



Mission History Timeline of the **Joint Deployment Training Center**

Executive Summary

The mission of the Joint Deployment Training Center spawned from DoD's pursuit to harness the benefits of information technology to centralize and expedite Command and Control (C2¹) of DoD capabilities and resources. The result was a system of policies and procedures, communicated through a network of mainframe computers called the Worldwide Military Command and Control System (WWMCCS). Early in its development, Joint Staff recognized the need for a single joint institution responsible for supporting and training the Unified/Combatant Commands (CCMDs) and Services on the system. However, funding, wars, and inter-Service power struggles slowed WWMCCS development and requisite joint training for nearly two decades.

It was lessons-learned from Exercise Nifty Nugget '78, which tested the Services' ability to deploy joint forces and assets using WWMCCS, that spurred DoD to form the Joint Deployment Agency (JDA). Tasked to develop and train users on the WWMCCS-based Joint Deployment System (JDS) and its successor—the Joint Operation Planning and Execution System (JOPES), JDA had little influence over the CCMDs and Services to incorporate the tools and training it provided. In turn, a newly formed CCMD – USTRANSCOM took on JDA's mission and assets.

While USTRANSCOM dissolved JDA and transferred its JOPES systems development role to the Defense Information Systems Agency (DISA), the CCMD kept JOPES functional training as an element of its TCJ3. As a result, JDA's JOPES functional training role reemerged as the Joint Deployment Training Center (JDTC). JDTC would later transfer to the former USJFCOM J3.

When the "Commercial-Off-The-Shelf" based Global Command and Control System - Joint (GCCS-J) replaced the proprietary mainframe design of WWMCCS as DoD's C2 system of record, Joint Staff sought a single institution to provide functional training on the system and the C2 processes it supports. Since JOPES became a major component of GCCS-J, Joint Staff expanded JDTC's mission to include functional training on all DoD approved GCCS-J applications.

Today, JDTC is DoD's sole provider of functional training on GCCS-J, providing training for more than 5,000 students from the CCMDs, Services and Agencies each year. JDTC divides training into three programs of study: Joint Deployment [with emphasis in JOPES and the joint deployment process], Situational Awareness [with emphasis on GCCS-J Common Operational Picture (GCCS-J COP) and GCCS-J Integrated Imagery and Intelligence (GCCS-J I3)], and Global Force Management [with emphasis on the Joint Capabilities Requirements Manager (JCRM) and the GFM process].

C2¹ - Encompasses all (procedural and technical) systems included in DoD's Command, Control, Communications, Computers, and Intelligence

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Mission History Timeline - JDTC

- 1961 Following lessons-learned from the “Bay of Pigs” operation, President John F. Kennedy calls for “the creation of a command and control system that, although located within the Department of Defense, would be responsive to the needs of central decision makers and remain under ultimate civilian control at all times.” (Pearson, 2000)
- 1962 The Cuban Missile Crisis “electrified the nation and the rest of the world. The crisis highlighted a number of command and control problem areas that remained unaddressed.” (Pearson, 2000) SecDef Robert S. McNamara orders the development of the World-Wide Military Command and Control System (WWMCCS) — to provide “commanders at different locations with a concurrent view of the general situation and readiness condition of military forces.” (Neeley, 1980) By the end of the year, JCS produces DoDD S-5100.30, Concept of Operations of the Worldwide Military Command and Control Systems.
- Secretary McNamara activates U.S. Strike Command (USSTRICOM) at MacDill AFB, Florida to serve as a joint integrator “with the mission of conducting joint training, developing joint doctrine, providing a general reserve, and planning contingency operations as directed by JCS.” (Cole, Poole, Schnabel, Watson, Webb, 2003) However, the Navy and Marine Corps refused to take part, which in turn “denied STRICOM the ability to act as joint force integrator.” (Cole, Poole, Schnabel, Watson, Webb, 2003)
- 1963 Joint Staff J-3 takes responsibility to staff the National Military Command Center (NMCCS) with personnel with WWMCCS operational proficiency who can “maintain a continuous watch to perform emergency actions, maintain the database, and provide immediate communications.” (Sturm, 1966)
- 1971 WWMCCS becomes the nation’s first C2 system of record [IAW DoDD 5100.30]. The Services however, elect to develop their own Automatic Data Processing (ADP) systems and C2 processes. Consequently, lack of joint integration, development, and training resources hamper WWMCCS’ progression.
- USSTRICOM training and augmentation functions go to Atlantic Command (LANTCOM). Subsequently, USSTRICOM is re-designated U.S. Readiness Command (USREDCOM).
- 1974 UCP designates USREDCOM as a Unified Command with responsibilities to “reinforce other unified commands, conduct joint training, planning and provision of joint task force headquarters staff for the conduct of future joint operations.” (Cole, Poole, Schnabel, Watson, Webb, 2003)
- 1978 NIFTY NUGGET, the U.S.’s first worldwide Command Post Exercise and first computerized War-Gaming exercise, evaluated the NCA, OSD, JCS, DoD and the Services’ ability “to mobilize and deploy forces in a time of crisis.” (Brehm, Volgeneau, 1978) NN’78 revealed that the “various data processing systems could not function together,” leading to “a lack of flexibility when multiple transportation modes – air, land and sea – were required.” (Hunter, 1998) As a result, “Two major recommendations came out of NIFTY NUGGET. First, the (Services’) Transportation Operating Agencies (TOA) should have a direct reporting chain to the Joint Chiefs of Staff (JCS). Second, the JCS should establish a single manager for deployment and execution.” (Hunter, 1998)
- 1979 DoD establishes the Joint Deployment Agency (JDA) at McDill AFB, Florida to serve as the single manager tasked “to integrate the ADP systems and the deployment planning of the TOAs.” (Engstrom, 1991) USCINCPAC “took the added responsibility of Director, JDA.” (Cole, Poole, Schnabel, Watson, Webb, 2003) Despite its task however, JDA had no authority to direct the Services’ TOAs, nor the Unified/

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Specified Commands to comply.

Air Training Command (ATC), tasked to “provide new and enhanced training programs for operational users” (Dalton, 1982) becomes DoD’s Single Service Training Manager (SSTM) for WWMCCS.

- 1980 JDA begins development of the WWMCCS-based “Joint Deployment System (JDS) to produce accurate movement plans, help decision-makers quickly evaluate deviations from established plans, and monitor movements in progress.” The crisis planning capabilities of JDS complement the deliberate planning features of the Joint Operation Planning System (JOPS). Both reside on the WWMCCS backbone. (OASD MRA&L PM, 1980)
- 1981 JCS forms a Joint Planning and Execution Steering Committee (JPESC) to examine “existing policies, procedures, and systems that support the joint planning and execution process for conventional warfare.” After determining that “the current planning and execution system is not designed for decision makers,” the JPESC visited the Unified and Specified Commands, the JDA, and the TOAs “to solicit inputs to improve the planning and execution process.” (Cooke, 1981)
- 1982 JPESC produces a conceptual model for a macro-level system called the Joint Operation Planning and Execution System (JOPES), which assimilates the functions of both JDS and JOPS into a single, comprehensive capability.
- 1983 General Charles A. Gabriel, Air Force Chief of Staff, and General Edward C. Meyer, Chief of Staff of the Army sign an MOU, enacting the “31 Initiatives Program,” whereby “both services agreed to engage in joint training and exercises based on Air/Land Battle doctrine and to continue other inter-service efforts.” (Davis, 1987)
- 1984 JDA Director, General W.H. Nutting suggests, “JDA at the OJCS level should more properly reside with J3 rather than J4.” In turn, he requests that JDA take the mission of JOPES – as its deployment function “represents the future direction that JDA should take.” (Nutting, 1984)
- JCS forms the JOPES Project Group (JPG) under JDA; appoints JDA as lead agent in executing JOPES system development and training.
- Initiative #30 of the 31 Initiatives Program establishes the Airlift Concepts and Requirements Agency (ACRA) at Scott Air Force Base, IL to research and develop joint Air/Land doctrine.
- 1985 JDA forms its Exercise, Operations and Training Branch as DoD states “that other agencies cannot provide the same level of expertise and experience to support this training effort.” (USGAO, 1986)
- Services’ Command and Staff Colleges begin to incorporate ACRA joint Air-Land studies (e.g. “A Qualitative Intratheater Airlift Requirements Study”) into their lesson plans.
- 1986 The Goldwater-Nichols Department of Defense Reorganization Act of 1986 changes the Command and Control landscape within DoD.
- 1987 CJCS disestablishes USREDCOM. USTRANSCOM established at Scott AFB, IL. MAC (and with it - ACRA) becomes a USTRANSCOM component.
- 1988 JDA validates JOPES Increment I. JDA’s mission and function (along with it JPG) transfer to USTRANSCOM HQ. In turn, JDA becomes USTRANSCOM Joint, Directorate of Deployment (TCJD). TCJD then transitions into TCJ3/4, TCJ5, and TCJ6 Divisions, where JOPES training would fall under the TCJ3/4.
- 1989 JCS charters the JOPES Training Organization (JTO) under TCJ3/4 to provide the JCS and JPESC “with

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JOPES functional ADP and procedures training to enhance the readiness and capabilities of their forces to plan and execute joint warfare.” (JCS, 1989)

- 1990 ACRA publishes “Multi-Service C-17 Employment Concept,” and expands USA/USAF Field Manuals [(FM 100-27) and (AFM 2-50)] to include Marine Corps operations in “Joint Airborne and Tactical Airlift Operations.” (Romjue, Chapman, Canedy, Stensvaag, Malone, 1992)
- JOPES, while still in development, makes its operational debut in DESERT SHIELD/STORM (Bates, 1992)
- 1992 Defense Information Systems Agency (DISA) and JCS begin to transition resources (e.g. JOPES) from the mainframe WWMCCS to the client-server topology of the Global Command and Control System (GCCS) environment.
- 1993 JCS expands USLANTCOM and is renamed USACOM. USACOM takes the “joint training and readiness of response forces” (Cole, Poole, Schnabel, Watson, Webb, 2003) function of the former USREDCOM.
- 1994 ACRA’s mission expands to include responsibilities for “mobility issues applicable to all military services.” Subsequently, the expanded ACRA is re-designated the Mobility Concepts Agency (MCA). In turn, USTRANSCOM relocates MCA to Fort Monroe, Virginia “to take advantage of proximity to military services doctrine centers.” (Kells, 1994)
- 1995 USTRANSCOM administers an independent assessment of deployment education and training needs of the joint community. Conducted by BDM Enterprise Integration Team, the study determines that “it is increasingly apparent that joint deployment education and training across DoD training base is fragmented, inconsistent, vulnerable to unique service perspectives, and may not focus on what students need to know to successfully coordinate and manage deployments.” Consequently, USTRANSCOM proposes the establishment of a Joint Deployment and Transportation Center (JDTC). (DCA 100-94-D-0015, 1995)
- 1996 National Defense Authorization Act for FY1996 on H.R. 1530 suggests DoD proceed with the “establishment of its proposed Joint Deployment and Transportation Center (JDTC) to develop better ways to deploy and sustain forces, especially for joint deployments and missions.” (CNSHR, 1995)
- 1997 USTRANSCOM establishes JDTC and re-designates it the “Joint Deployment Training Center.” Fort Eustis, Virginia with its history and connection with DoD transportation, deployment training, and Service schools is determined to be the new home of JDTC training, education, and doctrine support.
- 1998 JDTC and MCA merge and are given the mission: “To develop, and provide standardized joint deployment and common transportation doctrine, core curriculum, education, and training for the Department of Defense (DoD) to ensure effective and efficient joint deployment and transportation support to the warfighting CINCS.” JTO becomes a division of JDTC. JDTC initial staff includes 15 military officers (6 USA, 3 USMC, 2 USN, and 6 USAF), 5 civilian personnel and 30-45 Contractors. (Services’ CoS & USCINCTRANSCOM, 1997)
- 1999 DoD appoints USACOM as Joint Deployment Process Owner (JDPO), “responsible for maintaining the effectiveness of the process while leading actions to substantially improve the overall efficiency of deployment-related activities.” (USGAO-NSIAD, 1999)

USACOM as JDPO and USTRANSCOM, on behalf of JDTC, sign an MOU “for doctrine, training, and exercise issues on deployment and redeployment process improvements.” The JDPO and JDTC relationship intends “to ensure a more efficient use of deployment resources and to improve the processes that support the Joint Planning and Execution Community.” CJCS designates USACOM

- as U.S. Joint Forces Command (USJFCOM) “with focus as force provider, joint doctrine/training, interoperability, experimentation and transformation.” (USACOM, USTRANSCOM, 1999)
- 2000 A TCJ3/4 point paper indicates that JDTC “has undergone an organizational functional review.” Consequently, a “new focus softens the JDTC’s direct work on joint deployment doctrine while placing more emphasis on its involvement in training, exercises and real-world deployments.” (Moore, 2000)
CJCSI 3020.01 states that “USCINCTRANS will: Through the Joint Deployment Training Center (JDTC), coordinate with and assist USCINCFJCOM, as the JDPO, on joint deployment and redeployment process training and doctrine.” (CJCSI 3020.01, 2000)
- 2003 As “the mission of JDTC aligns with USJFCOM’s role as the joint deployment process owner, Secretary of Defense Donald Rumsfeld approves USTRANSCOM transfer of JDTC to USJFCOM. JDTC is “assigned to USJFCOM-J3 as a subordinate activity.” (Myers, 2003)
DoD appoints USTRANSCOM as Distribution Process Owner (DPO), responsible for the “distribution process, management, leadership, directive and ownership.” (Ross, 2003)
- 2004 DoD forecasts GCCS-J to be the JC2 system of record by FY2006. In turn, JDTC becomes the sole schoolhouse for GCCS-J functional training as “DoD requires a single training center able to meet the functional training requirements for GCCS-J and its associated applications.” BG Newton R. (JS-DD Global Operations) requests JDTC “expand its current course curriculum (and effectively its mission) to include functional user training for all GCCS-J applications.” (Newton, 2004)
JDTC opens bldg 849 Levy St. at Fort Eustis, which doubles the resident training capacity of the schoolhouse.
- 2005 USJFCOM J3/4 adds Deployment Visualization Tool (DVT) and Situational Awareness applications Adaptive Course of Action (ACOA), Common Operational Picture (COP) and Integrated Imagery and Intelligence (I3) to JDTC course curriculum.
JDTC becomes DoD’s single functional training provider on GCCS-J applications under CJCSI 6721.02B and Air Force is designated SSTM for GCCS-J, “responsible for daily oversight of GCCS-J training management.” (CJCSI 6721.02B, 2005)
- 2006 DoD establishes GCCS-J as its JC2 system of record.
USJFCOM transfers JDTC mission from J3/4 to J7.
- 2007 Deputy Director, USJFCOM expands JDTC course curriculum into Global Force Management (GFM) with the inclusion of Joint Force Requirements Manager (JFRM)
- 2008 The demand for situational awareness applications training grows as CJCSI 3151.01B determines GCCS-J COP “the standard reporting and display tool for the full spectrum of any U.S. force engagement and at all levels of exercises, operations, and war.” The instruction insists “Commanders must ensure that they have highly trained and proficient track managers, network administrators, system administrators, and operators to build a complete and accurate COP.” (CJCSI 3151.01B, 2008)
JDTC absorbs Joint Planners Operations Course (JPOC) from Joint Forces Staff College
- 2009 USJFCOM merges JFRM with Joint Capabilities Requirements Tool (JCRT) to create the Joint Capabilities Requirements Manager (JCRM). JDTC assumes training responsibilities for JCRM.
JDTC’s mission expands to “provide innovative and relevant functional training and education on Joint Deployment, Global Force Management, and Situational Awareness applications to the Joint Planning

and Execution Community, joint exercises, and Professional Military Education institutions.”

- 2010 DoD disestablishes USJFCOM. Joint Staff realigns JDTC under Joint Staff J7 Joint & Coalition Warfighting (JS/J7/JCW).
- 2011 JDTC begins expansion of building 849 to assimilate all JDTC team members and classrooms into one facility. Under JS/J7/JCW, JDTC begins development of training designed for coalition forces.
- Today JDTC is the sole DoD activity tasked to design, develop, and deliver functional training and education support on GCCS-J and the C2 processes it supports. JDTC Instructors are veterans from each Service, subject matter experts in their fields of study, and capable of deploying as Mobile Training Teams to remote training facilities worldwide. The schoolhouse hosts annual Course Content Review Boards (CRB) with participants from each [Joint Deployment, Global Force Management, and Situational Awareness] joint community we serve to ensure our curriculum continues to be relevant to our students’ joint operations environment. JDTC staff ensures the schoolhouse facilitates innovation and accessibility to the Joint Force.

Current JDTC Course Offerings (a/o 2012):

JOINT DEPLOYMENT

with emphasis on JOPES and the joint deployment Process

JOPES Overview

JOPES Support Personnel Course

JOPES Executive Presentation

JOPES Functional Manager course

JOPES Action Officer Course

GLOBAL FORCE MANAGEMENT

with emphasis on JCRM and the GFM Process

GFM Overview

JCRM Course

JCRM Functional Manager Course

JCRM Requirements Training

JCRM Force Provider Training

JCRM Force Provider and Requirements Reference Tool

SITUATIONAL AWARENESS

with emphasis on GCCS-J COP and GCCS-J I3

Situational Awareness Executive Presentation

GCCS-J COP Basic Operator Training

GCCS-J COP Basic Operator Course

GCCS-J COP Reachback Frame Query Tool Training

GCCS-J COP Advanced Operator Training

GCCS-J COP Advanced Operator Course

GCCS-J I3 Basic Operator Training

GCCS-J I3 Basic Operator Course

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