



# *Deployment Operations Overview*

**NGB-J37**  
*(JRSOI)*



## ***Terminal and Enabling Learning Objectives***

### Terminal Learning Objective (TLO)

- **Task:** Understand the Joint Deployment Process
- **Condition:** In an instructor-facilitated classroom environment, given authoritative references and an informational presentation
- **Standard:** Demonstrate an understanding of the information presented through Checks on Learning

### Enabling Learning Objectives (ELO)

- Understand the Joint Deployment Operational Phases
- Describe the four segments of JRSOI
- Describe the three (3) overarching Principles of JRSOI
- Describe the essential elements of JRSOI



## Agenda

- Joint Deployment Operational Phases
- Phases of JRSOI
- Principles of JRSOI
- Essential Elements of JRSOI
- Checks on Learning



## JRSOI Doctrinal References

*JP 3-35, Deployment and Redeployment Operations*  
*JP 3-33, Joint Task Force Headquarters*  
*JP 4-0, Joint Logistics Support*  
*FM 3-35, Army Deployment and Redeployment (all)*  
*FM 100-17, Mobilization, Deployment, Redeployment, Demobilization*  
*FM 100-17-3, Reception, Staging, Onward Movement, and Integration*  
*Air Force Instruction 10-403, Deployment Planning and Execution*

**Critical Challenge: Integrated Use of Military Capabilities**

**Lesson Learned:** The Departments of Homeland Security and Defense should jointly plan for the Department of Defense's support of Federal response activities as well as those extraordinary circumstances when it is appropriate for the Department of Defense to lead the Federal response. In addition, the Department of Defense should ensure the transformation of the National Guard is focused on increased integration with active duty forces for homeland security plans and activities.

28. DOD should consider fully resourcing the JTF State Headquarters to address capabilities gaps and to enhance readiness. Enhance National Guard capabilities by resourcing and fully implementing Joint Force Headquarters (JFHQ) State. JFHQ-State transformation is key to rapid deployment of National Guard forces in response to a catastrophe.

The transformation of JFHQ-State and other National Guard capabilities for homeland security missions will ensure response forces are available in each DHS region. These capabilities should support NRP

requirements and logistics, within 24 hours of a catastrophe.

JFHQ State capabilities, Joint Field Operations, and effective response must be integrated.

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29. **Develop the capability to rapidly activate a JTF-State for contingencies.** JTF-State is a forward deployed command group that can stage assets (by conducting reception, staging, onward movement, and integration); provide situational awareness and initial command and control for both State governors (for National Guard troops) and USNORTHCOM (for Federal active duty troops); and provide State level components to a Federal active duty JTF, should one be required. JTF-State coordinates with USNORTHCOM and State authorities to ensure the application of the full capability of the Joint Force for domestic response missions. A key component of the JTF-State should be the State's WMD CSTs. The option to expanding the role of the CSTs to an all-hazards response team should be explored. This may require additional resources, but would improve situational awareness and command and control capabilities at the State level.

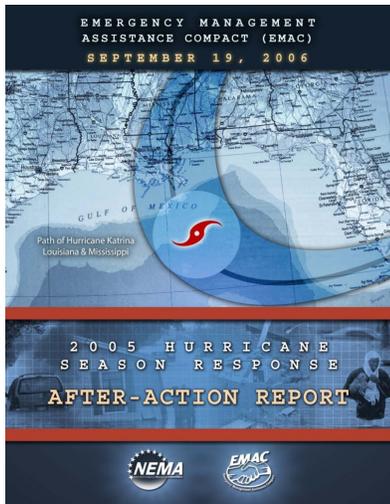
A JTF-State model streamlines the command structure exercising command and control over all assigned forces supporting civil authorities. The JTF command and control architecture should provide a wide network to build a single common operating picture that increases situational awareness and redundancy. The JTF should assume command and control of Federal active duty forces and National Guard forces from other States. As part of the JFHQ State, the JTF maintains and provides trained and equipped forces and capabilities. If and when necessary, this JTF model enables a National Guard Commander familiar with State and local area of operations to serve both in a Federal and State status providing both unity of effort and unity of command for Federal and State forces.

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## EMAC 2005 Hurricane After Action Report



### 4-19 – Civil/Military Coordination.

Coordination between the EOCs of the impacted States and the Joint Task Force (JTF) Headquarters established to coordinate the Department of Defense (DoD) response and relief efforts was inadequate. *Inaccurate and incomplete information was exchanged regarding deployment status of military units and EMAC resources.*

#### **Recommendation:**

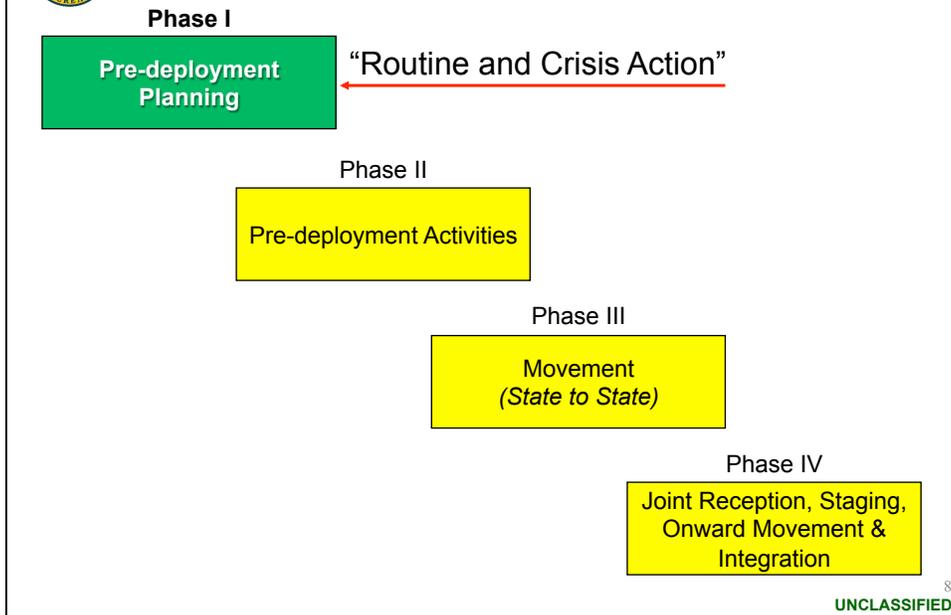
**Increase communications and understanding at all levels of government through better coordinated plans, training, and exercises involving all parties.**

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# The Joint Deployment Process



## Pre-Deployment Planning Phase

### “Joint Doctrine Says”

- **General Planning Considerations:** Type of environment (urban, industrial, rural); Infrastructure assessment; Availability of pre-positioned equipment facilities, staging areas (troop and materiel); Sustainment of force establishing JRSOI site(s)
- **Deployment Planning:** Identification of force requirements; Commander's intent for deployment; Time-phasing of personnel, equipment & materiel to support the mission; Closure of the forces required to execute the mission
- **Synchronizing and Balancing the Flow:** JOPES data must be accurate; validate TPFDD
- **Deployment Planning Requirements and Considerations:** All operational and support requirements must be addressed; Operational requirements include training, protection, and communications systems; Support requirements include transportation, infrastructure, State support, sustainment, and land management
- **Enablers:** Enablers are advanced planning and execution tools that assist JFHQ planners to monitor, plan, and execute mobilization, deployment, employment, sustainment, and redeployment of joint forces



## Pre-Deployment Planning Phase

### “Domestic Operations Require”

- General Planning Considerations: Domestic Operations All Hazards Planning Workshops/Conferences; Capability Gap Analysis, DRRS data management, Regional & National EMAC Planning
- Deployment Planning: Supported and Supporting States roles and responsibilities, National Guard EMAC Plans nested with State Plans; CDSC/T10 Integration.
- Synchronizing and Balancing the Flow: Similar process to but not TPFDD, developed by State DMC and NGB Joint/Service Staffs.
- Deployment Planning Requirements and Considerations: Always Event Specific; from both supported and supporting perspective, Detailed JRSOI Plans; Mature EMAC process at State level.
- Enablers: DRRS, All-hazards EMAC Essential “Capabilities Chart”, NGB NGCC, DART, EMAC A-Team, JFHQs JOC, Plans, Exercises and Training.



## Pre-Deployment Planning Considerations

### Supported State

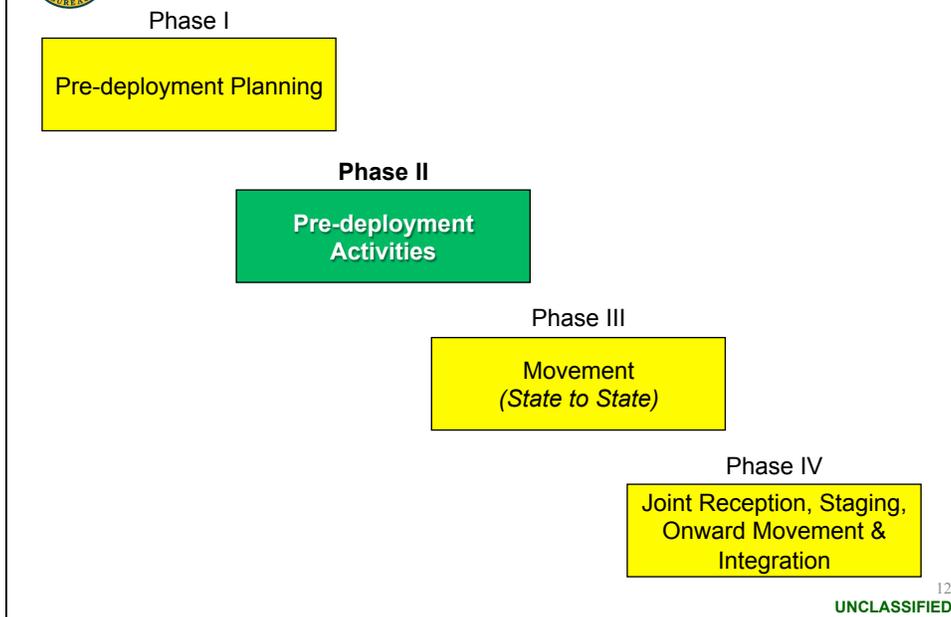
- War-game Worse Case Scenarios
- Conduct Gap Analysis
- Identify Requirements
- Define Sourcing Possible Solutions
- Planning for EMAC
- Develop CONPLANS
  - JOPLAN
  - JRSOI Annex/Plan

### Supporting State

- Planning for EMAC (Resource Availability Matrix)
- Develop Force Packaging
- Monitoring National Threats
- SRP and Mobilization Planning



## The Joint Deployment Process



## Pre-Deployment Activities

### Supported State

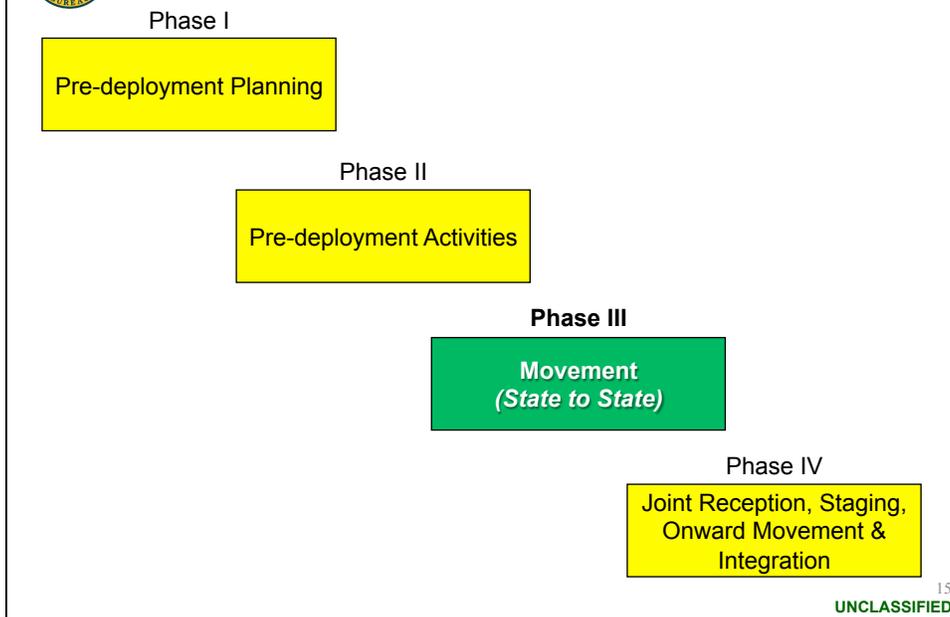
- Conduct Gap Analysis
- Identify Requirements
- Define Sourcing Solutions “Force Packaging”
- Initiate EMAC
- Develop CONOPS
  - Tasks to Subordinate Units
  - Force Flow
  - JRSOI

### Supporting State

- Commit to EMAC Support
- Analyze Mission
- Structure Forces “Force Packaging”
- Schedule Movement
- Mobilize and Conduct HS Activities



## The Joint Deployment Process



## Movement Responsibilities

### Supported State

- Sync and Flow Guidance
- Enroute Support at State Line or APOD
- C2 at State Line
- Prepare for JRSOI
- Force Protection at State Line or APOD
- Communications

### Supporting State

- Movement Control
  - Planning
  - Routing
  - Scheduling
  - Convoy Mvt Orders
  - In-Transit Visibility (ITV)
- Contracting Requirements
- Enroute Support
- Force Protection
- C2
- Communications



## ***Movement Phase***

- **Movement Control**
  - Modes of transportation will mostly be by ground convoy, buses, line haul, or airlift
  - Coordinated by NGB and/or JFHQ Defense Movement Coordinator (DMC)
- **In-Transit Support**
  - Supporting State responsible for in-transit support until crossing Supported State line or arrival at APOD
- **Transfer of ADCON**
  - ADCON remains with parent state
- **Transfer of OPCON**
  - Occurs at State Line or APOD



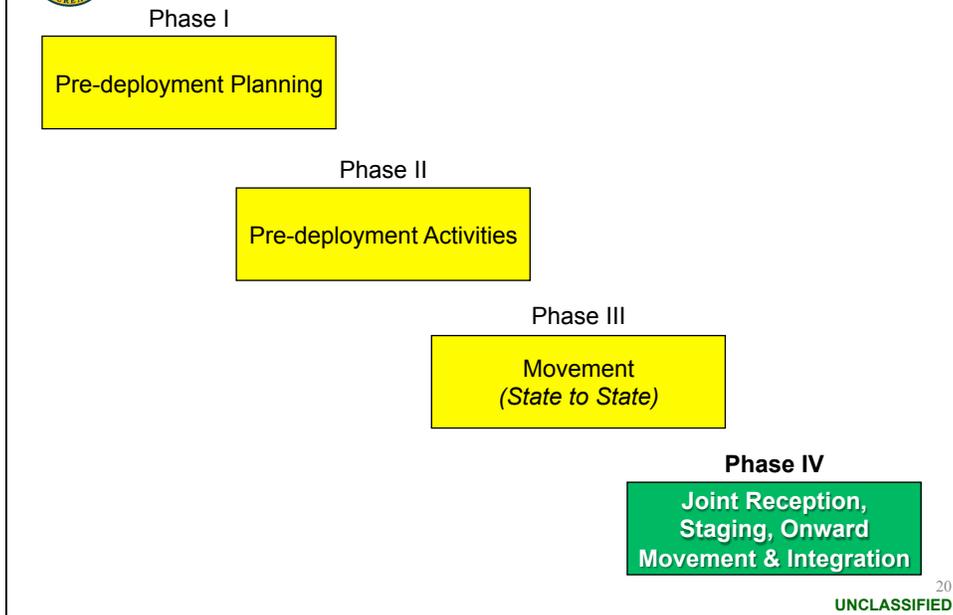
## ***Movement Phase***

### **Movement to POE**

- **Assemble and Marshall Forces and Equipment at the Port of Embarkation (POE)**
  - Note: For Domestic Operations, the POE may be the Supporting State's home armorys
  - POEs may include Seaports (SPOE), Airports (APOE), Railheads, Bus Stations, etc...



## The Joint Deployment Process



## Introduction to JRSOI

- JRSOI is the acronym for the term “Joint Reception, Staging, Onward Movement and Integration”
- JRSOI is a critical link between deployment and employment of joint forces into a joint operation area
- JRSOI is a joint approach to the process of integrating a deployed force
- The JRSOI Process is the responsibility of the supported state commander, i.e. The Adjutant General (TAG).



## Introduction to JRSOI Continued

- TAG may delegate this responsibility to the JFHQ-State J3 (or J1, J4) or to a JTF/MACOM/DRU.
- JRSOI is the essential process that transitions deploying forces (personnel, equipment, materiel) arriving in the Joint Operational Area (JOA) into forces capable of meeting the Commander's operational requirements.



## Segments of JRSOI

Pre-deployment Activities

JRSOI Segments =

Re-Deployment

- Reception
- Staging
- Onward Movement
- Integration

Phases may be performed concurrently or in a different sequence



## Segments of JRSOI

- **Reception** constitutes all functions required to receive and clear Personnel, Equipment and Material at the designated JRSOI site.
- **Staging** constitutes all functions required to Assemble, Temporarily Hold and Organize arriving Personnel, Equipment and Materiel into forces and/or force package capabilities and then prepare them for onward movement into the Area of Operations.



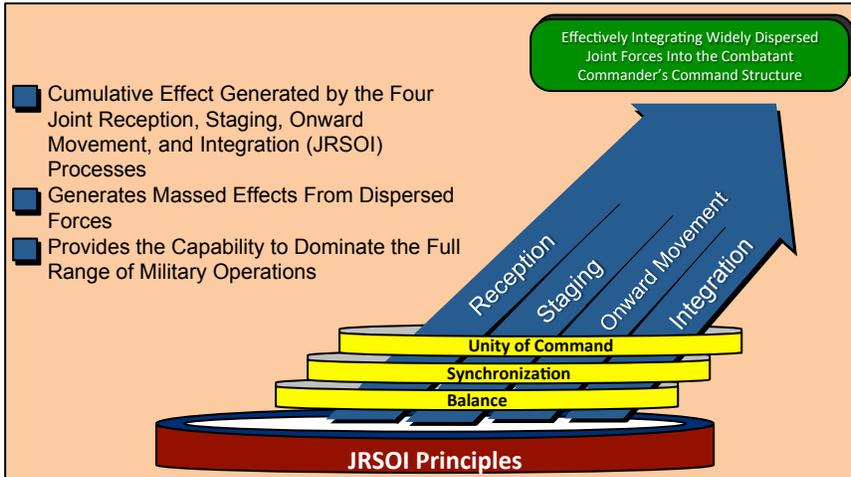
## Segments of JRSOI

- **Onward Movement** occurs throughout the JRSOI process. It is linked to “movement” during the arrival of forces at the Joint Reception Center, follow-on movement to a Staging Area, to a Tactical Assembly Area, on through to final movement to the Area of Operations. *(In domestic operations Strategic Movement can be equated to the movement of forces/capabilities from one state to another versus Onward Movement which occurs from the JRSOI site to their AO)*
- **Integration** is the Synchronized transfer of capabilities into the Operational Commander’s Force prior to mission execution



## JRSOI Principles

### JOINT RECEPTIONS, STAGING, ONWARD MOVEMENT, AND INTEGRATION ENHANCES FULL SPECTRUM DOMINANCE



JP 4-01.8: Figure 1-1. Joint Receptions, Staging, Onward Movement, and Integration Enhances Full Spectrum Dominance

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## Principles of JRSOI

### There are 3 overarching Principles of JRSOI

1. Unity of Command – specifies that a single military individual is responsible for the overall coordination of “military” JRSOI activities
2. Synchronization – links personnel, equipment, and material in a timely manner
3. Balance – applies to managing the force flow allowing the supported commander to adjust the movement schedule of forces as the mission or conditions change

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## Command and Control (C2)

- The Receiving (Supported) Commander is responsible for all aspects of JRSOI to include any and all actions required to make arriving units (and/or capabilities) operationally ready.
- The Arriving Force (Supporting) Commander is NOT Relieved of responsibility for oversight of deployment flow and coordinating changes with the supported commander
- The Receiving (Supported) Commander must have:
  - Visibility of the Deployment “Flow”
  - Control of the “Rate of Flow”
  - Control over “Sequencing and Processing”



## Essential Elements of JRSOI

- **Communication System (C4I):** The means by which the commander maintains unity of command to balance and synchronize joint force activities and achieve mission success.
- **Supporting Organizations and Structures:** Consists of one or more combinations of Supporting/Supported States’ forces, contract support, installations, etc... These organizations serve as force multipliers as they provide the means to conduct JRSOI operations.
- **Force Protection:** Commanders must ensure the requisite measures are enforced consistent with the threat.



## Re-Deployment

- Re-deployment is not officially a segment of JRSOI
- Doctrinally JRSOI is a phase of both deployment and re-deployment
- Re-deployment is not referred to in doctrine as “Reverse JRSOI”; however many of the same deployment tasks will have to be accomplished
- Re-deployment entails:
  - Termination of the operation and return to Home Station
  - Transfer from one AO to a mission in another AO



## JRSOI Mission

- Task Force responsible for JRSOI (JTF JRSOI) must be prepared to:
  - Rapidly deploy and establish a Joint Reception Center at designated location(s) to conduct reception of Personnel, Equipment and Materiel.
  - Conduct operations in support of the “Supported Commander” (receiving Commander)
  - Receive, process, account for, track and prepare personnel, equipment and materiel for onward movement to the AO to execute their mission
  - Assemble, stage, organize units and facilities and facilitate unit integration into the operation.
  - Redeploy



## Lessons Learned

### Action:

**Secure Memorandums of Agreement (MOAs)** with resource providers as part of JRSOI CONPLAN Development

### Rationale:

Pre-deployment planning of JRSOI is an exhaustive process that requires a host of joint, inter-agency coordination. In many cases, JRSOI in a state for a regional crisis will involve many private businesses, such as airports and local restaurants.

### Example:

**It is important to note that other agencies, to include Title 10 counterparts, will be planning for the same resources that you want**



## Lessons Learned

### Action:

States should **be cautious when planning to use local active duty posts** or bases for JRSOI purposes

**Rationale:** Active duty forces under the regional DCO, have their own parallel contingencies that might trump the requirements of the National Guard.

**Example:** JTF-29 planned to use Quantico Marine Corps Base and Fort Belvoir as two of its JRSOI sites during the '09 inauguration and had verbal arrangements with the JFHQ-NCR. However, the JTF was **denied the use of these facilities due to emerging priorities and contingencies of the Title 10 HQ's** which compelled the NG -JTF to look elsewhere for space.



## Lessons Learned

### Action:

**Plan for “scalability”.** Base JRSOI requirements on the JTF Commander’s assessment of force requirements and be capable of adding or reducing the number of JRSOI sites.

### Rationale:

JRSOI may conceivably be reduced to one site, or may require multiple locations for each phase in order to ensure that soldiers are put into action in a timely manner. JRSOI teams must be prepared to rapidly expand in order to manage large numbers of arriving personnel

### Example:

During the Inauguration, the array of forces to support traffic management, security, crowd control, and life support along the entire length of the Metro Transit System, resulted in an estimated force of 13,000 Guardsmen, which then drove the planning for how many JRSOI sites were needed.



## Lessons Learned

### Action:

**Be Flexible and maintain Flexibility throughout the operation.**

### Rationale:

***JRSOI is not always going to be text-book perfect. For a massive domestic response, soldiers will be moved into the affected area by air, ground, and at times, sea.*** Equipment and supplies may arrive via different modes of transport at different or multiple locations.

JRSOI may or may not involve distinct transitions from reception, to staging and so on.

### Example:

Staging may take place in advance of or in conjunction with Reception. Arriving forces from nearby States may actually “Stage” at home station prior to embarkation or debarkation at the reception site



## Lessons Learned

### Action:

**Be Timely.** JRSOI in support of “No Notice” domestic operations, will likely be performed in a time-constrained manner.

### Rationale:

When the President, a Governor, or TAG asks the force to “save lives now”, the JRSOI checklist needs to be reduced to only the absolutely essential tasks. Accordingly, the objective for JRSOI should be to implement a plan that is sufficient enough to safely and effectively put a unit into action.

### Example:

Forces deploying to a neighboring state whose mission is “time critical” for life saving, CBRNE, Chem-Bio Threat identification, etc. must be processed with little or no delay. Reception activities may have to take place virtually “on the move”.



## Lessons Learned

### Action:

Establish and participate in **Inter-Agency Working Groups**.

### Rationale:

***The best way to keep the planning effort living and evolving with the changing environment is to have regular, recurring working group meetings with regional players,*** such as Title 10 representatives, DCOs, state emergency management representatives, etc.

### Example:

All aspects of a JRSOI CONPLAN are fluid. As mentioned, you may have the commitment from a post commander for 2,000 beds at his/her facility one month, then lose it suddenly to emerging priorities.



## Lessons Learned

### Action:

Plan for "Site Clusters"

### Rationale:

A single site may be insufficient for a large force (or may be rendered inoperable or otherwise unavailable)

### Example:

During the Inauguration, a cluster of JRSOI sites was required in order to provide enough infrastructure and support for the 13,000 man force. Sites were established in Virginia, West Virginia, Pennsylvania, and Maryland. States provided additional local JRSOI teams in order to reduce travel expense .



## Lessons Learned

### Action:

**Designate and Develop JRSOI Teams. Organize, Train, and Validate** JRSOI teams ahead of time.

### Rationale:

Many states believe that JRSOI can be handled by the personnel within their JFHQ, but many of these soldiers are going to have responsibilities for other key tasks and will not be able to assist with JRSOI . **JRSOI should not be an additional duty.** It requires the full attention of the JRSOI Team.

**Example:** During the Inauguration, JTF-29 stood up five (5) JRSOI teams to facilitate the receipt and employment of large forces at various ISBs. **The JFHQs-State had their own "state" missions to conduct and therefore could not provide support for many JRSOI tasks.** JTF-29 organized the Special Troops Battalion into a JRSOI task force to orchestrate the operation under one unified command.



## Lessons Learned

### Observation:

The JRSOI staff needed more detailed guidance of what was expected of them, the limits of their authority, and what data needed to be tracked and briefed.

### Discussion:

Arriving units were not always complying with the direction and guidance issued by the JRSOI staff. JRSOI activities occurred with limited JOC oversight and the JRSOI staff had little recourse to address issues.

### Recommendation:

Develop a JRSOI SOP in conjunction with JFHQ and JOC procedures that provides guidance on assembling arriving forces, reporting templates, and expected actions for the JRSOI staff. JFHQ JOC needs to maintain closer contact with supporting states JFHQ to ensure arriving units clearly understand proper procedures while at the JRSOI location.



## Summary

- JRSOI is the critical link between deployment and employment of joint forces in the joint operations area
- JRSOI is NOT to be confused with Soldier Readiness Program (SRP)
- JRSOI processes described in these training modules are applicable to both deployment and redeployment
- The Supported (Receiving) Commander is responsible for JRSOI
- JRSOI must be responsive to supported commander's "Operational" priorities
- Successful JRSOI requires command emphasis in planning, coordination, collaboration, continuous communication, training, synchronization, and attention to detail.