CHAPTER 304

SUSTAINMENT ACTIVITIES

A. SUSTAINMENT

1. General.

a. Sustainment is the provision of personnel, logistics, and other support required to maintain and prolong operations or combat until successful accomplishment or revision of the mission or national objective. Deploying and in-place forces require actual sustainment throughout the deployment process to provide essential staying power for the duration of operations/combat. Movement of initial required sustainment early in a deployment is integral to and concurrent with force deployment, and as such, is planned, prioritized and executed as part of the Operations Plan via the JOPES process. This provides the supported CCDR a single reference to prioritize strategic lift allocation and other resources among a large number of competing requirements under potentially severe constraints, as well as track the build-up of essential combat power. As the deployment transitions to sustainment, reduced demands and lift constraints permit a shift toward increased use of channel lift and standard DTS processes. Throughout the movement phase, the supported CCDRs must ensure that sustainment is accorded sufficient priority for lift and throughput capacity allocation to sustain their forces. The Concept of Operations (CONOPS) determines the size and scope of mobilization, deployment, JRSOI, sustainment, and redeployment activities.

b. Sustainment is ongoing throughout the operation. Sustainment operations must be closely linked to the phases and mission priorities of the CONOPS to ensure mission effectiveness without logistic shortages or excesses, which could reduce the efficiency of the force. Sustainment requirements are projected and planned based on the phases and missions of the operation. Consumption is monitored throughout the operation to support continuous projection of requirements. Force projection of sustainment operations may involve the establishment of support facilities in multiple sites outside the OCONUS, including the crisis area. Logistics may be split-based between several theaters (ashore or afloat) and the US. The location and size of the base or bases supporting the operation is a key factor in operational reach. The sustainment function should be planned by operation phase in the CONOPS. The forces and resources required to establish and maintain these operations should be included in the deployment concept.

c. During the planning phase of deployment, accompanying sustainment is identified and included in the TPFDD. During the predeployment activities phase of deployment, the sustainment is prepared for movement. Sustainment delivery is the process of providing and maintaining levels of personnel and materiel required to sustain combat and mission activity at the level of intensity dictated by the CONOPS. Sustainment is ongoing throughout the entire operation and like deployment and redeployment, will be aligned with the mission and mission priorities of each phase. Sustainment delivery must frequently be balanced against force deployment or redeployment requirements because these operations share the same distribution infrastructure and other resources. However, deployment and force integration can be adversely affected by excess or insufficient sustainment support; hence operation planning must integrate deployment and sustainment operations. A Joint Deployment Distribution Operations Center (JDDOC), Figure 304-1, is established in each CCDR's AOR and acting in consonance with the CCDR's priorities, uses reach-back linkages to USTRANSCOM, DLA, US Joint Forces Command, the Services, and other partners to synchronize and optimize the flow of forces and sustainment into a theater. However, to the maximum extent possible, the supported CCDRs will balance and regulate the flow of forces

with the flow of sustainment. The transition from supply to distribution-based sustainment reduces the need for layered stockpiles, reduces logistic management personnel in theater, and provides more effective and responsive support to deployed forces. The end result is reduced costs and efficiencies realized in the areas of transportation utilization, supply requisitioning, and theater stockage.

2. Responsibilities and Coordination.

a. The Supported CCDR will:

(1) Identify nonunit-related resupply and NRP channel lift requirements for follow-on sustainment to USTRANSCOM (this may be accomplished via the TPFDD through the use of Cargo Increment Numbers (CINs) and PINs).

(2) Prioritize frustrated or backlogged cargo to ensure cargo arrives in the order it is needed.

(3) Provide instructions to the Service ACAs on clearance parameters and prioritization requirements. Issue specific airlift challenge criteria in order to prioritize the flow of operational and sustainment channel cargo to best meet mission requirements. Conflicts between CCDR mandated and Service airlift challenge criteria will be coordinated by the supported CCDR and the affected Service.

(a) Procedural guidance for Services to prioritize cargo (Green Sheet) is located in the DTR Part II, Chap 203, Paragraph B.3.e.

(b) Procedural guidance for supported combatant commands to prioritize cargo (Purple Sheet) is located in the DTR Part II, Chap 203, Paragraph B.3.f.

(4) Provide theater logistics support from arrival within the AOR, to include forward movement.

(5) Provide ITV guidance for shipments/deployments in support of their operations.

(6) Coordinate with USTRANSCOM to provide effective use of transportation assets.

(7) Ensure CCDRs forecast movement requirements to the parent Service.

(8) Ensure theater movement requirements are consolidated and executed using theater-assigned or allocated airlift resources.

(9) Validate inter-theater movement requirements, to include retrograde, and submit to the DDOC at USTRANSCOM.

(10) Establish a movement control function to coordinate sustainment movements by all modes of theater transportation.

(11) Establish a JDDOC to serve as the CCDR's single focal point for strategic movement to:

(a) Standup a sustainment division within the JDDOC (Figure 304-1) in conjunction with the command center, movement control, or equivalent organization.

(b) Function as the coordinator for strategic movement and distribution with USTRANSCOM, responsible for providing coordination of, and oversight for, sustainment flow into the respective theaters of responsibility.

(c) Issue, as directed by the supported CCDR, specific airlift challenge criteria to facilitate the prioritization of the flow of operational and sustainment channel cargo to satisfy CCDR mission requirements.

(d) Arbitrate issues concerning sustainment transportation mode determination as forwarded to them by the Service Clearance Authorities.

(e) Monitor the theater distribution plan, unit location data, and unit mission/task priority. Coordinate with CONUS ports and container consolidation points to ensure cargo consolidation actions are employed to ensure efficient transition of cargo from strategic to theater transportation systems.

(f) Monitor containers, air pallet, and net inventories. Ensure equipment is returned to the DTS within three days of containers or pallets being delivered to final destination. Report damaged and lost equipment IAW this Regulation; Part VI utilizing a DD form 200 (Financial Liability Investigation of Property Loss) IAW DoD 7000.14-R.

(12) Examine the need for a COCOM Joint Transportation Board (JTB) to apportion transportation allocation among components for unit movement, non-unit movement, and resupply.

(13) Pass humanitarian relief requirements to theater airlift wings via a Joint Task Force (JTF) or via subordinate component agencies.

(14) Negotiate HN support to augment or expand transportation capability.

(15) Identify unit-related accompanying supplies and NRP lift requirements for initial sustainment as Force Requirement Numbers/ULNs (when sourced) in the TPFDD.

(16) Determine how much, and what type of, materiel can move by surface vice air in the predeployment phase of operations.

(17) Ensure sufficient logistics forces are available to effectively execute Reception, Staging, Onward Movement, and Integration (RSOI).

(18) Design and train personnel on an integrated theater distribution architecture.

(19) Ensure sufficient training and infrastructure exists to effectively use radio frequency identification to enhance asset visibility.

(20) Develop a theater sustainment distribution plan and the supporting processes and organizational structure.

(21) Develop a theater retrograde plan and the supporting processes and organizational structure.

(22) Monitor the total theater distribution capacity and node capacity. Regulate sustainment requirement identification, prioritization and strategic delivery processes to maximize operational capability and mission support within those restrictions.

(23) Provide joint visibility over theater retail and wholesale assets, weapon systems, equipment, maintenance status and estimated days of supply for mission critical parts and supplies.

b. The Supporting Commands will:

(1) Coordinate for movement outside the theater AO.

(2) Provide personnel, equipment, and supplies for, and to support, movement outside the theater AO.

c. The DoD Components will:

(1) Provide logistics support to their respective forces.

(2) Coordinate with USTRANSCOM to ensure most effective use of common-user military airlift services.

(3) Identify POCs at the CCDR and/or JTF levels to address challenges posed by their ACA to justify the need for sustainment items to move by airlift. POCs identified will be in the best position and of sufficient rank to determine the true actual urgency of need for sustainment cargo by forward deployed forces.

(4) Monitor the theater distribution plan, unit location data, and unit mission/task priority. Coordinate with CONUS ports and container consolidation points to ensure cargo consolidation actions ensure efficient transition of cargo from strategic to theater transportation systems.

(5) Monitor the total theater distribution capacity and node capacity. Regulate unit and Component sustainment requirement identification, prioritization and theater delivery processes to maximize operational capability of all Components and mission support within those restrictions.

(6) Monitor containers, 463L air pallet, and net inventories. Ensure equipment is returned to the DTS within three days of containers or pallets delivered to final destination. Report damaged and lost equipment IAW this Regulation; Part VI utilizing a DD form 200 (Financial Liability Investigation of Property Loss) IAW DoD 7000.14-R.

(7) Provide joint visibility over component assets, weapon systems, equipment, maintenance status and estimated days of supply for mission critical parts and supplies.

d. USTRANSCOM will:

(1) Operate the DDOC. The DDOC is the single focal point for all COCOM and major shipper customers, including the OSD, JS, Services, Exchange Services/Commands, DLA, and the COCOMs. The DDOC monitors the status of planned and ongoing movements in the DTS.

(2) At the request of the supported CCDR, establish a sustainment movement management cell in the DDOC. The cell will:

(a) Provide assistance to the CCDR in deconflicting sustainment and deployment movements when they compete for limited transportation assets and/or lift allocations.

(b) Coordinate with TCCs, CCDR, JTF staff, Services, DLA activities, and/or theater distribution managers to resolve sustainment movement problems.

(c) Respond to CCDR sustainment movement priority decisions.

(d) Ensure TCCs provide transportation movement status reports to reflect sustainment movement activity to include backlog levels at sustainment POEs, intermediate staging points, and PODs.

(e) Monitor TCCs' coordination and execution of intra-theater sustainment movement from POD reception point to sustainment delivery locations.

(f) Coordinate with supporting Services/Agencies providing sustainment to source and validate for movement in JOPES those unit-related accompanying supply requirements not already sourced from force-held, HN support or prepositioned stocks.

(3) Task AMC to establish channel routes (contingency channels) and frequency of service to support CCDR requirements.

(4) Ensure proper mode of transportation is chosen based on requirements and availability of assets.

(5) Ensure aerial port requirements are obtained from the supported command and coordinated with AMC.

(6) Provide global airlift and sealift transportation to support mission sustainment requirements.

(7) Ensure surface port requirements are obtained from supported command and coordinated with SDDC.

(8) Provide joint visibility over in-transit unit cargo and personnel; non-unit cargo and personnel; retrograde cargo; frustrated cargo; and shipping equipment (containers, pallets, and nets).

(9) As the DoD Distribution Process Owner, oversee the overall effectiveness, efficiency, and alignment of DoD-wide distribution activities, including force projection, sustainment, and redeployment/retrograde operations, and establishes the concepts for operational frameworks relating to the planning and execution of DoD transportation operations.

e. The Service Component ACA will:

(1) Review, and challenge, sustainment cargo being transported by channel airlift IAW existing Service and Joint doctrine and regulations, as well as specified requirements prioritization guidance as identified by the CCDR (Paragraph A.2.).

NOTE: All JCS or Service project-coded sustainment cargo is subject to review and challenge.

(2) Keep the CCDR informed of all shipment challenges and shipment challenge responses.

(3) Serve as the single POC for green sheeting (See Chapter 302, Paragraph E.1.g (1)) for CONUS shipments destined for the CCDR's AOR.

(4) Review challenge responses to determine if justification for air shipment exists.

(5) Reroute cargo to the surface mode of transportation as determined by:

(a) Insufficient justification provided in response to an air shipment challenge.

(b) CCDR, Component Command/Service POC direction that air shipment is not justified.

(c) Upon DDOC or JDDOC determination that air shipment is not justified.

(6) Defer rerouting decision-making to the DDOC for final arbitration.

3. Movement. Sustainment intertheater lift is handled differently than deployment intertheater lift. Time-phased deployment requirements are developed, sourced, refined, and validated in JOPES for USTRANSCOM movement scheduling. Intertheater airlift during deployment operations is requested through the JOPES process. Normally, some sustainment is planned as part of the deployment TPFDD developed in JOPES. However, as the operation progresses, intertheater sustainment airlift becomes more requirements-based. Channel service or express service airlift is the normally planned method for the movement of sustainment by air. This process involves sustainment moving on predetermined channels that are established IAW existing regulations. Movement control coordinates transportation resources to enhance combat effectiveness and meet the deployment and sustainment priorities of the supported CCDR.

4. Unit-Related and Non-Unit-Related Supplies and Equipment. Supply and support requirements of deploying forces consist of two major categories: unit-related supplies and equipment and non-unit-related supplies and equipment. Unit-related supplies and equipment include a unit's

organic equipment, basic load, and accompanying supplies. Unit-related supplies and equipment are configured (palletized or containerized) and documented for deployment by the unit. Unit planners enter movement data for unit-related supplies and equipment in the TPFDD. Non-unit-related supplies and equipment include all supply sustainment support requirements that are not identified for a specific unit. They include pre-positioned war reserve stock, sustaining supplies, and resupply. Non-unit-related supplies and equipment are configured and documented as CINs for deployment by the sourcing organization and provided for distribution in theater by the supported COCOM's logistic agencies. AMC uses CINs to allocate non-unit-related supplies and equipment sustainment lift.

a. Refer to Part II, Chapter 202, Paragraph Y.3.c.(1)(e) for Class IV (e.g., barrier and construction materiel) sustainment shipment procedures.

b. Priority changes for TPFDD unit-related accompanying supplies will be as validated by the supported CCDR. Priority changes for nonunit-related resupply will be coordinated with the supported CCDR and the Service ACA/Water Clearance Authority and IAW this Regulation, Part II. The JTB, movement control, or the component command can direct changes.

c. In addition to moving unit-related accompanying supplies per the TPFDD, USTRANSCOM supports strategic sustainment airlift for high priority shipments through channel service or express service. Priority nonunit-related resupply sustainment requirements will be moved on predetermined channels validated by the supported CCDR and USTRANSCOM. Critical cargo with definite delivery times might be picked up by express carriers at depots or installations, moved by the carriers to either a commercial or military hub, and loaded on AMC organic, CRAF, or commercial airlift missions for delivery to the AOR and/or Joint Operations Area. Routine resupply sustainment is accomplished by sealift, starting at a time determined by the CCDR in coordination with USTRANSCOM. The US flagged merchant fleet and MSC-controlled ships, augmented by ships from the RRF, generally provide intertheater sealift sustainment. The US flagged merchant fleet contains many container ships capable of transporting and discharging large quantities of cargo. RRF augmentation is often required to meet specific requirements for vessels with particular features or capabilities. The priority for the movement of sustainment, once deployment operations have finished, is handled IAW TDD standards and theater distribution capacity.

5. Non-Unit-Related Personnel (NURP) and Ammunition:

a. NURP are any active duty personnel from any Service (including RC members accessed onto active duty), DoD civilians, contract civilians, and Red Cross personnel who deploy as individuals or as a small group of individuals without a unit. NURP consists of individual military manpower alerted for deployment to serve as individual unit fillers to bring undermanned units to authorized manning levels and casualty replacements in theater. NURP are normally moved via commercial transportation from losing organizations to designated CONUS replacement locations. The Services designated organizations to coordinate strategic lift requirements with USTRANSCOM for movement of NURP from the US into theater based on deployment shelf requirements incorporated into the TPFDD during planning. Shelf requirements are integrated into transportation and reception plans and used to determine the number and location of CONUS replacement centers and APOEs required to support the deployment.

b. Ammunition. SDDC provides routing instructions for movement of all classes of ammunition entering the DTS. Planning for commercial port operations needs to include: exact location of operations (berth numbers), the number of containers, and duration of operations to include operating hours (from the call forward-staging period until operations are completed). Potential risks will be identified IAW Department of the Army (DA)

Pamphlet 385-64, Ammunition And Explosives Safety Standards, to include quantity distance arcs and the association to inhabited buildings or unassociated personnel. In a contingency operation, select units may be designated to deploy through select commercial ports with their ammunition basic load. A potential deployment constraint (particularly in HN ports) related to movement of ammunition is Net Explosive Weight (NEW). Port safety requirements may restrict the amount of ammunition or other HAZMAT that may move through the port at any given time. Discharge of ammunition at the foreign PODs requires prior coordination with HN authorities to certify the port for ammunition handling and storage, or to obtain waivers to discharge ammunition through commercial ports. Similar authorization may be necessary for storage of ammunition at intermediate staging bases. For CONUS ports, SDDC will process DoD explosives safety waivers and coordinate other permits or clearances. For OCONUS ports, the geographic CCDR will assign waiver and clearance responsibilities to one of its component commands. For CONUS deployment situations, if a unit is scheduled to move through a commercial seaport with ammunition basic loads, SDDC must be notified early on to process the necessary DoD explosive safety waivers and USCG permits. The following information must be provided for waiver and SP purposes: DoD Identification Code; National Stock Number; DOT proper shipping name; hazard class, storage compatibility, and fragment distance; UN identification number; round count; NEW; and shipping configuration (e.g., vehicle upload, containerized). SDDC must also activate DOT SP 3498 before actual movement of uploaded vehicles can commence. All HAZMAT (including ammunition) shipments must be prepared and documented IAW this Regulation Parts II and III, Appendix J, and other regulations.

6. Passenger Movement. Passengers moved as part of a contingency/mobility movement must be processed IAW this regulation, Chapter 303, Paragraph D. All other passenger movements must be processed IAW this Regulation, Part I.

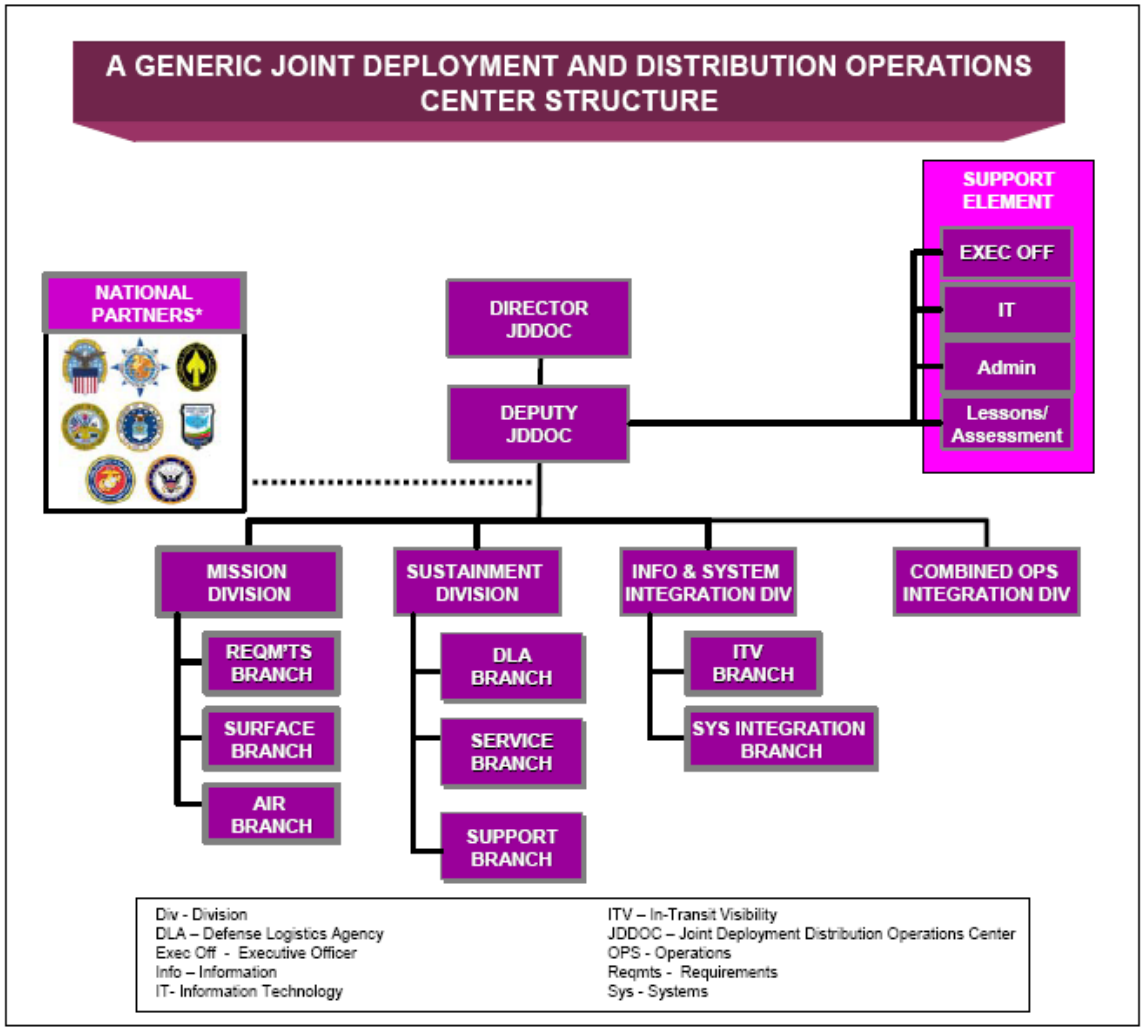

Figure 304-1. A Generic Joint Deployment and Distribution Operations Center