public affairs activities require significant levels of manpower and resources. You must ensure your command's planning process includes public affairs assessments that precisely identify resource requirements. Plans must provide for specific measures to reinforce personnel, and to procure, lease or assign necessary resources. It is essential that all materials be immediately deployable and provided on a dedicated basis so that you can sustain public affairs operations at required levels.

The Bottom Line - You must be intimately involved in all aspects of planning the deployment of your PA assets, sustaining them on deployment, and bringing them back home after the operation is complete. To do this, you must integrate and coordinate your planning within the framework of operational planning. You need to understand how logistical planning is managed and the key people involved with managing this process. Once you understand how the system works, you'll need to review and update your requirements routinely to ensure that you'll deploy with everything you need to support your command's operational planning. You need to understand how logistical planning is managed and the key people involved with managing this process. Once you understand how the system works, you'll need to review and update your requirements routinely to ensure that you'll deploy with everything you need to support your command.

Operational Phasing

Each phase of an operation has unique PA implications and requirements:

1. Pre-deployment – The PAO plan should include sequencing of events and resources –staging resources and detaching personnel and resources to various organizations and elements
2. Deployment – Sustaining resources – ensuring a re-supply process and network for reinforcements
3. Re-deployment – You must prepare, plan and execute the resources necessary to operate a network to bring home all resources and personnel

JOPES

Joint Operational Planning and Execution System

One cannot understate the importance of JOPES and the dynamic Time-phased Force and Deployment Data (TPFDD) in coordinating the deployment of PA assets.

The Joint Operational Planning and Execution System, or JOPES, is the Chairman of the Joint Chiefs of Staff's joint planning system. It covers the planning spectrum from the National Command Authorities through the Chairman, to the unified combatant commanders (formerly known as CinCs) and the joint task force commanders. JOPES governs all aspects of conventional joint military operations planning and execution. It is the tool used by all echelons of planners and operators to speak a commonly understood language.

JOPES is the principal system within the DOD for translating policy decisions into operational plans and orders at the unified command level (unified or theater combatant commander level). Staff at all levels play key roles in this process, including the PAO. During the plan development, key decisions and plans are made for deployment of assets. Even if you are deploying on a little- or no- notice contingency operation, or just an exercise, you will have to plan for deployment. Understanding JOPES can prevent delays and mistakes that could jeopardize your plan, and ultimately impact the mission.

What JOPES Provides



A short look back at JOPES. First remember what the acronym stands for and then impress on your memory these things about the system:

1. It is the Chairman of the Joint Chiefs of Staff's joint planning system
2. It is the principal system within the DOD for translating policy decisions into operational plans and orders at the unified command level (unified or theater combatant commander level)
3. JOPES ADP (Army Doctrine Publication) software does three things:
 - Develops deployment requirements
 - Estimates logistics and transportation requirements
 - Monitors and tracks the deployment

JOPES furnishes joint commanders and war planners at all levels with standardized policies, procedures and formats to complete a variety of tasks.

Planning, execution and deployment of forces are collected into a unified combatant commander's AOR.

Understanding JOPES prevents delays that jeopardize the mission.

Time-Phased Force Deployment Data (TPFDD)

The TPFDD (pronounced "TIP-VID") is the database used in JOPES to identify types of forces and actual units required to support a deployment. It is the key planning document for deployments of any kind. TPFDDs contain estimates of logistics support and designate ports for loading (embarkation) and unloading (debarkation). A TPFDD also establishes the sequence for moving the forces and their support into the area of responsibility (AOR). **The TPFDD determines the order in which personnel and equipment arrive in theater, and return home.** The time-phased forces, and their associated cargo and passenger movement requirements, are used as the basis for actual transportation scheduling.

The TPFDD is organized according to information provided by deploying units. In a joint operation, the J-4 will do this planning. This document is developed from unit identification codes (UICs), unit tables of organization and equipment (TO&E), and the unified command tasking the operation.

Supply and replacement personnel estimates developed during planning are used as a source for establishing transportation channels for sustainment.

The bottom line: If you are not on the TPFDD, you and your equipment cannot deploy, nor be re-supplied (with people or equipment).

Key Points About TPFDD



Remember what the acronym TPFDD stands for -- **Time-Phased Force Deployment Data** -- and then impress on your memory these things about the system:

1. Database in JOPES
2. Used to identify types of forces and actual units required to support deployment
3. Determines sequence for moving forces and equipment into the theater and returning home
4. If you and your equipment are not on the TPFDD, you cannot deploy or be re-supplied.

TPFDD Sequencing

The TPFDD determines the sequence for moving forces and equipment into the theater AND for returning. The data base provides the basis for:

- Transportation scheduling during force deployment and re-deployment
- Embarkation /debarkation points
- Estimates of logistics support

The TPFDD is where all the planning takes shape: If we need a brigade of troops HERE at THIS time, it will require THIS amount of airlift/sealift, leaving THESE points at SUCH and SUCH time.

Logistics Specialists, or "loggies," as they are often called, do not like surprises! Their mission is to prepare detailed plans, in advance, to address potential deployments. The TPFDD is a finely-tuned planning document designed to move thousands of people and tons of supplies and equipment where they're needed most. Make sure your requirements are on that list, or you and your PA staff will be in for a nasty surprise!



Key Coordination

Identifying the key people the PAO should coordinate with when planning the logistics of deploying PA assets is imperative.

Coordination is always a critical component in logistical planning. Your responsibility is to ensure your people and equipment get to where they are supposed to go and at the proper time.

There are three key offices that the PAO must work closely with to plan the logistics of deployment. These offices are responsible for making key decisions and providing resources critical to the PAO deployment:

Commander – The PAO must get solid guidance on public affairs objectives and then plan accordingly. The PAO should strongly recommend deploying in the initial deployment package to support expected media interest and requirements.

Operations (J3) – The PAO should be an intricate part of planning and meetings to ensure PA is included in what J3s provide to the logistics and transportation officers.

Logistics & Transportation (J4) – Provide the Unit Identification Code (UIC) and Table of Organization and Equipment (TO&E) for your unit and augmentation units. Coordinate for re-supply and re-deployment of stores and material.

Key Player No. 1



The critical player in every deployment is the commander. The PAO must get solid guidance on the public affairs objectives for the operation or exercise and plan accordingly. If intense media interest is expected, the commander must be made aware of that fact so you can get your people there in time to handle the journalists. Also, if the national media pool is expected to deploy to your operation, the visit will be very early, and you will have to support their operations. Strongly recommend to your commander that public affairs be included in the initial deployment package.

Key Player No. 2



The operations officer is another key player because he takes the commander's guidance and puts it into an operational plan or order.

This includes prioritizing the order in which units deploy. He provides this information to the logistics and transportation officers who actually develop the TPFDD, with the aid of JOPES. PAOs should work closely with the operations officer and be an intricate part of meetings and planning.

Key Player No. 3



The logistics and transportation officers do the actual work of setting up the TPFDD and arranging deployment transportation. These folks can obtain deployment data (UICs and TO&E) for your unit, as well as deployment data on augmentation units. The logistics officer also plans for the re-supply and re-deployment of the unit. The logistics and transportation people can also be an asset when you are looking for transportation to re-deploy something to home station - like stores or materials you want to send back for use in your home station newspaper or to provide to local community news outlets.

Other Deployment Resources

Gauge what the requirements are in deployment planning. Additional resources to consult in planning deployed PA operations are:

- Service regulations and the operations orders for your major command.
- Joint Pub 5.0 details joint operations planning.
- Joint Pub 3-61 discusses joint PA doctrine.
- DoD Directive 5400.13 and DoD Instruction 5400.14 have specific guidance on conducting public affairs in joint operations.
- DoD Instruction 5405.3 lays out the development of proposed public affairs guidance (PPAG) for joint operations and exercises.
- Other PAOs (who have “been there, done that”) may provide valuable perspective on how to prepare for deployment, guidance or lessons learned. Consult your PA Headquarters, Unified Combatant Commander PAO, PAOs who are currently deployed in the region or PAOs who deployed in other contingencies. Pick their brains, seek their advice and read their lessons learned so you don't have to "reinvent the wheel."

Key Logistical Elements

There are several things to consider when planning for deployment of PA assets. Before you go to your commander, J-3 or J-4, you need to think through your public affairs requirements in logistical and transportation terms. Logically enough, if you **use the 5 Ws and the H of journalism as a thought process**, you will have covered all the bases.

- **Who** is deploying?
- **What** units and people are deploying? Are they all organic to your unit, or have you been augmented with additional assets?
- **When** and **who** will deploy? Specifically, how many people and in what sequence will you want them to go?
- You can split units, but you have to know that up front. For example, you might decide to send some of your people very early to establish a media center, while the others deploy later so they can continue to support the deployment from home station.
- **What** is deploying? In other words:
 1. What physical assets and equipment need to go? Make sure everything is covered. Your unit's Table of Organization and Equipment (TO&E) is usually augmented by other equipment, such as computers, facsimile machines, etc.
 2. Your UIC, or unit identification code, will provide transportation planners with the basic data they need. The UIC tells the planners the number of people and size and amount of equipment in that unit.
 3. A UIC is for the type of unit, but does not take into consideration any augmentation or additional equipment you will want to take with you. For example, the PAO office in an Army division is included in the UIC for the Division Headquarters. There is a separate UIC for the public affairs team that may go with it. Know your unit's UICs. Especially know the UICs of any augmentation units that have been assigned to you, such as public affairs teams or detachments.
 4. Know the weight and cubic measurements for deploying equipment, both TO&E and otherwise. Have documents that authorize you to deploy additional equipment not on your TO&E (or they might not let you on the aircraft with the stuff).
 5. Determine what supplies you will need to take with you to support your operations, like paper, ribbons, digital photography equipment, laptops etc. Include this information in your deployment weight and cube data.
 6. If you own vehicles, make sure you have all of the appropriate tie-down equipment for the deployment method: air, ship, rail.
- **Where** are you deploying? This determines what you take with you. Deploying to the desert, winter-time Bosnia or the jungles of Central America may require different uniforms and equipment. Some countries may have cellular networks or have different electrical systems.
- **Why** are you deploying? Make sure you understand the overall mission, as well as what your PA role will be during the operation.
- **How** will you and your equipment get there? Air travel is for people and assets needed right away, while other assets might travel by sea or air. Make sure you prioritize assets accordingly.

Interim Review



Always consider:

Who: Who will deploy and when? Specifically, how many people and in what sequence do you want them to go?

What: What units and people (organic or augmentation)? What physical assets and equipment need to go?

When: The objective of Joint Universal Lessons Learned System (JULLS) and other lessons learned programs remains the rapid and effective response to information derived from combat experience. With that in mind the following categories of input should be included in your reports.

Where: Where are you deploying? Where will you stage equipment?

Why: Why are you deploying (mission)?

How: How will people and equipment deploy (air, rail, ship)?

Categories of Supplies

Logisticians divide supplies into categories or classes, based on their priority. It is useful to be familiar with these classes as you participate in the planning process.

- Class 1: **Subsistence (food and water)**. What will you, your people and the media eat when deployed? This should include supporting PA units you don't normally work with and your augmentation forces.
- Class 2: **Clothing, Individual Equipment, Tools and Admin Supplies**. Where and how will you get re-supplied for general support items like paper, computer disks, ribbons, paper for your copier and for your fax machine, etc. How will you communicate internally? How will you communicate externally to your home station, and they with you? Can you provide communications support to press deployed with you? Remember to include you, your people and visiting media into your planning.
- Class 3: **Petroleum, Oils and Lubricants**. If you have vehicles or generators, you need to obtain fuel to run them. Include fuel for heaters and electrical generators to run your computer and typewriters, your fax machine and copy machine.
- Class 4: **Construction materials**.
- Class 5: **Ammunition**.
- Class 6: **Personal Demand Items**. Where will your troops get personal equipment and supplies like soap, toilet paper, etc.?
- Class 7: **Transportation**. What transportation do you have organic, and what will you need in addition to that? What other assets are available, or can be made available, if you need them? What about transporting the media? What about support for the National Media Pool ... where will it come from?
- Class 8: **Medical Support**. For your people and the media?
- Class 9: **Repair Parts**. Maintenance support for your equipment, generators and vehicles?

Logistical Support for the Media

A primary function in all current wartime or contingency operations is to plan requirements to support visiting or embedded media. This presents a number of unique requirements. Make sure you write this into your plan.

Media Access to Military Units. Joint force commanders shall ensure that the credentialed news media covering their operations are granted access to military units and activities consistent with operations security. The goal is to provide journalists a complete overview of the entire operation, subject to security restrictions, and to assist journalists in reporting about the objectives and accomplishments of joint operations and the complexity of challenges faced by military forces. Concern about the personal safety of reporters is not a reason for limiting access.

Logistical Media Support



You and your commander are responsible for planning logistical support for media pool and escort personnel out of existing contingency or exercise funds. Required support may include the following:

- Existing contingency or exercise airlift from the continental United States to the area of operation or exercise and return.
- Theater ground, sea and air transportation to allow pool coverage of operations.
- Messing and billeting on a reimbursable basis.
- Issuance of equipment considered appropriate to the situation (helmets, canteens, flak vests, etc.)
- Access to communications facilities to file stories on an expedited basis.
- In cases where open and independent coverage is not possible for selected ongoing operations, planning shall address requirements needed to support temporary news media pools

Unit Summary

We've stated all of the below throughout this unit, but the main lesson we want you to learn is that you, by necessity, are tied into everything your unit is involved with, especially operational planning. You will not be able to function or participate if you are not.



- Restate the ITO
- Public affairs and operational planning
- Deliberate and crisis planning
- The Joint Operational Planning and Execution System (JOPES)
- The Time-Phased Force and Deployment Data (TPFDD)
- Key coordination
- Key logistical elements to consider
- Classes of supply
- Logistical planning for media