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1 September 2003

JOINT TASK FORCE HEADQUARTERS MASTER TRAINING GUIDE

JOINT STAFF
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CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

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JOINT TASK FORCE HEADQUARTERS MASTER TRAINING GUIDE

References:
a. CJCSI 3500.01 Series, "Joint Training Policy of the Armed Forces"
b. CJCSI 3500.02 Series, "Joint Training Master Plan 200X for the Armed Forces of the United States"
c. CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of the United States"
d. CJCSM 3500.04 Series, "Universal Joint Task List"

1. Purpose. To provide a descriptive, performance-oriented master training guide to assist leaders in training their units and serve as a guide for the Joint Task Force (JTF) Headquarters in actual operations.

2. Cancellation. CJCSM 3500.05, 15 April 1997, "Joint Task Force Headquarters Master Training Guide," is canceled.

3. Applicability. This CJCSM applies to the Joint Staff, Military Services, combatant commands, and activities and agencies responsible to the Chairman of the Joint Chiefs of Staff.

4. Procedures. Detailed procedures for implementing joint training policy are contained in references a, b, c, and d.

5. Summary. This revision incorporates additional Master Training Guide (MTG) tasks/task steps required to support an updated Universal Joint Task List (UJTL). It also modifies task step content to conform to current joint doctrine/joint tactics, techniques, and procedures. Information addressing training plans, training exercises, and assessment has been streamlined and consolidated into a single chapter. Most significantly, task steps associated with the "Planning" phase of the life cycle of a JTF have been expanded.

6. Releasability. This manual is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this manual through the Internet from the CJCS Directives Home Page--http://www.dtic.mil/cjcs_directives. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

7. Effective Date. This instruction is effective upon receipt.

JAMES A. HAWKINS
Major General, USAF
Vice Director, Joint Staff

Enclosures:
1. Introduction and Overview
2. Task Matrices
3. Compendium of Tasks
4. Glossary

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PAGE	CHANGE	PAGE	CHANGE
1 thru 2	O	3-III-a thru 3-III-b	O
i thru xii	O	3-III-1 thru 3-III-8	O
1-1 thru 1-10	O	3-IV-a thru 3-IV-b	O
2-1 thru 2-64	O	3-IV-1 thru 3-IV-220	O
3-1 thru 3-60	O	3-V-a thru 3-V-b	O
3-I-a thru 3-I-b	O	3-V-1 thru 3-V-32	O
3-I-1 thru 3-I-162	O	3-VI-a thru 3-VI-b	O
3-II-a thru 3-II-f	O	3-VI-1 thru 3-VI-10	O
3-II-1 thru 3-II-264	O	GL-1 thru GL-24	O

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RECORD OF CHANGES

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PREFACE

1. In December 1993, the Commander, US Atlantic Command (USACOM), (now US Joint Forces Command (USJFCOM)) proposed to the Joint Staff that a JTF training document be developed to link the UJTL to joint doctrine/joint tactics, techniques and procedures (JTTP) (see Figure i-1). The intent was that this publication, entitled, "Joint Task Force Headquarters Master Training Guide (JTF HQ MTG)," would be the first of a series of joint training documents that support the training and operations of all JTFs. An explanation of this series of publications is provided in Chapter 1.

Figure i-1
JTF HQ MTG Links

2. The purpose of the JTF HQ MTG is to provide a descriptive, performance-oriented training guide to assist leaders in training their units. It also serves as a guide for the JTF Headquarters in actual operations. This publication is *not* intended to include information on all types of joint units -- just the *JOINT TASK FORCE HEADQUARTERS*. It should be viewed as a single source for information, in outline form, to guide training of the JTF HQ.

3. Every attempt has been made to align this publication with joint doctrine and JTTP. However, where joint doctrine is undeveloped, suggestions have been offered as to how this particular task could be accomplished.

4. There is a new concept under development: the Standing Joint Force Headquarters (SJFHQ). When ultimately implemented, this new command and control element will impact JTF HQ organization and operations. However, at the present time, the SJFHQ concept (and its implementing concepts) are not reflected in joint doctrine -- and the foundation of this JTF HQ MTG is current joint doctrine. When the SJFHQ concept is reflected in joint doctrine or otherwise officially promulgated, these procedures will be incorporated, as applicable, into this MTG.

5. The proponents for this publication are the Joint Staff (J-7) and the USJFCOM Joint Warfighting Center (JWFC). The lead agent is the Training Group, JWFC. Comments on this publication should be addressed to USJFCOM JWFC; Joint Training, Analysis, and Simulation Center (JTASC); ATTN: JW310, 116 Lake View Parkway, Suite 100, Suffolk, Virginia 23435-2697.

JOINT TASK FORCE

HEADQUARTERS

MASTER TRAINING GUIDE

Table of Contents

CHAPTER PAGE

Preface vii

1 INTRODUCTION AND OVERVIEW
Purpose ..... 1 - 1
Structure ..... 1 - 1
Contents ..... 1 - 1
Joint Task Force Organization ..... 1 - 2
Training ..... 1 - 4
Planning for Joint Training ..... 1 - 4
Training Plans ..... 1 - 5
Joint Exercises ..... 1 - 7
Use of the MTG in Developing and Conducting Exercises ..... 1 - 7
Assessments ..... 1 - 8

2 TASK MATRICES
General ..... 2 - 1
Task Matrices ..... 2 - 1
Joint Operations ..... 2 - 2
Minimum Training Requirements ..... 2 - 2
Universal Joint Task Matrix - Operational Level Tasks ..... 2 - 3
JTF HQ Tasks to Command and Staff Elements ..... 2 - 53

3 COMPENDIUM OF TASKS
General ..... 3 - 1
Crisis Action Planning Procedures ..... 3 - 2
Format ..... 3 - 4
How to Use the MTG Tasks ..... 3 - 4
MTG Task Index ..... 3 - 5
Section I Form JTF HQ ..... 3 - I - a
Form General Boards/Bureaus/Centers ..... 3 - I - 39
Form Intelligence Centers/Facilities ..... 3 - I - 60
Form Operations/Planning Centers ..... 3 - I - 81
Form Logistics Boards/Offices/Centers ..... 3 - I - 122

Form Communications Centers ..... 3 - I - 149
Form Medical Offices ..... 3 - I - 153
Section II Planning ..... 3 - II - a
Section III Deployment ..... 3 - III - a
Section IV Employment ..... 3 - IV - a
Section V Transition ..... 3 - V - a
Section VI Redeployment ..... 3 - VI - a

GLOSSARY ..... GL - 1

Figures

i - 1 JTF HQ MTG Links vii
1 - 1 JTF Life Cycle ..... 1 - 2
1 - 2 Possible Components in a JTF ..... 1 - 3
1 - 3 Planning for Joint Training ..... 1 - 4
1 - 4 Long-Range Planning ..... 1 - 6
1 - 5 Use of the JTF HQ MTG in Developing Exercises ..... 1 - 7
1 - 6 Use of the JTF HQ MTG in Conducting Exercises ..... 1 - 8
2 - 1 Example Table: Universal Joint Task Matrix – Operational Level Tasks ..... 2 - 1
2 - 2 Example Table: JTF Headquarters Tasks to JTF Command and Staff Elements ..... 2 - 2
3 - 1 JTF Life Cycle ..... 3 - 1
3 - 2 Crisis Action Procedures (CJCS/Combatant Commander's Level) ..... 3 - 2
3 - 3 Planning and Execution (Activation of JTF HQ on Conclusion of Phase IV) ..... 3 - 3
3 - 4 Planning and Execution (Activation of JTF HQ on Commencement of Phase III) ..... 3 - 3
3 - II - 1 Planning Process ..... 3 - II - b
3 - II - 2 Planning Process (Expanded) ..... 3 - II - c
3 - II - 3 JPG Concept ..... 3 - II - d
3 - II - 4 JPG Cell Structure ..... 3 - II - e
201 - 1 JTF Planning Process ..... 3 - II - 2
201 - 2 Mission Analysis ..... 3 - II - 9
203 - 1 WARNORD Timing ..... 3 - II - 15
204 - 1 COA Development ..... 3 - II - 22
206 - 1 Sample Wargame Worksheet ..... 3 - II - 29
206 - 2 Sample Synchronization Matrix ..... 3 - II - 30
206 - 3 Critical Event Sync Matrix ..... 3 - II - 35
206 - 4 Time Line Sync Matrix ..... 3 - II - 36
206 - 5 COA Analysis Summary ..... 3 - II - 37
207 - 1 Example Numerical Comparison ..... 3 - II - 41
207 - 2 Descriptive Comparison of COAs ..... 3 - II - 42
207 - 3 Positive, Negative, and Neutral COA Comparisons ..... 3 - II - 42

208 - 1 COA Decision Briefing ..... 3 - II - 46
208 - 2 Commander's Estimate Format ..... 3 - II - 47
209 - 1 Task 209 Relationship ..... 3 - II - 54
210 - 1 Task 210 Relationship ..... 3 - II - 57
211 - 1 Task 211 Relationship ..... 3 - II - 59
212 - 1 Sample Rehearsal Types ..... 3 - II - 60
212 - 2 Task 212 Relationship ..... 3 - II - 64
214 - 1 Red Cell Roles ..... 3 - II - 73
216D - 1 Sample COA Comparison Matrix ..... 3 - II - 231
217 - 1 Sample COA Comparison ..... 3 - II - 237
401 - 1 Staff Functioning (During Execution) ..... 3 - IV - b
401A - 1 Staff Monitoring (During Execution) ..... 3 - IV - 1
401B - 1 Staff Assessment (During Execution) ..... 3 - IV - 5
401C - 1 Staff Planning (During Execution) ..... 3 - IV - 10
401D - 1 Staff Direction (During Execution) ..... 3 - IV - 12
401E - 1 Staff Communication (During Execution) ..... 3 - IV - 15

Tables

1 - 1 Comparison of Long-Range and Short-Range Training Plans ..... 1 - 5
2 - 1 Universal Joint Task Matrix - Operational Level Tasks ..... 2 - 3
2 - 2 JTF Headquarters Tasks to Command and Staff Elements ..... 2 - 53
131 - 1 Threat Level Matrix ..... 3 - I - 102
134 - 1 Joint Planning Group Composition ..... 3 - I - 117
212 - 1 Sample Rehearsal Sequence ..... 3 - II - 63

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CHAPTER 1

INTRODUCTION and OVERVIEW

1-1. **Purpose** The purpose of the Joint Task Force Headquarters Master Training Guide (JTF HQ MTG) is to provide a descriptive, performance-oriented training guide to assist leaders in training their units. It also serves as a guide for the JTF Headquarters in actual operations. It is a primary source for information, in outline form, to guide training and operations of a JTF HQ. The JTF HQ MTG assists with the following:

a. Planning for JTF HQ Training/Operations.
b. Conducting JTF HQ Training/Operations.
c. Assessing JTF HQ performance in Training/Operations.

Note: Some of these tasks may also be accomplished by other joint force headquarters, e.g., combatant commands or joint functional component commands, responsible for carrying out operational level tasks in a given mission.

1-2. **Structure**

a. This document is designed to be part of a series of publications for the training of joint organizations. These publications will be specific to the following units:
   (1) Combatant Command, Unified (Theater) Command Headquarters
   (2) Joint Task Force Headquarters (JTF HQ).
   (3) Joint Force Air Component Commander (JFACC).
   (4) Joint Force Land Component Commander (JFLCC).
   (5) Joint Force Maritime Component Commander (JFMCC).
   (6) Joint Special Operations Task Force (JSOTF).
   (7) Joint Psychological Operations Task Force (JPOTF).
   (8) Joint Civil-Military Operations Task Force (JCMOTF).

b. Service component (Army Forces, Navy Forces, Marine Forces, Air Force Forces and Coast Guard Forces) tasks, conditions, and standards are provided in appropriate Service publications. No attempt has been made to duplicate those items in this publication.

c. This publication was developed in concert with the Joint Training System as described in the Joint Training Manual (CJCSM 3500.03). It assists commanders in bridging the gap between training and operations.

1-3. **Contents**

a. The JTF HQ MTG is organized into three chapters. They are:
   (1) Chapter 1 -- **Introduction and Overview**. This chapter is a general explanation of the JTF HQ MTG's purpose, function, and structure. It discusses how to use the publication to assist a JTF HQ in the areas of planning, conducting, and assessing training/operations.
   (2) Chapter 2 -- **Task Matrices**. This chapter shows the relationship between the Universal Joint Task List (UJTL) Version 4.0 (CJCSM 3500.04B of 1 OCT 99 with CH-1 of 1 NOV 99) and the command and staff tasks in the MTG. It also provides matrices to show relationships between JTF HQ tasks which command or staff element is responsible for those missions or tasks or the task.

(3) Chapter 3 -- **Compendium of Tasks**. This chapter contains the tasks and task steps for the JTF HQ command and staff elements. These tasks are organized in sections that correspond to the life cycle of a JTF (see Figure 1-1).

CHAPTER 3 ORGANIZATION -- THE JTF LIFE CYCLE

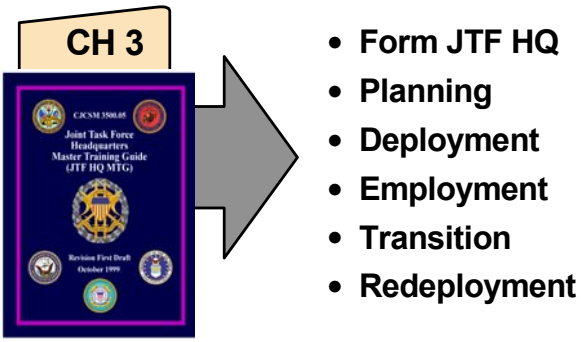


Figure 1-1
JTF Life Cycle

b. The JTF HQ MTG uses the Universal Joint Task List (UJTL) Version 4.0 (CJCSM 3500.04B of 1 OCT 99 with CH-1 of 1 NOV 99) as the basic hierarchy of tasks to be accomplished. However, the JTF HQ MTG addresses strictly JTF command and staff tasks and organizes them somewhat differently than the UJTL. It describes them in groups consistent with the normal sequential nature of a JTF's "life cycle." Additionally, the JTF HQ MTG identifies responsibility for the task and provides instructions for completing it.

1-4. **Joint Task Force Organization**

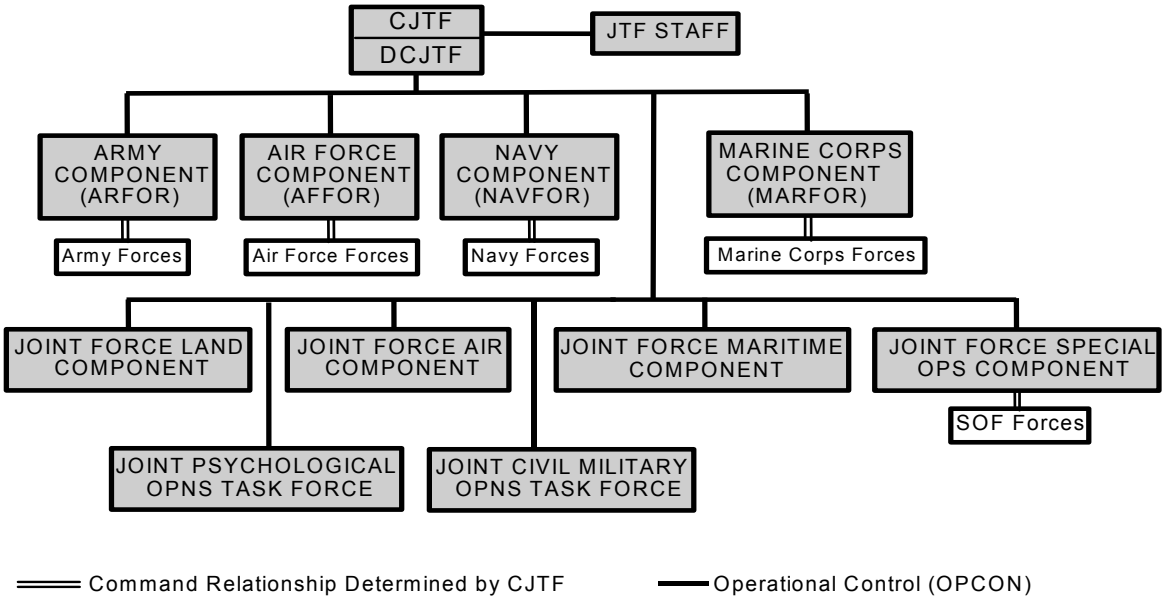
a. JTF Component Structure. In accordance with Joint Pub 0-2, "Unified Action Armed Forces (UNAAF)," the Commander, Joint Task Force (CJTF) has a variety of organizational options for command and control of the JTF. The CJTF can conduct operations through:

(1) Service Components.
- (a) Army Forces (ARFOR).
- (b) Navy Forces (NAVFOR).
- (c) Air Force Forces (AFFOR).
- (d) Marine Corps Forces (MARFOR).
- (e) Coast Guard Forces (CGFOR).

(2) Functional Components.
- (a) Air Component.
- (b) Land Component.
- (c) Maritime Component.
- (d) Special Operations Component, commonly referred to as the JSOTF.
- (e) JCMOTF.
- (f) JPOTF.

(3) Combination. As discussed in Joint Pub 3-0, "Doctrine for Joint Operations," all joint forces include Service components to fulfill US Title 10 responsibilities of administrative and logistics support. Most often, JTFs are organized with a combination of Service components with administrative/logistics responsibilities and functional components with operational responsibilities.

(4) For the purpose of this publication, the JTF is organized with a combination of components as depicted in Figure 1-2 below:



NOTE: A joint force contains Service components (because of logistic and training responsibilities) even when operations are controlled by other components -- based on Figure II-3, JP 3-0.

Figure 1-2
Possible Components In a JTF

b. JTF Headquarters.

(1) The CJTF may organize the JTF HQ staff as necessary to carry out all duties and responsibilities. The primary function of the JTF Headquarters is to assist the CJTF to direct, control, and coordinate operations and planning of assigned and attached forces. In accordance with Joint Pub 5-00.2, "Joint Task Force Planning Guidance and Procedures," the JTF staff will be composed of appropriate members in key positions of responsibility from each Service or functional component having significant forces assigned to the command. A reasonable representation of force makeup will afford the opportunity for the CJTF to possess the required knowledge, skills, and abilities within the JTF HQ. Figure II-1, found on page II-3 of JP 5-00.2, provides an example of a typical JTF staff organization.

(2) The establishing authority of the JTF (normally the supported combatant commander) should make every provision for necessary personnel, facilities, and/or equipment considering the nature, composition and facilities available.

An example would be a JTF HQ afloat which may present limitations of space and equipment that affect staffing levels and equipment availability.

1-5. **Training** This publication also provides guidance for the development of training plans to improve joint force readiness training. The JTF HQ MTG is designed for use in conjunction with CJCSM 3500.03, "Joint Training Manual," and provides JTF commanders and staffs a common basis for planning and conducting joint training. The intent is not to supplant joint and Service training development and management systems, but build upon existing programs and training. Properly used, the JTF HQ MTG enables the CJTF and JTF staff to:

a. Increase proficiency in essential command and staff tasks and processes.
b. Identify objectives in a training environment.
c. Assess performance in both training and operational environments.
d. Improve interoperability between service forces.
e. Apply joint doctrine and joint tactics, techniques and procedures (JTTP) in all of the above.

1-6. **Planning for Joint Training** Training plans provide the link between critical tasks and the execution of training events, and align and sequence training objectives with mission requirements. Figure 1-3 portrays how the JTF HQ MTG might be used in this process.

a. Mission. One goal of joint training is to develop and maintain JTFs that are capable of accomplishing assigned missions. JTF missions are based upon guidance from existing operation plans (OPLANS) and operation orders (OPORDS) and the establishing authority's intent. Joint training requirements are derived from those joint tasks essential to the proper execution of campaigns and/or major operations.

b. UJTL. The UJTL contains a comprehensive hierarchical listing of the tasks that a joint force can perform. It contains a common language of conditions to describe the operational context in which tasks are performed and a description of measures of performance for each UJTL task. The UJTL does not address how a task is performed or who performs the task. It identifies what is to be performed in terms common to multiple combatant commands and joint force components.

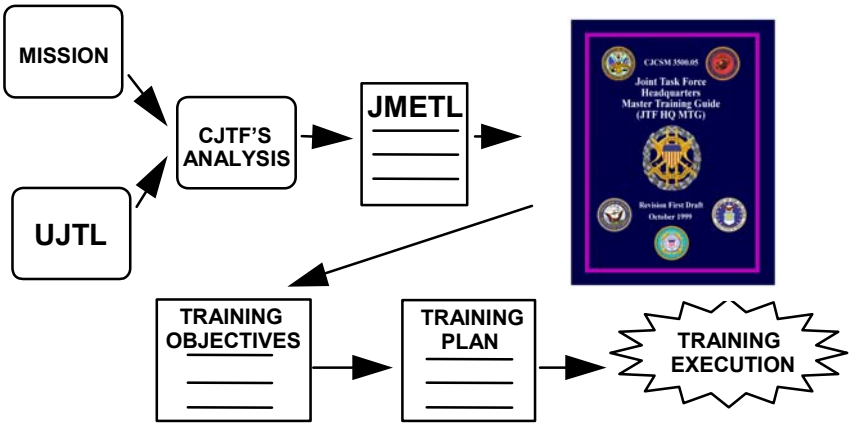


Figure 1-3
Planning for Joint Training

c. CJTF Analysis. The establishing authority and the CJTF analyze the assigned mission and select from the UJTL

menu of capabilities (tasks) those tasks essential for mission accomplishment. These tasks identify a required capability, but do not address the ways to fulfill the requirements of the mission.

d. Joint Mission Essential Task List (JMETL). The selection of tasks from the UJTL becomes the JTF JMETL and provides the requirements base for joint training. The JMETL consists of tasks deemed essential by the establishing authority and the CJTF for accomplishment of assigned and potential missions.

e. Training Objectives. The commander determines his training objectives based on his JMETL. The JMETL represents those specific tasks that the commander thinks the joint force must be able to perform in order to accomplish its mission. Neither the UJTL nor the JMETL addresses how to or who will accomplish a given task. To determine meaningful training objectives, the commander needs more detail on the description of critical tasks -- who does it and what they do. He uses this information to identify training objectives that will target, in the case of the JTF Headquarters, specific staff capabilities that the Headquarters must develop in order for the whole joint force to perform its mission essential tasks. Commanders address these objectives in terms of tasks, conditions, and standards. In most cases, neither joint doctrine nor JTTP provide sufficient detail. The JTF HQ MTG provides the necessary critical task detail for the JTF Headquarters in Chapter 3.

1-7. **Training Plans** The JTF HQ MTG serves as a tool for an existing JTF HQ to assess its ability to perform across the spectrum of military operations. It may also be used to identify critical training task focus for a newly designated JTF HQ. In either case, the JTF HQ MTG provides the necessary task detail to project long and short-range training requirements and assist in developing training strategies necessary to increase proficiency. Table 1-1 provides a comparison of long and short-range training plans.

LONG-RANGE PLANS	SHORT-RANGE PLANS
■ Disseminate the JMETL ■ Help identify training tasks for each JMET ■ Schedule major training events ■ Identify long-lead time resources ■ Coordinate schedule with Service components and supporting commands ■ Publish guidance and schedule ■ Provide long-range planning input to Combatant Command staff	■ Refine and expand training objectives ■ Correlate training objectives with training events ■ Identify/allocate short-lead time resources ■ Coordinate short-range schedule with Service components/supporting commands ■ Publish guidance and schedule ■ Provide short-range planning input to Combatant Command staff

Table 1-1
Comparison of Long-Range and Short-Range Training Plans

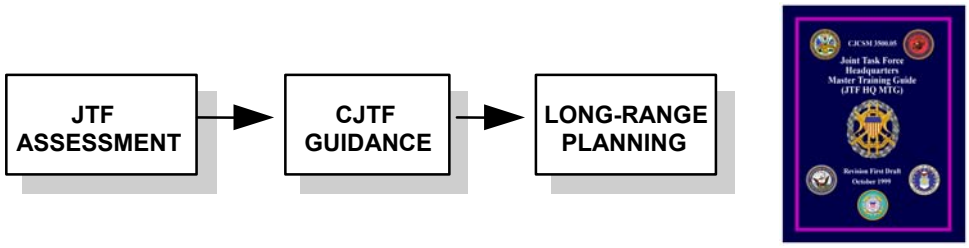


Figure 1-4
Long-Range Planning

a. Long-Range Planning. Long-range planning for the JTF HQ begins with an assessment of the core JTF HQ staff. It also may begin with a training event that offers insight into the status of JTF HQ readiness. Assessments are based upon the JMETL and conducted within the context of tasks and detailed task steps provided in the JTF HQ MTG. The JTF long-range training plan is developed incorporating the Combatant Commander's training guidance, the CJTF's training guidance, and the results of the assessment (see Figure 1-4).

(1) The CJTF develops a training strategy for the JTF HQ. The training strategy should:

(a) Ensure the focus remains on joint mission essential tasks and the training objectives to attain the JMETL.

(b) Determine a logical sequence of steps or stages to execute the training strategy.

(c) Identify the type of training to be planned (e.g., field training exercises, command post exercises, computer-assisted exercises).

(d) Match available resources to the training requirements.

(e) Result in the CJTF's training guidance for the JTF HQ.

(2) Although the availability of resources does not affect the development of the joint mission essential tasks, long-range planning must address critical resources that must be prioritized, allocated and scheduled, and shortfalls identified (e.g., operating budgets, transportation and travel requirements, personnel tempo). The long-range plan synchronizes supporting commands, agencies and activities so that training events can be properly executed.

b. Short-Range Planning. Short-range planning refines the long-range training plan. It defines in greater detail the broad guidance on training objectives and events within the long-range plan and CJTF's training guidance. Short-range planning is based upon long-range assessments and on a detailed assessment of JMETL proficiency that impacts on the ability to perform the JTF HQ mission. Detailed assessments are required for each JMETL task and are conducted within the context of tasks and detailed task steps provided in the JTF HQ MTG. The focus of short-range planning is on training deficiencies that impact the JTF Headquarters' ability to perform the assigned mission.

1-8. **Joint Exercises** The JTF HQ MTG serves to assist in planning for, conducting, and assessing performance of individual and collective command and staff tasks in a wide variety of exercises. Joint exercises are categorized into three major areas: Command Post Exercise (CPX), Field Training Exercise (FTX), and the Computer-Assisted Exercise (CAX).

a. Joint Command Post Exercise. CPXs train commanders and staffs in staff operations, command and control procedures, and decision-making. The primary focus is on chain of command and communications networks. As such, they are conducted by and between headquarters, which may be at home station or in deployed locations. The training audience is comprised of commanders and their staffs, and all other forces are simulated.

b. Joint Field Training Exercise. FTXs are multi-echelon training events in that they may exercise several levels of headquarters and staffs and their assigned forces. They provide the opportunity for the exercise of a broad range of individual and collective skills.

c. Computer-Assisted Exercise. CAXs are simulation-driven exercises to present a scenario and simulate conditions, environment, and the progression of events. These exercises also use analytical models to aid decision-making and to portray responses to and results of friendly actions. They can be used for training and rehearsals, and also for purposes of research and development. As training tools, they provide commanders and staffs with high-quality, cost-effective training alternatives to other, more resource-intensive exercise methods.

1-9. **Use of the MTG in Developing and Conducting Exercises** Exercise designers, participating commanders and staffs, and observer/trainers can all refer to the task descriptions in Chapter 3.

a. Exercise Design. Just as the MTG is used to support development of overall training objectives, both long- and short-range, it also supports development of individual exercise objectives, and even exercise design (Figure 1-5).

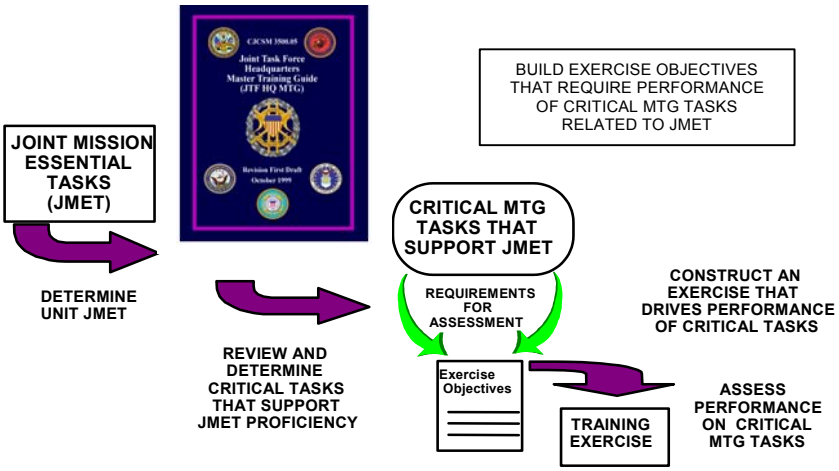


Figure 1-5
Use of the JTF HQ MTG In Developing Exercises

(1) Exercises are generally designed to train and assess a unit's proficiency in performing mission essential tasks. Using the list of critical tasks from Chapter 3 of the MTG, an exercise designer for the JTF Headquarters can identify those MTG tasks that, if performed well, support the unit's ability to accomplish its Joint Mission Essential Tasks (JMETs). These "building block" MTG tasks can therefore be assessed in training events.

(2) The exercise designer constructs exercise objectives that will cause or require the performance of the MTG tasks, either individually or as major groups.

(3) The designer then selects an exercise format that drives the JTF Headquarters' performance of MTG tasks, in accordance with exercise objectives. Key decisions about the exercise vehicle that affect the construction of these requirements include the type of exercise, the training audience, and an appropriate exercise driver system (manual or computer-assisted).

b. Exercise Execution. The training audience, observers, trainers and controllers all use task descriptions in the JTF HQ MTG to guide their performance and gauge progress in presenting and achieving training objectives (Figure 1-6).

USES DURING EXERCISES :

OBSERVER/TRAINERS

- Guidelines for observations
- Mentoring
- Preparation of AAR material

TRAINING AUDIENCE

- Survey/select tasks for different missions
- Identify generic planning and execution requirements
- Develop and validate staff procedures
- Use as a startpoint "checklist" for specific tasks

CONTROLLERS

- Ensure cues and events generate requirements for performance of tasks that support exercise objectives

Figure 1-6
Use of The JTF HQ MTG In Conducting Exercises

1-10. **Assessments** This section provides guidance for use of the JTF HQ MTG in assessing the JTF capability to perform selected tasks from the CJTF's JMETL. The CJTF and staff use the UJTL, JMETL, and the task lists described in Chapter 3 to develop training objectives that form the basis for training. After training execution, the CJTF and staff use feedback to assess the level of proficiency of the JTF HQ and make adjustments in resources, personnel, training methods, and other areas to further refine the JTF Headquarters training program. Types of Assessments: Assessments may be conducted in an internal or external manner. Regardless of the type of training event or assessment, the JTF HQ MTG is a useful tool for training and assessing the performance of the JTF HQ.

a. Internal Assessments. This type of assessment is most commonly used within the staff elements of the JTF HQ and represents continuous efforts to provide immediate feedback on training proficiency. The Commander and staff use task descriptions in

the JTF HQ MTG to gauge their progress, develop or improve standing operating procedures and identify areas requiring improvement.

b. External Assessments. External assessments are designed to provide CJTFs, JTF HQs (or potential CJTFs and JTF HQs) and the unified command an assessment of the JTF's ability to perform assigned missions. Feedback is also used as input for planning and developing future training events. These events focus on joint skills at the operational level of war. The CJTF, in coordination with the Combatant Commander, is the principal trainer. They set the training objectives and provide training guidance (based on the JTF JMETL). The unified command's staff (augmented with specialized support from the Service components and external commands, agencies, and activities) design, facilitate, and control the training events.

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CHAPTER 2

TASK MATRICES

2-1. **General** This chapter provides matrices to show relationships between JTF operations, and the tasks that both the JTF Headquarters and the JTF units perform to accomplish those operations. The matrices are useful as a quick reference in both joint training and operations.

2-2. **Task Matrices** These matrices serve the CJTF and staff by pinpointing who and what needs to be trained.

a. Table 2-1 shows the current relationship between the Universal Joint Task List (UJTL) and staff tasks in the JTF HQ MTG. The UJTL includes tasks that may be unit (component) tasks, staff tasks, or both; the JTF HQ MTG includes only staff tasks. Where the MTG addresses a unit task found in the UJTL, it does so from the perspective of staff responsibilities to plan and control operations.

b. Unit (or component) tasks are all to be published in other MTGs.

c. Figure 2-1 provides an example of Table 2-1.

UJTL Task	CMD/STAFF TASK (Plan)	CMD/STAFF TASK (Control)	COMPONENT UNITS TASK
OP 1 (CONDUCT OPERATIONAL MOVEMENT AND MANEUVER			
* OP 5.3.4 (Develop courses of action/prepare staff estimates)	**204-00-**JPG (DEVELOP COURSES OF ACTION) **205-00-**COS (DEVELOP STAFF ESTIMATES)	**404-03-**J3 (CONTROL LAND OPS - Prepare plans and orders related to land ops) **405-03-**J3 (CONTROL AIR OPS -Prepare plans and orders related to air ops) **406-03-**J3 (CONTROL MARITIME OPS - Prepare plans and orders related to maritime ops) **407-03-**J3 (CONTROL SPECIAL OPS -Prepare plans and orders related to special ops) **408-03-**J3 (CONTROL SPACE OPS -Prepare plans and orders related to space support ops)	ALL

Figure 2-1
Example Table: Universal Joint Task Matrix - Operational Level Tasks

d. Table 2-2 delineates the critical JTF Headquarters tasks for the JTF Command Group (CJTF, DCJTF and COS) and staff (principal or special staff) elements. The CJTF and staff can quickly review the critical tasks in the planning and conduct of JTF operations to determine who is responsible for accomplishing them. The table shows primary responsibility for a task by shading the cell at the intersection of the task and the responsible command or staff element. It shows supporting responsibilities with an unshaded, or clear, "X."

e. Figure 2-2 provides an example of Table 2-2.

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	Etc
100-00-CJTF ESTABLISH THE JTF COMMAND GROUP	OP 5.1, 5.5	3-I-1	X	X	X				
101-00-J1 ESTABLISH THE J1 (PERSONNEL) SECTION	OP 4.4, 5.5	3-I-4			X	X			
102-00-J2 ESTABLISH THE J2 (INTELLIGENCE) SECTION	OP 4.7, 5.1, 5.2, 5.3, 5.5	3-I-6			X		X		
Etc.	Etc.								

Figure 2-2
Example Table: JTF Headquarters Tasks to JTF Command and Staff Elements.

NOTE: The tasks listed in this table are further developed in Chapter 3.

2-3. **Joint Operations** JTF command and staff elements can use the matrices in operations much the same as in training.

a. Table 2-1 is used to relate Universal Joint Tasks (UJTL Version 4.0) to specific staff tasks in the MTG.

b. Table 2-2 is used to quickly consider appropriate command and staff actions during different phases in the life cycle of a JTF. The critical tasks and subtasks associated with them in Chapter 3 of this MTG serve both as simple checklists and as descriptors of task completeness.

2-4. **Minimum Training Requirements**.

a. US Joint Forces Command's Joint Training Plan identifies 48 of the UJTL's OP level tasks as "Functional Baseline Tasks." JFCOM considers these tasks to be the minimum functional tasks for a JTF HQ. To the maximum extent possible, they should be integrated into JTF HQ training events. Table 2-1 highlights these tasks with a single asterisk (*).

b. The Joint Training Plan identifies 18 additional warfighting tasks. To the maximum extent possible JTF HQ in major theater of war scenarios should execute these tasks. Table 2-1 highlights these tasks with a double asterisk (**).

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

This table shows the current and future relationship between the UJTL Version 4.0, which may be unit tasks, staff or both, and tasks in the mission training guide, which are all staff tasks. In many cases, the task names are the same in the UJTL and in the MTG. The table enables users to relate task numbers to task names.

Where the table shows staff tasks to be published (TBP), the intent is to develop a task description that coincides with the task in the UJTL.

The ultimate vision is to develop specific unit MTGs that include all the applicable Universal Joint Tasks, plus all the other critical tasks that fully describe that unit's function.

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 1 -- CONDUCT OPERATIONAL MOVEMENT AND MANEUVER			
* **OP 1.1** (Conduct operational movement)	**104-00-**J4 (ESTABLISH THE J4 (LOGISTICS) SECTION) **105-00-**J5 (ESTABLISH THE J5 (PLANS ANS POLICY) SECTION) **105-02-**J5/J3 (ESTABLISH THE JOINT PLANNING GROUP) **118-00-**J1 (ESTABLISH/OPERATE THE JOINT PERSONNEL RECEPTION CENTER) **131-00-**CJTF/JRAC (ESTABLISH THE JOINT REAR TACTICAL OPERATIONS CENTER) **132-00-**COS (ESTABLISH/OPERATE THE JOINT DEPLOYMENT BOARD (JDB)) **135-00-**J4 **(**ESTABLISH THE LOGISTICS READINESS CENTER) **137-00-**J4 (ESTABLISH/OPERATE THE JOINT MATERIAL) MANAGEMENT OFFICE (JMMO) **139-00-**J4 (ESTABLISH/OPERATE THE JOINT MOVEMENT CENTER (JMC)) **210-00-**J3/4 (PREPARE TIME-PHASED FORCE AND DEPLOYMENT DATA (TPFDD)) **215-00-**J3 (DEVELOP THE OPS ESTIMATE) **215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **216-00-**J4 (DEVELOP THE LOGISTICS ESTIMATE) **216A-00-**J4 **(**DEVELOP THE LOGISTICS ESTIMATE) (TRANSPORTATION))	**302-00-**J3 (CONTROL DEPLOYMENT) **404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS)	J3/J4
* OP 1.1.1 (Formulate request for strategic deployment to a Joint Operations Area (JOA))	**210-00-**J3/4 (PREPARE TIME-PHASED FORCE AND DEPLOYMENT DATA (TPFDD)) **215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS)	**302-00-**J3 (CONTROL DEPLOYMENT) **404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops)	CJTF/J3/4/5

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	216-00-J4 (DEVELOP THE LOGISTICS ESTIMATE) **216A-00-**J4 **(**DEVELOP THE LOGISTICS ESTIMATE) (TRANSPORTATION))	**407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	
* OP 1.1.2 (Conduct intratheater deployment and redeployment of forces within the Joint Operations Area (JOA))	**215-00-**J3 (DEVELOP THE OPS ESTIMATE) **215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **216-00-**J4 (DEVELOP THE LOGISTICS ESTIMATE) **216A-00-**J4 **(**DEVELOP THE LOGISTICS ESTIMATE) (TRANSPORTATION)) **301-00-**J5/J3 (PREPARE FOR DEPLOYMENT) **601-00-**J5/J3 (PREPARE FOR REDEPLOYMENT)	**302-00-**J3/J5 (CONTROL DEPLOYMENT) **404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops) **602-00-**J3/J5 (CONTROL THE REDEPLOYMENT)	CJTF/J1/3/4/5
* OP 1.1.3 (Conduct joint reception, staging, onward movement, and integration (JRSOI) in the Joint Operations Area (JOA))	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS)	**302-00-**J3 (CONTROL DEPLOYMENT) **404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	CJTF/J1/3/4/5
**** OP 1.2 (CONDUCT OPERATIONAL MANEUVER AND FORCE POSITIONING)**	**115-00-**CJTF (ESTABLISH THE JOINT TARGETING COORDINATION BOARD) **126-00-**J2/3 (ESTABLISH/OPERATE THE J2 TARGETING CENTER) **135-00-**J4 **(**ESTABLISH THE LOGISTICS READINESS CENTER (LRC)) **215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS)	J2/3/4
OP 1.2.1 (Coordinate the transition of joint forces to and from tactical battle formations)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops)	J3/4

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	215D-00-J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	
OP 1.2.2 (Posture joint forces for operational formations)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J3
OP 1.2.3 (Assemble forces in the Joint Operations Area (JOA))	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J3
OP 1.2.4 (Conduct operations in depth)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J3
OP 1.2.4.1 (Conduct a show of force)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 1.2.4.2 (Conduct a demonstration)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J3
OP 1.2.4.3 (Conduct forcible entry: airborne, amphibious, and air assault)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops) **412-00-**J3 (CONTROL FORCIBLE ENTRY OPERATIONS)	J3
OP 1.2.4.4 (Reinforce and expand lodgment)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops) **412-00-**J3 (CONTROL FORCIBLE ENTRY OPERATIONS)	J3 /4
OP 1.2.4.5 (Conduct raids in the Joint Operations Area (JOA))	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J3
OP 1.2.4.6 (Conduct penetration, direct assault, and turning movements)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops)	J3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	215G-00-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	
OP 1.2.4.7 (Conduct direct action in the Joint Operations Area (JOA))	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J3
OP 1.2.4.8 (Conduct unconventional warfare in the Joint Operations Area (JOA))	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J3/SOCC
OP 1.2.5 (Conduct offensive operations in the Joint Operations Area (JOA))	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J3
OP 1.2.6 (Conduct defensive operations in the Joint Operations Area (JOA))	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J3
OP 1.2.7 (Conduct retrograde operations in the Joint Operations Area (JOA))	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops)	J4

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	215D-00-J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	
*** OP 1.3 (PROVIDE OPERATIONAL MOBILITY)**	**139-00-**J4 (ESTABLISH THE JOINT MOVEMENT CENTER) **215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **216A-00-**J4 (DEVELOP THE LOG EST - TRANSPORTATION) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**404-00-**J3 (CONTROL LAND OPS) **404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-00-**J3 (CONTROL AIR OPS) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-00-**J3 (CONTROL MARITIME OPS) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-00-**J3 (CONTROL SPECIAL OPS) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops) **435-00-**J4 (CONTROL LOGISTICS SUPPORT)	TRANSCOM/J3/4
OP 1.3.1 (Overcome operationally significant barriers, obstacles, and mines)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215R-00-**J3 (DEVELOP THE OPS ESTIMATE - EXPLOSIVE ORDNANCE DISPOSAL) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**433-00-**J3 (CONTROL EXPLOSIVE ORDNANCE DISPOSAL (EOD) OPS) **404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J3
OP 1.3.2 (Enhance movement of operational forces)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **216A-00-**J4 (DEVELOP THE LOG EST - TRANSPORTATION) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J4

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
** OP 1.3.3 (Coordinate waterspace management)	**215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS)	**406-00-**J3 (CONTROL MARITIME OPS) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops)	JFMCC/J3
OP 1.4 (PROVIDE OPERATIONAL COUNTERMOBILITY)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**404-00-**J3 (CONTROL LAND OPS) **404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-00-**J3 (CONTROL AIR OPS) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-00-**J3 (CONTROL MARITIME OPS) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-00-**J3 (CONTROL SPECIAL OPS) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops) **408-00-**J3 (CONTROL SPACE OPS) **408-04-**J3 (CONTROL SPACE OPS - Direct and coordinate space ops) **435-00-**J4 (CONTROL LOGISTICS SUPPORT)	JFACC/J3
OP 1.4.1 (Employ operational system of obstacles)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Directs and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	JFLCC//J3
OP 1.4.2 (Conduct sanctions and embargoes)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops)	CJTF/J3
OP 1.4.3 (Conduct blockades)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS)	**404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops)	JFMCC/JFLCC/J3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
		406-04-J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct and control special ops)	
OP 1.4.4 (Conduct maritime interception)	**215C-06**-J5/J3 (DEVELOP THE OPS EST - MARITIME OPS)	**406-00**-J3 (CONTROL MARITIME OPS) **406-04**-J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops)	JFMCC/J3
*** OP 1.5 (CONTROL OPERATIONALLY SIGNIFICANT AREAS)**	**129-00**-J3 (ESTABLISH THE CIVIL-MILITARY OPERATIONS CENTER) **215A-00**-J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS)	**404-00**-J3 (CONTROL LAND OPS) **404-04**-J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-00**-J3 (CONTROL AIR OPS) **405-04**-J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-00**-J3 (CONTROL MARITIME OPS) **406-04**-J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-00**-J3 (CONTROL SPECIAL OPS) **407-04**-J3 (CONTROL SPECIAL OPS - Direct and control special ops) **424-00**-J3 (CONTROL CIVIL-MILITARY OPS) **430-00**-J3/J2 (CONTROL NATION ASSISTANCE OPS)	J3/JSOTF
OP 1.5.1 (Control of operationally significant land area in the Joint Operations Area (JOA))	**215A-00**-J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215D-00**-J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS)	**404-04**-J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct and control special ops)	J3/JSOTF
OP 1.5.2 (Gain and maintain maritime superiority in the Joint Operations Area (JOA))	**215C-00**-J5/J3 (DEVELOP THE OPS EST - MARITIME OPS)	**406-04**-J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops)	JFMCC/J3
** OP 1.5.3 (Gain and maintain air superiority in the Joint Operations Area (JOA))	**215B-00**-J5/J3 (DEVELOP THE OPS EST - AIR OPS)	**405-04**-J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops)	JFACC/J3
OP 1.5.4 (Isolate the Joint Operations Area (JOA))	**215A-00**-J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS)	**404-04**-J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops)	J3/ALL

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
		406-04-J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct and control special ops)	
OP 1.5.5 (Assist host-nation in populace and resource control)	**215A-00-**J5/J3 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J5/J3 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J5/J3 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J5/J3 (DEVELOP THE OPS EST - SPECIAL OPS) **215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFFAIRS (CA))	**404-04**-J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct and control special ops) **424-00-**J3 (CONTROL CIVIL-MILITARY OPS) **430-00-**J3/J2 (CONTROL NATION ASSISTANCE OPS)	J4
OP 1.6 (Conduct patient evacuation)	**119-00-**J3 (ESTABLISH/OPERATE THE EVACUATION CONTROL CENTER) **217-00-**J4 (DEVELOP THE MEDICAL SERVICES ESTIMATE)	**436-00-**SURG (CONTROL HEALTH SERVICES LOGISTICS SUPPORT)	J4
OP 2 -- PROVIDE OPERATIONAL INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE			
*** OP 2.1 (DIRECT OPERATIONAL INTELLIGENCE ACTIVITIES)**	**121-00-**J2 (ESTABLISH THE JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)) **122-00-**J2 (ESTABLISH/OPERATE THE JOINT INTERROGATION AND DEBRIEFING CENTER (JIDC)) **214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215E-00-**J5/J3 (DEVELOP THE OPS EST - SPACE OPS)	**403-00-**J2 (CONTROL INTELLIGENCE OPS) **404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops) **408-00-**J3 (CONTROL SPACE SUPPORT OPS)	J2
* OP 2.1.1 (Determine and prioritize operational priority intelligence requirements (PIR))	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE)	**403-00-**J2 (CONTROL INTELLIGENCE OPS)	CJTF/J2
* OP 2.1.2 (Determine and prioritize operational information requirements (IR))	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215-00-**J3/5 (DEVELOP THE OPS ESTIMATE (OVERVIEW)) **215S-00-**J3/5 (DEVELOP THE OPS ESTIMATE - INFORMATION/OPERATIONS WARFARE (IW/IO)) **215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS)	**403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2/3/6

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	215B-00-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215S-3-00-**IO/IW CELL **(**DEVELOP THE IO/IW ESTIMATE - DECEPTION OPS) **215S-4-00-**IO/IW **(**DEVELOP THE IO/IW CELL)		
OP 2.1.3 (Prepare operational collection plan)	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE) **215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215E-00-**J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215S-00-**J3/5 (DEVELOP THE OPS ESTIMATE - INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW))	**403-00-**J2 (CONTROL INTELLIGENCE OPS) **415-00-**J3/2/6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW)) **417-00-**J3/2/SJA (CONTROL PSYCHOLOGICAL OPERATIONS) **421-00-**J3/2 (CONTROL RECONNAISSANCE OPERATIONS) **441-00**-J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	J2/3/5
** OP 2.1.4 (Allocate intelligence resources in the Joint Operations Area (JOA))	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215S-00**-J3/5 (DEVELOP THE OPS ESTIMATE - INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW))	**403-00-**J2 (CONTROL INTELLIGENCE OPS) **404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops) **415-00-**J3/2/6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW)) **441-00-**J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	J2/3
*** OP 2.2 (COLLECT AND SHARE OPERATIONAL INFORMATION)**	**115-00-**J1/2/3/4 **-** (ESTABLISH / OPERATE JOINT TARGETING COORDINATION BOARD) **121-00-**J2 (ESTABLISH/OPERATE THE JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)) **122-00-**J2 (ESTABLISH/OPERATE THE JOINT INTERROGATION AND DEBRIEFING CENTER (JIDC)) **123-00-**J2 (ESTABLISH/OPERATE THE JOINT CAPTURED MATERIEL EXPLOITATION CENTER (JCMEC))	**403-00-**J2 (CONTROL INTELLIGENCE OPS) **404-04-**J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04-**J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04-**J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04-**J3 (CONTROL SPECIAL OPS - Direct and control special ops) **408-00-**J3 (CONTROL SPACE OPS)	J2/3/5/6

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	124-00-J2 (ESTABLISH/OPERATE THE JOINT COUNTERINTELLIGENCE/HUMAN INTELLIGENCE STAFF ELEMENT) **125-00-**/2 (ESTABLISH/OPERATE THE INTELLIGENCE COLLECTIONS/SYNCRHONIZATION BOARD) **214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215E-00-**J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215J-00-**J3 (DEVELOP THE OPS EST - METEOROLOGICAL AND OCEANOGRAPHIC OPS) **215L-00-**J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING) **218-00-**J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS EST)	**415-00-**J3/2/6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW) **417-00-**J3/2/SJA (CONTROL PSYCHOLOGICAL OPERATIONS) **431-00-**J3 (COORD METEOROLOGICAL AND OCEANOGRAPHIC OPS) **441-00-**J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	
OP 2.2.1 (Collect information on operational situation)	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215E-00-**J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215F-00-**J3 (DEVELOP THE OPS EST - RECON AND SURVEILLANCE OPS) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING) **218-00-**J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS EST)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS) **408-00-**J3 (CONTROL SPACE OPS)	J2/3
OP 2.2.2 (Directly support theater strategic surveillance and reconnaissance requirements)	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215E-00-**J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215F-00-**J3 (DEVELOP THE OPS EST - RECON AND SURVEILLANCE OPS)	**403-00-**J2 (CONTROL INTELLIGENCE OPS) **408-00-**J3 (CONTROL SPACE OPS) **421-00-** J3 (CONTROL RECONNAISSANCE OPS)	J2/3/6
OP 2.2.3 (Collect and assess meteorological and oceanographic (METOC) operational information)	**215E-00-**J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215J-00-**J3 (DEVELOP THE OPS EST - METEOROLOGICAL AND OCEANOGRAPHIC OPS)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **408-00-**J3 (CONTROL SPACE OPS) **431-00-**J3 (COORD METEOROLOGICAL AND OCEANOGRAPHIC OPS)	J2
OP 2.2.4 (Determine logistical capability of the Joint Operations Area (JOA))	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE)	**401A-00-**CJTF (MONITOR OPERATIONS)	CJTF/J4

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
		401E-00-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00**-J2 (CONTROL INTELLIGENCE OPS)	
OP 2.2.5 (Collect target information)	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215-00-**J3/5 **(**DEVELOP THE OPS ESTIMATE (OVERVIEW)) **215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215E-00-**J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215F-00**-J3/J5 (DEVELOP THE OPS EST - RECON AND SURVEILLANCE) **215L-00-**J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS) **404-04**-J3 (CONTROL LAND OPS - Direct and lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct and lead subordinate operational maritime and littoral ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct and control special ops) **408-00**-J3 (CONTROL SPACE OPS) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	J2/3
*** OP 2.3 (PROCESS AND EXPLOIT COLLECTED OPERATIONAL INFORMATION)**	**121-00-**J2 (ESTABLISH/OPERATE THE JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)) **122-00-**J2 (ESTABLISH/OPERATE THE JOINT INTERROGATION AND DEBRIEFING CENTER (JIDC)) **123-00-**J2 (ESTABLISH/OPERATE THE JOINT CAPTURED MATERIEL EXPLOITATION CENTER (JCMEC)) **214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE) **218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS EST)	**401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2/3
OP 2.3.1 (Conduct technical processing and exploitation in the Joint Operations Area (JOA))	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **218-00-**J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS EST)	**403-00-**J2 (CONTROL INTELLIGENCE OPS) **441-00-**J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	J2
OP 2.3.2 (Collate information)	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE)	**403-00-**J2 (CONTROL INTELLIGENCE OPS) **401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION)	J2
OP 2.3.3 (Correlate information)	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE)	**403-00-**J2 (CONTROL INTELLIGENCE OPS) **401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION)	J2/3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
*** OP 2.4 (PRODUCE OPERATIONAL INTELLIGENCE AND PREPARE INTELLIGENCE PRODUCTS)**	**121-00-**J2 (ESTABLISH/OPERATE THE JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)) **122-00-**J2 (ESTABLISH/OPERATE THE JOINT INTERROGATION AND DEBRIEFING CENTER (JIDC)) **123-00-**J2 (ESTABLISH/OPERATE THE JOINT CAPTURED MATERIEL EXPLOITATION CENTER (JCMEC)) **214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE) **215J-00-**J3 (DEVELOP THE OPS EST - METEOROLOGICAL AND OCEANOGRAPHIC OPS) **215L-00-**J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS) **431-00-**J3 (COORD METEOROLOGICAL AND OCEANOGRAPHIC OPS)	J2
OP 2.4.1 (Evaluate, integrate, analyze, and interpret operational information)	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2
OP 2.4.1.1 (Identify operational issues and threats)	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2/3
OP 2.4.1.2 (Determine enemy's operational capabilities, course of action, and intentions)	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2
OP 2.4.1.3 (Identify friendly/enemy/neutral centers of gravity)	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE)	**403-00-**J2 (CONTROL INTELLIGENCE OPS)	CJTF//2/3
OP 2.4.2 (Prepare intelligence for the Joint Operations Area (JOA))	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2
** OP 2.4.2.1 (Provide indications and warning for the Joint Operations Area (JOA))	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2/3
OP 2.4.2.2 (Provide current intelligence for the Joint Operations Area (JOA))	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE) **215J-00-**J3 (DEVELOP THE OPS EST - METEOROLOGICAL AND OCEANOGRAPHIC OPS)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 2.4.2.3 (Provide general military intelligence for the Joint Operations Area (JOA))	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2
OP 2.4.2.4 (Provide target intelligence for the Joint Operations Area (JOA))	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE) **215L-00-**J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2/3/ALL
*** OP 2.5 (DISSEMINATE AND INTEGRATE OPERATIONAL INTELLIGENCE)**	**121-00-**J2 (ESTABLISH JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)) **122-00-**J2 (ESTABLISH/OPERATE THE JOINT INTERROGATION AND DEBRIEFING CENTER (JIDC)) **123-00-**J2 (ESTABLISH/OPERATE THE JOINT CAPTURED MATERIEL EXPLOITATION CENTER (JCMEC)) **214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS) **403-05-**J2/JISE (CONTROL INTELLIGENCE OPS- Acquire and communicate operational information about operational intelligence)	J2/3
OP 2.5.1 (Provide intelligence for the Joint Operations Area (JOA))	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2
OP 2.5.2 (Provide follow-on intelligence support to the Joint Operations Area (JOA))	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2
OP 2.5.3 (Provide near real-time intelligence for the Joint Operations Area (JOA) planners and decision makers)	**214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS)	J2/3
OP 2.6 (EVALUATE INTELLIGENCE ACTIVITIES IN THE JOINT OPERATIONS AREA (JOA))	**121-00-**J2 (ESTABLISH/OPERATE THE JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)) **122-00-**J2 (ESTABLISH /OPERATE THE JOINT INTERROGATION AND DEBRIEFING CENTER (JIDC)) **123-00-**J2 (ESTABLISH/OPERATE THE JOINT CAPTURED MATERIEL EXPLOITATION CENTER (JCMEC)) **214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE)	**401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **403-00-**J2 (CONTROL INTELLIGENCE OPS)	CJTF/J2/3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	OP 3 -- EMPLOY OPERATIONAL FIREPOWER		
**** OP 3.1 (CONDUCT JOINT FORCE TARGETING)**	**115-00**-CJTF (ESTABLISH/OPERATE THE JOINT TARGETING COORDINATION BOARD (JTCB)) **126-00**-J2/3 (ESTABLISH/OPERATE THE J2 TARGETING SECTION (J2T)) **128-00**-DCJTF/COS/J3 (ESTABLISH/OPERATE THE JOINT FIRES ELEMENT) **129-00**-J3 (ESTABLISH THE CIVIL-MILITARY OPERATIONS CENTER) **215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215E-00**-J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215F-00**-J3 **(**DEVELOP THE OPS EST - RECON AND SURVEILLANCE) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING) **219-00**-SJA (DEVELOP THE LEGAL ESTIMATE)	**401B-00**-CJTF (ASSESS OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION**)** **408-00**-J3 (CONTROL SPACE OPS) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT) **411-01**-J3/J5/J2 (CONTROL JOINT FIRE SUPPORT - Monitor integrated fire support) **411-04**-CJTF/J3 (CONTROL JOINT FIRE SUPPORT - Direct and lead subordinate joint operational fire support operations) **421-00**-J3/2 (CONTROL RECONNAISSANCE OPERATIONS) **438-00**-SJA (CONTROL LEGAL SERVICES SUPPORT)	J2/3
OP 3.1.1 (Establish joint force targeting guidance)	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS ESTIMATE - JOINT FIRES AND TARGETING) **219-00**-SJA (DEVELOP THE LEGAL ESTIMATE)	**401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT) **411-01**-J3/J5/J2 (CONTROL JOINT FIRE SUPPORT - Monitor integrated fire support) **411-04**-CJTF/J3 (CONTROL JOINT FIRE SUPPORT - Direct and lead subordinate joint operational fire support operations) **421-00**-J3/2 (CONTROL RECONNAISSANCE OPERATIONS) **438-00**-SJA (CONTROL LEGAL SERVICES SUPPORT) **441-00**-J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	J2/3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 3.1.2 (Apportion joint/multinational operational firepower resources)	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS ESTIMATE - JOINT FIRES AND TARGETING)	**401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT) **411-01**-J3/J5/J2 (CONTROL JOINT FIRE SUPPORT - Monitor integrated fire support) **411-04**-CJTF/J3 (CONTROL JOINT FIRE SUPPORT - Direct and lead subordinate joint operational fire support operations)	CJTF
OP 3.1.3 (Develop operational targets)	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS ESTIMATE - JOINT FIRES AND TARGETING) **219-00**-SJA (DEVELOP THE LEGAL ESTIMATE)	**401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-00**-J3/J3 (CONTROL LAND OPERATIONS) **405-00**-J3/2 (CONTROL AIR OPERATIONS) **406-00**-J3/J2 (CONTROL MARITIME OPERATIONS) **407-00**-J3/2 (CONTROL SPECIAL OPERATIONS) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT) **411-01**-J3/J5/J2 (CONTROL JOINT FIRE SUPPORT - Monitor integrated fire support) **411-04**-CJTF/J3 (CONTROL JOINT FIRE SUPPORT - Direct and lead subordinate joint operational fire support operations) **438-00**-SJA (CONTROL LEGAL SERVICES SUPPORT)	J2/3
OP 3.1.4 (Develop high-payoff and high-value targets)	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 - DEVELOP OPS ESTIMATE - JOINT FIRES AND TARGETING	**401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-00**-J3/J3 (CONTROL LAND OPERATIONS) **405-00**-J3/2 (CONTROL AIR OPERATIONS) **406-00**-J3/J2 (CONTROL MARITIME OPERATIONS) **407-00**-J3/2 (CONTROL SPECIAL OPERATIONS) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT) **411-01**-J3/J5/J2 (CONTROL JOINT FIRE SUPPORT - Monitor integrated fire support) **411-04**-CJTF/J3 (CONTROL JOINT FIRE SUPPORT - Direct and lead subordinate joint operational fire support operations)	CJTF/J2/3
* OP 3.1.5 (Publish air tasking order(s) (ATO))	**215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**405-00**-J3 (CONTROL AIR OPERATIONS) **407-00**-J3/2 (CONTROL SPECIAL OPERATIONS) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	JFACC

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	215L-00-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**411-01**-J3/J5/J2 (CONTROL JOINT FIRE SUPPORT - Monitor integrated fire support) **411-04**-CJTF/J3 (CONTROL JOINT FIRE SUPPORT - Direct and lead subordinate joint operational fire support operations)	
OP 3.1.6 (Conduct operational combat/Military Operations Other Than War assessment)	**215E-00-**J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215F-00-**J3 **(**DEVELOP THE OPS EST - RECON AND SURVEILLANCE) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFFAIRS (CA)) **215K-00-**J3 (DEVELOP THE OPS EST - COMBAT CAMERA OPS) **215P-00-**PM (DEVELOP THE OPS EST - MILITARY POLICE OPERATIONS (MPO))	**401B-00-**CJTF (ASSESS OPERATIONS) **401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-00-**J3/J3 (CONTROL LAND OPERATIONS) **405-00-**J3/2 (CONTROL AIR OPERATIONS) **406-00-**J3/J2 (CONTROL MARITIME OPERATIONS) **407-00-**J3/2 (CONTROL SPECIAL OPERATIONS) **408-00-**J3 (CONTROL SPACE OPS) **411-00-**J3 (CONTROL JOINT FIRE SUPPORT) **421-00-**J3/2 (CONTROL RECONNAISSANCE OPERATIONS) **432-00-**J3 (CONTROL VISUAL INFORMATION/COMBAT CAMERA DOCUMENTATION (VI/COMCAM) OPS)	J3
OP 3.1.6.1 (Assess battle damage on operational targets)	**215E-00-**J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215F-00-**J3 **(**DEVELOP THE OPS EST - RECON AND SURVEILLANCE) **215L-00-**J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING) **215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215K-00-**J3 (DEVELOP THE OPS EST - COMBAT CAMERA OPS)	**401B-00-**CJTF (ASSESS OPERATIONS) **401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-02-**J3 (CONTROL LAND OPS - Assess land force and supporting operations) **405-02-**J3 (CONTROL AIR OPS - Assess air forces and supporting operations) **406-02-**J3 (CONTROL MARITIME OPS - Assess maritime forces and supporting operations) **407-02-**J3 (CONTROL SPECIAL OPS - Assess special operations forces and supporting operations) **408-00-**J3 (CONTROL SPACE OPS) **421-00-**J3/2 (CONTROL RECONNAISSANCE OPERATIONS)	J2
OP 3.1.6.2 (Assess munitions effects on operational targets)	**215E-00-**J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215F-00-**J3 **(**DEVELOP THE OPS EST - RECON AND SURVEILLANCE) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00-**J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**401B-00-**CJTF (ASSESS OPERATIONS) **401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-02-**J3 (CONTROL LAND OPS - Assess land force and supporting operations)	J2/3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
		405-02-J3 (CONTROL AIR OPS - Assess air forces and supporting operations) **406-02**-J3 (CONTROL MARITIME OPS - Assess maritime forces and supporting operations) **407-02**-J3 (CONTROL SPECIAL OPS - Assess special operations forces and supporting operations) **408-00**-J3 (CONTROL SPACE OPS) **421-00**-J3/2 (CONTROL RECONNAISSANCE OPERATIONS)	
OP 3.1.6.3 (Assess reattack requirement)	**215E-00**-J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215F-00**-J3 **(**DEVELOP THE OPS EST - RECON AND SURVEILLANCE) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**401B-00**-CJTF (ASSESS OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-02**-J3 (CONTROL LAND OPS - Assess land force and supporting operations) **405-02**-J3 (CONTROL AIR OPS - Assess air forces and supporting operations) **406-02**-J3 (CONTROL MARITIME OPS - Assess maritime forces and supporting operations) **407-02**-J3 (CONTROL SPECIAL OPS - Assess special operations forces and supporting operations) **408-00**-J3 (CONTROL SPACE OPS) **421-00**-J3/2 (CONTROL RECONNAISSANCE OPERATIONS)	J3
OP 3.1.7 (Employ fire support coordination measures)	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-00**-J3/J3 (CONTROL LAND OPERATIONS) **405-00**-J3/2 (CONTROL AIR OPERATIONS) **406-00**-J3/J2 (CONTROL MARITIME OPERATIONS) **407-00**-J3/2 (CONTROL SPECIAL OPERATIONS) **410-00**-J3 (CONTROL AIRSPACE) **411-01**-J3 (CONTROL JOINT FIRE SUPPORT-Monitor integrated fire support)	JFLCC
**** OP 3.2 (ATTACK OPERATIONAL TARGETS)**	**115-00**-CJTF (ESTABLISH/OPERATE THE JOINT TARGETING COORDINATION BOARD (JTCB)) **126-00**-J2/3 (ESTABLISH/OPERATE THE J2 TARGETING SECTION) **128-00**-DCJTF/COS/J3 (ESTABLISH/OPERATE THE JOINT FIRES ELEMENT) **215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS)	**401A-00**-CJTF (MONITOR OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-02**-J3 (CONTROL LAND OPS - Assess land force and supporting operations) **405-02**-J3 (CONTROL AIR OPS - Assess air forces and supporting operations)	J3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	215B-00-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**406-02**-J3 (CONTROL MARITIME OPS - Assess maritime forces and supporting operations) **407-02**-J3 (CONTROL SPECIAL OPS - Assess special operations forces and supporting operations) **410-00**-J3 (CONTROL AIRSPACE) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	
OP 3.2.1 (Provide close air support integration for surface forces)	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING	**404-03**-J3 (CONTROL LAND OPS - prepare plans and orders related to land operations) **405-04**-J3 (CONTROL AIR OPS - Direct and coordinate subordinate operational air operations)	J3
OP 3.2.2 (Conduct nonlethal attack on operational targets using nonlethal means)	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-00**-J3 (DEVELOP THE OPS EST - INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW)) **215S-2-00**-J3 (DEVELOP THE IO/IW EST - PSYCHOLOGICAL OPS) **215S-4-00**-J3 (DEVELOP THE IO/IW EST - ELECTRONIC WARFARE) **215S-7-00**-J3 (DEVELOP THE IO/IW EST - COMPUTER NETWORK ATTACK) **215S-8-00**-J3 (DEVELOP THE IO/IW EST - SPECIAL INFORMATION OPS)	**415-00**-J3 (CONTROL IO/IW) **417-00**-J3 (CONTROL PSYOP)	J3
OP 3.2.2.1 (Employ PSYOP in the Joint Operations Area (JOA))	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-00**-J3 (DEVELOP THE OPS EST - INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW)) **215S-2-00**-J3 (DEVELOP THE IO/IW EST - PSYCHOLOGICAL OPS)	**415-00**-J3 (CONTROL IO/IW) **417-00**-J3 (CONTROL PSYOP)	J2/3
OP 3.2.2.2 (Employ electronic attack (EA) in the Joint Operations Area (JOA))	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-00**-J3 (DEVELOP THE OPS EST - INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW)) **215S-4-00**-J3 (DEVELOP THE IO/IW EST - ELECTRONIC WARFARE)	**415-00**-J3 (CONTROL IO/IW)	J3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 3.2.2.3 (Employ information attack in the Joint Operations Area (JOA))	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-00**-J3 (DEVELOP THE OPS EST - INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW)) **215S-7-00**-J3 (DEVELOP THE IO/IW EST - COMPUTER NETWORK ATTACK) **215S-8-00**-J3 (DEVELOP THE IO/IW EST - SPECIAL INFORMATION OPS)	**415-00**-J3 (CONTROL IO/IW)	J2/3
OP 3.2.2.4 (Conduct nonlethal attack on personnel, equipment, and installations using nonlethal means)	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215M-00**-J3 (DEVELOP THE OPS EST - NUCLEAR, BIOLOGICAL, AND CHEMICAL OPS)		J2/3
OP 3.2.3 (Attack aircraft and missiles (Offensive Counterair) (OCA))	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**401A-00**-CJTF (MONITOR OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-02**-J3 (CONTROL LAND OPS - Assess land force and supporting operations) **405-02**-J3 (CONTROL AIR OPS - Assess air forces and supporting operations) **406-02**-J3 (CONTROL MARITIME OPS - Assess maritime forces and supporting operations) **407-02**-J3 (CONTROL SPECIAL OPS - Assess special operations forces and supporting operations) **410-00**-J3 (CONTROL AIRSPACE) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	JFACC/J3
OP 3.2.4 (Suppress enemy air defenses)	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING) **215S-4-00**-J3 (DEVELOP THE IO/IW EST - ELECTRONIC WARFARE)	**401A-00**-CJTF (MONITOR OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-02**-J3 (CONTROL LAND OPS - Assess land force and supporting operations) **405-02**-J3 (CONTROL AIR OPS - Assess air forces and supporting operations) **406-02**-J3 (CONTROL MARITIME OPS - Assess maritime forces and supporting operations) **407-02**-J3 (CONTROL SPECIAL OPS - Assess special operations forces and supporting operations) **410-00**-J3 (CONTROL AIRSPACE)	JFACC

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
		411-00-J3 (CONTROL JOINT FIRE SUPPORT) **415-00**-J3 (CONTROL IO/IW) **416-00**-J3 (CONTROL EW)	
OP 3.2.5 (Interdict operational forces/targets)	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**401A-00**-CJTF (MONITOR OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-02**-J3 (CONTROL LAND OPS - Assess land force and supporting operations) **405-02**-J3 (CONTROL AIR OPS - Assess air forces and supporting operations) **406-02**-J3 (CONTROL MARITIME OPS - Assess maritime forces and supporting operations) **407-02**-J3 (CONTROL SPECIAL OPS - Assess special operations forces and supporting operations) **410-00**-J3 (CONTROL AIRSPACE) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	JFACC/J3
OP 3.2.5.1 (Conduct air interdiction of operational forces/targets)	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**401A-00**-CJTF (MONITOR OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-02**-J3 (CONTROL LAND OPS - Assess land force and supporting operations) **405-02**-J3 (CONTROL AIR OPS - Assess air forces and supporting operations) **406-02**-J3 (CONTROL MARITIME OPS - Assess maritime forces and supporting operations) **410-00**-J3 (CONTROL AIRSPACE) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	JFACC/JFMCC/JFLCC/J3
OP 3.2.5.2 (Conduct surface/subsurface firepower interdiction of operational forces/targets)	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**401A-00**-CJTF (MONITOR OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-02**-J3 (CONTROL LAND OPS - Assess land force and supporting operations) **406-02**-J3 (CONTROL MARITIME OPS - Assess maritime forces and supporting operations)	ALL

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
		407-02-J3 (CONTROL SPECIAL OPS - Assess special operations forces and supporting operations) **410-00**-J3 (CONTROL AIRSPACE) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	
OP 3.2.5.3 (Conduct special operations interdiction of operational forces/targets)	**215D-00**-J3/J5 (PLAN SPECIAL OPERATIONS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**407-00**-J3 (CONTROL SPECIAL OPS)	SOCCOM/JSOTF
OP 3.2.6 (Provide firepower in support of operational maneuver)	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**401A-00**-CJTF (MONITOR OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-02**-J3 (CONTROL LAND OPS - Assess land force and supporting operations) **405-02**-J3 (CONTROL AIR OPS - Assess air forces and supporting operations) **406-02**-J3 (CONTROL MARITIME OPS - Assess maritime forces and supporting operations) **407-02**-J3 (CONTROL SPECIAL OPS - Assess special operations forces and supporting operations) **410-00**-J3 (CONTROL AIRSPACE) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	JFLCC/JFACC/JFMCC
OP 3.2.7 (Synchronize operational firepower)	**215A-03**-J5/J3 (DEVELOP THE OPS EST - LAND OPERATIONS - Develop land force options for the JTF's COAs) **215B-03**-J5/J3 (DEVELOP THE OPS EST - AIR OPERATIONS - Develop options for the employment of joint air forces that support the JTF's courses of action) **215C-03**-J3 (DEVELOP THE OPS EST - MARITIME OPERATIONS - Develop maritime force options for the JTF's courses of action) **215D-03**-J3 (DEVELOP THE OPS EST - SPECIAL OPERATIONS - Develop special operations force options for the JTF's courses of action) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**401A-00**-CJTF (MONITOR OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-02**-J3 (CONTROL LAND OPS - Assess land force and supporting operations) **405-02**-J3 (CONTROL AIR OPS - Assess air forces and supporting operations) **406-02**-J3 (CONTROL MARITIME OPS - Assess maritime forces and supporting operations) **407-02**-J3 (CONTROL SPECIAL OPS - Assess special operations forces and supporting operations) **410-00**-J3 (CONTROL AIRSPACE) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	J3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 3.3 (CONDUCT PEACE OPERATIONS IN THE JOINT OPERATIONS AREA (JOA))	**110-00-**SJA (ESTABLISH THE STAFF JUDGE ADVOCATE (SJA) SECTION) **129-00-**J3 (ESTABLISH/OPERATE THE CIVIL - MILITARY OPERATIONS CENTER (CMOC)) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFFAIRS **215T-00-**J3 (DEVELOP THE OPS EST - RULES OF ENGAGEMENT)	**424-00-**J3 (CONTROL CIVIL-MILITARY OPERATIONS) **429-00-**J3 (CONTROL PEACE OPERATIONS) **430-00-**J3/J2 (CONTROL NATION ASSISTANCE OPS) **438-00-**SJA (CONTROL LEGAL SERVICES SUPPORT) **446-00-**J3 (CONTROL RULES OF ENGAGEMENT)	J3
OP 3.3.1 (Conduct peacekeeping operations in the Joint Operations Area (JOA))	**215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFFAIRS **215T-00-**J3 (DEVELOP THE OPS EST - RULES OF ENGAGEMENT)	**424-00-**J3 (CONTROL CIVIL-MILITARY OPERATIONS) **429-00-**J3 (CONTROL PEACE OPERATIONS) **430-00-**J3/J2 (CONTROL NATION ASSISTANCE OPS) **446-00-**J3 (CONTROL RULES OF ENGAGEMENT)	J3
OP 3.3.2 (Conduct peace enforcement operations in the Joint Operations Area (JOA))	**215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFFAIRS **215T-00-**J3 (DEVELOP THE OPS EST - RULES OF ENGAGEMENT)	**424-00-**J3 (CONTROL CIVIL-MILITARY OPERATIONS) **429-00-**J3 (CONTROL PEACE OPERATIONS) **430-00-**J3/J2 (CONTROL NATION ASSISTANCE OPS) **446-00-**J3 (CONTROL RULES OF ENGAGEMENT)	J3
OP 3.3.3 (Conduct multilateral peace operations)	**215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFFAIRS **215T-00-**J3 (DEVELOP THE OPS EST - RULES OF ENGAGEMENT)	**424-00-**J3 (CONTROL CIVIL-MILITARY OPERATIONS) **429-00-**J3 (CONTROL PEACE OPERATIONS) **430-00-**J3/J2 (CONTROL NATION ASSISTANCE OPS) **446-00-**J3 (CONTROL RULES OF ENGAGEMENT)	J3
	OP 4 -- PROVIDE OPERATIONAL LOGISTICS AND PERSONNEL SUPPORT		
*** OP 4.1 (COORDINATE SUPPLY OF ARMS, MUNITIONS, AND EQUIPMENT IN THE JOINT OPERATIONS AREA (JOA))**	**104-00-**J4 (ESTABLISH THE J4 (LOGISTICS) SECTION) **135-00-**J4 (ESTABLISH/OPERATE THE LOGISTICS READINESS CENTER) **136-00-**J4 (ESTABLISH/OPERATE THE JOINT MUNITIONS BOARD) **137-00-**J4 (ESTABLISH/OPERATE THE JOINT MATERIAL MANAGEMENT OFFICE) **139-00-**J4 (ESTABLISH/OPERATE THE JOINT MOVEMENT CENTER) **216-00-**J4 (DEVELOP THE LOGISTICS ESTIMATE) **216A-00-**J4 (DEVELOP THE LOG EST - TRANSPORTATION) **216B-00-**J4 (DEVELOP THE LOG EST - SUPPLY AND SERVICES)	**435-00-**J4 (CONTROL LOGISTICS SUPPORT)	J4

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
*** OP 4.2 (SYNCHRONIZE SUPPLY OF FUEL IN THE JOINT OPERATIONS AREA (JOA))**	**104-00-**J4 (ESTABLISH THE J4 (LOGISTICS) SECTION) **138-00-**J4 (ESTABLISH/OPERATE THE SUBAREA PETROLEUM OFFICE) **216-00-**J4 (DEVELOP THE LOGISTICS ESTIMATE) **216C-00-**SAPO (DEVELOP THE LOG EST - FUELS)	**435-00-**J4 (CONTROL LOGISTICS SUPPORT)	J3/J4
*** OP 4. 3 (PROVIDE FOR MAINTENANCE OF EQUIPMENT IN THE JOINT OPERATIONS AREA (JOA))**	**104-00-**J4 (ESTABLISH THE J4 (LOGISTICS) SECTION) **135-00-**J4 (ESTABLISH/OPERATE THE LOGISTICS READINESS CENTER) **137-00-**J4 (ESTABLISH THE MATERIAL MANAGEMENT OFFICE (JMMO)) **139-00-**J4 (ESTABLISH/OPERATE THE JOINT MOVEMENT CENTER) **216-00-**J4 (DEVELOP THE LOGISTICS ESTIMATE) **216B-00-**J4 (DEVELOP THE LOG EST - SUPPLY AND SERVICES)	**435-00-**J4 (CONTROL LOGISTICS SUPPORT)	J4
*** OP 4.4 (COORDINATE SUPPORT FOR FORCES IN THE JOINT OPERATIONS AREA (JOA))**	**101-00-**J1 (ESTABLISH THE J1 (PERSONNEL) SECTION) **104-00-**J4 (ESTABLISH THE J4 (LOGISTICS) SECTION) **110-00-**SJA (ESTABLISH THE STAFF JUDGE ADVOCATE (SJA) SECTION) **111-00**-SURG (ESTABLISH THE SURGEON'S SECTION) **112-00-**PM (ESTABLISH THE PROVOST MARSHAL SECTION) **113-00-**COMPT (ESTABLISH THE COMPTROLLER SECTION) **114-00-**CHAP (ESTABLISH THE CHAPLAIN SECTION) **119-00-**J3 (ESTABLISH/OPERATE THE EVACUATION CONTROL CENTER) **129-00-**J3 (ESTABLISH/OPERATE THE CIVIL-MILITARY OPERATIONS CENTER) **132-00-**J4 (ESTABLISH/OPERATE THE JOINT DEPLOYMENT BOARD) **133-00-**PMOC (ESTABLISH/OPERATE THE JOINT MILITARY POLICE AGENCY) **140-00-**J4/J1 (ESTABLISH/OPERATE THE JOINT MORTUARY AFFAIRS OFFICE OR SUBAREA GRAVES REGISTRATION OFFICE) **144-00**-SURG (ESTABLISH/OPERATE THE JTF PATIENT MOVEMENT REQUIREMENTS CENTER)	**424-00-**J3 (CONTROL CIVIL-MILITARY OPERATIONS) **435-00-**J4 (CONTROL LOGISTICS SUPPORT) **436-00**-SURG (CONTROL HEALTH SERVICES SUPPORT) **437-00-**J1(CONTROL PERSONNEL SUPPORT) **438-00-**SJA (CONTROL LEGAL SERVICES SUPPORT) **439-00-**COMPT (CONTROL FINANCIAL RESOURCE SUPPORT) **440-00-**CHAP (CONTROL RELIGIOUS MINISTRY SUPPORT)	J1/4

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	145-00-SURG (ESTABLISH/OPERATE THE AREA JOINT BLOOD PROGRAM OFFICE) **210-00**-J3/4 (PREPARE TIME-PHASED FORCE AND DEPLOYMENT DATA (TPFDD)) **213-00**-J1 (DEVELOP THE PERSONNEL ESTIMATE) **215I-00**-J3 (DEVELOP THE OPS EST - CIVIL AFFAIRS **216-00**-J4 (DEVELOP THE LOGISTICS ESTIMATE) **216A-00**-J4 (DEVELOP THE LOG EST - TRANSPORTATION) **216B-00**-J4 (DEVELOP THE LOG EST - SUPPLY AND SERVICES) **216D-00**-J4 (DEVELOP THE LOG EST - ENGINEERING) **217-00**-SURG (DEVELOP THE MEDICAL SERVICES ESTIMATE) **219-00**-SJA (DEVELOP THE LEGAL ESTIMATE) **220-00**-COMPT (DEVELOP THE FINANCIAL MANAGEMENT ESTIMATE) **221-00**-CHAP (DEVELOP THE RELIGIOUS MINISTRY ESTIMATE)		
OP 4.4.1 (Coordinate field services requirements)	**216-00**-J4 (DEVELOP THE LOGISTICS ESTIMATE) **216B-00**-J4 (DEVELOP THE LOG EST - SUPPLY AND SERVICES)	**435-00**-J4 (CONTROL LOGISTICS SUPPORT)	J1/2/3/4
OP 4.4.1.1 (Coordinate support for personnel in the Joint Operations Area (JOA))	**216-00**-J4 (DEVELOP THE LOGISTICS ESTIMATE) **216B-00**-J4 (DEVELOP THE LOG EST - SUPPLY AND SERVICES)	**435-00**-J4 (CONTROL LOGISTICS SUPPORT)	J1/3/4
OP 4.4.1.2 (Coordinate mortuary affairs in the Joint Operations Area (JOA))	**213-00**-J1 (DEVELOP THE PERSONNEL ESTIMATE) **216-00**-J4 (DEVELOP THE LOGISTICS ESTIMATE) **216B-00**-J4 (DEVELOP THE LOG EST - SUPPLY AND SERVICES)	**435-00**-J4 (CONTROL LOGISTICS SUPPORT) **437-00**-J1 (CONTROL PERSONNEL SUPPORT)	J1
OP 4.4.2 (Provide for personnel services)	**213-00**-J1 (DEVELOP THE PERSONNEL ESTIMATE) **216-00**-J4 (DEVELOP THE LOGISTICS ESTIMATE)	**437-00**-J1 (CONTROL PERSONNEL SUPPORT)	J1
OP 4.4.3 (Provide for health services in the Joint Operations Area (JOA))	**217-00**-SURG (DEVELOP THE MEDICAL SERVICES ESTIMATE)	**436-00**-SURG (CONTROL HEALTH SERVICES SUPPORT)	J1/SURG
OP 4.4.3.1 (Manage Joint Blood Program in the Joint Operations Area (JOA))	**217-00**-SURG (DEVELOP THE MEDICAL SERVICES ESTIMATE)	**436-00**-SURG (CONTROL HEALTH SERVICES SUPPORT)	
OP 4.4.3.2 (Manage flow of casualties in the Joint Operations Area (JOA))	**217-00**-SURG (DEVELOP THE MEDICAL SERVICES ESTIMATE)	**436-00**-SURG (CONTROL HEALTH SERVICES SUPPORT)	J1/SURG

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 4.4.3.3 (Manage health services resources in the Joint Operations Area (JOA))	**217-00-**SURG (DEVELOP THE MEDICAL SERVICES ESTIMATE)	**436-00-**SURG (CONTROL HEALTH SERVICES SUPPORT)	J1/SURG
OP 4.4.4 (Reconstitute forces)	**213-00-**J1 (DEVELOP THE PERSONNEL ESTIMATE) **216-00-**J4 (DEVELOP THE LOGISTICS ESTIMATE) **216B-00-**J4 (DEVELOP THE LOG EST - SUPPLY AND SERVICES)	**435-00-**J4 (CONTROL LOGISTICS SUPPORT) **437-00-**J1 (CONTROL PERSONNEL SUPPORT)	CJTF/J1/2/3/4
OP 4.4.5 (Train forces and personnel)	**212-00-**CDRs (CONDUCT REHEARSALS)	**301-04-**J1 (CONDUCT PERSONNEL PREPARATION FOR DEPLOYMENT)	
OP 4.4.6 (Provide religious ministry support in the Joint Operations Area (JOA))	**221-00-**CHAP (DEVELOP THE RELIGIOUS MINISTRY ESTIMATE)	**440-00-**CHAP (CONTROL RELIGIOUS MINISTRY SUPPORT)	CHAPLAIN
OP 4.4.7 (Provide for legal services)	**219-00-**SJA (DEVELOP THE LEGAL ESTIMATE)	**438-00-**SJA (CONTROL LEGAL SERVICES SUPPORT)	PAO/JAG
*** OP 4.5 (MANAGE LOGISTIC SUPPORT IN THE JOINT OPERATIONS AREA (JOA))**	**104-00-**J4 **-** ESTABLISH THE LOGISTICS SECTION **119-00-**J3 (ESTABLISH/OPERATE THE EVACUATION CONTROL CENTER) **135-00-**J4 (ESTABLISH THE LOGISTICS READINESS CENTER (LRC)) **137-00-**J4 (ESTABLISH THE MATERIAL MANAGEMENT OFFICE (JMMO)) **139-00-**J4 (ESTABLISH THE JOINT MOVEMENT CENTER (JMC)) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **216-00-**J4 (DEVELOP THE LOGISTICS ESTIMATE) **216A-00-**J4 (DEVELOP THE LOG EST - TRANSPORTATION) **216B-00-**J4 (DEVELOP THE LOG EST - SUPPLY AND SERVICES) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**435-00-**J4 (CONTROL LOGISTICS SUPPORT) **422-00-**J3 (CONTROL NONCOMBATANT OPERATIONS)	CJTF/J4
* OP 4.5.1 (Provide for movement services in Joint Operations Area (JOA))	**210-00-**J3/J4/J5 (PREPARE TIME-PHASED FORCE AND DEPLOYMENT DATA (TPFDD)) **216A-00-**J4 (DEVELOP THE LOG EST - TRANSPORTATION) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**435-00-**J4 (CONTROL LOGISTICS SUPPORT)	J4
OP 4.5.2 (Supply operational forces)	**216B-00-**J4 (DEVELOP THE LOG EST - SUPPLY AND SERVICES)	**435-00-**J4 (CONTROL LOGISTICS SUPPORT)	CJTF/J4
** OP 4.5.3 (Recommend evacuation policy and procedures for the Joint Operations Area (JOA))	**213-00-**J1(DEVELOP THE PERSONNEL ESTIMATE) **216A-00-**J4 (DEVELOP THE LOG EST - TRANSPORTATION)	**435-00-**J4 (CONTROL LOGISTICS SUPPORT) **422-00-**J3 (CONTROL NONCOMBATANT OPERATIONS)	J3/4

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 4.5.4 (Coordinate recovery and salvage)	**215R-00-**J3 (DEVELOP OPNS ESTIMATE- EXPLOSIVE ORDNANCE ESTIMATE) **216A-00-**J4 (DEVELOP THE LOG EST - TRANSPORTATION) **216B-00-**J4 (DEVELOP THE LOG EST - SUPPLY AND SERVICES) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**420-00-**J3 (CONTROL SEARCH AND RESCUE) **433-00-**J3 (CONTROL EXPLOSIVE ORDNANCE DISPOSAL OPERATIONS) **435-00-**J4 (CONTROL LOGISTICS SUPPORT)	J3/4
OP 4.6 (BUILD AND MAINTAIN SUSTAINMENT BASES IN THE JOINT OPERATIONS AREA (JOA))	**104-00-**J4 (ESTABLISH THE LOGISTICS READINESS CENTER (LRC)) **108-00-**COS (ESTABLISH LIAISON ACTIVITIES) **110-00-**SJA (ESTABLISH THE STAFF JUDGE ADVOCATE SECTION) **129-00-**J3 (ESTABLISH/OPERATE THE CIVIL-MILITARY OPERATIONS CENTER) **133-00-**PMO (ESTABLISH JOINT MILITARY POLICE AGENCY (JMPA)) **141-00-**J4 (ESTABLISH/OPERATE THE JOINT CIVIL-MILITARY ENGINEERING BOARD) **142-00-**J4 (ESTABLISH/OPERATE THE JOINT FACILITIES UTILIZATION BOARD) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **216-00-**J4 (DEVELOP THE LOGISTICS ESTIMATE) **220-00-**COMPT (DEVELOP THE FINANCIAL MANAGEMENT ESTIMATE)	**424-00-**J3 (CONTROL CIVIL-MILITARY OPERATIONS) **435-00-**J4 (CONTROL LOGISTICS SUPPORT) **439-00-**COMPT (CONTROL FINANCIAL RESOURCE SUPPORT)	CJTF/J4/ALL
OP 4.6.1 (Determine number and location of sustaining bases in the Joint Operations Area (JOA))	**216-00-**J4 (DEVELOP THE LOGISTICS ESTIMATE)	**435-00-**J4 (CONTROL LOGISTICS SUPPORT)	J4/3
** OP 4.6.2 (Provide civil-military engineering)	**215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**301-17-**J3 (PREPARE FOR DEPLOYMENT - Conduct civil affairs preparation for deployment) **435-00-**J4 (CONTROL LOGISTICS SUPPORT)	J4
OP 4.6.3 (Expand capacity of PODs and allocate space in the Joint Operations Area (JOA))	**215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**301-17-**J3 (PREPARE FOR DEPLOYMENT - Conduct civil affairs preparation for deployment) **435-00-**J4 (CONTROL LOGISTICS SUPPORT)	CJTF/J4
OP 4.6.4 (Provide law enforcement and prisoner control)	**215P-00-**PM (DEVELOP THE OPS EST - MILITARY POLICE OPERATIONS)	**434-00-**PM (CONTROL MILITARY POLICE OPERATIONS)	J2/3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 4.6.5 (Provide for real estate management)	**215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**301-17-**J3 (PREPARE FOR DEPLOYMENT - Conduct civil affairs preparation for deployment) **435-00-**J4 (CONTROL LOG SUPPORT)	JAG/J4
** OP 4.6.6 (Manage contracts and contract personnel)	**215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **216B-00-**J4 (DEVELOP THE LOG EST - SUPPLY AND SERVICES) **219-00-**SJA (DEVELOP THE LEGAL ESTIMATE) **220-00-**COMPT (DEVELOP THE FINANCIAL MANAGEMENT ESTIMATE)	**301-17-**J3 (PREPARE FOR DEPLOYMENT - Conduct civil affairs preparation for deployment) **435-00-**J4 (CONTROL LOGISTICS SUPPORT) **438-00-**SJA (CONTROL LEGAL SERVICES SUPPORT) **439-00-**COMPT (CONTROL FINANCIAL RESOURCE SUPPORT)	JAG/J4
**** OP 4.7 (PROVIDE POLITICO-MILITARY SUPPORT TO OTHER NATIONS, GROUPS, AND GOVERNMENT AGENCIES)**	**102-00-**J2 (ESTABLISH THE INTELLIGENCE SECTION) **104-00-**J4 (ESTABLISH THE LOGISTICS SECTION) **106-00-**J6 (ESTABLISH THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS SECTION) **108-00-**COS (ESTABLISH LIAISON ACTIVITIES) **129-00-**J3 (ESTABLISH/OPERATE THE CIVIL-MILITARY OPERATIONS CENTER) **135-00-**J4 (OPERATE THE LOGISTICS READINESS CENTER (LRC)) **141-00-**J4 (ESTABLISH/OPERATE THE JOINT CIVIL-MILITARY ENGINEERING BOARD) **214-00-**J2 **(**DEVELOP THE INTELLIGENCE ESTIMATE) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215H-00-**J3/J5 (DEVELOP THE OPS EST - INTERAGENCY OPERATIONS) **215I-00-**J3/J5 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **215O-00-**J3 (DEVELOP THE OPS EST - COMBATTING TERRORISM) **215P-00-**PM (DEVELOP THE OPS EST - MILITARY POLICE OPERATIONS (MPO)) **216-00-**J4 (DEVELOP THE LOGISTICS ESTIMATE) **218-00-**J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS EST) **219-00-**SJA (DEVELOP THE LEGAL ESTIMATE)	**403-00-**J2 (CONTROL INTELLIGENCE OPS) **424-00-**J3 (CONTROL CIVIL-MILITARY OPERATIONS) **426-00-**J3 (CONTROL SHORT-NOTICE COUNTERDRUG OPERATIONS) **427-00-**J3 (CONTROL OPERATIONS TO COMBAT TERRORISM) **429-00-**J3 (CONTROL PEACE OPS) **430-00-**J3/J2 (CONTROL NATION ASSISTANCE OPS) **435-00-**J4 (CONTROL LOGISTICS SUPPORT) **438-00-**SJA (CONTROL LEGAL SERVICES SUPPORT) **441-00-**J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS) **443-00-**COS (CONTROL LIAISON OPERATIONS) **501-00-**J5 (PREPARE FOR TRANSITION) **502-00-**J3 (CONDUCT TRANSITION)	CJTF/J1/3/4
OP 4.7.1 (Provide security assistance in the Joint Operations Area (JOA))	**215I-00-**J3/J5 (DEVELOP THE OPS EST - CIVIL AFFAIRS)	**424-00-**J3 (CONTROL CIVIL-MILITARY OPERATIONS)	MPO

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 4.7.2 (Conduct Civil Military Operations in the Joint Operations Area (JOA))	**215I-00**-J3/J5 (DEVELOP THE OPS EST - CIVIL AFFAIRS)	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **443-00**-COS (CONTROL LIAISON OPERATIONS)	JAG/J3
OP 4.7.3 (Provide support to DOD and other government agencies)	**215H-00**-J3/J5 (DEVELOP THE OPS EST - INTERAGENCY OPERATIONS) **215I-00**-J3/J5 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **215O-00**-J3 (DEVELOP THE OPS EST - COMBATTING TERRORISM) **215P-00**-PM (DEVELOP THE OPS EST - MILITARY POLICE OPERATIONS (MPO))	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **426-00**-J3 (CONTROL SHORT-NOTICE COUNTERDRUG OPERATIONS) **427-00**-J3 (CONTROL OPERATIONS TO COMBAT TERRORISM) **434-00**-PM (CONTROL MILITARY POLICE OPERATIONS)	JAG/J2/3
OP 4.7.4 (Transition to civil administration)	**215I-00**-J3/J5 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **219-00**-SJA (DEVELOP THE LEGAL ESTIMATE)	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **430-00**-J3/J2 (CONTROL NATION ASSISTANCE OPS) **438-00**-SJA (CONTROL LEGAL SERVICES SUPPORT) **501-00**-J5 (PREPARE FOR TRANSITION) **502-00**-J3 (CONDUCT TRANSITION)	JAG/J1/3/4
OP 4.7.5 (Coordinate politico-military support)	**215H-00**-J3/J5 (DEVELOP THE OPS EST - INTERAGENCY OPERATIONS) **215I-00**-J3/J5 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **216D-00**-J4 (DEVELOP THE LOG EST - ENGINEERING)	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **430-00**-J3/J2 (CONTROL NATION ASSISTANCE OPS) **435-00**-J4 (CONTROL LOG SUPPORT)	CJTF/J3/J4/5
OP 4.7.6 (Coordinate civil affairs in the Joint Operations Area (JOA))	**215H-00**-J3/J5 (DEVELOP THE OPS EST - INTERAGENCY OPERATIONS) **215I-00**-J3/J5 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **219-00**-SJA (DEVELOP THE LEGAL ESTIMATE)	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **430-00**-J3/J2 (CONTROL NATION ASSISTANCE OPS) **438-00**-SJA (CONTROL LEGAL SERVICES SUPPORT) **443-00**-COS (CONTROL LIAISON OPERATIONS)	CJTF
OP 4.7.7 (Conduct foreign internal defense (FID))	**214-00**-J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215I-00**-J3/J5 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **216-00**-J4 (DEVELOP THE LOGISTICS ESTIMATE) **218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)	**403-00**-J2 (CONTROL INTELLIGENCE OPS) **424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **427-00**-J3 (CONTROL OPERATIONS TO COMBAT TERRORISM) **430-00**-J3/J2 (CONTROL NATION ASSISTANCE OPS) **435-00**-J4 (CONTROL LOGISTICS SUPPORT) **441-00**-J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	MPO/JAG
OP 4.7.8 (Establish disaster control measurers)	**215I-00**-J3/J5 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **216B-00**-J4 (DEVELOP THE LOG EST - SUPPLY AND SERVICES) **216D-00**-J4 (DEVELOP THE LOG EST - ENGINEERING)	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **430-00**-J3/J2 (CONTROL NATION ASSISTANCE OPS) **435-00**-J4 (CONTROL LOGISTICS SUPPORT)	J2/3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 4.8 (ACQUIRE, MANAGE, AND DISTRIBUTE FUNDS)	**113-00-**COMPT (ESTABLISH THE COMPTROLLER SECTION) **220-00-**COMPT (DEVELOP THE FINANCIAL MANAGEMENT ESTIMATE)	**439-00-**COMPT (CONTROL FINANCIAL RESOURCE SUPPORT)	COMPTROLLER
	OP 5 -- PROVIDE OPERATIONAL COMMAND AND CONTROL (C2)		
*** OP 5.1 (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND MAINTAIN STATUS)**	**100-00-**CJTF (ESTABLISH THE JTF COMMAND GROUP) **102-00-**J2 (ESTABLISH THE J2 SECTION) **103-00-**J3 (ESTABLISH THE J3 SECTION) **106-00-**J6 (ESTABLISH THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS SECTION) **108-00-**COS (ESTABLISH LIAISON ACTIVITIES) **109-00-**PAO (ESTABLISH THE PUBLIC AFFAIRS SECTION) **117-00-**PAO (ESTABLISH/OPERATE THE JOINT INFORMATION BUREAU) **120-00-**: ESTABLISH / MAINTAIN AN INFORMATION MANAGEMENT PROCESS TO COORDINATE THE JOINT STAFF. **127-00-**J3 (ESTABLISH THE JOINT OPERATIONS CENTER (JOC) **139-00-**J4 (ESTABLISH THE JOINT MOVEMENT CENTER (JMC)) **143-00-**J6 (ESTABLISH THE JOINT COMMUNICATIONS CONTROL CENTER (JCCC)) **201-00-**JPG (CONDUCT OPERATIONAL MISSION ANALYSIS) **202-00-**CJTF (ISSUE PLANNING GUIDANCE) **205-00-**COS (DEVELOP STAFF ESTIMATES) **210-00-**J3/J4/J5 (PREPARE TIME-PHASED FORCE AND DEPLOYMENT DATA (TPFDD)) **214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215-00-**J3 (DEVELOP THE OPERATIONS ESTIMATE) **216A-00-**J4 (DEVELOP THE LOG EST - TRANSPORTATION) **218-00-**J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE **222-00-**PAO (DEVELOP THE PUBLIC AFFAIRS ESTIMATE)	**401A-00-**CJTF (MONITOR OPS (MAINTAINING STATUS)) **401B-00-**CJTF (ASSESS OPERATIONS) **401E-00-**CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **408-00-**J3 (CONTROL SPACE OPS) **432-00-**J3 (CONTROL VISUAL INFORMATION/COMBAT CAMERA DOCUMENTATION OPERATIONS) **435-00-**J4 (CONTROL LOGISTICS SUPPORT) **441-00-**J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS) **442-00-**PAO (CONDUCT PUBLIC AFFAIRS OPERATIONS) **443-00-**COS (CONTROL LIAISON OPERATIONS)	CJTF

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
* OP 5.1.1 (Communicate operational information)	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE	**401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION)	CJTF/J2/3/6
OP 5.1.2 (Manage means of communicating operational information)	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE	**401E-02**-J6 (ACQUIRE AND COMMUNICATE OPERATIONAL INFORMATION - Manage means of communicating operational information)	J6
* OP 5.1.3 (Determine Commander's Critical Information Requirements)	**201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS) **202-00**-CJTF (ISSUE PLANNING GUIDANCE) **205-00**-COS (DEVELOP STAFF ESTIMATES) **214-00**-J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215-00**-J3 (DEVELOP THE OPERATIONS ESTIMATE)	**401B-00**-CJTF (ASSESS OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION)	ALL
* OP 5.1.4 (Maintain operational information and force status)	**210-00**-J3/J4/J5 (PREPARE TIME-PHASED FORCE AND DEPLOYMENT DATA (TPFDD)) **214-00**-J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215-00**-J3 (DEVELOP THE OPERATIONS ESTIMATE) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215H-00**-J3/J5 (DEVELOP THE OPS EST - INTERAGENCY OPERATIONS) **216A-00**-J4 (DEVELOP THE LOG EST - TRANSPORTATION)	**401A-00**-CJTF (MONITOR OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **435-00**-J4 (CONTROL LOGISTICS SUPPORT) **443-00**-COS (CONTROL LIAISON OPERATIONS)	ALL
* OP 5.1.5 (Monitor strategic situation)	**214-00**-J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215E-00**-J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**401A-00**-CJTF (MONITOR OPERATIONS) **403-00**-J2 (CONTROL INTELLIGENCE OPS) **408-00**-J3 (CONTROL SPACE OPS)	ALL
OP 5.1.6 (Preserve historical documentation of Joint/Combined operations or campaigns)	**215-00**-J3 (DEVELOP THE OPERATIONS ESTIMATE) **215K-00**-J3 (DEVELOP THE OPS ESTIMATE - COMBAT CAMERA)	**401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **432-00**- J3 (CONTROL VISUAL INFORMATION/COMBAT CAMERA DOCUMENTATION OPERATIONS)	J3/J6
OP 5.1.7 (Coordinate Combat Camera activities)	**215K-00**-J3 (DEVELOP THE OPS ESTIMATE - COMBAT CAMERA)	**432-00**-J3 (CONTROL VISUAL INFORMATION/COMBAT CAMERA DOCUMENTATION OPERATIONS)	J3
OP 5.1.8 (Execute C4 policies and procedures for the Joint Operations Area (JOA))	**218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)	**441-00**-J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	J6

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 5.1.9 (Coordinate Defensive IO (D-IO) procedures)	**215S-6-00**-J3 (DEVELOP THE IO/IW ESTIMATE -DEFENSIVE IO (D-IO))	**441-00**-J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	ALL
OP 5.1.10 (Implement electromagnetic spectrum management, policy, plans, programs, and direction)	**218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)	**441-00**-J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	J3
OP 5.1.11 (Provide positive identification of friendly forces within the Joint Operations Area)	**215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215E-00**-J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215L-00**-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING) **218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)	**401A-00**-CJTF (MONITOR OPERATIONS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-02**-J3 (CONTROL LAND OPS - Assess land force and supporting operations) **405-02**-J3 (CONTROL AIR OPS - Assess air forces and supporting operations) **406-02**-J3 (CONTROL MARITIME OPS - Assess maritime forces and supporting operations) **407-02**-J3 (CONTROL SPECIAL OPS - Assess special operations forces and supporting operations) **408-00**-J3 (CONTROL SPACE OPS) **410-00**-J3 (CONTROL AIRSPACE) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT) **441-00**-J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	
*** OP 5.2 (ASSESS OPERATIONAL SITUATION)**	**102-00**-J2 (ESTABLISH THE J2 SECTION) **103-00**-J3 (ESTABLISH THE J3 SECTION) **121-00**-J2 (ESTABLISH/OPERATE THE JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)) **127-00**-J3 (ESTABLISH/OPERATE THE JOINT OPERATIONS CENTER (JOC)) **134-00**-J5 (ESTABLISH/OPERATE THE JOINT PLANNING GROUP) **201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS) **214-00**-J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215-00**-J3 (DEVELOP THE OPERATIONS ESTIMATE)	**401B-00**-CJTF (ASSESS OPERATIONS) **401D-06**-J3 (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES - Decide on operational actions/directions) **445-00**-J5 (PROJECT FUTURE CAMPAIGNS OR MAJOR OPERATIONS) **601-00**-J5/J3 (PREPARE FOR REDEPLOYMENT)	CJTF/J2/3
OP 5.2.1 (Review current situation (project branches))	**201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS) **214-00**-J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215-00**-J3 (DEVELOP THE OPERATIONS ESTIMATE)	**401D-06**-J3 (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES - Decide on operational actions/directions)	J2/3/6

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 5.2.2 (Formulate crisis assessment)	**201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS) **214-00**-J2 (DEVELOP THE INTELLIGENCE ESTIMATE)	**401D-06**-J3 (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES - Decide on operational actions/directions)	J2/3
* OP 5.2.3 (Project future campaigns and major operations (sequels))	**201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS) **214-00**-J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215-00**-J3 (DEVELOP THE OPERATIONS ESTIMATE)	**445-00**-J5 (PROJECT FUTURE CAMPAIGNS OR MAJOR OPERATIONS) **601-00**-J5/J3 (PREPARE FOR REDEPLOYMENT)	J2/3/5
*** OP 5.3 (PREPARE PLANS AND ORDERS)**	**102-00**-J2 (ESTABLISH THE J2 SECTION) **103-00**-J3 (ESTABLISH THE J3 SECTION) **121-00**-J2 (ESTABLISH/OPERATE THE JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)) **127-00**-J3 (ESTABLISH/OPERATE THE JOINT OPERATIONS CENTER (JOC)) **134-00**-J5 (ESTABLISH/OPERATE THE JOINT PLANNING GROUP) **201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS) **202-00**-CJTF (ISSUE PLANNING GUIDANCE) **204-00**-JPG (DEVELOP COURSES OF ACTION) **205-00**-COS (DEVELOP STAFF ESTIMATES) **206-00**-JPG (ANALYZE COURSES OF ACTION) **207-00**-JPG (COMPARE OWN COURSES OF ACTION) **208-00**-JPG (SELECT OR MODIFY COURSES OF ACTION) **209-00**-JPG (PREPARE OPERATIONS PLANS AND ORDERS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**401B-00**-CJTF (ASSESS OPERATIONS) **401C-00**-CJTF (PREPARE PLANS AND ORDERS) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **404-03**-J3 (CONTROL LAND OPS - Prepare plans and orders related to land ops) **405-03**-J3 (CONTROL AIR OPS - Prepare plans and orders related to air ops) **406-03**-J3 (CONTROL MARITIME OPS - Prepare plans and orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS - Prepare plans and orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS - Prepare plans and orders related to space support ops)	ALL
* OP 5.3.1 (Conduct operational mission analysis)	**201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS)	**404-03**-J3 (CONTROL LAND OPS - Prepare plans and orders related to land ops) **405-03**-J3 (CONTROL AIR OPS - Prepare plans and orders related to air ops) **406-03**-J3 (CONTROL MARITIME OPS - Prepare plans and orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS - Prepare plans and orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS - Prepare plans and orders related to space support ops)	J2/3
* OP 5.3.2 (Issue planning guidance)	**202-00**-CJTF (ISSUE PLANNING GUIDANCE)	**401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION)	CJTF

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
* OP 5.3.3 (Determine operational end state)	**201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**401B-00**-CJTF (ASSESS OPERATIONS)	CJTF
OP 5.3.4 (Develop courses of action/prepare staff estimates)	**204-00**-JPG (DEVELOP COURSES OF ACTION) **205-00**-COS (DEVELOP STAFF ESTIMATES)(See tasks # 213-223)	**404-03**-J3 (CONTROL LAND OPS - Prepare plans and orders related to land ops) **405-03**-J3 (CONTROL AIR OPS - Prepare plans and orders related to air ops) **406-03**-J3 (CONTROL MARITIME OPS - Prepare plans and orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS - Prepare plans and orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS - Prepare plans and orders related to space support ops)	ALL
OP 5.3.5 (Analyze courses of action)	**206-00**-JPG (ANALYZE COURSES OF ACTION)	**404-03**-J3 (CONTROL LAND OPS - Prepare plans and orders related to land ops) **405-03**-J3 (CONTROL AIR OPS - Prepare plans and orders related to air ops) **406-03**-J3 (CONTROL MARITIME OPS - Prepare plans and orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS - Prepare plans and orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS - Prepare plans and orders related to space support ops)	CJTF
OP 5.3.6 (Compare courses of action)	**207-00**-JPG (COMPARE OWN COURSES OF ACTION)	**404-03**-J3 (CONTROL LAND OPS - Prepare plans and orders related to land ops) **405-03**-J3 (CONTROL AIR OPS - Prepare plans and orders related to air ops) **406-03**-J3 (CONTROL MARITIME OPS - Prepare plans and orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS - Prepare plans and orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS - Prepare plans and orders related to space support ops)	CJTF
OP 5.3.7 (Select or modify course of action)	**208-00**-JPG (SELECT OR MODIFY COURSES OF ACTION)	**404-03**-J3 (CONTROL LAND OPS - Prepare plans and orders related to land ops) **405-03**-J3 (CONTROL AIR OPS - Prepare plans and orders related to air ops)	CJTF

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
		406-03-J3 (CONTROL MARITIME OPS - Prepare plans and orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS - Prepare plans and orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS - Prepare plans and orders related to space support ops)	
OP 5.3.8 (Issue commander's estimate)	**208-04**-JPG (SELECT OR MODIFY COURSES OF ACTION - Prepare the Commander's Estimate)	**401C-00**-CJTF (PREPARE PLANS AND ORDERS)	CJTF
* OP 5.3.9 (Prepare campaign or major operations and related plans and orders)	**209-00**-JPG (PREPARE OPERATIONS PLANS AND ORDERS)	**401C-00**-CJTF (PREPARE PLANS AND ORDERS)	
*** OP 5.4 (COMMAND SUBORDINATE OPERATIONAL FORCES)**	**108-00**-COS (ESTABLISH LIAISON ACTIVITIES) **127-00**-J3 (ESTABLISH/OPERATE THE JOINT OPERATIONS CENTER (JOC)) **134-00**-J5 (ESTABLISH/OPERATE THE JOINT PLANNING GROUP) **146-00**-SJA (ESTABLISH/OPERATE THE RULES OF ENGAGEMENT PLANNING CELL) **203-00**-J3 (ISSUE WARNING ORDERS) **209-00**-JPG (PREPARE OPERATIONS PLANS AND ORDERS) **211-00**-CJTF/J3 (ISSUE/SYNCHRONIZE PLANS AND ORDERS) **212-00**-CDRs (CONDUCT REHEARSALS) **215-00**-J3 (DEVELOP THE OPERATIONS ESTIMATE) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215T-00**-J3 (DEVELOP THE OPS EST - RULES OF ENGAGEMENT) **219-00**-SJA (DEVELOP THE LEGAL ESTIMATE)	**401D-00**-CJTF (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES) **404-00**-J3 (CONTROL LAND OPS) **405-00**-J3 (CONTROL AIR OPS) **406-00**-J3 (CONTROL MARITIME OPS) **407-00**-J3 (CONTROL SPECIAL OPS) **408-00**-J3 (CONTROL SPACE OPS) **438-00**-SJA (CONTROL LEGAL SERVICES SUPPORT) **443-00**-COS (CONTROL LIAISON OPERATIONS)	J3
OP 5.4.1 (Approve plans and orders)	**203-00**-J3 (ISSUE WARNING ORDERS) **209-00**-JPG (PREPARE OPERATIONS PLANS AND ORDERS)	**401D-01**-CJTF (DIRECT and LEAD SUBORDINATE OPERATIONAL FORCES - Approve plans and orders)	CJTF
OP 5.4.2 (Issue plans and orders)	**203-00**-J3 (ISSUE WARNING ORDERS) **211-00**-CJTF/J3 (ISSUE/SYNCHRONIZE PLANS AND ORDERS)	**401D-02**-CJTF (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES - Issue plans and orders)	CJTF
* OP 5.4.3 (Provide rules of engagement)	**211-00**-CJTF/J3 (ISSUE/SYNCHRONIZE PLANS AND ORDERS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215T-00**-J3 (DEVELOP THE OPS EST - RULES OF ENGAGEMENT) **219-00**-SJA (DEVELOP THE LEGAL ESTIMATE)	**401D-03**-CJTF (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES - Review/update/incorporate rules of engagement) **438-00**-SJA (CONTROL LEGAL SERVICES SUPPORT)	CJTF

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
* OP 5.4.4 (Synchronize and integrate operations)	**211-00**-CJTF/J3 (ISSUE/SYNCHRONIZE PLANS AND ORDERS) **215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS)	**401D-05**-J3 (SYNCHRONIZE/INTEGRATE OPERATIONS) **404-00**-J3 (CONTROL LAND OPS) **405-00**-J3 (CONTROL AIR OPS) **406-00**-J3 (CONTROL MARITIME OPS) **407-00**-J3 (CONTROL SPECIAL OPS)	J3
OP 5.4.5 (Coordinate/integrate components, theater, and other support)	**211-00**-CJTF/J3 (ISSUE/SYNCHRONIZE PLANS AND ORDERS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**401D-04**-CJTF (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES - Coordinate and integrate plans and orders) **401D-05**-CJTF (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES - Synchronize/integrate operations) **443-00**-COS (CONTROL LIAISON OPERATIONS)	J3
OP 5.4.6 (Conduct operational rehearsals)	**212-00**-CDRs (CONDUCT REHEARSALS)	**401D-05**-CJTF (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES - Synchronize/integrate operations)	J3
*** OP 5.5 (ESTABLISH, ORGANIZE, AND OPERATE A JOINT FORCE HEADQUARTERS)**	**100- to 114 -00**-CJTF/STAFF (SERIES: FORMING A JOINT HEADQUARTERS) **108-00**-COS (ESTABLISH LIAISON ACTIVITIES) **115- to 146-00**-COS/STAFF (SERIES: ESTABLISH JOINT BOARDS/BUREAUS/CENTERS, ETC.) **118-00**-J1/HQ CMDT (ESTABLISH/OPERATE THE JOINT PERSONNEL RECEPTION CENTER **201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS) **202-00**-CJTF (ISSUE PLANNING GUIDANCE) **204-00**-JPG (DEVELOP COURSES OF ACTION) **205-00**-COS (DEVELOP STAFF ESTIMATES) **210-00**-J3/J4/J5 (PREPARE TIME-PHASED FORCE AND DEPLOYMENT DATA (TPFDD)) **211-00**-CJTF/J3 (ISSUE/SYNCHRONIZE PLANS AND ORDERS) **213-00**-J1 (DEVELOP THE PERSONNEL ESTIMATE) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE) **223-00**-HQ COMDT (DEVELOP THE HEADQUARTERS SUPPORT ESTIMATE) **301-00**-J5 (PREPARE FOR DEPLOYMENT) **501-00**-J5 (PREPARE FOR TRANSITION)	**302-03**-COS/HQ COMDT (CONTROL DEPLOYMENT - Deploy the JTF HQ advanced echelon) **401A-00**-CJTF (MONITOR OPERATIONS) **401B-00**-CJTF (ASSESS OPERATIONS) **401B-07**-CJTF (ASSESS OPERATIONS - Asses the overall operational situation) **401D-00**-CJTF (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES) **437-00**-J1 (CONTROL PERSONNEL SUPPORT) **443-00**-COS (CONTROL LIAISON OPERATIONS) **444-00**-HQ COMDT (PROVIDE HEADQUARTERS SUPPORT) **502-00**-J3 (CONDUCT TRANSITION)	CJTF

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
* OP 5.5.1 (Develop a joint force command and control structure)	**201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS) **202-00**-CJTF (ISSUE PLANNING GUIDANCE)	**401A-00**-CJTF (MONITOR OPERATIONS) **401B-00**-CJTF (ASSESS OPERATIONS)	CJTF/J3
* OP 5.5.2 (Develop joint force liaison structure)	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)	**443-00**-COS (CONTROL LIAISON OPERATIONS)	ALL
OP 5.5.3 (Integrate joint force staff augmentees)	**118-00**-J1/HQ CMDT (ESTABLISH/OPERATE THE JOINT PERSONNEL RECEPTION CENTER **213-00**-J1 (DEVELOP THE PERSONNEL ESTIMATE)	**437-00**-J1 (CONTROL PERSONNEL SUPPORT)	J1
OP 5.5.4 (Deploy joint force headquarters advance element)	**210-00**-J3/J4/J5 (PREPARE TIME-PHASED FORCE AND DEPLOYMENT DATA (TPFDD)) **301-00**-J5 (PREPARE FOR DEPLOYMENT)	**302-03**-COS/HQ COMDT (CONTROL DEPLOYMENT - Deploy the JTF HQ advanced echelon)	J3
* OP 5.5.5 (Establish command transition criteria and procedures)	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE) **501-00**-J5 (PREPARE FOR TRANSITION)	**502-00**-J3 (CONDUCT TRANSITION)	ALL
OP 5.5.6 (Establish or participate in task forces)	**201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS)		J3
OP 5.5.7 (Conduct joint force staff operations)	**201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS) **204-00**-JPG (DEVELOP COURSES OF ACTION) **205-00**-COS (DEVELOP STAFF ESTIMATES) **211-00**-CJTF/J3 (ISSUE/SYNCHRONIZE PLANS AND ORDERS)	**401D-00**-CJTF (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES)	J3
OP 5.5.8 (Provide joint staff facilities and equipment)	**218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE) **223-00**-HQ COMDT (DEVELOP THE HEADQUARTERS SUPPORT ESTIMATE)	**444-00**-HQ COMDT (PROVIDE HEADQUARTERS SUPPORT)	J4
OP 5.5.9 (Establish a joint mission essential task list (JMETL) for a joint force)	**201-00**-JPG (CONDUCT OPERATIONAL MISSION ANALYSIS)	**401B-07**-CJTF (ASSESS OPERATIONS - Asses the overall operational situation)	J3
**** OP 5.6 (COORDINATE OPERATIONAL INFORMATION OPERATIONS (IO))**	**106-00**-J6 (ESTABLISH THE J6 (C4I) SECTION) **120-00**-COS (ESTABLISH / MAINTAIN AN INFORMATION MANAGEMENT PROCESS TO COORDINATE THE JOINT STAFF) **125-00**-J2 (ESTABLISH/OPERATE THE INTELLIGENCE COLLECTIONS/SYNCRHONIZATION BOARD)	**415-00**-J3/J2/J6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE) **416-00**-J3/J2/J6 (CONTROL ELECTRONIC WARFARE (EW) OPERATIONS **417-00**-J3/J2/J6 (CONTROL PSYCHOLOGICAL OPERATIONS (PSYOP)	J3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	215S-00-J3 (DEVELOP THE OPS EST - INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW))	**418-00**-J3/J2 (CONTROL OPERATIONS SECURITY (OPSEC) **419-00**-J3/J2 CONTROL MILITARY DECEPTION OPERATIONS	
OP 5.6.1 (Integrate operational information operations)	**215S-00**-J3 (DEVELOP THE OPS EST - INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW))	**415-00**-J3/J2/J6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE) **416-00**-J3/J2/J6 (CONTROL ELECTRONIC WARFARE (EW) OPERATIONS **417-00**-J3/J2/J6 (CONTROL PSYCHOLOGICAL OPERATIONS (PSYOP) **418-00**-J3/J2 (CONTROL OPERATIONS SECURITY (OPSEC) **419-00**-J3/J2 CONTROL MILITARY DECEPTION OPERATIONS	J2/3
OP 5.6.3 (Control information operations)	**215S-00**-J3 (DEVELOP THE OPS EST - INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW))	**415-00**-J3/J2/J6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE) **416-00**-J3/J2/J6 (CONTROL ELECTRONIC WARFARE (EW) OPERATIONS **417-00**-J3/J2/J6 (CONTROL PSYCHOLOGICAL OPERATIONS (PSYOP) **418-00**-J3/J2 (CONTROL OPERATIONS SECURITY (OPSEC) **419-00**-J3/J2 CONTROL MILITARY DECEPTION OPERATIONS	ALL
*** OP 5.7 (COORDINATE AND INTEGRATE JOINT/ MULTINATIONAL AND INTERAGENCY SUPPORT)**	**108-00**-COS (ESTABLISH LIAISON ACTIVITIES) **129-00**-J3 (ESTABLISH/OPERATE THE CIVIL-MILITARY OPERATIONS CENTER) **214-00**-J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215-00**-J3 (DEVELOP THE OPS ESTIMATE) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215H-00**-J5/J3 (DEVELOP THE OPS EST - INTERAGENCY OPERATIONS) **215I-00**-J3 (DEVELOP THE OPS ESTIMATE - CIVIL AFFAIRS) **215M-00**-J3 (DEVELOP THE OPS EST - NUCLEAR, BIOLOGICAL, AND CHEMICAL OPERATIONS) **216-00**-J4 (DEVELOP THE LOGISTICS ESTIMATE) **216D-00**-J4 (DEVELOP THE LOG EST - ENGINEERING) **218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE) **219-00**-SJA (DEVELOP THE LEGAL ESTIMATE)	**401B-00**-CJTF (ASSESS OPERATIONS) **401C-00**-CJTF (PREPARE PLANS AND ORDERS) **403-00**-J2 (CONTROL INTELLIGENCE OPERATIONS) **414-00**-J3 (CONTROL NBC DEFENSE OPERATIONS) **424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **430-00**-J3/J2 (CONTROL NATION ASSISTANCE OPS) **435-00**-J4 (CONTROL LOGISTICS SUPPORT) **438-00**-SJA (CONTROL LEGAL SERVICES SUPPORT) **443-00**-COS (CONTROL LIAISON OPERATIONS)	CJTF

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 5.7.1 (Ascertain national or agency agenda)	**215G-01**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS - Contribute to the JTF's overall mission analysis) **215H-01**-J3/J5 (DEVELOP THE OPS EST - INTERAGENCY OPERATIONS - Contribute to the JTF's overall mission analysis)	**401B-00**-CJTF (ASSESS OPERATIONS)	CJTF
OP 5.7.2 (Determine national/agency capabilities and limitations)	**215G-01**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPERATIONS - Contribute to the JTF's overall mission analysis) **215H-01**-J3/J5 (DEVELOP THE OPS EST - INTERAGENCY OPERATIONS - Contribute to the JTF's overall mission analysis)	**401B-00**-CJTF (ASSESS OPERATIONS)	CJTF
OP 5.7.3 (Develop multinational intelligence/information sharing structure)	**214-00**-J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215G-03**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPERATIONS - Incorporate multinational force capabilities in the JTF's COAs)	**401C-00**-CJTF (PREPARE PLANS AND ORDERS) **403-00**-J2 (CONTROL INTELLIGENCE OPERATIONS)	CJTF
OP 5.7.4 (Coordinate plans with non-DOD organizations)	**215H-07**-J5/J3 (DEVELOP THE OPS EST - INTERAGENCY OPERATIONS - Provide input/develop Interagency perspective in JTF plan/order)	**401C-00**-CJTF (PREPARE PLANS AND ORDERS) **443-00**-COS (CONTROL LIAISON OPERATIONS)	CJTF
OP 5.7.5 (Coordinate host-nation support)	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **216D-00**-J4 (DEVELOP THE LOG EST - ENGINEERING)	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS)	CJTF
OP 5.7.6 (Coordinate coalition support)	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)	**443-00**-COS (CONTROL LIAISON OPERATIONS)	Combatant Commander CJTF/President/ SECDEF
OP 5.7.7 (Conduct civil administration operations)	**215I-00**-J3 (DEVELOP THE OPS ESTIMATE - CIVIL AFFAIRS) **219-00**-SJA (DEVELOP THE LEGAL ESTIMATE)	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **430-00**-J3/J2 (CONTROL NATION ASSISTANCE OPS) **438-00**-SJA (CONTROL LEGAL SERVICES SUPPORT)	J1
OP 5.7.8 (Coordinate consequence management in the Joint Operations Area (JOA))	**215H-00**-J5/J3 (DEVELOP THE OPS EST - INTERAGENCY OPERATIONS) **215M-00**-J3 (DEVELOP THE OPS EST - NUCLEAR, BIOLOGICAL, AND CHEMICAL OPERATIONS) **216-00**-J4 (DEVELOP THE LOGISTICS ESTIMATE) **216D-00**-J4 (DEVELOP THE LOG EST - ENGINEERING)	**414-00**-J3 (CONTROL NBC DEFENSE OPERATIONS) **435-00**-J4 (CONTROL LOGISTICS SUPPORT) **443-00**-COS (CONTROL LIAISON OPERATIONS)	J3
*** OP 5.8 (PROVIDE PUBLIC AFFAIRS IN THE JOINT OPERATIONS AREA (JOA))**	**109-00**-PAO (ESTABLISH THE PUBLIC AFFAIRS SECTION) **117-00**-PAO (ESTABLISH/OPERATE THE JOINT INFORMATION BUREAU)	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **442-00**-PAO (CONDUCT PUBLIC AFFAIRS OPERATIONS) **443-00**-COS (CONTROL LIAISON OPERATIONS)	J3/PAO

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	120-00-COS (ESTABLISH / MAINTAIN AN INFORMATION MANAGEMENT PROCESS TO COORDINATE THE JOINT STAFF) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00**-J3 (DEVELOP THE OPS ESTIMATE - CIVIL AFFAIRS) **222-00**-PAO (DEVELOP THE PUBLIC AFFAIRS ESTIMATE)		
OP 5.8.1 (Manage media relations in the Joint Operations Area (JOA))	**222-00**-PAO (DEVELOP THE PUBLIC AFFAIRS ESTIMATE)	**442-00**-PAO (CONDUCT PUBLIC AFFAIRS OPERATIONS)	PAO
OP 5.8.2 (Coordinate command/internal information programs in the Joint Operations Area (JOA))	**222-00**-PAO (DEVELOP THE PUBLIC AFFAIRS ESTIMATE)	**442-00**-PAO (CONDUCT PUBLIC AFFAIRS OPERATIONS) **443-00**-COS (CONTROL LIAISON OPERATIONS)	J2/3
OP 5.8.3 (Conduct community relations programs in the Joint Operations Area (JOA))	**222-00**-PAO (DEVELOP THE PUBLIC AFFAIRS ESTIMATE) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00**-J3 (DEVELOP THE OPS ESTIMATE - CIVIL AFFAIRS)	**442-00**-PAO (CONDUCT PUBLIC AFFAIRS OPERATIONS) **424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS)	CJTF/PAO
	OP 6 -- PROVIDE OPERATIONAL FORCE PROTECTION		
*** OP 6.1 (PROVIDE OPERATIONAL AIR, SPACE, AND MISSILE DEFENSE)**	**121-00**-J2 (ESTABLISH/OPERATE THE JOINT INTELLIGENCE SUPPORT ELEMENT) **126-00**-J2/J3 (ESTABLISH/OPERATE THE J2 TARGETING SECTION) **139-00**-J4 (ESTABLISH/OPERATE THE JOINT MOVEMENT CENTER) **215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215E-00**-J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215F-00**-J3 (DEVELOP THE OPS EST - RECON AND SURVEILLANCE) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**401D-00**-CJTF (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES) **404-00**-J3 (CONTROL LAND OPS) **405-00**-J3 (CONTROL AIR OPS) **406-00**-J3 (CONTROL MARITIME OPS) **407-00**-J3 (CONTROL SPECIAL OPS) **408-00**-J3 (CONTROL SPACE OPS) **409-00**-J3 (CONTROL AIR DEFENSE OPS) **410-00**-J3 (CONTROL AIRSPACE) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT) **441-00**-J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	CJTF/J2/3/5/6 JTAMD OPS

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	215L-00-J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING) **218-00-**J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)		
OP 6.1.1 (Process/allocate operational aerospace targets)	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215L-00-**J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **408-00-**J3 (CONTROL SPACE OPS) **409-00-**J3 (CONTROL AIR DEFENSE OPS) **411-00-**J3 (CONTROL JOINT FIRE SUPPORT)	AADC Task TBP
OP 6.1.2 (Integrate joint/multinational operational aerospace defense)	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**401D-00-**CJTF (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **408-00-**J3 (CONTROL SPACE OPS) **409-00-**J3 (CONTROL AIR DEFENSE OPS)	AADC Task TBP
* OP 6.1.3 (Provide airspace control)	**215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**410-00-**J3 (CONTROL AIRSPACE)	ACA Task
OP 6.1.3.1 (Employ positive control measures)	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00-**J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **408-00-**J3 (CONTROL SPACE OPS) **409-00-**J3 (CONTROL AIR DEFENSE OPS) **411-00-**J3 (CONTROL JOINT FIRE SUPPORT)	ACA Task TBP
OP 6.1.3.2 (Employ procedural control measures)	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215L-00-**J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **408-00-**J3 (CONTROL SPACE OPS) **409-00-**J3 (CONTROL AIR DEFENSE OPS) **411-00-**J3 (CONTROL JOINT FIRE SUPPORT)	ACA Task TBP

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 6.1.4 (Counter enemy air attack (Defensive Counterair)(DCA) in the Joint Operations Area (JOA))	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**409-00-**J3 (CONTROL AIR DEFENSE OPERATIONS)	AADC and Unit Tasks TBP
** OP 6.1.5 (Conduct Joint Operations Area (JOA) missile defense)	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **218-00-**J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)	**409-00-**J3 (CONTROL AIR DEFENSE OPERATIONS) **441-00-**J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	AADC and Unit Tasks TBP
OP 6.1.6 (Conduct tactical warning and attack assessment in the Joint Operations Area (JOA))	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215E-00-**J5/J3 (DEVELOP THE OPS EST - SPACE OPS) **215F-00-**J3 (DEVELOP THE OPS EST - RECON AND SURVEILLANCE) **215L-00-**J3 (DEVELOP THE OPS EST - JOINT FIRES AND TARGETING) **218-00-**J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **408-00-**J3 (CONTROL SPACE OPS) **409-00-**J3 (CONTROL AIR DEFENSE OPS) **411-00-**J3 (CONTROL JOINT FIRE SUPPORT) **441-00-**J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	JTAMD OPERATIONS
*** OP 6.2 (PROVIDE PROTECTION FOR OPERATIONAL FORCES, MEANS, AND NONCOMBATANTS)**	**119-00-**J3 (ESTABLISH THE EVACUATION CONTROL CENTER (ECC)) **130-00-**J3 (ESTABLISH/OPERATE THE JOINT PERSONNEL RECOVERY CENTER (JPRC)) **137-00-**J4 (ESTABLISH /OPERATE THE JOINT MATERIAL MANAGEMENT OFFICE) **141-00-**J4 (ESTABLISH/OPERATE THE JOINT CIVIL-MILITARY ENGINEERING BOARD) **213-00-**J1 (DEVELOP THE PERSONNEL ESTIMATE) **214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS)	**403-00-**J2 (CONTROL INTELLIGENCE OPERATIONS) **404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **414-00-**J3 (CONTROL NUCLEAR, BIOLOGICAL, CHEMICAL (NBC) DEFENSE OPS) **415-00-**J3/2/6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW) **418-00-**CJTF/J3 (CONTROL OPERATIONS SECURITY) **420-00-**J3 (PERSONNEL RECOVERY OPERATIONS SUPPORT)	CJTF/J3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	215C-00-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215F-00-**J3/J5 (DEVELOP THE OPS EST - RECONNAISSANCE AND SURVEILLANCE) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFAIRS) **215M-00-**J3 (DEVELOP THE OPS EST - NUCLEAR, BIOLOGICAL, AND CHEMICAL OPERATIONS) **215N-00-**J3 (DEVELOP THE OPS EST - PERSONNEL RECOVERY OPERATIONS) **215O-00-**J3 (DEVELOP THE OPS EST - COMBATING TERRORISM) **215R-00-**J3 (DEVELOP THE OPS EST - EXPLOSIVE ORDNANCE DISPOSAL) **215S-00-**J3 (DEVELOP THE OPS EST - INFORMATION OPERATIONS/INFORMATION WARFARE) **216-00-**J4 (DEVELOP THE LOGISTICS ESTIMATE) **218-00-**J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE) **219-00-**SJA (DEVELOP THE LEGAL ESTIMATE) **222-00-**PAO (DEVELOP THE PUBLIC AFFAIRS ESTIMATE)	**421-00-**J3/J2 (CONTROL RECONNAISSANCE OPERATIONS) **422-00-**J3 (CONTROL NONCOMBATANT OPERATIONS) **424-00-**J3 (CONTROL CIVIL-MILITARY OPERATIONS) **427-00-**J3/J2 (CONTROL OPERATIONS TO COMBAT TERRORISM) **435-00-**J4 (CONTROL LOGISTICS SUPPORT) **438-00-**SJA (CONTROL LEGAL SERVICES SUPPORT) **441-00-**J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	
OP 6.2.1 (Prepare operationally significant defenses)	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215O-00-**J3 (DEVELOP THE OPS EST - COMBATING TERRORISM) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **427-00-**J3/J2 (CONTROL OPERATIONS TO COMBAT TERRORISM)	
OP 6.2.2 (Remove operationally significant hazards)	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS)	

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 6.2.3 (Protect use of electromagnetic spectrum in the Joint Operations Area (JOA))	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-6-00-**IO/IW CELL (DEVELOP THE IO/IW ESTIMATE - DEFENSIVE IO (D-IO))	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **415-00-**J3/2/6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW)	J3/EW
OP 6.2.4 (Protect use of the acoustic spectrum in the Joint Operations Area (JOA))	**215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **218-00-**J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)	**441-00-**J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	J2/3
* OP 6.2.5 (Provide positive identification of friendly forces within the Joint Operations Area (JOA))	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPERATIONS)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS)	J1/2/3
OP 6.2.6 (Conduct evacuation of noncombatants from the Joint Operations Area (JOA))	**213-00-**J1 (DEVELOP THE PERSONNEL ESTIMATE) **215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**422-00-**J3/J2/J1 (CONTROL NONCOMBATANT EVACUATION OPERATIONS)	J3/5
** OP 6.2.8 (Establish NBC protection in the Joint Operations Area (JOA))	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215M-00-**J3 (DEVELOP THE OPS EST - NUCLEAR, BIOLOGICAL, AND CHEMICAL OPERATIONS)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **414-00-**J3 (CONTROL NBC OPERATIONS)	J3/5
OP 6.2.9 (Coordinate and conduct personnel recovery)	**215N-00-**J3 (DEVELOP THE OPS EST - PERSONNEL RECOVERY OPERATIONS)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **422-00-**J3 (CONTROL NONCOMBATANT OPERATIONS)	J3/4/5

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 6.2.9.1 (Provide civil search and rescue)	**215N-00-**J3 (DEVELOP THE OPS EST - PERSONNEL RECOVERY OPERATIONS)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **422-00-**J3 (CONTROL NONCOMBATANT OPERATIONS)	J3
OP 6.2.9.2 (Provide combat search and rescue)	**215N-00-**J3 (DEVELOP THE OPS EST - PERSONNEL RECOVERY OPERATIONS)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS)	J3
OP 6.2.9.3 (Support evasion and escape in the Joint Operations Area (JOA))	**215N-00-**J3 (DEVELOP THE OPS EST - PERSONNEL RECOVERY OPERATIONS)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS)	J3
OP 6.2.10 (Develop and execute actions to control pollution and hazardous materials)	**215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **216-00-**J4 (DEVELOP THE LOGISTICS ESTIMATE) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING) **219-00-**SJA (DEVELOP THE LEGAL ESTIMATE)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **435-00-**J4 (CONTROL LOGISTICS SUPPORT) **438-00-**SJA (CONTROL LEGAL SERVICES SUPPORT)	J3/4
OP 6.2.11 (Provide counterdeception operations)	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-3-00-**IO/IW CELL (DEVELOP THE IO/IW ESTIMATE - DECEPTION OPERATIONS)	**403-00-**J2 (CONTROL INTELLIGENCE OPERATIONS) **404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **415-00-**J3/2/6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW)	J2
OP 6.2.12 (Provide counter-psychological operations)	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215F-00-**J3/J5 (DEVELOP THE OPS EST - RECONNAISSANCE AND SURVEILLANCE) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00-**J3 (DEVELOP THE OPS EST - CIVIL AFAIRS) **215S-3-00** IO/IW CELL (DEVELOP THE IO/IW ESTIMATE - DECEPTION OPERATIONS) **222-00-**PAO (DEVELOP THE PUBLIC AFFAIRS ESTIMATE)	**403-00-**J2 (CONTROL INTELLIGENCE OPERATIONS) **404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **415-00-**J3/2/6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW) **421-00-**J3/J2 (CONTROL RECONNAISSANCE OPERATIONS)	J2

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
		424-00-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **442-00**-PAO (CONDUCT PUBLIC AFFAIRS OPERATIONS)	
OP 6.2.13 (Conduct countermine activities)	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00**-J3 (DEVELOP THE OPS EST - CIVIL AFAIRS) **215R-00**-J3 (DEVELOP THE OPS EST - EXPLOSIVE ORDNANCE DISPOSAL)	**404-00**-J3 (CONTROL LAND OPS) **407-00**-J3 (CONTROL SPECIAL OPS) **424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS)	J2/3
OP 6.2.14 (Employ operations security (OPSEC) in the Joint Operations Area (JOA))	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-1-00**-IO/IW CELL (DEVELOP THE IO/IW ESTIMATE - OPERATIONS SECURITY)	**418-00**-J3/J2 (CONTROL OPERATIONS SECURITY)	ALL
*** OP 6.3 (PROTECT SYSTEMS AND CAPABILITIES IN THE IN THE JOINT OPERATIONS AREA (JOA))**	**106-00**-J6 (ESTABLISH THE J6 COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS SECTION) **143-00**-J6 (ESTABLISH/OPERATE THE JOINT COMMUNICATIONS CONTROL CENTER) **215A-00**-J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00**-J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00**-J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00**-J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-00**-J3 (DEVELOP THE OPS EST - INFORMATION OPERATIONS/INFORMATION WARFARE) **218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)	**404-00**-J3 (CONTROL LAND OPS) **405-00**-J3 (CONTROL AIR OPS) **406-00**-J3 (CONTROL MARITIME OPS) **407-00**-J3 (CONTROL SPECIAL OPS) **415-00**-J3/2/6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW) **418-00**-CJTF/J3 (CONTROLS OPERATIONS SECURITY) **441-00**-J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	J5
OP 6.3.2 (Supervise Communications Security (COMSEC))	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **218-00**-J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)	**441-00**-J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	ALL
OP 6.3.3 (Employ electronics security in the Joint Operations Area (JOA) for operational forces)	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-4-00**-IO/IW CELL (DEVELOP THE IO/IW ESTIMATE - ELECTRONIC WARFARE)	**415-00**-J3/2/6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW)	ALL
OP 6.3.4 (Protect information systems in the Joint Operations Area (JOA))	**215G-00**-J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-1-00**-IO/IW CELL (DEVELOP THE IO/IW ESTIMATE - OPERATIONS SECURITY) **215S-5-00**-IO/IW CELL (DEVELOP THE IO/IW ESTIMATE - PHYSICAL DESTRUCTION)	**415-00**-J3/2/6 (CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW) **418-00**-CJTF/J3 (CONTROLS OPERATIONS SECURITY) **441-00**-J6 (CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS OPERATIONS)	ALL

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	215S-6-00-IO/IW CELL (DEVELOP THE IO/IW ESTIMATE - DEFENSIVE IO (D-IO)) **218-00-**J6 (DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS ESTIMATE)		
OP 6.3.5 (Coordinate concealment of forces/facilities)	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS)	J2/3/5
OP 6.4 (CONDUCT MILITARY DECEPTION IN SUPPORT OF SUBORDINATE CAMPAIGNS AND MAJOR OPERATIONS)	**121-00-**J2 (ESTABLISH/OPERATE THE JOINT INTELLIGENCE SUPPORT ELEMENT) **214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215F-00-**J3/J5 (DEVELOP THE OPS EST - RECONNAISSANCE AND SURVEILLANCE) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-00-**J3 (DEVELOP THE OPS EST - INFORMATION OPERATIONS/INFORMATION WARFARE) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**403-00-**J2 (CONTROL INTELLIGENCE OPERATIONS) **419-00-**J3/J2 (CONTROL MILITARY DECEPTION OPS) **421-00-**J3/J2 (CONTROL RECONNAISSANCE OPERATIONS) **435-00-**J4 (CONTROL LOGISTICS SUPPORT)	J3
OP 6.4.1 (Develop operational deception plan)	**215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-3-00-**IO/IW CELL (DEVELOP THE IO/IW ESTIMATE - DECEPTION OPERATIONS **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**419-00-**J3/J2 (CONTROL MILITARY DECEPTION OPERATIONS) **435-00-**J4 (CONTROL LOGISTICS SUPPORT)	J2/3
OP 6.4.2 (Conduct operational deception)	**215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215S-3-00-**IO/IW CELL (DEVELOP THE IO/IW ESTIMATE - DECEPTION OPERATIONS **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**419-00-**J3/J2 (CONTROL MILITARY DECEPTION OPERATIONS) **435-00-**J4 (CONTROL LOGISTICS SUPPORT)	J3
OP 6.4.3 (Assess results of operational deception plan)	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215F-00-**J3/J5 (DEVELOP THE OPS EST - RECONNAISSANCE AND SURVEILLANCE)	**403-00-**J2 (CONTROL INTELLIGENCE OPERATIONS) **419-02-**J2/J3/J6 (CONTROL MILITARY DECEPTION OPS - Assess the effectiveness of military deception operations) **421-00-**J3/J2 (CONTROL RECONNAISSANCE OPERATIONS)	J3
*** OP 6.5 (PROVIDE SECURITY FOR OPERATIONAL FORCES AND MEANS)**	**108-00-**COS (ESTABLISH LIAISON ACTIVITIES) **121-00-**J2 (ESTABLISH/OPERATE THE JOINT INTELLIGENCE SUPPORT ELEMENT) **129-00-**J3 (ESTABLISH/OPERATE THE CIVIL-MILITARY OPERATIONS CENTER)	**401D-00-**CJTF (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES) **403-00-**J2 (CONTROL INTELLIGENCE OPERATIONS) **404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS)	J3/5

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	133-00-PMOC (ESTABLISH/OPERATE THE JOINT MILITARY POLICE AGENCY) **214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00-**J3/J5 (DEVELOP THE OPS EST - CIVIL AFFAIRS) **215O-00-**J3 (DEVELOP THE OPS EST - COMBATING TERRORISM) **215P-00-**PM (DEVELOP THE OPS EST - MILITARY POLICE OPERATIONS (MPO)) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)	**406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **424-00-**J3 (CONTROL CIVIL-MILITARY OPERATIONS) **427-00-**J3/J2 (CONTROL OPERATIONS TO COMBAT TERRORISM) **434-00-**PM (CONTROL MILITARY POLICE OPERATIONS) **435-00-**J4 (CONTROL LOGISTICS SUPPORT) **443-00-**COS (CONTROL LIAISON OPERATIONS)	
** OP 6.5.1 (Provide counter reconnaissance in the Joint Operations Area (JOA))	**214-00-**J2 (DEVELOP THE INTELLIGENCE ESTIMATE) **215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**403-00-**J2 (CONTROL INTELLIGENCE OPERATIONS) **404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS)	J2
** OP 6.5.2 (Protect and secure flanks, rear areas, and COMMZ in the Joint Operations Area (JOA))	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS)	J3/6
* OP 6.5.3 (Protect/secure operationally critical installations, facilities, and systems)	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215O-00-**J3 (DEVELOP THE OPS EST - COMBATING TERRORISM)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **427-00-**J3/J2 (CONTROL OPERATIONS TO COMBAT TERRORISM) **434-00-**PM (CONTROL MILITARY POLICE OPERATIONS) **435-00-**J4 (CONTROL LOGISTICS SUPPORT)	J3

Table 2-1
UNIVERSAL JOINT TASK MATRIX – Operational Level Tasks

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	215P-00-PM (DEVELOP THE OPS EST - MILITARY POLICE OPERATIONS (MPO)) **216D-00-**J4 (DEVELOP THE LOG EST - ENGINEERING)		
* OP 6.5.4 (Protect and secure air, land and sea LOCs in the Joint Operations Area (JOA))	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS)	**404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS)	J3
** OP 6.5.5 (Integrate host-nation security forces and means)	**215A-00-**J3/J5 (DEVELOP THE OPS EST - LAND OPS) **215B-00-**J3/J5 (DEVELOP THE OPS EST - AIR OPS) **215C-00-**J3/J5 (DEVELOP THE OPS EST - MARITIME OPS) **215D-00-**J3/J5 (DEVELOP THE OPS EST - SPECIAL OPS) **215G-00-**J3/J5 (DEVELOP THE OPS EST - MULTINATIONAL OPS) **215I-00-**J3/J5 (DEVELOP THE OPS EST - CIVIL AFFAIRS)	**401D-00-**CJTF (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES) **404-00-**J3 (CONTROL LAND OPS) **405-00-**J3 (CONTROL AIR OPS) **406-00-**J3 (CONTROL MARITIME OPS) **407-00-**J3 (CONTROL SPECIAL OPS) **424-00-**J3 (CONTROL CIVIL-MILITARY OPERATIONS) **443-00-**COS (CONTROL LIAISON OPERATIONS)	J3/4

This table is designed as a quick reference for JTF command (CJTF, DCJTF, COS) and staff (both primary and special) elements in the determination of specific responsibilities within each of six major phases in the generic life cycle of a JTF.

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS

The Task and Number column depicts critical tasks for a JTF Headquarters. The tasks are organized, as they are in Chapter 3 of this MTG, according to the generic phases of the life cycle of a JTF -- Form the Headquarters, Plans and Orders, Preparation and Deployment, Employment, Transition, and Preparation and Redeployment. The tasks themselves are described in greater detail in Chapter 3.

Command, principal and special staff elements are those primarily responsible for JTF Headquarters and staff actions. The table shows primary responsibility for a task by shading the cell at the intersection of the task and the responsible command or staff element. It shows supporting responsibility with an unshaded, or clear, "X."

NOTE: It is understood that the commander is responsible for everything the JTF does. For the purpose of this document, however, the CJTF involvement is indicated only for those tasks that the CJTF specifically and personally accomplishes. Further, it is understood that all or most of the staff may be involved in many of these tasks. For purposes of this document, however, involvement is indicated for the primary and principal assisting command and staff elements.

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS

JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS																			
FORM THE JTF HEADQUARTERS																			
TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
100-00-CJTF ESTABLISH THE JTF COMMAND GROUP	OP 5.1, 5.5	3-I-1	X	X	X														
101-00-J1 ESTABLISH THE J1 (PERSONNEL) SECTION	OP 4.4, 5.5	3-I-4			X	X													
102-00-J2 ESTABLISH THE J2 (INTELLIGENCE) SECTION	OP 4.7, 5.1, 5.2, 5.3, 5.5	3-I-6			X		X												
103-00-J3 ESTABLISH THE J3 (OPERATIONS) SECTION	OP 5.1, 5.2, 5.3, 5.5	3-I-9			X			X											
104-00-J4 ESTABLISH THE J4 (LOGISTICS) SECTION	OP 1.1, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 5.5	3-I-11			X				X										
105-00-J5 ESTABLISH THE J5 (PLANS AND POLICY) SECTION	OP 1.1, 5.5	3-I-15			X					X									
106-00-J6 ESTABLISH THE J6 (COMMAND, CONTROL, COMMUNICATIONS, & COMPUTER) SECTION	OP 4.7, 5.1, 5.5, 5.6, 6.3	3-I-17			X						X								
107-00-HQ CMDT ESTABLISH THE HEADQUARTERS COMMANDANT SECTION	OP 5.5	3-I-20			X							X							
108-00-COS ESTABLISH LIAISON ACTIVITIES	OP 4.6, 4.7, 5.1, 5.4, 5.5, 5.7, 6.5	3-I-22			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
109-00-PAO ESTABLISH THE PUBLIC AFFAIRS (PA) SECTION	OP 5.1, 5.1, 5.8	3-I-24			X									X					
110-00-SJA ESTABLISH THE STAFF JUDGE ADVOCATE (SJA) SECTION	OP 3.3, 4.4, 4.6, 5.5	3-I-26			X										X				
111-00-SURG ESTABLISH THE SURGEON'S SECTION	OP 4.4, 5.5	3-I-31			X											X			
112-00-PM ESTABLISH THE PROVOST MARSHAL (PM) SECTION	OP 4.4, 5.5	3-I-33			X												X		
113-00-COMPT ESTABLISH THE COMPTROLLER SECTION	OP 4.4, 4.8, 5.5	3-I-35			X													X	
114-00-CHAP ESTABLISH THE CHAPLAIN SECTION	OP 4.4, 5.5	3-I-37			X														X

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS

FORM THE JTF BOARDS, CENTERS, AGENCIES																			
TASK AND NUMBER	**RELATED UJTL**	**PAGE**	**CJTF**	**DCJTF**	**COS**	**J1**	**J2**	**J3**	**J4**	**J5**	**J6**	**HQ CMDT**	**LNO**	**PAO**	**SJA**	**SURG**	**PM**	**COMPT**	**CHAP**
115-00-CJTF ESTABLISH/OPERATE THE JOINT TARGETING COORDINATION BOARD (JTCB)	OP 1.2, 2.2, 3.1, 3.2, 5.5	3-I-39	X	X			X	X		X			X						
116-00-COS ESTABLISH/OPERATE THE JOINT VISITORS BUREAU (JVB)	OP 5.5, 5.8	3-I-43			X														
117-00-PAO ESTABLISH/OPERATE THE JOINT INFORMATION BUREAU (JIB)	OP 5.1, 5.5, 5.8	3-I-46			X									X					
118-00-J1 ESTABLISH/OPERATE THE JOINT PERSONNEL RECEPTION CENTER (JPRC)	OP 1.1, 5.5	3-I-50				X						X							
119-00-J3 ESTABLISH/OPERATE THE EVACUATION CONTROL CENTER (ECC)	OP 1.6, 4.4, 4.5, 5.5, 6.2	3-I-53			X	X		X	X					X		X			
120-00-COS ESTABLISH/MAINTAIN AN INFORMATION MANAGEMENT PROCESS TO COORDINATE THE JOINT STAFF.	5.1, 5.5, 5.6, 5.8	3-I-58			X														
121-00-J2 ESTABLISH/OPERATE THE JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)	OP 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 5.2, 5.3, 5.5, 6.1, 6.4, 6.5	3-I-60					X												
122-00-J2 ESTABLISH/OPERATE THE JOINT INTERROGATION AND DEBRIEFING CENTER (JIDC)	OP 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 5.5	3-I-67					X												
123-00-J2 ESTABLISH/OPERATE THE JOINT CAPTURED MATERIEL EXPLOITATION CENTER (JCMEC)	OP 2.2, 2.3, 2.4, 2.5, 2.6, 5.5	3-I-70					X												
124-00-J2 ESTABLISH/OPERATE THE JOINT COUNTERINTELLIGENCE/HUMAN INTELLIGENCE STAFF ELEMENT (J2X)	OP 2.2, 5.5	3-I-73					X												
125-00-J2 ESTABLISH/OPERATE THE INTELLIGENCE COLLECTION SYNCHRONIZATION BOARD (ICSB)	OP 2.2, 5.5, 5.6	3-I-76					X												
126-00-J2 ESTABLISH/OPERATE THE J2 TARGETING SECTION (J2T)	OP 1.2, 3.1, 3.2, 5.5, 6.1	3-I-78					X												
127-00-J3 ESTABLISH/OPERATE THE JOINT OPERATIONS CENTER (JOC)	OP 5.1, 5.2, 5.3, 5.4, 5.5	3-I-81						X											
128-00-DCJTF ESTABLISH/OPERATE THE JOINT FIRES ELEMENT (JFE)	OP 3.1, 3.2, 5.5	3-I-86		X															

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
129-00-J3 ESTABLISH/OPERATE THE CIVIL-MILITARY OPERATIONS CENTER (CMOC)	OP 1.5, 3.1, 3.3, 4.4, 4.6, 4.7, 5.5, 5.7, 6.5	3-I-88				X	X	X	X	X	X	X	X	X	X	X	X	X	X
130-00-J3 ESTABLISH/OPERATE THE JOINT PERSONNEL RECOVERY CENTER (JPRC)	OP 5.5, 6.2	3-I-92						X											
131-00-CJTF/JRAC ESTABLISH/OPERATE THE JOINT REAR TACTICAL OPERATIONS CENTER (JRTOC)	OP 1.1, 5.5	3-I-97	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X
132-00-COS ESTABLISH/OPERATE THE JOINT DEPLOYMENT BOARD (JDB)	OP 1.1, 4.4, 5.5	3-I-112			X			X	X	X									
133-00-PMO ESTABLISH/OPERATE THE JOINT MILITARY POLICE AGENCY (JMPA)	OP 4.4, 4.6, 5.5	3-I-114						X									X		
134-00-J5/J3/DIR JPG ESTABLISH/OPERATE THE JOINT PLANNING GROUP (JPG)	OP 5.2, 5.3, 5.4, 5.5	3-I-116				X	X	X	X	X	X	X	X	X	X	X	X	X	X
135-00-J4 ESTABLISH/OPERATE THE LOGISTICS READINESS CENTER (LRC)	OP 1.1, 1.2, 4.1, 4.3, 4.5, 4.7, 5.5	3-I-122							X		X								
136-00-J4 ESTABLISH/OPERATE THE JOINT MUNITIONS BOARD (JMB)	OP 4.1, 5.5	3-I-126							X										
137-00-J4 ESTABLISH/OPERATE THE JOINT MATERIAL MANAGEMENT OFFICE (JMMO)	OP 1.1, 4.1, 4.3, 4.5, 5.5, 6.2	3-I-129							X										
138-00-J4 ESTABLISH/OPERATE THE SUBAREA PETROLEUM OFFICE (SAPO)	OP 4.2, 5.5	3-I-132							X										
139-00-J4 ESTABLISH/OPERATE THE JOINT MOVEMENT CENTER (JMC)	OP 1.1, 1.3, 4.1, 4.3, 4.5, 5.1, 5.5, 6.1	3-I-135							X										
140-00-J4 ESTABLISH/OPERATE THE JOINT MORTUARY AFFAIRS OFFICE (JMAO) OR SUBAREA GRAVES REGISTRATION OFFICE (SAGRO)	OP 4.4, 5.5	3-I-140				X			X		X								
141-00-J4 ESTABLISH/OPERATE THE JOINT CIVIL-MILITARY ENGINEERING BOARD (JCMEB)	OP 4.6, 4.7, 5.5, 6.2	3-I-143							X		X								

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
142-00-J4 ESTABLISH/OPERATE THE JOINT FACILITIES UTILIZATION BOARD (JFUB)	OP 4.6, 5.5	3-I-146							X		X								
143-00-J6 ESTABLISH/OPERATE THE JOINT COMMUNICATIONS CONTROL CENTER (JCCC)	OP 5.1, 5.5, 6.3	3-I-149									X								
144-00-SURG ESTABLISH/OPERATE THE JTF PATIENT MOVEMENT REQUIREMENTS CENTER (JPMRC)	OP 4.4, 5.5	3-I-153									X					X			
145-00-SURG ESTABLISH/OPERATE THE AREA JOINT BLOOD PROGRAM OFFICE (AJBPO)	OP 4.4, 5.5	3-I-157									X					X			
146-00-SJA ESTABLISH/OPERATE THE RULES OF ENGAGEMENT (ROE) PLANNING CELL	OP 5.4, 5.5	3-I-160													X				
PLANNING																			
201-00-JPG CONDUCT OPERATIONAL MISSION ANALYSIS	OP 5.1, 5.2, 5.3, 5.5	3-II-1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
202-00-CJTF ISSUE PLANNING GUIDANCE	OP 5.1, 5.3, 5.5	3-II-10	X					X		X									
203-00-JPG ISSUE WARNING ORDERS	OP 5.4	3-II-13	X					X											
204-00-JPG DEVELOP COURSES OF ACTION	OP 5.3, 5.5, 5.7	3-II-16			X			X		X									
205-00-COS DEVELOP STAFF ESTIMATES	OP 5.1, 5.3, 5.5, 5.7	3-II-23			X	X	X	X	X	X	X		X	X	X	X	X	X	X
206-00-JPG ANALYZE COURSES OF ACTION (WARGAMING)	OP 5.3	3-II-26				X	X	X	X	X	X								
207-00-JPG COMPARE OWN COURSES OF ACTION (COAs)	OP 5.3	3-II-38				X	X	X	X	X	X								
208-00-JPG SELECT/MODIFY COURSES OF ACTION (COAs)	OP 5.3	3-II-44	X					X		X									
209-00-JPG PREPARE OPERATIONS PLANS AND ORDERS	OP 5.3, 5.4	3-II-48	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X
210-00-J3/J4/J5 PREPARE TIME-PHASED FORCE AND DEPLOYMENT DATA (TPFDD)	OP 1.1, 4.4, 4.5, 5.1, 5.5	3-II-55						X	X	X									

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
211-00-CJTF/J3 ISSUE/SYNCHRONIZE OPERATIONS PLANS AND ORDERS	OP 5.4, 5.5	3-II-58	X					X		X									
212-00-CDRs CONDUCT REHEARSALS	OP 4.4, 5.4	3-II-60	X	X	X	X	X	X	X										
213-00-J1 DEVELOP THE PERSONNEL ESTIMATE	OP 4.4, 5.5, 6.2	3-II-65				X													
214-00-J2 DEVELOP THE INTELLIGENCE ESTIMATE	OP 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 4.7, 5.1, 5.2, 6.2, 6.4, 6.5	3-II-71					X												
215-00-J3/J5 DEVELOP THE OPERATIONS ESTIMATE (OVERVIEW)	OP 1.1, 2.1, 2.2, 5.1, 5.2, 5.4, 5.7	3-II-76						X		X									
215A-00-J3/J5 DEVELOP THE OPERATIONS ESTIMATE - LAND OPERATIONS	OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.4, 6.1, 6.2, 6.3, 6.5	3-II-82					X	X		X			X						
215B-00-J3/J5 DEVELOP THE OPERATIONS ESTIMATE - AIR OPERATIONS	OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.4, 6.1, 6.2, 6.3, 6.5	3-II-88					X	X		X			X						
215C-00-J3/J5 DEVELOP THE OPERATIONS ESTIMATE - MARITIME OPERATIONS	OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.4, 6.1, 6.2, 6.3, 6.5	3-II-94					X	X		X			X						
215D-00-J3/J5 DEVELOP THE OPERATIONS ESTIMATE - SPECIAL OPERATIONS	OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.4, 6.1, 6.2, 6.3, 6.5	3-II-100					X	X		X			X						
215E-00-J3/J5 DEVELOP THE OPERATIONS ESTIMATE - SPACE SUPPORT OPERATIONS	OP 2.1, 2.2, 3.1, 5.1, 6.1	3-II-106					X	X		X			X						
215F-00-J3/J5 DEVELOP THE OPERATIONS ESTIMATE - RECONNAISSANCE AND SURVEILLANCE OPERATIONS	OP 2.2, 3.1, 6.1, 6.2, 6.4	3-II-110					X	X		X									
215G-00-J3/J5 DEVELOP THE OPERATIONS ESTIMATE - MULTINATIONAL OPERATIONS	OP 1.2, 2.5, 3.1, 3.2, 3.3, 4.5, 4.6, 4.7, 5.3, 5.4, 5.5, 5.7, 5.8, 6.1, 6.2, 6.3, 6.4, 6.5	3-II-114					X	X		X									
215H-00-J3/J5 DEVELOP THE OPERATIONS ESTIMATE - INTERAGENCY OPERATIONS	OP 4.7, 5.1, 5.7	3-II-121					X	X		X									
215I-00-J3 DEVELOP THE OPERATIONS ESTIMATE - CIVIL AFFAIRS (CA)	OP 1.5, 3.1, 3.3, 4.4, 4.6, 4.7, 5.7, 5.8, 6.2, 6.5	3-II-124						X											

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
215J-00-J2/J3 DEVELOP THE OPERATIONS ESTIMATE - METEOROLOGICAL AND OCEANOGRAPHIC (METOC) SUPPORT OPERATIONS	OP 2.2, 2.4	3-II-130					X	X											
215K-00 PAO (DEVELOP THE PUBLIC AFFAIRS ESTIMATE)	OP 5.1.6, 5.1.7	3-II-134						X			X								
215L-00-J3 DEVELOP THE OPERATIONS ESTIMATE - JOINT FIRES AND TARGETING	OP 2.2, 2.4, 3.1, 3.2, 5.1, 6.1	3-II-137					X	X		X			X						
215M-00-J3 DEVELOP THE OPERATIONS ESTIMATE - NUCLEAR, BILOGICAL, AND CHEMICAL (NBC) OPERATIONS	OP 3.2, 5.7, 6.2	3-II-141					X	X	X	X		X				X			
215N-00-J3/J5 DEVELOP THE OPERATIONS ESTIMATE - PERSONNEL RECOVERY (PR) OPERATIONS	OP 6.2	3-II-149					X	X		X			X						
215O-00-J3 DEVELOP THE OPERATIONS ESTIMATE - COMBATTING TERRORISM	OP4.7, 6.2, 6.5	3-II-154					X	X		X									
215P-00-PM DEVELOP THE OPERATIONS ESTIMATE - MILITARY POLICE OPERATIONS (MPOs)	OP 3.1, 4.6, 4.7, 6.5	3-II-159					X	X		X							X		
215R-00-J3 DEVELOP THE OPERATIONS ESTIMATE - EXPLOSIVE ORDNANCE DISPOSAL (EOD)	OP 1.3, 4.5, 6.2	3-II-165					X	X		X									
215S-00-J3/J5 DEVELOP THE OPERATIONS ESTIMATE - IFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW)	OP 2.1, 3.2, 5.6, 6.2, 6.3, 6.4	3-II-168					X	X		X	X								
215S-1-00-J3 DEVELOP THE IO/IW ESTIMATE - OPERATIONS SECURITY (OPSEC)	OP 6.2, 6.3	3-II-173					X	X		X	X								
215S-2-00-J3 DEVELOP THE IO/IW ESTIMATE - PSYCHOLOGICAL OPERATIONS (PSYOP)	OP 3.2	3-II-177					X	X		X	X		X		X				
215S-3-00-J3 DEVELOP THE IO/IW ESTIMATE - DECEPTION OPERATIONS	OP 2.1, 6.2, 6.4	3-II-181					X	X		X	X								
215S-4-00-J3 DEVELOP THE IO/IW ESTIMATE - ELECTRONIC WARFARE (EW)	OP 2.1, 3.2, 6.3	3-II-185					X	X		X	X		X						
215S-5-00-J3 DEVELOP THE IO/IW ESTIMATE - PHYSICAL ATTACK/ DESTRUCTION	OP 6.3	3-II-189					X	X		X	X		X		X				

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
215S-6-00-J3 DEVELOP THE IO/IW ESTIMATE - DEFENSIVE IO	OP 5.1, 6.2, 6.3	3-II-193					X	X		X	X								
215S-7-00-J3 DEVELOP THE IO/IW ESTIMATE - COMPUTER NETWORK ATACK (CNA)	OP 3.2	3-II-196					X	X		X	X								
215S-8-00-J3 DEVELOP THE IO/IW ESTIMATE - SPECIAL INFORMATION OPERATIONS (SIO)	OP 3.2	3-II-199					X	X		X	X								
215T-00-J3/J5/SJA DEVELOP THE OPERATIONS ESTIMATE - RULES OF ENGAGEMENT	OP 3.3, 5.4	3-II-202					X	X		X					X				
216-00-J4 DEVELOP THE LOGISTICS ESTIMATE (OVERVIEW)	OP 1.1, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 5.7, 6.2	3-II-206							X										
216A-00-J4 DEVELOP THE LOGISTICS ESTIMATE (TRANSPORTATION)	OP 1.1, 1.3, 4.1, 4.4, 4.5, 5.1	3-II-211							X										
216B-00-J4 DEVELOP THE LOGISTICS ESTIMATE (SUPPLY AND SERVICES)	OP 4.1, 4.3, 4.4, 4.5, 4.6, 4.7	3-II-217							X										
216C-00-J4 DEVELOP THE LOGISTICS ESTIMATE (FUELS)	OP 4.2	3-II-222							X										
216D-00-J4 DEVELOP THE LOGISTICS ESTIMATE (ENGINEERING)	OP 1.3, 1.4, 2.2, 2.4, 4.4, 4.5, 4.6, 4.7, 5.7, 6.2, 6.4, 6.5	3-II-226							X										
217-00-SURG DEVELOP THE MEDICAL SERVICES ESTIMATE	OP 1.6, 4.4	3-II-233					X	X	X	X						X			
218-00-J6 DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS (C4) ESTIMATE	OP 2.2, 2.3, 4.7, 5.1, 5.5, 5.7, 6.1, 6.2, 6.3	3-II-240									X								
219-00-SJA DEVELOP THE LEGAL ESTIMATE	OP 3.1, 4.4, 4.6, 4.7, 5.4, 5.7, 6.2	3-II-249				X		X		X					X				
220-00-COMPT DEVELOP THE FINANCIAL MANAGEMENT ESTIMATE	OP 4.4, 4.6, 4.8	3-II-252				X		X	X	X								X	
221-00-CHAP DEVELOP THE RELIGIOUS MINISTRY ESTIMATE	OP 4.4	3-II-255				X		X		X									X
222-00-PAO DEVELOP THE PUBLIC AFFAIRS ESTIMATE	OP 5.1, 5.8, 6.2	3-II-258	X					X		X				X					
223-00-HQ COMDT DEVELOP THE HEADQUARTERS SUPPORT ESTIMATE	OP 5.5	3-II-261			X							X							

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
PREPARATION AND DEPLOYMENT																			
301-00-J5 PREPARE FOR DEPLOYMENT	OP 1.1, 4.4, 4.6, 5.5	3-III-1			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
302-00-J3 CONTROL DEPLOYMENT	OP 1.1, 5.5	3-III-4			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
EMPLOYMENT																			
401A-00-CJTF MONITOR OPERATIONS (MAINTAIN STATUS)	OP 2.2, 3.2, 5.1, 5.5	3-IV-1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
401B-00-CJTF ASSESS OPERATIONS	OP 3.1, 5.1, 5.2, 5.3, 5.5, 5.7	3-IV-5	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
401C-00-CJTF PREPARE PLANS AND ORDERS	OP 5.3, 5.5, 5.7	3-IV-10	X					X		X									
401D-00-CJTF DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES	OP 5.2, 5.4, 5.5, 6.1, 6.5	3-IV-12	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
401E-00-CJTF ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION	OP 2.2, 2.3, 2.4, 2.5, 3.1, 3.2, 5.1, 5.3	3-IV-15	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
403-00-J2 CONTROL INTELLIGENCE OPERATIONS	OP 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 4.7, 5.1, 5.7, 6.2, 6.4, 6.5	3-IV-17					X												
404-00-J3 CONTROL LAND OPERATIONS	OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.3, 5.5, 6.1, 6.2, 6.3, 6.5	3-IV-25					X	X											
405-00-J3 CONTROL AIR OPERATIONS	OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.3, 5.5, 6.1, 6.2, 6.3, 6.5	3-IV-36					X	X											
406-00-J3 CONTROL MARITIME OPERATIONS	OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.3, 5.5, 6.1, 6.2, 6.3, 6.5	3-IV-49					X	X											
407-00-J3 CONTROL SPECIAL OPERATIONS	OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.3, 5.5, 6.1, 6.2, 6.3, 6.5	3-IV-64					X	X											
408-00-J3 CONTROL SPACE SUPPORT OPERATIONS	OP 2.1, 2.2, 3.1, 5.1, 6.1	3-IV-76					X	X											
409-00-J3 CONTROL AIR DEFENSE OPERATIONS	OP 6.1	3-IV-86					X	X											

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
410-00-J3 CONTROL AIRSPACE	OP 3.1, 3.2, 5.1, 6.1	3-IV-91					X	X											
411-00-J3 CONTROL JOINT FIRE SUPPORT	OP 2.2, 3.1, 3.2, 5.1, 6.1	3-IV-96					X	X											
412-00-J3 CONTROL FORCIBLE ENTRY OPERATIONS	OP 1.2	3-IV-100					X	X											
414-00-J3 CONTROL NUCLEAR, BIOLOGICAL, CHEMICAL (NBC) DEFENSE OPERATIONS	OP 5.7, 6.2	3-IV-106					X	X	X			X				X			
415-00-J3 CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW)	OP 2.1, 2.2, 3.2, 5.6, 6.2, 6.3	3-IV-110					X	X			X								
416-00-J3 CONTROL ELECTRONIC WARFARE (EW) OPERATIONS	OP 3.2.2.2	3-IV-116					X	X											
417-00-J3 CONTROL PSYCHOLOGICAL OPERATIONS (PSYOP)	OP 2.1, 2.2, 3.2	3-IV-120					X	X							X				
418-00-J3 CONTROL OPERATIONS SECURITY (OPSEC)	OP 6.2, 6.3	3-IV-123					X	X											
419-00-J3 CONTROL MILITARY DECEPTION OPERATIONS	OP 6.4	3-IV-129					X	X											
420-00-J3 CONTROL PERSONNEL RECOVERY (PR) OPERATIONS)	OP 4.5, 6.2	3-IV-133					X	X											
421-00-J3 CONTROL RECONNAISSANCE OPERATIONS	OP 2.1, 2.2, 3.1, 6.2, 6.4	3-IV-137					X	X											
422-00-J3 CONTROL NONCOMBATANT EVACUATION (NEO) OPERATIONS	OP 4.5, 6.2	3-IV-143				X	X	X											
424-00-J3 CONTROL CIVIL-MILITARY OPERATIONS (CMO)	OP 1.5, 3.3, 4.4, 4.6, 4.7, 5.7, 5.8, 6.2, 6.5	3-IV-147					X	X											
426-00-J3 CONTROL SHORT-NOTICE COUNTERDRUG OPERATIONS	OP 4.7	3-IV-151					X	X											
427-00-J3 CONTROL OPERATIONS TO COMBAT TERRORISM	OP 4.7, 6.2, 6.5	3-IV-155					X	X											
429-00-J3 CONTROL PEACE OPERATIONS	OP 3.3, 4.7	3-IV-159					X	X											

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
430-00-J3 CONTROL NATION ASSISTANCE OPERATIONS	OP 1.5, 3.3, 4.7, 5.7	3-IV-162					X	X											
431-00-J3 CONTROL METEOROLOGICAL AND OCEANOGRAPHIC (METOC) OPERATIONS	OP 2.2	3-IV-165					X	X											
432-00-J3 CONTROL VISUAL INFORMATION/COMBAT CAMERA (VI/COMCAM) DOCUMENTATION OPERATIONS	OP 3.1, 5.1	3-IV-169						X						X					
433-00-J3 CONTROL EXPLOSIVE ORDNANCE DISPOSAL (EOD) OPERATIONS	OP 1.3, 4.5	3-IV-173						X											
434-00-PM CONTROL MILITARY POLICE OPERATIONS (MPO)	OP 4.6, 4.7	3-IV-176						X									X		
435-00-J4 CONTROL LOGISTICS SUPPORT	OP 1.3, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 5.1, 5.7, 6.2	3-IV-181							X										
436-00-SURG CONTROL HEALTH SERVICES SUPPORT	OP 1.6, 4.4, 4.5	3-IV-186														X			
437-00-J1 CONTROL PERSONNEL SUPPORT	OP 4.4, 5.5	3-IV-190				X													
438-00-SJA CONTROL LEGAL SERVICES SUPPORT	OP 3.1, 3.3, 4.4, 4.6, 4.7, 5.4, 5.7, 6.2	3-IV-194													X				
439-00-COMPT CONTROL FINANCIAL RESOURCE SUPPORT	OP 4.4, 4.6, 4.8	3-IV-196																X	
440-00-CHAP CONTROL RELIGIOUS MINISTRY SUPPORT	OP 4.4	3-IV-199																	X
441-00-J6 CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS (C4) OPERATIONS	OP 2.1, 2.2, 2.3, 3.1, 4.7, 5.1, 6.1, 6.2, 6.3	3-IV-202									X								
442-00-PAO CONDUCT PUBLIC AFFAIRS (PA) OPERATIONS	OP 5.1, 5.8, 6.2	3-IV-207	X											X					
443-00-COS CONTROL LIAISON OPERATIONS	OP 4.7, 5.1, 5.4, 5.5, 5.7, 5.8, 6.5	3-IV-210			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
444-00-HQ COMDT PROVIDE HEADQUARTERS SUPPORT	OP 5.5	3-IV-213										X							
445-00-J5 PROJECT FUTURE CAMPAIGNS OR MAJOR OPERATIONS	OP 5.2, 5.5	3-IV-216	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND AND STAFF ELEMENTS

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
446-00-J3 CONTROL RULES OF ENGAGEMENT	OP 5.3, 5.4.3	3-IV-219	X					X						X					
TRANSITION																			
501-00-J5 PREPARE FOR TRANSITION	OP 4.7, 5.5	3-V-1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
502-00-J3 CONDUCT TRANSITION	OP 4.7, 5.5	3-V-5	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
PREPARATION AND REDEPLOYMENT																			
601-00-J5/J3 PREPARE FOR REDEPLOYMENT	OP 1.1, 5.2	3-VI-1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
602-00-J3 CONTROL REDEPLOYMENT	OP 1.1	3-VI-6	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

CHAPTER 3

COMPENDIUM OF TASKS

3-1. **General** This chapter provides a structure for training a Joint Task Force Headquarters (JTF HQ). The organization of sections and tasks follows a typical JTF life cycle (see Figure 3-1). The Commander, Joint Task Force (CJTF) and staff may use this chapter to develop training objectives and as a framework to assess the performance of staff sections and joint boards and centers. The tasks and subordinate tasks steps are critical to the accomplishment of the JTF assigned mission.

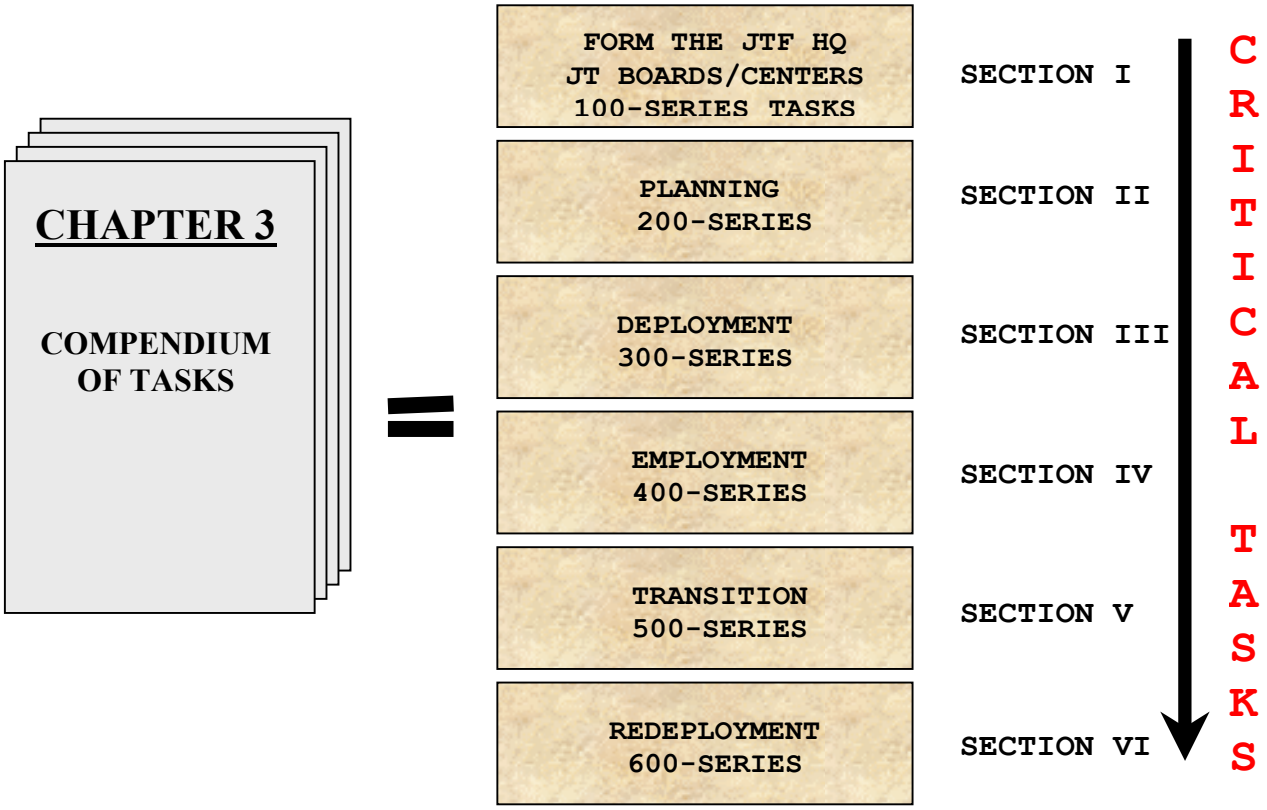


Figure 3-1
JTF Life Cycle

3-2. **Crisis Action Planning Procedures** The Joint Planning and Execution Community (JPEC) uses crisis action planning procedures to plan for and execute deployment and employment of US military forces in time-sensitive situations. These procedures are outlined in detail in Joint Operations Planning and Execution System (JOPES), Volume I (CJCSM 3122.01).

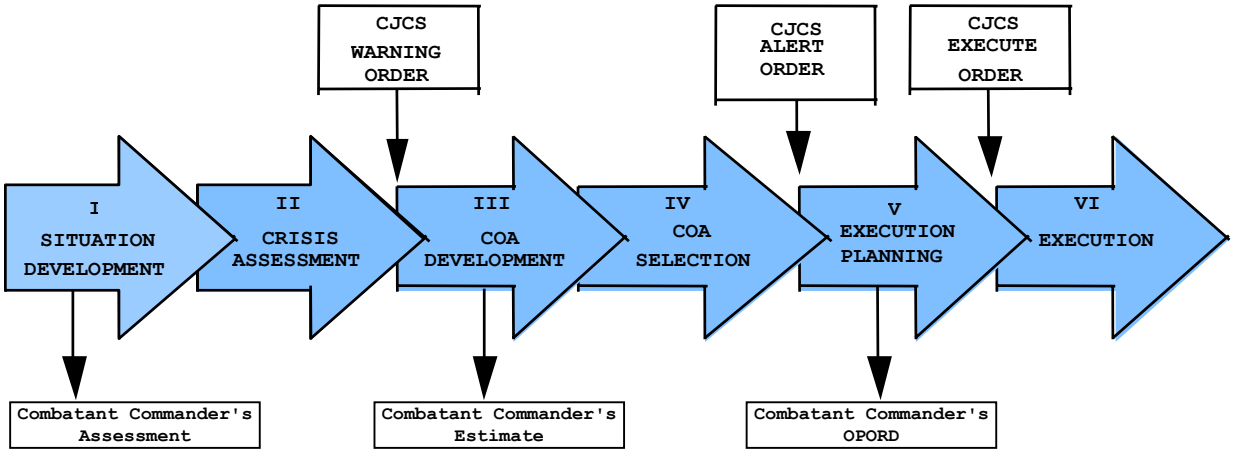


Figure 3-2
Crisis Action Planning Procedures
(CJCS/Combatant Commander's Level)

a. CJCS and Combatant Commander Level. The procedures are categorized into six phases, each of which begins with an event such as an order or report and ends with a decision or crisis resolution. As the crisis evolves through the six phases, primary action responsibility shifts between the President and SECDEF and the Combatant Commander. Figure 3-2 depicts the six phases of procedures and the orders and reports that typically cue the transition between phases. It must be noted that the criticality of the situation may require so rapid a response that the normal procedural sequence may be altered or abbreviated.

b. Combatant Commander and JTF Level. As a crisis evolves, the Combatant Commander may elect to form/activate a JTF HQ to conduct detailed operations planning as early as possible. Typically, formation of the JTF HQ occurs not later than completion of Phase IV, Course of Action (COA) Selection by the President or SECDEF. Figure 3-3 depicts the activation of the JTF HQ at the conclusion of Phase IV of Crisis Action Procedures. At this point, detailed execution planning commences and continues until crisis resolution or the President/SECDEF decision to execute the military option to deal with the crisis and execute the Operations Order (OPORD). In this case, the designated JTF HQ begins the six tasks associated with the JTF life cycle (in accordance with the MTG Tasks in this MTG) coinciding with Phase V, Execution Planning. In Figure 3-4, the Combatant Commander elects to form/activate the JTF HQ at the commencement of Phase III, COA Development. This option enables the designated JTF HQ to form earlier in the crisis and may permit fuller participation in the planning process. In these and other cases, the level of activity, participation and relationship between the Combatant Commander and JTF HQ is operationally and situationally dependent.

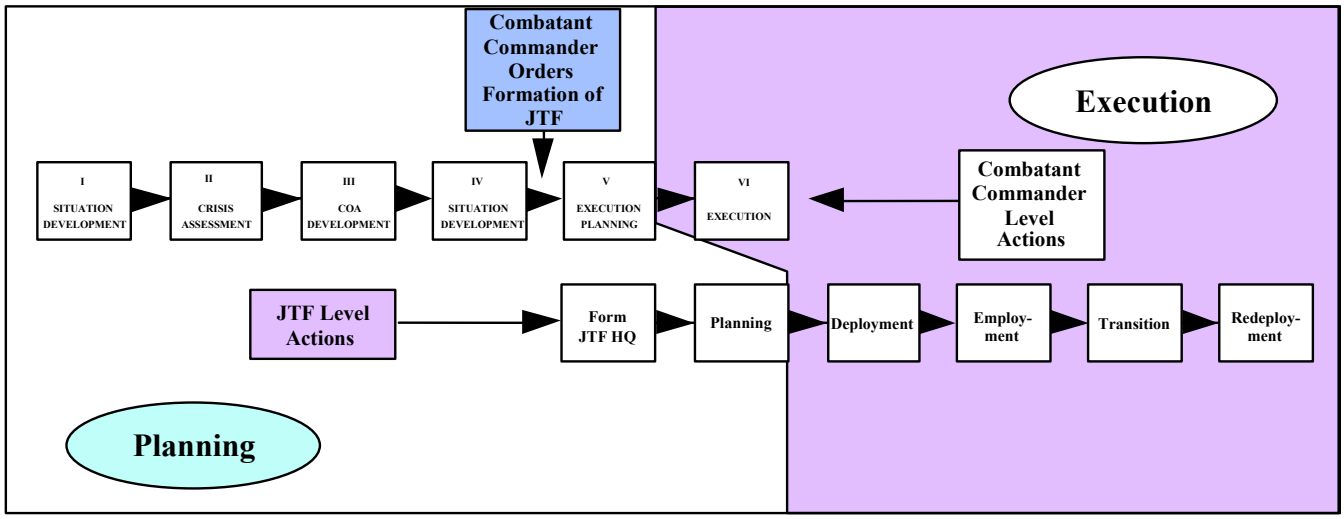


Figure 3-3
Planning and Execution
(Activation of JTF HQ on Conclusion of Phase IV)

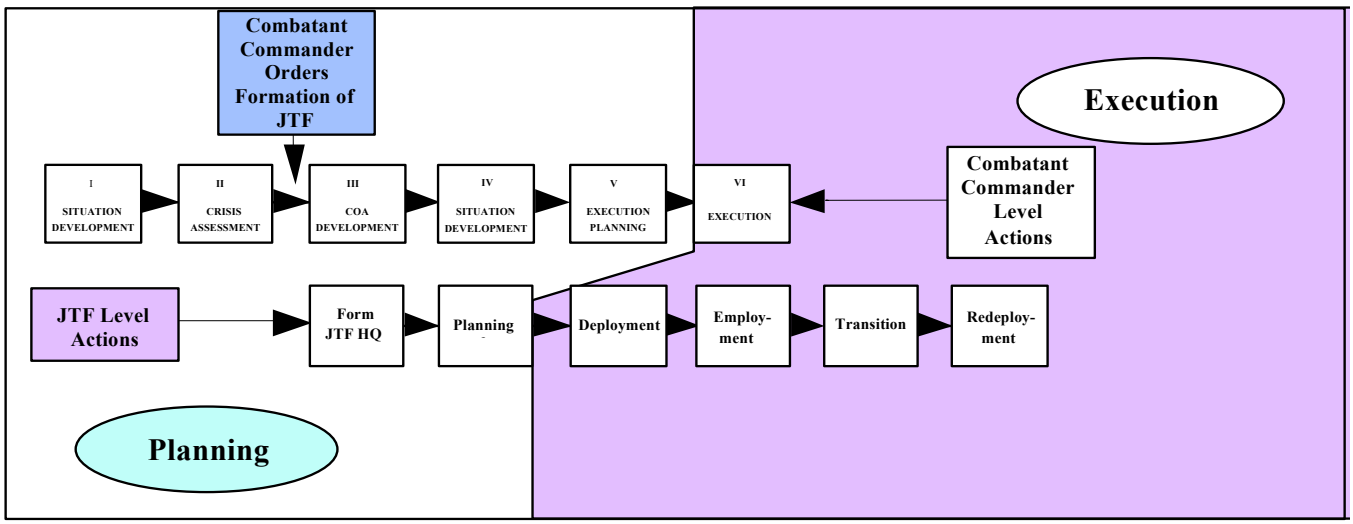


Figure 3-4
Planning and Execution
(Activation of JTF HQ on Commencement of Phase III)

3-3. **Format** Each MTG Task page contains the following information:

a. Element. The staff element(s), cell(s), section(s), office(s), center(s) and/or joint board(s) performing or supporting the accomplishment of the task or task step.

b. MTG Task. A description of a clearly defined and measurable activity to be performed by the identified element(s). The task number; the primary staff element, cell, section, office, center, and/or joint board responsible for accomplishing the task or supervising the accomplishment of the task; and the related UJTL tasks are listed after the task. All tasks are considered critical.

c. MTG Task Number. Identifies the task throughout the JTF HQ MTG.

d. MTG Task Situation. The situation under which the task is to be performed. Normally refers to status of crisis action planning procedures or to the results of mission analysis that identify operational requirements related to the task.

e. MTG Task Purpose. The basic purpose for which the task is performed. May include specific results or objectives of the task.

f. References. Publications used as references are listed for each critical task.

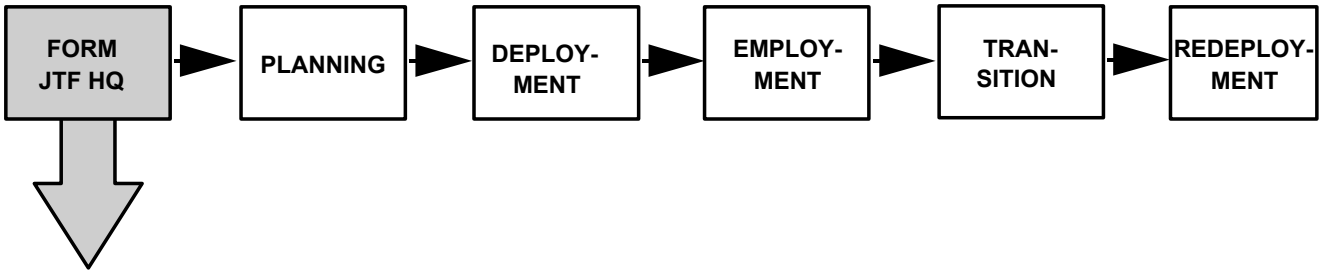
g. MTG Task Steps. A series of steps/actions that must be performed to accomplish the overall task. In most task steps, specific actions have been identified and listed to aid the user in accomplishing the step and subsequently the critical task. The criticality of the task step may vary depending upon the actual condition under which it is performed. The staff element, cell, section, office, center, and/or joint board performing or supporting the accomplishment of a task step are listed immediately after the task step.

3-4. **How to Use the MTG Tasks**

a. Training. The JTF HQ MTG provides the CJTF and staff a framework to guide the training of the JTF HQ. It includes a compilation of tasks required to support combat operations and Military Operations Other Than War (MOOTW). The MTG Tasks capture the JTF perspective by examining two distinct areas: (1) can the JTF successfully accomplish the assigned mission/task, and (2) are the command group and staff properly organized and trained to perform specific tasks? MTG Tasks may be used individually to train a single task or used in sequence with other MTG Tasks to train and assess selected or all phases of the JTF life cycle. The user may refer to the matrices in Chapter 2 for a listing (by staff element) of the task and page number for appropriate MTG Tasks in this chapter. Staff planners may use the MTG Tasks to form the basis of training plans by matching MTG Tasks to specific training events. MTG Tasks may then become the JTF's training objectives for use in long- and short-range training plans described in Chapter 3.

b. Operations. In actual military operations, JTF participants can use the critical tasks and tasks steps in the MTG Tasks to survey and guide the selection of command and staff tasks for the assigned missions and to identify the staff requirements for planning and execution of missions. Tasks and tasks steps may be used to tailor the structure and organization of the JTF HQ and offer insight as the JTF transitions through the JTF life cycle.

3-5. **MTG Task Index**



Task Title/Number Page

SECTION I - FORMING A JTF HEADQUARTERS

Establish the JTF Command Group
(Task 100-00-CJTF) ..... 3 - I - 1
1. Identify the JTF HQ base unit
(Task 100-01-CJTF) ..... 3 - I - 1
2. Identify key staff and command group personnel
(Task 100-02-CJTF) ..... 3 - I - 1
3. Provide guidance on JTF HQ organizational structure
(Task 100-03-CJTF) ..... 3 - I - 1
4. Advise CJTF on organization of JTF HQ
(Task 100-04-DCJTF/COS) ..... 3 - I - 2
5. Represent CJTF (when and how authorized)
(Task 100-05-DCJTF/COS) ..... 3 - I - 2
6. Coordinate the overall formation/organization of JTF Staff
(Task 100-06-COS) ..... 3 - I - 2

Establish the J1 (Personnel) Section
(Task 101-00-J1) ..... 3 - I - 4
1. Identify J1 Section requirements
(Task 101-01-J1) ..... 3 - I - 4
2. Develop/verify personnel policies/procedures
(Task 101-02-J1) ..... 3 - I - 4
3. Establish contact/coordinate requirements with counterparts
(Task 101-03-J1) ..... 3 - I - 5
4. Coordinate JTF HQ manning with other staff planners
(Task 101-04-J1) ..... 3 - I – 5

Establish the J2 (Intelligence) Section
(Task 102-00-J2) ..... 3 - I - 6
1. Identify J2 Section requirements
(Task 102-01-J2/COS) ..... 3 - I - 6

2. Establish the J2 Section
(Task 102-02-J2) ..... 3 - I - 6
3. Establish/organize the Joint Intelligence Support Element (JISE) to support the intelligence cycle
(Task 102-03-J2) ..... 3 - I - 7
4. Establish other intelligence boards, centers, and offices
(Task 102-04-J2/COS) ..... 3 - I - 7
5. Identify/provide intelligence support to JTF boards and operational sections
(Task 102-05-J2) ..... 3 - I - 7
6. Establish the JTF intelligence architecture
(Task 102-06-J2) ..... 3 - I - 7
7. Provide intelligence support to JTF planning
(Task 102-07-J2) ..... 3 - I - 8
8. Coordinate requirements with higher and lower counterparts
(Task 102-08-J2) ..... 3 - I - 8

Establish the J3 (Operations) Section
(Task 103-00-J3) ..... 3 - I - 9
1. Identify J3 Section requirements
(Task 103-01-J3/COS) ..... 3 - I - 9
2. Organize the J3 Section/Joint Operations Center (JOC) to support operational functions
(Task 103-02-J3) ..... 3 - I - 9
3. Establish/organize other boards, centers, offices
(Task 103-03-J3) ..... 3 - I - 10
4. Develop/verify operational policies/procedures
(Task 103-04-J3) ..... 3 - I - 10
5. Establish contact/coordinate requirements with higher and lower counterparts
(Task 103-05-J3) ..... 3 - I - 10

Establish the J4 (Logistics) Section
(Task 104-00-J4) ..... 3 - I - 11
1. Identify J4 Section requirements
(Task 104-01-J4) ..... 3 - I - 11
2. Organize the J4 Section/Logistics Readiness Center (LRC) to support logistics functions
(Task 104-02-J4) ..... 3 - I - 11
3. Organize the JTF Engineering Cell
(Task 104-03-J4) ..... 3 - I – 12
4. Organize the JTF Medical Cell
(Task 104-04-J4) ..... 3 - I - 12
5. Organize the JTF Comptroller Cell
(Task 104-05-J4) ..... 3 - I - 13
6. Establish/organize other boards, centers, and offices
(Task 104-06-J4) ..... 3 - I - 13

7. Develop/verify logistics policies/procedures
(Task 104-07-J4) ..... 3 - I - 13
8. Establish contact/coordinate requirements with higher and lower counterparts
(Task 104-08-J4) ..... 3 - I - 14

Establish the J5 (Plans and Policy) Section
(Task 105-00-J5) ..... 3 - I - 15
1. Identify J5 Section requirements
(Task 105-01-J5/J3/COS) ..... 3 - I - 15
2. Establish/organize the Joint Planning Group
(Task 105-02-J5/J3) ..... 3 - I - 15
3. Establish/organize the JOPES Support Element
(Task 105-03-J5) ..... 3 - I - 16
4. Establish section policies/procedures
(Task 105-04-J5) ..... 3 - I - 16
5. Establish contact/coordinate requirements with higher and lower counterparts
(Task 105-05-J5) ..... 3 - I - 16

Establish the J6 (Command, Control, Communications and Computer (C4)) Section
(Task 106-00-J6) ..... 3 - I - 17
1. Identify J6 Section requirements
(Task 106-01-J6/COS) ..... 3 - I - 17
2. Organize J6 Section/Joint Communications Control Center (JCCC) to support C4 functions
(Task 106-02-J6) ..... 3 - I - 18
3. Develop/verify C4 policies/procedures
(Task 106-03-J6) ..... 3 - I - 18
4. Establish contact/coordinate requirements with higher and lower counterparts
(Task 106-04-J6) ..... 3 - I - 19

Establish the Headquarters Commandant Section
(Task 107-00-HQ COMDT) ..... 3 - I - 20
1. Identify HQ Comdt Section/HQ Support Activity requirements
(Task 107-01-HQ COMDT) ..... 3 - I – 20
2. Organize the HQ Comdt Section/HQ Support Activity to perform support functions
(Task 107-02-HQ COMDT) ..... 3 - I - 20
3. Develop/verify HQ Comdt Section/HQ Support Activity policies/procedures
(Task 107-03-HQ COMDT) ..... 3 - I – 21
4. Establish contact/coordinate requirements with higher and lower counterparts
(Task 107-04-HQ COMDT) ..... 3 - I - 21

Establish Liaison Activities
(Task 108-00-COS)..... 3 - I - 22
1. Identify liaison activity requirements
(Task 108-01-COS)..... 3 - I - 22
2. Task liaison requirements
(Task 108-02-COS)..... 3 - I - 23
3. Receive and integrate liaison personnel
(Task 108-03-COS/LNO) ..... 3 - I - 23

Establish the Public Affairs (PA) Section
(Task 109-00-PAO) ..... 3 - I - 24
1. Identify Public Affairs Section requirements
(Task 109-01-PAO) ..... 3 - I - 24
2. Organize the Public Affairs Section to support PA functions
(Task 109-02-PAO) ..... 3 - I - 24
3. Develop/verify public affairs policies/procedures
(Task 109-03-PAO) ..... 3 - I - 24
4. Establish contact/coordinate requirements with higher and lower counterparts
(Task 109-04-PAO) ..... 3 - I - 25
5. Establish the Joint Information Bureau
(Task 109-05-PAO) ..... 3 - I - 25

Establish the Staff Judge Advocate (SJA) Section
(Task 110-00-SJA)..... 3 - I - 26
1. Identify SJA Section responsibilities
(Task 110-01-SJA)..... 3 - I - 26
2. Identify SJA Section requirements
(Task 110-02-SJA)..... 3 - I - 28
3. Establish contact/coordinate requirements with higher and lower counterparts
(Task 110-03-SJA)..... 3 - I - 29
4. Ensure section personnel are trained and ready to deploy
(Task 110-04-SJA).....3 - I – 30

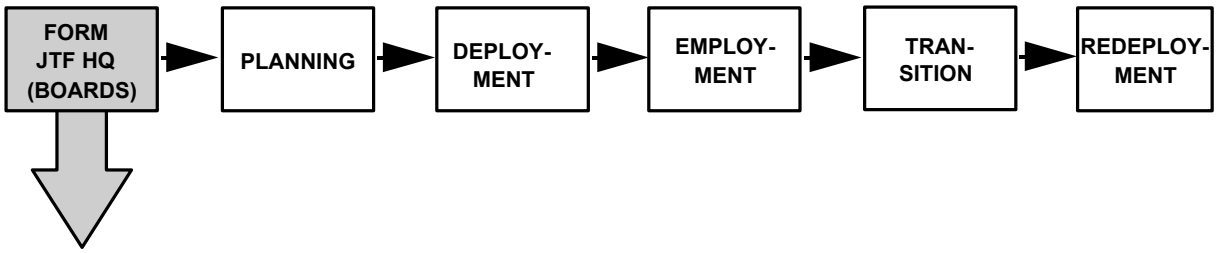
Establish the Surgeon's Section
(Task 111-00-SURG)..... 3 - I - 31
1. Identify the Surgeon's Section requirements
(Task 111-01-SURG)..... 3 - I - 31
2. Organize the Surgeon's Section to provide medical services support
(Task 111-02-SURG).....3 - I – 31
3. Establish offices
(Task 111-03-SURG)..... 3 - I - 32

4. Develop/verify medical services support policies/procedures
(Task 111-04-SURG).....3 - I – 32
5. Establish contact/coordinate requirements with higher and lower counterparts
(Task 111-05-SURG)..... 3 - I - 32

Establish the Provost Marshal (PM) Section
(Task 112-00-PM)..... 3 - I - 33
1. Identify PM Section requirements
(Task 112-01-PM)..... 3 - I - 33
2. Organize the PM Section to plan and control/monitor military police operations
(Task 112-02-PM)..... 3 - I - 33
3. Develop/verify policies/procedures
(Task 112-03-PM)..... 3 - I - 33
4. Establish contact/coordinate requirements with higher and lower counterparts
(Task 112-04-PM)..... 3 - I - 34

Establish the Comptroller Section
(Task 113-00-COMPT)..... 3 - I - 35
1. Identify Comptroller Section requirements
(Task 113-01-COMPT)..... 3 - I - 35
2. Organize the Comptroller Section to plan and control/monitor JTF financial management operations
(Task 113-02-COMPT)..... 3 - I - 35
3. Develop/verify policies/procedures
(Task 113-03-COMPT)..... 3 - I - 35
4. Establish contact/coordinate requirements with higher and lower counterparts
(Task 113-04-COMPT)..... 3 - I - 36

Establish the Chaplain Section
(Task 114-00-CHAP)..... 3 - I - 37
1. Identify Chaplain Section requirements
(Task 114-01-CHAP)..... 3 - I - 37
2. Organize the Chaplain Section to plan and control/monitor JTF religious support operations
(Task 114-02-CHAP)..... 3 - I - 37
3. Develop/verify policies/procedures
(Task 114-03-CHAP)..... 3 - I - 37
4. Establish contact/coordinate requirements with higher and lower counterparts
(Task 114-04-CHAP)..... 3 - I - 38



SECTION I - GENERAL BOARDS/BUREAUS/CENTERS

Establish/Operate the Joint Targeting Coordination Board (JTCB)
(Task 115-00-CJTF) ..... 3 - I - 39
1. Establish the Joint Targeting Coordination Board
(Task 115-01-CJTF) ..... 3 - I - 39
2. Establish JTCB leadership and membership
(Task 115-02-CJTF) ..... 3 - I - 40
3. Establish administrative/technical support for the JTCB
(Task 115-03-CJTF/Dir-JTCB) ..... 3 - I - 40
4. Operate the JTCB
(Task 115-04-Dir-JTCB) ..... 3 - I - 40

Establish/Operate the Joint Visitors Bureau (JVB)
(Task 116-00-COS) ..... 3 - I - 43
1. Identify operational areas/significant subareas represented in the campaign/operation
(Task 116-01-COS/Dir-JVB) ..... 3 - I - 43
2. Establish JVB leadership, general manning, and duties
(Task 116-02-COS/Dir-JVB) ..... 3 - I - 43
3. Establish JVB procedures
(Task 116-03-COS/Dir-JVB) ..... 3 - I - 44

Establish/Operate the Joint Information Bureau (JIB)
(Task 117-00-PAO) ..... 3 - I - 46
1. Identify operational areas and significant subareas represented in the campaign/operation
(Task 117-01-PAO) ..... 3 - I - 46
2. Establish JIB leadership, general manning, and duties
(Task 117-02-COS) ..... 3 - I - 46
3. Establish JIB procedures
(Task 117-03-Dir-JIB) ..... 3 - I – 48

Establish/Operate the Joint Personnel Reception Center (JPRC)
(Task 118-00-J1) ..... 3 - I - 50
1. Identify replacement functions required of the JPRC
(Task 118-01-J1) ..... 3 - I – 50

2. Determine/develop the concept for JPRC operation
(Task 118-02-J1) ..... 3 - I - 51
3. Determine requirements/organization of the JPRC
(Task 118-03-J1/Dir-JPRC) ..... 3 - I - 51
4. Develop JPRC operating policies/procedures
(Task 118-04-J1/Dir-JPRC) ..... 3 - I - 52

Establish/Operate the Evacuation Control Center (ECC)
(Task 119-00-J3) ..... 3 - I - 53
1. Identify operational environment that may affect preparations for the evacuation mission
(Task 119-01-J3) ..... 3 - I - 53
2. Identify Evacuation Control Center functions
(Task 119-02-J3/J1) ..... 3 - I - 53
3. Identify requirements/establish ECC manning
(Task 119-03-J3/Dir-ECC) ..... 3 - I - 53
4. Identify processing equipment/facilities
(Task 119-04-Dir-ECC) ..... 3 - I - 54
5. Identify/establish/staff processing stations and assigns duties
(Task 119-05-Dir-ECC) ..... 3 - I - 54
6. Establish evacuation center policies/procedures
(Task 119-06-Dir-ECC) ..... 3 - I - 56

Establish/Maintain an Information Management Process to Coordinate the Joint Staff
(Task 120-00-CJTF/COS) ..... 3 - I - 58
1. Establish an Information Management Process
(Task 120-01-COS) ..... 3 - I - 58
2. Establish a Formal Organizational Control Process
(Task 120-02-COS) ..... 3 - I - 58
3. Establish an Informal Organizational Control Process
(Task 120-03-COS) ..... 3 - I - 59
4. Establish administrative/technical support
(Task 120-04-CJTF/Dir-JIMB) ..... 3 - I - 59
5. Operate the Information Management Process
(Task 120-05-COS) ..... 3 - I – 59

SECTION I - <u>INTELLIGENCE CENTERS/FACILITIES</u>

Establish/Operate the Joint Intelligence Support Element (JISE)
(Task 121-00-J2) ..... 3 - I - 60
1. Identify intelligence functions required to support the scope of potential operations
(Task 121-01-J2) ..... 3 - I – 60

2. Organize functional area intelligence operations cells to accomplish area requirements
(Task 121-02-J2/Dir-JISE) ..... 3 - I - 64
3. Organize JIC leadership, general manning, and duties
(Task 121-03-Dir-JISE) ..... 3 - I - 64
4. Establish JISE procedures
(Task 121-04-Dir-JISE) ..... 3 - I - 66

Establish/Operate the Joint Interrogation and Debriefing Center (JIDC)
(Task 122-00-J2) ..... 3 - I - 67
1. Establish/organize the JIDC
(Task 122-01-J2/Dir-JIDC) ..... 3 - I - 67
2. Establish JIDC duties/responsibilities
(Task 122-02-Dir-JIDC) ..... 3 - I - 68
3. Develop/disseminate IPW/CED policies and procedures
(Task 122-03-Dir-JIDC) ..... 3 - I - 68
4. Plan IPW/CED operations
(Task 122-04-Dir-JIDC) ..... 3 - I - 68
5. Conduct IPW/CED operations
(Task 122-05-Dir-JIDC) ..... 3 - I - 69

Establish/Operate the Joint Captured Materiel Exploitation Center (JCMEC)
(Task 123-00-J2/Dir JCMEC) ..... 3 - I - 70
1 Establish/organize the JCMEC
(Task 123-01-J2/Dir-JCMEC) ..... 3 - I - 70
2. Establish JCMEC duties/responsibilities
(Task 123-02-Dir-JCMEC) ..... 3 - I - 71
3. Develop/disseminate CED/CEE policies and procedures
(Task 123-03-Dir-JCMEC) ..... 3 - I - 71
4. Plan CED/CEE operations
(Task 123-04-Dir-JCMEC) ..... 3 - I - 72
5. Conduct CED/CEE operations
(Task 123-05-Dir-JCMEC) ..... 3 - I - 72

Establish/Operate the Joint Counterintelligence/Human Intelligence Staff Element (J2X)
(Task 124-00-J2/J2X) ..... 3 - I - 73
1. Establish/organize the J2X
(Task 124-01-J2/Dir-J2X) ..... 3 - I - 73
2. Establish J2X duties/responsibilities
(Task 124-02-J2/Dir-J2X) ..... 3 - I - 74
3. Develop/disseminate J2X policies, procedures, and products
(Task 124-03-J2/Dir-J2X) ..... 3 - I - 75

4. Plan CI and HUMINT operations
(Task 124-04-J2/Dir-J2X)..... 3 - I - 75
5. Conduct, coordinate and deconflict CI and HUMINT operations
(Task 124-05-J2/Dir-J2X)..... 3 - I - 75

Establish/Operate the Intelligence Collections Synchronization Board (ICSB)
(Task 125-00-J2)..... 3 - I - 76
1. Establish the Intelligence Collections Synchronization Board
(Task 125-01-J2)..... 3 - I - 76
2. Determine the organization and operation of the Intelligence Collections Synchronization Board
(Task 125-02-J2)..... 3 - I - 76

Establish/Operate the J-2 Targeting Section
(Task 126-00-J2/J3)..... 3 - I - 78
1. Establish the J-2 Targeting Section
(Task 126-01-J2)..... 3 - I - 78
2. Determine the organization and operation of the J-2 Targeting Section
(Task 126-02-J2)..... 3 - I - 79

SECTION I - <u>OPERATIONS/PLANNING CENTERS</u>

Establish/Operate the Joint Operations Center (JOC)
(Task 127-00-J3)..... 3 - I - 81
1. Identify operational areas and significant subareas represented in the campaign/operation plan
(Task 127-01-J3)..... 3 - I - 81
2. Establish JOC leadership, general manning, and duties
(Task 127-02-J3)..... 3 - I - 83
3. Establish JOC procedures
(Task 127-03-J3/Dir-JOC)..... 3 - I - 84

Establish/Operate the Joint Fires Element (JFE)
(Task 128-00-DCJTF/COS/J3)..... 3 - I - 86
1. Establish the Joint Fires Element
(Task 128-01-J3)..... 3 - I - 86
2. Determine the organization and operation of the Joint Fires Element
(Task 128-02-J3)..... 3 - I – 87

Establish/Operate the Civil-Military Operations Center (CMOC)
(Task 129-00-J3)..... 3 - I - 88
1. Identify essential tasks, functional areas, and significant subareas represented in the civil-military mission of the JTF
(Task 129-01-J3/J5)..... 3 - I - 88

2. Establish CMOC leadership, general manning, organization, and duties
(Task 129-02-J3) ..... 3 - I - 89
3. Establish CMOC procedures
(Task 129-03-J3/Dir-CMOC) ..... 3 - I – 90

Establish/Operate the Joint Personnel Recovery Center (JPRC)
(Task 130-00-J3) ..... 3 - I - 92
1. Establish/organize Joint Personnel Recovery Center (at JTF or component level)
(Task 130-01-J3) ..... 3 - I - 92
2. Establish JPRC duties and responsibilities
(Task 130-02-J3) ..... 3 - I - 93
3. Develop/disseminate PR policies and procedures
(Task 130-03-J3/Dir-JPRC) ..... 3 - I - 93
4. Plan PR
(Task 130-04-J3/Dir-JPRC) ..... 3 - I - 94
5. Coordinate PR operations
(Task 130-05-J3/Dir-JPRC) ..... 3 - I - 95

Establish/Operate the Joint Rear Tactical Operations Center (JRTOC)
(Task 131-00-CJTF/JRAC) ..... 3 - I - 97
1. Establish/organize the JRTOC
(Task 131-01-CJTF/JRAC) ..... 3 - I - 97
2. Establish JRAC/JRTOC duties and responsibilities
(Task 131-02-JRAC) ..... 3 - I - 98
3. Develop/disseminate JRA policies and procedures
(Task 131-03-JRAC) ..... 3 - I - 101
4. Plan JRA operations
(Task 131-04-JRAC) ..... 3 - I - 101
5. Coordinate/monitor JRA operations
(Task 131-05-JRAC) ..... 3 - I - 110

Establish/Operate the Joint Deployment Board (JDB)
(Task 132-00-COS/J3) ..... 3 - I - 112
1. Conduct force deployment oversight for planning and execution
(Task 132-01-COS) ..... 3 - I - 112
2. Establish the JDB leadership and duties
(Task 132-02-COS) ..... 3 - I - 112
3. Organize the Joint Deployment Board (JDB)
(Task 132-03-COS) ..... 3 - I - 113
4. Conduct the JDB meeting
(Task 132-04-COS) ..... 3 - I - 113

Establish/Operate the Joint Military Police Agency (JMPA)
(Task 133-00-PMO/Cdr JPMA) ..... 3 - I - 114
1. Establish duties of the staff Provost Marshal (PM)/JMPA
(Task 133-01-PMO/Cdr JMPA) ..... 3 - I – 114

2. Organize the JMPA
(Task 133-02-PMO/Cdr JMPA) ..... 3 - I - 114
3. Determine the nature and concept of joint military police operations
(Task 133-03-PMO/Cdr JMPA) ..... 3 - I – 115
4. Provide input to PMO's staff estimate process
(Task 133-04-Cdr JMPA) ..... 3 - I - 115
5. Coordinate with Service MP forces and HN police forces
(Task 133-05-PMO/Cdr JMPA) ..... 3 - I - 115

Establish/Operate the Joint Planning Group (JPG)
(Task 134-00-J5/J3) ..... 3 - I - 116
1. Establish JPG leadership and duties
(Task 134-01-JPG) ..... 3 - I - 116
2. Establish/execute JPG procedures
(Task 134-02-JPG) ..... 3 - I - 118
3. Continue the Planning Process
(Task 134-03-JPG) ..... 3 - I - 121
4. Conduct Plans Hand-off
(Task 134-04-JPG) ..... 3 - I - 121

SECTION I - LOGISTICS BOARDS/OFFICES/CENTERS

Establish/Operate the Logistics Readiness Center (LRC)
(Task 135-00-J4) ..... 3 - I - 122
1. Establish and organize the LRC
(Task 135-01-J4) ..... 3 - I - 122
2. Operate the LRC
(Task 135-02-J4/Dir-LRC) ..... 3 - I - 123

Establish/Operate the Joint Munitions Board (JMB)
(Task 136-00-J4) ..... 3 - I - 126
1. Establish and organize the JMB
(Task 136-01-J4) ..... 3 - I - 126
2. Operate/convene the JMB
(Task 136-02-J4/Dir-JMB) ..... 3 - I - 127

Establish/Operate the Joint Material Management Office (JMMO)
(Task 137-00-J4) ..... 3 - I - 129
1. Establish and organize the JMMO
(Task 137-01-J4) ..... 3 - I – 129
2. Operate/convene the JMMO
(Task 137-02-J4/Dir-JMMO) ..... 3 - I – 130

Establish/Operate the Subarea Petroleum Office (SAPO)
(Task 138-00-J4) ..... 3 - I - 132
1. Establish the SAPO
(Task 138-01-J4) ..... 3 - I - 132
2. Operate/convene the SAPO
(Task 138-02-J4/Dir-SAPO) ..... 3 - I – 134

Establish/Operate the Joint Movement Center (JMC)
(Task 139-00-J4) ..... 3 - I - 135
1. Establish and organize the JMC
(Task 139-01-J4) ..... 3 - I - 135
2. Operate the JMC
(Task 139-02-J4/Dir-JMC) ..... 3 - I - 138

Establish/Operate the Joint Mortuary Affairs Office (JMAO) or Subarea Graves Registration Office (SAGRO)
(Task 140-00-J4/J1) ..... 3 - I - 140
1. Establish and organize the JMAO/SAGRO
(Task 140-01-J4) ..... 3 - I - 140
2. Operate the JMAO/SAGRO
(Task 140-02-J4/Dir-JMAO/SAGRO) ..... 3 - I - 141

Establish/Operate the Joint Civil-Military Engineering Board (JCMEB)
(Task 141-00-J4) ..... 3 - I - 143
1. Establish the JCMEB
(Task 141-01-J4) ..... 3 - I - 143
2. Operate/Convene the JCMEB
(Task 141-02-J4/Dir-JCMEB) ..... 3 - I - 145

Establish/Operate the Joint Facilities Utilization Board (JFUB)
(Task 142-00-J4) ..... 3 - I - 146
1. Establish and organize the Joint Facilities Utilization Board
(Task 142-01-J4) ..... 3 - I - 146
2. Operate/Convene the JFUB
(Task 142-02-J4/Dir-JFUB) ..... 3 - I – 147

SECTION I - <u>COMMUNICATIONS CENTERS</u>

Establish/Operate the Joint Communications Control Center (JCCC)
(Task 143-00-J6) ..... 3 - I - 149
1. Identify operations areas and significant subareas represented in the campaign/operation
(Task 143-01-J6) ..... 3 - I - 149

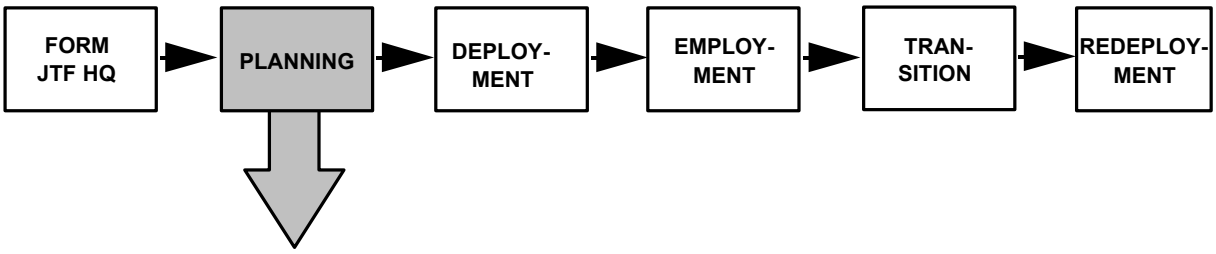
2. Establish JCCC leadership, general manning, and duties
(Task 143-02-J6) ..... 3 - I – 149
3. Establish JCCC procedures
(Task 143-03-J6/Dir-JCCC) ..... 3 - I – 151

SECTION I - MEDICAL OFFICES

Establish/Operate the JTF Patient Movement Requirements Center (JPMRC)
(Task 144-00-SURG) ..... 3 - I - 153
1. Establish and organize the JPMRC
(Task 144-01-SURG) ..... 3 - I - 153
2. Identify and make available administrative and logistic support for the JPMRC
(Task 144-02-SURG) ..... 3 - I - 155
3. Operate/convene the JPMRC
(Task 144-03-SURG/Dir-JPMRC) ..... 3 - I - 155

Establish/Operate the Area Joint Blood Program Office (AJBPO)
(Task 145-00-SURG) ..... 3 - I - 157
1. Establish and organize AJBPO(s)
(Task 145-01-SURG) ..... 3 - I - 157
2. Operate the AJBPO
(Task 145-02-SURG/Dir-JBPO) ..... 3 - I - 159

Establish/Operate the Rules of Engagement (ROE) Planning Cell
(Task 146-00-SJA) ..... 3 - I - 160
1. Establish ROE Planning Cell membership
(Task 146-01-J3/J5/SJA) ..... 3 - I - 160
2. Establish ROE Planning Cell responsibilities
(Task 146-02-J3/J5/SJA) ..... 3 - I - 160
3. Establish ROE Planning Cell procedures
(Task 146-03-J3/J5/SJA) ..... 3 - I - 161



SECTION II - PLANNING

General ..... 3 - II - b
JTF Operational Planning Process ..... 3 - II - b
Roles in Planning ..... 3 - II - c
The Planning Process ..... 3 - II - e

Tasks:

Conduct Operational Mission Analysis
(Task 201-00-JPG) ..... 3 - II - 1
1. Determine known facts, current status, or conditions
(Task 201-01-JPG/Staff) ..... 3 - II - 1
2. Develop assumptions to replace missing or unknown facts
(Task 201-02-JPG) ..... 3 - II - 3
3. Analyze the Combatant Commander's mission and intent
(Task 201-03-JPG) ..... 3 - II - 3
4. Determine limitations
(Task 201-04-JPG/Staff) ..... 3 - II - 4
5. Determine enemy and own center(s) of gravity (COG)/decisive points
(Task 201-05-JPG) ..... 3 - II - 4
6. Identify the operational-level tasks to be performed
(Task 201-06-JPG) ..... 3 - II - 5
7. Conduct an initial JTF force structure analysis
(Task 201-07-JPG) ..... 3 - II - 5
8. Conduct an initial risk assessment
(Task 201-08-JPG/Staff) ..... 3 - II - 5
9. Determine the military end state (conditions that define success/termination of operations)
(Task 201-09-JPG) ..... 3 - II - 6
10. Develop a mission statement
(Task 201-10-JPG) ..... 3 - II - 7
11. Prepare a mission analysis brief
(Task 201-11-JPG) ..... 3 - II - 7
12. Receive the CJTF's guidance
(Task 201-12-JPG/Staff) ..... 3 - II - 8

Issue Planning Guidance
(Task 202-00-CJTF/J3/J5) ..... 3 - II -10
1. Provide initial guidance
(Task 202-01-CJTF) ..... 3 - II -10
2. Provide subsequent guidance
(Task 202-02-CJTF) ..... 3 - II -11
3. Communicate guidance through warning orders, commanders' meetings, etc.
(Task 202-03-CJTF) ..... 3 - II -12

Issue Warning Orders
(Task 203-00-JPG) ..... 3 - II - 13
1. Issue the Initial Warning Order
(Task 203-01-J3/JPG) ..... 3 - II - 13
2. Issue Subsequent Warning Orders
(Task 203-02-J3/JPG) ..... 3 - II - 15

Develop Courses of Action (COAs)
(Task 204-00-JPG) ..... 3 - II - 16
1. Develop initial courses of action
(Task 204-01-JPG) ..... 3 - II - 16
2. Prepare the COA concept of operations statement (or tasks), sketch, and task organization
(Task 204-02-JPG) ..... 3 - II - 20
3. Brief CJTF/staff on COAs under consideration
(Task 204-03-JPG) ..... 3 - II - 21
4. CJTF provides guidance on COAs
(Task 204-04-CJTF) ..... 3 - II - 21
5. Continue the staff estimate process
(Task 204-05-JPG/Staff) ..... 3 - II - 21
6. Conduct vertical and horizontal parallel planning
(Task 204-06-Staff) ..... 3 - II - 21

Develop Staff Estimates
(Task 205-00-Staff/JPG) ..... 3 - II - 23
1. Situation analysis
(Task 205-01-Staff) ..... 3 - II - 23
2. Receive CJTF planning guidance
(Task 205-02-Staff) ..... 3 - II - 24
3. Develop support options for JTF COAs
(Task 205-03-Staff) ..... 3 - II - 24
4. Analyze options for support of JTF COAs
(Task 205-04-Staff) ..... 3 - II - 24
5. Compare options for support of JTF COAs
(Task 205-05-Staff) ..... 3 - II - 25

6. Receive CJTF's decision on COAs
(Task 205-06-Staff)..... 3 - II – 25
7. Provide input into the JTF plan/order
(Task 205-07-Staff)..... 3 - II - 25

Analyze Courses of Action (Wargaming)
(Task 206-00-JPG)..... 3 - II - 26
1. Prepare for COA analysis (wargaming)
(Task 206-01-JPG)..... 3 - II - 26
2. Conduct analysis (wargame) and assess the results
(Task 206-02-JPG)..... 3 - II - 31

Compare Courses of Action (COAs)
(Task 207-00-JPG)..... 3 - II - 38
1. Prepare for course of action comparison
(Task 207-01-JPG)..... 3 - II - 38
2. Conduct and record the comparisons
(Task 207-02-JPG)..... 3 - II - 43
3. Determine a recommended COA
(Task 207-03-COS/DCJTF/J5/J3/STAFF) ..... 3 - II - 43
4. Brief the CJTF
(Task 207-04-JPG)..... 3 - II - 43

Select/Modify a Course of Action
(Task 208-00-JPG)..... 3 - II - 44
1. Prepare the COA decision briefing
(Task 208-01-JPG)..... 3 - II - 44
2. Present the COA decision briefing
(Task 208-02-JPG)..... 3 - II - 45
3. CJTF selects/modified COA
(Task 208-03-CJTF) ..... 3 - II - 46
4. Prepare the Commander's Estimate
(Task 208-04-JPG)..... 3 - II - 46

Prepare Operations Plans and Orders
(Task 209-00-JPG)..... 3 - II - 48
1. Develop base paragraphs of operation plans/orders
(Task 209-01-JPG/Staff)..... 3 - II - 48
2. Develop appropriate annexes
(Task 209-02-JPG)..... 3 - II - 49

Prepare Time-Phased Force and Deployment Data (TPFDD)
(Task 210-00-J3/J4/J5) ..... 3 - II -55
1. Contribute to JTF mission analysis
(Task 210-01-J3)..... 3 - II -55

2. Receive CJTF's planning guidance
(Task 210-02-J3) ..... 3 - II -56
3. Provide TPFDD support to JTF COA development
(Task 210-03-J3) ..... 3 - II -56
4. Provide TPFDD support during JTF COA analysis
(Task 210-04-J3) ..... 3 - II -56
5. Provide TPFDD support during JTF COA comparison
(Task 210-05-J3) ..... 3 - II -56
6. Provide TPFDD support during JTF COA selection/modification
(Task 210-06-J3) ..... 3 - II -57
7. Provide support during JTF OPORD development
(Task 210-07-J3) ..... 3 - II -57

Issue/Synchronize Operations Plans and Orders
(Task 211-00-CJTF/J3) ..... 3 - II - 58
1. Approve the plan/order
(Task 211-01-CJTF) ..... 3 - II - 58
2. Brief the plan/order to component commanders/key staffs/ organizations/agencies
(Task 211-02-JPG) ..... 3 - II - 58
3. Transmit the plan/order
(Task 211-03-J3) ..... 3 - II - 58
4. Synchronize the plan/order
(Task 211-04-J3/J5 ..... 3 - II - 59
5. Modify the plan/order (if required)
(Task 211-05-J3/J5) ..... 3 - II - 59
6. Consider requirements for rehearsals
(Task 211-06-J3/J5) ..... 3 - II - 59

Conduct Rehearsals
(Task 212-00-CDRs/Staffs) ..... 3 - II - 60
1. Prepare for rehearsals
(Task 212-01-CJTF/J3) ..... 3 - II - 60
2. Conduct commanders' and staff rehearsals
(Task 212-02-CJTF/J3) ..... 3 - II - 62

Develop the Personnel Estimate
(Task 213-00-J1) ..... 3 - II -65
1. Contribute to the JTF's overall mission analysis
(Task 213-01-J1) ..... 3 - II -65
2. Receive the CJTF planning guidance
(Task 213-02-J1) ..... 3 - II -66
3. Develop personnel support options for each JTF COA
(Task 213-03-J1) ..... 3 - II –66
4. Analyze personnel support options for each JTF COA (wargaming)
(Task 213-04-J1) ..... 3 - II -67

5. Compare personnel support options for each JTF COA
(Tasks 213-05-J1) ..... 3 - II -69
6. Receive the CJTF's decision on COAs
(Task 213-06-J1) ..... 3 - II –69
7. Provide input/develop the personnel annex to the JTF plan/order
(Task 213-07-J1) ..... 3 - II -69

Develop the Intelligence Estimate
(Task 214-00-J2) ..... 3 - II - 71
1. Contribute to mission analysis
(Task 214-01-J2) ..... 3 - II - 71
2. Receive CJTF planning guidance
(Task 214-02-J2) ..... 3 - II - 73
3. Develop intelligence support for the JTF's courses of action
(Task 214-03-J2) ..... 3 - II - 73
4. Participate in COA analysis (wargaming)
(Task 214-04-J2) ..... 3 - II - 74
5. Participate in COA comparison
(Task 214-05-J2) ..... 3 - II - 74
6. Receive CJTF decision on COAs
(Task 214-06-J2) ..... 3 - II - 74
7. Provide Intelligence input to JTF OPORDs/OPLANs
(Task 214-07-J2) ..... 3 - II - 75

Develop the Operations Estimate - Overview
(Task 215-00-J3/J5) ..... 3 - II - 76
1. Conduct operations situation analysis
(Task 215-01-J3) ..... 3 - II - 76
2. Receive CJTF planning guidance
(Task 215-02-J3) ..... 3 - II - 77
3. Develop operations options for each JTF COA
(Task 215-03-J3) ..... 3 - II - 77
4. Analyze operations options for each JTF COA
(Task 215-04-J3) ..... 3 - II - 80
5. Compare operations support options for each JTF COA
(Task 215-05-J3) ..... 3 - II - 80
6. Receive CJTF's decision on COAs
(Task 215-06-J3) ..... 3 - II - 81
7. Provide operations input to JTF plan/order
(Task 215-07-J3) ..... 3 - II - 81

Develop the Operations Estimate – Land Operations
(Task 215A-00-J3/J5) ..... 3 - II - 82
1. Contribute to the JTF's overall mission analysis
(Task 215A-01-J5/J3) ..... 3 - II - 82

2. Receive CJTF planning guidance
(Task 215A-02-J5/J3) ..... 3 - II - 83
3. Develop land force options for the JTF's COAs
(Task 215A-03-J5/J3) ..... 3 - II - 83
4. Participate in COA analysis (wargaming)
(Task 215A-04-J5/J3) ..... 3 - II - 86
5. Participate in COA comparison
(Task 215A-05-J5/J3) ..... 3 - II - 86
6. Receive CJTF's decision on COAs
(Task 215A-06-J5/J3) ..... 3 - II - 87
7. Provide input/develop land forces perspective in JTF plan/order
(Task 215A-07-J5/J3) ..... 3 - II - 87

Develop the Operations Estimate – Air Operations
(Task 215B-00-J3/J5) ..... 3 - II - 88
1. Contribute to the JTF's overall mission analysis
(Task 215B-01-J5/J3) ..... 3 - II - 88
2. Receive CJTF planning guidance
(Task 215B-02-J5/J3) ..... 3 - II - 89
3. Develop options for the employment of joint air forces that support the JTF's courses of action
(Task 215B-03-J5/J3) ..... 3 - II - 89
4. Participate in COA analysis (wargaming)
(Task 215B-04-J5/J3) ..... 3 - II - 92
5. Participate in COA comparison
(Task 215B-05-J5/J3) ..... 3 - II - 92
6. Receive the CJTF's decision on COAs
(Task 215B-06-J5/J3) ..... 3 - II - 93
7. Provide input/develop air forces perspective in JTF plans/orders
(Task 215B-07-J5/J3) ..... 3 - II - 93

Develop the Operations Estimate – Maritime Operations
(Task 215C-00-J3/J5) ..... 3 - II - 94
1. Contribute to the JTF's overall mission analysis
(Task 215C-01-J5/J3) ..... 3 - II - 94
2. Receive CJTF planning guidance
(Task 215C-02-J5/J3) ..... 3 - II - 95
3. Develop maritime force options for the JTF's courses of action
(Task 215C-03-J5/J3) ..... 3 - II – 95
4. Participate in COA analysis (wargaming)
(Task 215C-04-J5/J3) ..... 3 - II - 98
5. Participate in COA comparison
(Task 215C-05-J5/J3) ..... 3 - II - 98

6. Receive CJTF's decision on COAs
(Task 215C-06-J5/J3) ..... 3 - II - 99
7. Provide input/develop maritime forces perspective in JTF plan/order
(Task 215C-07-J5/J3) ..... 3 - II - 99

Develop the Operations Estimate – Special Operations
(Task 215D-00-J3/J5) ..... 3 - II - 100
1. Contribute to the JTF's overall mission analysis
(Task 215D-01-J5/J3) ..... 3 - II - 100
2. Receive CJTF planning guidance
(Task 215D-02-J5/J3) ..... 3 - II - 101
3. Develop special operations force options for the JTF's courses of action
(Task 215D-03-J5/J3) ..... 3 - II - 101
4. Participate in COA analysis (wargaming)
(Task 215D-04-J5/J3) ..... 3 - II - 104
5. Participate in the COA comparison
(Task 215D-05-J5/J3) ..... 3 - II - 104
6. Receive the CJTF's decision on COAs
(Task 215D-06-J5/J3) ..... 3 - II - 104
7. Provide Special Operations perspective in JTF plans/orders
(Task 215D-07-J5/J3) ..... 3 - II - 105

Develop the Operations Estimate – Space Support Operations
(Task 215E-00-J3/J5) ..... 3 - II - 106
1. Contribute to the JTF's overall mission analysis
(Task 215E-01-J3 Space Cell) ..... 3 - II - 106
2. Receive CJTF planning guidance
(Task 215E-02-J3 Space Cell) ..... 3 - II - 107
3. Develop space support options for the JTF's COAs
(Task 215E-03-J3 Space Cell) ..... 3 - II - 107
4. Participate in COA analysis (wargaming)
(Task 215E-04-J3 Space Cell) ..... 3 - II - 108
5. Participate in COA comparison
(Task 215E-05-J3 Space Cell) ..... 3 - II - 108
6. Receive the CJTF's decision on COAs
(Task 215E-06-J3 Space Cell) ..... 3 - II - 109
7. Develop Space Operations input to JTF plan/order
(Task 215E-07-J3 Space Cell) ..... 3 - II - 109

Develop the Operations Estimate – Reconnaissance and Surveillance Operations
(Task 215F-00-J3/J5) ..... 3 - II - 110
1. Contribute to the JTF's overall mission analysis
(Task 215F-01-J3) ..... 3 - II - 110
2. Receive CJTF planning guidance
(Task 215F-02-J3) ..... 3 - II - 111

3. Develop options for employment of joint reconnaissance and surveillance forces
(Task 215F-03-J3)..... 3 - II - 111
4. Participate in COA analysis (wargaming)
(Task 215F-04-J3)..... 3 - II - 112
5. Participate in the COA comparison
(Task 215F-05-J3)..... 3 - II - 113
6. Receive the CJTF's decision on COAs
(T ask 215F-06-J3)..... 3 - II - 113
7. Provide input to the JTF plan/order
(Task 215F-07-J3)..... 3 - II - 113

Develop the Operations Estimate – Multinational Operations
(Task 215G-00-J3/J5) ..... 3 - II - 114
1. Contribute to the JTF's overall mission analysis
(Task 215G-01-J5/J3) ..... 3 - II - 114
2. Receive CJTF planning guidance
(Task 215G-02-J5/J3) ..... 3 - II - 115
3. Incorporate multinational force capabilities in the JTF's COAs
(Task 215G-03-J5/J3) ..... 3 - II - 115
4. Participate in the COA analysis (wargaming)
(Task 215G-04-J5/J3) ..... 3 - II - 119
5. Participate in the COA comparison
(Task 215G-05-J5/J3) ..... 3 - II - 120
6. Receive the CJTF's decision on COAs
(Task 215G-06-J5/J3) ..... 3 - II - 120
7. Provide input/develop multinational perspective in the JTF plan/order
(Task 215G-07-J5/J3) ..... 3 - II - 120

Develop the Operations Estimate – Interagency Operations
(Task 215H-00-J3/J5) ..... 3 - II - 121
1. Contribute to the JTF's overall mission analysis
(Task 215H-01-J5/J3) ..... 3 - II - 121
2. Receive the CJTF planning guidance
(Task 215H-02-J5/J3) ..... 3 - II - 122
3. Incorporate interagency capabilities into the JTF's courses of action
(Task 215H-03-J5/J3) ..... 3 - II – 122
4. Participate in the COA analysis (wargaming)
(Task 215H-04-J5/J3) ..... 3 - II - 122
5. Participate in the COA comparison
(Task 215H-05-J5/J3) ..... 3 - II - 123
6. Receive the CJTF's decision on COAs
(Task 215H-06-J5/J3) ..... 3 - II - 123
7. Provide input/develop Interagency perspective in JTF plan/order
(Task 215H-07-J5/J3..... 3 - II - 123

Develop the Operations Estimate – Civil Affairs (CA)
(Task 215I-00-J3) ..... 3 - II - 124
1. Contribute to the JTF's overall mission analysis
(Task 215I-01-J5/J3) ..... 3 - II - 124
2. Receive the CJTF planning guidance
(Task 215I-02-J5/J3) ..... 3 - II - 125
3. Incorporate CA force capabilities in the JTF's courses of action
(Task 215I-03-J5/J3) ..... 3 - II - 125
4. Participate in the COA analysis (wargaming)
(Task 215I-04-J5/J3) ..... 3 - II - 128
5. Participate in the COA comparison
(Task 215I-05-J5/J3) ..... 3 - II - 128
6. Receive the CJTF's decision on COAs
(Task 215I-06-J5/J3) ..... 3 - II - 129
7. Provide input/develop the CA perspective in the JTF plan/order
(Task 215I-07-J5/J3) ..... 3 - II - 129

Develop the Operations Estimate – Meteorological and Oceanographic (METOC) Support Operations
(Task 215J-00-J2/J3/JMO) ..... 3 - II - 130
1. Contribute to the JTF's overall mission analysis
(Task 215J-01-JMO) ..... 3 - II - 130
2. Receive the CJTF planning guidance
(Task 215J-02-JMO) ..... 3 - II - 131
3. Develop METOC support options to support the JTF's courses of action
(Task 215J-03-JMO) ..... 3 - II - 131
4. Participate in the COA analysis (wargaming)
(Task 215J-04-JMO) ..... 3 - II - 131
5. Participate in the COA comparison
(Task 215J-05-JMO) ..... 3 - II - 132
6. Receive the CJTF's decision on COAs
(Task 215J-06-JMO) ..... 3 - II - 132
7. Develop Annex H and METOC perspective in the JTF plan/order
(Task 215J-07-JMO) ..... 3 - II - 132

Develop the Operations Estimate – Combat Camera (COMCAM) Operations
(Task 215K-00-J3) ..... 3 - II - 134
1. Contribute to the JTF's overall mission analysis
(Task 215K-01-J3) ..... 3 - II - 134
2. Receive the CJTF planning guidance
(Task 215K-02-J3) ..... 3 - II - 135
3. Develop COMCAM options to support the JTF's COAs
(Task 215K-03-J3) ..... 3 - II - 135
4. Participate in the COA analysis (wargaming)
(Task 215K-04-J3) ..... 3 - II - 135

5. Participate in the COA comparison
(Task 215K-05-J3) ..... 3 - II - 136
6. Receive the CJTF's decision on COAs
(Task 215K-06-J3) ..... 3 - II - 136
7. Provide input/develop COMCAM perspective in the JTF plan/order
(Task 215K-07-J3) ..... 3 - II - 136

Develop the Operations Estimate – Joint Fires and Targeting
(Task 215L-00-J3) ..... 3 - II - 137
1. Contribute to the JTF's overall mission analysis
(Task 215L-01-J3) ..... 3 - II - 137
2. Receive the CJTF planning guidance
(Task 215L-02-J3) ..... 3 - II - 138
3. Develop fires options for the JTF's COAs
(Task 215L-03-J3) ..... 3 - II - 138
4. Participate in the COA analysis (wargaming)
(Task 215L-04-J3) ..... 3 - II - 139
5. Participate in COA comparison
(Task 215L-05-J3) ..... 3 - II - 140
6. Receive the CJTF's decision on COAs
(Task 215L-06-J3) ..... 3 - II - 140
7. Provide input/develop fires perspective in the JTF plan/order
(Task 215L-07-J3) ..... 3 - II - 140

Develop the Operations Estimate – Nuclear, Biological and Chemical (NBC) Operations
(Task 215M-00-J3) ..... 3 - II - 141
1. Contribute to the JTF's overall mission analysis
(Task 215M-01-J3) ..... 3 - II - 141
2. Receive the CJTF planning guidance
(Task 215M-02-J3) ..... 3 - II - 143
3. Develop NBC options to support the JTF's COAs
(Task 215M-03-J3) ..... 3 - II - 143
4. Participate in the COA analysis (wargaming)
(Task 215M-04-J3) ..... 3 - II - 147
5. Participate in the COA comparison
(Task 215M-05-J3) ..... 3 - II - 147
6. Receive the CJTF's decision on COAs
(Task 215M-06-J3) ..... 3 - II - 147
7. Provide input/develop NBC perspective in the JTF plan/order
(Task 215M-07-J3) ..... 3 - II - 147

Develop the Operations Estimate – Personnel Recovery (PR) Operations
(Task 215N-00-J3/J5) ..... 3 - II - 149
1. Contribute to the JTF's overall mission analysis
(Task 216N-01-J3) ..... 3 - II - 149

2. Receive the CJTF planning guidance
(Task 215N-02-J3) ..... 3 - II - 150
3. Develop options for employment of joint personnel rescue forces
(Task 215N-03-J3) ..... 3 - II - 150
4. Participate in the COA analysis (wargaming)
(Task 215N-04-J3) ..... 3 - II - 152
5. Participate in the COA comparison
(Task 215N-05-J3) ..... 3 - II - 152
6. Receive the CJTF's decision on COAs
(Task 215N-06-J3) ..... 3 - II - 152
7. Provide input/develop PR annex to the JTF plan/order
(Task 215N-07-J3) ..... 3 - II - 153

Develop the Operations Estimate – Combating Terrorism
(Task 215O-00-J3) ..... 3 - II - 154
1. Contribute to the JTF's overall mission analysis
(Task 215O-01-J3) ..... 3 - II - 154
2. Receive the CJTF planning guidance
(Task 215O-02-J3) ..... 3 - II - 156
3. Develop combating terrorism options to support the JTF's COAs
(Task 215O-03-J3) ..... 3 - II - 156
4. Participate in the COA analysis (wargaming)
(Task 215O-04-J3) ..... 3 - II - 157
5. Participate in the COA comparison
(Task 215O-05-J3) ..... 3 - II - 157
6. Receive the CJTF's decision on COAs
(Task 215O-06-J3) ..... 3 - II - 158
7. Provide input/develop combating terrorism perspective in the JTF plan/order
(Task 215O-07-J3) ..... 3 - II - 158

Develop the Operations Estimate – Military Police Operations (MPO)
(Task 215P-00-PM) ..... 3 - II - 159
1. Contribute to the JTF's overall mission analysis
(Task 215P-01-J3) ..... 3 - II - 159
2. Receive the CJTF planning guidance
(Task 215P-02-J3) ..... 3 - II - 160
3. Develop joint MPO options to support the JTF's COAs
(Task 215P-03-J3) ..... 3 - II - 160
4. Participate in the COA analysis (wargaming)
(Task 215P-04-J3) ..... 3 - II - 163
5. Participate in the COA comparison
(Task 215P-05-J3) ..... 3 - II - 163

6. Receive the CJTF's decision on COAs
(Task 215P-06-J3)..... 3 - II - 163
7. Provide input/develop MPO perspective in the JTF plan/order
(Task 215P-07-J3)..... 3 - II - 163

Develop the Operations Estimate – Explosive Ordnance Disposal (EOD)
(Task 215R-00-J3) ..... 3 - II - 165
1. Contribute to the JTF's overall mission analysis
(Task 215R-01-J3) ..... 3 - II - 165
2. Receive the CJTF planning guidance
(Task 215R-02-J3) ..... 3 - II - 166
3. Develop EOD options to support the JTF's courses of action
(Task 215R-03-J3) ..... 3 - II - 166
4. Participate in the COA analysis (wargaming)
(Task 215R-04-J3) ..... 3 - II - 166
5. Participate in the COA comparison
(Task 215R-05-J3) ..... 3 - II - 167
6. Receive the CJTF's decision on COAs
(Task 215R-06-J3) ..... 3 - II - 167
7. Provide input/develop EOD perspective in the JTF plan/order
(Task 215R-07-J3) ..... 3 - II - 167

Develop the Operations Estimate – Information Operations (IO)/Information Warfare (IW)
(Task 215S-00-J3/J5) ..... 3 - II - 168
1. Contribute to the JTF's overall mission analysis
(Task 215S-01-IO/IW Cell) ..... 3 - II - 168
2. Receive CJTF planning guidance
(Task 215S-02-IO/IW Cell) ..... 3 - II - 170
3. Develop IO/IW options to support the JTF's COAs
(Task 215S-03-IO Cell) ..... 3 - II – 170
4. Participate in the COA analysis (wargaming)
(Task 215S-04-IO/IW Cell) ..... 3 - II - 171
5. Participate in the COA comparison
(Task 215S-05-IO/IW Cell) ..... 3 - II - 171
6. Receive the CJTF's decision on COAs
(Task 215S-06-IO/IW Cell) ..... 3 - II - 171
7. Provide input/develop IO/IW perspective in the JTF plan/order
(Task 215S-07-IO/IW Cell) ..... 3 - II - 171

Develop the IO/IW Estimate – Operations Security (OPSEC)
(Task 215S-1-00--IO/IW Cell) ..... 3 - II - 173
1. Contribute to the JTF's overall mission analysis
(Task 215S-1-01-OPSEC) ..... 3 - II - 173
2. Receive the CJTF planning guidance
(Task 215S-1-02-OPSEC) ..... 3 - II - 174

3. Develop OPSEC options to support the JTF's COAs
(Task 215S-1-03-OPSEC) ..... 3 - II - 174
4. Participate in the COA analysis (wargaming)
(Task 215S-1-04-OPSEC) ..... 3 - II - 175
5. Participate in the COA comparison
(Task 215S-1-05-OPSEC) ..... 3 - II - 175
6. Receive the CJTF's decision on COAs
(Task 215S-1-06-OPSEC) ..... 3 - II - 176
7. Provide input/develop OPSEC perspective in the JTF plan/order
(Task 215S-1-07-OPSEC) ..... 3 - II - 176

Develop the IO/IW Estimate – Psychological Operations (PSYOP)
(Task 215S-2-00--IO/IW Cell) ..... 3 - II - 177
1. Contribute to the JTF's overall mission analysis
(Task 215S-2-01-PSYOP) ..... 3 - II - 177
2. Receive the CJTF planning guidance
(Task 215S-2-02-PSYOP) ..... 3 - II - 178
3. Develop PSYOP options to support the JTF's COAs
(Task 215S-2-03-PSYOP) ..... 3 - II - 178
4. Participate in the COA analysis (wargaming)
(Task 215S-2-04-PSYOP) ..... 3 - II - 179
5. Participate in the COA comparison
(Task 215S-2-05-PSYOP) ..... 3 - II - 179
6. Receive the CJTF's decision on COAs
(Task 215S-2-06-PSYOP) ..... 3 - II - 180
7. Provide input/develop PSYOP perspective in the JTF plan/order
(Task 215S-2-07-PSYOP) ..... 3 - II - 180

Develop the IO/IW Estimate – Deception Operations
(Task 215S-3-00--IO/IW Cell) ..... 3 - II - 181
1. Contribute to the JTF's overall mission analysis
(Task 215S-3-01-Deception) ..... 3 - II - 181
2. Receive the CJTF planning guidance
(Task 215S-3-03-Deception) ..... 3 - II - 182
3. Develop deception options to support the JTF's COAs
(Task 215S-3-03-Deception) ..... 3 - II - 182
4. Participate in the COA analysis (wargaming)
(Task 215S-3-04-Deception) ..... 3 - II - 183
5. Participate in the COA comparison
(Task 215S-3-05-Deception) ..... 3 - II - 184
6. Receive the CJTF's decision on COAs
(Task 215S-3-06-Deception) ..... 3 - II - 184
7. Provide input/develop deception perspective in the JTF plan/order
(Task 215S-3-07-Deception) ..... 3 - II - 184

Develop the IO/IW Estimate – Electronic Warfare
(Task 215S-4-00--IO/IW Cell) ..... 3 - II - 185
1. Contribute to the JTF's overall mission analysis
(Task 215S-4-01-EW)..... 3 - II - 185
2. Receive the CJTF planning guidance
(Task 215S-4-03-EW)..... 3 - II - 186
3. Develop EW options to support the JTF's COAs
(Task 215S-4-03-EW)..... 3 - II - 186
4. Participate in the COA analysis (wargaming)
(Task 215S-4-04-EW)..... 3 - II - 187
5. Participate in COA comparison
(Task 215S-4-05-EW)..... 3 - II - 188
6. Receive the CJTF's decision on COAs
(Task 215S-4-06-EW)..... 3 - II - 188
7. Provide input/develop EW perspective in the JTF plan/order
(Task 215S-4-07-EW)..... 3 - II - 188

Develop the IO/IW Estimate – Physical Attack/Destruction
(Task 215S-5-00--IO/IW Cell) ..... 3 - II - 189
1. Contribute to the JTF's overall mission analysis
(Task 215S-5-01-Physical Attack/Destruction)..... 3 - II - 189
2. Receive the CJTF planning guidance
(Task 215S-5-02-Physical Attack/Destruction)..... 3 - II - 190
3. Develop physical attack/destruction options to support the JTF's courses of action
(Task 215S-5-03-Physical Attack/Destruction)..... 3 - II – 190
4. Participate in the COA analysis (wargaming)
(Task 215S-5-04-Physical Attack/Destruction)..... 3 - II - 190
5. Participate in the COA comparison
(Task 215S-5-05-Physical Attack/Destruction)..... 3 - II - 191
6. Receive the CJTF's decision on COAs
(Task 215S-5-06-Physical Attack/Destruction)..... 3 - II - 191
7. Provide input/develop physical attack/destruction perspective in the JTF plan/order
(Task 215S-5-07-Physical Attack/Destruction)..... 3 - II - 191

Develop the IO/IW Estimate – Defensive Information Operations
(Task 215S-6-00--IO/IW Cell) ..... 3 - II - 193
1. Contribute to the JTF's overall mission analysis
(Task 215S-6-01-D-IO) ..... 3 - II - 193
2. Receive the CJTF planning guidance
(Task 215S-6-02- D-IO) ..... 3 - II - 194
3. Develop IA options to support the JTF's COAs
(Task 215S-6-03- D-IO) ..... 3 - II - 194
4. Participate in the COA analysis (wargaming)
(Task 215S-6-04- D-IO) ..... 3 - II - 194

5. Participate in the COA comparison
(Task 215S-6-05- D-IO) ..... 3 - II - 195
6. Receive the CJTF's decision on COAs
(Task 215S-6-06- D-IO) ..... 3 - II - 195
7. Provide input/develop D-IO perspective in the JTF plan/order
(Task 215S-6-07- D-IO) ..... 3 - II - 195

Develop the IO/IW Estimate – Computer Network Attack (CNA)
(Task 215S-7-00--IO/IW Cell) ..... 3 - II - 196
1. Contribute to the JTF's overall mission analysis
(Task 215S-7-01-CNA) ..... 3 - II - 196
2. Receive the CJTF planning guidance
(Task 215S-7-03-CNA) ..... 3 - II - 197
3. Develop CNA options to support the JTF's COAs
(Task 215S-7-03-CNA) ..... 3 - II - 197
4. Participate in the COA analysis (wargaming)
(Task 215S-7-04-CNA) ..... 3 - II - 197
5. Participate in the COA comparison
(Task 215S-7-05-CNA) ..... 3 - II - 198
6. Receive the CJTF's decision on COAs
(Task 215S-7-06-CNA) ..... 3 - II - 198
7. Provide input/develop CNA perspective in the JTF plan/order
(Task 215S-7-07-CNA) ..... 3 - II - 198

Develop the IO/IW Estimate – Special Information Operations (SIO)
(Task 215S-8-00--IO/IW Cell) ..... 3 - II - 199
1. Contribute to the JTF's overall mission analysis
(Task 215S-8-01-SIO) ..... 3 - II - 199
2. Receive the CJTF planning guidance
(Task 215S-8-02-SIO) ..... 3 - II - 200
3. Develop SIO options to support the JTF's COAs
(Task 215S-8-03-SIO) ..... 3 - II - 200
4. Participate in COA analysis (wargaming)
(Task 215S-8-04-SIO) ..... 3 - II - 200
5. Participate in the COA comparison
(Task 215S-8-05-SIO) ..... 3 - II - 200
6. Receive the CJTF's decision on COAs
(Task 215S-8-06-SIO) ..... 3 - II - 201
7. Provide input/develop SIO perspective in the JTF plan/order
(Task 215S-8-07-SIO) ..... 3 - II - 201

Develop the Operations Estimate - Rules of Engagement (ROE)
(Task 215T-00-J3/J5/SJA) ..... 3 - II - 202
1. Provide ROE input to mission analysis
(Task 215T-01-J3/J5/SJA) ..... 3 - II - 202

2. Receive the CJTF's planning guidance
(Task 215T-02-J3/J5/SJA) ..... 3 - II - 202
3. Provide ROE input to COA development
(Task 215T-03-J3/J5/SJA) ..... 3 - II - 203
4. Provide ROE input into the COA analysis
(Task 215T-04-J3/J5/SJA) ..... 3 - II - 203
5. Provide ROE input into the COA comparison/selection
(Task 215T-05-J3/J5/SJA) ..... 3 - II - 203
6. Prepare input to the JTF Operations Order (OPORD)
(Task 215T-06-J3/J5/SJA) ..... 3 - II - 204
7. Prepare ROE request and authorization messages
(Task 215T-07-J3/J5/SJA) ..... 3 - II - 204
8. Issue and synchronize the ROE
(Task 215T-08-SJA) ..... 3 - II - 205
9. Rehearse the JTF plan or order
(Task 215T-09-SJA) ..... 3 - II - 205

Develop the Logistics Estimate (Overview)
(Task 216-00-J4) ..... 3 - II - 206
1. Conduct logistics situation analysis
(Task 216-01-J4) ..... 3 - II - 206
2. Receive the CJTF planning guidance
(Task 216-02-J4) ..... 3 - II – 207
3. Develop logistics support options for each JTF COA
(Task 216-03-J4) ..... 3 - II - 207
4. Analyze logistics support options for each JTF COA (wargaming)
(Task 216-04-J4) ..... 3 - II - 208
5. Compare logistics support options for each JTF COA
(Task 216-05-J4) ..... 3 - II - 209
6. Receive CJTF's decision on the COAs
(Task 216-06-J4) ..... 3 - II - 209
7. Provide logistics input to the JTF plan/order
(Task 216-07-J4) ..... 3 - II - 209

Develop the Logistics Estimate (Transportation)
(Task 216A-00-J4) ..... 3 - II - 211
1. Conduct the transportation situation analysis
(Task 216A-01-J4) ..... 3 - II - 211
2. Receive the CJTF planning guidance
(Task 216A-02-J4) ..... 3 - II - 213
3. Develop transportation support options for each JTF COA
(Task 216A-03-J4) ..... 3 - II - 213
4. Analyze transportation support options for each JTF COA (wargaming)
(Task 216A-04-J4) ..... 3 - II - 214
5. Compare transportation support options for each JTF COA
(Task 216A-05-J4) ..... 3 - II - 215

6. Receive the CJTF's decision on COAs
(Task 216A-06-J4) ..... 3 - II - 215
7. Provide transportation input to the JTF plan/order
(Task 216A-07- J4) ..... 3 - II - 216

Develop the Logistics Estimate - Supply and Services
(Task 216B-00-J4) ..... 3 - II - 217
1. Conduct the supply and services (S&S) situation analysis
(Task 216B-01-J4) ..... 3 - II - 217
2. Receive the CJTF planning guidance
(Task 216B-02-J4) ..... 3 - II - 218
3. Develop S&S support options for each JTF COA
(Task 216B-03-J4) ..... 3 - II - 218
4. Analyze S&S support options for each JTF COA (wargaming)
(Task 216B-04-J4) ..... 3 - II - 219
5. Compare S&S support options for each JTF COA
(Task 216B-05-J4) ..... 3 - II - 220
6. Receive the CJTF's decision on COAs
(Task 216B-06-J4) ..... 3 - II - 221
7. Provide S&S input into the JTF plan/order
(Task 216B-07-J4) ..... 3 - II - 221

Develop the Logistics Estimate - Fuels
(Task 216C-00-SAPO) ..... 3 - II - 222
1. Contribute to the JTF's overall mission analysis
(Task 216C-01-SAPO) ..... 3 - II - 222
2. Receive the CJTF planning guidance
(Task 216C-02-SAPO) ..... 3 - II - 223
3. Develop fuels support options for each JTF COA
(Task 216C-03-SAPO) ..... 3 - II - 223
4. Conduct a fuel supportability analysis for each JTF course of action (COA) (wargaming)
(Task 216C-04-SAPO) ..... 3 - II - 224
5. Compare and recommend a concept of fuels support for each JTF COA
(Task 216C-05-SAPO) ..... 3 - II - 225
6. Receive the CJTF's decision on COAs
(Task 216C-06-SAPO) ..... 3 - II - 225
7. Provide input to the JTF plan/order
(Task 216C-07-SAPO) ..... 3 - II - 225

Develop the Logistics Estimate - Engineering
(Task 216D-00-J4) ..... 3 - II - 226
1. Conduct the engineering situation analysis
(Task 216D-01-J4) ..... 3 - II - 226

2. Receive the CJTF planning guidance
(Task 216D-02-J4) ..... 3 - II - 228
3. Develop engineering support options for each JTF COA
(Task 216D-03-J4) ..... 3 - II - 228
4. Analyze the engineering support options for each JTF COA (wargaming)
(Task 216D-04-J4) ..... 3 - II - 230
5. Compare the engineering support options for each JTF COA
(Task 216D-05-J4) ..... 3 - II - 230
6. Receive the CJTF's decision on COAs
(Task 216D-06-J4) ..... 3 - II - 231
7. Provide engineering input into the JTF plan/order
(Task 216D-07- J4) ..... 3 - II - 231

Develop the Medical Services Estimate
(Task 217-00-SURG) ..... 3 - II - 233
1. Conduct the medical services situation analysis
(Task 217-01-Surg) ..... 3 - II - 233
2. Receive the CJTF planning guidance
(Task 217-02-Surg) ..... 3 - II - 235
3. Develop medical services support options for each JTF COA
(Task 217-03-Surg) ..... 3 - II – 235
4. Analyze medical services options for each JTF COA (wargaming)
(Task 217-04-Surg) ..... 3 - II - 236
5. Compare the medical options for each JTF COA
(Task 217-05-Surg) ..... 3 - II - 237
6. Receive the CJTF's decision on COAs
(Task 217-06-Surg) ..... 3 - II - 237
7. Provide medical input into the JTF plan/order
(Task 217-07-J4) ..... 3 - II - 238

Develop the Command, Control, Communications, and Computers (C4) Estimate
(Task 218-00-J6) ..... 3 - II - 240
1. Conduct the C4 situation analysis
(Task 218-01-J6) ..... 3 - II - 240
2. Receive the CJTF planning guidance
(Task 218-02-J6) ..... 3 - II - 242
3. Develop options for the employment of joint Command, Control, Communications, and Computers that support the JTF's COAs
(Task 218-03- J6) ..... 3 - II - 242
4. Participate in the course of action analysis (wargaming)
(Task 218-04-J6) ..... 3 - II - 243
5. Participate in the Course of Action Comparison
(Task 218-05-J6) ..... 3 - II - 244

6. Receive the CJTF's decision on the COA
(Task 218-06-J5/J3) ..... 3 - II - 245
7. Prepare and submit Annex K (Command, Control, and Communications Systems) to the JTF plan/order
(Task 218-07-J6) ..... 3 - II - 245

Develop the Legal Estimate
(Task 219-00-SJA) ..... 3 - II - 249
1. Provide legal input to mission analysis
(Task 219-01-SJA) ..... 3 - II - 249
2. Receive the CJTF's planning guidance
(Task 219-02-SJA) ..... 3 - II - 249
3. Provide legal input into COA development
(Task 219-03-SJA) ..... 3 - II - 250
4. Provide legal input into COA analysis
(Task 219-04-SJA) ..... 3 - II - 250
5. Provide legal input into COA comparison/selection
(Task 219-05-SJA) ..... 3 - II - 250
6. Provide legal input to the JTF plan/order
(Task 219-07-SJA) ..... 3 - II - 250
7. Issue and synchronize the JTF plan/order
(Task 219-07-SJA) ..... 3 - II - 251
8. Rehearse the JTF plan or order
(Task 219-08-SJA) ..... 3 - II - 251

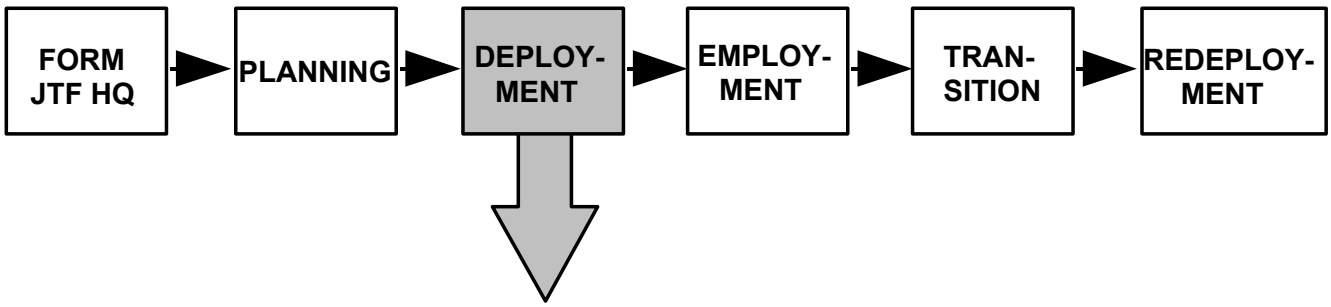
Develop the Financial Management Estimate
(Task 220-00-COMPT) ..... 3 - II - 252
1. Contribute to the JTF's overall mission analysis
(Task 220-01-Comptroller) ..... 3 - II - 252
2. Receive the CJTF planning guidance
(Task 220-02-Comptroller) ..... 3 - II - 252
3. Develop financial management support options for the JTF's COAs
(Task 220-03-Comptroller) ..... 3 - II - 252
4. Participate in the COA analysis (wargaming)
(Task 220-04-Comptroller) ..... 3 - II - 253
5. Participate in the COA comparison
(Task 220-05-Comptroller) ..... 3 - II - 253
6. Receive the CJTF's decision on COAs
(Task 220-06-Comptroller) ..... 3 - II - 254
7. Provide input/develop financial management perspective in the JTF plan/order
(Task 220-07-Comptroller) ..... 3 - II - 254

Develop the Religious Ministry Estimate
(Task 221-00-CHAP) ..... 3 - II - 255
1. Contribute to the overall JTF mission analysis
(Task 221-01-Chaplain) ..... 3 - II - 255

2. Receive the CJTF planning guidance
(Task 221-02-Chaplain) ..... 3 - II - 255
3. Develop religious ministry options in support of each JTF COA
(Task 221-03-Chaplain) ..... 3 - II - 256
4. Analyze religious ministry support options for each JTF COA
(Task 221-04-Chaplain) ..... 3 - II - 256
5. Provide religious ministry input into the COA comparison
(Task 221-05-Chaplain) ..... 3 - II - 256
6. Receive the CJTF's decision on COAs
(Task 221-06-Chaplain) ..... 3 - II - 256
7. Provide religious ministry support input to the JTF plan/order
(Task 221-07-Chaplain) ..... 3 - II - 257

Develop the Public Affairs (PA) Estimate
(Task 222-00-PAO) ..... 3 - II - 258
1. Contribute to the JTF's overall mission analysis
(Task 222-01-PAO) ..... 3 - II - 258
2. Receive the CJTF planning guidance
(Task 222-02-PAO/CJTF/COS) ..... 3 - II - 259
3. Provide PA input into COA development
(Task 222-03-PAO/COS/J3) ..... 3 - II - 259
4. Participate in COA analysis (wargaming)
(Task 222-04-PAO/COS/J5/J3) ..... 3 - II - 260
5. Provide PA input into COA comparison
(Task 222-05-PAO/COS/J3) ..... 3 - II - 260
6. Provide input/develop PA perspective in the JTF plan/order
(Task 222-06-PAO) ..... 3 - II - 260

Develop the Headquarters Support Estimate
(Task 223-00-HQ COMDT) ..... 3 - II - 261
1. Contribute to the JTF's overall mission analysis
(Task 233-01-HQ COMDT) ..... 3 - II - 261
2. Receive the CJTF planning guidance
(Task 223-02-HQ COMDT) ..... 3 - II - 262
3. Develop headquarters support options for each JTF COA
(Task 223-03-HQ COMDT) ..... 3 - II - 262
4. Analyze headquarters support options for each JTF COA (wargaming)
(Task 223-04-HQ COMDT) ..... 3 - II - 263
5. Compare headquarters support options for each JTF COA
(Tasks 223-05-HQ COMDT) ..... 3 - II - 263
6. Receive the CJTF's decision on COAs
(Task 223-06-HQ COMDT) ..... 3 - II - 263
7. Provide input to the JTF plan/order
(Task 223-07-HQ COMDT) ..... 3 - II - 264

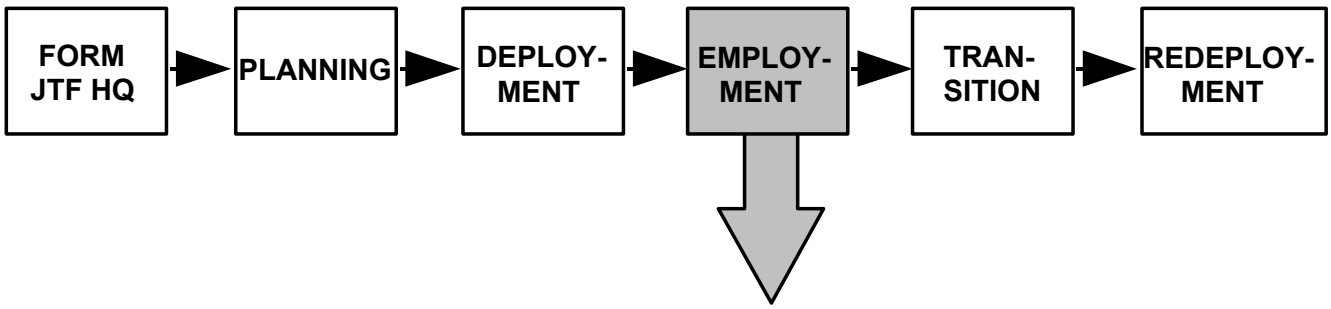


SECTION III – DEPLOYMENT

Prepare for Deployment
(Task 301-00-J5) ..... 3 - III - 1
1. Prepare the TPFDL
(Task 301-01-J3/J5/Staff) ..... 3 - III - 1
2. Exercise operational command and control
(Task 301-02-J3/J5/Staff) ..... 3 - III - 1
3. Coordinate JTF HQ advanced echelon requirements
(Task 301-03-COS/HQ COMDT) ..... 3 - III - 1
4. Conduct personnel preparation for deployment
(Task 301-04-J1) ..... 3 - III - 2
5. Conduct intelligence preparation for deployment
(Task 301-05-J2) ..... 3 - III - 2
6. Conduct operations preparation for deployment
(Task 301-06-J3) ..... 3 - III - 2
7. Conduct logistics preparation for deployment
(Task 301-07-J4) ..... 3 - III - 2
8. Coordinate JTF HQ planning for deployment
(Task 301-08-J5) ..... 3 - III - 2
9. Conduct command, control, communications, and computers (C4) preparation for deployment
(Task 301-09-J6) ..... 3 - III - 2
10. Provide essential services
(Task 301-10-HQ COMDT) ..... 3 - III - 3
11. Conduct public affairs preparation for deployment
(Task 301-11-PAO) ..... 3 - III - 3
12. Conduct legal affairs preparation for deployment
(Task 301-12-SJA) ..... 3 - III - 3
13. Conduct health services support preparation for deployment
(Task 301-13-SURG) ..... 3 - III - 3
14. Conduct military police support in preparation for deployment
(Task 301-14-PM) ..... 3 - III - 3

15. Conduct financial resource preparation for deployment
(Task 301-15-COMPT).....3 - III - 3
16. Conduct religious ministry preparation for deployment
(Task 301-16-CHAP).....3 - III - 3
17. Conduct civil affairs preparation for deployment
(Task 301-17-J3).....3 - III - 3

Control Deployment
(Task 302-00-J3).....3 - III - 4
1. Monitor/adjust deployment of joint forces
(Task 302-01-J3/Staff).....3 - III - 4
2. Exercise operational command and control of deployed forces
(Task 302-02-J3/Staff).....3 - III - 4
3. Deploy the JTF HQ advanced echelon
(Task 302-03-COS/HQ COMDT).....3 - III - 5
4. Monitor personnel programs during deployment
(Task 302-04-J1).....3 - III - 5
5. Provide intelligence support during deployment
(Task 302-05-J2).....3 - III - 5
6. Conduct operations related to deployment
(Task 302-06-J3).....3 - III - 5
7. Conduct logistics operations related to deployment
(Task 302-07-J4).....3 - III - 5
8. Conduct command, control, communications, and computers (C4) operations related to deployment
(Task 302-08-J6).....3 - III - 6
9. Deploy the JTF HQ
(Task 302-09-HQ COMDT).....3 - III - 6
10. Conduct public affairs operations related to deployment
(Task 302-10-PAO).....3 - III - 6
11. Conduct legal affairs activities related to deployment
(Task 302-11-SJA).....3 - III - 6
12. Conduct health services support activities in support of deployment
(Task 302-12-SURG).....3 - III - 6
13. Conduct military police operations in support of deployment
(Task 302-13-PM).....3 - III - 6
14. Conduct financial resource activities related to deployment
(Task 302-14-COMPT).....3 - III - 7
15. Conduct religious ministry activities related to deployment
(Task 302-15-CHAP).....3 - III - 7
16. Conduct civil affairs activities related to deployment
(Task 302-16-J3).....3 - III - 7



SECTION IV - EMPLOYMENT

Monitor Operations (Maintain Status)
(Task 401A-00-CJTF).....3 - IV - 1
1. Collect information from all sources
(Task 401A-01-CJTF/Staff).....3 - IV - 1
2. Maintain awareness of operations under other staff proponency
(Task 401A-02- Staff).....3 - IV - 2
3. Monitor the deployment status of joint forces
(Task 401A-03-Staff).....3 - IV - 2
4. Monitor operations directed at centers of gravity
(Task 401A-04-CJTF/Staff).....3 - IV - 2
5. Monitor the progress of operational movement and maneuver
(Task 401A-05-CJTF/Staff).....3 - IV - 2
6. Monitor the progress or continuing requirements for operational intelligence
(Task 401A-06-J2/J3/J5).....3 - IV - 3
7. Monitor the employment and effectiveness of operational firepower
(Task 401A-07-J3).....3 - IV - 3
8. Monitor the provision and effectiveness of operational support
(Task 401A-08-J3/J4).....3 - IV - 3
9. Monitor the effectiveness of operational command and control
(Task 401A-09-CJTF/J3).....3 - IV - 4
10. Monitor the effectiveness of operational protection
(Task 401A-10-J3).....3 - IV - 4

Assess Operations
(Task 401B-00-CJTF).....3 - IV - 5
1. Assess the progress of operational movement and maneuver toward achievement of operational objectives
(Task 401B-01-J3).....3 - IV - 5
2. Assess the effectiveness of and/or continuing requirements for intelligence in support of operations
(Task 401B-02-J2/Staff).....3 - IV - 6
3. Assess the results of and/or additional requirements for operational firepower
(Task 401B-03-J3).....3 - IV - 7

4. Assess the effectiveness of and/or continuing requirements for operational support
Task 401B-04-J4/Staff).....3 - IV - 7
5. Assess the results of and/or continuing requirements for operational command and control of forces and operations
(Task 401B-05-J3).....3 - IV - 8
6. Assess the results of and/or continuing requirements for operational protection of the joint force
(Task 401B-06-Staff).....3 - IV - 8
7. Assess the overall operational situation
(Task 401B-07-J3).....3 - IV - 9

Prepare Plans and Orders
(Task 401C-00-CJTF).....3 - IV - 10
1. Maintain and update command and staff estimates
(Task 401C-01-CJTF/Staff).....3 - IV - 10
2. Develop COAs to meet current or new requirements
(Task 401C-02-J5/Staff).....3 - IV - 11
3. Develop plans and orders
(Task 401C-03-J3/J5).....3 - IV - 11

Direct and Lead Subordinate Operational Forces
(Task 401D-00-CJTF/Staff).....3 - IV - 12
1. Approve plans and orders
(Task 401D-01-J5/J3/CJTF).....3 - IV - 12
2. Issue plans/orders
(Task 401D-02-J3).....3 - IV - 13
3. Review/update/incorporate Rules of Engagement (ROE)
(Task 401D-03-J3/J5/SJA).....3 - IV - 13
4. Coordinate and integrate plans and orders
(Task 401D-04-J5/J3).....3 - IV - 13
5. Synchronize/integrate operations
(Task 401D-05-J3/Staff).....3 - IV - 13
6. Decide on operational actions/direction
(Task 401D-06-J3).....3 - IV - 14

Acquire and Communicate Operational Level Information
(Task 401E-00-CJTF).....3 - IV - 15
1. Communicate (continuously) during the command and staff processes
(Task 401E-01-CJTF/Staff).....3 - IV - 15
2. Manage means of communicating operational information
(Task 401E-02-J6).....3 - IV - 16

3. Provide Public Affairs in the Theater of Operations/JOA
(Task 401E-03-PAO) ..... 3 - IV - 16
4. Supervise Signal Security (SIGSEC) and Computer Security (COMPUSEC)
(Task 401E-04-J6) ..... 3 - IV - 16

Control Intelligence Operations
(Task 403-00-J2) ..... 3 - IV - 17
1. Conduct intelligence operations
(Task 403-01-J2/JISE) ..... 3 - IV - 17
2. Monitor and assess the effectiveness of intelligence operations
(Task 403-02-J2/JISE) ..... 3 - IV - 18
3. Prepare plans and orders related to intelligence operations
(Task 403-03-J2/JISE) ..... 3 - IV - 20
4. Direct and lead subordinate operational intelligence operations
(Task 403-04-J2/JISE) ..... 3 - IV - 21
5. Acquire and communicate operational information about intelligence operations
(Task 403-05-J2/JISE) ..... 3 - IV - 24

Control Land Operations
(Task 404-00-J3/J2) ..... 3 - IV - 25
1. Monitor land operations
(Task 404-01-J3) ..... 3 - IV - 25
2. Assess land force and supporting operations
(Task 404-02-J3/J5) ..... 3 - IV - 27
3. Prepare plans and orders related to land operations
(Task 404-03-J3/J5) ..... 3 - IV - 27
4. Direct and lead subordinate operational land operations
(Task 404-04-CJTF/J3) ..... 3 - IV - 28
5. Acquire and communicate operational information about land operations
(Task 404-05-J3) ..... 3 - IV - 35

Control Air Operations
(Task 405-00-J3/J2) ..... 3 - IV - 36
1. Monitor air operations
(Task 405-01-J3) ..... 3 - IV - 36
2. Assess air forces and supporting operations
(Task 405-02-J3/J5) ..... 3 - IV - 39
3. Prepare plans and orders related to air operations
(Task 405-03-J3/J5) ..... 3 - IV - 40
4. Direct and coordinate subordinate operational air operations
(Task 405-04-CJTF/J3) ..... 3 - IV - 41
5. Acquire and communicate operational information about air operations
(Task 405-05-J3) ..... 3 - IV - 47

Control Maritime Operations
(Task 406-00-J3/J2) ..... 3 - IV - 49
1. Monitor maritime operations
(Task 406-01-J3) ..... 3 - IV - 49
2. Assess maritime force and supporting operations
(Task 406-02-J3/J5) ..... 3 - IV - 52
3. Prepare plans and orders related to maritime and littoral operations
(Task 406-03-J3/J5) ..... 3 - IV - 55
4. Direct and lead subordinate operational maritime and littoral operations
(Task 406-04-CJTF/J3) ..... 3 - IV - 56
5. Acquire and communicate operational information about maritime and littoral operations
(Task 406-05-J3) ..... 3 - IV - 63

Control Special Operations
(Task 407-00-J3/J2) ..... 3 - IV - 64
1. Monitor special operations
(Task 407-01-J3) ..... 3 - IV - 64
2. Assess special operations and supporting operations
(Task 407-02-J3/J5) ..... 3 - IV - 67
3. Prepare plans and orders related to special operations
(Task 407-03-J3/J5) ..... 3 - IV - 69
4. Direct and control special operations
(Task 407-04-CJTF/J3) ..... 3 - IV - 70
5. Acquire and communicate operational information about special operations
(Task 407-05-J3) ..... 3 - IV - 75

Control Space Support Operations
(Task 408-00-J3/J2) ..... 3 - IV - 76
1. Monitor the use and effectiveness of space-based assets or capabilities to support JTF operations
(Task 408-01-J3) ..... 3 - IV - 76
2. Use space support to assess joint force and supporting operations
(Task 408-02-J3/J5) ..... 3 - IV - 78
3. Prepare plans and orders related to space support operations
(Task 408-03-J3/J5) ..... 3 - IV - 80
4. Direct or control space support operations
(Task 408-04-CJTF/J3) ..... 3 - IV - 80
5. Acquire and communicate operational information about space support operations
(Task 408-05-J3) ..... 3 - IV - 85

Control Air Defense Operations
(Task 409-00-J3/J2) ..... 3 - IV - 86
1. Monitor air defense operations
(Task 409-01-J3) ..... 3 - IV - 86
2. Assess the effectiveness of operational command and control of air defense forces
(Task 409-02-J3) ..... 3 - IV - 87
3. Assess the effectiveness of joint theater ballistic missile defense
(Task 409-03-J3) ..... 3 - IV - 87
4. Assess the effectiveness of active air defense operations
(Task 409-04-J3) ..... 3 - IV - 88
5. Assess the effectiveness of passive air defense operations to improve JTF survivability
(Task 409-05-J3) ..... 3 - IV - 88
6. In coordination/conjunction with the AADC, prepare plans and orders related to air defense operations
(Task 409-06-J3/J5) ..... 3 - IV - 88
7. In conjunction with the AADC, direct and lead subordinate operational air defense operations
(Task 409-07-CJTF/J3) ..... 3 - IV - 89
8. Acquire and communicate operational information about air defense operations
(Task 409-08-J3) ..... 3 - IV - 90

Control Airspace
(Task 410-00-J3/J2) ..... 3 - IV - 91
1. Monitor the airspace control system
(Task 410-01-J3) ..... 3 - IV - 91
2. Assess the results of and/or additional requirements for operational firepower
(Task 410-02-J3) ..... 3 - IV - 92
3. Assess the results of and/or additional requirements for operational protection of airspace
(Task 410-03-J3) ..... 3 - IV - 92
4. Assess the results of and/or additional requirements for operational command and control of airspace control system
(Task 410-04-J3) ..... 3 - IV - 93
5. Assess the results of and/or additional requirements for operational intelligence in control facilities (Task 410-06-J3) and support of airspace control (Task 410-05-J3) ..... 3 - IV - 93
6. Assess the results of and/or continuing requirements for operational support for and by airspace
(Task 410-06-J3) ..... 3 - IV - 93
7. In conjunction/coordination with the Airspace Control Authority (ACA), prepare plans and orders related to airspace control operations
(Task 410-07-J3/J5) ..... 3 - IV - 93

8. In conjunction with the ACA, direct and lead joint airspace control operations
(Task 410-08-CJTF/J3) ..... 3 - IV - 94
9. Acquire and communicate operational information about airspace control operations
(Task 410-09-J3) ..... 3 - IV - 95

Control Joint Fire Support
(Task 411-00-J3/J2) ..... 3 - IV - 96
1. Monitor joint fire support
(Task 411-01-J3) ..... 3 - IV - 96
2. Assess the effectiveness of joint fire support coordination products/measures
(Task 411-02-J3) ..... 3 - IV - 97
3. Prepare plans and orders related to joint fire support operations
(Task 411-03-J3/J5) ..... 3 - IV - 97
4. Direct and lead subordinate joint fire support operations
(Task 411-04-CJTF/J3) ..... 3 - IV - 98
5. Acquire and communicate information about joint fire support operations
(Task 411-05-J3) ..... 3 - IV - 98

Control Forcible Entry Operations
(Task 412-00-J3/J2) ..... 3 - IV - 100
1. Monitor forcible entry operations
(Task 412-01-J3 ..... 3 - IV - 100
2. Assess the effectiveness of operational protection of forcible entry operations
(Task 412-02-J3) ..... 3 - IV - 102
3. Assess the effectiveness of operational command and control of forcible entry operations
(Task 412-03-J3) ..... 3 - IV - 102
4. Assess the effectiveness of operational intelligence in support of forcible entry operations
(Task 412-04-J3) ..... 3 - IV - 103
5. Assess the effectiveness of operational support for and by forcible entry operations
(Task 412-05-J3) ..... 3 - IV - 103
6. Prepare plans and orders related to forcible entry operations
(Task 412-06-J3/J5) ..... 3 - IV - 103
7. Direct and lead subordinate operational forcible entry operations
(Task 412-07-CJTF/J3) ..... 3 - IV - 104
8. Acquire and communicate operational information about forcible entry operations
(Task 412-08-J3) ..... 3 - IV - 104

Control Nuclear, Biological, Chemical (NBC) Defense Operations
(Task 414-00-J3) ..... 3 - IV - 106
1. Monitor NBC operations
(Task 414-01-J3) ..... 3 - IV - 106
2. Assess the effectiveness of NBC defense operations
(Task 414-02-J3) ..... 3 - IV - 106
3. Prepare plans and orders related to NBC defense operations
(Task 414-03-J3/J5) ..... 3 - IV - 107
4. Direct and lead subordinate operational NBC defense operations
(Task 414-04-CJTF/J3) ..... 3 - IV - 108
5. Acquire and communicate operational information about NBC defense operations
(Task 414-05-J3) ..... 3 - IV - 108

Control Information Operations/Information Warfare (IO/IW)
(Task 415-00-J3/J2/J6) ..... 3 - IV - 110
1. Monitor command and control warfare operations
(Task 415-01-J3/ IO/IW Staff) ..... 3 - IV - 110
2. Assess the effectiveness of command and control warfare operations
(Task 415-02-J3/ IO/IW Staff) ..... 3 - IV - 113
3. Prepare plans and orders related to IO/IW operations
(Task 415-03-J3/J5) ..... 3 - IV - 113
4. Direct and lead subordinate operational IO/IW operations
(Task 415-04-JTF/J3) ..... 3 - IV - 114
5. Acquire and communicate operational information about IO/IW operations
(Task 415-05-J3) ..... 3 - IV - 115

Control Electronic Warfare (EW) Operations
(Task 416-00-J3/J2/J6) ..... 3 - IV - 116
1. Monitor electronic warfare operations
(Task 416-01-J3/JCEWS) ..... 3 - IV - 116
2. Assess the effectiveness of electronic warfare operations
(Task 416-02-J3/JCEWS) ..... 3 - IV - 116
3. Prepare plans and orders related to EW operations
(Task 416-03-J3/J5) ..... 3 - IV - 117
4. Direct and lead subordinate operational EW operations
(Task 416-04-CJTF/J3) ..... 3 - IV - 118
5. Acquire and communicate operational information about EW operations
(Task 416-05-J3) ..... 3 - IV - 118

Control Psychological Operations (PSYOP)
(Task 417-00-J3/J2/SJA) ..... 3 - IV - 120
1. Monitor PSYOP
(Task 417-01-J3) ..... 3 - IV - 120
2. Assess the effectiveness of psychological operations
(Task 417-02-J3) ..... 3 - IV - 120

3. Prepare plans and orders related to PSYOP
(Task 417-03-J3/J5) ..... 3 - IV - 120
4. Direct and lead subordinate operational PSYOP
(Task 417-04-CJTF/J3) ..... 3 - IV - 121
5. Acquire and communicate operational information about PSYOP
(Task 417-05-J3) ..... 3 - IV - 122

Control Operations Security (OPSEC)
(Task 418-00-J3/J2) ..... 3 - IV - 123
1. Monitor OPSEC operations (5 step cycle)
(Task 418-01-J3) ..... 3 - IV - 123
2. Assess the effectiveness of operations security
(Task 418-02-J3/J2) ..... 3 - IV - 123
3. Prepare plans and orders related to OPSEC operations
(Task 418-03-J3/J5) ..... 3 - IV - 125
4. Direct and lead subordinate operational OPSEC operations
(Task 418-04-CJTF/J3) ..... 3 - IV - 126
5. Acquire and communicate operational information about OPSEC operations
(Task 418-05-J3) ..... 3 - IV - 128

Control Military Deception Operations
(Task 419-00-J3/J2) ..... 3 - IV - 129
1. Monitor military deception operations
(Task 419-01-J3) ..... 3 - IV - 129
2. Assess the effectiveness of military deception operations
(Task 419-02-J3/J2/J6) ..... 3 - IV - 129
3. Prepare plans and orders related to military deception operations
(Task 419-03-J3/J5) ..... 3 - IV - 130
4. Direct and lead subordinate operational military deception operations
(Task 419-04-CJTF/J3) ..... 3 - IV - 131
5. Acquire and communicate operational information about military deception operations
(Task 419-05-J3) ..... 3 - IV - 132

Control Personnel Recovery (PR) Operations
(Task 420-00-J3/J2) ..... 3 - IV - 133
1. Monitor PR operations
(Task 420-01-J3) ..... 3 - IV - 133
2. Assess the effectiveness of PR operations
(Task 420-02-J3) ..... 3 - IV - 133
3. Prepare plans and orders related to PR operations
(Task 420-03-J3/J5) ..... 3 - IV - 133
4. Direct and lead subordinate operational PR operations
(Task 420-04-CJTF/J3) ..... 3 - IV - 135
5. Acquire and communicate operational information about PR operations
(Task 420-05-J3) ..... 3 - IV - 136

Control Reconnaissance Operations
(Task 421-00-J3/J2) .....3 - IV -137
1. Monitor reconnaissance operations
(Task 421-01-J3/J2) .....3 - IV -137
2. Assess effectiveness of reconnaissance operations
(Task 421-02-J3/J2) .....3 - IV -138
3. Assess the effectiveness of operational command and control of reconnaissance operations
(Task 421-03-J3/J2) .....3 - IV -139
4. Assess the effectiveness of operational intelligence in support of reconnaissance operations
(Task 421-04-J3/J2) .....3 - IV -140
5. Prepare plans and orders related to reconnaissance operations
(Task 421-05-J3/J5) .....3 - IV -140
6. Direct and lead subordinate operational reconnaissance operations
(Task 421-06-CJTF/ J3) .....3 - IV -141
7. Acquire and communicate operational information about reconnaissance operations
(Task 421-07-J3) .....3 - IV -142

Control Noncombatant Evacuation Operations (NEO)
(Task 422-00-J3/J2/J1) .....3 - IV -143
1. Monitor noncombatant evacuation operations
(Task 422-01-J3) .....3 - IV -143
2. Assess the effectiveness of noncombatant evacuation operations
(Task 422-02-J3) .....3 - IV -144
3. Prepare plans and orders related to NEO
(Task 422-03-J3/J5) .....3 - IV -145
4. Direct and lead subordinate operational NEO
(Task 422-04-CJTF/J3) .....3 - IV -146
5. Acquire and communicate operational information about NEO
(Task 422-05-J3) .....3 - IV -146

Control Civil-Military Operations (CMO)
(Task 424-00-J3/J2) .....3 - IV - 147
1. Monitor CMO
(Task 424-01-J3) .....3 - IV - 147
2. Assess the effectiveness of civil-military operations
(Task 424-02-J3) .....3 - IV - 147
3. Prepare plans and orders related to CMO
(Task 424-03-J3/J5) .....3 - IV - 148
4. Direct and lead subordinate operational CMO
(Task 424-04-CJTF/J3) .....3 - IV - 149
5. Acquire and communicate operational information about CMO
(Task 424-05-J3) .....3 - IV - 149

Control Short-Notice Counterdrug Operations
(Task 426-00-J3/J2) .....3 - IV -151
1. Monitor short-notice CD operations
(Task 426-01-J3) .....3 - IV -151
2. Assess the effectiveness of short-notice CD operations
(Task 426-02-J3) .....3 - IV -152
3. Prepare plans and orders related to CD operations
(Task 426-03-J3/J5) .....3 - IV -152
4. Direct and lead subordinate operational counterdrug operations
(Task 426-04-CJTF/J3) .....3 - IV -153
5. Acquire and communicate operational information about counterdrug operations
(Task 426-05-J3) .....3 - IV -154

Control Operations to Combat Terrorism
(Task 427-00-J3/J2) .....3 - IV - 155
1. Monitor operations to combat terrorism
(Task 427-01-J3) .....3 - IV - 155
2. Assess the effectiveness of operations to combat terrorism
(Task 427-02-J3) .....3 - IV - 155
3. Prepare plans and orders related to operations to combat terrorism
(Task 427-03-J3/J5) .....3 - IV - 156
4. Direct and lead subordinate operations to combat terrorism
(Task 427-04-CJTF/J3) .....3 - IV - 157
5. Acquire and communicate information about operations to combat terrorism
(Task 427-05-J3) .....3 - IV - 158

Control Peace Operations
(Task 429-00-J3/J2) .....3 - IV - 159
1. Monitor peace operations
(Task 429-01-J3) .....3 - IV - 159
2. Assess the effectiveness of peace operations
(Task 429-02-J3) .....3 - IV - 159
3. Prepare plans and orders related to peace operations
(Task 429-03-J3/J5) .....3 - IV - 159
4. Direct and lead subordinate operational peace operations
(Task 429-04-CJTF/J3) .....3 - IV - 160
5. Acquire and communicate operational information about peace operations
(Task 429-05-J3) .....3 - IV - 161

Control Nation Assistance Operations
(Task 430-00-J3/J2) .....3 - IV - 162
1. Monitor nation assistance operations
(Task 430-01-J3) .....3 - IV - 162

2. Assess the effectiveness of nation assistance operations
(Task 430-02-J3) ..... 3 - IV - 162
3. Prepare plans and orders related to nation assistance operations
(Task 430-03-J3/J5) ..... 3 - IV - 163
4. Direct and lead subordinate operational nation assistance operations
(Task 430-04-CJTF/J3) ..... 3 - IV - 163
5. Acquire and communicate operational information about nation assistance operations
(Task 430-05-J3) ..... 3 - IV - 164

Control Meteorological and Oceanographic (METOC) Operations
(Task 431-00-J3/J2) ..... 3 - IV - 165
1. Monitor METOC operations in support of the JTF
(Task 431-01-J3) ..... 3 - IV - 165
2. Assess the effectiveness of METOC operations
(Task 431-02-J3) ..... 3 - IV - 166
3. Prepare plans and orders related to METOC operations
(Task 431-03-J3/J5) ..... 3 - IV - 166
4. Direct and lead subordinate operational METOC operations
(Task 431-04-CJTF/J3) ..... 3 - IV - 167
5. Acquire and communicate operational information about METOC operations
(Task 431-05-J3) ..... 3 - IV - 167

Control Visual Information/Combat Camera (VI/COMCAM) Documentation Operations
(Task 432-00-J3/PAO) ..... 3 - IV - 169
1. Monitor VI/COMCAM operations
(Task Number 432-01-J3) ..... 3 - IV - 169
2. Assess the effectiveness of VI/COMCAM documentation operations
(Task 432-02-J3) ..... 3 - IV - 170
3. Prepare plans and orders related to VI/COMCAM operations
(Task 432-03-J3/J5) ..... 3 - IV - 170
4. Direct and lead subordinate operational VI/COMCAM operations
(Task 432-04-CJTF/J3) ..... 3 - IV - 171
5. Acquire and communicate operational information about VI/COMCAM operations
(Task 432-05-J3) ..... 3 - IV - 172

Control Explosive Ordnance Disposal (EOD) Operations
(Task 433-00-J3) ..... 3 - IV - 173
1. Monitor explosive ordnance disposal operations
(Task 433-01-J3) ..... 3 - IV - 173
2. Assess the effectiveness of explosive ordnance disposal operations
(Task 433-02-J3) ..... 3 - IV - 173

3. Prepare plans and orders related to EOD operations
(Task 433-03-J3/J5) .....3 - IV - 173
4. Direct and lead subordinate operational EOD operations
(Task 433-04-CJTF/J3).....3 - IV - 174
5. Acquire and communicate operational information about EOD operations
(Task 433-05-J3).....3 - IV - 175

Control Military Police Operations (MPO)
(Task 434-00-PM/J3).....3 - IV - 176
1. Monitor MPO
(Task 434-01-PM/J2/J3) .....3 - IV - 176
2. Assess the effectiveness of military police operations in mission areas
(Task 434-02-PM).....3 - IV - 177
3. Assess the results of and/or additional requirements for operational command and control of MPO
(Task 434-03-PM/J3).....3 - IV - 178
4. Prepare plans and orders related to MPO
(Task 434-04-J3/J5) .....3 - IV - 179
5. Direct and lead subordinate operational MPO
(Task 434-05-CJTF/J3).....3 - IV - 179
6. Acquire and communicate operational information about MPO
(Task 434-06-J3).....3 - IV - 180

Control Logistics Support
(Task 435-00-J4).....3 - IV - 181
1. Monitor logistics operations
(Task 435-01-J4).....3 - IV - 181
2. Monitor the functions of the Joint Logistics Readiness Center and other logistic boards
(Task 435-02-J4).....3 - IV - 181
3. Assess the effectiveness of logistics support
(Task 435-03-J4).....3 - IV - 181
4. Prepare plans and orders related to logistics operations
(Task 435-04-J4).....3 - IV - 183
5. Direct and lead subordinate operational logistics operations
(Task 435-05-J4).....3 - IV - 184
6. Acquire and communicate operational information about logistics operations
(Task 435-06-J4).....3 - IV - 184

Control Health Services Logistics Support
(Task 436-00-SURG).....3 - IV - 186
1. Monitor health services support
(Task 436-01-SURG).....3 - IV - 186

2. Assess the effectiveness of health services support
(Task 436-02-SURG).....3 - IV - 187
3. Prepare plans and orders related to health services support
(Task 436-03-SURG).....3 - IV - 187
4. Direct and lead subordinate operational health services support
(Task 436-04-SURG).....3 - IV - 188
5. Acquire and communicate operational information about health services support
(Task 436-05-SURG).....3 - IV - 188

Control Personnel Support
(Task 437-00-J1).....3 - IV - 190
1. Monitor personnel support
(Task 437-01-J1).....3 - IV - 190
2. Assess the effectiveness of personnel support
(Task 437-02-J1).....3 - IV - 191
3. Prepare plans and orders related to personnel support
(Task 437-03-J1).....3 - IV - 191
4. Direct and lead subordinate operational personnel support
(Task 437-04-J1).....3 - IV - 192
5. Acquire and communicate operational information about personnel support
(Task 437-05-J1).....3 - IV - 192

Control Legal Services Support
(Task 438-00-SJA).....3 - IV - 194
1. Monitor legal services support and legal basis for operations
(Task 438-01-SJA).....3 - IV - 194
2. Assess legal support
(Task 438-02-SJA).....3 - IV - 194

3. Direct and lead subordinate operational legal services support
(Task 438-03-SJA).....3 - IV - 194
4. Acquire and communicate operational information about legal services support
(Task 438-04-SJA).....3 - IV - 195

Control Financial Resource Support
(Task 439-00-COMPT).....3 - IV - 196
1. Monitor financial resource support
(Task 439-01-COMPT).....3 - IV - 196
2. Assess financial resource support
(Task 439-02-COMPT).....3 - IV - 196
3. Prepare plans and orders related to financial resources support
(Task 439-03-COMPT).....3 - IV - 196

4. Direct and lead subordinate operational financial resources support
(Task 439-04-COMPT).....3 - IV - 197
5. Acquire and communicate operational information about financial resources support
(Task 439-05-COMPT).....3 - IV - 197

Control Religious Ministry Support
(Task 440-00-CHAP).....3 - IV - 199
1. Monitor religious ministry support operations
(Task 440-01-CHAP).....3 - IV - 199
2. Assess the effectiveness of religious ministry support operations
(Task 440-02-CHAP).....3 - IV - 199
3. Prepare plans and orders related to religious ministry support
(Task 440-03-CHAP).....3 - IV - 199
4. Direct and lead subordinate operational religious ministry support
(Task 440-04-CHAP).....3 - IV - 200
5. Acquire and communicate operational information about religious ministry support
(Task 440-05-CHAP).....3 - IV - 201

Control Command, Control, Communications and Computers (C4) Operations
(Task 441-00-J6).....3 - IV - 202
1. Monitor C4 operations
(Task 441-01-J6).....3 - IV - 202
2. Assess the effectiveness of C4 operations
(Task 441-02-J6).....3 - IV - 203
3. Prepare plans and orders related to C4 operations
(Task 441-03-J6).....3 - IV - 204
4. Direct and lead subordinate operational C4 operations
(Task 441-04-J6).....3 - IV - 204
5. Acquire and communicate operational information about C4 operations
(Task 441-05-J6).....3 - IV - 206

Conduct Public Affairs (PA) Operations
(Task 442-00-PAO).....3 - IV - 207
1. Monitor public affairs operations
(Task 442-01-PAO).....3 - IV - 207
2. Assess the effectiveness of public affairs operations
(Task 442-02-PAO).....3 - IV - 208
3. Prepare plans and orders related to PA operations
(Task 442-03-PAO).....3 - IV - 208
4. Direct and lead subordinate operational PA operations
(Task 442-04-PAO).....3 - IV - 209
5. Acquire and communicate operational information about PA operations
(Task 442-05-PAO).....3 - IV - 209

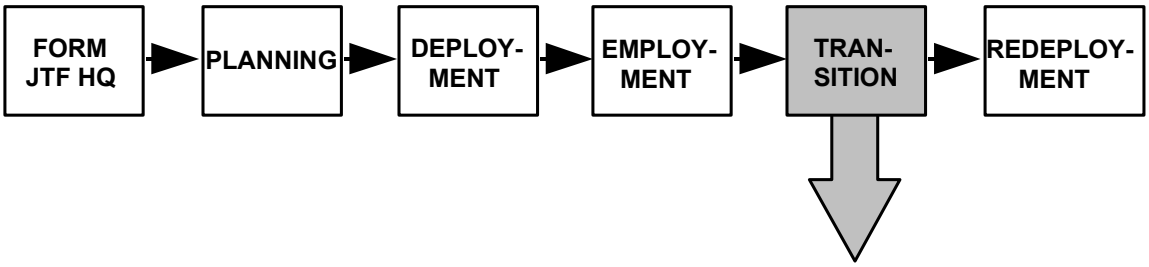
Control Liaison Operations
(Task 443-00-COS).....3 - IV - 210
1. Monitor liaison operations
(Task 443-01-COS/STAFF).....3 - IV - 210
2. Assess the effectiveness of liaison operations
(Task 443-02-COS/STAFF).....3 - IV - 210
3. Prepare plans and orders related to liaison operations
(Task 443-03-J3/J5) .....3 - IV - 210
4. Direct and lead subordinate operational liaison operations
(Task 443-04-J3).....3 - IV - 211
5. Acquire and communicate operational information about liaison operations
(Task 443-05-J3).....3 - IV - 212

Provide Headquarters Support
(Task 444-00-HQ COMDT) .....3 - IV - 213
1. Monitor headquarters support operations
(Task 444-01-HQ COMDT) .....3 - IV - 213
2. Assess the effectiveness of headquarters support operations
(Task 444-02-HQ COMDT) .....3 - IV - 213
3. Prepare plans and orders related to headquarters support
(Task 444-03-HQ COMDT) .....3 - IV - 213
4. Direct and lead headquarters support operations
(Task 444-04-HQ COMDT) .....3 - IV - 214
5. Acquire and communicate information about headquarters support
(Task 444-05-HQ COMDT) .....3 - IV - 215

Project Future Campaigns or Major Operations
(Task 445-00-J5).....3 - IV - 216
1. Identify future campaigns or major operations
(Task 445-01-CJTF/J5).....3 - IV - 216
2. Identify changes in direction or options to current campaigns or major operations
(Task 445-02-J5).....3 - IV - 217
3. Refine concept from COA selection for subsequent operations
(Task 445-03-J5).....3 - IV - 217
4. Prepare plans or orders for future campaigns or major operations
(Task 445-04- J5).....3 - IV - 217
5. Issue plans or orders for future campaigns or major operations
(Task 445-05- J5).....3 - IV - 218

Control Rules of Engagement
(Task 446-00-J3/SJA) .....3 - IV - 219
1. Monitor ROE
(Task 446-01-J3/J5/SJA) .....3 - IV - 219

2. Assess ROE
(Task 446-02-J3/J5/SJA) .....3 - IV - 219
3. Acquire and communicate operational information about the ROE
(Task 446-03-J3/J5/SJA) .....3 - IV - 219

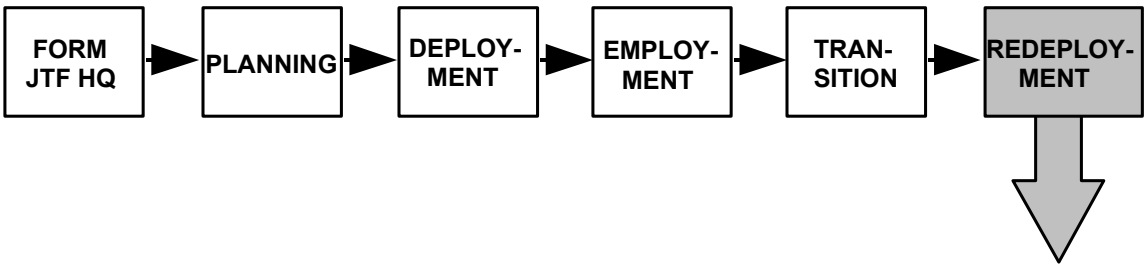


SECTION V - TRANSITION

Prepare For Transition
(Task 501-00-J5) ..... 3 - V - 1
1. Assess the operational situation for transition conditions
(Task 501-01-J5/ Staff) ..... 3 - V - 1
2. Coordinate/recommend base unit/organization as future JTF HQ
(Task 501-02-J5/ Staff) ..... 3 - V - 1
3. Establish transition teams/points of contact
(Task 501-03-COS/ Staff) ..... 3 - V - 1
4. Establish detailed conditions for transfer and acceptance of JTF HQ functions
(Task 501-04-COS/J5/Staff) ..... 3 - V - 1
5. Establish transition procedures
(Task 501-05-COS/ Staff) ..... 3 - V - 3

Conduct Transition
(Task 502-00-J3) ..... 3 - V - 5
1. Assess the operational situation for transition implementation
(Task 502-01-J3/ Staff) ..... 3 - V - 5
2. Direct staff transition activities
(Task 502-02-COS) ..... 3 - V - 5
3. Conduct collective staff transition activities
(Task 502-03-COS/ Staff) ..... 3 - V - 5
4. Coordinate/conduct transition of personnel support
(Task 502-04-J1) ..... 3 - V - 6
5. Coordinate/conduct transition of intelligence support
(Task 502-05-J2) ..... 3 - V - 7
6. Coordinate/conduct transition of operations overview
(Task 502-06-J3) ..... 3 - V - 9
7. Coordinate/conduct transition of air operations
(Task 502-07-J3) ..... 3 - V -10
8. Coordinate/conduct transition of land operations
(Task 502-08-J3) ..... 3 - V -11
9. Coordinate/conduct transition of maritime operations
(Task 502-09-J3) ..... 3 - V -12

10. Coordinate/conduct transition of space operations
(Task 502-10-J3) ..... 3 - V -13
11. Coordinate/conduct transition of special operations
(Task 502-11-J3) ..... 3 - V -13
12. Coordinate/conduct transition of joint fire support
(Task 502-12-J3) ..... 3 - V -14
13. Coordinate/conduct transition of command and control warfare
(Task 502-13-J3) ..... 3 - V -15
14. Coordinate/conduct transition of electronic warfare
(Task 502-14-J3) ..... 3 - V -16
15. Coordinate/conduct transition of military deception operations
(Task 502-15-J3) ..... 3 - V -16
16. Coordinate/conduct transition of civil affairs/civil-military operations
(Task 502-16-J3) ..... 3 - V -17
17. Coordinate/conduct transition of logistics operations
(Task 502-17-J4) ..... 3 - V -18
18. Coordinate/conduct transition of J5/Joint Planning Group activities
(Task 502-18-J5) ..... 3 - V -20
19. Coordinate/conduct transition of JTF communications-electronics
and automated systems
(Task 502-19-J6) ..... 3 - V -21
20. Coordinate/conduct transition of public affairs operations
(Task 502-20-PAO) ..... 3 - V -23
21. Coordinate/conduct transition of Staff Judge Advocate support
(Task 502-21-SJA) ..... 3 - V -24
22. Coordinate/conduct transition of Comptroller support
(Task 502-22-COMPT) ..... 3 - V -25
23. Coordinate/conduct transition of Chaplain activities
(Task 502-23-CHAP) ..... 3 - V -27
24. Coordinate/conduct transition of Surgeon support
(Task 502-24-SURG) ..... 3 - V -28
25. Coordinate/conduct transition of Provost Marshal support
(Task 502-25-PM) ..... 3 - V -29
26. Coordinate/conduct transition of Headquarters Liaison Activity
(Task 502-26-COS/LNO) ..... 3 - V -30
27. Coordinate/conduct transition of Headquarters Commandant
Section/Support Activity
(Task 502-27-HQ COMDT) ..... 3 - V –31



SECTION VI - REDEPLOYMENT

Prepare For Redeployment
(Task 601-00-J5/J3) ..... 3 - VI - 1
1. Develop redeployment estimate
(Task 601-01-J5/Staff) ..... 3 - VI - 1
2. Develop the concept and order for redeployment
(Task 601-02-J5/Staff) ..... 3 - VI - 2
3. Prepare the redeployment Time-Phased Force and Deployment List
(Task 601-03-J4/J5) ..... 3 - VI - 3
4. Exercise operational command and control
(Task 601-04-J3/Staff) ..... 3 - VI - 3
5. Coordinate JTF HQ advanced echelon redeployment requirements
(Task 601-05-COS/HQ COMDT) ..... 3 - VI - 3
6. Conduct personnel preparation for redeployment
(Task 601-06-J1) ..... 3 - VI - 3
7. Conduct intelligence preparation for redeployment
(Task 601-07-J2) ..... 3 - VI - 3
8. Conduct operations preparation for redeployment
(Task 601-08-J3) ..... 3 - VI - 4
9. Conduct logistics preparation for redeployment
(Task 601-09-J4) ..... 3 - VI - 4
10. Coordinate JTF HQ planning for redeployment
(Task 601-10-J5) ..... 3 - VI - 4
11. Conduct C4 preparation for redeployment
(Task 601-11-J6) ..... 3 - VI - 4
12. Provide essential services
(Task 601-12-HQ COMDT) ..... 3 - VI - 4
13. Conduct public affairs preparation for redeployment
(Task 601-13-PAO) ..... 3 - VI - 4
14. Conduct legal affairs preparation for redeployment
(Task 601-14-SJA) ..... 3 - VI - 4
15. Conduct health services support preparation for redeployment
(Task 601-15-SURG) ..... 3 - VI - 4
16. Conduct military police support in preparation for redeployment
(Task 601-16-MP) ..... 3 - VI - 5
17. Conduct financial resource preparation for redeployment
(Task 601-17-COMPT) ..... 3 - VI - 5

18. Conduct religious ministry preparation for redeployment
(Task 601-18-CHAP).....3 - VI - 5
19. Conduct civil affairs preparation for redeployment
(Task 601-19-J3).....3 - VI - 5

Control Redeployment
(Task 602-00-J3).....3 - VI - 6
1. Maintain the redeployment estimate
(Task 602-01-J3/Staff).....3 - VI - 6
2. Monitor the Redeployment Time-Phased Force and Deployment List
(Task 602-02-J3/J4).....3 - VI - 7
3. Assess redeployment operations
(Task 602-03- J3/Staff).....3 - VI - 7
4. Exercise operational command and control
(Task 602-04-J3/Staff).....3 - VI - 8
5. Redeploy the JTF HQ advanced echelon
(Task 602-05-COS/HQ COMDT).....3 - VI - 8
6. Direct personnel support for redeployment
(Task 602-06-J1).....3 - VI - 8
7. Direct intelligence support for redeployment
(Task 602-07-J2).....3 - VI - 8
8. Direct redeployment operations
(Task 602-08-J3).....3 - VI - 8
9. Direct logistics support for redeployment
(Task 602-09-J4).....3 - VI - 8
10. Direct continued JTF HQ planning during redeployment
(Task 602-10-J5).....3 - VI - 9
11. Direct command, control, communications, and computers
operations and support for redeployment
(Task 602-11-J6).....3 - VI - 9
12. Provide essential services
(Task 602-12-HQ COMDT).....3 - VI - 9
13. Direct public affairs support for redeployment
(Task 602-13-PAO).....3 - VI - 9
14. Direct legal affairs support for redeployment
(Task 602-14-SJA).....3 - VI - 9
15. Direct health services support for redeployment
(Task 602-15-SURG).....3 - VI - 9
16. Direct military police support for redeployment
(Task 602-16-PM).....3 - VI - 9
17. Direct financial resource support for redeployment
(Task 602-17-COMPT).....3 - VI -10
18. Direct religious ministry support for redeployment
(Task 602-18-CHAP).....3 - VI -10
19. Direct civil affairs operations for redeployment
(Task 602-19-J3).....3 - VI -10

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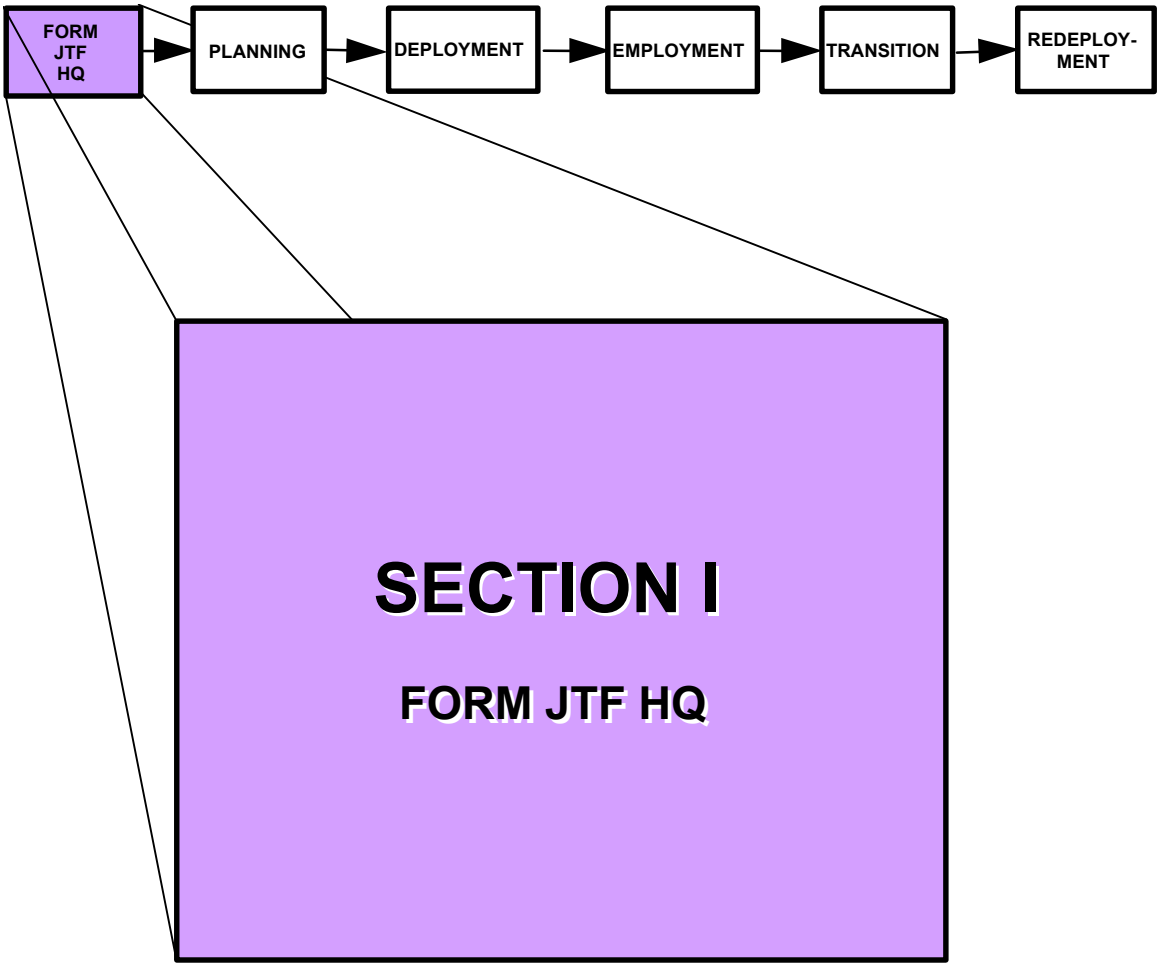
CHAPTER 3


FORM JTF HQ
PLANNING
DEPLOYMENT
EMPLOYMENT
TRANSITION
REDEPLOY-MENT
SECTION I
FORM JTF HQ

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ELEMENT: CJTF/DCJTF/COS

TASK 100: ESTABLISH THE JTF COMMAND GROUP

(Relates to UJTL Tasks OP 5.1, 5.5)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in crisis action planning (CAP) Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination, and may be executed unilaterally or in cooperation with other nations. The combatant commander develops the concept and issues the warning order to the JTF commencing course of action (COA) development in CAP Phase III. The command group is established to provide command and control of COA development and preparation of estimates, annexes, and/or other planning products.

MTG TASK PURPOSE: To issue guidance, provide command and control for the planning and conduct of joint operations, and direct and supervise JTF staff actions.

REFERENCES: JP 5-00.2, JP 3-0

MTG TASK STEPS

1. **Identify the JTF HQ base unit** (Task 100-01-CJTF).
   a. Designated base unit functions solely as JTF HQ.
   b. Designated base unit has the requisite experience and training to lead in the planning and direction of anticipated JTF operations.
   c. Designated base unit possesses sufficient Command, Control, Communication, Computers and Intelligence (C4I) capability to begin planning and sponsor formation of the joint headquarters.

2. **Identify key staff and command group personnel** (Task 100-02-CJTF).
   a. Personal and special staffs of the commander perform duties as prescribed by the CJTF and handle special matters over which the commander wishes to exercise close control.
   b. Staffs may include public affairs officer, legal officer, chaplain, surgeon, inspector general, provost marshal, comptroller, political advisor, and others as directed.

3. **Provide guidance on JTF HQ organizational structure** (Task 100-03-CJTF).
   a. Describe nature/mix of augmentation required to achieve joint perspective/interoperability.
   b. Define special role/relationship with liaison teams, both to/from JTF HQ.
   c. Identify requirement/role of special JTF boards, centers, bureaus, and offices. May include:
      (1) Joint Targeting Coordination Board (JTCB).
      (2) Intelligence centers.
      (3) Operations centers.
      (4) Logistics centers, boards.

(5) Medical boards.
(6) Personnel centers, boards.
(7) Communications centers, offices.
(8) Joint Information Bureau.
(9) Joint Visitors Bureaus.
(10) Special operational organizations -- Joint Evacuation Control Center, Joint Search and Rescue Center, etc.

d. Define duties/roles/relationships that differ from Service organization or are otherwise necessary for joint operations. Include:
(1) DCJTF.
(2) Chief of Staff.
(3) J3/J5 relationship.
(4) Joint Operations Center.
(5) Future Operations Cell.
(6) Joint Planning Group (JPG).
(7) Media support.
(8) US Government (USG)/nongovernment agencies.
(9) International agencies.
(10) Various observers.
(11) Meteorological and Oceanographic (METOC).

4. **Advise CJTF on organization of JTF HQ** (Task 100-04-DCJTF/COS).
a. See guidance notes in Task 100-03-CJTF.
b. Identify key staff codes.

5. **Represent CJTF (when and how authorized)** (Task 100-05-DCJTF/COS).
a. Identify JTF HQ requirements.
b. Coordinate with supported Combatant Commander, JTF components.
c. Provide directive guidance.
d. Chair/directing JTF boards/operating centers.
e. Other specific functional responsibilities.
f. Issue plans, orders.

6. **Coordinate the overall formation/organization of JTF Staff** (Task 100-06-COS).
a. Approve/validate staff requirements:
(1) Establish special staff offices, as required. Staff Judge Advocate, Provost Marshal, etc.
(2) Approve personnel augmentation requirements.
(3) Approve equipment augmentation requirements.
(4) Approve communications/connectivity requirements.
(5) Approve staff transportation requirements.
(6) Approve liaison requirements.
(7) Approve time-phased force and deployment data (TPFDD) input.
b. Approve/disseminate staff operating policies.

c. Coordinate operations of JTF liaison:
   (1) Coordinate dispatch of liaison from JTF HQ.
   (2) Coordinate reception and operation of liaison to JTF HQ.

d. Form an Executive/Flag Secretary section for the administrative support of the command group.

ELEMENT: J1

TASK 101: ESTABLISH THE J1 (PERSONNEL) SECTION

(Relates to UJTL Tasks OP 4.4, 5.5)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing COA development in CAP Phase III. The J1 Section is established to conduct planning to support COA development and prepare appropriate estimates, annexes, and/or other planning products.

MTG TASK PURPOSE: JTF J1 Section is capable of developing, coordinating, and issuing policies, programs, and guidance for the planning and conduct of joint personnel operations.

REFERENCES: JP 1-0, JP 1-03.17, JP 5-00.2

MTG TASK STEPS

1. **Identify J1 Section requirements** (Task 101-01-J1).
   a. Identify personnel manning/augmentation requirements.
   b. Identify requirements for equipment, facilities, etc.
   c. Identify communications/connectivity requirements.
   d. Identify section operational transportation requirements.
   e. Identify liaison requirements.
      (1) Liaison from the JTF J1 Section.
      (2) Liaison to the JTF J1 Section.

2. **Develop/verify personnel policies/procedures** (Task 101-02-J1).
   a. Casualty reporting.
   b. Personnel status reporting requirements/procedures.
   c. Joint safety and accident prevention program requirements/procedures.
   d. Joint personnel actions policies/procedures.
      (1) Joint replacement.
      (2) Joint personnel reception.
      (3) Mail.
      (4) Awards.
      (5) Evaluations.
      (6) Military pay policy and procedures, if not accomplished by JTF Comptroller.
   e. Personnel service support policies/procedures.
      (1) Morale support.
      (2) Rest and recreation.
      (3) Religious programs.
      (4) Legal services policy and procedures, if not accomplished under a separate SJA.

f. Discipline, Law and Order policy/procedures.
   (1) Collection and analysis of relevant data.
   (2) Development of assessments/recommendations to CJTF.
   (3) Enemy Prisoners of War (EPW).
   (4) Related administration.
g. Civilian personnel policies/procedures.
   (1) Conditions governing presence on the JTF operational area.
   (2) Conditions governing evacuation from the JTF operational area.
   (3) Reporting requirements.
h. Policies/procedures for special programs.
   (1) Special leave.
   (2) Hostile fire/imminent danger pay.
   (3) Federal income tax combat-zone exclusion.
   (4) Free postage.
   (5) Sole surviving son/daughter.
   (6) Absentee voting/voter information.
   (7) Red Cross notifications.
   (8) International Red Cross for EPW.
   (9) Processing of formerly captured, missing, or detained personnel, to include processing personnel returning through health services channels.
i. Personnel security.
   (1) Military.
   (2) Civilian.
   (3) Foreign employee.
j. Emergency destruction of classified material.
k. Serious incident reporting.
l. Local civilian labor program.
m. Uniform/equipment requirements.

3. **Establish contact/coordinate requirements with counterparts** (Task 101-03-J1).
   a. Establish basis for concurrent planning.
   b. Identify personnel-related planning requirements.

4. **Coordinate JTF HQ manning with other staff planners** (Task 101-04-J1).
   a. Coordinate overall manning/augmentation requirements.
   b. Coordinate with establishing authority for requisition of necessary augmentation.
   c. Develop and publish Combatant Commander approved manning/augmentation requirements in a document such as a Joint Manning Document (JMD).

ELEMENT: J2/COS

TASK 102: ESTABLISH THE J2 (INTELLIGENCE) SECTION

(Relates to UJTL Tasks OP 4.7, 5.1, 5.2, 5.3, 5.5)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a variety of military operations. Operations may involve ground, naval, air, and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing COA development in CAP Phase III. The J2 Section is established to conduct planning to support COA development and prepare appropriate estimates, annexes, and/or other planning products.

MTG TASK PURPOSE: JTF J2 Section is capable of developing, coordinating, and issuing policies, programs, and guidance for the planning and conduct of joint intelligence operations.

REFERENCES: JP 2-0, JP 2-01, JP 2-01.2, JP 2-01.3, JP 2-02, JP 2-03, JP 5-00.2

MTG TASK STEPS

1. **Identify J2 Section requirements** (Task 102-01-J2/COS).
   a. Identify personnel manning/augmentation requirements.
   b. Identify requirements for equipment, facilities.
   c. Identify communications/connectivity requirements (such as Global Command and Control System Integrated Imagery Intelligence (GCCS-I3)).
   d. Identify J2 operational transportation requirements.
   e. Identify liaison requirements.
      (1) Liaison from the JTF J2 Section.
      (2) Liaison to the JTF J2 Section.
   f. Identify national and theater intelligence support requirements.
   g. Identify Geospatial Information and Services (GI&S) support requirements (JP 2-03).
   h. Identify meteorological and oceanographic (METOC) support and products.
   i. Identify Space Support Team (SST) requirements.
   j. Identify linguistic/interrogator requirements.

2. **Establish the J2 Section** (Task 102-02-J2). Include representation for:
   a. Special Security Office (SSO), security division, and foreign disclosure element.
   b. Plans division.
   c. Intelligence systems management division.
   d. Liaison teams/personnel.
   e. HUMINT and counterintelligence operations (J2X)(see Task 124).
   f. Administrative division.

3. **Establish/organize the Joint Intelligence Support Element (JISE) to support the intelligence cycle** (Task 102-03-J2).
   a. Composed of:
      (1) Ground, air, naval and geopolitical analysis sections.
      (2) Collection management section.
      (3) Targeting section.
      (4) Imagery section.
      (5) Dissemination section.
   b. Be prepared to integrate:
      (1) National Intelligence Support Team (NIST).
      (2) Joint Space Support Team (JSST) element.
      (3) Liaison teams from national, theater, and component organizations.

4. **Establish other intelligence boards, centers, and offices** (Task 102-04-J2/COS). Include, as required:
   a. Joint Interrogation and Debriefing Center (JIDC)(see Task 122).
   b. Joint Captured Materiel Exploitation Center (JCMEC)(see Task 123).
   c. Intel Collection Synchronization Board (ICSB).
   d. Support other staff sections and organizations.

5. **Identify/provide intelligence support to JTF boards and operational sections** (Task 102-05-J2). Include, as required:
   a. Joint Targeting Coordination Board (JTCB).
   b. Joint Planning Group (JPG).
   c. Information operations (IO) planning cell.
   d. Psychological Operations (PSYOP) cell/section.
   e. Logistic Readiness Center (LRC).
   f. Civil Affairs (CA) cell/section or Civil-Military Operations Center (CMOC) when established.
   g. Others as appropriate for the mission.

6. **Establish the JTF intelligence architecture** (Task 102-06-J2).
   a. Establish command relationships between JTF and components intelligence organizations.
   b. Assign collection, production, and dissemination responsibilities for JTF and components intelligence organizations.
   c. Deploy required intelligence systems.
      (1) Joint Worldwide Intelligence Communications System (JWICS).
      (2) Joint Deployable Intelligence Support System (JDISS).
      (3) Global Command and Control System Integrated Imagery and Intelligence (GCCS-I3).
      (4) Requirements Management System (RMS).
   d. Establish intelligence policies and procedures.
      (1) Information disclosure and release authorization.
      (2) Security and information classification guidance.
      (3) Information exchange requirements.

(4) "Push/pull" required.
(5) Reporting and briefing schedules.
(6) Emergency destruction procedures.

7. **Provide intelligence support to JTF planning** (Task 102-07-J2) (see Task 214).
a. Provide input to mission analysis to include Joint Intelligence Preparation of the Battlespace (JIPB).
b. Develop intelligence estimate.
c. Provide input to CJTF "Commander's Estimate."
d. Assist CJTF in identifying Commander's Critical Information Requirements (CCIRs).
e. Identify priority intelligence requirements (PIR) or essential elements of information (EEI).
f. Develop information requirements (IR).
g. Participate in war gaming.
h. Prepare intelligence annexes to all plans and orders.

8. **Coordinate requirements with higher and lower counterparts** (Task 102-08-J2).
a. Establish basis for concurrent planning.
b. Identify intelligence-related planning requirements.
c. Establish liaison with appropriate non-DOD and allied intelligence agencies and activities.

ELEMENT: J3

TASK 103: ESTABLISH THE J3 (OPERATIONS) SECTION

(Relates to UJTL Tasks OP 5.1, 5.2, 5.3, 5.5)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing COA development in CAP Phase III. The J3 Section is established to conduct planning to support COA development and prepare appropriate estimates, annexes, and/or other planning products.

MTG TASK PURPOSE: JTF J3 Section is capable of developing, coordinating, and issuing policies, programs, and guidance for the planning and conduct of JTF operations.

REFERENCES: JP 5-00.2, JP 3-0

MTG TASK STEPS

1. **Identify J3 Section requirements** (Task 103-01-J3/COS).
   a. Identify personnel manning/augmentation requirements.
   b. Identify requirements for equipment, facilities.
   c. Identify communications/connectivity requirements. Include:
      (1) Global Command and Control System (GCCS).
      (2) Theater Battle Management Core System (TBMCS).
      (3) Joint Maritime Command Information System (JMCIS).
      (4) Mobile Subscriber Equipment (MSE) network.
   d. Identify section operational transportation requirements.
   e. Identify liaison requirements.
      (1) Liaison from the JTF J3 Section.
      (2) Liaison to the JTF J3 Section.
   f. Initiate requests for Tactical Exploitation of National Capabilities Program (TENCAP) support, if applicable, and other assets outside JTF control.
   g. Identify Space Support Team (SST) requirements.

2. **Organize the J3 Section/Joint Operations Center (JOC) to support operational functions** (Task 103-02-J3). Consider forming/designating:
   a. Air operations cell.
   b. Ground operations cell.
   c. Maritime operations cell.
   d. Special operations cell.
   e. Space operations cell.
   f. IO cell.
      (1) Joint electronic warfare cell.
      (2) Military deception cell.

(3) PSYOP cell.
(4) OPSEC cell.
(5) Computer network attack cell.
(6) SIO/STO cell.

g. CA cell.
h. Combat Engineer cell.
i. Nuclear/chemical/biological cell.
j. Joint Suppression of Enemy Air Defense (JSEAD) cell.
k. Explosive Ordnance Disposal (EOD) cell.
l. Joint METOC cell/officer/Joint METOC Forecast Unit (JMFU).
m. Air Defense Artillery (ADA) cell/officer (if required).
n. J3 Fires Element.
(1) Joint Fires Chief.
(2) Joint Fires planners.
(3) JOC Joint Fires watchstanders.
(4) JTCB (includes JTCB preparation and decision message dissemination).
(5) Fires NCOs (includes target list maintenance).

o. Joint Assessment Cell.
(1) Operations Analysis Officer (or JOC Chief).
(2) Intelligence Analysis Officer (or JISE Chief).
(3) Operations and Intelligence Support Officers/NCOs (as required).

3. **Establish/organize other boards, centers, offices** (Task 103-03-J3).
Include, as required:
a. JPG, if not under J5.
b. JTCB, if assigned to J3.
c. Joint Personnel Recovery Center (JPRC).
d. CMOC.
e. Others as appropriate for the mission.

4. **Develop/verify operational policies/procedures** (Task 103-04-J3).
a. Establish operations status reporting requirements/procedures.
b. Develop procedures for JTF command post displacements.
c. Establish procedures for emergency destruction of classified material.
d. Develop/confirm internal section operating procedures.
e. Special category access control.

5. **Establish contact/coordinate requirements with higher and lower counterparts** (Task 103-05-J3).
a. Establish information flow procedures.
b. Establish basis for concurrent planning.
c. Identify operations-related planning requirements.
d. Integrate component

ELEMENT: J4

TASK 104: ESTABLISH THE J4 (LOGISTICS) SECTION

(Relates to UJTL Tasks OP 1.1, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 5.5)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing COA development in CAP Phase III. The J4 Section is established to conduct planning to support COA development and prepare appropriate estimates, annexes, and/or other planning products.

MTG TASK PURPOSE: JTF J4 Section is capable of developing, coordinating, and issuing policies, programs, and guidance for the planning and conduct of joint logistics operations.

REFERENCES: JP 5-00.2, JP 4 Series

MTG TASK STEPS

1. **Identify J4 Section requirements** (Task 104-01-J4).
   a. Identify personnel manning/augmentation requirements.
   b. Identify requirements for equipment, facilities.
   c. Identify communications/connectivity requirements.
   d. Identify section operational transportation requirements.
   e. Identify liaison requirements.
      (1) Liaison from the JTF J4 Section to the Joint Planning Group (JPG).
      (2) Liaison to the JTF J4 Section from Logistics Support Elements (LSE), Defense Logistics Agency (DLA), US Transportation Command (TRANSCOM (MTMC, MSC, AMC)), contractors, LOGCAP/CONCAP/AFCAP interagency, components, and other nations (as required in a multinational operation).

2. **Organize the J4 Section/Logistics Readiness Center (LRC) to support logistics functions** (Task 104-02-J4).
   a. Establish a concept of integrated logistics support.
   b. Identify current and evolving JTF logistic capabilities.
   c. Recommend to the JTF Commander to shift logistic support from one geographic area to another in the JOA.
   d. Advise the JTF Commander on supportability of proposed courses of action.
   e. Act as the JTF Commander's agent and advocate to non-theater logistic organizations.
   f. Identify JTF host-nation support (HNS) requirements.
   g. Identify agreements for supply, support, local procurement, and controls, and allocate indigenous facilities and resources available at staging bases and in the JOA.
   h. With a US Mission (if one is present), establish interior lines of communications (LOC) within the JOA.

i. Continuously assess supportability of the operation with the JTF Commander and Service components.

3. **Organize the JTF Engineering Cell** (Task 104-03-J4). Includes combat engineering, topographic support, civil engineering support, real estate actions, and environmental engineering. It is included within the J4 when the engineering effort predominately supports logistics operations at the theater level. (Based on the nature of the contingency and magnitude of the engineer effort, the JTF engineer staff also may be a separate staff directorate, or included within the J3 organization when the focus predominately supports operational movement and maneuver, fires, and protection.)

a. Provide engineering support to ensure mission success. Exercise staff supervision of engineer units.
b. Establish JTF engineering policy and guidance.
c. Determine and integrate engineering scope and execution into JTF operations.
d Establish, issue, and execute the JTF Environmental Management Support Plan.
e. Coordinate/chair Joint Facilities Utilization Board (JFUB) and the Joint Civil-Military Engineering Board (JCMEB).
f. Identify and direct host nation (HN), contract construction agent, and troop construction/engineering capabilities and resources.
g. Recommend engineering priorities and method of accomplishment to CJTF.
h. Recommend traffic regulations dictated by physical conditions of routes of communications.
i. Stand Engineer Watch in the JOC, as required.
j. Plan engineer support in the collection and processing of information for preparation and revision of maps.
k. Anticipate and plan for future engineer requirements.
l. Evaluate and reconcile component requests for real estate, use of existing facilities, and inter-Service support.

4. **Organize the JTF Medical Cell** (Task 104-04-J4). Includes preventive medicine, veterinary services, dental services, medical evacuation, health service logistics, and blood management. The medical staff and surgeon can be placed either as a separate special staff/section coordinating with the J4 and reporting directly to the JTF Commander, or as a cell under the J4 with the surgeon retaining special staff officer responsibilities to the CJTF.

a. Establish JTF health service logistics support estimate and plan.
b. Identify and evaluate host-nation (HN) blood bank support.
c. Plan for protection from the threat and possible use of nuclear, biological, and chemical (NBC) weapons throughout the operational area.
d. Recommend sizes and locations of health service logistics organizations and installations required, types of medical supplies needed, supply procedures to be followed, stock levels to be maintained, and medical equipment maintenance procedures.
e. Determine requirements generated by the operation and the capability to provide the necessary Class VIII materiel.

f. Coordinate with the J4 Joint Movement Center (JMC) for aeroevacuation policy.
g. Establish/chair Joint Patient Movement Requirements Cell (JPMRC) and Area Joint Blood Program Office (AJBPO).

5. **Organize the JTF Comptroller Cell** (Task 104-05-J4). Includes providing financial recommendations, applicable fund sources and required controls to prevent excessive expenditures of funds, reimbursement procedures, meeting cash/pay requirements, procurement support for contracting operations, and disbursement support in coordination with host nation or coalition partners. The Comptroller Cell may be organized as a principal staff officer to the JTF Commander, a special staff coordinating with the JTF Commander and J4, or collocated under the J4.
a. Provide financial advice/recommendations.
b. Establish financial management controls, provide funding sources.
c. Coordinate special funding requirements: maneuver damage/solatium payments, weapons buyback, payment to dislocated civilians, including payments for enemy prisoners of war.
d. Coordinate required contracting operations, identify HN support requirements, review existing Standard Of Forces Agreements (SOFAs) or Acquisition and Cross-Servicing Agreements (ACSAs).
e. Reduce competition for scarce resources.

6. **Establish/organize other boards, centers, and offices** (Task 104-06-J4). Include, as required:
a. Logistics Readiness Center (LRC).
b. Joint Petroleum Office (JPO) and Subarea Petroleum Office (SAPO).
c. Joint Movement Center (JMC) and/or Joint Transportation Board (JTB).
d. Joint Mortuary Affairs Office (JMAO) and Subarea Graves Registration Office (SAGRO).
e. Joint Civil-Military Engineering Board (JCMEB).
f. Joint Facilities Utilization Board (JFUB).
g. Joint Materiel Priorities and Allocation Board (JMPAB).

7. **Develop/verify logistics policies/procedures** (Task 104-07-J4).
a. Request delegation of directive authority from the Combatant Commander for common support capability, Class I, III, IV, or water.
b. Establish logistics status reporting requirements/procedures with the components.
c. Establish joint logistics policies for supply and services, transportation, engineering, joint mortuary affairs, maintenance and support to the health services support system/plans, to include supply buildup rates and theater stockage levels.
d. Assess Force Structure and its capabilities, including Materiel and Handling Equipment (MHE) that must be required, during pre-deployment planning.
e. Develop/confirm internal section operating procedures.
f. Continually assess HN and component logistics support capabilities against requirements.

g. Verify SOFA, ACSA and Interim Supply Support Agreements (ISSA) as methods of in-place support agreements.

8. **Establish contact/coordinate requirements with higher and lower counterparts** (Task 104-08-J4).

a. Establish basis for concurrent planning.

b. Identify logistics-related planning requirements, including building the TPFDD in conjunction with the Combatant Commander's staff.

c. Monitor strategic flow into the JOA, reprioritize the flow based on any limitations in strategic life and the JTF Commander's priorities.

d. Prevent or eliminate unnecessary duplication of facilities and overlapping of functions among Service component commands.

ELEMENT: J5/COS

TASK 105: ESTABLISH THE J5 (PLANS AND POLICY SECTION)

(Relates to UJTL Tasks OP 1.1, 5.5)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a variety of military operations. Operations may involve ground, naval, air, and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing COA development in CAP Phase III. The J5 Section is established to conduct planning to support COA development and prepare appropriate estimates, annexes, and/or other planning products.

MTG TASK PURPOSE: JTF J5 Section is capable of developing and coordinating Operation Plans (OPLANS), Operations Orders (OPORDS), and other CJTF-directed guidance for the planning and conduct of JTF operations.

REFERENCES: JP 5-0, JP 5-00.2

MTG TASK STEPS

1. **Identify J5 Section requirements** (Task 105-01-J5/J3/COS).
   a. Identify personnel manning/augmentation requirements.
      (1) Planning expertise.
      (2) US Transportation Command (USTRANSCOM) deployment support (JFAST and LNOs).
   b. Identify requirements for equipment, facilities.
   c. Identify communications/connectivity requirements, including GCCS.
   d. Identify section operational transportation requirements.
   e. Identify liaison requirements.
      (1) Liaison from the JTF J5 Section.
      (2) Liaison to the JTF J5 Section.

2. **Establish/organize the Joint Planning Group** (Task 105-02-J5/J3). Consider requirement for planning expertise in/from (also see Task Number 131).
   a. Air operations.
   b. Ground operations.
   c. Maritime operations.
   d. Special operations.
   e. Space operations.
   f. IO staff.
      (1) Joint electronic warfare.
      (2) Military deception.
      (3) PSYOP.
      (4) OPSEC.
      (5) Computer Network Operations (CNO)

g. Civil affairs.
h. Civil engineering operations.
i. Operational firepower/targeting.
j. Nuclear/chemical/biological defense operations.
k. JSEAD
l. EOD.
m. JPRC.
n. ADA (if required).
o. Operational Law.
p. METOC.
q. Military police operations.
r. Chaplain.
s. Surgeon.
t. Other future planning cells or organizations.
u. Regional experts (political advisor (POLAD), etc.).
v. Organize to provide admin support and information management.
w. Logistics.

3. **Establish/organize the JOPES Support Element** (Task 105-03-J5).
   a. Coordinate access to GCCS support.
   b. Integrate and coordinate time-phased force and deployment data (TPFDD) input with the supported Combatant Commander.

4. **Establish section policies/procedures** (Task 105-04-J5).
   a. Core and supporting mission analysis teams.
   b. Core and supporting COA analysis (wargaming) teams.
   c. Planning cycle -- related to CJTF's decision cycle.
   d. Distribution of work.
      (1) Core team products.
      (2) Supporting team contribution.
      (3) Administrative effort.
         (a) Decision support products.
         (b) Briefing preparation.
         (c) OPLAN document preparation.
         (d) Shift change procedures.
         (e) Information management procedures.
      (4) Work/sleep schedule during planning efforts.

5. **Establish contact/coordinate requirements with higher and lower counterparts** (Task 105-05-J5).
   a. Establish basis for concurrent planning.
   b. Identify operations-related planning requirements.
   c. Consider requirement for 24-hour operations.

ELEMENT: J6

TASK 106: ESTABLISH THE J6 (COMMAND, CONTROL, COMMUNICATIONS AND COMPUTER (C4)) SECTION

(Relates to UJTL Tasks OP 4.7, 5.1, 5.5, 5.6, 6.3)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing COA development in CAP Phase III. The J6 Section is established to conduct planning to support COA development and prepare appropriate estimates, annexes, and/or other planning products.

MTG TASK PURPOSE: JTF J6 Section is capable of developing, coordinating, and issuing policies, programs, and guidance for the planning and conduct of joint Command, Control, Communications and Computer (C4) operations.

REFERENCES: JP 5-00.2, JP 6-0

MTG TASK STEPS

1. **Identify J6 Section requirements** (Task 106-01-J6/COS).
   a. Identify personnel manning/augmentation requirements, with an emphasis on early involvement of communications planners, especially frequency planners.
   b. Identify communications/connectivity requirements:
      (1) Capture the command and control relationships between JTF and components, Theater Combatant Commander staff, supporting units/organizations, etc., to include their information exchange requirements and basic capabilities. Identify communications nodes.
      (2) Defense Information Systems Network (DISN) connectivity for JTF and components.
      (3) Interface with Global Information Grid (GIG) and communications systems of multinational commands, components, and US and allied commercial organizations.
      (4) Identify high bandwidth requirements for JTF operations (video, imagery, etc.).
   c. Identify requirements for equipment and facilities.
   d. Identify section operational transportation requirements.
   e. Identify liaison requirements:
      (1) Liaison from the JTF J6 Section (JOC, Information Operations cell, Joint Interface Control Officer, etc.).
      (2) Liaison to the JTF J6 Section (DISA, RSSC, JSC, JITC, etc.).
   f. Identify requests for TENCAP support and other assets outside JTF control.
   g. Identify requirement for Joint Communications Support Element (JCSE).

h. Identify J6 members of the JPG and other JTF boards/bureaus/centers (as required).
i. Initiate logs, including a formal Issues/Lessons Learned capture and archive process.

2. **Organize J6 Section/Joint Communications Control Center (JCCC) to support C4 functions** (Task 106-02-J6). Depending on the mission, consider forming/designating sections for:
   a. Current operations.
   b. Computer systems support.
   c. JTF HQ support -- Automated Data Processing (ADP), Local Area Network (LAN) and other intra-HQ communications and video support.
   d. Future operations and plans.
   e. Network management.
      (1) Network control.
         (a) Circuits/circuit switch.
         (b) Data networks.
         (c) Message switch.
         (d) Transmission systems.
         (e) Tactical digital information links (TADILS).
      (2) Network plans.
         (a) Circuits/circuit switch.
         (b) Data networks.
         (c) Message switch.
         (d) Transmission systems.
         (e) Technical control circuits.
         (f) TADILS.
      (3) Frequency planning and management -- develop the Joint Restricted Frequency List (JRFL) with J3.
      (4) Communications Security (COMSEC) planning and management -- consider using Inter-theater C3 COMSEC Package to ensure interoperability.
      (5) SCIF planning and certification.
   f. Combatant Commander LNO or supported Combatant Commander LNO.

3. **Develop/verify C4 policies/procedures** (Task 106-03-J6).
   a. Establish C4 status reporting requirements/procedures. Coordinate with Combatant Commander J6 staff/Joint Communications Control Center (JCCC) to confirm reporting requirements to higher headquarters.
   b. Ensure compatibility of JTF C4 systems.
   c. Establish procedures for emergency destruction of classified material.
   d. Develop/confirm internal section/Joint Communications Control Center (JCCC) operating procedures.
   e. Establish information assurance and recovery procedures.
   f. Assist the JTF Information Manager in developing the JTF Information Management Plan.

4. **Establish contact/coordinate requirements with higher and lower counterparts** (Task 106-04-J6).

a. Establish a basis for concurrent planning based on C3 relationships and the mission.

b. Identify C4-related planning requirements.

ELEMENT: HEADQUARTERS COMMANDANT

TASK 107: ESTABLISH THE HEADQUARTERS COMMANDANT SECTION

(Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing COA development in CAP Phase III. The HQ COMDT Section is appointed/established to provide support for the JTF HQ.

MTG TASK PURPOSE: JTF HQ COMDT Section is capable of developing, coordinating, and issuing policies, programs, and guidance for planning and conducting headquarters support of the JTF.

REFERENCES: JP 5-00.2

MTG TASK STEPS

1. **Identify HQ Comdt Section/HQ Support Activity requirements** (Task 107-01-HQ COMDT).
   a. Identify personnel manning/augmentation or Provisional Support Company requirements.
   b. Identify requirements for equipment, facilities.
   c. Identify communications/connectivity requirements.
   d. Identify section operational transportation requirements.
   e. Identify security requirements.

2. **Organize the HQ Comdt Section/HQ Support Activity to perform support functions** (Task 107-02-HQ COMDT). Coordinate closely with the JTF J1 and the Joint Personnel Reception Center (JPRC) to ensure newly arriving personnel are as rapidly as possible assimilated to the organization. Consider:
   a. Billeting.
   b. Engineer maintenance and support services.
   c. Food services.
   d. Finance services.
   e. Air and surface transportation operations.
      (1) Parking areas.
      (2) Motor pool.
      (3) Airstrip.
      (4) Helipad.
      (5) Port facilities.
      (6) Fuel.
      (7) Contracting.

(8) Maintenance facilities.

f. HQ supply.
g. Internal arrangements of JTF HQ.
h. Pass and identification badges.
i. Postal requirements -- HQ unit mail room.
j. Security/reaction force(s).
k. First aid and routine health service support for JTF HQ.
l. Field sanitation.
m. Arms room.

3. **Develop/verify HQ Comdt Section/HQ Support Activity policies/procedures** (Task 107-03-HQ COMDT).

a. Status reporting requirements/procedures.
b. Postal procedures.
c. Supply procedures, including laundry and bath.
d. Mess procedures.
e. Finance procedures.
f. Transportation procedures.
g. Procedures for emergency destruction of classified material.
h. Security procedures.
i. Active and passive defensive measures.

4. **Establish contact/coordinate requirements with higher and lower counterparts** (Task 107-04-HQ COMDT).

a. Establish basis for concurrent planning.
b. Identify HQ Comdt-related planning requirements.

ELEMENT: COS

TASK 108: ESTABLISH LIAISON ACTIVITIES

(Relates to UJTL Tasks OP 4.6, 4.7, 5.1, 5.4, 5.5, 5.7, 6.5)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing COA development in CAP Phase III. The Liaison Activity is established to facilitate planning in support of COA development and subsequent JTF operations.

MTG TASK PURPOSE: Liaison officers/teams (LNOs/TMs) facilitate exchange of information between sending and receiving commanders and staff. They should be capable of representing the parent or sending unit's capabilities, plans, and concerns to the receiving commanders and staff. Liaison personnel should have sufficient rank, experience, and maturity to effectively represent the sending unit commander.

REFERENCES: JP 3-0, JP 5-00.2, ALSA JTF Liaison Pub

MTG TASK STEPS

1. **Identify liaison activity requirements** (Task 108-01-COS).
   a. Identify liaison required to the JTF HQ.
      (1) Determine rank/maturity desired.
      (2) Determine the Combat Support Agencies, Services, or organizations needing representation.
      (3) Determine weapons specialty requirements.
      (4) Determine experience requirements.
      (5) Determine unique administrative requirements (medical, training, passports/visa, country clearances, language requirements, etc.).
      (6) Determine uniform/equipment requirements (individual equipment (weapons, combat gear, etc.)) communications equipment, computer equipment and software compatibility, and basic supplies).
      (7) Security clearance requirements.
   b. Identify liaison required from the JTF HQ.
      (1) Determine rank/maturity desired.
      (2) Determine the Services or organizations needing representation.
      (3) Determine weapons specialty requirements.
      (4) Determine experience requirements.
      (5) Determine unique administrative requirements (medical, training, passports/visa, country clearances, language requirements, etc.).
      (6) Determine uniform/equipment requirements (individual equipment (weapons, combat gear, etc.)), communications equipment, computer equipment and software compatibility, and basic supplies).
      (7) Security clearance requirements.
   c. Determine JTF support requirements for liaison officers.

(1) Billeting/messing.
(2) Manpower limitations (e.g., shipboard limitations).
(3) Dedicated workspace.
(4) Administrative/service support. Ensure LNOs/LNO teams have access to normal administrative support and services to include:
(a) Postal.
(b) Legal.
(c) Chaplain.
(d) Security.
(e) Exchange/commissary.
(f) Finance.
(g) Medical/dental.
(h) Morale, Welfare and Recreation (MWR).
(5) Publications/documents for use.
(1) Maps.
(2) Receiving unit SOPs.
(3) COMSEC to include receiving unit communications-electronics operating instructions (e.g., CEOIs).
(4) Doctrinal publications/reference materials.
(5) Forms.
(6) JTF phone book.
(7) Building/area map.
(8) JTF command wiring diagram (with names and office symbols).
(6) Equipment for follow-on movements/deployments.

2. **Task liaison requirements** (Task 108-02-COS).
a. Task from headquarters base unit.
b. Identify additional augmentation required to supported Combatant Commander.

3. **Receive and integrate liaison personnel** (Task 108-03-COS/LNO).
a. Provide situation update.
b. Conduct necessary individual/unit training.
c. Issue/train on equipment.
d. Conduct command orientation.
e. Establish access to key personnel/groups/meetings.
f. Establish LNO briefing requirements.
g. Identify and facilitate information reporting procedures.
h. Include in planning process.

ELEMENT: PAO

TASK 109: ESTABLISH THE PUBLIC AFFAIRS (PA) SECTION

(Relates to UJTL Tasks OP 5.1, 5.5, 5.8)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing COA development in CAP Phase III. The Public Affairs Officer (PAO)/PA Section is appointed/established to conduct planning to support COA development and prepare appropriate estimates, annexes, and/or other planning products.

MTG TASK PURPOSE: JTF PAO Section is capable of developing, coordinating, and issuing policies, programs, and guidance for the planning and conduct of public affairs operations.

REFERENCES: JP 3-61, JP 1-07

MTG TASK STEPS

1. **Identify Public Affairs Section requirements** (Task 109-01-PAO).
   a. Identify personnel manning/augmentation requirements.
   b. Identify requirements for equipment, facilities.
   c. Identify communications/connectivity requirements.
   d. Identify section operational transportation requirements.

2. **Organize the Public Affairs Section to support PA functions** (Task 109-02-PAO).
   Consider forming/designating sections for:
   a. Media relations -- primarily, the Joint Information Bureau (JIB).
   b. Command information.
   c. Community relations (While relationships with the local population in areas of operations are generally the responsibilities of civil affairs personnel and other agencies, commanders should also consider the public affairs impact of joint operations on the various publics who come into direct contact with joint forces.).
   d. Plans/logistics.

3. **Develop/verify public affairs policies/procedures** (Task 109-03-PAO).
   a. Develop procedures of media relations for:
      (1) Responding to news media inquiries.
      (2) Developing/issuing prepared statements.
      (3) Scheduling interviews.
      (4) Conducting briefings.
      (5) Arranging for access to key officials, operational units.
      (6) Equipment, transportation, communications support to media.
      (7) Media accreditation.
      (8) Developing, coordinating, and gaining approval of public affairs guidance.

(9) Releasability of unclassified/declassified friendly/enemy information.

b. Develop policies/procedures for internal or command information for:
   (1) Participating forces.
   (2) Nondeployed, supporting forces.
   (3) Family members.
   (4) Use of available assets:
      (a) Base and organizational publications.
      (b) Armed Forces Information Service (AFIS) resources:
         1 Stars and Stripes.
         2 Armed Forces Radio and Television Service (AFRTS).
      (c) Service Public Affairs Detachments/Combat Information Teams/Combat Camera Teams.

c. Develop policies/procedures for community relations, to accommodate:
   (1) Local community leaders and citizens around military installations.
   (2) Family members of deploying personnel.

d. Ensure policies conform to military deception plans.

4. **Establish contact/coordinate requirements with higher and lower counterparts** (Task 109-04-PAO). Consider forming/organizing sections for:
   a. Establishing basis for concurrent planning.
   b. Identifying PA-related planning requirements.
   c. Establishing contact with military deception cell(s).

5. **Establish the Joint Information Bureau** (Task 109-05-PAO).
   a. Administration/operations.
   b. Media response.
   c. Media support.
   d. Liaison.

ELEMENT: SJA/COS

TASK 110: ESTABLISH THE STAFF JUDGE ADVOCATE (SJA) SECTION

(Relates to UJTL Tasks OP 3.3, 4.4, 4.6, 5.5)

MTG TASK SITUATION**:** The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints a CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a wide variety of military operations. Operations may involve maritime, air, land, and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues a warning order to the JTF commencing COA development in CAP Phase III. The SJA Section is established to conduct planning to support COA development and prepare appropriate estimates, appendixes, and other planning products.

MTG TASK PURPOSE: To organize the JTF SJA Section to provide comprehensive, effective legal services support, for the planning and conduct of military operations.

REFERENCES: JP 0-2, JP 5-00.2, CJCSI 3121.01, CJCSM 3122.03A

MTG TASK STEPS

1. **Identify SJA Section responsibilities** (Task 110-01-SJA). JTF SJA section responsibilities include the following:
   a. Form, deploy, employ, transition, and redeploy the SJA Section.
   b. Man joint boards, centers, and cells.
   c. Train section personnel.
   d. Manage section operations, including information and security.
   e. Requisition and control section resources.
   f. Coordinate the assignment, promotion, transfer, and replacement of section personnel.
   g. Serve as the single point of contact for all legal issues of joint origin, that involve more than one Service, or that affect the external relations of the JTF.
   h. Monitor and coordinate the provision of legal services throughout the JTF.
   i. Liaise with counterparts at higher, lower, and supporting headquarters, DOD and other US Government (USG) agencies, foreign government agencies, international organizations, and nongovernmental organizations (NGOs).
   j. Record significant activities.
   k. Submit legal status reports.
   l. Continuously assess mission capability and any strengths or deficiencies in doctrine, organization, training, materiel, and education.
   m. Capture, act on, and share joint lessons learned, issues, and key observations from operations, training events, and other sources.
   n. Ensure all plans, orders, policies, rules of engagement, and target lists issued by the JTF and its subordinate commands are reviewed by a legal advisor for compliance with applicable law and policy as required by DODD 5100.77, "DOD Law of War Program," and CJCSI 5810.01, "Implementation of DOD Law of War Program."

o. Prepare the legal considerations paragraph of the basic operations plan or order according to CJCSM 3122.03A (JOPES Volume II: Planning Formats and Guidance).
p. Prepare the legal appendix to the personnel annex of the operations plan or order according to CJCSM 3122.03A (JOPES Volume II: Planning Formats and Guidance).
q. Assist the J3 or J5 in preparing the ROE appendix to the operations annex of the operations plan or order according to CJCSM 3122.03A (JOPES Volume II: Planning Formats and Guidance).
r. Assist the J3 or J5 in preparing ROE request and authorization messages according to CJCSI 3121.01 (SROE).
s. Recommend uniform policies applicable to all Services within the JTF when necessary to maintain good order and discipline or preserve US-host nation relations (e.g., general order number 1, black market and currency control regulations).
t. Supervise the administration of military justice within the JTF headquarters.
u. Recommend uniform policies and procedures for requesting joint command court-martial convening authority, exercising disciplinary authority over members of other Services, and creating Service units within the JTF headquarters and subordinate joint force headquarters.
v. Communicate directly with the CJTF on military justice matters, to include advising on appropriate disposition of charges before referral to trial by court-martial and recommending appropriate action on courts-martial.
w. Ensure alleged violations of the law of war, whether committed by or against US or enemy personnel, are promptly reported, thoroughly investigated, and, where appropriate, remedied by corrective action as required by DODD 5100.77 and CJCSI 5810.01.
x. Provide legal advisors to investigating officers, review their reports for legal sufficiency, and make appropriate recommendations to the appointing authority.
y. Provide training to the CJTF and staff on the law of war, ROE, GO#1, foreign law, ethics, procurement integrity, and other subjects as appropriate.
z. Serve as ethics advisor.
aa. Provide legal assistance to the CJTF and staff.
bb. Arrange for the provision of claims, trial defense, trial judiciary, and other legal services as appropriate to the CJTF and staff.
cc. Advise the CJTF and staff on all legal matters affecting the JTF, including the following:

(1) Legal authority for, and constraints on, the conduct of military operations, including the use of force; freedom of navigation; overflight of international and national airspace; basing rights; foreign intelligence and counterintelligence activities; information operations; joint targeting; treatment of wounded and sick, prisoners of war, and civilian persons, places, and things, including migrants and refugees; conduct of tribunals under Article 5 of the Third Geneva Convention; government of occupied enemy territory; exercise of military authority over civilians and private property in the United States; and storage, transportation, and

use of nuclear, biological, chemical, and other weapons subject to special restrictions.

(2) Relations with governments and inhabitants of foreign countries.

(3) Negotiation and conclusion of international agreements, including acquisition and cross servicing agreements (ACSAs), status of forces agreements (SOFAs), and status of mission agreements (SOMAs).

(4) The status of US forces in foreign countries.

(5) Assertions of foreign criminal jurisdiction over military personnel and civilians accompanying the JTF.

(6) Investigation and disposition of significant incidents required to be reported via OPREP 3-PINNACLE and other flag word reports (e.g., grave breaches of the law of war, asylum incidents, aircraft accidents, possible border violations).

(7) Conduct of war crimes trials.

(8) Military justice.

(9) Acquisition of real property, goods, and services.

(10) Provision of logistics support to non-DOD entities.

(11) Accounting for captured weapons, war trophies, documents, and equipment.

(12) Transfers or other disposition of military property.

(13) Accountability for loss, damage, or destruction of military property.

(14) Military personnel matters, including mobilization, military status, pay, allowances, promotion, reduction, separation, authorized activities, conscientious objector applications, and complaints under Article 138, UCMJ.

(15) Civilian personnel matters, including deployment issues, adverse action appeals to the Merit Systems Protection Board, equal employment opportunity discrimination complaints, grievance arbitrations, negotiation of union labor agreements, unfair labor practice hearings and grievance arbitrations, and unfair labor practice complaints and negotiability disputes before the Federal Labor Relations Authority.

(16) Exercise of command authority over areas under military control.

(17) Standards of conduct issues, including giving and accepting gifts, filing financial disclosure reports, and post-government service employment restrictions.

(18) Compliance with applicable environmental laws and policies.

(19) Investigation and processing of claims arising from activities of the CJTF and staff under the Military Claims Act, Federal Tort Claims Act, Foreign Claims Act, Personnel Claims Act, reciprocal international agreements (e.g., SOFA claims), Suits in Admiralty Act, Public Vessels Act, and other applicable statutes, as well as designation of single-Service claims responsibility.

(20) Requests for political asylum and temporary refuge.

dd. Perform other duties assigned by the CJTF.

2. **Identify SJA Section requirements** (Task 110-02-SJA).

a. Identify manning and augmentation requirements.

(1) Become familiar with joint forces.

(2) Balance the section as to numbers, experience, influence of position, and rank among the Services and nationalities concerned.

(3) Reflect the composition of the JTF and character of the operation to ensure the section understands the capabilities, needs, and limitations of each component.
(4) Consider efficiencies of scale and Service component responsibilities.
(5) Define duties, roles, and relationships that differ from those of Service organizations.
(6) Understand the rotation policy for individual augmentees assigned to the JTF. Although the Combatant Commander ultimately establishes individual and unit rotation policies, they will not necessarily be uniform. One Service might have a 90-day rotation policy while the other Services have 120-day or 179-day rotation policies. To stabilize key billets, consider filling them with personnel with the longest tour lengths.
(7) Be prepared to synchronize operations with the staff's "battle rhythm" on a 24-hour cycle.
(8) Be prepared to provide appropriate functional area expertise and administrative support.
(9) Be prepared to man multiple boards, centers, and cells. The joint force SJA (or his representative) is normally required to serve as a member of the Core Planning Cell, ROE Planning Cell, Information Operations (IO) Cell, full Joint Planning Group (JPG), Joint Operations Center (JOC), Joint Rear Tactical Operations Center (JRTOC), Civil-Military Operations Center (CMOC), Joint Targeting Coordination Board (JTCB), Joint Interrogation Facility (JIF), Joint Military Police Agency (JMPA), Joint Acquisition Board (JAB), and Joint Reception Center (JRC). Even if the joint force SJA is not required to do so, he or she should consider assigning a judge advocate to these and any other boards, centers, or cells likely to face significant legal issues on a recurring basis.
(10) Determine whether the Deployable Joint Task Force Augmentation Cell (DJTFAC), if any, includes a judge advocate. The DJTFAC is a multi-Service, multi-disciplined augmentation cell comprised of members of the Combatant Commander's staff. In most cases, the DJTFAC deploys with a judge advocate to assist the JTF SJA in carrying out his planning responsibilities. If the DJTFAC does not include a judge advocate, ask the Combatant Commander SJA to assign one.

b. Identify equipment and facilities requirements.
c. Identify C4 requirements (e.g., VTCs with the Combatant Commander SJA and component SJAs).
d. Identify transportation requirements.
e. Identify constraints (e.g., space limitations when embarked on a ship).

3. **<u>Establish contact/coordinate requirements with higher and lower counterparts</u>** (Task 110-03-SJA).

a. Contact counterparts at higher, lower, and supporting headquarters at the earliest opportunity and establish the basis for concurrent planning. Continuously communicate with, and solicit input from, counterparts.
b. Coordinate inter-Service support. The Services and components retain authority for legal support to their forces, subject to the coordinating guidance of the JTF SJA

issued under the authority of the CJTF. The CJTF has full authority to assign missions to, and establish support relationships between, subordinate commanders. In doing so, however, the CJTF should allow Service assets and groupings to function generally as they were designed. The intent is to meet the needs of the CJTF while maintaining the tactical and operational integrity of the Service organizations. When coordinating inter-Service legal support, consider ways to leverage limited resources (e.g., personnel, C4, and transportation) and avoid duplication of effort by establishing joint legal organizations or collocating single-Service legal organizations throughout the JOA. Also consider recommending that the CJTF designate an executive agent to provide legal services in appropriate cases. (Note that only the DOD General Counsel, or Combatant Commander on an interim basis, may designate single-Service claims responsibility.)

4. **Ensure section personnel are trained and ready to deploy** (Task 110-04-SJA).
   a. Identify and train designated augmentees during annual training
   b. Ensure all new personnel receive an operations overview, an orientation to the joint force headquarters, a billet responsibilities brief, computer training, and other training designed to make them productive members of the staff as quickly as possible.

ELEMENT: SURGEON

TASK 111: ESTABLISH THE SURGEON'S SECTION

(Relates to UJTL Tasks OP 4.4, 5.5)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing with COA development in CAP Phase III. The Surgeon/Surgeon's Section is established to conduct planning to support COA development and prepare appropriate estimates, annexes, and/or other planning products.

MTG TASK PURPOSE: JTF Surgeon's section is capable of providing essential joint Health Service Support (HSS) for JTF operations. The Surgeon acts as a special adviser to CJTF.

REFERENCES: JP 4-02, JP 4-02.1, JP 4-02.2, JP 5-00.2

MTG TASK STEPS

1. **Identify the Surgeon's Section requirements** (Task 111-01-SURG).
   a. Identify personnel manning/augmentation requirements.
   b. Identify requirements for equipment, facilities.
   c. Identify communications/connectivity requirements.
   d. Identify section operational transportation requirements.
   e. Identify liaison requirements between JTF and components.

2. **Organize the Surgeon's Section to provide medical services support** (Task 111-02-SURG).
   a. Consider operational requirements for:
      (1) Medical planning.
      (2) Hospitalization.
      (3) Patient evacuation.
      (4) Preventive medicine services.
      (5) Health service logistics.
      (6) Blood management.
      (7) Medical regulating.
      (8) Veterinary medicine.
      (9) Dental services.
      (10) Medical intelligence.
      (11) Host nation (HN) medical support.
      (12) Medical humanitarian assistance.
      (13) Combat stress control.
      (14) Area medical support.
      (15) Medical laboratory services.
      (16) Medical C4I.
      (17) Occupational and Environmental Surveillance.

(18) Personnel.
(19) Reports.

b. Consider organizational sections for:
(1) Medical plans.
(2) Medical logistics.
(3) Medical operations.
(4) Preventive medicine.
(5) Veterinary medicine.
(6) Blood program management.
(7) Medical evacuation and regulation.
(8) Dental services.

3. **Establish offices** (Task 111-03-SURG). Include, as required:
a. JTF Patient Movement Requirements Center (JPMRC).
b. Area Joint Blood Program Office (AJBPO).

4. **Develop/verify medical services support policies/procedures** (Task 111-04-SURG).
a. Establish medical services support status reporting requirements/procedures
b. Establish medical threat procedures. Consider:
(1) Disease/nonbattle injury.
(2) Environmental extremes.
(3) Battle injuries.
(4) Nuclear, biological, and chemical warfare.
(5) Combat stress.
(6) Flame and incendiary weapons.
c. Establish medical intelligence procedures.
d. Develop/confirm internal standing operating procedures.
e. Monitor medical regulating and patient movement activities of the JPMRC and ensure procedures are established to provide patient in-transit visibility information to the J1.
f. Establish patient evacuation and return-to-duty criteria.

5. **Establish contact/coordinate requirements with higher and lower counterparts** (Task 111-05-SURG).
a. Establish basis for concurrent planning.
b. Identify medical services support-related planning requirements.

ELEMENT: PMO/COS

TASK 112: ESTABLISH THE PROVOST MARSHAL (PM) SECTION

(Relates to UJTL Tasks OP 4.4, 5.5)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing COA development in CAP Phase III. The PM/PM Section is appointed/established to conduct military police planning to support COA development and prepare appropriate estimates, annexes, and/or other planning products.

MTG TASK PURPOSE: JTF PM section is capable of developing, coordinating, and issuing policies, programs, and guidance for the planning and conduct of military police operations.

REFERENCES: JP 3-07.2, JP 5-00.2

MTG TASK STEPS

1. **Identify PM Section requirements** (Task 112-01-PM).
   a. Identify personnel manning/augmentation requirements.
   b. Identify requirements for equipment, facilities.
   c. Identify communications/connectivity requirements.
   d. Identify section operational transportation requirements.

2. **Organize the PM Section to plan and control/monitor military police operations** (Task 112-02-PM). Consider operational requirements for:
   a. Battlefield Circulation and Control (BCC).
   b. Area security operations.
   c. EPW operations.
   d. Law enforcement operations.
   e. Antiterrorism procedures/operations.
   f. Counterdrug (CD) operations.
   g. Peacekeeping operations.
   h. Disaster relief operations.
   i. Population and resource control.

3. **Develop/verify policies/procedures** (Task 112-03-PM). Consider:
   a. EPW operations.
   b. BCC.
   c. Law enforcement operations.
   d. Antiterrorism procedures.
   e. CD procedures.
   f. Area security procedures.

4. **Establish contact/coordinate requirements with higher and lower counterparts** (Task 112-04-PM).
   a. Establish a basis for concurrent planning.
   b. Identify PM-related planning requirements.

ELEMENT: COMPTROLLER/COS

TASK 113: ESTABLISH THE COMPTROLLER SECTION

(Relates to UJTL Tasks OP 4.4, 4.8, 5.5)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the Deliberate Planning Process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing COA development in CAP Phase III. The Comptroller/Comptroller Section is appointed/established to conduct planning to support COA development and prepare appropriate estimates, annexes, and/or other planning products.

MTG TASK PURPOSE: JTF Comptroller Section is capable of developing, coordinating, and issuing policies, programs, and guidance for the planning and conduct of fiscal management and finance operations.

REFERENCES: JP 1-06, JP 5-00.2

MTG TASK STEPS

1. **Identify Comptroller Section requirements** (Task 113-01-COMPT).
   a. Identify personnel manning/augmentation requirements.
   b. Identify requirements for equipment, facilities, etc.
   c. Identify communications/connectivity requirements.
   d. Identify section operational transportation requirements.
   e. Identify and determine support requirements for other agencies such as Morale, Welfare, Recreation (MWR), Red Cross, Nongovernment Organizations (NGOs), and Public Affairs Officer (PAO).

2. **Organize the Comptroller Section to plan and control/monitor JTF financial management operations** (Task 113-02-COMPT). Consider operational requirements.
   a. Financial services.
   b. Budget administration.
   c. Accounting services.
   d. Contracting services/management.

3. **Develop/verify policies/procedures** (Task 113-03-COMPT). Consider:
   a. Consistency of entitlements.
   b. Component responsibility to provide financial services support to members.
   c. Contracting/ordering procedures.
   d. Class A agent procedures.
   e. Military Service funding responsibility.
   f. Imprest fund procedures.
   g. Military pay policies.

h. Entitlement to per diem allowance.
i. Reimbursement for foreign government support.
j. Procurement/use of local currencies.

4. **Establish contact/coordinate requirements with higher and lower counterparts** (Task 113-04-COMPT).
a. Establish a basis for concurrent planning.
b. Identify comptroller-related planning requirements.
c. Establish Joint Force Contingency Accounting (JFCA) procedures to accept, transfer, and disburse funds unique to the joint operation.

ELEMENT: CHAPLAIN / COS

TASK 114: ESTABLISH THE CHAPLAIN SECTION

(Relates to UJTL Tasks OP 4.4, 5.5)

MTG TASK SITUATION: The Combatant Commander designates a JTF (for planning purposes) during the deliberate planning process and/or appoints the CJTF, assigns the mission, and activates the JTF (normally in CAP Phase III or earlier). The JTF plans and executes (on order) a contingency operation that may include a wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination and be executed unilaterally or in cooperation with other nations. The Combatant Commander develops the concept and issues the warning order to the JTF commencing COA development in CAP Phase III. The Chaplain/Chaplain Section is appointed/established to conduct religious support planning to support COA development and prepare appropriate estimates, annexes, and/or other planning products.

MTG TASK PURPOSE: The JTF Chaplain Section is capable of developing, coordinating, and issuing policies, programs, and guidance for the planning and conduct of religious support operations.

REFERENCES: JP 1-05, JP 5-00.2

MTG TASK STEPS

1. **Identify Chaplain Section requirements** (Task 114-01-CHAP).
   a. Identify personnel manning/augmentation requirements.
   b. Identify requirements for equipment, facilities, etc.
   c. Identify communications/connectivity requirements.
   d. Identify section operational transportation requirements.

2. **Organize the Chaplain Section to plan and control/monitor JTF religious support operations** (Task 114-02-CHAP). Consider operational requirements to:
   a. Advise CJTF on matters of religion, ethics, morals, and morale within the joint force.
   b. Coordinate religious ministry with Service component Command Chaplains.
   c. Coordinate logistic support for religious ministry.
   d. Coordinate religious support for enemy prisoners of war (EPW).
   e. Provide advice on religious aspects of joint operations, to include religious customs, beliefs, shrines, places of worship in foreign/host-nation countries.
   f. Establish/maintain liaison with:
      (1) Chaplains of multinational forces.
      (2) Appropriate civilian religious leaders.
      (3) American Red Cross, other NGO/PVO humanitarian organizations.
   g. Coordinate appropriate religious training for component Chaplains and their religious support personnel.

3. **Develop/verify policies/procedures** (Task 114-03-CHAP). Consider:
   a. Provision of ministry and religious support activities.
   b. Schedule of religious activities.

4. **Establish contact/coordinate requirements with higher and lower counterparts** (Task 114-04-CHAP).

a. Establish a basis for concurrent planning.

b. Identify religious planning requirements.

c. Coordinate with the Civil-Military Operations Center (CMOC) for possible liaison with any NGOs that have religious affiliation.

ELEMENT: DCJTF/COS/J3

TASK 115: ESTABLISH/OPERATE THE JOINT TARGETING COORDINATION BOARD (JTCB)

(Relates to UJTL Tasks OP 1.2, 2.2, 3.1, 3.2, 5.5)

MTG TASK SITUATION: The JTF mission includes operations in a JOA that will require extensive target development. The CJTF directs the formation of a JTF JTCB to participate in this process.

MTG TASK PURPOSE: The JTCB meets periodically to discuss implementation of the commander's targeting guidance. The board's purpose is to promulgate targeting guidance, to ensure that component targeting is conducted in accordance with the commander's guidance and priorities, that conflicting component requirements are addressed in the prioritization process, and that components are adequately represented in joint targeting deliberations.

REFERENCES: JP 2-0, JP 2-01.1, JP 3-0, JP 3-09, JP 3-56.1, JP 3-60, JP 5-00.2

MTG TASK STEPS

1. **Establish the Joint Targeting Coordination Board** (Task 115-01-CJTF).
   a. Determine the need for a JTCB, based on the scope of the joint force targeting effort. Consider:
      (1) The type of operation.
      (2) Anticipated duration of the operation.
      (3) The number and type of attack means available (lethal and nonlethal).
      (4) The importance of joint targeting versus component targeting to achieve CJTF aims.
   b. Determine the role of the JTCB. Consider:
      (1) The following potential JTCB roles:
         (a) Develop and review targeting guidance for CJTF approval, and subsequently disseminate it throughout the JTF.
         (b) Review targeting information, and prepare and refine joint target lists.
         (c) Maintain restricted targets lists and No Fire Areas (NFA).
         (d) Review and approve the apportionment recommendation and the Joint Integrated Prioritized Target List (JIPTL).
         (e) Develop and review restricted fire zones, areas, and targets.
      (2) The relationship to component targeting efforts, in particular the relationship of the JTCB to the Joint Air Operations Center's (JAOC) Joint Guidance, Apportionment and Targeting (JGAT) cell. The JTCB is not a "check" on the JAOC, nor should the JAOC and JTCB roles overlap or conflict.
      (3) Ensure the JTCB maintains an operational perspective of targeting focused up to 96 hours out.
      (4) The JTCB is a decision-making meeting attended by senior JTF officers. The duration of the JTCB should be approximately one hour. As such, it is normally an inappropriate forum for developing, preparing, or maintaining products. Permanent organizations should be tasked with these responsibilities. For

example, J2 Targeting can prepare the JTL, and the JFE can update the restricted target list and draft and disseminate the guidance message.

2. **Establish JTCB leadership and membership** (Task 115-02-CJTF). Consider:
   a. The scope of targeting effort/requirements.
   b. Competing Service component requirements versus available resources.
   c. Requirement for joint Service, component, and multinational representation. Include:
      (1) Appropriate staff representatives -- e.g., J2, J3, J5, Legal, Weather, Information Operations, PSYOP.
      (2) JTF component and coalition representatives, as appropriate.
      (3) Appropriate subordinate JTF components/subordinate JTFs.
   d. The Deputy CJTF is normally appointed as the director of the JTCB. Other potential directors are listed below. Considerations are relative experience, expertise, and situational awareness.
      (1) CJTF.
      (2) J3.
      (3) A subordinate commander.

3. **Establish administrative/technical support for the JTCB** (Task 115-03-CJTF/Dir-JTCB). Depending on the nature of support required, CJTF/COS may task the requirement to a staff section (e.g., the J3) with the requisite administrative support structure or CJTF/COS may establish an organization or office with appropriate technical expertise to act as executive agent for setup, support, and conduct of the JTCB -- to administratively support the JTCB, to prepare preliminary products for JTCB deliberation, and to prepare and deliver situation/information reports for JTCB consideration. If the CJTF or J3 opts to form a Joint Fires Element (JFE), this organization is normally tasked as the supporting agency for the JTCB. The JFE chief can facilitate the JTCB.

4. **Operate the JTCB** (Task 115-04-Dir-JTCB). Specific tasks, assigned by CJTF in his establishing guidance, may include:
   a. Review/integrate the operational-level targeting effort:
      (1) Recommend future guidance to the CJTF, update on Combat Assessment (CA), advise on ROE and the Law of Armed Conflict (LOAC).
      (2) The JTCB should focus on broad targeting oversight functions with a long-range perspective.
      (3) Review and approve the apportionment recommendation and the JIPTL.
      (4) Develop/recommend targeting guidance and priorities (to include special operations targets as far as 120 hours out).
      (5) Disseminate approved targeting guidance and priorities to subordinate commands and staff.
      (6) Review target information.
      (7) Broad targeting coordination/deconfliction. Coordination and deconfliction of specific targets should occur between the components. The general effort can be

coordinated and deconflicted by the JTCB. For example, the IO representative may inform the board that a CJTF-approved PSYOPS operation is being conducted in a certain area. The PSYOP theme is that enemy forces will not be attacked with lethal means if they surrender by a specified date. Lethal effects in that area during the time of the PSYOP effort will be counterproductive to the CJTF's intent.

(8) Ensure the full integration of IO (EW, PSYOP, OPSEC, military deception, physical destruction, and computer network attack) with the CJTF/component targeting effort.

(9) Develop/maintain restricted target lists/no-strike target lists.

(10) Review and refine joint target lists.

(11) Review current/proposed fire support coordinating measures.

b. Sample JTCB agenda.

(1) Agenda slide: Specify actions to be accomplished by this day's JTCB (e.g., approve JIPTL for ATO X, approve apportionment for ATO XX, issue guidance for ATO XXX).

(2) J-2 projection, 48-72 hours.

(3) J-35 projection, 48-72 hours.

(4) ROE update. If no change, then "no change".

(5) Weather update (if needed).

(6) JIPTL approval.

(a) Review guidance for ATO X.

(b) Components brief operations during ATO X. Includes a graphic description by the JFACC conveying what will be accomplished by the proposed JIPTL.

(c) Fire support coordinating measures (FSCM).

(7) Apportionment approval.

(a) Review guidance for ATO XX.

(b) Proposed apportionment depicted by prioritization of tasks assigned to the JFACC.

(c) Threat combat power over time -- Ground forces, SEAD, OCA.

(d) Trend data showing CAS, OCA, DCA, etc., percentages for the previous four ATOs.

(8) Issue guidance: Review the proposed guidance for ATO XXX. Modify or approve the proposed guidance. The guidance for ATO XXX and apportionment decision for ATO XX is subsequently released in the JTCB guidance message (see below).

(9) No-strike/restricted target lists – the number of each currently in effect and the number of target bulletins (TARBULs) published to date.

(10) Issues: Components or the JTF staff discusses any unresolved issues pertaining to fires and targeting. Issues that cannot be resolved among the components are elevated to the JCB chairman for decision. If a component is still not satisfied, the component can elevate the issue to the CJTF for a decision.

(11) Conclusion:
- (a) Review JTCB decisions.
- (b) Issues (solicited from attendees).
- (c) Closing comments (from JTCB chairman).

ELEMENT: COS

TASK 116: ESTABLISH/OPERATE THE JOINT VISITORS BUREAU (JVB)

(Relates to UJTL Tasks OP 5.5, 5.8)

MTG TASK SITUATION: The Chief of Staff (COS), with concurrence of the CJTF, establishes and operates a Joint Visitors Bureau (JVB) to manage and perform the protocol functions of the JTF HQ. The JVB is designed to plan, coordinate, and execute visits to the JTF by distinguished visitors (DVs), usually in the grade of 0-7/ civilian equivalent and higher.

MTG TASK PURPOSE: The size and composition of the JVB are tailored to the scope of the JTF mission, sites and/or significant planned events, and the number and level of DVs anticipated to visit the JOA. The designation of the JVB Director and his/her inclusion in initial planning is critical. The JVB performs the following functions:

a. Serves as the single point of contact for protocol functions of the JTF HQ.
b. Performs protocol planning, execution, and management duties.

REFERENCES: JP 5-00.2

MTG TASK STEPS

1. **Identify operational areas/significant subareas represented in the campaign/operation** (Task 116-01-COS/Dir-JVB). (Highlight significant times, sites, and events that may interest DVs.) Consider:
   a. Threat environment.
   b. Force structure and composition.
   c. Current plans, annexes, operating instructions, requirements -- adaptation of future plans coordination to current operations.
   d. Joint Visitors Bureau (JVB) technical/logistic support -- ADP support, communications equipment, transportation, drivers, office space, billeting, budgeting, maintenance, minor construction, administration and supply, security, and interpreters.

2. **Establish JVB leadership, general manning, and duties** (Task 116-02-COS/Dir-JVB).
   a. Integrate joint Service representation into the JVB. Consider:
      (1) The nature of projected operations.
      (2) Key leadership positions from Service component protocol offices/sections.
      (3) Balance of Service representation.
   b. Designate the JVB Director. Consider the following duties/responsibilities:
      (1) Advise CJTF/COS on protocol requirements.
      (2) Recommend policies and procedures for operations and management of the JVB.
      (3) Oversee development of JVB plans.
      (4) Provide broad guidance and supervision to JVB assistant protocol officers.
      (5) Coordinate transition from planning of JVB programs to execution.
      (6) Maintain an overview of joint operations.

(7) Maintain an understanding of the future planning direction -- from CJTF/COS/J3.

c. Designate assistant protocol officers/shift leaders. Consider the following duties/responsibilities:

(1) Assume duties of Director during periods of JVB Director's absence.
(2) Supervise the activities of operations watch officer/desks.
(3) Ensure the adequacy of coordination and information flow in accordance with information exchange requirements/procedures.
(4) Ensure the accuracy, clarity of displayed JVB information.
(5) Prepare and coordinate daily briefings, as required -- decision cycle, shift change briefing, etc.
(6) Prepare plans, as required.
(7) Maintain an overview of joint operations.
(8) Exchange information in accordance with information exchange criteria established in JVB policy/procedures.
(9) Coordinate joint activities (relay requests for information/resources, answers to requests, status/location of adjacent or related protocol resources/operations, etc.)
(10) Coordinate between components, other watch officers, supporting agencies, and organizations.

3. **Establish JVB procedures** (Task 116-03-COS/Dir-JVB).

a. Information displays, briefing topics.

b. Standard DV concept of operations. Consider:

(1) Who accompanies DVs.
(2) Time of arrival -- CJTF authorizes visit days.
(3) Office call with appropriate officers/officials.
(4) Command brief/Operations brief/Logistic brief.
(5) Visit to site/unit/activity -- CJTF determines authorized sites.
(6) Out call/departure.

c. Establish a relationship with the US Embassy and host nation.

d. Delegation of authority -- to the JVB Director, Assistant Director, shift leaders, or team members (regarding supervision/control of operations).

e. Information exchange and routing.

(1) Internal to the JVB. Consider requirements to:

(a) Verify/confirm information.
(b) Inform/coordinate with adjacent/related shift leaders.
(c) Inform shift leaders/JVB Director.
(d) Information/reports/briefing schedule.

(2) External to the JVB.

(a) Inform/request support from the supported Combatant Commander's JVB.
(b) Inform/coordinate with Service components, other supporting forces, agencies, organizations.
(c) Establish the JVB status reporting/schedule.
(d) Access/analyze/disseminate status reports.

f. Recording/maintenance/storage of information.
   (1) Duty logs.
   (2) Order logs.
   (3) Message/communication logs.
   (4) Data bases.
   (5) Information charts/briefings.
   (6) Statistical displays.
   (7) Maps/overlays.
   (8) After-action notes/input.

ELEMENT: PAO

TASK 117: ESTABLISH/OPERATE THE JOINT INFORMATION BUREAU (JIB)

(Relates to UJTL Tasks OP 5.1, 5.5, 5.8)

MTG TASK SITUATION: The JTF Public Affairs Officer (PAO), with the concurrence of the CJTF, establishes and operates a JIB to serve as a logistics and information base for media relations operations. Early establishment of the JIB is an important step in creating a responsive and effective media relations program and provides the forum for commanders and Public Affairs (PA) staff to discuss JTF units and roles in the joint operation.

MTG TASK PURPOSE: The size and composition of the JIB will vary depending upon mission(s), but the following functions are common to all information bureaus: provide the news media with timely and accurate information on command issues, events, and operations; provide the infrastructure for providing equipment, transportation, and communications assets to support PA activities and media coverage efforts; serve as the single control agency for management and support of PA and media support; develop/disseminate standards/procedures; and collect/present PA statistical data.

REFERENCES: JP 3-61, JP 5-00.2

MTG TASK STEPS

1. **Identify operational areas and significant subareas represented in the campaign/ operation** (Task 117-01-PAO). (May impact/support the media relations' mission.) Consider:
   a. Threat environment.
   b. Force structure and composition.
   c. Current plans, annexes, operating instructions, requirements -- adaptation of future plans coordination to current operations.
   d. JIB resources currently available.
   e. JIB technical support -- ADP, communications, map assembly/overlay preparation and maintenance, graphic illustrations, minor construction, administration, and supply.
   f. OPSEC, PSYOP, and military deception.

2. **Establish JIB leadership, general manning, and duties** (Task 117-02-COS).
   a. Integrate joint Service representation in the JIB. Consider:
      (1) The nature of projected operations.
      (2) The existing leadership of headquarters base unit staff -- filling key leadership positions from the PAO staff may enhance cohesion.
      (3) The appropriate balance of Service representation.
      (4) Operations, administration, media response, media support, and liaison sections.
      (5) Early development and submission of augmentation request.
   b. Designate the JIB Director/Deputy Director. Consider the following duties/responsibilities:

(1) Advise CJTF (through PAO) on media-military interface.
(2) Recommend/establish policies and procedures for implementing the CJTF media relations program.
(3) Review/update/prepare media relations support plans including requests for augmentation.
(4) Coordinate with PAO to develop a mix of activities/methods of conveying information on the conduct of joint operations. Consider:
(a) Information packets.
(b) News statements.
(c) Orientations.
(d) Background and operational briefings.
(e) Interviews with senior commanders.
(f) Visits to units.
(g) Media pools.
(h) Web site.
(5) Provide broad guidance and supervision to JIB section chiefs.
(6) Coordinate transition from planning of media relations management programs to execution.
(7) Maintain an overview of joint operations -- recommend changes in action or operations, as required.
(8) Maintain an understanding of the future planning direction -- from CJTF, COS, and J3.

c. Designate the Operations Officer. Consider the following duties/responsibilities:
(1) Assume duties of the Director, when designated, during periods of the JIB Director/Deputy Director's absence.
(2) Supervise JIB activities to ensure integration of media relations' functions.
(3) Ensure adequacy of coordination and information flow in accordance with information exchange requirements/procedures.
(4) Ensure accuracy and clarity of displayed information.
(5) Prepare and coordinate daily briefings, as required -- decision cycle, shift change briefing, etc.
(6) Prepare PA estimates, plan, and orders, as required.
(7) Perform oversight of military-news media communications.
(8) Conduct an assessment of available, published media products.
(9) Maintain an overview of joint operations -- recommend changes in actions or operations, as required.
(10) Provide liaison to the JOC to advise operational planners on current media relations.

d. Designate the Administrative Officer. Provide broad administrative support for the JIB, to include automation and information management requirements.

e. Designate the Chief of the Media Response Section. Consider the following duties/responsibilities:
(1) Interact directly with media for information exchange. Consider:
(a) Respond to news inquiries.
(b) Prepare/issue news releases.

(c) Arrange interviews.
(d) Conduct briefings.
(2) Coordinate with the Operations Officer. Consider:
(a) News media analysis.
(b) Arrange/prepare JTF operational briefers.
(c) Assist senior commanders in encountering the news media.
(d) Maintain liaison with the JTF J3 Combat Camera Team.

f. Designate the Chief of the Media Support Section. Consider the following duties/responsibilities:
(1) Assist news media in covering joint operations. Consider:
(a) Transportation coordination.
(b) Communications support.
(c) Logistics support.
(d) Escorts.
(e) Security review.
(2) Perform media registration and accreditation.
(3) Coordinate with the Operations Officer.

g. Establish liaison cells, as required. Liaison cells vary in size and composition with the JTF mission and include personnel representing their Service component or command. Their purpose is to help explain the details of the operation.

h. Establish Sub-JIB(s), as required. The CJTF may establish Sub-JIB(s) for the following reasons (Sub-JIBs have the same capabilities and functions as a JIB):
(1) Size of the JOA.
(2) Dispersion of the joint force.
(3) Diversity of Service components.
(4) Concurrent missions.

3. **Establish JIB procedures** (Task 117-03-Dir-JIB).

a. Information displays/briefing topics.

b. Information/reports/briefing schedule.

c. Delegation of authority -- to the JIB Director, Deputy, Operations Officer, Administrative Officer, Section Chiefs, team members (regarding supervision/control of operations).

d. Information exchange and routing.
(1) Internal to the JIB. Consider requirements to:
(a) Verify/confirm information.
(b) Inform/coordinate with adjacent/related shift leaders.
(c) Inform shift leaders/JIB Director.
(2) External to the JIB.
(a) Inform/request support from the supported Combatant Commander's JIB and/or Allied Press Information Center.
(b) Provide JIB daily situation reports.
(c) Inform/coordinate with Service components, other supporting forces, agencies, and organizations.
(d) Identify POCs at component PAO(s).

(e) Coordinate PA activities with the US Embassy country team.
(f) Coordinate PA guidance.

e. Recording/maintenance/storage of information.
(1) Duty logs.
(2) Order logs.
(3) Message/communication logs.
(4) Data bases.
(5) Information charts/briefings.
(6) Statistical displays.
(7) Maps/overlays.
(8) After-action notes/input.

ELEMENT: J1/HEADQUARTERS COMMANDANT

TASK 118: ESTABLISH/OPERATE THE JOINT PERSONNEL RECEPTION CENTER (JPRC)

(Relates to UJTL Tasks OP 1.1, 5.5)

MTG TASK SITUATION: The JTF mission includes extended duration operations in a JOA with entry/departure points for personnel or other conditions that require significant personnel replacement operations, both for JTF Service components and the JTF HQ and staff. The CJTF determines there is a gain in efficiency with the consolidation of personnel replacement and/or departure operations, and directs the establishment of a joint personnel reception center.

MTG TASK PURPOSE: The JPRC receives replacement personnel for the joint force, both for the JTF HQ and staff and the JTF Service components. It conducts initial personnel in-processing and coordinates delivery of personnel to units of assignment. The JPRC receives personnel departing from units of the joint force, conducts final out-processing, and coordinates the departure of personnel from the JOA.

REFERENCES: JP 1-03, JP 5-00.2

MTG TASK STEPS

1. **Identify replacement functions required of the JPRC** (Task 118-01-J1). Consider:
   a. Reception.
      (1) Transport from ports of debarkation (PODs) in the JOA.
      (2) Retrieval of personal baggage, if not accomplished at POD.
   b. Orientation to the JOA.
      (1) Briefing on the operational area -- geography and weather, demographics, culture, guidelines for positive interaction with the host-nation populace.
      (2) Briefing on JTF operations -- threat overview, operations overview (to include major mission), tasks of JTF components, status of operations.
   c. Personnel in-processing.
      (1) Preparation of records to or from assignment to joint position, if required.
      (2) Personnel accountability records to or from JTF HQ or JTF Service component -- may be accomplished by individual Service component personnel representatives at the JRC.
      (3) Confirmation or adjustment of personnel support arrangements. Consider:
         (a) Completion of or change to assignment or travel orders.
         (b) Confirmation or coordination of finance/pay arrangements, authorization of imminent danger pay, foreign currency conversion.
         (c) Assignment/confirmation of mailing address, notification of next of kin (NOK), home station.
         (d) Applicable legal affairs matters.
         (e) Medical -- immunizations, first aid, protective mask eye lens inserts, medic alert cards/badges
         (f) Identification tags.
         (g) Customs processing.

(h) Billeting.

d. Personnel out-processing.
(1) Debriefing requirements.
(2) Personnel accountability records.
(3) Notification of receiving home station of manifest status.
(4) Customs processing.

e. Food services -- both in and out processing/provision of hot or meals, ready-to-eat (MRE).

f. Religious services -- counseling, orientation on religious support available in the JOA.

g. Morale, welfare (see Comfort Station, below).
(1) Sale, provision of comfort items.
(2) Shower/bath facilities.
(3) Sleeping facilities, if required.
(4) Books, magazines, newspapers.
(5) Waiting area for transportation to unit/component of assignment.

h. American Red Cross representation.

2. **Determine/develop the concept for JPRC operation** (Task 118-02-J1). Consider:
a. Retention of Service responsibility for personnel support/accountability.
b. Inclusion of individual Service desks, within a JRC facility, for Service-oriented personnel support.
c. Consolidated or joint services where possible.

3. **Determine requirements/organization of the JPRC** (Task 118-03-J1/Dir-JPRC).
a. Assign the Director/Officer-in-Charge (OIC)/Commander -- normally from the Service with the personnel operation in the JOA.
b. Assign senior Service component representatives.
c. Establish/man functional sections.
d. Assign responsibility for consolidated support functions.
e. Identify facility requirements -- consider proximity to inter/intra theater transportation facilities.
f. Identify communications requirements.
(1) Land lines, tactical telephones.
(2) Very High Frequency (VHF)/Ultra High Frequency (UHF) connectivity -- to components, to Ports of Embarkation (POE), to the JOA, and to Service component home stations.
g. Identify ADP requirements.
(1) Access to/development of personnel databases.
(2) Reproduction equipment requirements.
(3) Message preparation.
(4) Briefing preparation, possibly including multimedia capability.
h. Identify transportation requirements. Consider:
(1) To/from POE/POD in the JOA.
(2) To/from JTF HQ and Service components.

(3) Local support requirements.

i. Identify security requirements.

4. **Develop JPRC operating policies/procedures** (Task 118-04-J1/Dir-JPRC). Consider:

a. Personnel required to in/out-process through the center.

b. JTF component support requirements.

c. Step-by-step processing requirements.

d. Reporting requirements -- to the JTF HQ/to each Service component.

e. American Red Cross capabilities/procedures.

f. Customs declarations/processing.

g. Determination of outgoing priorities, in the event of conflict.

h. Comfort station (temporary waiting area for arrivals/departees until they move to inter/intra- theater transportation). Consider:

(1) Shelter, cots, blankets, food, water.

(2) Sanitation facilities.

(3) Chaplains and assistants for counseling.

(4) Male and female personal items.

ELEMENT: J3/Dir ECC

TASK 119: ESTABLISH/OPERATE THE EVACUATION CONTROL CENTER (ECC)

(Relates to UJTL Tasks OP 1.6, 4.4, 4.5, 5.5, 6.2)

MTG TASK SITUATION: The JTF mission includes emergency evacuation of noncombatants from a foreign country. The scope and nature of the evacuation requirement dictate the size and composition of the ECC and the requirement for processing, screening, and selecting logistic functions associated with emergency evacuation.

MTG TASK PURPOSE: The ECC assists Department of State (DOS) in the screening and processing of noncombatants in an expeditious and orderly manner. The ECC provides noncombatants with emergency medical care and comfort/welfare items and services, and moves them to the evacuation site.

REFERENCES: JP 3-07.5, DOS Emergency Planning Handbook

MTG TASK STEPS

1. **Identify operational environment that may affect preparations for the evacuation mission** (Task 119-01-J3). Consider:
   a. The threat environment.
   b. Force structure and composition.
   c. The expected number and condition of evacuees.
   d. Facilities available for processing activities.
   e. The proximity of the ECC to departure point(s).
   f. Coordination with PAO regarding media interest in evacuees.

2. **Identify Evacuation Control Center functions** (Task 119-02-J3/J1). Consider:
   a. Screening
   b. Registration
   c. Emergency medical care.
   d. Security.
   e. Transportation.
   f. Search/reception
   g. Comfort station
   h. VIP processing
   i. Baggage collection
   j. Interrogation

3. **Identify requirements/establish ECC manning** (Task 119-03-J3/Dir-ECC). Consider the following categories of manning requirements:
   a. Director/OIC.
   b. Operations/administration/ECC headquarters.
   c. Security.
   d. Interpreters.
   e. Local immigration.
   f. DOS/US Embassy/Consular affairs.
   g. Liaison, to include liaison from USG departments other than DOS, agencies, international agencies, other foreign governments (under control of DOS/US Embassy representatives).

h. Health services.
i. Intelligence personnel.
j. Chaplain.

4. **Identify processing equipment/facilities** (Task 119-04-Dir-ECC). Consider:
a. Facilities ashore, preferably in a building large enough to accommodate/secure evacuees.
b. Facilities aboard ship, if facilities ashore are untenable.
c. Communications architecture, loudspeaker system, internal radios/intercom system, etc. (in accordance with J6).
d. Computer support for evacuee rosters, databases, etc.
e. Administrative materials -- e.g., information forms, office supplies.
f. Station setup materials -- e.g., tables, chairs, briefing posters.
g. Detainment cells/section/facility.
h. NEO Tracking System (NTS) for evacuee accountability and tracking. If NTS is not available, basic computer support for evacuee rosters, databases, etc.

5. **Identify/establish/staff processing stations and assigns duties** (Task 119-05-Dir-ECC).
a. Headquarters section.
(1) Plan, organize, supervise operations.
(2) Maintain liaison with DOS/US Embassy, local government, and other agencies involved in the evacuation.
(3) Maintain/report status of evacuation operations.
b. Reception/search station.
(1) Receive information from marshalling/transportation teams.
(2) Receive, search, segregate, brief incoming evacuees. Briefings include, as a minimum:
(a) A summary of reasons for evacuation.
(b) Processing stations.
(c) Requirements for inspection/search of personnel and baggage -- amnesty opportunity for contraband.
(d) What to expect at the safe haven.
(e) What to expect on arrival in the US.
(f) What the repatriation center will provide.
(3) Organize evacuees into groups.
(a) Maintain family integrity where possible.
(b) Maintain a roster of evacuees, noting nationality, date of birth, evacuation classification, profession, and destination.
(c) Provide an escort for groups during processing; individually escort VIPs and emergency medical cases, if possible.
(4) Inspect for contraband -- personnel and baggage (illegal/unapproved drugs, weapons, and agricultural items).
(a) Provide same sex searchers for personnel.
(b) Provide receipts for withheld items from the search.

(5) Segregate suspected enemy agents/criminals -- escort them to the screening and interrogation station. Determine if the evacuee is to be:
(a) Set free.
(b) Allowed to continue processing.
(c) Detained.
(6) Chaplain to provide presence and participate as briefer.

c. Registration Station. Complete administrative efforts required to leave the country/participate in evacuation.
(1) Verification of identity/US citizenship:
(a) Passport.
(b) Dependent identification card.
(c) Seaman's papers.
(d) Anything that unquestionably establishes US citizenship.
(2) Verification of authorization for foreign nationals to participate in evacuation (DOS/US Embassy authorization required).
(3) Evacuee documentation
(a) NEO Tracking System (NTS)
(b) Evacuee Documentation Card (OF-28) from the DOS Emergency Planning Handbook
1 Include personal data, health, and citizenship status.
2 The original remains at ECC.
3 A copy can function as a boarding pass for evacuation transportation.
4 Evacuation information card -- next of kin, unusual medical problems.
5 Provide DD Form 2585, Repatriation Processing Center Processing Sheet, for completion before arrival at the repatriation center.

d. Debriefing Station (obtain information that may affect the evacuation force, its mission, evacuees, or other USG activities in the country).
(1) Optional station, depending on the threat and time available.
(2) Manned by counterintelligence or civil affairs personnel.
(3) Areas of interest include:
(a) Locations of other potential evacuees.
(b) Changes in the political situation.
(c) Movements and activities of indigenous groups/entities/parties that might oppose the evacuation.
(d) True intent, capabilities of, and potential for influencing a threatening third party.

e. Medical Station. Emergency medical treatment and immunizations required by a safe haven country.

f. Transportation Station. Prepare evacuees for embarkation aboard aircraft, USN ships, or surface vehicles. Consider:
(1) Transportation to an evacuation site/area, to a designated aircraft/landing craft/ship.
(2) Loading control. Organize evacuees into loading groups/chalks, issue/confirm boarding passes, and verify baggage tags.

(3) Maintain a manifest showing all embarked personnel, identifying information, and destinations.
(4) A chaplain provides presence.

g. Comfort Station. Temporary waiting area for evacuees until they board evacuation transportation. Consider:
(1) Shelter, cots, blankets, food, water, and infant supplies.
(2) Sanitation facilities.
(3) Chaplains and assistants for counseling.
(4) Male and female personal items.

6. **Establish evacuation center policies/procedures** (Task 119-06-Dir-ECC).
a. Evacuation center SOPs.
b. Evacuation classification. Establish the following categories and subcategories:
(1) Major categories.
(a) I - American Citizen (AMCIT).
(b) II - Alien immediate family members of AMCITS.
(c) III - Foreign Service National (FSN) and Third Country National (TCN) employees of the USG.
(d) IV - Eligible non-AMCITS -- seriously ill, injured, or lives in immediate peril, but do not qualify for a higher priority.
(e) Others eligible.
(2) Minor categories.
(a) A - Women obviously pregnant.
(b) B - Unaccompanied children under 18.
(c) C - Aged and infirm.
(d) D - Women with children.
(e) E - Women 18 or older.
(f) F - Men 18 or older.
c. First priority AMCITS, in the following order:
(1) Those with current, valid US identification, or those designated first priority by the Chief of Mission (COM), regardless of national affiliation.
(2) Those with expired US passports less than 10 years old.
(3) Those with expired US passports over 10 years old.
d. Guidelines for treatment of evacuees.
(1) Evacuees are not to be treated as prisoners of war.
(2) Use minimum force required.
(3) Limit baggage to carry on, except for small children and those with government documents.
(4) Do not separate evacuees from baggage, if possible.
(5) Search baggage for weapons and other contraband.
(6) In consonance with DOS, determine policy on pets.
(7) Do not accept gifts, bribes, or tips -- brief all personnel on this prohibition.
(8) Refer all questions about an evacuee to a DOS/US Embassy representative.

(9) Higher priority may elect evacuation as a lower priority to keep families together.

(10) If one family member requires MEDEVAC, then MEDEVAC the whole family.

e. Requests for asylum/temporary refuge.

(1) The ECC Director/OIC determines measures that can be taken to provide temporary refuge. Safety/security of other evacuees is considered.

(2) The DOS representative decides between temporary refuge and political asylum.

(3) Notify the theater commander of requests for/action taken in response to requests for asylum/refuge.

(4) Release no information to the media until cleared by Assistant Secretary of Defense for Public Affairs.

(5) Forward foreign government requests for return of an individual to DOS/US Embassy representative, until determination, safeguard personnel requesting asylum/refuge.

f. Press requests to interview/photograph evacuees.

ELEMENT: CJTF/COS

TASK 120: ESTABLISH/MAINTAIN AN INFORMATION MANAGEMENT PROCESS TO COORDINATE THE JOINT STAFF

(Relates to UJTL Tasks OP 5.1, 5.5, 5.6, 5.8)

MTG TASK SITUATION: The Chief of Staff (COS) establishes and operates an information process that manages the flow of information to the JTF Commander.

MTG TASK PURPOSE: The CJTF key functions and responsibilities allow the CJTF to determine standards of success in his establishing instructions. The CJTF wants to establish processes that ensure a timely flow of quality information, so he may anticipate and understand the consequences of changing conditions. Information Management (IM) refers to all processes involved in the creation, collection, control, dissemination, storage and retrieval, protection, and destruction of information.

REFERENCES: JP 0-2, JP 5-00.2, JP 6-0, and ALSA JTF IM MTTP

MTG TASK STEPS

1. **Establish an Information Management Process (Task 120-01-COS).**
   a. Evaluate the need for organizational or procedural control processes to manage, integrate and disseminate information for the JTF. One potential organizational solution is a Joint Information Management Board (JIMB) as published in ALSA JTF IM MTTP.
   b. Determine the information management requirements.
      (1) Consider the following:
         (a) How to develop, review, and disseminate the Information Management Plan (for CJTF approval)?
         (b) Who will serve as the focal point for coordinating IM within the JTF?
         (c) How to resolve cross-functional and contentious IM issues?
         (d) Who will develop/monitor the daily operations cycle (or "battle rhythm")?
         (e) How to review the dissemination of CCIR, RFIs, routine information, and messages?
         (f) How to review the protection and destruction of information.
         (g) How to monitor the need to develop, share, and transfer information throughout the JTF?
         (h) What are the relationships and locations of all JTF directorates, boards, centers, and cells?
         (i) What are the relationships and locations of components, supporting/supported Combatant Commanders, and other agencies?
      (2) Select an organizational or procedural control process to manage information in the JTF.
2. **Establish a formal organizational control process (Task 120-02-COS).**
   a. The scope of information management requirements.
   b. The relationship of service component requirements to available resources.
   c. The requirement for joint service, component, and agency representation. Include:

(1) Appropriate staff representatives -- e.g., J1, J2, J3, J4, J5, J6.
(2) JTF components. (JCCC, IO Cell, JIB)
(3) Supporting agencies -- e.g., CIA, DIA, NSA, Red Cross.
(4) Non-government organizations -- e.g., humanitarian relief organizations.
(5) Appropriate subordinate JTF components/subordinate JTFs.

d. Relative to the responsibility to acquire, assess, correlate, and disseminate quality information, consider the following as members.
(1) COS.
(2) JTF IM Officer.
(3) IM from each staff section.
(4) IM from each component.
(5) IM from each supporting agency.
(6) JTF Web Administrator.

NOTE: The ALSA pub refers to this organization as a Joint Information Management Board (JIMB). A JIMB was used/worked well for the CJTF during operations in Kosovo.

3. **Establish an informal organizational control process (Task 120-03-COS).**
a. The scope of information management requirements.
b. Methods to synchronize control and dissemination of critical information.
c. Channels of communications and locations of information users.
d. Information Management Resources
e. Commanders Critical Information Requirements (CCIR)
f. Information quality control.
g. Presentation of information.

4. **Establish administrative/technical support (Task 120-04-CJTF/Dir-JIMB).**
Depending on the nature of the support required, the CJTF/COS may task the requirement to a staff section with the requisite administrative support structure or establish an organization or office with appropriate technical expertise to act as executive agent for setup, support, and conduct of the process. Duties could include providing administrative support, preparing preliminary products, and preparing information management items.

5. **Operate the Information Management Process (Task 120-05-COS).**
Specific tasks, assigned by CJTF in his establishing guidance, may include:
a. Establishing the priorities for information gathering and reporting.
b. Recommending the JTF HQ daily operations cycle/battle rhythm.
c. Implementing the JTF HQ IM plan.
d. Establishing JTF procedures for newsgroups, homepages, message handling, e-mail, RFIs, and suspense control.
e. Ensuring training on basic IM and security procedures for personnel in the JTF.
f. Establishing subjective analysis for evaluating the efficiency/effectiveness of IM.
g. Reviewing the JTF reports matrix.
h. Establishing the JTF web site infrastructure to facilitate JTF information exchange.
i. Monitoring/reviewing the current situation for opportunities to improve the IM.
j. Establishing an archiving system for email, incoming/outgoing messages, briefs, and other information essential for reconstructing operations and processing JULLS.

ELEMENT: J2

TASK 121: ESTABLISH/OPERATE THE JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)

(Relates to UJTL Tasks OP 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 5.2, 5.3, 5.5, 6.1, 6.4, 6.5)

MTG TASK SITUATION: The JTF mission includes operations in a JOA that will require extensive intelligence collection and development. The CJTF directs the formation of a JTF JISE.

MTG TASK PURPOSE: The JISE, through the J2, serves as the focal point in the JTF HQ for intelligence planning, production, and dissemination. A JISE performs intelligence functions tailored to the JTF mission.

REFERENCES: JP 2-0, JP 2-01, JP 2-01.1, JP 2-01.2, JP 2-01.3, JP 2-02, JP 2-03, JP 5-00.2

MTG TASK STEPS

1. **Identify intelligence functions required to support the scope of potential operations** (Task 121-01-J2). Consider:
   a. Planning and direction.
      (1) Coordinate intelligence planning with higher, lower, adjacent, and supporting intelligence organizations and agencies.
         (a) Coordinate receipt and response to RFIs.
         (b) Coordinate production and dissemination requirements and responsibilities.
         (c) Coordinate data base management.
         (d) Brief/review intelligence plans.
      (2) Perform collection management operations.
         (a) Identify available and required collection assets.
         (b) Determine collection requirements.
         (c) Develop collection strategy.
         (d) Coordinate collection operations with sources to ensure cross validation.
         (e) Integrate collection operations with the J3's reconnaissance and surveillance operations
         (f) Coordinate the direction and tasking of technical sensors and other intelligence sensors.
         (g) Plan for redundancy in collection operations.
         (h) Identify potential critical intelligence targets for exploitation.
            1 Nominate exploitation targets for “no-strike” status.
            2 Coordinate with J3 to deconflict IO and intelligence collection targets.
         (i) Integrate counterintelligence activities with other collection operations.
      (3) Request information disclosure and release authorization.
      (4) Establish component intelligence command relationships.
      (5) Establish component collection and production responsibilities.
      (6) Provide intelligence input to JTF mission analysis, estimates, plans, and orders.
         (a) Conduct mission analysis.

(b) Develop intelligence estimate.
(c) Provide input to CJTF's estimate.
(d) Assist in developing EEI for the mission and operations.
(e) Provide all pertinent JIPB products.

(7) Provide intelligence support to operational efforts (IO, targeting, R&S, etc.).
(a) Tailored support.
(b) Nodal analysis.
(c) High Value Targets (HVT)/High Payoff Targets (HPT) recommendations.
(d) IO objectives.
(e) Feedback on results of friendly operational efforts.
(f) Indications and Warning (I&W).
(g) BDA.
(h) Target analysis.

(8) Provide intelligence support to logistics planning/operations.

(9) Coordinate intelligence infrastructure support.
(a) Geospatial Information and Services support (JP 2-03).
(b) Communications architecture, to include GCCS-I3.
(c) Automated intelligence databases, information systems, and support tools.
1 Joint Worldwide Intelligence Communications System (JWICS).
2 Joint Deployable Intelligence Support System (JDISS). Provides JTFs with workstations and versatile communications capabilities for direct access to supporting JISEs. Provides the J2 an integrated, interoperable tactical intelligence capability, including host access, electronic mail, message handling, image processing, map graphics, and tailored data base capabilities.
3 Modernized Integrated Data Base (MIDB). Provides the capability to relate items of intelligence information with other items in a large intelligence database.
4 Global Command and Control System Integrated Imagery and Intelligence (GCCS-I3). Provides an automated means of tasking national, theater, and organic collection assets in support of operations.
5 Requirements Management System (RMS). Manages imagery collection requirements.
6 Command Intelligence Architecture Plan (CIAP). Helps plan for JTF and component interface to national and Combatant Commander intelligence systems.

7 Joint Intelligence Virtual Architecture (JIVA). JIVA is a DOD intelligence community program focused on dramatically improving the quality, responsiveness, and timeliness of intelligence support to joint commanders.

8 Defense HUMINT Resources Operations Communication Network (HOCNET).

9 Support for Analyst's File Environment (SAFE).

10 National Security Agency Network (NSA NET).

11 Community On-line Intelligence System for End-users and Managers (COLISEUM). COLISEUM is a common intelligence database application that provides tasking, tracking, and monitoring of outstanding and archived intelligence requirements.

12 INTELINK. The Integrated Intelligence Link is the intelligence community architecture for sharing and disseminating intelligence. It is the principle electronic means for intelligence product dissemination.

(10) Coordinate the direction and tasking of technical sensors and other intelligence sensors, e.g., Signals Intelligence (SIGINT), Imagery Intelligence (IMINT), Measurement and Signature Intelligence (MASINT), Human Intelligence (HUMINT), Electronic Intelligence (ELINT), and other sensors deemed necessary to satisfy information requirements.

(16) Coordinate the integration of counterintelligence activities into intelligence operations and production.

b. Processing. Convert information to formats that can be readily used by intelligence personnel in the analysis and production of intelligence. Include:

(1) Data form and data conversions.

(2) Graphics/art work.

(3) Photographic developing.

(4) Video production.

(5) Printing.

(6) Computer applications.

(7) Translation of foreign languages.

c. Production. Integrate, evaluate, analyze, and interpret information into finished intelligence for known or anticipated military requirements.

(1) Establish/follow guidelines:

(a) Understand the user/customer's mission and intelligence requirements.

(b) Understand friendly biases/preconceptions. Highlight ambiguities/ uncertainties.

(c) Fuse information from multiple sources into a single, clear intelligence picture.

(d) Coordinate and tailor intelligence from multiple echelons to meet the needs of the joint force.

(2) Manage intelligence production. Receive, review, validate, prioritize, and coordinate production requirements.

(a) Determine the intelligence producer, schedule, and specific tasks.

(b) Edit the draft intelligence product.

(c) Control ADP online updates. Designate the approving authority for each category/item.

(3) Develop I&W. Intelligence activities that detect and report time-sensitive intelligence or warning on enemy forces or other entities; it relates to conditions for the initiation or potential initiation of friendly military action.

(4) Develop current intelligence.

(a) Involves the integration, analysis, evaluation and interpretation of available information concerning enemy forces or other entities, their capabilities, intentions or patterns, formations, and locations.

(b) Should contain predictive judgments on how the situation will develop.

(c) Should address implications for potential military action.

(5) Develop general military intelligence. Consider:

(a) The military capabilities of potential adversaries.

(b) Sample topics affecting potential US or allied military operations.

1 Armed forces capabilities.

2 Order of battle/associated installations.

3 Organization, training, tactics, doctrine, and strategy.

4 Area and terrain intelligence.

5 Meteorological, oceanographic, and geospatial information.

6 Transportation infrastructure.

7 Agriculture.

8 Military-political-sociological-religious intelligence.

9 Military and civilian systems.

10 Demographics

11 Installations/facilities of military interest.

12 Energy related facilities.

13 Escape and evasion.

14 Threats and forecasts.

15 Doctrinal, situational, and event templating input to the decision support template.

(6) Develop target intelligence. Describe the components of a target or target system, vulnerability, and relative importance. Include:
(a) Target system analysis.
(b) Target selection and nomination.
(c) May include weaponeering.
(d) Civil affairs.
(e) Target material production.
(f) BDA.
(7) Develop scientific and technical intelligence on foreign developments in basic and applied sciences and technologies with warfare potential:
(a) Scientific and technical characteristics, capabilities, and vulnerabilities.
(b) Limitations of all weapons systems, subsystems, and associated material.
(c) Related research and development.
(d) Overall weapon systems and equipment effectiveness.
(e) Foreign materiel program.

d. Dissemination--conveys intelligence to users in a usable form -- verbal reports, documents, graphic products, automated databases.
(1) Identify dissemination means -- personal contact, physical transfer, digital and analog media, video-teleconferencing, tactical radio circuits.
(2) Develop time-sensitivity criteria for intelligence products.
(3) Develop the deliverables matrix.

2. **Organize functional area intelligence operations cells to accomplish area requirements** (Task 121-02-J2/Dir-JISE).
a. Consider:
(1) JISE plans and operations.
(2) Collection.
(3) Processing, to include organizing a Joint Imagery Processing Center, if required.
(4) Analysis and production.
(5) Targeting support.
(6) Others, as required.
b. Organize watch teams/shifts.
c. Establish interface with the supported Combatant Commander and component counterparts.
d. Establish interface with USG agencies, nongovernmental organizations, private voluntary organizations, as required.
e. Develop lists and schedules for receiving section inputs/producing outputs.
f. Integrate the National Intelligence Support Team (NIST).

3. **Organize JISE leadership, general manning, and duties** (Task 121-03-Dir-JISE).
a. Integrate joint Service representation in the JOC. Consider:
(1) The nature of projected operations.
(2) Existing leadership of headquarters base unit staff. Filling key leadership positions from the headquarters base unit staff may enhance JTF staff cohesion.

(3) Appropriate balance of Service representation.

b. Designate a JISE Director. Consider the following duties/responsibilities:

(1) Ensure intelligence fusion using multidiscipline approach.

(2) Ensure integration of intelligence from tactical to strategic.

(3) Ensure the collection strategy is properly executed.

(4) Assume duties of the J2 during periods of the J2's absence.

(5) Maintain thorough knowledge and understanding of JTF plans/orders, and components/supporting forces concepts of operations and intelligence.

(6) Maintain thorough knowledge of JTF and component intelligence requirements.

(7) Provide broad guidance and supervision to JISE shift leaders; assign tasks/projects (messages, reports, special briefings, etc.) to shifts.

(8) Coordinate the transition from planning of operations to execution.

(9) Maintain an overview of joint intelligence operations. Recommend changes in action or intelligence operations, as required.

(10) Maintain an understanding of the future planning direction from CJTF, COS, J3, and J5. Attend, participate in, or be represented at J5/JPG future planning efforts.

c. Designate Deputy Directors or JISE shift leaders. Consider the following duties/responsibilities:

(1) Assume, in rank or other designated order, duties of the JISE Director during periods of the JISE Director's absence.

(2) Maintain thorough knowledge and understanding of JTF plans/orders, and components/supporting forces concepts of operations and intelligence.

(3) Supervise activities of functional area watch officers/shifts; assign/supervise tasks/projects to watch officers/shifts, or to project teams.

(4) Assign action/information watches/shifts to incoming correspondence.

(5) Ensure adequacy of coordination and information flow in accordance with information exchange requirements/procedures.

(6) Ensure accuracy/clarity of displayed information.

(7) Prepare and coordinate daily briefing requirements, in accordance with COS briefing schedule.

(8) Prepare plans, orders, or annexes/appendices thereof, as required.

(9) Maintain overview of joint intelligence operations. Recommend changes in action or operations, as required.

d. Ensure component intelligence centers are fully cognizant of Service plans in order to optimize collection effort.

e. Designate functional area watch officers/team chiefs significant sub area action officers/teams. Consider the following duties/responsibilities:

(1) With ADP support, establish/maintain C2 communications architecture appropriate to functional area (e.g., JWICS/JDISS).

(2) Execute intelligence functions in accordance with section and JISE SOP.
(3) Monitor/maintain the status of joint force intelligence requirements in functional area; display status in accordance with JISE policy/procedures.
(4) Exchange information in accordance with information exchange criteria established in JISE policy/procedures.
(5) Coordinate joint intelligence activities. Relay requests for information/ resources, answers to requests, status/location of adjacent or related joint forces/operations, etc.
(6) Coordinate between components, other watch officers, supporting agencies, organizations.

4. **Establish JISE procedures** (Task 121-04-Dir-JISE).
a. Information displays and briefing topics.
b. Information/briefing schedule.
c. Delegation of authority--to the JISE Director, shift leaders, watch leaders, team leaders-- regarding supervision/control of operations.
d. Interaction with, support of, and integration of plans/information from related operations cell (IO, CMOC, if assigned, etc.).
e. Interaction with, support of, and integration of plans/information from liaison officers, both to and from the JTF JISE/J2.
f. Information exchange requirements and routing/information flow.
(1) Internal to the JISE. Consider requirements to:
(a) Verify/confirm information.
(b) Inform/coordinate with adjacent/related operations area watch officers.
(c) Inform shift leaders/JISE Director.
(2) External to the JISE.
(a) Inform/request support from the supported Combatant Commander's JIC.
(b) Inform/coordinate with components, other supporting forces, agencies, and organizations.
g. Recording/maintenance/storage of information.
(1) Duty logs.
(2) Orders logs.
(3) Message/communication logs.
(4) Data bases.
(5) Information charts/briefings.
(6) Maps/overlays.
(7) After-action notes/briefings/input.
h. Establish GCCS-I3 and other C4I systems support procedures.

ELEMENT: J2/Dir JIDC

TASK 122: ESTABLISH/OPERATE THE JOINT INTERROGATION AND DEBRIEFING CENTER (JIDC)

(Relates to UJTL Tasks OP 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 5.5)

MTG TASK SITUATION: The JTF is or will conduct operations that may result in the capture of enemy personnel or the internment of foreign civilians. The J2 establishes and operates a JIDC for the initial examination of these prisoners/detainees by trained personnel to obtain information of intelligence value.

MTG TASK PURPOSE: The JIDC receives high level (significant potential intelligence value) enemy prisoners of war (EPW)/civilian internees (CI) from component interrogation facilities, processes them in an expeditious manner, interrogates them according to intelligence priorities, reports information gained to the JISE, and releases prisoners/detainees for movement to EPW or other designated holding areas. The JIDC may also coordinate exploitation of high-level information from EPW, captured enemy documents (CED), and captured enemy equipment (CEE).

REFERENCES: JP 2-0, JP 2-01, JP 2-01.2, JP 5-00.2

MTG TASK STEPS

1. **Establish/organize the JIDC** (Task 122-01-J2/Dir-JIDC).
   a. Identify, task personnel requirements.
      (1) Designate JIDC director.
      (2) Form appropriate sections. Consider:
         (a) Operations.
         (b) Interrogation.
         (c) Document exploitation.
         (d) Liaison.
   b. Identify/make available equipment and facilities.
      (1) Communications equipment/systems:
         (a) Primarily secure voice -- radios, land line, etc.
         (b) Dedicated lines/circuits.
         (c) Computer support -- including access to intelligence databases, local and wide area networks.
      (2) Facilities/other operational equipment.
         (a) Afford isolation of high value prisoners/detainees.
         (b) Maps, overlays for reference, visual aids.
         (c) Templates appropriate to the environment, other graphics producing materials.
         (d) Computers and interoperable data base software.
         (e) Materials and equipment related to the examination of documents.
   c. Training/preparation.
      (1) Training in language, interrogation techniques, and processing of EPW/detainees.

(2) Training/review of intelligence related to the nature of enemy documents.
(3) Establishing links with intelligence sources and counterpart component interrogation facilities.
(4) Understanding CJTF intent, CCIRs, Priority Intelligence Requirements (PIRs), EEI, other critical information requirements.

d. Command relationships.
(1) Per J2, may be coequal with or subordinate to JISE under overall supervision of J2.
(2) JIF normally given authority/responsibility to:
(a) Develop JTF SOP for Interrogation of enemy Prisoners of War (IPW) and examination/exploitation of captured documents.
(b) Coordinate IPW with components.
(c) Direct the evacuation of prisoners/documents.
(d) Assist components with IPW, as required.
(e) Coordinate IPW with allies/coalition partners.

2. **Establish JIDC duties/responsibilities** (Task 122-02-Dir-JIDC).
a. Prepare and disseminate JTF IPW SOP.
b. Prepare JIDC communications plan/architecture with J6.
c. Maintain database file on each interrogation.
d. Coordinate IPW/CED requirements beyond component capability.
e. Prepare IPW/CED appendix/input to Annex B to plans/orders.
f. Review component IPW/CED plans/orders.
g. Coordinate IPW/CED with allied IPW/CED organizations. Coordinate/deconflict mutual IPW requirements.
h. Establish reporting requirements for component interrogation facilities.
i. Conduct on the job/informal training for augmentees to the JIDC; coordinate/monitor such training for augmentees to component interrogation facilities.
j. Coordinate for/with security forces for JIDC operations.
k. Coordinate with J2X.

3. **Develop/disseminate IPW/CED policies and procedures** (Task 122-03-Dir-JIDC).
a. IPW/CED SOP, include criteria for assigning potential value to prisoners/detainees, priority for evacuation, and degree of interrogation at component interrogation facilities.
b. Establish coordination links/requirements -- both vertical and horizontal:
(1) With the JISE and JCMEC.
(2) Between JIDC and component interrogation facilities.
(3) Between JIDC and external agencies -- allied, coalition, etc.
(4) Liaison, as required, from/to JTF and component collection points and interrogation facilities.

4. **Plan IPW/CED operations** (Task 122-04-Dir-JIDC).
a. Conduct IPW/CED planning concurrently with operational planning.

b. Provide interrogation input to the intelligence estimate. Include:
(1) Analysis of operations for potential interrogation requirements.
(2) Recommendation for location of the interrogation facility -- close to evacuation routes, collection facilities, but separate.
(3) Identification of dedicated IPW/CED assets, by component.
c. Coordinate for security at the IPW/CED site.
d. Understand intelligence requirements for current and subsequent phases of a campaign or major operation. Plan for interrogation techniques/questions that focus on those requirements.

5. **Conduct IPW/CED operations** (Task 122-05-Dir-JIDC).
a. Obtain current Intelligence Summaries (INTSUMs), Intelligence Reports (INTREPs), Daily Intelligence Summaries (DISUMs):
(1) Analyze current enemy activities in objective areas that could result in captured enemy personnel/civilian detainees/documents.
(2) Understand enemy order of battle/command structure.
(3) Coordinate/confirm access to time-sensitive imagery to use in prompting or validation of prisoner revelations.
(4) Coordinate/confirm access to other national intelligence sources pertinent to conducting IPW/CED operations.
b. Receive/review reports of component interrogation operations.
c. Receive high value prisoners/enemy documents from component collection/interrogation facilities.
d. Conduct interrogations/examine documents.
e. Report information to the JISE.
f. Respond to requests for interrogation and document examination assistance.
g. Direct the disposition of high-value prisoners/detainees/CED.

ELEMENT: J2/Dir JCMEC

TASK 123: ESTABLISH/OPERATE THE JOINT CAPTURED MATERIEL EXPLOITATION CENTER (JCMEC)

(Relates to UJTL Tasks OP 2.2, 2.3, 2.4, 2.5, 2.6, 5.5)

MTG TASK SITUATION: JTF is or will conduct operations that may result in the capture of enemy documents and equipment. The J2 will establish and operate a JCMEC for the examination and exploitation of the materiel, and reporting of intelligence resulting from this effort.

MTG TASK PURPOSE: The JCMEC coordinates the screening, exploitation, and disposition of captured enemy documents and materiel. It sends teams to component collection points to coordinate the effort. Information and intelligence is reported to the JISE and, where appropriate, the JOC. Where captured enemy documents (CED) and captured enemy equipment (CEE) relate to PIR, EEI, or other critical information requirements, or have implications for enemy or friendly actions, the JCMEC will develop and distribute appropriate analyses and/or recommendations.

REFERENCES: JP 2-0, JP 2-01, JP 2-01.2, JP 5-00.2

MTG TASK STEPS

1. **Establish/organize the JCMEC** (Task 123-01-J2/Dir-JCMEC).
   a. Identify/task personnel requirements.
      (1) Designate the JCMEC Director.
      (2) Form the appropriate sections. Consider:
         (a) Plans/operations.
         (b) EOD team(s).
         (c) Technical intelligence team(s), to include language capability appropriate to the region.
         (d) Administration.
   b. Identify/make available equipment and facilities.
      (1) Communications equipment/systems.
         (a) Primarily secure voice -- radios, landline.
         (b) Dedicated lines, circuits.
         (c) Computer support, including access to intelligence databases, local and wide area networks.
      (2) Facilities/other operational equipment.
         (a) Proximity to component collection sites/evacuation routes.
         (b) Secure storage area.
         (c) Maps, overlays for reference, visual aids.
         (d) Technical reference materials.
         (e) Computers/intelligence database access.
         (f) Materials, equipment related to the examination of equipment, documents.
   c. Training/preparation.
      (1) Training in language/recognition of enemy technical materiel/equipment.
      (2) Training/review of intelligence related to the nature of enemy documents.

(3) Training in analysis of implications of various documents/materiel/equipment.
(4) Establish links with intelligence sources/counterpart component interrogation facilities.
(5) Understand CJTF intent, PIR, EEI, other critical information requirements.

d. Relationships and responsibilities.
(1) Normally subordinate to the JISE.
(2) Responsibilities include:
(a) Develop JTF SOP for screening, exploitation, and disposition of captured enemy documents/equipment (CED/CEE).
(b) Coordinate screening, exploitation, and disposition of CED/CEE with components.
(c) Develop/submit reports of intelligence and recommendations for actions based on analysis of CED/CEE.
(d) Assist components with screening, exploiting, and disposing of CED/CEE, as required.
(e) Coordinate screening, exploitation, and disposition of CED/CEE with allies/ coalition partners.
(f) Coordinate CEE disposition with national level agencies.

2. **Establish JCMEC duties/responsibilities** (Task 123-02-Dir-JCMEC).
a. Prepare/disseminate JCMEC SOP for CED/CEE.
b. Prepare JCMEC communications plan/architecture with J6.
c. Maintain a data base file on all CED/CEE.
d. Coordinate CED/CEE screening, exploitation, and disposition requirements beyond component capability.
e. Prepare CED/CEE instructions and appendix/input to Annex B to plans/orders.
f. Review component CED/CEE instructions, plans, and orders.
g. Coordinate CED/CEE with allied CED/CEE organizations. Coordinate/de-conflict mutual requirements.
h. Establish reporting requirements for component CED/CEE facilities.
i. Conduct on the job/informal training for augmentees to the JCMEC; coordinate/monitor such training for augmentees to component facilities.
j. Coordinate for/with security forces for JCMEC operations.
k. Conduct media exploitation.

3. **Develop/disseminate CED/CEE policies and procedures** (Task 123-03-Dir-JCMEC).
a. CED/CEE SOP, include criteria for assigning potential value to specific documents or equipment, priority for evacuation, and degree of analysis at component facilities.
b. Establish coordination links/requirements, both vertical and horizontal:
(1) Within the JISE/JIDC.
(2) Between the JCMEC and component CED/CEE facilities.
(3) Between the JCMEC and external agencies -- allied, coalition, etc.
(4) Liaison, as required, from/to JTF JISE/JIDC and component collection points.

4. **Plan CED/CEE operations** (Task 123-04-Dir-JCMEC).
   a. Conduct CED/CEE planning concurrently with operational planning.
   b. Provide CED/CEE input to the intelligence estimate. Include:
      (1) Analyze operations for potential CED/CEE requirements.
      (2) Recommend the location of the JCMEC -- close to evacuation routes, collection facilities, but separate.
      (3) Identify CED/CEE assets, by component.
   c. Coordinate for security at the JCMEC.
   d. Understand intelligence requirements for current and subsequent phases of a campaign or major operation. Plan for screening, exploitation, and disposition of CED/CEE that focus on those requirements.

5. **Conduct CED/CEE operations** (Task 123-05-Dir-JCMEC).
   a. Obtain current intelligence -- INTSUMs, INTREPs, DISUMs.
      (1) Analyze current enemy activities in objective areas that could result in CED/CEE.
      (2) Understand enemy order of battle/command structure.
      (3) Coordinate/confirm access to intelligence databases to use in analysis or planning for exploitation of CED/CEE.
      (4) Coordinate/confirm access to other national intelligence sources pertinent to conducting CED/CEE operations.
   b. Receive/review reports of component screening, exploitation, disposition of CED/CEE.
   c. Receive CED/CEE from component collection facilities.
   d. Screen CED/CEE for exploitation value.
   e. Report information or intelligence to the JISE/JIDC.
   f. Recommend actions to exploit the intelligence gained from CED/CEE.
   g. Respond to requests for assistance in the screening, exploitation, and disposition of CED/CEE.
   h. Direct the disposition of high value CED/CEE.

ELEMENT: J2/J2X

TASK 124: ESTABLISH/OPERATE THE JOINT COUNTERINTELLIGENCE/HUMAN INTELLIGENCE STAFF ELEMENT (J2X)

(Relates to UJTL Tasks OP 2.2, 5.5)

MTG TASK SITUATION: JTF is or will conduct operations that may result in the requirement to control and coordinate/deconflict counterintelligence and/or human intelligence operations. The J2 will establish and operate a J2X element for this purpose.

MTG TASK PURPOSE: The JTF J2, in coordination with the theater J2, establishes and operates a JTF counterintelligence/human intelligence staff element (J2X). The J2X integrates human intelligence (HUMINT) and counterintelligence (CI) by combining the HUMINT operations center (HOC) with the JTF CI coordination authority (TFCICA). The J2X is responsible for controlling and coordinating all HUMINT/CI collection activities conducted within the JOA.

REFERENCES: JP 2-0, JP 2-01, JP 2-01.2, JP 5-00.2

MTG TASK STEPS

1. **Establish/organize the J2X** (Task 124-01-J2/Dir-J2X).
   a. Identify/task personnel requirements.
      (1) Designate the J2X Director.
      (2) Designate the HOC Director.
      (3) Designate the TFCICA Director.
      (4) Form appropriate sections. Consider:
         (a) Plans/operations.
         (b) RFI/production requirements.
         (c) Technical intelligence team(s), to include language capability appropriate to the region.
         (d) Administration/LNOs to JECs.
         (e) Source registry.
   b. Identify/make available equipment/facilities.
      (1) Communications equipment/systems:
         (a) Primarily secure voice – radios/land line.
         (b) Dedicated lines/circuits.
         (c) Computer support, including access to intelligence databases, local and wide-area networks.
      (2) Facilities/other operational equipment.
         (a) Proximity to evacuation routes.
         (b) Secure storage area.
         (c) Maps, overlays for reference, visual aids.
         (d) Technical reference materials.
         (e) Computers/intelligence database access.

(f) Materials and equipment related to the examination of equipment, and documents.

c. Training/preparation.
(1) Training in language/recognition of enemy technical materiel/equipment.
(2) Training/review of intelligence related to the nature of enemy documents.
(3) Training in analysis of implications of various documents/materiel/equipment.
(4) Establish links with interrogation and exploitation facilities.
(5) Understand CJTF intent, PIR, EEI, and other critical information requirements.

d. Relationships and responsibilities.
(1) Normally subordinate to J2, coordinates with the JISE.
(2) Responsibilities include:
(a) Develop JTF SOP for tasking, coordinating, and deconflicting all component and national level CI and HUMINT missions.
(b) Identify, prioritize, and validate all CI and HUMINT related RFIs and production requirements.
(c) Develop/submit reports of intelligence and recommendations for actions based on analysis of CI and HUMINT reporting.
(d) Assist components with assessing the counterintelligence threat to the forces in the JOA.
(e) Provide planning guidance to the JTF staff and component commands, allies, and coalition partners for CI and HUMINT support.
(f) Exercise collection requirements tasking authority for the JIDC, if established.
(g) Exercise collection requirements tasking authority for the JCMEC, if required.
(h) Exercise collection requirements tasking authority for the JDEC, if required.

2. **Establish J2X duties/responsibilities** (Task 124-02-J2/Dir-J2X).
a. Prepare/disseminate J2X SOP for CI and HUMINT operations.
b. Prepare the J2X communications plan/architecture with J2/J6.
c. Maintain tactical source registry to deconflict source operational interest to minimize duplication of effort.
d. Provide coordinated, deconflicted, and integrated CI, HUMINT, and SOF collection and reporting efforts to the JTF.
e. Prepare J2X instructions and appendix/input to Annex B to plans/orders.
f. Review component CI/HUMINT instructions, plans, and orders.
g. Coordinate CI/HUMINT operations with allied CI/HUMINT organizations. Coordinate/deconflict mutual requirements.
h. Establish reporting requirements for component CI and HUMINT operations.
i. Coordinate for/with security forces for J2X operations.

3. **Develop/disseminate J2X policies, procedures, and products** (Task 124-03-J2/Dir-J2X).
   a. J2X SOP.
   b. Establish coordination links/requirements -- both vertical and horizontal:
      (1) Within the J2X, TFCICA, and HOC.
      (2) Between J2X and JISE/ JTF components.
      (3) Between J2X and external agencies -- national, allied, coalition, etc.
      (4) Liaison, as required, from/to JTF joint exploitation centers (JCMEC, JIDC, JDEC).

4. **Plan CI and HUMINT operations** (Task 124-04-J2/Dir-J2X).
   a. Conduct J2X planning concurrently with operational planning.
   b. Provide J2X input to the intelligence estimate. Include:
      (1) Analyze adversary counterintelligence operations.
      (2) Recommend the location of the J2X.
      (3) Identify J2X assets.
   c. Coordinate for security at the J2X facilities.
   d. Understand the intelligence requirements for current and subsequent phases of a campaign or major operation.

5. **Conduct, coordinate and deconflict CI and HUMINT operations** (Task 124-05-J2/Dir-J2X).
   a. Obtain current intelligence – INTSUMs, INTREPs, and DISUMs.
      (1) Analyze current enemy activities in objective areas that could result in collection requirements.
      (2) Understand the enemy order of battle/command structure.
      (3) Coordinate/confirm access to intelligence databases to use in analysis or planning for exploitation of CI and HUMINT operations.
   b. Receive/review reports from JTF components.
   c. Liaison with JIDC, JDEC and JCMEC for exploitation value.
   d. Report information or intelligence to the JISE.
   e. Recommend actions to exploit the intelligence gained from CI/HUMINT operations.
   f. Respond to requests for threat assessments, technical intelligence teams, and assistance in eliminating intelligence gaps.
   g. Maintain a source registry to deconflict source operational interest to minimize duplication of effort.
   h. Exercise collection requirements tasking authority for the joint exploitation centers, if established.

ELEMENT: J2

TASK 125: ESTABLISH/OPERATE THE INTELLIGENCE COLLECTIONS SYNCHRONIZATION BOARD (ICSB)

(Relates to UJTL Tasks OP 2.2, 5.5, 5.6)

MTG Task Situation: The JTF mission includes operations in a JOA that will require extensive intelligence collection. The CJTF directs the formation of a JTF ICSB.

MTG Task Purpose: The JICSB is an optional board that is chaired by the JTF Collections Manager. The purpose of the board is to refine collection efforts by coordinating CJTF controlled Intelligence, Surveillance and Reconnaissance (ISR) assets and validating/prioritizing theater and national collection requirements

REFERENCES: JP 2-0, JP 2-01, JP 5-00.2

MTG TASK STEPS

1. **Establish the Intelligence Collections Synchronization Board** (Task 125-01-J2)
   a. Determine the need for an Intelligence Collections Synchronization Board, based on the scope of the operation. Consider:
      (1) The type of operation (MOOTW, etc).
      (2) Complexity of the operation (limited strike versus full-scale war).
      (3) JTF manning limitations.
      (4) Anticipated duration of the operation.
   b. Determine functions of the Intelligence Collections Synchronization Board. The Intelligence Collections Synchronization Board may assist the J2 in any or all of the following:
      (1) Develop theater/JOA-wide joint collection guidance, objectives, and priorities for CJTF approval.
      (2) Ensure Information Operations (IO) is fully integrated and synchronized with the collection effort.
      (3) Coordinate with the J2/JISE to ensure the commander's priority intelligence requirements are fully integrated into the intelligence collection plan.
      (4) Ensure procedures are in place to conduct dynamic retasking of collection assets.

2. **Determine the organization and operation of the Intelligence Collections Synchronization Board** (Task 125-02-J2).
   a. The composition and organization of an Intelligence Collections Synchronization Board is situationally dependent but should include the following representatives: an Intelligence Collections Synchronization Board Director (the JTF collection manager), Component collection managers, theater collection manager, JFACC, JSOTF/J2X, IO, and asset experts (if available). The JTF collection manager should be physically located near the Joint Operations Center. The ICSB daily meeting should be conducted via SCI video teleconference (VTC) if available.

b. The ICSB director's responsibilities include:
(1) Plan, coordinate, and facilitate the daily Intelligence Collections Synchronization Board (ICSB).
(2) Advise the CJTF and JTF staff on collection matters.
(3) Serve as the ICSB representative to the daily Joint Targeting Coordination Board (JTCB).
(4) Draft and disseminate the JTF collection plan.

ELEMENT: J2/J3

TASK 126: ESTABLISH/OPERATE THE J-2 TARGETING SECTION

(Relates to UJTL Tasks OP 1.2, 3.1, 3.2, 5.5, 6.1)

MTG Task Situation: A J-2 Targeting Section is formed in the Joint Intelligence Support Element (JISE).

MTG Task Purpose: The Targeting Section supports the JTF in the areas of target development and combat assessment. This includes establishing the joint targeting cycle, establishing the policies and procedures used for targeting in support of the JTF and providing combat assessment of targets struck during the operation.

REFERENCES: JP 2-01, JP 3-09, JP 3-0, JP 3-60

MTG TASK STEPS

1. **Establish the J-2 Targeting Section** (Task 126-01-J2)
   a. Determine the need for a J-2 Targeting Section, based on the scope of the operation. Consider:
      (1) The type of operation (MOOTW, etc).
      (2) Complexity of the operation (limited strike versus full-scale war).
      (3) JTF Manning limitations.
      (4) Anticipated duration of the operation.
   b. Determine the functions of the J-2 Targeting Section. The J-2 Targeting Section may assist the J-2, the JTF staff, components and the Theater JIC in any or all of the following.
      (1) Establish the JTF targeting cycle and the targeting cycle time lines. This should be done in conjunction with the J-3 (normally the Joint Fires Element, if formed), the components and with higher headquarters.
      (2) Maintain the Joint Target List (JTL) for the JTF. The Theater JIC normally provides the initial JTL. Early in the life cycle of the JTF, maintenance of the JTL is passed to the JTF from the Combatant Commander.
      (3) Nominate targets for attack by lethal or nonlethal means.
      (4) Develop Requests for Information (RFIs) to support new target development.
      (5) Provide collateral damage concerns on specific targets to the J-3.
      (6) Assist the J-3 in maintaining the Restricted and No-Strike Target Lists.
      (7) Establish procedures for combat assessment within the JTF. These procedures should include determining who is responsible for Phase I, II and III Battle Damage Assessment (BDA).
      (8) Establish reporting time lines for BDA inputs such as cockpit video and mission reports (MISREPS).
      (9) Determine who has re-strike recommendation authority within the JTF. Normally this would be the J-3 with J-2 input.
      (10) Provide targeting-related inputs to the Daily Intelligence Summary.

(11) Produce spot reports as required.
(12) Produce graphics and briefings for the J-2 as needed.

2. **Determine the Organization and Operation of the J-2 Targeting Section** (Task 126-02-J2). The composition and organization of the J-2 Targeting Section is situationally dependent but should include the following elements: A Chief of Targets, Target Development, Combat Assessment and Production/Dissemination cells. The J-2 Targeting Section should be located within the Joint Intelligence Support Element (JISE).

a. Designate a Chief of Targets and Deputy. These positions require extensive experience in targeting and are normally filled with the most experienced intelligence officers with targeting backgrounds. Their responsibilities include;

(1) Organize, train and supervise the J-2 Targeting Section.

(2) Develop, in conjunction with the J-3, Theater Joint Intelligence Command (JIC), and JTF components, the JTF targeting cycle and targeting cycle time lines. If possible, conduct rehearsals of key aspects of targeting, such as battle damage assessment reporting.

b. Organize the Target Development Cell of the J-2 Targeting Section. This section is responsible for all aspects of target development as it pertains to the JTF. Duties may include:

(1) Maintain the Joint Target List (JTL).

(2) Maintain the products associated with individual targets. This task is normally conducted in conjunction with counterpart organizations within the JTF components, the Theater JIC, and in some cases, other elements within the intelligence community.

(3) Nominate targets for attack by lethal or nonlethal means. All targets nominated by the JTF or higher headquarters are normally consolidated by the J-3 (by the Joint Fires Element, if formed) and forwarded to the appropriate organization responsible for building the Joint Integrated Prioritized Target List (JIPTL).

(4) Develop Requests for Information to support new target development. Based on the JTF Commanders guidance and objectives, the target development cell forwards specific requests to the Theater JIC to develop targets that support the overall objectives of the JTF.

(5) Provide collateral damage concerns on specific targets to the J-3. Based on analysis of individual targets and aim points associated with those targets, a collateral damage assessment is made either by the J-2 Target Development Cell or other intelligence organizations supporting the JTF. If a target is found to have collateral damage concerns, that target is forwarded to the J-3 with the recommendation that it be placed on the No-Strike Target List until the concerns are resolved.

c. Organize the Combat Assessment Cell of the J-2 Targeting Section. This cell is responsible for all aspects of combat assessment with the JTF. The specific functions within combat assessment may be delegated to components within the JTF or may reside at the Theater JIC or higher. Duties may include:

(1) Consolidate Phase I, II and III BDA reports.

(2) Provide recommendations for reattack of specific targets or target sets.
(3) Coordinate with other intelligence organizations on matters regarding combat assessment.

d. Organize the Production and Dissemination Cell of the J-2 Targeting Section. This cell is responsible for producing specific products related to targeting. Duties may include:

(1) Prepare the J-2 Targeting input to the Daily Intelligence Summary.
(2) Produce spot reports as needed.
(3) Produce the J-2 Targeting input (graphics and briefing products) to higher-level briefings as required by the J-2.

ELEMENT: J3/JOC Chief

TASK 127: ESTABLISH/OPERATE THE JOINT OPERATIONS CENTER (JOC)

(Relates to UJTL Tasks OP 5.1, 5.2, 5.3, 5.4, 5.5)

MTG TASK SITUATION: A JTF has been formed and must begin conducting operations. The CJTF/COS should automatically establish the JOC.

MTG TASK PURPOSE: The JOC serves as the focal point in the JTF HQ for all operational and, in the absence of a JISE, all intelligence matters. A JOC may perform the following functions:

a. Monitor/manage status of joint forces and their resources. Monitor current status of assigned forces and their resources; provide information to assist in allocating /moving forces and materiel.
b. Plan operations. Assist in planning current and future operations, within parameters established by CJTF/COS/J3; coordinate and conduct planning concurrently with supporting/supported forces.
c. Direct operations. Direct assigned forces and take necessary action within parameters established by the CJTF.
d. Monitor implementation of operations orders to ensure attainment of CJTF objectives. Relay orders/guidance from CJTF to components.
e. Monitor the situation. Monitor/display the situation in operational areas represented in the operation -- e.g., in an operation involving air, ground, space, special operations, and an enemy threat, monitor progress of activities in each of those functional areas and significant sub areas, in addition to supporting logistics, communications, civil affairs, and other operations. Continuously review the enemy threat, if applicable. Maintain information relevant to the progress of the operation/campaign.
f. Prepare and submit operational reports, as required in accordance with JP 3-56.24, "Message Text Formats." Maintain a chronological record of JTF operational issues and events.

REFERENCES: JP 5-00.2

MTG TASK STEPS

1. **Identify operational areas and significant subareas represented in the campaign/operation plan** (Task 127-01-J3).
   a. Air operations.
      (1) Airstrike operations -- strategic attack, offensive counter-air (OCA), interdiction, close air support (CAS), etc. in accordance with the CJTF's apportionment decision and JIPTL.
      (2) Airspace control.
      (3) Air defense.
      (4) Theater airlift.
      (5) Aerial reconnaissance.
      (6) Electronic warfare.
      (7) Aerial refueling.
      (8) Heliborne operations.
      (9) Personnel Recovery (PR).
   b. Land operations.
      (1) Amphibious operations.
      (2) Ground/land maneuver operations.

(3) Aviation operations/airspace C2.
(4) Fire support operations.
(5) Air defense operations.
(6) Combat engineer operations.
(7) NBC operations.
(8) Military police operations.
(9) Humanitarian/disaster relief operations.

c. Maritime operations.
(1) Anti-air/air operations in support of CJTF objectives.
(2) Anti-surface/subsurface operations.
(3) Mine warfare.
(4) Amphibious operations.
(5) Airstrike operations --strategic attack, interdiction, CAS, etc.

d. Space operations.
(1) Reconnaissance/targeting.
(2) Communications.
(3) Air/Theater Ballistic Missile Defense (TBMD) warning.
(4) Weather.
(5) C2.

e. Special operations.
(1) Special reconnaissance.
(2) Direct action.
(3) Unconventional warfare.
(4) Foreign internal defense.
(5) Counterterrorism.
(6) Countering weapons of mass destruction.

f. IO/C2W.
(1) EW.
(2) PSYOP.
(3) OPSEC.
(4) Military deception.
(5) Physical destruction.

g. Operational fire support coordination.
(1) CJTF/strategic level target nominations.
(2) JIPTL review.
(3) When tasked, JTCB support.

h. Civil-military operations.
(1) Support for conventional operations.
(2) Support for special operations.
(3) Support for civil administration.
(4) Other civil-military operations.

i. Intelligence operations.

j. Logistic operations.

k. Communications operations.

l. Current plans requirements -- adaptation of future plans coordination to current operations.
m. METOC operations/support.
n. Reports preparation/distribution.
o. JOC technical support -- ADP, communications, map assembly/overlay preparation and maintenance, graphics illustrations, minor construction, administration and supply, procurement, etc.
p. Navigation.
q. Environmental monitoring.
r. Geospatial Information & Services (GI&S).

2. **Establish JOC leadership, general manning, and duties** (Task 127-02-J3).
   a. Integrate joint Service representation in the JOC. Consider:
      (1) The nature of projected operations.
      (2) Existing leadership of the headquarters base unit staff. Filling key leadership positions from the headquarters base unit staff may enhance JTF staff efficiency.
      (3) Appropriate balance of Service representation.
   b. Designate the JOC Director. Consider the following duties/responsibilities:
      (1) Assume the duties of the J3 during periods of the J3's absence.
      (2) Maintain thorough knowledge/understanding of JTF plans/orders, and component and supporting forces concepts of operations; conduct continual crosswalk between JTF and components' and supporting forces' plans/orders.
      (3) Provide broad guidance and supervision to JOC shift leaders; assign tasks/projects -- messages, reports, special briefings, etc. to the shifts.
      (4) Coordinate transition from planning of operations to execution.
      (5) Maintain an overview of joint operations. Recommend changes in actions or operations, as required.
      (6) Maintain an understanding of the future planning direction -- from CJTF, COS, J3, and J5; attend, participate in, stay or familiar with J5/JPG future planning efforts.
   c. Designate shift leaders. Consider the following duties/responsibilities:
      (1) Assume duties of the JOC Director during periods of the JOC Director's absence.
      (2) Maintain thorough knowledge/understanding of JTF plans/orders, and component and supporting forces concepts of operations; conduct a continual crosswalk between JTF components' and supporting forces' plans/orders.
      (3) Supervise the activities of operations watch officers/desks; assign/supervise tasks/projects to watch officers or project teams.
      (4) Assign action/information desks/agencies to incoming correspondence.
      (5) Ensure adequacy of coordination and information flow in accordance with information exchange requirements/procedures.
      (6) Ensure the accuracy and clarity of displayed information.
      (7) Prepare/coordinate daily briefings as required -- decision cycle, shift change briefings, etc.
      (8) Prepare plans/orders as required in the absence of a J3 Current Plans Section.

(9) Maintain an overview of joint operations. Recommend changes in actions or operations, as required.

d. Designate operations area watch officers/team leaders/significant sub area action officers/teams. Consider the following duties/responsibilities:

(1) Advise the JTF command group and staff, to include J5/JPG, concerning operations; participate in planning deliberations concerning the assigned operations area.

(2) Maintain thorough knowledge/understanding of JTF plans/orders, and component and supporting forces concepts of operations; conduct continual crosswalk between JTF and components' and supporting forces' plans/orders.

(3) With ADP support, establish/maintain a C2 communications architecture appropriate to the assigned operations area -- e.g., Maneuver Control System (MCS), Theater Battle Management Core System (TBMCS), Joint Operational Tactical System - 2 (JOTS-2), Naval Tactical Command System - Afloat (NTCS-A), JWICS/JDISS, management of GCCS common picture.

(4) Direct/control assigned operations, within the authority delegated to the JOC by CJTF.

(5) Monitor/maintain the status of joint forces, resources, and progress of operations; display the status in accordance with JOC policy/procedures.

(6) Exchange information in accordance with information exchange criteria established in JOC policy/procedures.

(7) Coordinate joint activities. Relay requests for information/resources, answer requests, status/location of adjacent or related joint forces/operations, etc. Coordinate between components, other watch officers, supporting agencies, and organizations.

3. **Establish JOC procedures** (Task 127-03-J3/Dir-JOC).

a. Information displays/briefing topics.

b. Information/briefing schedule.

c. Delegation of authority -- to the JOC Director, shift leaders, watch leaders, team leaders-- for supervision/control of operations.

d. Interaction with, support of, and integration of plans/information from related operations cells -- Command and Control Warfare (C2W), Joint Force Commander's Electronic Warfare Staff (JCEWS), military deception planners, etc.

e. Interaction with, support of, and integration of plans/information from liaison officers, both to and from the JTF JOC/J3.

f. Information exchange requirements and routing/information flow.

(1) Internal to the JOC. Consider requirements to:

(a) Verify/confirm information.

(b) Inform/coordinate with adjacent/related operations area watch officers.

(c) Inform shift leaders/JOC Director.

(2) External to the JOC.

(a) Inform/request support from the supported Combatant Commander's JOC.

(b) Inform/coordinate with components, other supporting forces, agencies, and organizations.

g. Recording/maintenance/storage of information.
   (1) Duty logs.
   (2) Orders logs.
   (3) Message/communication logs.
   (4) Data bases.
   (5) Information charts/briefings.
   (6) Maps/overlays.
   (7) After-action notes/briefings/input.

ELEMENT: DCJTF/COS/J3

TASK 128: ESTABLISH/OPERATE THE JOINT FIRES ELEMENT (JFE)

(Relates to UJTL Tasks OP 3.1, 3.2, 5.5)

MTG TASK SITUATION: The JTF mission includes operations in a JOA that will require joint fires coordination. The CJTF directs the formation of a JTF JFE.

MTG TASK PURPOSE: The JFE is an optional staff element that works for the J3 to assist the J3 in integrating and synchronizing joint fires (both lethal and nonlethal) with other elements of the operation. The roles and responsibilities of the JFE depend on the situation and mission of the JTF. Specific roles and responsibilities of the JFE are approved by the CJTF.

REFERENCES: JP 3-0, JP 3-09

MTG TASK STEPS

1. **Establish the Joint Fires Element** (Task 128-01-J3)
   a. Determine the need for a Joint Fires Element, based on the scope of the operation. Consider:
      (1) Type of operation (MOOTW, etc).
      (2) Complexity of the operation (limited strike versus full-scale war).
      (3) JTF manning limitations.
      (4) Anticipated duration of the operation.
   b. Determine the functions of the JFE. The JFE may assist the J3 in any or all of the following.
      (1) Develop the joint fires estimate and COAs.
      (2) Develop mission-type orders and guidance for CJTF approval.
      (3) Develop theater/JOA-wide joint targeting guidance, objectives, and priorities for CJTF approval. This is normally done in conjunction with component planners as part of the Joint Planning Group (JPG).
      (4) Coordinate combat assessment efforts by the joint force.
      (5) Coordinate Rules of Engagement (ROE).
      (6) Recommend, coordinate, review, designate, and disseminate fire support coordinating measures (FSCMs).
      (7) Ensure Information Operations (IO) is fully integrated and synchronized with other elements of the operation.
      (8) Coordinate with the J2/JISE to ensure the commander's priority intelligence requirements to support targeting are fully integrated into the intelligence collection plan.
      (9) Develop the roles, functions and agenda of the Joint Targeting Coordination Board (JCTB) for approval by the CJTF.
      (10) Review targeting information as it pertains to the Joint Force Commander's targeting guidance, objectives, and priorities.
      (11) Maintain the Restricted and No-Strike Target Lists.

(12) Compile and deconflict target nominations from the JTF staff and higher headquarters and forward them for inclusion in the Joint Integrated Prioritized Target List (JIPTL).
(13) Recommend Joint High-Payoff Targets to the Joint Planning Group.
(14) Recommend procedures for attacking time-sensitive targets (TSTs).

2. **Determine the organization and operation of the Joint Fires Element** (Task 128-02-J3). The composition and organization of a JFE are situationally dependent, but should include the following elements: A JFE Director, and Plans, Operations and Targeting sections. The JFE should be physically located near the Joint Operations Center (JOC) and collocated with the Information Operations cell if possible.

a. Designate a JFE Director and Deputy. Responsibilities include:
(1) Organize, train and supervise the JFE.
(2) Advise the CJTF and JTF staff on joint fires matters.
(3) Plan, coordinate, and facilitate (including providing administrative support) the daily Joint Targeting Coordination Board (JTCB).

b. Organize the JFE Plans Section. Duties may include:
(1) Serve as the principal JFE representative to the JPG.
(2) Prepare the fires portions of all JTF plans, orders, branches, and sequels.
(3) Draft theater/JOA-wide joint targeting guidance, objectives, and priorities for CJTF approval.

c. Organize the JFE Operations Section. Duties may include:
(1) Serve as the principal representative to the JOC for all matters pertaining to ongoing joint fires operations.
(2) Produce and disseminate updates to the situation and guidance (including JTCB updates) as required.
(3) Recommend the employment of joint FSCMs.
(4) Monitor joint fires and fire support in the JOA. Maintain contact with the components as necessary.
(5) Develop JTF procedures for attacking Time-Sensitive Targets (TSTs).

d. Organize the JFE Targeting Section. Duties may include:
(1) Assist the JISE in maintaining and refining the Joint Target List (JTL).
(2) Maintain the Restricted and No-Strike Target Lists. Publish changes to the list as needed.
(3) Serve as the J3 representative to Collection Management. Provide the JISE with J3 targeting priorities and other inputs as required.
(4) Compile and deconflict target nominations from the JTF staff and higher headquarters.
(5) Maintain liaison with the Information Operations Cell
Coordinate the combat assessment effort with the JTF staff and components.

ELEMENT: J3

TASK 129: ESTABLISH/OPERATE THE CIVIL-MILITARY OPERATIONS CENTER (CMOC)

(Relates to UJTL Tasks OP 1.5, 3.1, 3.3, 4.4, 4.6, 4.7, 5.5, 5.7, 6.5)

MTG TASK SITUATION: A CMOC is formed when the JTF is involved in operations that require significant interaction with the civilian populace; host-nation (HN) or foreign government officials, agencies, or organizations; and/or international agencies or organizations related to JTF operations.

MTG TASK PURPOSE: The CMOC coordinates military support to humanitarian assistance efforts or associated contingency or crisis response operations in a given area or country. It may serve as the focal point in the JTF HQ for all operational and intelligence matters related to interaction with the civilian populace; HN or foreign government officials, agencies, or organizations; and/or international agencies or organizations related to JTF operations. A CMOC performs the following functions:

a. Provide C2/direction of military advisory, assessment, planning, and other assistance activities by the joint force.
b. Help establish US or multinational and military-to-civil links for greater understanding and efficiency of cooperative assistance arrangements.
c. Perform essential coordination/liaison with HN agencies, the US country team, UN, other USG agencies, and deployed US, allied, and HN military forces and supporting logistics organizations.
d. Plan and conduct civil information programs, in coordination with PSYOP forces, to publicize positive results and objectives of military assistance projects, to build civil acceptance and support of US operations, and to promote indigenous capabilities contributing to recovery and economic social development.
e. Plan and conduct joint and combined CMO training exercises.
f. Allocate resources, and sustain and coordinate Combat Support (CS) or Combat Service Support (CSS) elements, including necessary health services, transportation, military police, engineer, and associated maintenance and communications capabilities.
g. Advise and assist in strengthening or stabilizing civil infrastructures and services, and otherwise facilitate transition to peacekeeping or consolidation operations and associated hand-off to another USG agency, international organization, or HN responsibility.
h. Assess/identify HN civil support, relief, or funding requirements to CJTF for transmission to the supported Combatant Commander, other supporting Combatant Commanders, military Services or other responsible USG agencies.
i. Advise the CJTF on policy, funding, allied/foreign or HN sensitivities, and their results on JTF operations.
j. Coordinate US/multinational forces' goals and operations with those of HN and appropriate relief/service organizations.
k. Coordinate US logistics support to allied/multinational forces.

REFERENCES: JP 3-57, JP 5-00.2

MTG TASK STEPS

1. **Identify essential tasks, functional areas, and significant subareas represented in the civil-military mission of the JTF** (Task 129-01-J3/J5). Consider:
   a. Applicable CA functions.
      (1) Supporting US forces in minimizing noncombatant interference with operations.

(2) Assisting US forces, agencies, and organizations in implementation of Foreign Internal Defense (FID) and other nation assistance programs.
(3) Advising commanders in development and maintenance of positive civil-military relationships.
(4) Coordinating with civil and military authorities to facilitate a positive and mutual understanding of objectives and a concerted effort to achieve these objectives.
(5) Analyzing regional sociological, political, economic, military, and psychological factors as a basis for area studies, assessments, or advice.
(6) Informing commanders and mission planners of results of pertinent analysis.
(7) Planning the employment of CA assets.
(8) Preparing estimates, assessments, plans, annexes and other documentation relevant to CA support for JTF operations.
(9) Training US and HN/foreign forces and civil officials in identifying, planning, and implementing programs useful to a civilian population, which strengthen the HN's internal defense and development.
(10) Supervising or providing oversight to US and HN/foreign forces' and civil officials' efforts to plan and conduct CA activities. If necessary (and directed by the President/SECDEF), assume functions normally performed by the civil government.
(11) Evaluating the progress and/or results of CA activities.

b. Liaison.
(1) US country team.
(2) HN government/military/law enforcement agencies (LEA).
(3) Allied/multinational forces.
(4) USG agencies.
(5) Civilian relief/observer organizations -- both USG and international.

c. Logistics coordination.
(1) Food services.
(2) Field services, to include mortuary affairs.
(3) Water operations.

d. Transportation coordination.
e. Civil Engineering coordination.
f. Health services coordination.
g. Military police/law enforcement coordination.
h. Public affairs/public information coordination.
i. PSYOP coordination.
j. Legal affairs/information coordination.
k. Civil government functions coordination.
l. HN military coordination.
m. Multinational force military coordination.
n. CA support to US force operations coordination.

2. **Establish CMOC leadership, general manning, organization, and duties** (Task 129-02-J3)

a. Identify necessary CA assets.

b. Identify necessary functional area representation.
c. Designate a CMOC Director. Consider the following duties/responsibilities:
(1) Have, or can rapidly develop, thorough knowledge of CA functions and how to integrate them into JTF operations.
(2) Maintain thorough knowledge/understanding of JTF plans/orders, and component and supporting forces concepts of operations; conduct continual crosswalk between JTF and components' and supporting forces' plans/orders.
(3) Provide broad guidance and supervision to CMOC shift leaders; assign tasks/projects -- messages, reports, special briefings, etc., to shifts.
(4) Coordinate the transition from planning of operations to execution.
(5) Maintain an overview of both overall JTF operations and civil-military operations -- recommend changes in action or operations, as required.
(6) Maintain an understanding of future planning direction from CJTF, COS, J3, and J5; attend, participate in, or be familiar with J5/JPG future planning efforts.
d. Designate shift or functional area leaders. Consider the following duties/responsibilities:
(1) Assume the duties of the CMOC Director during periods of the CMOC Director's absence.
(2) Maintain thorough knowledge/understanding of CMOC plans/orders, and component and supporting forces concepts and progress in implementing those plans; conduct continual crosswalk between JTF and components' and supporting forces' civil-military plans and orders.
(3) Supervise or monitor the activities of functional area experts; assign/supervise tasks/project to functional area experts or teams.
(4) Ensure the adequacy of coordination and information flow in accordance with information exchange requirements/procedures.
(5) Ensure the accuracy/clarity of displayed information.
(6) Prepare/coordinate daily briefings, as required -- decision cycle, shift change briefings, etc.
(7) Prepare civil-military plans, orders, and annexes as required.
e. With ADP support, establish/maintain a C4 architecture appropriate to civil-military mission requirements.
f. Identify/establish the CMOC organization, based on functional area requirements. Generally, the organization includes:
(1) Director and Deputy Director.
(2) Operations section, including functional area representation.
(3) Civil Affairs section, for coordination of civil affairs functions/assets.
(4) Support section, including administrative and ADP support for the CMOC.
(5) Liaison section, to include representation from or linkage to transportation assets – PODs.
(6) Other sections as identified and required by the Director.

3. **Establish CMOC procedures** (Task 129-03-J3/Dir-CMOC).
a. Information displays/briefing topics.
b. Information/briefing schedule.

c. Delegation of authority -- to the CMOC Director, shift or functional area leaders-- for supervision/control of operations.
d. Interaction with, support of, and integration of plans/information from related operations cells – JOC/JISE.
e. Interaction with, support of, and integration of plans/information from liaison officers, both to and from the JTF CMOC.
f. Information exchange requirements and routing/information flow:
(1) Internal to the CMOC. Consider requirements to:
(a) Verify/confirm information.
(b) Inform/coordinate with adjacent/related functional area officers.
(c) Inform the CMOC Director.
(2) External to the CMOC.
(a) Receive/process NGOs, agencies, international organizations/agencies.
(b) Receive/process requests for military-civil support or coordination from HN, foreign governments, or military.
(c) Receive/process requests for support or coordination from allied/multinational forces.
(d) Inform/request support from supported Combatant Commander's CA assets/advisors.
(e) Inform/coordinate with components, other supporting forces, agencies, and organizations.
(f) Exchange information with higher-level civil-military organizations -- e.g., Office of Foreign Disaster Assistance (OFDA), a Combatant Commander's HOC.
g. Recording/maintenance/storage of information.
(1) Duty logs.
(2) Orders logs.
(3) Message/communication logs.
(4) Data bases.
(5) Information charts/briefings.
(6) Maps/overlays.
(7) After-action notes/briefings/input.
h. Possible additional CMOC actions/procedures/requirements.
(1) Validate support requests for other JTF HQ elements.
(2) Coordinate requests for civil-military support with the JTF components; convene and/or host ad hoc mission planning group meetings for complex support requirements.
(3) Promulgate and explain JTF policies/operations to NGO and others.
(4) Serve as the focal point for weapons policies for NGOs.
(5) Administer/issue identification cards for NGOs.
(6) Validate NGO requirements for tarmac space, spaces on military transportation, and related access issues.
(7) Facilitate resource distribution systems for relief.

ELEMENT: J3

TASK 130: ESTABLISH/OPERATE THE JOINT PERSONNEL RECOVERY CENTER (JPRC)

(Relates to UJTL Tasks OP 5.5, 6.2)

MTG TASK SITUATION: The JTF will conduct operations that may result in the isolation of personnel, in either friendly or enemy territory, who are unable to self-recover. A component or JTF J3, with the concurrence of the CJTF, establishes and operates a joint personnel recovery center (JPRC).

MTG TASK PURPOSE: The JPRC monitors and, when required, coordinates and manages personnel recovery (PR) operations in the JTF JOA for isolated personnel in both benign and combat situations.

REFERENCES: JP 3-50.2, JP 5-00.2

MTG TASK STEPS

1. **Establish/organize JPRC (at JTF or component level)** (Task 130-01-J3).
   a. Identify/task personnel requirements.
      (1) Designate the PR Mission Coordinator.
      (2) Form the team -- include air, maritime, ground component representation.
   b. Identify/make available equipment and facilities.
      (1) Communications equipment/systems.
         (a) Primarily secure voice -- radios, satellite communications (SATCOM), landline, etc.
         (b) Dedicated lines and circuits, with planned backup.
         (c) Authentication systems.
         (d) Computer support, including access to local and wide-area networks.
         (e) Message support. Timely; backup required.
      (2) Facilities/other operational equipment.
         (a) Free from operational distractions.
         (b) Separate maps, overlays, etc.
         (c) Templates appropriate to the environment/other graphics producing materials.
         (d) Computers/interoperable database software.
   c. Training/preparation.
      (1) Coordinate/conduct training.
      (2) Establish links with intelligence sources, counterparts, and component Rescue Coordination Centers (RCC).
      (3) Ensure knowledge of PR resources/assets available.
         (a) Service/component assets.
         (b) Dedicated, collateral assets.
         (c) Tasking lead times for non-dedicated assets.
      (4) Develop/disseminate policies and procedures.
   d. Command relationships.
      (1) PR C2 normally exercised through JTF components.

(2) A component doing its own PR has OPCON of forces conducting the PR mission.
(3) Forces tasked to augment a component for the conduct of PR are under TACON to that component for the duration of the PR mission.
(4) The JPRC is normally given authority to:
(a) Develop JTF PR SOPs.
(b) Coordinate PR communications arrangements.
(c) Define PR reporting requirements.
(d) Review PR escape and evasion plans.
(e) Coordinate PR with allies/coalition partners.

2. **Establish JPRC duties and responsibilities** (Task 130-02-J3).
a. Prepare/disseminate PR SOPs.
b. Prepare PR communications plan/architecture with J6.
c. Monitor/maintain the mission profile on PR incidents.
d. Maintain a database file on each isolated person until recovery is complete.
e. Coordinate PR requirements beyond component capability.
f. Prepare the PR appendix to Annex C to plans/orders.
g. Review component PR plans/orders.
h. Review evasion and recovery plans.
i. Coordinate PR with allied PR organizations. Coordinate/de-conflict mutual PR support operations by JTF components.
j. Establish reporting requirements for the JPRC and component RCCs.
k. Coordinate with the PSYOP Officer on ways to favorably influence the local population regarding PR efforts.
l. Conduct on-the-job/informal training for augmentees to the JPRC; coordinate/monitor such training for augmentees to component RCCs.
m. Organize/conduct PR training exercises for the JTF.
n. Maintain a listing of current selected areas for evasion (SAFE).
o. Establish/monitor the blood-chit program.
p. Coordinate notification of evasion and escape nets and indigenous assistance groups.

3. **Develop/disseminate PR policies and procedures** (Task 130-03-J3/Dir-JPRC).
a. PR SOP.
b. Establish coordination links/requirements -- both vertical and horizontal.
(1) Within the JOC.
(2) Between the JPRC and components.
(3) Between the JPRC and external agencies -- allied, coalition, etc.
(4) Use liaison, as required, from component RCCs.
c. Understand/incorporate theater commander's policy guidance on PR.
(1) Conditions that warrant/permit PR effort.
(2) Level of effort for PR balanced with operational missions.
d. Develop/recommend JTF PR mission policies.
(1) Go/no-go criteria for the PR effort.

(2) Conditions that warrant/permit the use of external resources -- external to a component and external to the JTF.

4. **Plan PR** (Task 130-04-J3/Dir-JPRC).
   a. Conduct PR planning concurrently with operational planning.
   b. Develop the PR estimate. Include:
      (1) Analysis of operations for PR potential.
      (2) Analysis of enemy/environmental threat for likely PR mission areas.
         (a) Enemy policy, practices, and intentions.
         (b) Location, strength, capabilities, and activities of enemy units that could affect operations in the objective area, adjacent areas, and along LOCs and infiltration/exfiltration routes.
         (c) Identification/capabilities of enemy early warning system.
         (d) Current enemy air, ground, and naval order of battle, including capabilities against helicopters.
         (e) The attitude of the populace toward isolated enemy personnel.
         (f) Radar sites.
         (g) Threats to primary rescue vehicles -- ADA, small arms fire, armed enemy helicopters, fixed wing aircraft.
         (h) Threats to PR support aircraft -- EW, Airborne Warning and Control System (AWACS), etc.
         (i) Climate/weather.
         (j) Atmospheric conditions.
         (k) Terrain information and analysis.
         (l) Number and location of SAFEs.
         (m) Location of friendly force areas of operation and evasion escape nets.
      (3) Identification of dedicated PR assets, by component, and the capabilities of each.
      (4) Analysis of the extent to which current operations will/can divert assets from PR operations.
   c. Understand current airspace control measures; develop procedures to input PR missions.
   d. Coordinate for on-call supporting arms support.
   e. Plan for precautionary PR.
   f. Understand/adjust to operational restraints.
      (1) Limitation imposed by medium to high threat environment.
      (2) Possible scarcity of PR assets.
      (3) Possible shortage of PR controllers.
   g. Plan for/position precautionary PR assets.
      (1) Prepositioning of assets.
      (2) As a corollary to the operational mission.
      (3) Consider:
         (a) Lifeguard.
         (b) Duckbutts.

(c) Airborne orbit.
(d) Strip alert.

h. Plan for repatriation of recovered personnel in coordination with Combatant Commander's staff for appropriate debriefing and a determination on status of personnel.

5. **Coordinate PR operations** (Task 130-05-J3/Dir-JPRC).

a. Control PR assets/operations, when required.

b. Obtain current intelligence -- INTSUMs, INTREPs, DISUMs.

(1) Analyze current enemy activities in objective areas that could result in isolated friendly personnel.
(2) Update on enemy capabilities to interfere with PR operations.
(3) Coordinate/confirm access to time-sensitive imagery.
(4) Coordinate/confirm access to other national intelligence sources pertinent to conducting PR operations.

c. Obtain a current list of Standard Use Army Aircraft Flight Route (SAAFR), contact points, identification codes, designated helicopter landing zones (HLZ).

d. Receive/report distress indicators; they may come from components, AWACs, allies/coalition partners, etc.

e. Monitor component conducted operations.

f. Respond to requests for additional recovery resources/assets.

(1) Evaluate according to established criteria.
(2) Analyze the situation. Determine the availability of recovery assets.
(3) Task/coordinate component(s) to assist in recovery/provide augmentation of recovery assets.
(4) Alert forces of PR missions.
(5) Coordinate for tasking of Special Operations Forces (SOF), if required.
(6) Designate/form Personnel Recovery Task Force (PRTF) from components, as required.
(7) Designate a PR mission coordinator; could be from the JPRC or from component RCCs. Mission coordinator responsibilities:

(a) Confirm the distress call.
(b) Confirm isolated person authentication data.
(c) Assist in planning the PR mission.

1 Tailor to each incident.
2 Coordinate search methods based on maritime, coastal, or inland environment.
3 Consider weather, time of day, enemy activity, available resources, and the basic environment.

(d) Assist the recovery force in evaluating the possibility of success, applying go/no go criteria.
(e) Coordinate for anticipated health services support.

(8) Coordinate with J2/Joint Special Operations Task Force (JSOTF) to alert escape and recovery nets if established/activated.

(9) Determine if air superiority exists in the mission area; coordinate for Combat Air Patrol (CAP), if required.
(10) Coordinate for supporting arms support, if required.
(11) Ensure recovered personnel undergo intelligence debriefing.
(12) Receive/generate required reports.
(13) Determine and coordinate health services support.

ELEMENT: J3/JRAC

TASK 131: ESTABLISH/OPERATE THE JOINT REAR TACTICAL OPERATIONS CENTER (JRTOC)

(Relates to UJTL Tasks OP 1.1, 5.5)

MTG TASK SITUATION: As operations in the JOA progress, the CJTF may establish a JRTOC and designate a Joint Rear Area Coordinator (JRAC). The Joint Rear Area (JRA) will typically evolve and expand in accordance with requirements to support and defend the JTF as the theater develops. Support facilities, population receptiveness, and overall host-nation support (HNS) may be unpredictable and unreliable. The JTF will normally have to rely on its own resources for support until the establishment of lines of communication.

MTG TASK PURPOSE: Establishing and maintaining security in a JRA is an economy of force mission. The CJTF dedicates assets for force protection operations based on the level of threat. The JRTOC serves as the JRAC's centralized planning, coordinating, monitoring, and advising agency for JRA operations.

REFERENCES: JP 3-10, JP 3-10.1

MTG TASK STEPS

1. **Establish/organize the JRTOC** (Task 131-01-CJTF/JRAC).
   a. Identify/task personnel requirements.
      (1) CJTF may designate a JRAC.
      (2) The JRAC forms the JRTOC using elements from the JRAC's staff and representatives from organizations operating in the JRA, to include:
         (a) Air.
         (b) Maritime.
         (c) Ground.
         (d) Intelligence community.
      (3) Component and staff representation will vary in accordance with mission, forces, and area requirements and should support the planning, coordination, and execution of JRA operations. Ensure that component representation, and representation on the JRAC's own staff, is sufficient to support assigned mission responsibilities
      (4) Critical to the planning and execution of JRA operations is the interface with the JISE to provide current intelligence/counterintelligence estimates on the situation in the JRA. A counterintelligence representative from the JISE is essential to the timely flow of JRA requirements to and from the JISE.
   b. Identify/make available equipment and facilities.
      (1) Communications equipment/systems.
         (a) An interoperable, secure, reliable, flexible and survivable communications network to accomplish the mission.
            1 Primarily secure voice -- radios, SATCOM, and landline.
            2 Dedicated lines and circuits, with planned backup.
         (b) Computer support, including access to local and wide area networks.

(c) Message support. Timely; backup required.
(d) In conjunction with the JTF J6, the JRAC normally designates a Joint Rear Area Communications Officer (JRACO) to provide overall management of organic communications systems and to coordinate with the appropriate system manager for nonorganic C3 systems supporting the JRA.
(2) Facilities/other operational equipment.
(a) Free from operational distractions.
(b) Separate maps/overlays.
(c) Template appropriate to the environment/other graphics producing materials.
(d) Computers/interoperable database software.

c. Training/preparation.
(1) Coordinate/conduct prior to the start of operations.
(2) Establish links with intelligence sources, counterparts, and components.
(3) Knowledge of resources/assets available.
(a) Service/component assets.
(b) Dedicated, collateral assets.
(c) Tasking lead times for non-dedicated assets.
(4) Develop/disseminate policies and procedures.

d. Command relationships.
(1) The JRAC is responsible for coordinating the security aspects of all functions throughout the JRA. The JRAC's overall coordination responsibility for security of the JRA does not lessen the responsibility that component elements, residing or operating in the JRA, have for their own security. Consider:
(a) Component Commanders.
(b) Naval Coastal Warfare Commander (NCWC).
(c) Base cluster commanders.
(d) Base commanders.
(2) The chain of command established by the CJTF and the degree of authority granted to the JRAC must be adequate for the mutual protection and security of all US personnel and assets in the JRA.

2. **Establish JRAC/JRTOC duties and responsibilities** (Task 131-02-JRAC).
a. Coordinate with appropriate JRA commanders to ensure they maintain the security of their respective AOs to facilitate sustainment, HNS, infrastructure development, and movements of the joint force.
b. Establish secure and survivable communications with all forces and commands operating in or transiting the JRA.
c. Ensure that the surface area security requirements and priorities for the JRA are integrated in the overall security plan and are coordinated with the area air defense commander.
d. Specific responsibilities before and during wartime include coordinating with appropriate commanders and staff to ensure that:
(1) The security posture in the JRA supports the CJTF's concept of operations and is adaptable to support future operations.

(2) The overall JRA security plan is developed and coordinated with appropriate US, multinational, and HN commands in accordance with CJTF directives and guidelines.
(3) The chain of command established by the CJTF and the degree of authority granted to the JRAC are adequate for the mutual protection and security of all US personnel and assets in the JRA.
(4) Sufficient response forces are identified to respond to anticipated threats to the JRA.
(5) The intelligence, counterintelligence, and law enforcement networks are responsive to the needs of commanders operating in the JRA.

e. Communications.
(1) With the JTF J6/JRACO, designate units to establish HN connectivity.
(2) Provide overall management of organic communications systems supporting the JRAC and coordinate with the appropriate system manager for nonorganic C3 systems supporting the JRAC.
(3) Publish C3 plans, annexes, directories, and operating instructions to support the assigned mission.
(4) Coordinate network connectivity with units operating in and transiting the JRA.
(5) Coordinate the use of COMSEC materials.
(6) Coordinate with HN agencies for communications support.

f. Intelligence/Counterintelligence.
(1) With the Counterintelligence Support Officer (CISO) or the JTF counterintelligence coordination authority, coordinate with appropriate commanders and staff to ensure that reporting means and procedures are established and utilized for the timely reporting of suspicious activities or incidents to the JRTOC.
(2) Ensure adequate liaison is established with the HN.
(3) The JTF J2 should develop a counterintelligence plan for collection requirements.
(4) The CISO is responsible for providing the CJTF with current counterintelligence estimates that include analysis of enemy or other foreign intelligence capabilities and other threats as appropriate.

g. Security-related operations include:
(1) Populace and Resource Control operations.
(a) Conducted to detect, isolate, and neutralize insurgent or guerrilla activities.
(b) Carried out by HN police or military forces.
(c) Generally accomplished in concert with CA efforts.
(2) EPW operations.
(a) Procedures for all phases of EPW operations; coordinate with appropriate HN commands to ensure a smooth flow of EPWs through the JRA.
(b) Procedures for security of sick, injured, or wounded EPWs in medical treatment facilities.
(3) Civilian control operations.

(a) Civilian control operations are the responsibility of HN authorities (excluding US NEO).
(b) US forces may be tasked to collect, retain, and interrogate.

(4) NEO.
(a) NEO operations are not the exclusive responsibility of US forces but do impact on the security of the JRA.
(b) US forces will be responsible for the safety and security of US citizens during NEO.

(5) Area Damage Control.
(a) JRAC/JRTOC Coordinator.
(b) Component commanders ensure Area Damage Control plans in their AOR are developed, prioritized, coordinated, and executed.
(c) Host nation.
1 May have overall responsibility for Area Damage Control within their territorial boundaries.
2 HN agreements frequently address HN assistance for Area Damage Control operations.

(6) Combat operations.
(a) CJTF.
1 Determines the need for a Tactical Combat Force (TCF). Actual and potential level III threats to the JRA mandate the requirement to designate a TCF that can respond to the threat and protect the forces in the JRA.
2 Establish C2 relationships.
3 Determines when and under what conditions the TCF may be used.
4 Establishes ROE for the TCF.
(b) JRAC.
1 In coordination with the component commanders, advises the CJTF, who designates the AO for the TCF and provides mission guidance.
2 Affects coordination to ensure the TCF has the required fire support, intelligence, counterintelligence, logistics, liaison, and other support to accomplish the mission.
3 In coordination with component commanders, recommends combat forces.
4 Establishes liaison and communications with the TCF, normally through the JRTOC.
5 Coordinates with appropriate commanders and staffs to ensure CJTF priorities for security and Area Damage Control are disseminated and executed in the JRA.
(c) TCF commander.
1 May receive OPCON or TACON of security response forces.
2 May receive OPCON of transient forces.
3 May receive augmented fire support and air defense augmentation as directed by appropriate higher command.
(d) Component commands.

1 Provide fire support, intelligence, counterintelligence, logistics, liaison, and other support as directed by CJTF.
2 Coordinate with appropriate bases and base clusters to ensure local defense efforts are complementary with TCF objectives.
3 Supply combat forces for the TCF as directed by the CJTF.

3. **Develop/disseminate JRA policies and procedures** (Task 131-03-JRAC).
   a. Prepare/disseminate JRA SOPs.
   b. Establish coordination links/requirements, both vertical and horizontal.
      (1) Within the JRTOC.
      (2) Between the JRTOC and components.
      (3) Between the JRTOC and external agencies -- HN, multinational, etc.
      (4) Use liaison, as required.
   c. Understand/incorporate CJTF's policy guidance on the JRA.
      (1) Conditions that warrant/permit the JRA effort.
      (2) Level of effort for the JRA balanced with operational missions.
   d. Develop/recommend JTF JRA mission policies.
      (1) Conditions that may warrant the use of a TCF.
      (2) Conditions that warrant/permit use of external resources -- external to a component and external to the JTF.

4. **Plan JRA operations** (Task 131-04-JRAC).
   a. Conduct JRA planning concurrently with operational planning.
   b. Analysis of threat.
      (1) Threats to the JRA exist throughout the operational continuum. These threats may be related or independently prosecuted, but their results are frequently cumulative.
      (2) The threat to the JRA is divided into three levels in order to provide a general description and categorization of threat activities, identify the defense requirements to counter them, and establish a common reference for planning guidelines. This does not imply that threat activities will occur in a specific sequence or that there is a necessary interrelationship between each level. The threat to the JRA begins with collection efforts by foreign intelligence services using technical intelligence or human resource intelligence. Throughout the operation of the JRA, foreign intelligence services will continue to collect against air and seaports.
         (a) Typical Level I Threats.
            1 Enemy-controlled agents.
            2 Enemy sympathizers.
            3 Terrorism.
            4 Demonstrations and riots.
         (b) Typical Level II Threats.
            1 Guerrilla forces.
            2 Unconventional forces.
            3 Small tactical units.

(c) Typical Level III Threats.
1 Conventional forces.
2 Air or missile.
3 Nuclear, Biological, Chemical (NBC).

(3) The threat level matrix (Table 131-1) lists threat levels with likely appropriate responses. The threat levels listed are based on the type of threat. The matrix should not be construed as restricting the response options to any particular threat.

THREAT LEVEL	EXAMPLES	RESPONSE
I	AGENTS, SABOTEURS SYMPATHIZERS, TERRORISTS	UNIT, BASE & BASE CLUSTER SELF-DEFENSE MEASURES
II	SMALL TACTICAL UNITS, UNCONVENTIONAL WARFARE FORCES, GUERRILLAS	SELF-DEFENSE MEASURES & RESPONSE FORCES WITH SUPPORTING FIRES
III	LARGE TACTICAL FORCE OPERATIONS INCLUDING AIRBORNE, HELIBORNE, AMPHIBIOUS, INFILTRATION, MAJOR AIR OPERATIONS	MAY REQUIRE COMMITMENT OF TACTICAL COMBAT FORCE (TCF)

Table 131-1
Threat Level Matrix

c. Security.

(1) The CJTF is responsible for providing sufficient forces to ensure the security of the JRA. All US forces in the JRA have an inherent responsibility to contribute as many forces as possible for base defense and local security for themselves and their facilities, installations, and activities. This must be done without seriously degrading their capabilities to perform their primary mission.

(2) Objectives of security operations in JRA. Consider:
(a) Prevent or minimize disruption of support operations.
(b) Prevent or minimize enemy interference with C4I.
(c) Protect personnel and facilities.
(d) Protect JRA LOCs.
(e) Find, fix, contain, and defeat enemy incursions.
(f) Plan and execute Area Damage Control.
(g) Assess and prioritize bases.

(3) Security-related operations. Consider:
(a) Populace and Resource Control operations.
(b) EPW operations.

(c) Civilian internees, detainees, and refugees.
(d) NEO.
(4) Combating terrorism. Consider:
(a) Antiterrorism.
(b) Counterterrorism.
(5) NBC defensive operations.
(6) Military deception operations.
(7) Psychological operations.
(8) Civil affairs operations. Consider:
(a) Force protection measures.
(b) Essential PRC measures.
(c) Organization of civil security and defense forces.
(d) Civilian movement or evacuation.
(e) Civil information activities.
(9) OPSEC.
(10) Alert notification system.
(11) Laws and agreements.
(12) Area Damage Control.

d. Communications. Consider:

(1) The JRA must have an interoperable, secure, reliable, flexible, and survivable communications network to accomplish the mission.

(2) Existing military or commercial communications systems will be used to the maximum extent possible. However, additional communications systems may be required to reconfigure or expand the network.

(3) The Joint Rear Area Communications Officer, if designated, will provide overall management of organic communications systems (i.e., single channel radios and internal switching or terminal equipment supporting the JRA headquarters/JRTOC only) and will coordinate with the appropriate system managers for nonorganic C3 systems supporting the JRA.

(4) The JRAC may designate units to establish HN connectivity in order to fulfill rear area responsibilities.

(5) The JRAC will establish necessary liaison with the J6/Joint Rear Area Communications Officer to ensure all communications requirements are met for the rear area intelligence activity.

(6) Publishing C4 plans, annexes, directories, and operating instructions to support the assigned mission.

(7) Coordinating network connectivity with units operating in and transiting the JRA.

(8) Coordinating the use of COMSEC materials.

(9) Coordinating with HN agencies for communications support.

(10) In accordance with joint procedures, each component is responsible for its own internal C4 systems.

(11) Each component command should be prepared to support establishing communications with the JRAC.

(12) Deficiencies in communications assets should be identified and corrective action requested through the JTF.
(13) Joint Rear Area Communications Officer must coordinate with the Joint Force Communications Officer, components, allies, and HN to support the JRA mission.
(14) Within an established theater, communications support is built on an existing communications infrastructure, but a contingency theater may require a tailored theater communications system

e. Intelligence/counterintelligence. Consider:
(1) Effective collection, analysis, and distribution of intelligence and counterintelligence are essential for planning and conducting successful security operations in the JRA.
(2) The JRAC is responsible for ensuring the J2, through the JISE, provides intelligence and counterintelligence to JRA units and activities to allow them to fulfill their rear area security responsibilities.
(3) The theater J2 and JISE will use interoperable, secure communications and/or data processing systems with existing intelligence and counterintelligence liaison or coordination channels to transmit the information.
(4) The JRAC requires timely and accurate operational intelligence in order to coordinate appropriate defensive actions.
(5) The JRAC, in conjunction with the CISO or the JTF counterintelligence coordination authority, coordinates with appropriate commanders and staff to ensure that:
(a) Reporting means and procedures are established and utilized for the timely reporting of suspicious activities or incidents to the JRTOC.
(b) Adequate liaison is established with HN military commands and government agencies in the JRA to collect valuable information from those sources.
(c) Component command and tactical chains of command are fully utilized to convey essential information and intelligence to support all forces engaged in rear area operations.
(d) Separate or transient forces that may have been diverted from other tasks, and which may not otherwise have access to critical information, receive effective intelligence support.
(6) The J2, through the CISO and in conjunction with the Service supporting counterintelligence organizations, should develop a counterintelligence plan. Consider:
(a) Collection requirements.
(b) Liaison operations with HN intelligence and security services.
(c) Incident investigations.
(d) Analytical support.
(e) An assessment of all foreign intelligence services that could affect the JRA.

f. Logistics/sustainment.

(1) Joint rear area logistics integrate strategic, operational, and tactical level logistic operations. Planners abide by requirements necessary for effective CS/CSS, while seeking to prevent or minimize the disruption of support operations because of rear area security requirements.

(2) Rear area logistic principles. Consider:

(a) Responsiveness. Ensure that any concept of operations of the supported commander is supported.

(b) Simplicity. Keep the plan simple and foster efficiency in both the planning and execution of any operation.

(c) Sustainability. Require control measures that can adjust the flow of supplies and services in the pipeline or in the theater to meet changing situations and requirements.

(d) Survivability. Requires some degree of dispersion and duplication during transit to and within the theater of operations.

1 Active measures must include a plan for ground defense of logistics installations with provisions for reinforcement and fire support.

2 Passive measures include dispersion and limiting the size and capabilities of an installation to what is essential for the mission.

3 Survivability may dictate dispersion and decentralization at the expense of economy.

4 The allocation of reserves, development of alternatives, and phasing of logistics support contribute to survivability.

5 Hardening.

6 Deception.

(e) Flexibility. The ability to adapt logistic structures and procedures to changing situations, missions, and concepts of operation.

1 Logistic plans and operations must be flexible to achieve both responsiveness and economy.

2 The principle of flexibility also includes the concepts of alternative planning, anticipation, reserve assets, redundancy, forward support of phased logistics, and centralized control with decentralized operations.

(f) Economy. The provision of support at the least cost in terms of the resources available and necessary to accomplish the mission. Unwise use of logistic resources may deprive combat forces of manpower, equipment, supplies or opportunities to pursue other options.

(g) Attainability (or adequacy). The ability to provide the minimum essential supplies and services required for combat operations. The inability to attain the necessary level of support in any functional area can jeopardize success.

(3) The combatant commander is authorized to exercise directive authority over logistics operations within his AOR. The Combatant Commander's directive authority over logistics operations does not release the Services from their responsibility to staff, equip, train, and sustain their respective components.

(4) Under wartime conditions, or when critical situations mandate divergence from the normal logistics process, this authority is expanded to authorize

combatant commanders to use all necessary facilities and logistics resources for the accomplishment of their missions.

(5) Sustaining the force is the responsibility of the forces in the rear area. These rear area forces operate under appropriate C2 structures using the JRAC/JRTOC as the means of coordinating cross-Service, joint, or multinational requirements.

(6) The JRAC/JRTOC coordinate the overall security in the rear area and seek efficient joint support of the theater campaign's logistics concepts, scheme of maneuver, and operations timing. The JRAC/JRTOC should coordinate with the Joint Movements Center (JMC) on employment of all theater transportation. Consider:

(a) Limitations of the Service components' rear area units.
(b) Medical evacuation operations.
(c) Reception and preparation of reinforcements in the JRA.
(d) Reconstitution.

g. Area management.

(1) Effective area management is critical to the success of JRA operations because of the security implications of positioning assets to protect the JRA and/or determining locations for vital support facilities that require security assistance.

(2) The CJTF has overall responsibility for area management in the JRA and assigns specific JRA area management responsibilities to subordinate commanders as appropriate.

(3) Component commanders are responsible for area management in accordance with directives and guidelines established by the CJTF. They ensure that positioning and stationing of units and facilities are made with due consideration for security.

(4) The JRAC coordinates area management in the JRA in accordance with directives and guidelines established by the CJTF. The JRAC's primary area management responsibility is ensuring that positioning and stationing of units and facilities in the JRA are made with due consideration for security. Consider:

(a) Unit positioning.
1 Current JRA threat assessment.
2 Suitability and survivability of available facilities.
3 Subordinate unit's mission requirements.

(b) Facility and supply positioning.
1 Current JRA threat assessment and the security implications.
2 Requirements of the units operating or using the facility and/or supplies.
3 Impact of the facility or supplies on the joint force mission and/or concept of operations.
4 Lines of communication.
5 Accessibility.

(c) Competing risks.

h. Movements.

(1) Movements within a JRA involve the receipt of combat forces and their movement to forward areas; movement of materiel, replacement personnel and support forces; evacuation of patients and other casualties; evacuation of US nationals; evacuation of EPWs, civilian internees, detainees and refugees; and retrograde of materiel.
(2) Maintaining movement control, keeping LOCs open, protecting key reception and transshipment points, and obtaining HNS are critical requirements in preserving freedom of movement throughout the JRA.
(3) The JRAC is responsible for coordinating the overall security of the JRA; so all movements can take place. The JRAC/JRTOC may become involved in critical movement operations (movements of special weapons, critical cargo, reception and onward movement operations, noncombatant evacuation services, etc.) to ensure that security and area damage control assets are adequate and prioritized, if necessary, to support the operation.
(4) The JRTOC should establish liaison with the JMC to monitor movements in the JRA.

i. Infrastructure development. Consider:
(1) Joint forces deployed to developed areas should be able to capitalize on established infrastructure and the use of existing facilities.
(2) Infrastructure development should focus on facility security modification and battle damage repair.
(3) HNS in manpower, services, equipment, and materiel should be maximized.
(4) Joint forces deployed to less-developed areas must rely more on construction of new but austere, initial or temporary, facilities in accordance with established base development criteria.
(5) The JFC, in conjunction with allies and involved HN, is responsible for identifying the wartime facility and construction requirements for US forces before hostilities.
(6) During hostilities, the theater combatant commander specifies theater construction policy through the Civil Engineering Support Plan (CESP) for each OPLAN.
(7) The JRAC coordinates with component commanders to ensure the JFC's construction policy in the JRA is implemented with due consideration to security concerns and requirements.
(8) US assistance to HN governments.

j. HNS.
(1) JRAC and appropriate subordinate commanders must consider their HN capabilities when planning and conducting security operations in the JRA.
(2) The scope of HNS is limited in part by the availability of resources and the ability of the US and the HN to reach agreements concerning their use. Consider:
(a) Capability, dependability, and willingness of the HN to provide and sustain resources.
(b) Shortfalls in US forces supplemented by HNS and reductions in US forces made possible by using HNS.
(c) Results of HNS on morale.

(d) Results of HNS on the political structure within the HN.
(e) Results on security, to include OPSEC.
(f) HN international agreements and treaties that specify US involvement in the area of operations.
(g) Capability of US forces to accept and manage HNS.
(h) Availability of HNS in the type and quantity agreed across the operational continuum.
(i) Capability of US forces to supplement and assist HN forces executing rear operations.
(j) Command and control.
(k) HNS during transition periods.
(l) Civilian movements.
(m) Reception and onward movement.
(n) Health services support.
(o) HN security support.
1 Civilian guard and labor service units.
2 Special military units.
3 Individual military personnel units.
4 Paramilitary units.
5 Light infantry and security units.
6 Civilian police.
(p) Intelligence units and agencies.
(q) HNS in NBC environment.
(r) Role of CA personnel in HNS.
(s) PA role.
(t) Role of PSYOP.

k. Combat operations.
(1) The CJTF must consider and plan for combat operations in the JRA.
(2) The CJTF must develop and organize plans for a TCF that is trained, led, and equipped to concentrate the necessary combat power at the decisive time and place in the JRA in order to maintain the integrity of the JRA and continue sustainment operations.
(3) The CJTF must ensure appropriate active and passive measures are taken in the JRA to protect US forces and equipment. Consider:
(a) The need for a Tactical Combat Force (TCF) based on the threat, friendly forces available, and amount of acceptable risk.
(b) If required, designating a TCF and a TCF commander.
(c) Establishing C2 relationships of the TCF with JRAC, component commanders, allies, HN commands, and other subordinate commanders.
(d) Determining when and under what conditions the TCF may be used.
(e) Establishing ROE for the TCF.
(4) In coordination with the component commanders, the JRAC advises the CJTF, who designates the AO for the TCF and provides mission guidance. Consider:

(a) Coordination to ensure the TCF has the required fire support, intelligence, counterintelligence, logistics, liaison, and other support to accomplish the mission.
(b) Recommending, in coordination with component commanders, combat forces (air, ground, naval) that may be designated as a TCF or directed to support a TCF.
(c) Liaison and communications with TCF, normally through the JRTOC.
(d) Coordination with appropriate commanders and staffs to ensure CJTF priorities for security and ADC are disseminated and executed in the JRA.

(5) The theater combatant commander may allocate combat forces to the subordinate CJTF for use as a TCF, give a TCF mission to an element of the theater combatant commander's strategic reserve, direct the subordinate CJTF to use his own forces for a TCF mission, or select another option as appropriate. Based on the theater combatant commander's direction and guidelines, the subordinate CJTF options for a TCF include:
(a) A theater strategic reserve force.
(b) Tactical units passing through the JRA to the forward-deployed combat forces.
(c) Units assigned to security missions in the JRA or units being reconstituted in the JRA.
(d) Allied tactical units under OPCON or TACON of the CJTF.
(e) Tactical units from forward-deployed combat elements.
(f) A task-organized force from assets disembarking in the theater.
(g) Combat elements assigned to the CJTF.
(h) Other combat forces as directed by the CJTF.

(6) The CJTF plans for combat and recovery operations must be designed to optimize the use of all available combat, CS, CSS, and HN forces.

(7) Ground, air, and naval operations should be mutually supporting, able to support a TCF if required, and fulfill the requirements of the overall concept of operations. HN and other friendly forces should be integrated as appropriate. Consider:
(a) Key asset defense plans.
(b) Positioning considerations.
(c) Unit movement plans.
(d) Area damage control.
(e) Fire support including fire support coordination measures.
(f) Theater counterair operations.
(g) Defensive counterair operations.
1 Camouflage, concealment, and deception to frustrate effective enemy targeting.
2 Dispersal to decentralize critical assets.
3 NBC defense to counter NBC results.
4 Enhanced facility construction or expedient hardening to reduce attack damage.

5. **Coordinate/monitor JRA operations** (Task 131-05-JRAC).
a. Operations occurring within the JRA either protect the JRA or support the joint force.
b. The JRAC is responsible for coordinating the security aspects of all functions throughout the JRA.
c. The JRTOC coordinates with other elements on the JRAC's staff; with higher, lower, and adjacent command staffs; and with HN and/or multinational command staffs to assist the JRAC in accomplishing his responsibilities. Consider:
(1) The security posture in the JRA must support the CJTF's concept of operations and is adaptable to support future operations.
(2) The overall JRA security plan must be developed and coordinated with appropriate US, allied, and HN commands in accordance with CJTF directives and guidelines.
(3) The chain of command established by the CJTF and the degree of authority granted to the JRAC must be adequate for the mutual protection and security of all US personnel and assets in the JRA.
(4) Sufficient response forces are identified to respond to anticipated threats to the JRA.
(5) The intelligence, counterintelligence, and law enforcement networks are responsive to the needs of commanders operating in the JRA.
(6) Objective criteria are developed and disseminated for assessing the criticality and vulnerability of bases in the JRA in order to prioritize security improvements and position reaction forces or area damage control assets.
(7) Coordination with the AADC has been completed to ensure air defense requirements for the JRA are integrated into US, allied, and/or HN air defense plans in accordance with CJTF priorities and concept of operations.
(8) Positioning and stationing of units and facilities in the JRA are made with due consideration for security.
(9) Defense plans incorporate adequate provisions and procedures for NBC defense, to include NBC warning and reporting procedures.
(10) Appropriate liaison is established with multinational and HN commands for coordination of security issues.
(11) All relevant international and domestic (US and HN) legal guidelines impacting on security within the JRA (such as HNS agreements, Law of War guidance, and ROE) are disseminated to appropriate command levels.
(12) CA and Judge Advocate support are available to assist in resolution of security issues.
(13) Development and positioning of infrastructure are made with due consideration of security requirements.
(14) Component commander(s) in the JRA coordinate security at the boundaries of their AO (if the JRA is divided) to ensure coordinated JRA security efforts.
(15) Threat estimates to the JRA are developed and disseminated to appropriate commands in a timely manner.
(16) A TCF, if established by the CJTF, is positioned and given the appropriate mission in accordance with CJTF directives.

(17) Any additional security forces (US, multinational, and/or HN) are properly integrated into an overall JRA defense plan.
(18) Key lines of communication through the JRA are protected to support current and future operations.
(19) Key movements and sustainment operations have priority for security, mine detection and clearing, and ADC assets.
(20) Liaison is established with the NCWC to coordinate security operations.

ELEMENT: COS/J3

TASK 132: ESTABLISH/OPERATE THE JOINT DEPLOYMENT BOARD (JDB)

(Relates to UJTL Tasks OP 1.1, 4.4, 5.5)

MTG TASK SITUATION: The JTF Headquarters has formed and is in the process of deployment and execution.

MTG TASK PURPOSE: Organize the staff in an effective manner to monitor and coordinate operationally required changes to the force deployment plan while evaluating the potential results of any deployment changes on JTF employment operations. May involve the reprioritization of deployment sequencing and alterations to the TPFDD.

REFERENCES: JP 3-35

MTG TASK STEPS

1. **Conduct force deployment oversight for planning and execution** (Task 132-01-COS).
   a. The planning and execution of deploying forces in support of a concept of operations requires a high degree of coordination between multiple staff elements at multiple headquarters from the Combatant Commander, to JTF, to Service component, to the headquarters of deploying units and lift providers. As a result, the constant coordination and interaction of the various involved staffs are critical to accomplishing a successful deployment.
   b. In most established staffs, the level of coordination required is facilitated by the long-term, developed relationships and staff procedures found in a standing headquarters. This situation may not always exist in a JTF formed as a result of Crisis Action Planning and composed of personnel recently brought together to accomplish a given task. Establishing an on-call board to address deployment-specific issues can enhance coordination of a newly formed team.
   c. As a general practice, deployment issues should be resolved at the lowest level possible, with the resolution constantly coordinated throughout all staff sections and levels. An ongoing level of involvement by staff principles is necessary to maintain the situational awareness required to effectively address issues that may require their personal involvement.

2. **Establish the JDB leadership and duties** (Task 132-02-COS).
   a. This organization will develop recommendations for decision by the CJTF, his deputy, or someone designated to make decisions for the commander. These decisions will involve the careful balance achieved between the flow of deploying forces into the JOA (TPFDD) developed to support the CJTF scheme of maneuver and employment. As such, primary staff officers who have responsibility for overseeing the movement of forces into the JOA must be well represented on this board.

b. The head of this board is the DCJTF or, in his absence, the COS. Membership should include as voting members the DCJTF, COS, J3, J4, J5, component LNO (if provided), and as non-voting members the Joint Movements Center (JMC) rep, Plans Chief (JPG), Combatant Commander LNO, USTRANSCOM LNO, and functional experts as required.

3. **Organize the JDB** (Task 132-03-COS).
a. Membership on the board will be at two levels. On one level, there will be daily activity between staff officers representing each of the appropriate JTF staff sections and component LNOs on an informal basis. This element will attempt to resolve deployment /employment issues at the lowest level. This element is capable of accomplishing and resolving most deployment-related issues, particularly when responsible action officers have contact with their respective staff principles. This element of the board is represented by the day-to-day interaction and coordination of the involved staffs at all levels.
b. When a deployment-related issue is identified as impacting the timing or phasing of the operation and cannot be resolved readily at the action officer level, a full JDB must be convened. The JDB must be convened in an expeditious manner, so decisions are reached in time to be implemented effectively. Since deployment issues are constantly evolving, delay in implementing solutions may have severe consequences to the overall scheme of movement. Action officers notify their respective staff section's head that a JDB is required, and the staff principle notifies the COS, who arranges a time for the board to meet.

4. **Conduct the JDB meeting** (Task 132-04-COS).
a. The intent of a full JDB meeting is to resolve a crisis that may require a major change to either the phasing and/or arrival of deploying forces, and recommend a course of action for implementation that best meets the commander's intent. Staff officers representing the J3, J4, and J5 must have developed courses of action to resolve the issue and must be prepared to discuss the implications (second, third, and fourth order effects of any implemented decision).
b. To assist the JDB in reaching a decision, each solution should address the following issues:
(1) What is the current capability in JOA?
(2) What capability is enroute to the JOA?
(3) What capability is available for lift? (Ready to move NOW?)
(4) What is the JTF force capability in 24/48/72/96 hours?
(5) What is the available lift capability?
(6) What is JRSOI /throughput capability?
(7) Most importantly - What is the cost of changes?
c. Following careful consideration of the pros and cons of a given solution, the JDB recommends the adoption of a course of action.
d. Appropriate staff elements execute the changes required and continue to monitor the deployment activity.

ELEMENT: PMO/Cdr JMPA

TASK 133: ESTABLISH/OPERATE THE JOINT MILITARY POLICE AGENCY (JMPA).

(Relates to UJTL Tasks OP 4.4, 4.6, 5.5)

MTG TASK SITUATION: The JTF is or will conduct operations in which military police (MP) activities are required, and the mission and COA analysis determine these activities can best be planned and controlled by the formation of a JMPA.

MTG TASK PURPOSE: The JMPA plans and controls the activities of assigned military police forces. It ensures consistent enforcement of military discipline within the CJTF's AOR or JOA. Establishment of a joint police agency does not relieve the Service component commanders of responsibility for enforcing discipline on the military reservations or within the military jurisdictions under their exclusive control.

REFERENCES: JP 0-2

MTG TASK STEPS

1. **Establish duties of the staff Provost Marshal (PM)/JMPA** (Task 133-01-PMO/Cdr JMPA).
   a. Based on the scope of potential joint MP operations, the commander or director of the agency may be the JTF Staff Provost Marshal or the commander of the predominant MP force, such as an MP battalion or brigade. If the force is not sufficient to require a JMPA, the staff PM may coordinate joint MP operations.
   b. Duties are identified in a specific mission analysis for the agency. They may include any or all of the traditional MP responsibilities. See Task 215P-00-PMO (Develop Operations Estimate - Military Police Operations).
   c. In terms of law enforcement within the joint force, members of a JMPA will normally be authorized to apprehend personnel of any Service anywhere within the CJTF's AOR/JOA, with due regard to host-nation law and applicable status of forces agreements.
   d. Establishment of a joint police agency does not relieve the Service component commander of responsibility for enforcing discipline on the military reservation or within the military jurisdiction under the component's exclusive control.
   e. Responsibility for areas of overlapping disciplinary authority will be specified by the CJTF.

2. **Organize the JMPA** (Task 133-02-PMO/Cdr JMPA).
   a. Assignment of forces is based on requirements identified during mission and COA analysis.
   b. Normally includes members of all Services constituting the joint force.
   c. The Commander, JMPA, determines Staff structure and internal C2 structure.

3. **Determine the nature and concept of joint military police operations** (Task 133-03-PMO/Cdr JMPA).
   a. See Task 215P-01-PM/Cdr JMPA (Contribute to JTF's Overall Mission Analysis).
   b. See Task 215P-02-PM/Cdr JMPA (Receive CJTF's Planning Guidance).

4. **Provide input to PMO's staff estimate process** (Task 133-04-Cdr JMPA).
   a. See Task 215P-03-PM/Cdr JMPA (Develop Joint MPO Options to Support the JTF's COAs).
   b. See Task 215P-04-PM/Cdr JMPA (Participate in COA Analysis (Wargaming).
   c. See Task 215P-05-PM/Cdr JMPA (Participate in COA Comparison).
   d. See Task 215P-06-PM/Cdr JMPA (Receive CJTF's Decision on COAs).

5. **Coordinate with Service MP forces and HN police forces** (Task 133-05-PMO/Cdr JMPA).
   a. Contact and establish relationship with staff and command counterparts.
   b. Review supporting law enforcement and other MP operations plans.
   c. Conduct full horizontal and vertical planning. Promote concurrent planning efforts.
   d. Conduct full horizontal and vertical coordination during employment phases.

ELEMENT: J5/J3/JPG/STAFF

TASK 134: ESTABLISH/OPERATE THE JOINT PLANNING GROUP (JPG)

(Relates to UJTL Tasks OP 5.2, 5.3, 5.4, 5.5)

MTG TASK SITUATION: The JTF Headquarters has formed and must begin the joint operations planning process.

MTG TASK PURPOSE: Organize staff planners to develop a plan that reflects the commander's intent and effectively integrates staff expertise and Service capabilities to attain mission accomplishment in the most efficient means possible. The JPG serves as the focal point for JTF planning, including plan branches and sequels. Depending on organization of the JTF staff, the JPG may also conduct near-term planning for JTF operations and transition plans from J5 to J3 for execution.

REFERENCES: JP 5-0 series

MTG TASK STEPS

1. **Establish JPG leadership and duties** (Task 134-01-JPG).
   a. Designate a JPG Director, normally the J5 or his designee. The individual should have rank commensurate with other primary JTF staff officers and must have a thorough understanding of the planning process. This individual will require ready access to the CJTF, his deputy, and the COS. Duties include:
      (1) Aid the CJTF in understanding and defining the scope and nature of JTF tasks and mission.
      (2) Organize and train the JPG.
      (3) Direct the planning effort.
      (4) Coordinate between JTF staff, components, higher headquarters, governmental and non-governmental organizations, allies, and coalition partners, as required, in order to facilitate simultaneous, multilevel planning. Owing to time constraints, planning may be conducted simultaneously for each phase between the JTF and components, or staggered so that the JTF is one phase ahead of the components at all times. In any case, the requirement for continuous coordination is paramount.
   b. Organize the JPG.
      (1) Designate a Deputy Director, JPG.
      (2) Designate membership in a "core-JPG" of 10-12 individuals experienced and knowledgeable in the planning process. When available, this core-JPG should include planners provided from the Combatant Commander staff. The core-JPG drives the planning process for the JPG and ensures adherence to the JOPES process as outlined in the MTG. Consider including component planners in the core-JPG. The core-JPG allows for efficient use of available planning time.

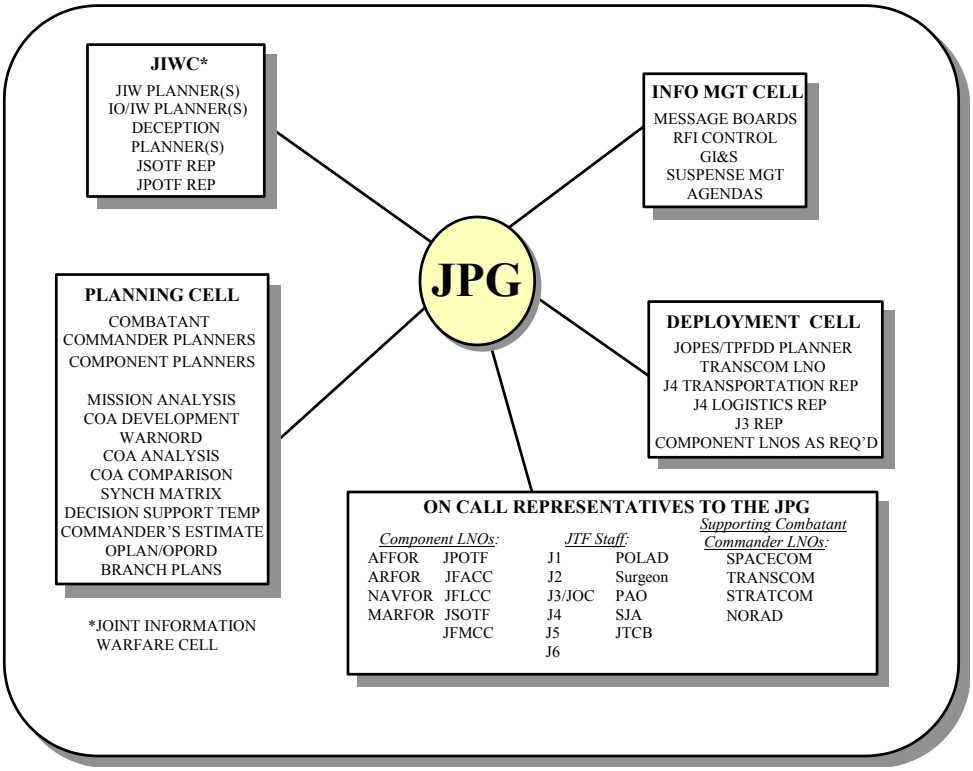


Table 134-1
Joint Planning Group Composition

> *Core and Full-JPG*
> *A small "core" JPG provides greater efficiency in planning. The full-JPG provides greater plan fidelity and detail.*

(3) Designate the membership in the "full-JPG." Include representation from each staff and special staff section, representation from supporting cells, and component LNO's. The full-JPG allows for fidelity and detail in planning including input from component commanders via the LNO. (See Figure 134-1).

(4) Designate a "planning facilitator" to maintain the focus of the JPG through the process. This should be an individual familiar with the planning process, the MTG, and the Combatant Commander's planning order. This individual acts as quality assurance, checking to ensure consideration of all steps of the planning process and all aspects of the Combatant Commander's planning directive.

(5) Designate supporting cells as required. These should include, as a minimum, an Admin Support Cell, Deployment Cell, Info Management Cell, and IO/C2W Cell. Ensure the cells are represented in the JPG.

(6) Establish the planning time line. Develop the time line to execute the planning process. Establish times/events for full-JPG synchronization meetings, timings of key formal decision/information briefs to CJTF and staff, timing of issuance of warning orders, and timings of presentations/due outs to the

Combatant Commander. Include time to allow for adjustments following presentation of CJTF initial and subsequent planning guidance.

(7) In coordination with the J3/J5, assign responsibility for preparation of OPORD/OPLAN annexes and appendices. Publish a responsibility list and time line for submission. Designate a cell responsible for collating and final editing of the OPLAN/OPORD.

> *Lesson Learned*
> *Use of the "Backward Planning" technique ensures development of a planning time line that can incorporate all the steps required. Start with the date and time that the Commander's Estimate is due to the Combatant Commander and then develop the time line backwards using available time.*

2. **Establish/execute JPG procedures** (Task 134-02-JPG).

a. Conduct JPG meetings.

(1) Conduct roll call of JPG. Ensure all members are present.

(2) Briefly review the planning process from Mission Analysis through Plan/Order Development.

(3) Brief established planning time line and make changes as necessary.

(4) Issue/disseminate/review the Combatant Commander's planning order/guidance.

(5) Conduct JPG actions for appropriate planning steps.

(a) Mission Analysis.

1 Establish times for JPG synchronization meetings to reconvene the full-JPG for back brief of Mission Analysis -- facts and assumptions.

2 While members of the JPG are working with their respective staffs/cells, the core-JPG commences Mission Analysis by developing facts and assumptions.

3 JPG reconvenes. The core-JPG briefs facts and assumptions; incorporates full-JPG comments/additions as needed.

4 Repeat process as required to work through Mission Analysis.

(b) Planning Guidance.

1 Conduct a synchronization meeting to prepare/rehearse the Mission Analysis brief.

2 Present the Mission Analysis brief to CJTF, staff, and components. Receive CJTF planning guidance.

3 Conduct a synchronization meeting to review CJTF planning guidance.

4 While staff reps backbrief staff sections on planning guidance and requirements, the core-JPG prepares a warning order for J3 approval/release.

(c) COA Development.

1 Display/review results from mission analysis and commander's planning guidance.

2 Review enemy COA (most likely/most dangerous) and current situation.

3 Conduct brainstorming to determine general themes (what and where), defeat mechanism (who and what), decision points (where), enemy and friendly critical vulnerabilities (who, what, where, when).

4 Determine if the JPG will develop COAs sequentially (as one group) or simultaneously (as multiple cells).
5 Determine the conditions for mission success.
6 Conduct an initial test for feasibility (staff and LNO's confer with directors or commanders).
7 Expand feasible concepts to determine major tasks, phases, tasks by phase, command and control, and task organization.
8 Test drafts for feasibility, suitability, acceptability, completeness, and variety (staff and LNO again confer with directors and commanders).
9 Produce sketch and concept of operations statement/prep for brief. While the core JPG prepares for wargaming, JPG staff representatives backbrief staffs on COAs and prepare staff estimates for wargaming participation. The J4 conducts a transportation feasibility estimate.

(d) COA Analysis (wargaming).
1 Establish a framework for the game. Post essential information.
2 Determine the type of wargame (manual by phase or critical event, computer supported, etc).
3 Designate role players for each system/component to be synchronized.
4 Determine initial actions of components to accomplish assigned tasks.
5 Determine initial enemy reactions.
6 Determine the result of enemy actions on the friendly plan (need for branch plan, plan adjustment, decision points, CCIR's, risks in the plan).
7 Determine friendly counter-actions.
8 Repeat steps 4 through 7 as required.
9 Conduct or submit a request for a deployment estimate to USTRANSCOM.

(e) Conduct COA Comparison.
1 Conduct a synchronization meeting to review COA comparison criteria.
2 Establish a time for individual staff comparisons to be completed.
3 While the core-JPG conducts JPG COA comparison, JPG staff reps assist individual staff sections in COA comparison.
4 Conduct a synchronization meeting to tabulate/record the results of COA comparison action.
5 Receive the deployment estimate.

(f) COA Selection/Commander's Estimate.
1 Conduct a synchronization meeting to prepare/rehearse.
2 Present a formal decision brief to CJTF for COA selection.
3 Adopt/adjust/refine the COA as appropriate.
4 Analyze the wargame and adjusted/refined COA as required, even if only quickly.
5 Upon approval of COA selection, the core-JPG prepares the Commander's Estimate and Warning Order for J3 approval/release. Staff

> *Lesson Learned*
> *CJTF comments and changes to a briefed COA can result in significant changes in the actual plan. A quick analysis/wargame of the altered COA will ensure complete understanding and feasibility of the new COA and resultant plan. A re-brief of the COA may be required to the CJTF.*

reps assist staffs in finishing estimates and begin developing appropriate OPORD/OPLAN annexes.

(g) Prepare/issue the OPORD/OPLAN.

1 The core-JPG monitors preparation of the OPORD/OPLAN.

2 JPG staff reps ensure appropriate annexes are completed/submitted in accordance with core-JPG established requirements.

3 The core-JPG reviews the final product and presents it to CJTF/J3 for approval/release.

(h) Continue planning.

1 The core-JPG establishes times for branches/sequel synchronization meetings.

2 All members of the full-JPG participate in subsequent planning utilizing the methodology outlined in (a) through (g) above.

b. Maintain staff involvement/awareness of planning process developments.

(1) Conduct periodic JPG synchronization meetings to incorporate points of staff expertise not readily available/apparent to core-JPG planners.

(2) Utilize synchronization meetings to disseminate the current status of planning and planning requirements.

(3) Schedule/conduct routine informal briefings to JTF primary and special staff principals on the planning status.

c. Maintain component involvement/awareness of planning process developments.

(1) Consider including component planners in the core-JPG. Definitely include component planners in the full-JPG.

(2) Include component LNOs in informal updates.

(3) Provide components and higher headquarters visibility on the planning effort. Utilize conference calls, VTCs, etc., to share the planning process and requirements.

(4) Issue timely warning orders in accordance with CJTF/J3 guidance.

d. Incorporate CJTF planning guidance into the planning process.

(1) Provide planning status to CJTF during each step of the planning process to ensure guidance/intent is understood. This could be an informal status brief, and should occur at the commencement and towards the completion of each planning process step.

(2) Provide formal briefs to the CJTF following completion of the Mission Analysis step (Mission Analysis Brief) and for Course of Action Selection (Commander's Estimate Brief) for formal decision/guidance.

e. Record/maintain JPG decisions/considerations.

(1) Utilize duty logs, orders logs, message/communications, logs, databases, information charts/briefings, maps/overlays, and planning process products to maintain a record of considerations/decisions reached during the planning process.

(2) Utilize the wargame record to record nature/type/requirement for the development of branches and sequels.

> *Lesson Learned*
> *Use of JPG synchronization meetings aids in the flow of information into and out of the JPG.*

3. **Continue the Planning Process** (Task 134-03-JPG).
   a. Once the initial OPORD/OPLAN has been developed, the core-JPG continues to develop branches and sequels as directed by the CJTF/J3/J5.
   b. The JPG continues to utilize synchronization meetings and the full-JPG to develop branches and sequels.
   c. The JPG begins Mission Analysis of branches by receiving current status briefs from J3 JOC and J2 JISE.
   d. The JPG continues to utilize steps of the planning process in addressing each branch and sequel being developed.
   e. The JPG develops supporting products for each branch and sequel being considered.
   f. The JPG coordinates a draft execution FRAGO with the Components for each branch being considered.

Process for Branches and Sequels
The JPG utilizes the same techniques for development of branches and sequels as used in developing the base OPLAN/OPORD.

Lesson Learned
The JPG needs to have the capability to conduct planning 24 hours a day, particularly in response to branch plan requirements. Staff sections and LNOs must be manned accordingly.

4. **Conduct Plans Hand-off** (Task 134-04-JPG).
   a. The J3 identifies anticipated requirements for execution of a branch/sequel.
   b. The JPG transmits completed preparations for execution of a branch/sequel to the J3/JOC for execution.
      (1) The JPG conducts a plans hand-off brief to J3 JOC personnel.
      (2) The JPG provides J3 JOC personnel a coordinated draft FRAGO, COA sketch of applicable branch/sequel, deployment time line, and, as appropriate, draft execution/synchronization checklist/matrix.
      (3) The JPG provides clarification as required.
      (4) The J3 JOC accepts planning products for modification and issuance as an order.
   c. A member of the core-JPG familiar with a particular branch/sequel may be tasked to assist the J3 JOC in the modification of planning products into an order and may assist the J3 JOC in the monitoring of the execution of that order.

Lesson Learned
The plans transition process must be understood between the J5, J3/JOC for -
Base plan and OPORD
Branch plans and sequels.

Lesson Learned
The core-JPG, with close coordination with the CJTF, can conduct all planning IF time is compressed.

Lesson Learned
Planning products that should be included in any plans transition / hand-off include:
- *COA sketch with CONOPS statement*
- *Synch matrix with wargame/analysis results*
- *Coordinated FRAGO (on disc)*
- *Briefing Officer to deliver and brief the plan to the JOC*

Lesson Learned
Early identification of the nature and type of branches and sequels to be developed aids greatly in the planning process.

ELEMENT: J4

TASK 135: ESTABLISH/OPERATE THE LOGISTICS READINESS CENTER (LRC)

(Relates to UJTL Tasks OP 1.1, 1.2, 4.1, 4.3, 4.5, 4.7, 5.5)

MTG TASK SITUATION: A JTF LRC is formed at the discretion of the CJTF when operations and support require intensive logistics management in the JOA (or the CJTF may direct those responsibilities and duties be performed by the JTF J4 and integrated into the JOC). The LRC exercises responsibility as the point of contact for all logistics and mobility matters in the JOA.

MTG TASK PURPOSE: The LRC coordinates and manages logistics requirements, identifies and resolves problems, and monitors logistics readiness and sustainability. The LRC plans, allocates, coordinates, and deconflicts common-use critical resources to optimize their use in support of the commander's intent and JTF OPLAN/OPORD. Through the LRC, the CJTF sets priorities and apportions resources to allow timely action to support the concept of operations.

REFERENCES: JP 4-0, JP 4-01, JP 5-00.2

MTG TASK STEPS

1. **Establish and organize the LRC** (Task 135-01-J4).
   a. Determine the need and role of a LRC in the JOA. Consider:
      (1) Mission, threat, duration of support, and size of the JTF.
      (2) JTF requirements -- troop strength, tactical objectives, available resources, etc.
      (3) Relationship with Service components, Combatant Commander's staff, and other joint boards.
      (4) Availability of HN support -- facilities, repair parts, ammunition, fuel, supply, etc.
   b. Identify the primary tasks of the LRC. Consider:
      (1) Establish policies, procedures, priorities, and oversight of logistics operations in the JOA.
      (2) Provide logistics input to the mission analysis.
      (3) Monitor logistics information/data and force status.
      (4) Advise the JTF JOC and Service components on the conduct and execution of support.
      (5) Evaluate current logistic operations.
      (6) Maintain liaison with unified command LRC, Service components, commands, activities, and agencies supporting the joint force.
   c. Establish LRC leadership, general manning, and duties.
      (1) Integrate joint Service representation in the LRC. Consider the following:
         (a) Fill key leadership positions from JTF HQ (J4). Include representation from Service components, unified command staff, HN, and allies.
         (b) Select an appropriate balance of Service and staff representation.
         (c) Define operational tasks and LRC structure to aid in rapid expansion.

(2) Designate the LRC Director. Consider the following duties/responsibilities:
(a) Supervise and coordinate all activities of the LRC.
(b) Advise CJTF on the allocation/reallocation of selected critical/common-use resources based on the evolving operational situation.
(c) Maintain thorough knowledge and understanding of JTF OPLANs, OPORDs, and component and supporting forces concepts of operations/support.
(d) Recommend JTF policies and procedures for critical, common-use resources.
(e) Coordinate LRC activities with the Combatant Commander and Service component materiel/resource managers.
(f) Conduct HN/allied liaison to assess capabilities and availability of critical resources.

(3) Designate LRC members. Consider the following duties/responsibilities:
(a) Maintain thorough knowledge and understanding of JTF OPLANs, OPORDs, and component and supporting forces concepts of operations/support.
(b) Represent the interests and requirements of the Service components, commands, activities, and agencies during LRC deliberations.
(c) Include representatives from the following logistics functional areas within the JOA:
1 Supply systems.
2 Maintenance.
3 Transportation.
4 General engineering.
5 Medical.
6 HNS and contracting.
7 Other services.
(d) Ensure the accuracy and clarity of status reports, information, and statistical data for presentation to the CJTF.
(e) Prepare, coordinate, and present briefings, as required -- decision cycle, situation changes, changes in the concept of support, etc.
(f) Prepare plans/orders, as required.
(g) Advise the CJTF and staff, to include the J5 JPG, concerning critical resources. Participate in planning deliberations concerning assigned areas.

d. Identify and make available administrative and logistics support for the LRC.
(1) Task a JTF staff section (J4) to act as executive agent and provide administrative support for the LRC.
(2) Task JTF staff sections, Service components, and supporting activities/agencies to provide logistics support for the LRC. Consider:
(a) Operating center/facility.
(b) ADP equipment.
(c) Communications equipment and message access.

2. **Operate the LRC** (Task 135-02-J4/Dir-LRC).
a. Conduct meetings/briefings of the LRC on a regular, cyclic basis and as required.

b. Forward critical material requirements that cannot be satisfied with JTF resources to the Combatant Commander's LRC.
c. Coordinate/disseminate policies and procedures to Service components, commands, activities, and agencies. Consider:
(1) Establish allocation priorities and adjust them in accordance with the commander's intent.
(2) Monitor the following as a minimum:
(a) Consumption rates of critical materials. Consider:
1 Petroleum, Oil and Lubricants (POL) requirements, stockage, availability, delivery capability, storage capacities, delivery schedules, and Subarea Petroleum Office (SAPO), when activated.
2 Conventional ammunition, requirements, stockage, availability, interoperability and distribution schedules.
3 Base support facility requirements, availability, and capabilities
(b) Airfield and surface shipping requirements, capabilities, throughput, and schedules.
(c) Subarea Graves Registration Office (SAGRO), when activated.
(3) Ensure critical materials are positioned to best support the JTF.
(4) Incorporate HNS, as available.
(5) Cross-level critical materials between Services in accordance with the priority of effort and established inter/cross Service agreements.
(6) Implement rationing of critical resources, as required.
(7) Plan for emergency resupply of critical materials.
d. Develop standardized reporting procedures. Consider the following:
(1) Develop information displays, formats, briefing slides, and topics.
(2) Implement required reports and briefing schedule.
e. Ensure the adequacy of information exchange and flow.
(1) Internal to the LRC. Consider requirements to:
(a) Verify/confirm information.
(b) Inform/coordinate with adjacent/related boards.
(c) Inform the LRC Director.
(2) External to the LRC. Consider requirements to:
(a) Inform/request status reports from the supported Combatant Commander's and Service component logistics managers.
(b) Inform/coordinate with other supporting forces, agencies, and organizations.
(c) Coordinate logistics support with upcoming operations.
(d) Advise the CJTF on the supportability of proposed COAs.
f. Recording/maintenance/storage of information.
(1) Duty logs.
(2) Order logs.
(3) Message/communication logs.
(4) Data bases.
(5) Information charts/briefings.

(6) Statistical displays.
(7) Maps/overlays.
(8) After-action notes/input.

ELEMENT: J4

TASK 136: ESTABLISH/OPERATE THE JOINT MUNITIONS BOARD (JMB)

(Relates to UJTL Tasks OP 4.1, 5.5)

MTG SITUATION: A JTF JMB is formed at the discretion of the CJTF when operations require management and coordination for the acquisition and transportation of critical, common-user munitions in the JOA.

MTG TASK PURPOSE: The CJTF forms, organizes, and operates the JMB to coordinate and manage the acquisition and management of critical munitions. The JMB develops policies and plans, and allocates, coordinates, and deconflicts common-use critical materials in support of the JTF OPLAN/OPORD. Through the JMB, the CJTF exercises authority, sets priorities, and provides planning and policy guidance.

REFERENCES: JP 3-0, JP 4-0, JP 4-01, JP 4-01.3, JP 5-00.2

MTG TASK STEPS

1. **Establish and organize the JMB** (Task 136-01-J4).
   a. Determine the need and role of a JMB in the JOA. Consider:
      (1) Mission, threat, and duration of support.
      (2) JTF requirements -- size of the JTF (troop strength), tactical objectives, etc.
      (3) Relationship with Service components and the Combatant Commander's JMB.
      (4) Availability of HN support -- facilities, repair parts, ammunition, fuel, supply, etc.
   b. Identify the primary task of the JMB. Consider:
      (1) Establish policies, procedures, priorities, and oversight of critical munitions.
      (2) Identify common and critical munitions for JMB oversight.
      (3) Coordinate the acquisition and transportation of critical munitions.
      (4) Coordinate the transfer of munitions between components and allied forces to correct shortfalls.
      (5) Develop component estimates of ammunition resupply requirements.
      (6) Establish cross-servicing/executive agency agreements, as required.
   c. Establish JMB leadership, general manning, and duties.
      (1) Integrate joint Service representation in the JMB. Consider the following:
         (a) Current and future operations and primary users/operators -- Service components, commands, activities, and agencies supporting JTF operations.
         (b) Fill key leadership positions from the JTF HQ (J4). Include representation from Service components, unified command staff, HN, and allies.
         (c) Select an appropriate balance of Service and staff representation.
      (2) Designate the JMB Director. Consider the following duties/responsibilities:
         (a) Advise the CJTF on allocation/reallocation of selected critical/common-use materials.

(b) Maintain thorough knowledge and understanding of JTF OPLANs/OPORDs, and component and supporting forces concepts of operations/support.
(c) Recommend JTF policies and procedures for critical, common-use materials.
(d) Coordinate JMB activities with the Combatant Commander and Service component munitions managers.
(e) Conduct HN/allied liaison to assess the capabilities and availability of critical items.

(3) Designate JMB members. Consider the following duties/responsibilities:
(a) Maintain thorough knowledge and understanding of JTF OPLANs/OPORDs, and component and supporting forces' concepts of operations/support.
(b) Represent the interests and requirements of the Service components, commands, activities, and agencies during JMB deliberations.
(c) Ensure the accuracy and clarity of status reports, information, and statistical data.
(d) Prepare, coordinate, and present briefings, as required -- decision cycle, situation changes, changes in concept of support, etc.
(e) Prepare plans/orders as required.
(f) Advise the CJTF and staff, to include the J5 JPG, concerning critical materials/items and participate in planning deliberations concerning assigned areas.

d. Identify and provide administrative and logistic support for the JMB.
(1) Task a JTF staff section to act as executive agent for the JMB and provide administrative support for preparation of preliminary products for deliberation and final products.
(2) Task JTF staff sections, Service components, and supporting activities/agencies to provide logistic support for the JMB. Consider:
(a) Meeting/deliberation facility.
(b) ADP equipment.
(c) Communications equipment and message access.

2. **Operate/convene the JMB** (Task 136-02-J4/Dir-JMB).
a. Conduct meetings/briefings of the JMB on a regular, cyclic basis and as required.
b. Forward critical material requirements that cannot be satisfied with JTF resources to the Combatant Commander's JMB.
c. Develop/coordinate/disseminate policies and procedures to Service components, commands, activities, and agencies. Consider:
(1) Establish allocation priorities and adjust them in accordance with the commander's intent.
(2) Monitor consumption rates of critical materials.
(3) Ensure critical materials are positioned to best support the JTF.
(4) Incorporate HNS, as available.

(5) Cross-level critical materials between Services in accordance with the priority of effort.
(6) Implement rationing of critical materials, as required.
(7) Develop plans for emergency resupply of critical materials.

d. Develop standardized procedures. Consider the following:
(1) Develop information displays, formats, briefing slides, and topics. Consider:
(a) Munitions consumption/storage data.
(b) Ammunition consumption/status of Prepositioned War Reserve Materiel Stocks (PWRMS).
(2) Implement required reports and briefing schedule.

e. Establish delegation of authority to the JMB Director and members regarding deliberations, products, and operations.

f. Ensure the adequacy of information exchange and flow.
(1) Internal to the JMB. Consider requirements to:
(a) Verify/confirm information.
(b) Inform/coordinate with adjacent/related boards.
(c) Inform the JMB Director.
(2) External to the JMB. Consider requirements to:
(a) Inform/request support from the supported Combatant Commander's and Service component material managers.
(b) Inform/coordinate with other supporting forces, agencies, and organizations.

g. Recording/maintenance/storage of information:
(1) Duty logs.
(2) Order logs.
(3) Message/communication logs.
(4) Data bases.
(5) Information charts/briefings.
(6) Statistical displays.
(7) Maps/overlays.
(8) After-action notes/input.

ELEMENT: J4

TASK 137: ESTABLISH/OPERATE THE JOINT MATERIAL MANAGEMENT OFFICE (JMMO)

(Relates to UJTL Tasks OP 1.1, 4.1, 4.3, 4.5, 5.5, 6.2)

MTG TASK SITUATION: A JTF JMMO is formed when operations require guidance and coordination for joint or cross-Service use of critical maintenance facilities, repair parts, conventional ammunition, bulk fuel, and supply resources.

MTG TASK PURPOSE: The JMMO coordinates the acquisition and management of critical materials. The JMMO plans, allocates, coordinates, and deconflicts common-use critical materials in support of the JTF OPLAN/OPORD. Through the JMMO, the CJTF exercises authority, sets priorities, and apportions resources to permit timely reallocation to support the concept of operations.

REFERENCES: JP 3-0, JP 4-0, JP 4-01, JP 4-01.3, JP 5-00.2

MTG TASK STEPS

1. **Establish and organize the JMMO** (Task 137-01-J4).
   a. Determine the need for and role of a JMMO in the JOA. Consider:
      (1) Mission, threat, and duration of support.
      (2) JTF scope and mission requirements -- troop strength, tactical objectives, etc.
      (3) Relationship with Service components and Combatant Commander's staff.
      (4) Availability of HN support -- facilities, repair parts, ammunition, fuel, supply, etc.
   b. Identify the primary task of the JMMO. Consider:
      (1) Establish policies, procedures, priorities, and oversight of critical/cross-Service/common-use materials.
         (a) Identify critical/common-use materials for JMMO oversight. Consider:
            1 Cross-Service use of maintenance facilities.
            2 Distribution of selected repair parts.
            3 Distribution of conventional ammunition.
            4 Distribution of bulk fuel.
            5 Supply items.
         (b) Develop/disseminate guidance for allocation/reallocation of critical materials.
         (c) Provide staff support to the CJTF on critical materials.
      (2) Establish policies, procedures, priorities, and oversight for acquisition, transportation, handling, and disposal of all materials of environmental concern.
   c. Establish JMMO leadership, general manning, and duties.
      (1) Integrate joint Service representation in the JMMO. Consider the following:
         (a) Current and future operations and primary users/operators -- Service components, commands, activities and agencies supporting JTF operations.

(b) Fill key leadership positions from the JTF HQ (J4). Include representation from Service components, unified command staff, HN, allies, contracting teams.
(c) Select the appropriate balance of Service and staff representation.
(2) Designate the JMMO Director. Consider the following duties/responsibilities:
(a) Advise the CJTF on allocation/reallocation of selected critical/common-use materials.
(b) Maintain thorough knowledge and understanding of JTF OPLANs/OPORDs, and component and supporting forces concepts of operations/support.
(c) Recommend JTF policies and procedures for critical, common-use materials.
(d) Coordinate JMMO activities with the Combatant Commander and Service component materiel managers.
(e) Conduct HN/allied liaison to assess capabilities and availability of critical items.
(3) Designate JMMO members. Consider the following duties/responsibilities:
(a) Maintain thorough knowledge and understanding of JTF OPLANs/OPORDs, and component and supporting forces' concepts of operations/support.
(b) Represent the interests and requirements of the Service components, commands, activities, and agencies during JMMO deliberations.
(c) Ensure the accuracy and clarity of status reports, information, and statistical data.
(d) Prepare, coordinate, and presents briefings, as required -- decision cycle, situation changes, changes in the concept of support, etc.
(e) Prepare plans/orders as required.
(f) Advise the CJTF and staff, to include the J5 JPG, concerning critical materials/items and participate in planning deliberations concerning assigned areas.

d. Identify and make available administrative and logistics support for the JMMO.
(1) Task a JTF staff section to act as executive agent for the JMMO and provide administrative support for preparation of preliminary products for deliberation and final products.
(2) Task JTF staff sections, Service components, and supporting activities/agencies to provide logistics support for the JMMO. Consider:
(a) Meeting/deliberation facility.
(b) ADP equipment.
(c) Communications equipment and message access.

2. **Operate/convene the JMMO** (Task 137-02-J4/Dir-JMMO).
a. Conduct meetings/briefings of the JMMO on a regular, cyclic basis and as required.
b. Forward critical material requirements that cannot be satisfied with JTF resources to the Combatant Commander's JMMO.

c. Develop/coordinate/disseminate policies and procedures to Service components, commands, activities, and agencies. Consider:
(1) Establish allocation priorities and adjust tem in accordance with the commander's intent.
(2) Monitor consumption rates of critical materials.
(3) Ensure critical materials are positioned to best support the JTF.
(4) Incorporate HNS, as available.
(5) Cross-level critical materials between Services in accordance with the priority of effort.
(6) Implement rationing of critical materials, as required.
(7) Develop plans for emergency resupply of critical materials.
d. Develop standardized procedures. Consider the following:
(1) Develop information displays, formats, briefing slides, and topics. Consider:
(a) Petroleum consumption/storage data.
(b) Ammunition consumption/status of Prepositioned War Reserve Materiel Stocks (PWRMS).
(c) Equipment density data -- common-user/major end items.
(d) Status of maintenance facilities.
(e) Common-use supply items -- water, food, construction material, medical, personal, repair parts, etc.
(2) Implement required reports and briefing schedule.
e. Establish delegation of authority to the JMMO Director and members regarding deliberations, products, and operation.
f. Ensure the adequacy of information exchange and flow.
(1) Internal to the JMMO. Consider requirements to:
(a) Verify/confirm information.
(b) Inform/coordinate with adjacent/related boards.
(c) Inform the JMMO Director.
(2) External to the JMMO. Consider requirements to:
(a) Inform/request support from the supported Combatant Commander's and Service component material managers.
(b) Inform/coordinate with other supporting forces, agencies, and organizations.
g. Recording/maintenance/storage of information.
(1) Duty logs.
(2) Order logs.
(3) Message/communication logs.
(4) Data bases.
(5) Information charts/briefings.
(6) Statistical displays.
(7) Maps/overlays.
(8) After-action notes/input.

ELEMENT: J4

TASK 138: ESTABLISH/OPERATE THE SUBAREA PETROLEUM OFFICE (SAPO)

(Relates to UJTL Tasks OP 4.2, 5.5)

MTG TASK SITUATION: The SAPO is formed when operations require joint management of bulk petroleum in the JOA to meet mission requirements and inter-Service support offers distinct advantages/benefits for the JTF. (A JTF will normally rely on the unified command Joint Petroleum Office (JPO) for bulk petroleum management support. The JPO interfaces with the Defense Energy Support Center (DESC) and the Service theater petroleum managers.) The JTF's SAPO is established and operates in coordination with the unified command's JPO.

MTG TASK PURPOSE: The SAPO plans and executes management of joint bulk petroleum support operations in the JOA. Through the SAPO, the CJTF establishes policies, procedures, priorities, and oversight to optimize use of critical petroleum, oil, and lubricants (POL) to support the JTF OPLAN/OPORD.

REFERENCES: JP 4-0, JP 4-03, JP 5-00.2

MTG TASK STEPS

1. **Establish the SAPO** (Task 138-01-J4).
   a. Determine the need and role of a SAPO in the JOA. Consider:
      (1) Mission, threat, duration of support, size, and composition of the JTF.
      (2) JTF requirements -- troop strength, types of fuel, consuming equipment and vehicles, tactical objectives, etc.
      (3) Relationship with the Combatant Commander's JPO and service control points.
      (4) Requirements for terminals, offshore unloading facilities, and distribution points.
      (5) Availability of HN support -- facilities, real estate, petroleum, transportation, etc.
      (6) Compatibility of fuel transfer systems between Services.
      (7) Construction time lines for pipelines and hose lines.
      (8) Terrain impacts on facilities installation and consumption rates.
   b. Identify the primary functions of the SAPO. Consider:
      (1) Establish policies, procedures, priorities, and oversight of petroleum management and resources in the JOA.
      (2) Provide POL input to JTF mission analysis, logistics estimates, OPLANs, and OPORDs.
      (3) Coordinate supply of common bulk petroleum and packaged petroleum products to JTF components.
      (4) Coordinate local (commercial) procurement of bulk petroleum for Service components.
      (5) Recommend allocation and apportionment of petroleum products and facilities to the CJTF.

(6) Coordinate quality surveillance and procurement inspection programs.

c. Establish joint SAPO leadership, general manning, and duties.

(1) Integrate joint Service representation into the SAPO. Consider the following:

(a) Current and future operations and primary users/operators (Service components, activities, and agencies supporting JTF operations).

(b) Filling key leadership positions from the JTF HQ (J4) may enhance effectiveness.

(c) Select the appropriate balance of Service and staff representation.

(2) Designate the SAPO Director. Consider the following duties/responsibilities:

(a) Advise the CJTF and staff on petroleum logistic planning and policy and provide to Service components and commands.

(b) Develop daily demand profiles and petroleum supply and distribution plans for OPLANS/OPORDS.

(c) Assign JTF priorities and advise the Combatant Commander's JPO and Defense Energy Support Center (DESC) for construction projects, maintenance, and repair projects for petroleum facilities.

(d) Establish requirements/coordinate with the JPO and DESC for leased storage and related activities in the JOA.

(e) Identify/submit requirements to the HN for the performance of HN petroleum support.

(f) Supervise bulk petroleum operations.

(g) Coordinate with the DESC, Combatant Commander's JPO, and Service component POL managers to maintain visibility of bulk petroleum operations.

(h) Maintain operational petroleum delivery requirements from Service component petroleum managers.

(i) Consolidate component delivery requirements and forward them to the DESC.

(j) Coordinate quality surveillance and procurement inspection programs.

(k) Advise the CJTF, under emergency conditions, on the allocation of POL and facilities and coordinate with component control points.

(l) Release or reallocate JOA Pre-positioned War Reserve Material Stocks (PWRMS).

(m) Notify the J4 and Combatant Commander's JPO when PWRMS will be penetrated and provide a plan for reconstitution of levels including a time frame when levels will be covered.

(n) Maintain thorough knowledge and understanding of JTF OPLANs/OPORDs, and component and supporting forces concepts of operations/support.

(o) Provide broad guidance and supervision to the SAPO members.

(3) Designate the SAPO members. Consider the following duties/responsibilities:

(a) Maintain thorough knowledge and understanding of JTF OPLANs/OPORDs, and component and supporting forces concepts of operations/support.

(b) Ensure the adequacy of coordination and information flow in accordance with information exchange requirements and procedures.

(c) Ensure the accuracy and clarity of displayed information.
(d) Prepare, coordinate, and present briefings, as required -- decision cycle, situation changes, changes in concept of support, etc.
(e) Prepare plans/orders as required.
(f) Maintain an overview of current and future joint operations; provide inputs, as required.
(g) Coordinate joint activities. Relay requests for information/resources, answers to the requests, and the status of resources/units.
(h) Advise the CJTF and staff, to include the J5 JPG, concerning petroleum management issues; participate in planning deliberations concerning assigned areas.
(i) Monitor and maintain the status of joint forces, resources, and the progress of operations; display the status in accordance with SAPO policies/procedures.
(j) Exchange information in accordance with information exchange criteria established in SAPO policies/procedures.

2. **Operate/convene the SAPO** (Task 138-02-J4/Dir-SAPO).
a. Convene meetings/briefings of the SAPO as required.
b. Develop standardized procedures. Consider the following:
(1) Design information displays, briefing topics, and briefing slides.
(2) Implement reports and a briefing schedule.
(3) Implement and disseminate delegation of authority to the SAPO Director and members (regarding supervision/control of operations).
(4) Develop information exchange and routing procedures.
(a) Internal to the SAPO. Consider requirements to:
1 Verify/confirm information.
2 Inform/coordinate with adjacent/related boards.
3 Inform the SAPO Director.
(b) External to the SAPO. Consider requirements to:
1 Inform/request support from the supported Combatant Commander's and Service component construction managers.
2 Inform/coordinate with other supporting forces, agencies, and organizations.
(5) Develop recording/maintenance/storage of information procedures.
(a) Duty logs and journals.
(b) Minutes of SAPO meetings/briefings.
(c) Message/communication logs.
(d) Databases/information charts, statistical displays.
(e) Maps/overlays.
(f) After-action notes/input.

ELEMENT: J4

TASK 139: ESTABLISH/OPERATE THE JOINT MOVEMENT CENTER (JMC)

(Relates to UJTL Tasks OP 1.1, 1.3, 4.1, 4.3, 4.5, 5.1, 5.5, 6.1)

MTG TASK SITUATION: The CJTF has determined that joint operations require the integration, management, and utilization of apportioned common-user lift. He establishes the JMC to exercise authority over assigned transportation assets, set priorities, and apportion resources to support the concept of operations.

MTG TASK PURPOSE: The JMC implements movement control of JOA transportation systems, including coordinating transportation assets of all modes, terminals, Services, commands and the HN, during deployment, sustainment, and redeployment. The JMC plans, allocates, coordinates, and deconflicts transportation and establishes and operates an in-transit visibility system to track movement of units, personnel, and unit equipment and materiel.

REFERENCES: JP 3-0, JP 4-0, JP 4-01, JP 4-01.2, JP 4-01.3, JP 5-00.2

MTG TASK STEPS

1. **Establish and organize the JMC** (Task 139-01-J4).
   a. Determine the JMC's role in the JOA. Consider:
      (1) Mission, threat, duration of support, and size of the JTF.
      (2) JTF requirements -- troop strength, tactical objectives, etc.
      (3) Relationship with Service component transportation managers and the Combatant Commander's Joint Transportation Board (JTB) when a JTB is organized.
      (4) Availability and capabilities of HN and allied support -- facilities, transportation, labor, etc.
   b. Identify the primary tasks of the JMC. Consider:
      (1) Serve as the primary advisor to the JTF J4 and CJTF on JTF transportation support systems.
      (2) Apportion transportation resources to support the CJTF's priorities and concept of operations.
      (3) Coordinate all common-user lift.
      (4) Deconflict transportation requirements and manage the transportation request system.
      (5) Monitor the status/location of units as they move into, within, and out of the JOA.
   c. Establish JMC organization and responsibilities.
      (1) Integrate joint Service representation in the JMC. Consider:
         (a) Current and future operations, Service components, commands, activities, and agencies supporting JTF operations.
         (b) Fill key leadership positions from the JTF HQ (J4). Include representation from Service components, unified command staff, HN, contracting

officers/teams, reserve component augmentees, and US Transportation Command (USTRANSCOM) forward elements, if available.

(c) Organization/Structure. Consider:

1 Headquarters.

2 Current Operations Cell.

3 Future Operations Cell.

NOTE: The breakout of the Operations Cell into a "Current Operations Cell" and a "Future Operations Cell" is a suggested alternative for setting up the operations function within a JMC.

(2) Designate the JMC chief. Consider the following duties/responsibilities:

(a) Act as the primary advisor in transportation apportionment process for the JTF.

(b) Manage the movement control element of the transportation system.

(c) Maintain knowledge and understanding of JTF OPLANs/OPORDs, and component and supporting forces concepts of operations/support.

(d) Recommend transportation policies and procedures for JTF common-user lift.

(e) Coordinate JMC activities with the Combatant Commander and Service component transportation managers.

(f) Conduct HN liaison to assess capabilities and availability.

(3) Designate the chief of the Plans and Programs Cell. Consider the following duties/responsibilities:

(a) Receive/evaluate/maintain transportation intelligence.

(b) Develop/coordinate/publish/distribute movement plans. Consider:

1 Cargo throughput capabilities. POD, transportation routes with J4/Service components/J3/J5/JPO.

2 TPFDD/flow of forces/sustainment with J3/J4/J5/Service components.

3 Resource and force protection requirements with J2/J3/J5/Service components.

4 Medical evacuation with the Surgeon.

5 Retrograde operations with J3/J4.

6 EPW with J1/J4/PM.

7 Refugees with J3/CA/PM.

8 Humanitarian missions with J3/CA.

(c) Establish cycles, recommend, and review transportation apportionment decisions with the Operations Division. Consider:

1 JTF mission with J3.

2 Transportation resources with J4.

3 Threat with J2.

4 Geography of the JOA with J2.

(d) Develop standards/procedures for collection and presentation of statistical data to perform movement control.

(e) Prepare augmentation plans to expand the JMC when required.

(f) Coordinate strategic moves with the supported Combatant Commander and Service components.

(4) Designate the Chief of the Current Operations Cell. Consider the following duties/responsibilities:

(a) Oversee the daily operations of the JMC and execution of transportation priorities; receive/evaluate/maintain transportation intelligence.

(b) Monitor, analyze, and adjust transportation systems.

(c) Coordinate for immediate movement requirements to ensure effective and efficient use of transportation resources.

(d) Establish the Airlift Movement Section.

1 Validate airlift requests from Service components and forward requests to the Combatant Commander-level theater airlift management agency.

2 Coordinate the theater airlift schedule with Combatant Commander-level theater airlift management agency.

3 Monitor the airlift deployment of forces and adjust via the JOPES database.

4 Monitor POD to determine actual and changing capabilities/limitations.

5 Review scheduled airlift for adequacy.

6 Arbitrate conflicting airlift requirements and refer to the JTB if necessary.

7 Alert the Chief, Operations Division before forecasted airlift requirements exceed airlift capability.

(e) Establish the Sealift Movement Section.

1 Monitor sealifts deployment of forces and adjust via the JOPES database.

2 Coordinate with USTRANSCOM via the supported Combatant Commander for SPOD/E and Joint Logistics Over-The-Shore (JLOTS) site operations.

3 Monitor/determine requirements for changes to scheduled sealift routes or channels.

4 Monitor joint container control activities.

5 Arbitrate conflicting sealift requirements and refer them through the JMC chief to the JTB when necessary.

6 Maintain data on sealift transportation infrastructure.

7 Alert the Chief, Operations Division when forecasted sealift requirements exceed sealift capability.

(f) Establish the Inland Surface Transportation Section.

1 Arbitrate conflicting inland transportation requirements and refer them through the JMC Chief to the JTB when necessary.

2 Monitor movement of forces using rail, highway, or inland waterway assets.

3 Monitor port clearance, rail, highway, and inland waterway activities.

4 Maintain/disseminate data on the military and HN inland transportation network. Include data on obstructions, detours, capabilities, critical choke points, surface conditions, etc.

5 Develop priorities for repairing the surface transportation network.

6 Monitor the inland container management program.

7 Monitor the effectiveness of negotiations and award of tenders to commercial carriers.
8 Monitor border crossings, port clearance, and inland waterway activities.
9 Validate/coordinate requests for HN surface movement support.
10 Develop policies/procedures for commercial surface transportation in the JOA.
11 Alert the Chief, Operations Division before forecasted land transportation requirements exceed land capabilities.

(g) Assign transportation resources to specific mission needs with the Plans and Program Division.

(h) Coordinate requirements for common-user transportation assets. Consider:
1 Establish/manage the JTF transportation request system.
2 Validate requests and task transportation assets.

(i) Coordinate with the following:
1 Service components to optimize daily movements and reconcile unfulfilled requirements.
2 Movement Control Centers (MCC), Airlift Control Center (ALCC), and Water Terminal Clearance Authority (WTCA) for common-user lift.
3 The Combatant Commander for strategic movements.
4 Air Mobility Command (AMC), MSC, and MTMC for POD, POE, and JLOTS site operations.

(j) Surface movements that use common-user assets and MSRs.

(k) HN and JTF engineers for repair of surface transportation routes.

2. **Operate the JMC** (Task 139-02-J4/Dir-JMC).

a. Conduct briefings on JMC operations as required.

b. Develop/coordinate/disseminate transportation policies and procedures to Service components, commands, activities, and agencies operating in the JOA.

c. Develop standardized procedures. Consider the following:
(1) Develop information displays, formats, briefing slides and topics.
(2) Implement reports and briefing schedules.

d. Establish delegation of authority to the JMC Chief and members regarding deliberations, products, and operations.

e. Ensure information exchange and flow is occurring.
(1) Internal to the JMC. Consider requirements to:
(a) Validate information.
(b) Inform/coordinate with adjacent/related boards.
(2) External to the JMC. Consider requirements to:
(a) Request support from and inform the supported Combatant Commander's and Service component transportation managers.
(b) Coordinate with and inform other supporting forces, agencies, and organizations.

f. Recording/maintenance/storage of information.
   (1) Duty logs.
   (2) INSUM and Order logs.
   (3) Message/communication logs.
   (4) Data bases.
   (5) Information charts/briefings.
   (6) Statistical displays.
   (7) Maps/overlays.
   (8) After-action notes/input.

ELEMENT: J4/J1

TASK 140: ESTABLISH/OPERATE THE JOINT MORTUARY AFFAIRS OFFICE (JMAO) OR SUBAREA GRAVES REGISTRATION OFFICE (SAGRO)

(Relates to UJTL Tasks OP 4.4, 5.5)

MTG TASK SITUATION: The unified command will establish and operate a Joint Mortuary Affairs Office (JMAO), which is responsible for maintaining data on burial and recovery status of all dead and missing; coordinating programs for search, recovery, identification, burial, or concurrent return of remains; supervising the establishment and maintenance of temporary cemeteries; and serving as the clearing point for graves registration information. At the discretion of the Combatant Commander, the CJTF may direct the Army component commander from the Subarea Graves Registration Office (SAGRO) to establish and operate all mortuary affairs programs in the JOA. The Army component commander is routinely designated by the CJTF as executive agent for joint mortuary affairs.

MTG TASK PURPOSE: The JMAO/SAGRO plans and executes all mortuary affairs programs. Depending upon the breadth, level of conflict, and size of the JTF, the JMAO/SAGRO may only be required to coordinate the graves registration program.

REFERENCES: JP 4-0, JP 4-06, JP 5-00.2

MTG TASK STEPS

1. **Establish and organize the JMAO/SAGRO** (Task 140-01-J4).
   a. Determine the need and role of the JMAO/SAGRO. Consider:
      (1) Mission, threat, duration of support, and size of JTF.
      (2) JTF requirements -- troop strength, tactical objectives, etc.
      (3) Relationships of the SAGRO with the JMAO, if established at Combatant Commander level.
      (4) Availability of HN support -- facilities, transportation, etc.
   b. Identify the primary Task of the JMAO/SAGRO. Consider:
      (1) Plan and execute mortuary affairs programs.
      (2) Serve as the central clearing point for mortuary affairs and casualty information.
      (3) Monitor the deceased and missing personal effects program.
      (4) Provide guidance to facilitate the conduct of mortuary programs and maintain data pertaining to recovery, identification, and disposition of all US dead and missing in the assigned JOA.
      (5) Perform planning, execution, technical, and management functions.
      (6) Develop/disseminate standards/procedures and collect/present mortuary affairs management statistical data.
   c. Establish JMAO/SAGRO leadership, general manning, and duties.
      (1) Integrate joint Service representation in the JMAO/SAGRO. Consider:
         (a) The nature of current and future operations and primary users/operators -- Service components, commands, activities, and agencies supporting JTF operations.

(b) Fill key leadership positions from the JTF HQ.
(c) Select an appropriate balance of Service and staff representation.
(2) Designate the JMAO/SAGRO Director. Consider the following duties/responsibilities:
(a) Advise the CJTF on joint mortuary affairs.
(b) Plan and execute joint mortuary affairs programs in the JOA.
(c) Maintain thorough knowledge and understanding of JTF OPLANs/OPORDs, and component and supporting forces concepts of operations/support.
(d) Convene meetings/briefings, as required.
(e) Provide broad guidance and supervision to JMAO/SAGRO shift leaders/team members.
(f) Coordinate JMAO/SAGRO activities with the Combatant Commander and Service components.
(g) Direct identification and submission of JTF requirements to HN for joint mortuary affairs requirements.
(3) Designate shift leaders, as required. Consider the following duties/responsibilities:
(a) Assume duties of the Director during periods of the JMAO/SAGRO Director's absence.
(b) Supervise activities of JMAO/SAGRO watch.
(c) Monitor the adequacy of coordination and information flow in accordance with information exchange requirements/procedures.
(d) Ensure the accuracy and clarity of status reports, information, and statistical data.
(e) Prepare/coordinate daily briefings, as required -- decision cycle, shift change briefing, etc.
d. Identify and make available administrative and logistic support for the JMAO/SAGRO, as required.
(1) Task the JTF J4 with staff supervision of the JMAO/SAGRO and provide administrative support.
(2) Task the JTF staff sections, Service components, commands, activities, and agencies for logistics support of the JMAO/SAGRO.

2. **Operate the JMAO/SAGRO** (Task 140-02-J4/Dir-JMAO/SAGRO).
a. Convene meetings/briefings of the JMAO/SAGRO on a regular, cyclic basis and as required.
b. Develop/coordinate/implement plans, policies, and procedures for joint mortuary affairs to the Service components, commands, activities, and agencies. Consider guidelines for:
(1) Current death program.
(2) Concurrent return program.
(3) Graves registration program.
(4) Personal effects program.
(5) Return of remains program.

c. Plan/coordinate mortuary operations such as remains identification, transportation and temporary burial of the dead, and collection/processing of personal effects.
d. Provide mortuary affairs input to JTF mission analysis, estimates, plans, and orders.
e. Advise the JTF Command Group and staff, to include the JPG/J4, concerning joint mortuary affairs; participate in planning deliberations.
f. Monitor/maintain the status of joint forces, resources, and progress of operations; display status in accordance with JMAO/SAGRO policy/procedures.
g. Develop standardized procedures. Consider the following:
(1) Develop information displays, formats, briefing slides, and topics.
(2) Implement reports and briefing schedules.
h. Establish the delegation of authority to the JMAO/SAGRO Director and shift leaders.
i. Ensure the adequacy of information exchange and flow.
(1) Internal to the JMAO/SAGRO. Consider requirements to:
(a) Verify/confirm information.
(b) Inform/coordinate with adjacent/related boards.
(c) Inform the JMAO/SAGRO Director.
(2) External to the JMAO/SAGRO. Consider requirements to:
(a) Inform/request support from the supported Combatant Commanders and Service components.
(b) Inform/coordinate with other supporting forces, agencies, and organizations.
j. Recording/maintenance/storage of information.
(a) Duty logs and journals.
(b) Message/communication logs.
(c) Data bases.
(d) Information charts.
(e) Statistical displays.
(f) Maps/overlays.
(g) After-action notes/input.

ELEMENT: J4

TASK 141: ESTABLISH/OPERATE THE JOINT CIVIL-MILITARY ENGINEERING BOARD (JCMEB)

(Relates to UJTL Tasks OP 4.6, 4.7, 5.5, 6.2)

MTG TASK SITUATION: A JTF Joint Civil-Military Engineering Board (JCMEB) is formed when the complexities of JTF operations demand that civil-military construction and engineering projects and resources be prioritized and allocated to better meet mission requirements.

MTG TASK PURPOSE: The JCMEB plans and executes management of civil-military construction and engineering projects. The JCMEB establishes policies, procedures, priorities, and oversight to coordinate efficient use of limited construction and engineering resources in support of the JTF OPLAN/OPORD.

REFERENCES: JP 3-34, JP 4-0, JP 4-04, JP 5-00.2

MTG TASK STEPS

1. **Establish the JCMEB** (Task 141-01-J4).
   a. Determine the need and role of a JCMEB in the JOA. Consider:
      (1) Mission, threat, duration of support, and size of the JTF.
      (2) JTF requirements -- troop strength, types of construction and engineering personnel and equipment, tactical objectives, etc.
      (3) Relationship with Joint Facilities Utilization Board (JFUB), Service components, and Combatant Commander's JFUB and JCMEB.
      (4) The availability of HN support -- facilities, real estate, construction, transportation, etc.
   b. Identify the primary task of the JCMEB. Consider:
      (1) Establish policies, procedures, priorities, and oversight of civil-military construction and engineering projects/resources in the JOA.
         (a) Examine capabilities and forecast construction and engineering requirements.
         (b) Arbitrate issues referred to by the JFUB.
         (c) Prepare the Civil Engineering Support Plan, as required.
         (d) Recommend allocation and apportionment of construction and engineering resources to the CJTF.
         (e) Provide construction and engineering input to JTF mission analysis, logistics estimates, OPLANs, and OPORDs.
         (f) Forward unresolved shortfalls in construction and engineering requirements to regional or Combatant Commander construction managers.
      (2) Establish policies, procedures, priorities, and oversight of environmental requirements for construction and support for the proper handling and disposal of hazardous material.
   c. Establish JCMEB leadership, general manning, and duties.
      (1) Integrate joint Service representation in the JCMEB. Consider the following:

(a) Identify the nature of current and future operations and primary users/operators -- Service components, commands, activities, and agencies supporting JTF operations.
(b) Fill key leadership positions from the JTF HQ (J4/Engineer); may enhance cohesion -- consider J4 or JTF Engineer as the Director, JCMEB.
(c) Select an appropriate balance of Service and staff representation.

(2) Designate the JCMEB Director. Consider the following duties/responsibilities:
(a) Advise the CJTF on construction and engineering requirements/resources.
(b) Manage civil-military engineering programs issues.
(c) Maintain thorough knowledge and understanding of JTF OPLANs/OPORDs, and component and supporting forces' concepts of operations/ support.
(d) Convene meetings/deliberations of the JCMEB.
(e) Supervise development/dissemination procedures for requesting construction and engineering support.
(f) Coordinate JCMEB activities with the Combatant Commander and Service component construction managers.
(g) Direct identification and submission of JTF requirements to the HN for construction and engineering requirements.
(h) Coordinate quality surveillance and procurement inspection programs.
(i) Provide broad guidance and supervision to JCMEB members.

(3) Designate JCMEB members. Consider the following duties/responsibilities:
(a) Maintain thorough knowledge and understanding of JTF OPLANs/OPORDs, and component and supporting forces concepts of operations/support.
(b) Represent the interests and requirements of the Service components, commands, activities, and agencies during JCMEB deliberations.
(c) Ensure the accuracy and clarity of status reports, information, and statistical data.
(d) Prepare, coordinate, and present briefings, as required -- decision cycle, situation changes, changes in concept of support, etc.
(e) Prepare plans/orders as required.
(f) Coordinate joint activities. Relay requests for information/resources, answers to requests, status of resources/units.
(g) Advise the CJTF and staff, to include the JPG, concerning construction and engineering issues; participate in planning deliberations concerning assigned areas.

d. Identify and make available administrative and logistic support for the JCMEB.
(1) Task a JTF staff section to act as executive agent for the JCMEB and provide administrative support for preparation of preliminary products for deliberation and final products.
(2) Task JTF staff sections, Service components, and supporting activities/agencies to provide logistics support for the JCMEB. Consider:
(a) Meeting/deliberation facility.

(b) ADP equipment.
(c) Communications equipment and message access.

2. **Operate/Convene the JCMEB** (Task 141-02-J4/Dir-JCMEB).
a. Convene meetings/briefings of the JCMEB on a regular, cyclic basis and as required.
b. Arbitrate issues referred to the JCMEB by the JFUB.
c. Forward engineering and construction requirements that cannot be satisfied with JTF resources to the Combatant Commander's wartime construction manager.
d. Develop/coordinate/disseminate construction and engineering plans and policies to Service components, commands, activities, and agencies.
e. Develop/disseminate policies and standardized procedures. Consider the following:
(1) Develop information displays, formats, briefing slides, and topics.
(2) Implement reports and briefing schedules.
f. Establish the delegation of authority to the JCMEB Director and board members regarding board deliberations, products, and operations.
g. Ensure the adequacy of information exchange and flow.
(1) Internal to the JCMEB. Consider requirements to:
(a) Verify/confirm information.
(b) Inform/coordinate with adjacent/related boards.
(c) Inform the JCMEB Director.
(2) External to the JCMEB. Consider requirements to:
(a) Inform/request support from the supported Combatant Commander's and Service component construction managers.
(b) Inform/coordinate with other supporting forces, agencies, and organizations.
h. Recording/maintenance/storage of information.
(1) Duty logs and journals.
(2) Minutes of JCMEB meetings/briefings.
(3) Message/communication logs.
(4) Data bases.
(5) Information charts.
(6) Statistical displays.
(7) Maps/overlays.
(8) After-action notes/input.

ELEMENT: J4

TASK 142: ESTABLISH/OPERATE THE JOINT FACILITIES UTILIZATION BOARD (JFUB)

(Relates to UJTL Tasks OP 4.6, 5.5)

MTG TASK SITUATION: A Joint Facilities Utilization Board (JFUB) is formed when operations within the Joint Operations Area (JOA) warrant creation of a management organization to evaluate and reconcile Service component use of real estate and existing facilities.

MTG TASK PURPOSE: The JFUB evaluates and reconciles Service component requests for real estate, facilities, inter-Service support, and construction within the JOA. The JFUB establishes policies, procedures, priorities and oversight in support of the commander's intent and JTF Operations Plan (OPLAN)/Operations Order (OPORD).

REFERENCES: JP 3-34, JP 4-0, JP 4-04, JP 5-00.2

MTG TASK STEPS

1. **Establish and organize the JFUB** (Task 142-01-J4).
   a. Determine the need and role of a JFUB in the JOA. Consider:
      (1) Mission, threat, duration of support, and size of the JTF.
      (2) JTF requirements -- troop strength, tactical objectives, etc.
      (3) Relationships with the Joint Civil-Military Engineering Board (JCMEB), Service components and Combatant Commander's JFUB/JCMEB.
      (4) Availability of HN -- facilities, real estate.
   b. Identify the primary task of the JFUB. Consider:
      (1) Establish policies, procedures, priorities and oversight of joint facilities utilization in the JOA.
      (2) Evaluate and reconcile component requests for real estate and facilities.
      (3) Monitor the purpose and use of existing facilities.
      (4) Develop and coordinate inter-Service support agreements.
      (5) Check new/renovated construction projects for compliance with the CJTF's priorities.
      (6) Provide administrative support to the JCMEB.
      (7) Serve as executive agent and refer issues to the JCMEB for resolution.
   c. Establish JFUB leadership, general manning, and duties.
      (1) Integrates joint Service representation in the JFUB. Consider the following:
         (a) Identify the nature of current and future operations and primary users/operators -- Service components, commands, activities and agencies supporting JTF operations.
         (b) Fill key leadership positions from the JTF HQ -- consider Deputy CJTF, COS, JTF Engineer, or J4 as JFUB Director.
         (c) Select an appropriate balance of Service and staff representation -- consider legal, civil affairs, engineer and surgeon representation.

(2) Designate the JFUB Director. Consider the following duties/responsibilities:
(a) Advise the CJTF on joint facilities utilization.
(b) Manage the joint facilities utilization program.
(c) Maintain thorough knowledge and understanding of JTF OPLANs, OPORDs, and component and supporting forces concepts of operations/support.
(d) Convene and conduct meetings/deliberations of the JFUB.
(e) Direct the identification and submission of JTF requirements to the HN for real estate, facilities, and construction.
(f) Coordinate with the Combatant Commander and Service component facilities managers.
(g) Provide broad guidance and supervision to JFUB members.

(3) Designate JFUB members. Consider the following duties/responsibilities:
(a) Maintain thorough knowledge and understanding of JTF OPLANs, OPORDs, and component and supporting forces concepts of operations/support.
(b) Represent the interests and requirements of the Service components, commands, and supporting activities/agencies during JFUB deliberations.
(c) Ensure the accuracy and clarity of status reports, information, and statistical data.
(d) Prepare, coordinate, and present briefings, as required -- decision cycle, situation changes, changes in concept of support, etc.
(e) Prepare plans and orders, as required.
(f) Coordinate joint activities. Relay requests for information, resources, answers to requests, status of resources and units.
(g) Advise the CJTF and staff (include the J5 Joint Planning Group) concerning real estate, facilities, inter-Service support agreements, and construction issues; participate in planning deliberations concerning assigned areas.

d. Identify and make available administrative and logistics support for the JFUB.
(1) Task a JTF staff section to act as executive agent for the JFUB and provide administrative support for preparation of preliminary products for deliberation and final products.
(2) Task JTF staff sections, Service components, and supporting activities/agencies to provide logistics support for the JFUB. Consider:
(a) Meeting/deliberation facility.
(b) Automated Data Processing (ADP) equipment.
(c) Communications equipment and message access.

2. **Operate/Convene the JFUB** (Task 142-02-J4/Dir-JFUB).
a. Convene meetings/briefings of the JFUB on a regular, cyclic basis and as required.
b. Establish priorities for real estate, facilities, inter-Service support, and construction based upon JFUB deliberations.
c. Refer unresolved issues/conflicts to the JCMEB for resolution.

d. Develop/coordinate/disseminate JFUB plans and policies to Service components, commands, and supporting activities/agencies.
e. Develop/disseminate policies and procedures for requesting real estate, facilities, inter-Service support, and construction resources.
f. Develop standardized procedures. Consider the following:
(1) Develop information displays, formats, briefing slides, and topics.
(2) Establish reports and briefing schedule.
(3) Develop/disseminate formats for requesting real estate, facilities, inter-Service support, and construction.
g. Establish/delegate authority to the JFUB Director and Board Members regarding board deliberations, products, and operations.
h. Ensure the adequacy of information exchange and flow
(1) Internal to the JFUB. Consider requirements to:
(a) Verify/confirm information.
(b) Inform/coordinate with appropriate members.
(c) Inform JFUB Director.
(2) External to the JFUB. Consider requirements to:
(a) Inform/request support from the JCMEB and the supported Combatant Commander's JFUB and JCMEB.
(b) Inform/coordinate with Service components, commands, activities, and agencies.
i. Recording/maintenance/storage of information.
(1) Duty logs.
(2) Order logs.
(3) Message/communication logs.
(4) Data bases.
(5) Information charts/briefings.
(6) Statistical displays.
(7) Maps/overlays.
(8) After-action notes/input.

ELEMENT: J6

TASK 143: ESTABLISH/OPERATE THE JOINT COMMUNICATIONS CONTROL CENTER (JCCC)

(Relates to UJTL Tasks OP 5.1, 5.5, 6.3)

MTG TASK SITUATION: With the concurrence of the CJTF, the JTF J6 establishes and operates a Joint Communications Control Center (JCCC) to manage and coordinate all JTF communications systems during joint operations and exercises. Service components and subordinate joint commanders establish C4 systems control centers to serve as single points of contact and responsibility for joint C4 matters.

MTG TASK PURPOSE: The JCCC is part of the joint force J6 and performs the following functions:

a. Exercises operational control and technical management over communications control centers belonging to deployed components and subordinate commands.
b. Serves as the single control agency for management and operational direction of the joint communications network and infrastructure.
c. Performs planning, execution, technical, and management functions.
d. Develops/disseminates standards/procedures and collects/presents C4 management statistical data.

REFERENCES: JP 5-00.2, JP 6-0, JP 6-02

MTG TASK STEPS

1. **Identify operations areas and significant subareas represented in the campaign/operation** (Task 143-01-J6). Consider:
   a. Threat environment.
   b. Force structure and composition, and locations.
   c. Current plans, annexes, operating instructions, requirements -- adaptation of future plans coordination to current operations.
   d. Communications intelligence affecting C4 policies, plans, and operations.
   e. C4 resources currently available.
   f. JCCC technical support – ADP equipment, network engineering, C4 modular packages, network management, communications, map assembly/overlay preparation and maintenance, graphic illustrations, minor construction, administration, and supply.
2. **Establish JCCC leadership, general manning, and duties** (Task 143-02-J6).
   a. Integrate joint Service representation in the JCCC. Consider:
      (1) The nature of projected operations.
      (2) Existing leadership of headquarters base unit staff -- filling key leadership positions from the J6 may enhance cohesion.
      (3) Appropriate balance of Service representation with emphasis on Service competencies needed for planning current and potential missions.
      (4) Plans and Operations, Administration, System Control, and Frequency Management sections.
   b. Designate the JCCC Director. Consider the following duties/responsibilities:
      (1) Manage all deployed JTF communications, including Joint Communications Support Element (JCSE) (if attached).

(2) Designate a single point of contact for joint C4 matters for components and subordinate units.
(3) Advise the CJTF through the J6 on C4 networks.
(4) Recommend policies and procedures for operational control and technical direction of the C4 network.
(5) Compile the Joint Restricted Frequency List (JRFL).
(6) Perform spectrum management and frequency deconfliction.
(7) Receive/evaluate communications intelligence as it relates to C4.
(8) Establish procedures for network reconfiguration, as required.
(9) Establish Information Assurance procedures and prepare a C4 recovery plan that is synchronized with operations and understood by the JTF/CC, who sets the priorities.
(10) Oversee the development of C4 management plans.
(11) Provide broad guidance and supervision to the JCCC Branch Chiefs.
(12) Coordinate transition from planning the C4 management programs to execution.
(13) Maintain an overview of joint operations; recommend changes in action or operations, as required.
(14) Maintain an understanding of the future planning direction.

c. Depending on the mission, consider including functions for current ops; computer ops; systems support; JTF HQ support; future ops and plans; and network management. For smaller operations, all these functions may or may not be needed, based upon mission requirements.

(1) Designate the Chief of the JCCC Headquarters Support Branch.
(a) Provide communications support for the JTF HQ. Include operations of the telecommunications centers, data systems, local area networks, video teleconferencing (VTC), Web site, and installation, maintenance and operations of various terminals, computer, telephones, radios, and other communications equipment within the HQ.
(b) Establish a proactive Help Desk to minimize delay in resolving staff C4 difficulties.

(2) Designate the Chief of the JCCC Current Operations Branch. Consider the following duties/responsibilities:
(a) Assume duties of the JCCC Director, when designated, during periods of the JCCC Director's absence.
(b) Supervise activities of operations watch officer/desks.
(c) Ensure adequacy of coordination and information flow in accordance with information management procedures.
(d) Ensure accuracy/clarity of displayed information.
(e) Prepare/coordinate daily briefings, as required -- decision cycle, shift change briefing, etc.
(f) Prepare estimates, plans, and orders, as required.
(g) Maintain an overview of joint operations; recommend changes in actions or operations, as required.
(h) Serve as the JCCC liaison to the Joint Operations Center (JOC).

(i) Monitor the current status of designated joint systems/circuits and coordinate/de-conflict scheduled outages with the JOC Director.
(j) Reconfigure networks, as required, and coordinate with Global Information Grid (GIG) and commercial networks.
(k) Advise operational planners on the current C4 status and provide C4 estimates supporting tactical operations.
(l) Maintain liaison with appropriate elements of US commands and agencies, equipment, maps, overlays, etc. unresourced requirements.
(m) Maintain an overview of joint operations; recommend changes in action or operations, as required.
(n) Maintain an understanding of the future planning direction.

(3) Designate the chief of the JCCC Future Operations and Plans Branch. Consider the following roles and responsibilities:
(a) Support the JCCC Current Operations Branch.
(b) Interface with JPG/J5 operational planners and advise them on C4 matters pertaining to future operations.
(c) Coordinate/develop/prepare the C4 annex to plans and orders.
(d) Coordinate plans/orders with component/allied commands.

(4) Designate the Chief of the JCCC Computer Systems Support Branch. Consider the following duties/responsibilities:
(a) Manage ADP support provided to the JTF.
(b) Plan/coordinate SIPRNET and NIPRNET connectivity for the JTF staff and components.
(c) Coordinate/monitor GCCS connectivity for the JTF staff and components.
(d) Interface JTF and component ADP systems at the application layer.
(e) Coordinate the computer support requirements for the JTF staff.

(5) Designate the Chief of the JCCC Networks Branch. Consider the following roles and responsibilities:
(a) Manage/control joint communications circuits and systems.
(b) Plan/engineer/coordinate joint communications systems, satellite accesses, networks, and circuits.
(c) Identify problems with communications systems and circuits. Take appropriate action for system restoration, reconstruction, or alternate routing
(d) Manage/plan/allocate/deconflict usage of all JTF frequencies, and develop the Joint Restricted Frequency List (JRFL) with the J3.
(e) Manage the use of COMSEC assets and monitor employment procedures.
(f) Request interface/coordinate with DII and communications systems of allied commands, other US commands, and US and allied commercial organizations.
(g) Control/manage/supervise tactical packet switch systems for JTF/JCSE.
(h) Establish the Network Branch as follows:
1 Network Control Sections: Circuits/Circuit Switch (TASCO), IP Data Network, Message Switch (AMPSSO), Transmission Systems.
2 Network Plans Section: Circuit switch, IP Data Networks, Message Switch, Transmission Systems, Technical Control Circuits.

3. **Establish JCCC procedures** (Task 143-03-J6/Dir-JCCC).
   a. Information displays/briefing topics.
   b. Information/reports/briefing schedule.
   c. Delegation of authority to the JCCC Director, Branch Chiefs, team members (regarding supervision/control of operations).
   d. C4 automated planning and management tools. The Joint Defense Information Infrastructure Control System-Deployed (JDIICS-D) serves as the interim Joint Network Management System (JNMS). JNMS provides a federation of COTS/GOTS software tools for planning, management, and execution throughout all phases of JTF operations.
   e. Information exchange and routing.
      (1) Internal to the JCCC. Consider requirements to:
         (a) Verify/confirm information.
         (b) Inform/coordinate with adjacent/related shift leaders.
         (c) Inform shift leaders/JCCC Director.
      (2) External to the JCCC. Consider requirements to:
         (a) Inform/request support from supported Combatant Commander's JCCC.
         (b) Inform/coordinate with Service components and other supporting forces, agencies, and organizations -- Defense Information Systems Agency (DISA) LNO located at the JCCC.
         (c) Identify POC at component Systems Controls (SYSCONs) -- Army, Air Force, Marine, and Joint Special Operations Task Force (JSOTF); Technical Controls (TECHCONs) – Navy; and Technical Control Facilities (TCFs); and establish a reporting system to ensure the JCCC is continually updated on network status.
         (d) Access/analyze/disseminate status reports of the C4 network operational profiles to identify problem areas/solutions and reconfigure the C4 network to maintain connectivity.
   f. Record/Maintain/Archive Information. In conjunction with the Information Management Officer, establish a structure and procedures for electronically storing, accessing, sharing, and archiving JTF operational information that other staff sections may need to access electronically in the accomplishment of their duties. This may take the form of shared network directories/folders on the HQ LAN, JTF Web page, etc., and include:
      (1) E-mail (SIPRNET/NIPRNET)
      (2) Briefings
      (3) Correspondence
      (4) Reports
      (5) Working Files
      (6) Orders
      (7) Duty Position Logs
      (8) Messages/Communication Logs.
      (9) Databases – JOPES, etc.
      (10) After-action Notes/Input
      (11) Lessons Learned

ELEMENT: SURGEON

TASK 144: ESTABLISH/OPERATE THE JTF PATIENT MOVEMENT REQUIREMENTS CENTER (JPMRC)

(Relates to UJTL Tasks OP 4.4, 5.5)

MTG TASK SITUATION: A JPMRC may be established to manage patient flow to medical facilities within and out of the theater of operations and to coordinate with the Theater/Global Patient Movement Requirements Center (TPMRC/GPMRC). The Surgeon coordinates the establishment of a JPMRC to facilitate medical regulating in the JOA as part of medical support of the joint force.

MTG TASK PURPOSE: The JPMRC functions as a controlling and coordinating agency for movement of patients to fixed hospitals. The effectiveness of the JPMRC is measured by its ability to facilitate movement of patients to appropriate levels of care so as to minimize morbidity and mortality.

REFERENCES: JP 4-0, JP 4-01.1, JP 4-02, JP 4-02.2; JP 5-00.2

MTG TASK STEPS

1. **Establish and organize the JPMRC** (Task 144-01-SURG).
   a. Determine the need and role of a JPMRC in the JOA. Consider:
      (1) Mission, threat, duration of support, and size of the JTF.
      (2) JTF requirements -- troop strength, tactical objectives, theater evacuation policy, etc.
      (3) Relationship with TPMRC/GPMRC and Service component patient movement offices and Service component evacuation systems/assets.
      (4) The availability of HNS, especially medical treatment facilities of the host nation that meet the standard of care, transportation, etc.
   b. Identify the primary task of the JPMRC. Consider:
      (1) Receive and validate JTF patient movement requests.
      (2) Establish or coordinate with TPMRC/GPMRC for the appropriate destination treatment facility and mode of travel.
      (3) Match patient requirements to appropriate transportation assets, either under JTF control or by using information provided by the TPMRC/GPMRC.
      (4) Forward requirements to the appropriate agency for mission execution.
      (5) Provide in-transit visibility for JTF patients and patient movement items.
      (6) Establish or modify existing patient movement reporting and tracking procedures for elements operating within the JTF area of operations, in coordination with the TPMRC/GPMRC. Procedures should address as a minimum:
         (a) Reporting of available assets, both lift and beds.
         (b) Designation of destination medical treatment facilities, and the selection of an appropriate mode of transport.
         (c) Collection of in-transit visibility for both patients and related patient movement items.
      (7) Maintain contact with the TPMRC/GPMRC.

(8) Advise the JTF surgeon and staff on capabilities and limitations of supporting patient movement resources.
(9) Monitor joint patient movement activities and provide daily reports on matters such as patient movement issues, overall and daily patients moved, and information on specific patients (as requested).
(10) Develop procedures with the J1 (Personnel) for mutual exchange of information.

c. Establish JPMRC leadership, general manning, and duties.
(1) Integrate joint Service representation in the JPMRC. Consider the following:
(a) Current and future operations and primary users/operators -- Service component, commands, activities, and agencies supporting JTF operations.
(b) Select an appropriate balance of Service and staff representation.
(2) Designate the JPMRC officer in charge (OIC). Consider the following duties/responsibilities:
(a) Advise the JTF Surgeon and CJTF on the JOA medical support system and patient movement.
(b) Maintain thorough knowledge and understanding of JTF OPLAN/OPORD, and component and supporting forces concepts of operations.
(c) Recommend policies and procedures for patient movement.
(d) Receive/evaluate medical intelligence as it relates to medical services support.
(e) Evaluate the medical threat to the joint force.
(f) Oversee development of patient movement plans.
(g) Provide guidance and supervision to JPMRC members.
(h) Coordinate the transition from planning of patient movement to execution.
(i) Accompany the JTF Surgeon (when appropriate) to CJTF meetings/gatherings for questions/updates.
(j) Gather JPMRC team members together for change of shift briefings.
(3) Designate JPMRC members. Consider the following duties/responsibilities:
(a) Maintain thorough knowledge and understanding of JTF OPLANs/OPORDs, and component and supporting forces concepts of operations.
(b) Represent the interests and requirements of the Service components, commands, activities, and agencies during JPMRC deliberations.
(c) Ensure the adequacy of coordination and information flow in accordance with information exchange requirements/procedures.
(d) Ensure the accuracy and clarity of status-displayed information.
(e) Prepare/coordinate daily briefings, as required -- decision cycle, shift change briefing, etc.
(f) Prepare plans/orders as required.
(g) Advise the JTF Command Group/staff and J5/JPG concerning patient movement and participate in planning deliberations.
(h) Monitor/maintain the status of joint forces, resources, progress of operations; display the status in accordance with JPMRC policy/procedures.

(i) Exchange information in accordance with information exchange criteria established in JPMRC policy/procedures.
(j) Coordinate joint activities. Relay requests for information/resources, answers to requests, status/location of adjacent or related joint forces/operations, etc. Coordinate between components, other watch officers, supporting agencies, and organizations.

2. **Identify and make available administrative and logistic support for the JPMRC** (Task 144-02-SURG).
a. Task (through CJTF/COS) a JTF staff section to provide administrative support for the JPMRC.
b. Task (through CJTF/COS) JTF staff sections, Service components, commands, activities and agencies to provide personnel augmentees and logistics support for the establishment and operation of the JPMRC.
c. Ensure (through coordination with J6) that JPMRC has sufficient communications connectivity to accomplish required tasks.

3. **Operate/convene the JPMRC** (Task 144-03-SURG/Dir-JPMRC).
a. Convene meetings/briefings of the JPMRC on a regular, cyclic basis and as required.
b. Provide input to the medical support analysis, estimates of the situation, plans, and orders.
c. Forward patient movement requirements that cannot be satisfied with JTF resources to the Combatant Commander's Surgeon's office.
d. Develop/coordinate/disseminate patient movement bed-lift plans and policies to Service components, commands, activities, and agencies.
e. Develop/disseminate standards/procedures for collection/presentation of patient movement statistical data and required reports.
f. Develop standardized operating procedures (SOPs). Consider the following:
(1) Develop information displays, formats, briefing slides and topics.
(2) Implement reports and briefing schedules.
g. Joint Patient Movement Requirements Coordination. The purpose is to functionally integrate medical regulation responsibilities (the proper Medical Treatment Facility specialty bed), transportation movement requirements (best Mode of Transportation, such as airframes/ships/land), mission requirements determination (the right medical crew members and medical equipment), coordination, and related activities supporting JTF patient movement requirements. Normally, supporting activities will be established to support JTF patient movement operations within the designated JTF operational area. When operating within a theater of operations that already has an established TPMRC, the JPMRC will be responsible for managing operations within the JTF scope of operations only. Information affecting overall theater operations will be reported to the respective TPMRC per procedures established in the specific OPORD. Elements potentially supporting JTF integrated patient movement operations are:

(1) JTF patient movement liaison officer(s) established, as required, when the JPMRC is not collocated with or in close proximity to the JTF surgeon and staff.

(a) Coordinate patient movement issues with and obtain required patient movement information updates from the JPMRC.

(b) Provide the JTF surgeon and staff with information regarding patient movement activities, issues, capabilities, and workload.

(c) In coordination with the JPMRC and supporting TPMRC, obtain JTF staff coordination and approval on patient movement issues, as required.

(2) Deployable joint patient movement teams provided by USTRANSCOM, or other appropriate Unified Command, to provide patient movement expertise and to support the integration of patient movement operations and information. Although USTRANSCOM has the DOD mission to provide these resources, support may also be provided by other Unified Commands if a particular expertise is needed, e.g., an individual from the host TPMRC to provide a unique theater perspective not available in USTRANSCOM-provided elements.

(a) Establish or augment a JPMRC in conjunction with Aeromedical Evacuation Coordination Center (AECC) personnel.

(b) Augment a TPMRC.

(c) Deploy to intertheater or out of operational area interface points to support patient reporting and collection of required patient movement information. Provide data to the supported TPMRC.

h. Recording/maintenance/storage of information.

(1) Duty logs.

(2) Order logs.

(3) Message/communication logs.

(4) Telephone log listing all medical assets and locations with points of contact in the theater of operations.

(5) Data bases -- JOPES - Medical Planning Module -- Medical Analysis Tool (MAT).

(6) Information charts/briefings.

(7) Statistical displays.

(8) Maps/overlays.

(9) After-action notes/input.

ELEMENT: SURGEON

TASK 145: ESTABLISH/OPERATE THE AREA JOINT BLOOD PROGRAM OFFICE (AJBPO)

(Relates to UJTL Tasks OP 4.4, 5.5)

MTG TASK SITUATION: Blood management is a function for which the Unified Command's Surgeon's Office maintains viability. The AJBPO(s) is/are activated to manage the joint blood program in the JOA.

MTG TASK PURPOSE: The AJBPOs plan, coordinate, and direct the handling, storage, and distribution of blood and blood products in the JOA. The CJTF establishes policies, procedures, priorities, and oversight through the AJBPO, in conjunction with the Combatant Commander's Joint Blood Program Office (JBPO), to effectively manage the joint blood program in the JOA.

REFERENCES: JP 4-0, JP 4-02, JP 5-00.2

MTG TASK STEPS

1. **Establish and organize AJBPO(s)** (Task 145-01-SURG).
   a. Determine the need for the activation of AJBPO(s) in the JOA. Consider:
      (1) Mission, duration of support, and size of the JTF.
      (2) Medical threat, to include environmental conditions that may affect the JTF, casualty estimates, storage facilities/units, and their availability.
      (3) JTF requirements -- troop strength, tactical objectives, etc.
      (4) The relationship with Unified Command's Surgeon's JBPO.
      (5) The availability of HNS -- facilities, transportation, etc.
   b. Identify the primary task of the AJBPO(s). The task will vary depending on whether the supported Combatant Commander's JBPO augments the JTF Surgeon's staff or an AJBPO is assigned to the JTF Surgeon's staff. Consider:
      (1) Establish policies, procedures, and guidance for blood management requirements.
      (2) Establish lines of communication with blood management offices of the Service component commands and other agencies with blood product responsibilities.
      (3) Monitor compliance with DOD blood program policies.
      (4) Coordinate Service component blood programs, blood product requirements, and capabilities in the JOA.
      (5) Establish/manage the blood distribution system.
      (6) Obtain, consolidate, and disseminate current and projected estimates of need for blood and blood products.
      (7) Develop/disseminate standards/procedures for the collection/presentation of blood management statistical data.
   c. Establish AJBPO leadership, general manning, and duties.
      (1) Integrate joint Service representation in the JBPO. Consider the following:

(a) Identify the nature of current and future JTF operations and primary users/operators (Service components, commands, activities, and agencies supporting JTF operations).
(b) Request sufficient staff to maintain 24-hour operations, if required.
(c) Select an appropriate balance of Service and staff representation.
(d) The requirement for several AJBPOs.

(2) Designate an Area Joint Blood Program Officer. Consider the following duties/responsibilities:
(a) Advise the JTF Surgeon and CJTF on JOA health services support systems and blood program management.
(b) Manage the JTF blood and blood product programs in the JOA.
(c) Maintain thorough knowledge and understanding of JTF OPLAN/OPORD, and component and supporting forces' concepts of operations/support or, in the case of close-hold planning, review the proposed plans and modify or recommend modification, if required.
(d) Provide input to the health services support analysis, estimates of the situation, plans, and orders.
(e) Recommend the Surgeon establish additional JBPOs to provide regional blood management, as required -- must involve the Combatant Commander's JBPO.
(f) Convene/conduct meetings/deliberations of the AJBPO.
(g) Supervise development/dissemination of plans, policies, and procedures for requesting blood and blood products.
(h) Coordinate AJBPO activities with the Combatant Commander and Service component blood program managers.
(i) Coordinate quality surveillance and inspection programs.
(j) Provide broad guidance and supervision to AJBPO members.

(3) Designate AJBPO members. Consider the following duties/responsibilities:
(a) Maintain thorough knowledge and understanding of JTF OPLANs/OPORDs, and component and supporting forces concepts of operations/support.
(b) Ensure the accuracy and clarity of blood program status reports, information, and statistical data.
(c) Prepare, coordinate, and present briefings, as required -- decision cycle, situation changes, changes in the concept of support, etc.
(d) Prepare plans/orders as required.
(e) Coordinate joint activities (relay requests for information/resources, answers to requests, status of resources/units).
(f) Advise the CJTF and staff, to include the J5/JPG, concerning the joint blood program management, and participate in planning deliberations concerning assigned areas.
(g) Additional personnel may be required to maintain 24-hour operations.

d. Identify and make available administrative and logistics support for the AJBPO.
(1) Task a JTF staff section to act as executive agent for the AJBPO and provide administrative support.

(2) Task JTF staff sections, Service components, commands, activities, and agencies to provide logistics support for the AJBPO. Consider:
(a) Administrative/maintenance/distribution/storage centers.
(b) ADP equipment, data bases.
(c) Communications equipment and message access.
(d) Transportation resources.

2. **Operate the AJBPO** (Task 145-02-SURG/Dir-JBPO).
a. Convene meetings/briefings of the AJBPO on a regular, cyclic basis and as required.
b. Forward blood program requirements that cannot be satisfied with JTF resources to the theater level joint blood program managers.
c. Develop/coordinate/disseminate joint blood program plans and policies to Service components, commands, activities, and agencies.
d. Direct distribution of blood products from blood transshipment centers established within the JOA.
e. Develop and implement handling, storage, and distribution systems in support of JTF operations.
f. Develop standardized procedures. Consider the following:
(1) Develop information displays, formats, briefing slides, and topics.
(2) Implement reports and briefing schedules.
g. Establish the delegation of authority to AJBPO(s)/members regarding board deliberations, products, and operations.
h. Ensure the adequacy of information exchange and flow:
(1) Internal to the AJBPO. Consider requirements to:
(a) Verify/confirm information.
(b) Inform/coordinate with adjacent/related boards.
(2) External to the AJBPO. Consider requirements to:
(a) Inform/request support from the supported Combatant Commander's and Service component blood program managers.
(b) Inform/coordinate with other supporting forces, agencies, organizations.
i. Recording/maintenance/storage of information.
(a) Duty logs and journals.
(b) Minutes of AJBPO meetings/briefings.
(c) Message/communication logs.
(d) Data bases.
(e) Information charts.
(f) Statistical displays.
(g) Maps/overlays.
(h) After-action notes/input.

ELEMENT: SJA/COS

TASK 146: ESTABLISH/OPERATE THE RULES OF ENGAGEMENT (ROE) PLANNING CELL

(Relates to UJTL Tasks OP 5.4, 5.5)

MTG TASK SITUATION: The Joint Planning Group (JPG) has formed and must begin the joint operation planning process.

MTG TASK PURPOSE: Organize JTF and component planners to provide ROE input into the JTF planning effort. The ROE Planning Cell efficiently uses available planning time by bringing JTF and component planners together to address urgent matters for which other staffing methods are inadequate.

REFERENCES: JP 3-0, 3-56, 5-00.2, JP 5-03.1, CJCSI 3121.01, CJCSM 3122.03A.

MTG TASK STEPS

1. **Establish ROE Planning Cell membership** (Task 146-01-J3/J5/SJA).
   a. ROE development is a continuous process that plays a critical role in every step of crisis action planning (CAP) and deliberate planning. Normally, the Director of Operations (J3) is responsible for developing ROE during CAP while the Director of Plans (J5) develops ROE for deliberate planning. During CAP, the J5 usually provides inter-agency coordination and, in conjunction with the J3, assists in developing and modifying ROE. In either case, the SJA is the principal assistant to the J3 or J5 in developing and integrating ROE into operations planning.
   b. The ROE Planning Cell should include representatives from the J2, J3, J5, and SJA. Other JTF and component planners should be added as time and circumstances warrant.
   c. Representatives also may be drawn from the Deployable Joint Task Force Augmentation Cell (DJTFAC), if available.
   d. See Joint Pub 5-00.2, "Joint Task Force Planning Guidance and Procedures," Chapter VII, Section A4d, for doctrinal guidance on the ROE Planning Cell.

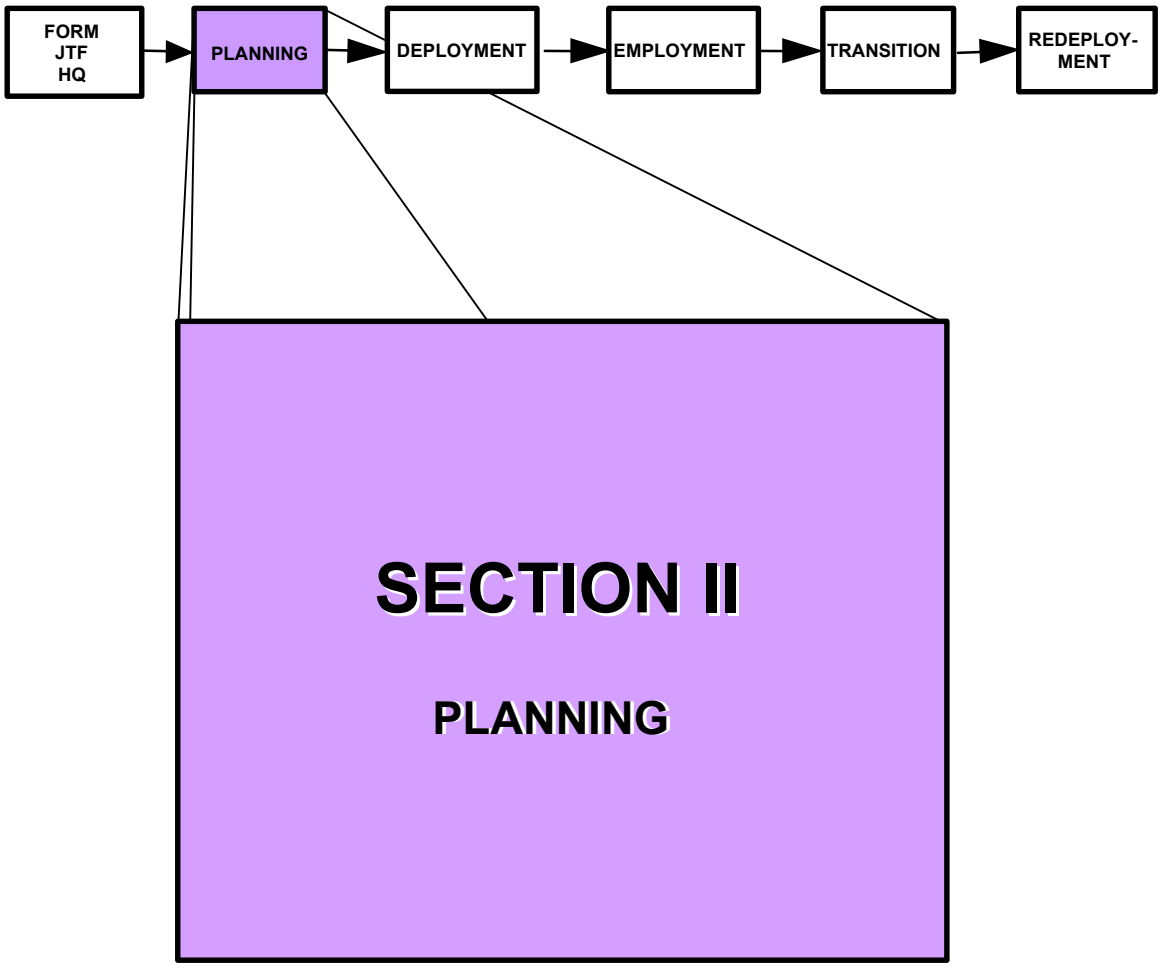
2. **Establish ROE Planning Cell responsibilities** (Task 146-02-J3/J5/SJA).
   a. Commanders at every echelon are responsible for determining which supplemental ROE measures they need to accomplish their missions. The Standing Rules of Engagement for US Forces (SROE) differentiate between the use of force in self-defense and the use of force for mission accomplishment. Commanders have the inherent authority and obligation to use all lawful means available and to take all appropriate action in self-defense of their unit and other US forces in the vicinity. Commanders obtain or grant additional authorities or restraints necessary to accomplish their missions through supplemental measures. There are two types of supplemental measures: those that authorize a certain action and those that place limits on the use of force for mission accomplishment. The President, SECDEF, or Combatant Commander must authorize some actions. In all other cases, commanders may use any lawful weapon or tactic available for mission accomplishment unless

specifically restricted by an approved supplemental measure. Any commander may issue supplemental measures that place limits on the use of force for mission accomplishment.
b. The CJTF is responsible for requesting or authorizing supplemental measures necessary to accomplish the JTF's mission.
c. The J3 during CAP or the J5 during deliberate planning is responsible for establishing the ROE Planning Cell, designating membership, and recommending appropriate supplemental measures to the CJTF. The J3 or J5 should establish the cell early in the planning process, but not later than mission analysis.
d. The senior member of the ROE Planning Cell is responsible for organizing the cell, directing the cell's planning effort, ensuring that the cell is represented in the JPG, and coordinating the cell's activities with counterparts at higher, lower, and adjacent headquarters, other US Government agencies, and allied or coalition forces as appropriate. After operations begin, the cell must continuously monitor current operations and assess the need for changes to the ROE.

3. **Establish ROE Planning Cell procedures** (Task 146-03-J3/J5/SJA).
a. Keep the number and length of meetings to a minimum, announce them as far in advance as possible, and scheduled them so as not to compete with the members' other obligations. Disseminate information by other means (e.g., electronically) whenever possible. Members should perform most of their work on their own time and come to meetings prepared to make specific recommendations.
b. Publish an agenda for each meeting, conduct roll call, and ensure all members are present.
c. The first meeting's agenda should include the following:
(1) Briefly review the planning process from mission analysis through plan/order development.
(2) Brief the JPG's planning time line and establish a supporting planning time line.
(3) Brief the JPG's latest planning guidance.
(4) Identify, review, and disseminate all planning documents that may affect ROE development. Consider the assigned mission, current situation, commander's intent, United Nations Security Council Resolutions, applicable laws, policies, treaties, and agreements, SROE, theater-specific ROE, approved supplemental measures, and allied or coalition ROE.
(5) Establish procedures to perform the following functions:
(a) Provide input to the JPG throughout the planning process.
(b) Develop supplemental measures.
(c) Review requests for supplemental measures and recommend appropriate action. Only the CJTF may disapprove subordinate commanders' ROE requests.
(d) Coordinate proposed supplemental measures with counterparts at higher, lower, and supporting headquarters, other US Government agencies, and allied or coalition forces as appropriate.

(e) Prepare the ROE appendix to the JTF plan or order according to CJCSM 3122.03A, JOPES Volume II: Planning Formats and Guidance.
(f) Prepare ROE request and authorization messages according to CJCSI 3121.01, SROE. Each message should identify the plan or order to which it pertains. Request messages should contain a justification for each supplemental measure requested, either in the amplification paragraph following the numbered measure or in the general remarks paragraph.
(g) Disseminate approved supplemental measures.
(h) Catalog all ROE request and authorization messages.
(i) Monitor dissemination, training, and interpretation of ROE.
(j) Ensure that only the most current ROE serial is in use throughout the force. Consider briefing the current ROE in every Combatant Commander and component video teleconference.
(k) Assess the need to change supplemental measures based on the assigned mission, current situation, commander's intent, and other available guidance on the use of force for mission accomplishment.
(l) Assess the effectiveness of procedures for developing, requesting, authorizing, and disseminating supplemental measures in a timely manner and make appropriate changes.
(m) Provide ROE advice and assistance to the CJTF, JTF staff, and components.

CHAPTER 3


FORM JTF HQ
PLANNING
DEPLOYMENT
EMPLOYMENT
TRANSITION
REDEPLOY-MENT
SECTION II
PLANNING

Chapter 3, Section II - Plans and Orders

3-II-1. **General** This section describes an operational planning process in which the JTF Commander and Headquarters Staff interact to analyze the situation, build a plan, provide input to the Combatant Commander, and prepare orders. The process is a guide that applies to JTF time-sensitive/crisis action planning, regardless of time available.

3-II-2. **JTF Operational Planning Process**

a. Figure 3-II-1 depicts an overview of the JTF operational planning process. This is a dynamic process that requires close cooperation and involvement between the JTF Commander and the staff to ensure that time is best used and that the most effective plan to meet the Commander's intent is developed.

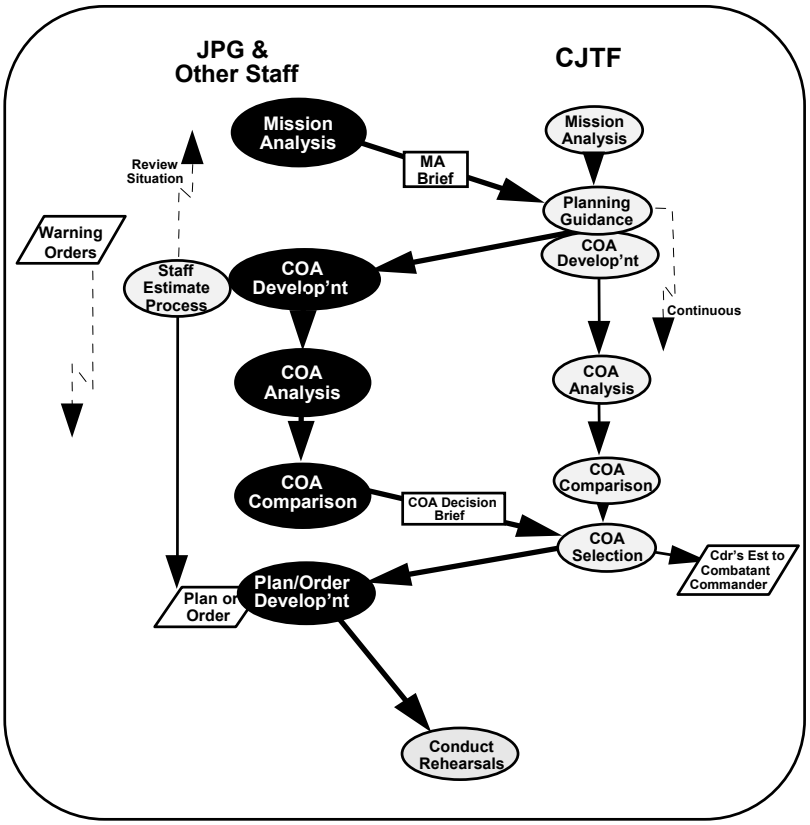


Figure 3-II-1
Planning Process

Note: Ovals represent major processes by the CJTF, JPG, and other staff members. Rectangles represent briefings or products (e.g., plan or order).

b. Figure 3-II-2 depicts this same process in greater detail, indicating the outcomes of the staff from each phase of the process, the interaction between the JTF and the COMBATANT COMMAND, and the interaction between the JTF and component

planning efforts. Note that continuous coordination and communication are critical to success.

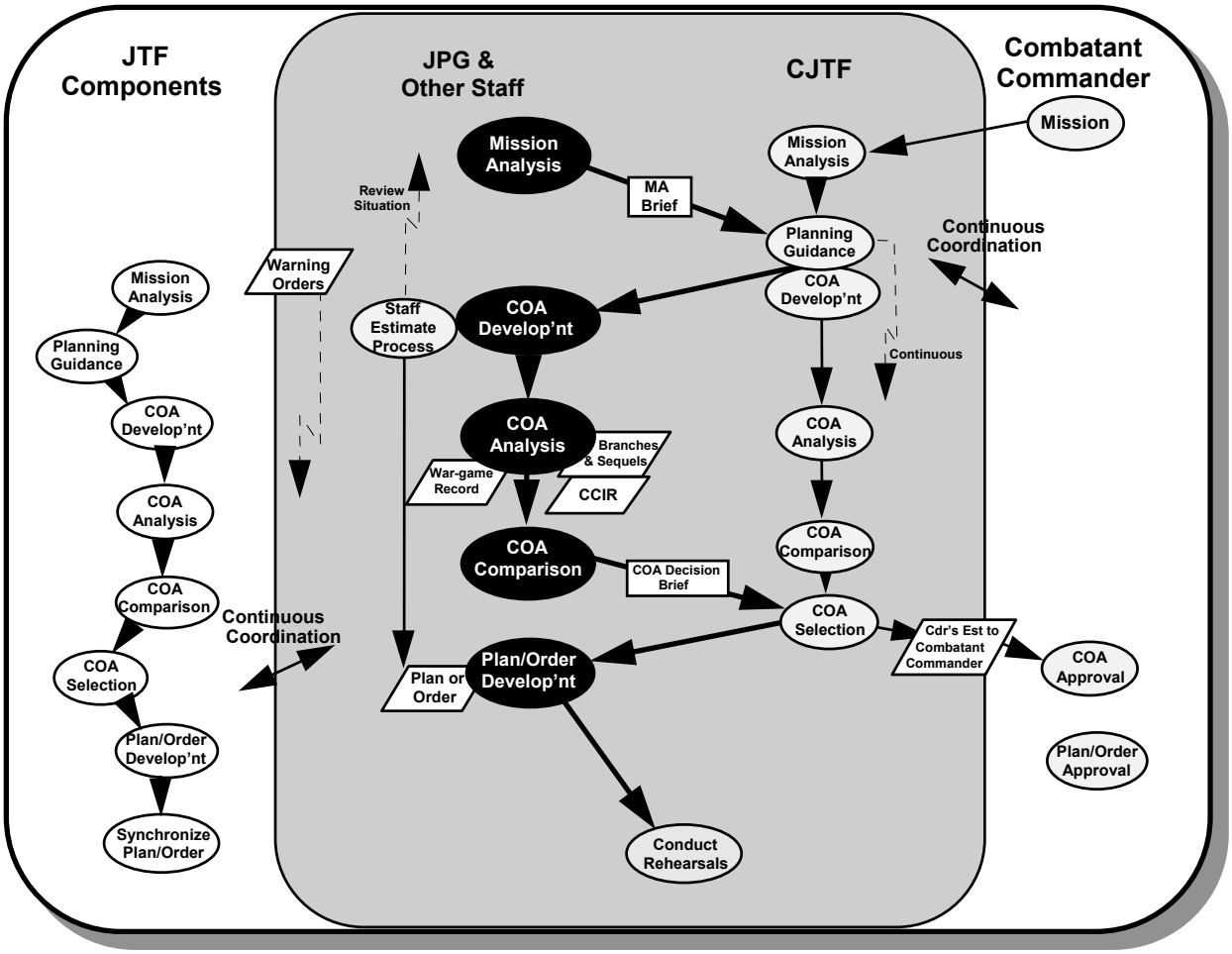


Figure 3-II-2
Planning Process (Expanded)

Note: Figure 3-II-1 is represented in the gray shadowed area.

3-II-3. **Roles in Planning**

a. CJTF. The CJTF must be involved in the planning process from the beginning, providing guidance and direction to ensure that the staff remains focused on the Combatant Commander's intent and operational vision. Frequent discussions with the Joint Planning Group (JPG)/planning element throughout the process will greatly contribute to success.

b. JTF Staff. The staff provides ongoing representation into the JPG in support of the JTF's planning effort to allow the planners the best information on which to build the

concepts for the plan. The staff sections conduct continuous analysis to support the JPG/planning element and prepare separate estimates to support the production of their individual staff annexes for the order.

c. Joint Planning Group (JPG)/Planning Element.* The planning staff acts as the driver of the planning process and is supported by the remainder of the staff. If the CJTF has directed the formation of a JPG, planning can be greatly enhanced as the JPG provides a cross staff functional environment for the development of concepts and sharing of information. The size of the JPG is critical: too small and the planning process lacks fidelity, too large and the planning process lacks efficiency. One technique is to build in an expandable JPG that consists of a "core" group of experienced planners that drive the process and prepare planning products (Fig 3-II-3). This "core" expands to the full JPG by inclusion of planners from each staff section and component LNO planners who provide the fidelity and detail to the concepts generated by the "core." In addition, these members act as a conduit to provide information back to their respective staffs and components on the current planning effort as well as requirements for additional support or information. An internal view of the JPG cell structure is represented in Figure 3-II-4. More details of this organization are presented in Task 132 (Establish/Operate the JPG) in Section I (Form the JTF Headquarters) of Chapter 3.

* The acronym "JPG" will be used throughout this section to designate either a Joint Planning Group or a "Planning Element."

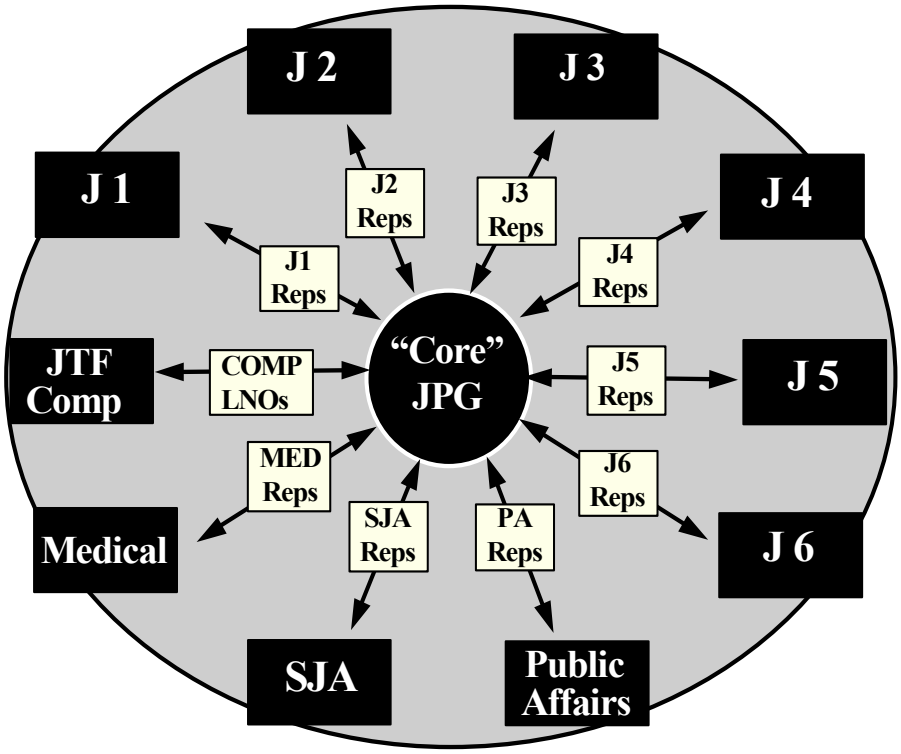


Figure 3-II-3
JPG Concept

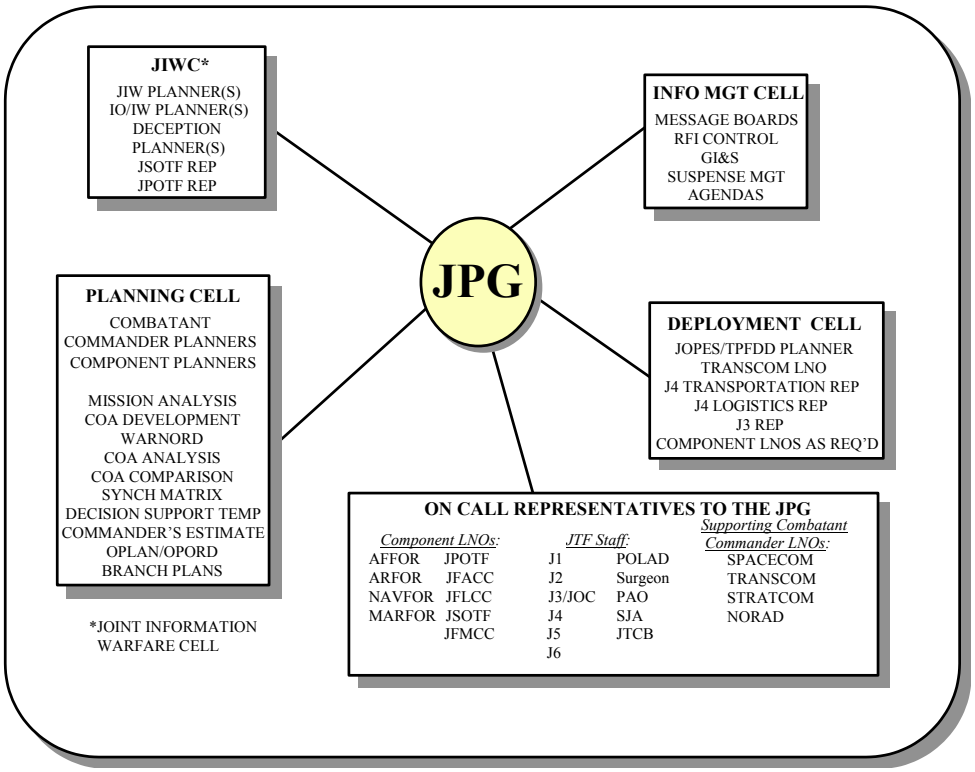


Figure 3-II-4
JPG Cell Structure

3-II-4. **The Planning Process**

a. The Master Training Guide (MTG) lays out the crisis action planning process as a measured and thorough sequence of tasks. It is possible to deviate or accelerate the sequence, but each task must be completed prior to initiating the next phase of planning (i.e. mission analysis must precede course of action development).

b. As a dynamic, interactive process, the requirement for constant coordination and communications among all participants is critical, particularly to enable parallel planning at the Combatant Command, JTF, and component levels. The JPG is the focus of this interaction with the Combatant Commander and subordinate components, and must maintain the flow of information to the rest of the staff. To accomplish this, the JPG should institute an operations (or battle) rhythm that includes periodic informal briefs to the commander, principle staff members, and LNOs on the status of the planning process. The "core" JPG should develop a planning time line that anticipates when each step of the process will be completed, with flextime built in to revisit a step if conditions change. In addition to using the MTG as a guide, the JPG should appoint someone as a quality control monitor (the Deputy of the JPG is suggested). This person oversees the entire process and advises the JPG Chief concerning the execution of the process (e.g., missing critical steps, quality of the information being provided, coordination lapses, meeting schedules).

c. There exists in planning, particularly in time-sensitive planning, a requirement for efficiency generated by the "core" JPG and the fidelity provided by the expanded, full JPG. The successful management of the JPG's planning effort is critical to the effective development of a plan that supports the CJTF's guidance and intent. Continuous interaction between the CJTF and the JPG/planning element is critical.

ELEMENT: JPG/Staff

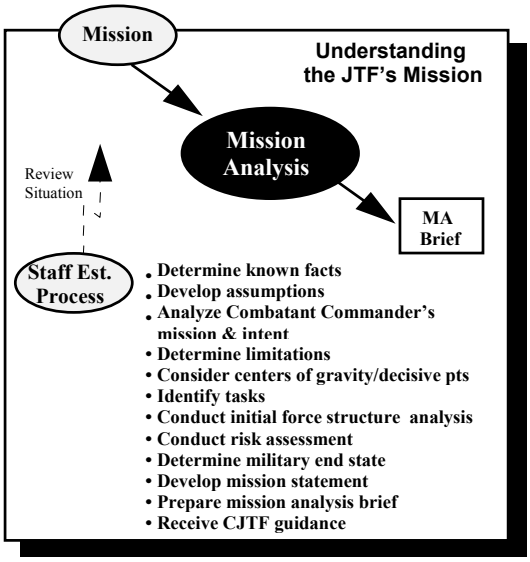
TASK 201: CONDUCT OPERATIONAL MISSION ANALYSIS

(Relates to UJTL Tasks OP 5.1, 5.2, 5.3, 5.5)

MTG TASK SITUATION: The JTF receives a planning directive (e.g., Combatant Commander's warning order, planning order). Either a Joint Planning Group (JPG) or planning element has been formed.

MTG TASK PURPOSE: The JPG/planning element conducts an operational mission analysis to understand the strategic and operational situations, Combatant Commander's intent and concept, and develop essential tasks and a clear JTF mission statement. (See Figure 202-1 at the end of the section for a graphic summary.)

REFERENCES: JP 3-0, JP 5-0, 5-00.2, CJCSM 3122.01



MTG TASK STEPS

1. **Determine known facts, current status, or conditions** (Task 201-01-JPG/Staff).
   a. J2/JISE, in coordination with other staff sections, conducts Joint Intelligence Preparation of the Battlespace (JIPB).
      (1) Define the battlespace environment.
      (2) Describe battlespace results.
      (3) Evaluate the threat.
   b. The JPG provides the following to the rest of the staff:
      (1) Combatant Commander's mission, intent, and concept of operations.
      (2) Forces available, readiness status of JTF forces.
      (3) Review lift priority and lift allocation.
      (4) Other forces available, organizations/multinational.
      (5) The political situation. Host nation (HN), friendly/foreign government.
      (6) Time analysis. Balance the desire for detailed planning against the need for speed and allocating time for component planning.
         (a) Determine the time available.
         (b) Understand the required time from when the CJTF makes a decision, issues orders, and subordinates execute the operation. Develop a time line reflecting known and assumed operational requirements (e.g., C-Day, D-Day) to focus the staff as it conducts the JTF planning process. Additionally, post a time line

Determine Facts
What does the JTF know about the current status and conditions?

Lessons Learned

While the JPG is the CJTF's multi-staff planning cell charged with synchronizing and accelerating the CAP process, the J-staff sections themselves must conduct complementary parallel planning and analysis from the outset. Staff chiefs must stay engaged with the progress of the JPG and the planning guidance given to the JPG by the CJTF, so that when staff estimates of the COAs are required, the staff sections are familiar with the planning process to date. The JPG's operational (or battle) rhythm and the synchronization meetings serve this leveling objective.

identifying the time available to complete the steps of the JTF planning process (Figure 201-1) based on Commander Estimate and OPORD delivery requirements. When branch and sequel plans are identified during the COA analysis process (MTG Task 206), planning time lines for each also need to be established. As requirements are identified and assumptions validated, these time lines require updating.

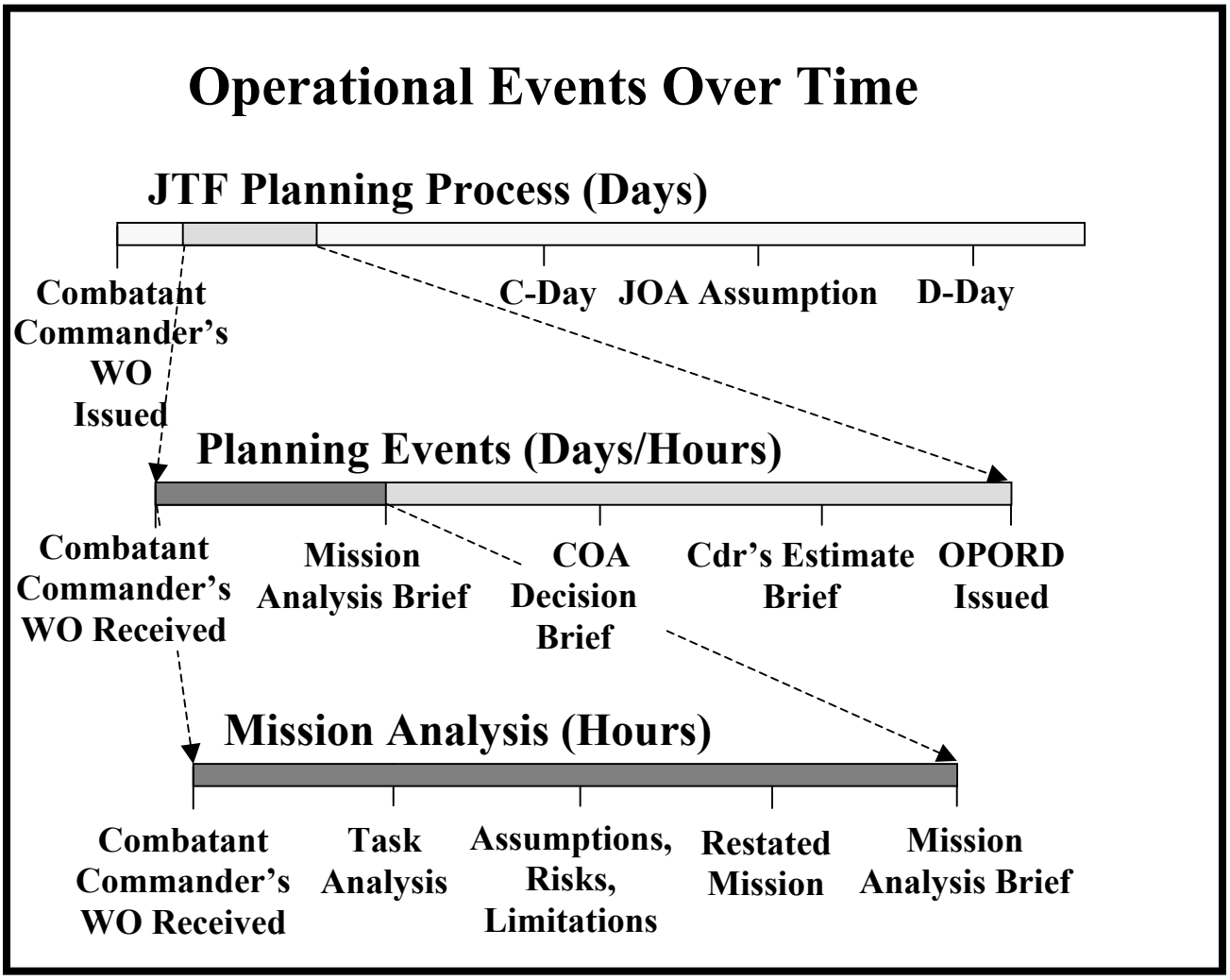


Figure 201-1
JTF Planning Process

(c) Allocate the time necessary. Consider a technique whereby each headquarters limits itself to 1/3 of the available planning time and allocates 2/3 to components. Also, use parallel planning, where headquarters at different levels can conduct some planning simultaneously.

c. JTF Staff.
(1) Contribute to the development of the JIPB (see Task 214).
(2) As staff sections determine other known facts, current status, or conditions from their situational analysis, they should provide that input to the JPG through their representatives.
(3) Monitor JPG outputs.

See Staff Estimate Processes
Tasks 205 & 213-223

2. **Develop assumptions to replace missing or unknown facts** (Task 201-02-JPG). Assumptions replace necessary but missing or unknown facts. They must be valid (logical and realistic) and necessary (essential for planning to continue). Never assume away enemy capabilities. Combatant Command and JTF assumptions must be continuously reassessed throughout the process to ensure they remain relevant and valid. A litmus test for assumptions is: if an assumption proves false, the plan could be invalid; if an issue does not have this result, it should not be an assumption.

Develop Assumptions
Replaces missing or unknown facts necessary for planning.

a. JPG. As a minimum, the JPG should consider the following:
(1) Support from other government and civilian agencies (e.g., the State Department will obtain necessary overflight rights).
(2) The availability of and support requirements for host nation or multinational forces.
(3) Projection of the end state (consistent with available guidance from CJTF).
(4) The available time.
(5) The political situation with the countries in or near the Joint Operations Area (JOA).
b. JTF staff sections determine assumptions from their own analysis and provide input to the JPG (as appropriate) through their representatives.
c. JPG disseminates facts and assumptions.

3. **Analyze the Combatant Commander's mission and intent** (Task 201-03-JPG). Read the Combatant Commander's planning directive (WARNORD/PLANORD/or ALERTORD) to:
a. Understand the Combatant Commander's mission (understand the WHY of the mission).
b. Understand the JTF's role in the Combatant Commander's intent and concept of operations.
c. Understand the Combatant Commander's plan for information operations/warfare (IO/IW).

Analyze Mission and Intent
Understanding all information in the Combatant Commander's planning directive.

d. As needed, ask for clarification from the Combatant Commander's staff.

> ***Determine Limitations***
> *- Things the JTF must do are constraints.*
> *- Things the JTF cannot do are restraints.*
> *- Others: Terrain, weather, logistics, political, etc.*

4. **Determine limitations** (Task 201-04-JPG/Staff).
   a. Restrictions placed on the JTF:
      (1) Constraints. Required actions (must do) that limit freedom of action (e.g., conduct air strikes within a specific period of time).
      (2) Restraints. Prohibited actions (must not do) (e.g., cannot pursue the enemy across an international border).
      (3) Others. Limitations due to the terrain, weather, logistics factors, etc.
   b. May be imposed by higher headquarters or imposed by conditions or circumstances.
   c. JTF Staff sections determine limitations from their own perspective and provide them to the JPG through their representatives.
   d. The JPG determines overall limitations and disseminates them.

5. **Determine enemy and own center(s) of gravity (COG)/decisive points** (Task 201-05-JPG). COGs are "those characteristics, capabilities, or locations from which a military force derives its freedom of action, physical strength, or will to fight." (JP 3-0) Analysis of COGs helps identify friendly and enemy strengths and weaknesses.

> ***Determine Centers of Gravity***
> *- Both enemy and friendly are analyzed.*
> *- Used as a tool to help determine strengths and weaknesses.*

   a. Enemy centers of gravity (JPG and J2). Key factors in development and analysis of friendly courses of action.
   b. Friendly centers of gravity (JPG). Key factors to be protected from the enemy's actions. (e.g., is US national will a friendly COG that could be "attacked or affected" by the enemy?) This factor could affect our own defensive measures -- especially at the strategic level.
   c. There may be strategic, operational, and tactical COGs. Some examples are:
      (1) Strategic. The will of a nation's people to support a war; a certain national leader, a choke point (Straits of Gibraltar), etc.
      (2) Operational. The key element of a nation's military force (Iraq's Republican Guards), capital ship (aircraft carrier), theater ballistic missiles, etc.
      (3) Tactical. Key defensive strong points, reserve forces, tactical aircraft types, etc.
   d. Decisive points are "usually geographic in nature ... and are the keys to attacking protected COGs." (JP 3-0)

6. **Identify the operational-level tasks to be performed** (Task 201-06-JPG).
   a. List specified tasks (stated in the Combatant Commander's order, usually in paragraphs 2 and 3).
   b. Develop implied tasks -- not specifically assigned, but must be accomplished to perform the mission.
   c. Determine essential tasks -- those tasks that define success.
   d. JTF staff sections determine tasks from their own situational analysis and provide them to the JPG through their representatives.
   e. The JPG determines overall tasks and disseminates.

> ***Identify Tasks***
> - *Specified - Stated in the Combatant Commander's directive.*
> - *Implied - Not stated, but necessary to do the mission.*
> - *Essential - Of the above, the ones that must be done to achieve success.*

7. **Conduct an initial JTF force structure analysis** (Task 201-07-JPG).
   a. Review forces that may have been provided by the Combatant Command for planning and their locations (if known). Determine the status of reserve forces and the time they will be available.
   b. Determine what broad force structure and capabilities are necessary to accomplish the tasks (e.g., Does the JTF need a Carrier Battle Group or forcible entry capabilities?). Note: The component LNOs and planners are critical players in this step.
   c. Identify shortfalls between the two.

> ***Initial JTF Force Structure Analysis***
> *What forces/capabilities the Combatant Commander has already provided?*
> *What forces/capabilities are needed to accomplish the essential tasks?*
> *What is the difference between the two?*

CAUTION: This is just an initial JTF force structure analysis. More specific requirements will be determined after the Courses of Action have been developed and analyzed!

8. **Conduct an initial risk assessment** (Task 201-08-JPG/Staff).
   a. May be risks associated with:
      (1) Mission (risks the Combatant Command/CJTF is willing to take for mission accomplishment, e.g., forward presence vs. risk of provocation).
      (2) Force protection issues (e.g., a high risk of significant casualties, medium risk of fratricide, low risk of terrorist activities in the JOA, threat to own centers of gravity).
      (3) Time available as provided by Combatant Command-imposed limitations.
   b. Combatant Command might state or imply acceptable risk (e.g., could be addressed in the Combatant Commander's intent, concept of operations, additional guidance).
   c. JTF staff sections determine risks from their own situational analysis and provide them to the JPG through their representatives.

> ***Conduct Risk Analysis***
> - *Mission accomplishment risks*
> - *Force protection risks*

d. The JPG determines the overall risks, considers potential methods for risk mitigation, and disseminates them.

9. **Determine the military end state (conditions that define success/termination of operations)** (Task 201-09-JPG). Understand the difference between operational end state conditions, often described as a military end state, and a broader set of strategic end state conditions, when military force is no longer the principal means to national objectives. This broader end state typically involves returning to a state of peace and stability and may include a variety of diplomatic, economic, informational, and military conditions. The term "end state" simply represents the set of conditions necessary to resolve a crisis and transition from predominant use of the military instrument of national power to other instruments (JP 3-0). This should not be confused with transition criteria that terminate a particular phase of the operation.

> ***Determine End State***
> *Set of conditions necessary to resolve a crisis.*

a. Basic principles.
   (1) End state conditions must contribute to the end of combat operations on terms favorable to the US and its multinational partners.
   (2) The basic element of the end state is gaining control over an enemy in the final stages of combat or having the desired result on the enemy's capabilities.
   (3) This control is defined by the friendly forces' ability to freely impose their will on the enemy.
   (4) A key part of that control is the ability to prevent an enemy from renewing the conflict.

b. Conditions that may be necessary to end armed conflict.
   (1) Consider conditions that apply to an enemy force throughout the battlespace, such as:
      (a) Ability to conduct offensive or defensive operations.
      (b) Ability to reconstitute forces.
      (c) Ability to use certain types of weapons (e.g., ballistic missiles).
   (2) Consider conditions that apply to a hostile nation, such as:
      (a) Ability of the infrastructure to support aggressive operations.
      (b) Ability of the industrial base to generate war-making materials.

c. Consider conditions that may be necessary to support the population of a previously hostile government, particularly during post hostilities and the redeployment phase.
   (1) The necessary preservation of infrastructure and the industrial base to support the populace after hostilities are concluded and/or the hostile government is replaced.
   (2) The necessary attitude of a surviving populace toward a victorious military force and/or sponsoring nation or multinational effort.

d. Specifically describe and record end state conditions.
   (1) Describe the conditions in terms of continuing enemy and hostile (or formerly hostile) nation's capabilities, consistent with the assigned JTF mission.
   (2) Describe the conditions in terms of continuing friendly force capabilities.

10. **Develop a mission statement** (Task 201-10-JPG).
   a. Consider essential tasks.
   b. Include a brief statement of WHO, WHAT, WHEN, WHERE, and WHY.

11. **Prepare a mission analysis brief** (Task 201-11-JPG). The JPG should prepare a mission analysis brief for the CJTF. A sample format of the briefing is provided below.

SAMPLE FORMAT

MISSION ANALYSIS BRIEFING

Briefer	Subject
COS or J5/J3	**- Purpose and agenda** **- Area of operations (Joint Operations Area)**
J2	**- Initial intelligence situation brief (could also include elements of the Joint Intelligence Preparation of the Battlespace)**
J5/J3 -	**- Combatant Commander's mission, intent and concept of operations** **- Forces currently available (US and multinational)** **- Assumptions** **- Limitations -- Must do and cannot do** **- Centers of gravity/decisive points -- Enemy and friendly** **- Tasks to be performed** **-- Specified** **-- Implied** **-- Essential** **- *Initial* JTF force structure analysis** **- Risk assessment** **- End state** **- Proposed mission statement** **- Time analysis -- Including projected planning milestones**

See next page

***MISSION ANALYSIS BRIEFING* (Cont.)**

J1* - **Facts, assumptions, conclusions**
- **Personnel actions**
- **Personnel services**
- **Other personnel related support**

J4* - **Facts, assumptions, conclusions**
- **Supply**
- **Services**
- **Health services**
- **Transportation**
- **Others**

J6* - **Facts, assumptions, conclusions**

Others* - **Others as appropriate to the mission**

***Should only be amplifications that each of these staff sections believe necessary for the CJTF to hear.**

12. **Receive the CJTF's guidance** (Task 201-12-JPG/Staff). See Task 202.

Mission analysis is the foundation of planning. Considering the time available -- do it right the first time. Thorough understanding of the fundamental issues of mission analysis will make it unnecessary to repeat this step .

Lessons Learned

Up front, brief all involved in planning about the "process" and end products of crisis action planning and specifically, mission analysis. In many cases, this will be the first time they will have been exposed to this methodology.

Make sure that the entire staff and components are involved in mission analysis through their representatives to the JPG. However, do not get so many people involved that too much time is taken up with "another good idea."

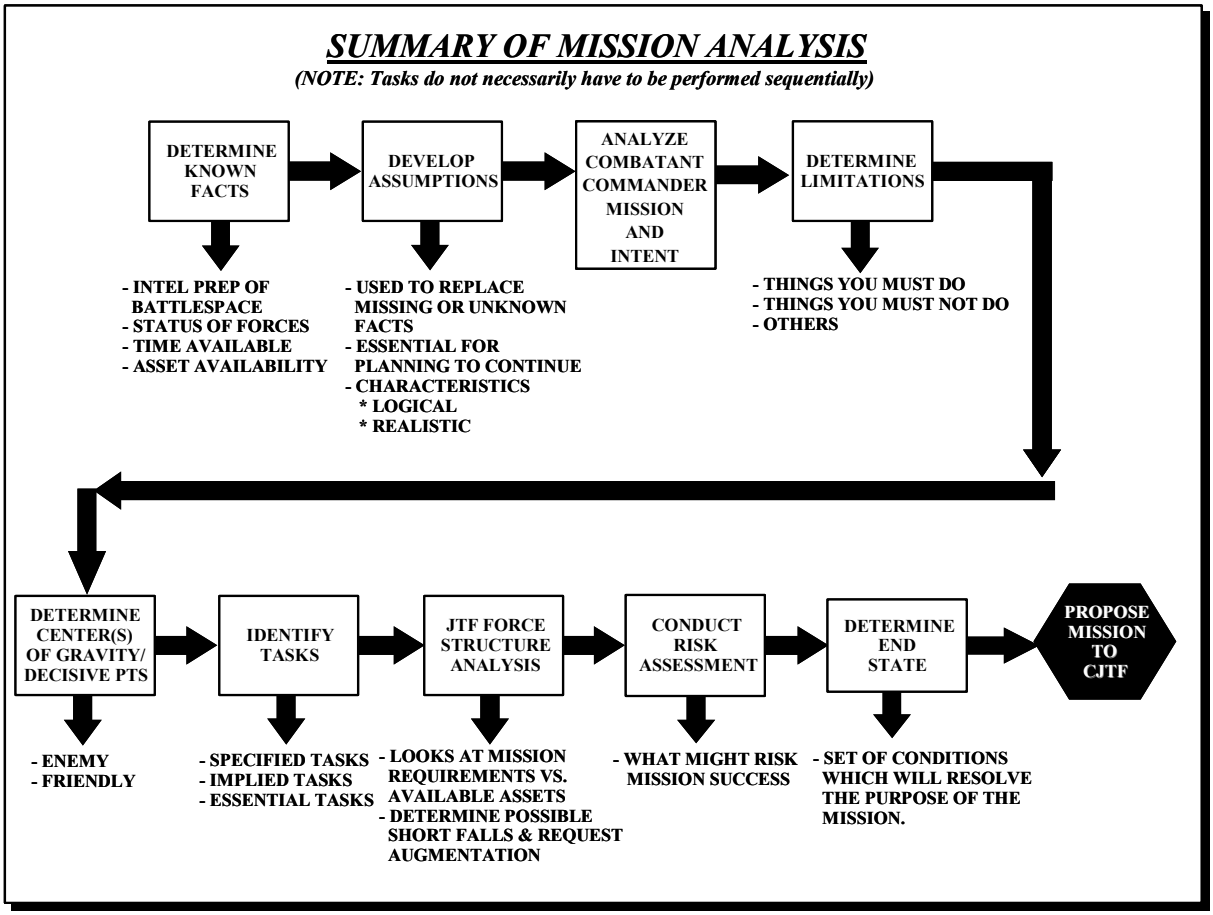


Figure 201-2
Mission Analysis

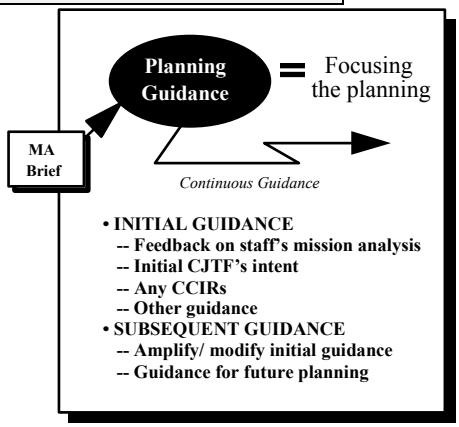
ELEMENT: CJTF/J3/J5

TASK 202: ISSUE PLANNING GUIDANCE

(Relates to UJTL Tasks OP 5.1, 5.3, 5.5)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). CJTF and staff have conducted an operational mission analysis and developed a JTF mission statement and an operational end state.

MTG TASK PURPOSE: The commander's planning guidance focuses staff planning efforts. It provides enough guidance or preliminary decisions to enable the staff to plan the campaign or major operations to accomplish the JTF mission(s) consistent with the Combatant Commander's and CJTF's intents. The degree of specificity depends on time available, the staff's level of proficiency, and the inherent flexibility provided by the next higher commander.



REFERENCES: JP 5-0, 5-00.2, CJCSM 3122.03A

NOTE: CJTF's planning guidance is provided throughout the planning process. Initial guidance should be as detailed as the CJTF is able to provide without causing delays.

MTG TASK STEPS

1. **Provide initial guidance** (Task 202-01-CJTF). The following is a recommended menu of planning guidance topics that the CJTF may provide to assist the JPG/components in crisis action planning.
   a. CJTF may provide comments (approval, additions, deletions, etc.) concerning the staff's mission analysis briefing (in comparison to the CJTF's mission analysis) in reference to facts, assumptions, limitations, centers of gravity/decisive points, tasks, initial force structure, risk assessments, end state, proposed mission statement, and time analysis/milestones.
   b. Provide initial guidance concerning the following:
      (1) Priority of the planning effort. Describe/specify range of friendly concepts (or COAs) to be developed (or not developed) in response to enemy COAs/other conditions.
      (2) Sequencing guidance (simultaneous/ sequential/combination) of the operation.
      (3) Command and control relationship guidance.
         (a) JTF's task organization. Service/functional/multinational component structure.
         (b) JTF's command relationships and authorities. OPCON/TACON/Support by phase or major operation.
         (c) Relationships to/with US Government (USG) departments, organizations, agencies, and multinational forces (as appropriate).

(4) Describe any concepts of force deployment (e.g., gradual vs. rapid deployments or early vs. late "presence", sequence of forces, force closure, combat power versus sustainment).
(5) Battlespace geometry guidance (JOA, areas of operations (AOA), etc.).
(6) JOA and other battlespace architecture guidance.
(7) IO/IW guidance. Deception, OPSEC, EW, PSYOP and physical destruction.
(8) Initial commander's intent. This is a statement of CJTF's view of the desired results of JTF operations. It can consist of the following:
(a) The operation's purpose.
(b) Defines the desired end state.
(c) In broad terms, how the end state will be achieved. Consider acceptable levels of risk for mission accomplishment and force protection.

Initial Guidance
- Provides feedback to the staff's mission analysis briefing.
- Provides initial CJTF intent statement,
-- Purpose.
-- Method.
-- End State.
- Provides any CCIRs.
- Provides any other guidance that will help focus and guide the staff's planning efforts.

(9) Commander's Critical Information Requirements (CCIR). Priority items for CJTF immediate knowledge or decision-making. Begin during planning to get critical information to make decisions concerning planning. Updated as necessary throughout planning and execution.

2. **Provide subsequent guidance** (Task 202-02-CJTF). As planning progresses, the JPG will need frequent planning guidance (both during the initial OPLAN/OPORD development and for development of branches and sequels). This guidance will give the staff and components the same focus as initial guidance and keep the planning process moving. Examples of subsequent guidance include the following:

a. Guidance to further amplify initial guidance.
(1) Final/revised mission statement approval.
(2) Final/revised commander's intent.
(3) More detailed concept of operations.
(a) Designation of the main effort.
(b) Designation of a priority of fires/targeting guidance.
(c) Designation of priorities of protection (e.g., "defended assets list" for joint theater and air missile defense purposes).
(d) Tasks for the components.
(e) Designation of TPFDD priorities of lift assets. Reallocation of lift assets to components.
(f) Size, location, or use of the JTF reserve.

Subsequent Guidance
- Amplifies and clarifies initial guidance.
- Provides guidance for planning later phases of the operation (branches & sequels).
- Keeps the planning process moving.

(g) Continued guidance on IO/IW. Deception, OPSEC, EW, PSYOP, physical destruction, etc.
(h) Rules of engagement guidance.
(i) Other guidance as appropriate.

b. Guidance for the priority of force capabilities (e.g., what and when are force capabilities needed).
c. Guidance for the planning of branches (options or contingencies based on the original plan) and sequels (subsequent operations based on the outcomes of current operations)
d. Guidance on the type of backbriefs and/or rehearsals to be conducted (see Tasks 211 and 212).
e. Guidance on the termination of operations. Conditions that describe the end state.

3. **Communicate guidance through warning orders, commanders' meetings, etc**. (Task 202-03-CJTF).

Lessons Learned

Staff planners need frequent (face to face) guidance from the Commander, even after the initial OPORD is published. Daily planning updates are recommended.

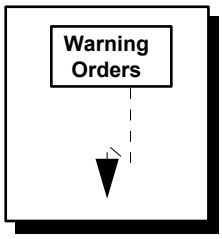
Nothing provides focus to the planning effort better than Commander's guidance. This is especially true for crisis action planning.

Commander's intent gives the JTF direction in the absence of specific orders. The best Commander's intents are written by the Commander.

ELEMENT: J3/JPG

TASK 203: ISSUE WARNING ORDERS

(Relates to UJTL Tasks OP 5.4)



MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). CJTF and staff have:

a. Conducted a mission analysis.
b. CJTF has provided initial planning guidance.

MTG TASK PURPOSE: There are three definitions of warning orders in JP 1-02. The MTG use of the term is as "a preliminary notice of an order or action which is to follow," not a Chairman of the Joint Chiefs directive (even though a CJCS warning order may initiate the Combatant Commander's/JTF's planning efforts). The intent is to allow the JTF maximum flexibility in using "warning orders" in the planning process.

REFERENCES: JP 3-0, JP 5-0, CJCSM 3122.01

MTG TASK STEPS

Warning Orders

An initial warning order is issued as soon as mission information is available.

- Typically NLT after mission analysis/CJTF's guidance so a clear JTF mission statement can generate parallel planning efforts by components.
- Available information is provided; a warning order should not be withheld for lack of complete information.
- The format varies to fit the situation, but generally follows the General Text (GENTEXT) format for CJCS Warning Order in CJCSM 3122.01, Annex C.

Subsequent warning orders are issued as often as there is a substantive increase in information that would provide additional focus to component planning efforts. See the figure below for typical times for WARNORD issuance and their purposes.

1. **Issue the Initial Warning Order** (Task 203-01-J3/JPG). In accordance with JP 5-03.1, the following may be included:
   a. Purpose. A statement that the message is a warning order.
   b. Situation.
      (1) The political situation and possible enemy forces.
      (2) A brief description of the joint operations area (JOA).
      (3) The anticipated attitude and actions of friendly nations in the JOA.
      (4) Type, level, and source of major combat forces available for planning.
      (5) Assumptions necessary for planning.
   c. Mission. A concise statement of the JTF mission.
   d. Execution.
      (1) Courses of action. If known, describe the tentative or proposed courses of action. May describe options under consideration.

(2) May include specific preparatory and/or planning tasks to components.
(3) May include specific preparatory or planning guidance for:
(a) Information Operations/Warfare (IO/IW).
(b) Intelligence guidance.
(c) Counterintelligence guidance.
(d) Targeting guidance and priorities.
(e) Special operations guidance.
(f) Other guidance as considered appropriate.
(4) Coordinating instructions.
(a) Tentative timing factors (C-Day, L-Hour; D-Day, H-Hour; etc.) from the Combatant Commander's planning guidance.
(b) Anticipated length of operation.
(c) Defense Readiness Condition (DEFCON) and deployability posture.
(d) Known operational constraints.
(e) Rules of Engagement (ROE).
(f) Authorization for direct liaison between commanders.

e. Administration and Logistics.
(1) Transportation.
(a) Airlift movement priority.
(b) Allocation of strategic lift resources available for planning.
(c) Load planning factors.
(d) Other strategic movement planning guidance as appropriate.
(2) JOPES instructions.
(a) Plan Identification Number (PID).
(b) GCCS Newsgroups.
(c) Designate TPFDD LOI with appropriate attachments.
(3) Force activity designators (FADs) assigned.
(4) Known logistics constraints.
(5) Personnel deployment criteria.
(6) Code names of the operation.
(7) Reporting instructions. Instructions and formats of reports.
(8) Classification and declassification guidance.
(9) Public affairs guidance.
(10) Combat camera guidance.
(11) Theater lift available for the operation.

f. Command and Signal.
(1) Communications guidance.
(2) Command relationships.
(3) GCCS guidance.

Lesson Learned

Warning orders are particularly important as a record of communications in view of the increasing use of VTCs for decisions

Do not delay publishing a warning order just to fill in all the information contained in the JOPES format. Get as much information out as soon as possible. Use subsequent warning orders to "fill in the blanks."

2. **Issue Subsequent Warning Orders** (Task 203-02-J3/JPG). Subsequent warning orders should be sent out as often as necessary. Again, the above JOPES format should be followed, but it is not necessary to use all the information paragraphs. Any topic germane to planning may be included in the WARNORD. See Figure 203-1 for typical times and purpose for issuance of WARNORDs.

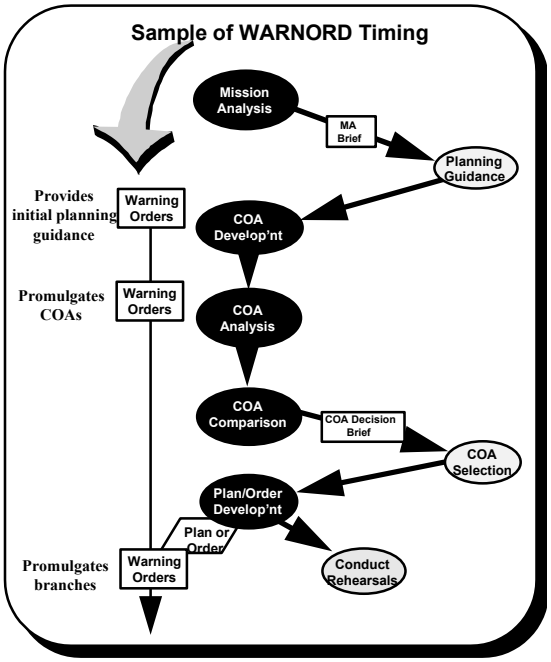


Figure 203-1
WARNORD Timing

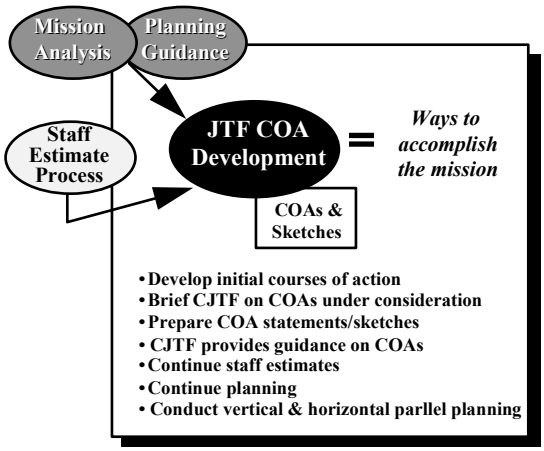
ELEMENT: JPG

TASK 204: DEVELOP COURSES OF ACTION (COAs)

(Relates to UJTL Task OP 5.3, 5.5, 5.7)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided initial planning guidance.
c. Issued an initial warning order.



MTG TASK PURPOSE: Each COA is a broad statement of a possible way the JTF can accomplish its mission. COAs should answer these six questions:

a. WHO (type of forces) will execute the tasks?
b. WHAT type of action or tasks are contemplated?
c. WHEN will the tasks begin?
d. WHERE will the tasks occur?
e. WHY (for what purpose) will each force conduct its part of the operation? (Relate to the end state.)
f. HOW will the CJTF employ the available forces? Note: COAs should not be so detailed as to usurp the prerogatives of component commanders.

The COA sketch contains the general arrangement of forces, the anticipated movement or maneuver of those forces, a brief description of the concept of operation, and major tasks to components. The courses of action should have descriptive titles. Distinguishing factors of the COA may suggest titles that are descriptive and intuitive.

REFERENCES: JP 5-0, JP 5-00.2, CJCSM 3122.01

MTG TASK STEPS

1. **Develop initial courses of action** (Task 204-01-JPG).
   a. Review information contained in the mission analysis and CJTF's guidance.
   b. Determine the COA development technique. A critical first decision in COA development is whether to conduct simultaneous or sequential development of the COAs. Each approach has distinct advantages and disadvantages. The advantage of simultaneous development of COAs is potential time savings. Separate groups are simultaneously working on different COAs. The disadvantage of this approach is that the synergy of the JPG may be disrupted by breaking up the team, the approach is manpower intensive and requires component and directorate representation in each COA group, and there is an increased likelihood that the COAs will not be distinctive. While there is potential time to be saved, experience has demonstrated that it is not an automatic result. The simultaneous COA development approach can work, but its inherent disadvantages must be addressed and some risk accepted up front.

> ***Initial COAs***
> *Ways the JTF can accomplish the tasks associated with the mission.*

c. Planning cells with land, maritime, air, space and special operations planners (and others as necessary) should initially develop ways to accomplish the essential tasks. They should then consider ways to accomplish the other tasks. A technique is for these planners to "think two levels down" from the JTF level (e.g., how could the MARFOR's major subordinate commands accomplish the assigned tasks).
d. Planners should then integrate and synchronize these ideas (which will essentially be Service perspectives) by using the joint architecture of maneuver, firepower, protection, support, and command and control (see the Universal Joint Task List). See the questions below:

(1) Land Operations. What are ways land forces can integrate/synchronize maneuver, firepower, protection, support and command and control with other JTF forces to accomplish their assigned tasks? Compare friendly against enemy forces to see if there are sufficient land forces to accomplish the tasks (see Task 215A).
(2) Air Operations. What are ways air forces can integrate/synchronize maneuver, firepower, protection, support, and command and control with other JTF forces to accomplish their assigned tasks? Compare friendly against enemy forces to see if there are sufficient air forces to accomplish the tasks (see Task 215B).
(3) Maritime. What are ways maritime forces can integrate/synchronize maneuver, firepower, protection, support, and command and control with other JTF forces to accomplish their assigned tasks? Compare friendly against enemy forces to see if there are sufficient maritime forces to accomplish the tasks (see Task 215C).
(4) Special Operations. What are ways special operations forces can integrate/synchronize maneuver, firepower, protection, support, and command and control with other JTF forces to accomplish their assigned tasks? Compare friendly against enemy forces to see if there are sufficient special operations forces to accomplish the tasks (see Task 215D).
(5) Space Operations. What are the major ways that space operations can support maneuver, firepower, protection, support and establishment of command and control? (See Task 215E).

JTF planners should maintain their operational-level focus when developing COAs. The normal tendency is to revert to tactical-level planning from the perspective of the planner's parent Service. This should be avoided since tactical-level planning is the components' responsibilities. Component planners/LNOs should help develop tasks that each component will be expected to accomplish.

e. The COAs should focus on where center(s) of gravity (COGs) and decisive points (or vulnerabilities, e.g., "keys to attacking protected centers of gravity") may occur.
f. Identify phases of the operation. Phasing of broad COA statements is not required during this step, but should be accomplished eventually. For combat operations, JP 3-0 delineates typical phases as listed below. (Note: These phases may be modified as appropriate.)

(1) Pre-hostilities phase.
(2) Lodgment phase.

(3) Decisive combat and stability phase.
(4) Follow-through phase.
(5) Post-hostilities and redeployment phase.

g. Identify the sequencing (simultaneous/sequential/or combination) of the operation for each COA. This is not required for each COA, but may be included.

h. Identify main and supporting efforts, by phase, the purposes of these efforts, and key supporting/supported relationships within phases.

i. Identify component level mission/tasks (who, what and where) that will accomplish the stated purposes of main and supporting efforts. Think of component tasks from the perspective of movement and maneuver, firepower, protection, support and C2. Display them with graphic control measures as much as possible.

j. Develop the IO/IW support items. Since the results of deception operations may influence the positioning of units, planners should conceive major elements of the story before developing any COAs.

k. Develop initial COA sketches and statements. Answer the questions:

(1) WHO (type of forces) will execute the tasks?
(3) WHERE will the tasks occur? (start adding graphic control measures, e.g., areas of operation, amphibious objective areas)
(4) WHEN will the tasks begin?
(5) Some HOW (but do not usurp the components' prerogatives). The JTF should provide "operational direction," so the components can accomplish "tactical actions."
(6) WHY (for what purpose) will each force conduct its part of the operation?

Lesson Learned

The JPG should not spend a lot of time developing computer-generated graphics at this point. It is too early and much will change as the JPG further develops the COAs. Use "butcher paper" or similar materials, keeping in mind, however, that presentation graphics will be needed for formal presentation of the COAs.

l. Test the validity of each COA.

(1) Tests for suitability.
(a) Does it accomplish the mission?
(b) Does it meet the Combatant Commander's and CJTF's intent?
(c) Does it accomplish all the essential tasks?
(d) Does it allow the JTF to meet the conditions for the end state?
(e) Does it take into consideration the enemy and friendly centers of gravity?

(2) Preliminary test for feasibility.
(a) Does the JTF have the force structure and lift assets (means) to carry it out? The COA is feasible if it can be carried out with the forces, support, and technology available, within the constraints of the physical environment and against expected enemy opposition.

(b) Although this process occurs during COA analysis (see Task 206) and the test at this time is preliminary, it may be possible to declare a COA infeasible (for example, resources are obviously insufficient). However, it may be possible to fill shortfalls by requesting support from the Combatant Commander or other means.

(3) Preliminary test for acceptability.

(a) Does it contain unacceptable risks? (Is it worth the possible cost?) A COA is considered acceptable if the estimated results justify the risks. The basis of this test consists of an estimation of friendly losses in forces, time, position, and opportunity.

(b) Does it take into account the limitations placed on the JTF (must do, cannot do, other physical limitations)?

(c) Acceptability is considered from the perspective of the CJTF and the Combatant Command by reviewing the JTF's contribution to the strategic objectives.

(d) COAs are reconciled with external constraints, particularly ROE.

(e) Requires visualization of execution of the COA against each enemy capability. Although this process occurs during COA analysis (see Task 206) and the test at this time is preliminary, it may be possible to declare a COA unacceptable if it violates the CJTF's definition of acceptable risk.

(4) Test for variety. Is it fundamentally different from other COAs? They can be different when considering:

(a) The focus or direction of main effort.

(b) The scheme of maneuver (land, air, maritime, and special operation).

(c) Sequential vs. simultaneous maneuvers.

(d) The primary mechanism for mission accomplishment.

(e) Task organization.

(f) The use of reserves.

(5) Test for completeness. Does it answer the all of the questions WHO, WHAT, WHERE, WHEN, HOW and WHY?

m. Determine command relationships and organizational options.

(1) Command relationships.

(a) Operational control (OPCON).

(b) Tactical control (TACON).

(c) Support (general, mutual, direct and close). See the lesson learned on the next page.

COA Validity Tests

Suitable *- Accomplishes mission*
- Complies with CJTF's intent
- Accomplishes essential tasks
- Meets the end state
- Considers COGs/decisive points

Feasible *- Force structure to do it*
- Other resources available
- Within the physical environment's constraints

Acceptable *- Worth the risks*
- Within the limitations

Variety - *Distinct from the other COAs*

Complete *- Answers WHO, WHAT, WHERE, WHEN, WHY, and HOW*

(d) Others (administrative control, coordinating authority, or direct liaison).

(2) Organizational options.

(a) Service components.

(b) Functional components (JFACC, JFLCC, etc.).

(c) Subordinate JTFs.

(d) A combination of the above. Examples are the OPCON relationship of the Army's Tiger Brigade to the CG II MEF for Operation DESERT STORM, and the OPCON of Army CH-47s and non-US cargo helicopters to COMAFFOR and the OPCON of Air Force, Marine, and multinational logistic units to COMARFOR for Operation PROVIDE COMFORT.

Lesson Learned

Command relationships need to be clearly stated -- especially for the "support" categories. JP 3-0 states that for "support" the establishing authority must:

- *Indicate the purpose in terms of desired results and scope.*
- *Forces & resources allocated to the supporting effort.*
- *Time, place, level, & duration of the supporting effort.*
- *Priority of the support relative to other missions of the supporting force.*
- *Authority of the supported force (if any) to modify the supporting effort in event of an emergency.*
- *Degree of authority granted to the supported commander over the supporting effort.*

n. Refine the initial battlespace architecture (e.g., control measures).

o. The Deployment Cell should:

(1) Review the tentative force structure and determine additional lift requirements.

(2) Inform the JPG of the results of the transportation feasibility estimate.

(3) Identify PODs and the percentage of PODS available for the operation.

(4) Work with the components to identify capabilities required for the operation and have the components input the requirements into the PIDS in JOPES.

2. **Prepare the COA concept of operations statement (or tasks), sketch, and task organization** (Task 204-02-JPG). (For examples, see Figure 204-1.)

a. COA concept of operations statements (or tasks) answer WHO, WHAT, WHERE, WHEN, HOW, and WHY.

b. Finalize COA sketches.

c. Finalize the task organization.

3. **Brief CJTF/staff on COAs under consideration** (Task 204-03-JPG). The following is a suggested sequence:

RECOMMENDED BRIEFING SEQUENCE

Briefer	**Subject**
J2	
- Update JIPB	
- Enemy COAs - As a minimum - most likely and most dangerous	
JPG	
- Updated facts and assumptions	
- Review Combatant Commander's and JTF's mission statements	
- Review Combatant Commander's and CJTF's intent statements	
- COA statements (tasks) and sketches. Also include:	
-- Command and control recommendations	
-- Summary of each COA:	
--- COA statement/phases/sketches	
-- Rationale for each COA	
-- Risks associated with each COA	
-- Summarize/emphasize distinctions among COAs	
- Recommended COA(s) for wargaming (by priority)	
Others	
- Recommendations or comments as appropriate	

4. **CJTF provides guidance on COAs** (Task 204-04-CJTF).
   a. Review and approve COAs for further analysis.
   b. Direct revisions to COAs, combinations of COAs, or development of additional COA(s).
   c. Directs priority for which enemy COA will be used during wargaming of friendly COA(s).

5. **Continue the staff estimate process** (Task 204-05-JPG/Staff). The staff must continue to conduct their staff estimates of supportability for each COA.

6. **Conduct vertical and horizontal parallel planning** (Task 204-06-Staff).
   a. Discuss the planning status of staff counterparts with both Combatant Commander's and JTF components' staffs.

Lesson Learned

During COA development, staff sections must develop their staff estimates concurrently so that they are prepared for COA analysis (wargaming).

b. Coordinate planning with staff counterparts from other functional areas.
c. Permit adjustments in planning as additional details are learned from higher and adjacent echelons, and permit lower echelons to begin planning efforts and generate questions (e.g., Requests for Information/Intelligence).

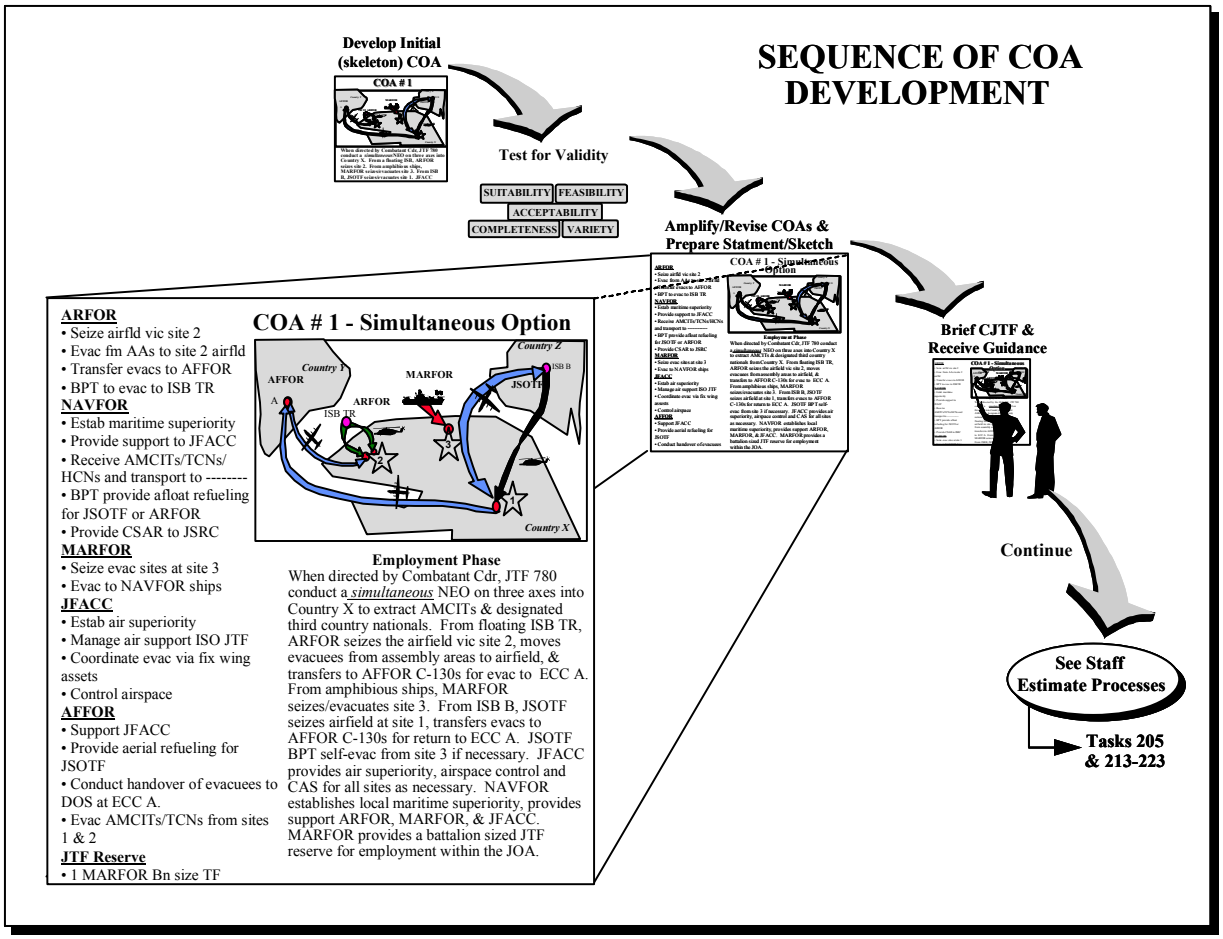
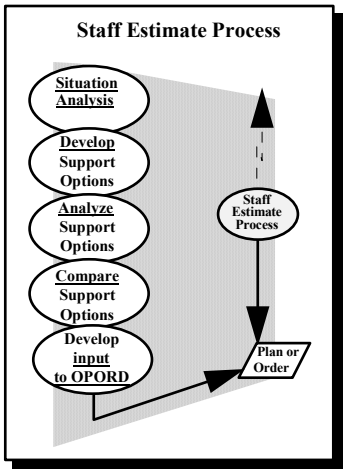


Figure 204-1
COA Development

ELEMENT: STAFF/JPG

TASK 205: DEVELOP STAFF ESTIMATES

(Relates to UJTL Tasks OP 5.1, 5.3, 5.5, 5.7)



MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided initial planning guidance.
c. Issued an initial warning order.
d. Developed courses of action (COAs).

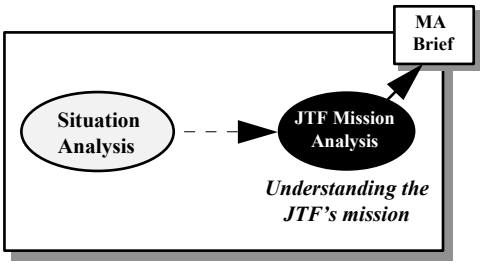
MTG TASK PURPOSE: Staff estimates are assessments of COAs by the various JTF staff elements. They serve as the foundation for comparing COAs and for developing annexes to the plan/order. The staff estimate process starts as soon as the JTF receives a mission and is essentially continuous, since the JTF will always be planning. This process depends on continuous liaison between the JPG and the staff sections throughout the planning process.

REFERENCES: JP 3-0, JP 5-0, JP 5-00.2, CJCSM 3122.01

NOTE: The following is a representation of the basic steps the staff uses during the "staff estimate process." This process produces "staff estimates," which are the staff's means of input to the overall JTF planning process. Staff estimates also provide the information needed to produce the annexes of OPLANs/OPORDs.

See Tasks 213-223 for adaptations of the below process for each staff functional area.

MTG TASK STEPS



1. **Situation analysis** (Task 205-01-Staff). Each staff functional area conducts an analysis to understand the current situation. As appropriate, this information is provided to the JPG, through each functional area's representative. Below is a generic situation analysis that supports the overall JTF mission analysis.

   a. Determine known facts, current status, or conditions of staff area forces (e.g., J4 reviews logistics forces) provided in the Combatant Commander's planning guidance document (Warning Order, Planning Order, or Alert Order).
   b. Describe the situation from the staff functional area perspective.
   c. Identify functional staff area requirements.
   d. Develop assumptions to replace missing or unknown facts.
   e. Ascertain Combatant Commander functional area concept of operations.
   f. Determine force limitations.
      (1) Constraints. Things forces must do.
      (2) Restraints. Things forces cannot do.

(3) Other limitations.

g. From the Combatant Commander's guidance, identify tasks that can be accomplished.

(1) Determine specified tasks for forces.

(2) Determine implied tasks for forces.

(3) From (1) and (2) above, determine essential tasks.

h. Conduct an initial functional area force structure analysis. Compare what was provided in the Combatant Commander's planning guidance to what is needed to perform the above developed tasks (only a first cut).

i. Conduct an initial functional area risk assessment.

j. Assist in developing the functional area mission statement (to be included in the appropriate annex of the OPLAN/OPORD).

k. Identify special considerations not covered elsewhere that may affect the functional area concept of support.

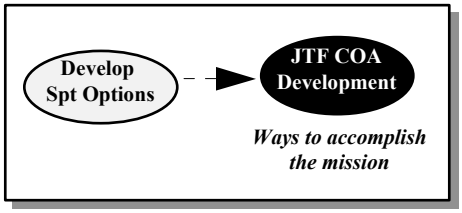
l. Assist in developing the mission analysis briefing for the CJTF (see Task 201).

2. **Receive CJTF planning guidance** (Task 205-02-Staff).

a. CJTF should provide guidance at this point (see Task 202). Commander's guidance should indicate his general intention, which will allow focused planning to continue.

b. Ensure pertinent information from the planning guidance is passed to component planners.

3. **Develop support options for JTF COAs** (Task 205-03-Staff). Develop options for support of the JTF's overall courses of action.

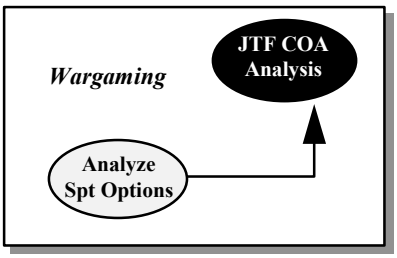


a. Overall concept of operations. Describe the overall concepts of support to meet mission requirements

b. Tasks for components to accomplish. Refine the task list developed earlier in the mission analysis.

c. Coordination requirements. Describe the coordination requirements (especially laterally among components).

4. **Analyze options for support of JTF COAs** (Task 205-04-Staff).



a. Gather tools for COA analysis.

b. Review available functional area forces.

c. Review assumptions.

d. Contribute to developing known critical events and decision points, specified and implied tasks, and decisions that must be made to ensure timely execution and synchronization of resources.

e. Participate in the wargame.

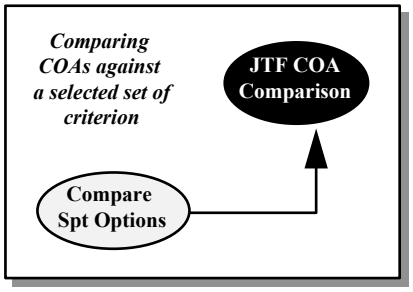
(1) Integrate (synchronize) joint functional areas to best accomplish objectives, within the context of the COA under consideration.

(2) Provide perspective on functional area requirements related to friendly

operations.
(3) Identify functional area force deployment requirements for the COA under consideration.
(4) Develop refinements to concepts of support for JTF COAs.
(5) Integrate support requirements for operational branches, sequels, or additional critical events.
(6) Estimate the duration of functional area operations.
(7)Develop input/information for synchronization matrix and decision support template(s).

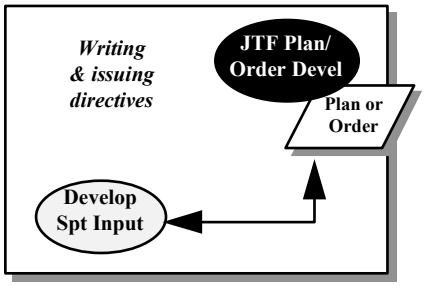
f. Repeat for all combinations of enemy, and friendly COAs.
g. Determine if functional area requirements can be met.
h. Identify strengths and weaknesses of each support option.
i. Submit COAs to USTRANSCOM for a deployment estimate.

5. **Compare options for support of JTF COAs** (Task 205-05-Staff).
a. Contribute to determining the functional criteria to be used for comparing COAs.
b. Ensure recommendations for support have been coordinated with all JTF components.
c. Provide estimates and deployment requirements (receive deployment estimates from USTRANSCOM depicting the force closure profile).
d. Provide a recommendation to CJTF.



6. **Receive CJTF's decision on COAs** (Task 205-06-Staff). The CJTF may select or modify the recommended JTF COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input into the JTF plan/order** (Task 205-07-Staff). After the COA is selected, the OPLAN/OPORD is developed. Most of the information needed for functional area annexes should have already been developed through the staff estimate process.



ELEMENT: JPG/STAFF

TASK 206: ANALYZE COURSES OF ACTION (WARGAMING)

(Relates to UJTL Task OP 5.3)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided initial planning guidance.
c. Issued an initial warning order.
d. Developed courses of action (COAs).
e. Developed staff estimates.

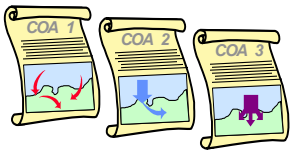
MTG TASK PURPOSE: The analysis of courses of action identifies strengths and weaknesses and further identifies many of the elements of execution planning for each COA.

REFERENCES: JP 3-0, JP 5-0, JP 5-00.2, CJCSM 3122.01

MTG TASK STEPS

1. **Prepare for COA analysis (wargaming)** (Task 206-01-JPG).
   a. Gather tools, materials, and data.
      (1) Display information from the mission analysis briefing (as modified by CJTF guidance) (see Tasks 201 and 202). Major items include:
         (a) Combatant Commander and JTF mission statements.
         (b) Combatant Commander and CJTF intents.
         (c) Current list of facts/assumptions.
         (d) Current list of limitations. Constraints and restraints.
         (e) Current risk assessments.
         (f) Assessment of time available for the COA analysis.

      (2) Appropriate representations of the operational area (maps/overlays, digital displays, representations of airspace, sea surface/subsurface areas, littoral areas, etc.).
      (3) Arrange the area for wargaming.
      (4) Review the force closure estimate/Joint Flow and Analysis System for Transportation (JFAST) run (see Task 210) for completeness and determine if it matches the COAs.



   b. List friendly forces and review friendly COAs. The COAs and sketches just developed (see Task 205) are sufficient.
   c. List enemy forces and prepare enemy COAs. The J2 "Red Cell," which portrays enemy reactions in the wargame, provides the enemy order of battle, and at least the:
      (1) Most likely enemy COA.
      (2) Most dangerous enemy COA.

d. JPG/staff sections should continue to prepare their staff estimates (see Tasks 213-223).

e. List any known critical events (or phase or time line) and decision points.

(1) Critical events are essential tasks, or a series of critical tasks, conducted over a period of time that requires detailed analysis (e.g., the series of component tasks to be performed on D-Day). This may be expanded to review component tasks over a phase(s) of an operation (e.g., lodgment phase) or over a period of time (C-Day through D-Day).

(2) Decision points identify (in time and space) decisions that the CJTF must make to ensure timely execution and synchronization of resources. An example, during Operation DESERT STORM, was the point at which the commander decided to initiate the major ground operations phase. It depended on the degree to which air operations had degraded enemy forces and reflected significantly on the degree of acceptable risk for the ground operations phase. Additional decision points may become apparent during COA analysis.

CAUTION: Do not confuse decision points with decisive points (which are keys to attacking enemy COGs).

f. Determine wargaming participants and their roles. Some major roles are:

(1) Commander/Deputy Commander. Provides guidance and decisions as appropriate.

(2) Wargame facilitator. The person who is most familiar with the wargaming process.

(3) Enemy (or Red Cell Team). J2 personnel's participation in the action/reactions/counteractions cycle. The Red Cell must reflect the full spectrum of enemy capabilities in air, land, sea, special operations, etc.

(4) Recorder. Records the results of the wargame using one of the methods described in paragraph "1h" below.

(5) Other staff sections as determined by the JPG.

(6) Liaison officers.

g. Select the wargame method or technique.

(1) The method depends on time and other resources available, staff expertise, and degree of desired resolution. Depending on the JPG's organization, wargaming may simultaneously be a manual and computer-assisted process, the results of which can be informally compared.

(2) Consider:

(a) Manual wargaming. Use a methodology that permits analysis of JTF actions in time and space from a perspective of operational phases, critical events, or time lines. While various sources describe techniques for tactical-level wargaming, the following frameworks lend themselves to wargaming at the operational level.

1 Deliberate time line analysis. Consider JTF

actions day by day or in other discrete blocks of time. This is the most thorough method when time permits detailed analysis.

2 Operational phasing. Use operational phasing as a framework for COA analysis. Identify significant actions and requirements by functional area and/or JTF component.

3 Critical events. Focus on specific critical events that encompass the essence of the COA. If time is particularly limited, focus only on the principal defeat mechanism. It is important to identify a measure of effectiveness that attempts to quantify the achievement of that defeat mechanism. This measure of effectiveness should enable a consistent comparison of each COA against each enemy COA for each specific critical event. If necessary, different measures of effectiveness should be developed for assessing different types of critical events (e.g., destruction, blockade, air control, neutralization, ensure defense). As with the focus on operational phasing, the critical events discussion identifies significant actions and requirements by functional area and/or by JTF component.

(b) Computer assisted. Use of computer assistance currently requires time for set up and database builds, but preparation time will decrease as the technology improves. The simulation models selected should be based on operational objectives analysis, mature scenario and threat parameters development, and the simulations' capabilities to replicate activity anticipated in the operation. Request assistance from the Combatant Commander for advice on appropriate models and necessary resources.

h. Select a method to record and display the wargame results.

(1) Recording wargame results provides data from which to build/modify task organizations, synchronize activity through coordination, and prepare plans and orders. It provides the staff with a record of strengths and weaknesses for comparison of COAs.

(2) The following are possible techniques, used individually or in combination:

(a) The narrative technique describes in sentence form the visualization of the operation(s) in sequence. It provides extensive detail and clarity. It provides a large volume of information and is the more time-consuming technique.

(b) The sketch note technique uses brief notes concerning critical locations or tasks. The notes may refer to specific locations on a map or may relate to general considerations covering broad areas. Notes may be made on a map, on a separate wargame worksheet, or on synchronization matrices. If recorded separately from the map, sequence numbers may relate them to map locations.

(c) Wargame worksheets can be constructed to identify all pertinent data for a given critical event. An example follows in Figure 206-1 (other data than that in the example can be developed):

	CRITICAL EVENT/PHASE/TIME:								
Sequence Number	Action	Reaction	Counter-action	Assets	Time	Decision Point	PIR	Procedural & Positive Controls	Remarks

Figure 206-1
Sample Wargame Worksheet

(d) A synchronization matrix allows the staff to record the results of wargaming and to synchronize the COA over a number of different parameters. It depicts the time of the event and the enemy action against which the friendly COA is being wargamed. The staff can develop remaining entries around joint functional areas or actions of component forces. The example in Figure 206-2 combines these two frameworks. Figures 206-3 and 206-4 are completed examples.

Friendly COA # _____ Short Name

Enemy COA - (Most Likely / Most Dangerous)

Time / Phase / Critical Event _____

COA

Overall Situation:

	Areas	*Action*	*Reaction*	*Counteraction*
COMPONENTS	ARFOR / Land Component			
	MARFOR / Land Component			
	NAVFOR / Maritime Component			
	AFFOR			
	JFACC			
	JSOTF			
	Others (e.g. USCG & Interagency)			
JOINT FUNCTIONAL AREAS	Movement & Maneuver			
	Intelligence			
	Firepower			
	Support			
	Command & Control			
	Protection			
OTHERS	Decision Pts			
	CCIR			
	Branches			
	Risks			
	Issues			

Figure 206-2
Sample Synchronization Matrix

(e) These synchronization matrices might be combined into one that, for example, reflects the contributions that each component would provide, within each joint functional area, over time. The staff can adapt the synchronization matrix to fit the needs of the analysis. It should incorporate other operations, functions, and units that it wants to highlight.

2. **Conduct analysis (wargame) and assess the results** (Task 206-02-JPG).
   a. General.
      (1) Wargaming is a deliberate effort to describe JTF actions in time and space from a perspective of operational phases, critical events, or time lines. The CJTF and staff visualize the flow of an operation, given friendly strengths and dispositions, enemy capabilities and probable COA, and an identified area of operations. A critical decision in COA analysis is whether to conduct simultaneous or sequential wargame of the COAs. Each approach has distinct advantages and disadvantages. The advantage of simultaneous wargaming of COAs is potential time savings. Separate groups are simultaneously working on different COAs. The disadvantage of this approach is that the synergy of the JPG may be disrupted by breaking up the team, the approach is manpower intensive and requires component and directorate representation in each COA group, and there is an increased likelihood that the COAs will not be distinctive. While there is potential time to be saved, experience has demonstrated that it is not an automatic result. The simultaneous COA wargame approach can work, but its inherent disadvantages must be addressed and some risk accepted up front.
      (2) Generally, staffs assess JTF performance by projecting actions two echelons down.
      (3) During wargaming, the staff attempts to capture an operation's dynamics through a series of action/reaction/counteraction sequences. During that process, the staff attempts to capture key elements that, collectively, define the synchronization of the operation.
   b. A recommended sequence of events for the wargame:
      (1) Conduct roll call and explain roles. Ensure all participants/roles are present and all understand the roles of each player.
      (2) Explain the purpose. Explain the purpose, overall process, and expected results of the wargame.
      (3) Explain the rules. Explain how the participants should conduct themselves. For example:
         (a) Remain objective. Do not become defensive or emotional. Talk in terms of facts, assumptions, and recommendations.
         (b) Continually assess the validity (suitability/feasibility/acceptability) of each COA.
         (c) Avoid drawing premature conclusions.
         (d) Avoid comparing one COA with another during wargaming. Wait until the comparison phase (see Task 207).
         (e) Pay attention and avoid getting bogged down in tactical details. The tactical level of war is the components' responsibility.
      (4) Introduce tools. See paragraph 1a.
      (5) Introduce technique. See paragraph 1g.
      (6) Conduct the wargame.

(a) Begin by reviewing the phases or event to be wargamed and the beginning/ending criteria for each of the phases/events.
(b) The staff conducts these drills until forces complete the critical event/phase/time period or time is exhausted. It notes strengths and weaknesses of the COA as it is wargamed against the enemy's COAs.
(c) A successful technique is to use the action/reaction/counteraction methodology.

1 Situation The Red Cell representative presents the current disposition of enemy forces in relation to the most dangerous or most likely enemy COA.

2 The wargame facilitator gives a quick overview of the friendly COA under consideration.

3 Action should start with the friendly side. The wargame leader identifies the initial friendly action. The staff then can identify the full range of friendly force operations, across all joint functional areas and/or by all components that comprise the initial action.

4 Reaction. The Red Cell identifies the same scope of the enemy reaction.

5 Counteraction. The JPG then determines the counteraction in all areas. The counteraction can begin the sequence again as a new action, or a separate new action can begin the sequence.

6 Risk assessments and ways to mitigate those risks are considered throughout the wargame.

7 Branches (and/or sequels) are also identified for later consideration. A person should be assigned to develop these branches of the main plan.

8 CCIRs can also be identified for recommendation to the CJTF during this process.

(d) The wargame should also result in refinements and modifications to the overall JTF COAs.
(e) The six joint operational areas can serve as a way to organize and crosscheck the joint environments of land, air, maritime, space and special operations (See Figure 206-5). The synchronization matrix is ideal for recording and assessing these results. (Note: Refer to CJCSM 3500.04A, "Universal Joint Task List" for more details on the organization of areas listed below.)

1 Refinement/modification of movement and maneuver.

a Movement requirements. Conduct TPFDD refinement based on analysis of each COA. Identify additional requirements and/or flow modifications. Submit deployment estimate(s) to

Lessons Learned

Wargaming
- Be sure that the "Red Cell" and staff representatives have adequate time to prepare for the wargame.
- Keep discussions elevated to the operational level of war.
- A balance must be struck between stifling creativity and making progress in the process.
- Maintaining control is the key to successful wargaming.

USTRANSCOM for each COA TPFDD, time permitting. Create a deployment time line that depicts the deployment.

b Maneuver coordination (especially deep operations synchronization and the coincidence of maneuver with fires).

c Mobility and countermobility requirements.

d Controlling significant areas (land, maritime, air, and host nation populations).

e Other movement and maneuver requirements.

2 Refinement/modification of intelligence, surveillance, and reconnaissance.

a Priority intelligence requirements (PIR).

b Collection plan requirements.

c Other intelligence/surveillance/ reconnaissance requirements.

3 Refinement/modification of firepower.

a High-payoff targets (lethal and nonlethal).

b For combat operations, the projected degree of enemy defeat and/or destruction.

c Combat assessment requirements.

d Firepower synchronization requirements.

4 Refinement/modification of support.

a Requirements for logistics support (especially sustainment base requirements).

b Required support from outside the JTF (Combatant Commander support, host nation, etc.).

c Logistics synchronization requirements.

5 Refinement/modification of command and control.

a Identification/refinement of component tasks.

b JTF organization (task organization).

c Command relationships (OPCON, TACON, and support relationships).

d Synchronization requirements.

e Branches and sequels.

f Commander's Critical Information Requirements (CCIRs).

g Requirements for ROE modifications.

h Information Operations/Warfare requirements.

i Multinational requirements.

j Support from non-DOD agencies.

k Public affairs requirements.

6 Refinement/modification of protection (forces, systems and facilities) concept of operations.

a Air and missile defense requirements.

b Noncombatant operations requirements.

Results of Wargaming

- Results of wargaming will affect the six joint functional areas of:

-- Movement & maneuver

-- Intelligence

-- Firepower

-- Support

-- Command and control

-- Protection

- Synch matrices and decision support matrices are means to record these results.

c NBC protection requirements.
d Joint personnel recovery requirements.
e Appropriate Combat Identification criteria.
f Combating terrorism.
g Rear area security requirements.
h Risk assessment.
(1) Identify risks and major events. Information should be developed and recorded during the wargame.
(2) Based on the CJTF's acceptable level of risk (see CJTF's planning guidance), examine events by location, conditions, and potential magnitude of risk and prepare risk decision recommendations on the acceptability of risk or necessity of risk mitigation.
(3) Identify ways and means of risk mitigation. Consider such actions as:
(a) Increased mass, surprise, or application of other principles of war.
(b) Extended time of preparatory actions, such as interdiction.
(c) Increased integration of joint fire support.
(d) Application of PSYOP and/or CA.
(e) Different force structure.
i Protection (forces, systems and facilities) synchronization requirements.

Friendly COA # 1 Short Name **Simultaneous NEO**

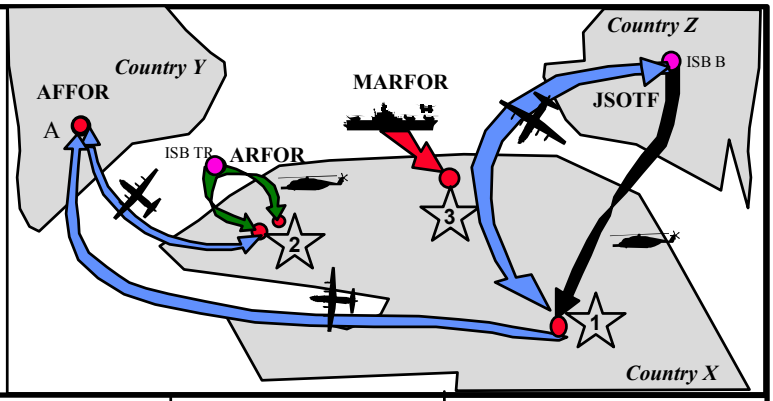
Enemy COA - (Most Likely / Most Dangerous)

Time / Phase / Critical Event **Evacuations**

Situation:

The host country government cannot guarantee the safety of Americans & third country nationals (TCN). The environment for a NEO is "uncertain." Rebel factions are becoming more violent.

Start: JTF 780 positioned for NEO
End: Successful NEO and forces return to safe havens



	Areas	Action	Enemy Reaction	Counteraction
COMPONENTS	ARFOR / Land Component	- Preparing to secure evac. site at # 3 - Located with NAVFOR (afloat)	Rebel forces declare all AMCITs "enemies of the revolution" & US military presence as evidence of plans to invade their country. Several TCNs killed in grenade atk near Site 2.	- Launches & secures evac. site # 2 - Evac AMCITs/TCN onto C-130 for evac
	MARFOR / Land Component	- Preparing to secure evac. site at # 3 - Located with NAVFOR (afloat)		- Launches & secures evac. site # 3 - Evac AMCITs/TCN onto NAVFOR ships
	NAVFOR / Maritime Component	- Spting MARFOR - Spting JFACC - Spting ARFOR (ISB TR)		- Spting MARFOR - Spting JFACC - Spting ARFOR (ISB TR)
	AFFOR	- Spting JFACC - Preparing evac. control center at site A		- Spting JFACC - Operates evac. control center at site A
	JFACC	- Preparing to gain air superiority - Preparing to provide CAS - Coord airspace		- Gains/maintains air superiority - Provides CAS - Coordinates airspace
	JSOTF	- Preparing to secure evac. site at # 1 - Located at ISB B		- Launches & secures evac. site # 1 - Evac AMCITs/TCN to ISB B
	Others (e.g., USCG & Interagency)	DOS - Preparing to implement emergency evacuation plan President/SECDEF - Prepares EXORD		DOS -Implements emergency evac plan President/SECDEF - Releases EXORD
JOINT FUNCTIONAL AREAS	Movement & Maneuver	- JTF must be in position NLT _____ - JTF must be prepared to execute EXORD +4 hr		- NAVFOR & JFACC insures freedom of sea & air movements
	Intelligence	- NAIs - Sites 1,2 & 3 - PIR - Threat against AMCITs; rebels troop mov; rebels attacks; etc		- Collects info at NAIs - Collects & processes PIR
	Firepower	- Targeting efforts continue		- AC-130 spt ARFOR/MARFOR/JSOTF (OPCON to JSOTF, TACON others)
	Support	- HN spt being provided from Countries Y & Z		- HN spt being provided from Cty Y & Z
	Command & Control	- IO/IW -PSYOP spt to each ARFOR, MARFOR & JSOTF - JTF HQ located on USS MTW		- NAVFOR provides direct spt to MARFOR & ARFOR - ROE changes
	Protection	- Weapons status ____ - Deception theme _____		- Weapons status ____ - Deception theme ____
OTHERS	Decision Pts	- Recommendation for evacuation EXORD		- When to declare "end state" and mission accomplishment
	CCIR	- Taking of any AMCIT as a hostage - Violence directed at AMCITs or TCN		- #'s of AMCITs & TCNs evacuated - Any interference with the evacuation
	Branches	- Site # 1 is unusable - Site # 3 is unusable - Site # 2 is unusable - Hostages are taken		- Implement branch plans
	Risks	- Military presence will provoke rebels		- Significant casualties - Unable to locate all AMCITs
	Issues	- Army helicopter on carriers - Approval for use of evac site/ISB in Cty Y & Z		- Policy for evacuation of unidentified personnel requesting help

Figure 206-3
Critical Event Sync Matrix

Friendly COA # 1 Short Name Simultaneous NEO

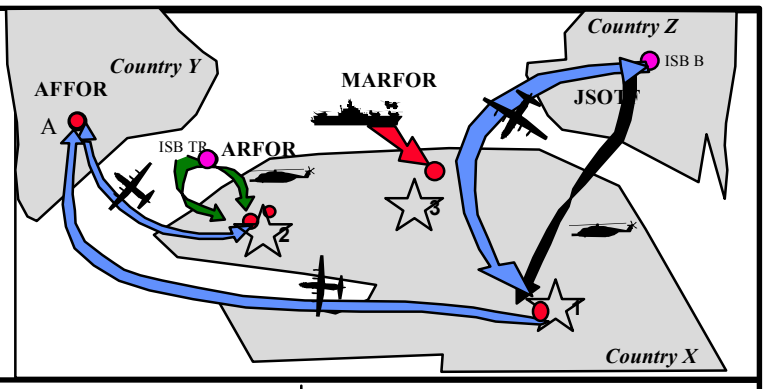
Enemy COA - (Most Likely / Most Dangerous)

Time / Phase / Critical Event ___ Evacuations_

Situation:

The host country government cannot guarantee the safety of Americans & third country nationals (TCN). The environment for a NEO is "uncertain." Rebel factions are becoming more violent.

Start: JTF 780 positioned for NEO
End: Successful NEO and forces return to safe havens



	Areas	Day D-2	D-Day
COMPONENTS	ARFOR/Land Component	- Preparing to secure evac. site at # 3 - Located with NAVFOR (afloat)	- Launches & secures evac. site # 2 - Evac AMCITs/TCN onto C-130 for evac
	MARFOR/Land Component	- Preparing to secure evac. site at # 3 - Located with NAVFOR (afloat)	- Launches & secures evac. site # 3 - Evac AMCITs/TCN onto NAVFOR ships
	NAVFOR/Maritime Component	- Spting MARFOR - Spting JFACC - Spting ARFOR (ISB TR)	- Spting MARFOR - Spting JFACC - Spting ARFOR (ISB TR)
	AFFOR	- Spting JFACC - Preparing evac. control center at site A	- Spting JFACC - Operates evac. control center at site A
	JFACC	- Preparing to gain air superiority - Preparing to provide CAS - Coordinates airspace	- Gains/maintains air superiority - Provides CAS - Coordinates airspace
	JSOTF	- Preparing to secure evac. site at # 1 - Located at ISB B	- Launches & secures evac. site # 1 - Evac AMCITs/TCN to ISB B
	Others (e.g., USCG & Interagency)	DOS - Preparing to implement emergency evacuation plan Pres/SECDEF - Prepares EXORD	DOS - Implements emergency evac plan Pres/SECDEF- Releases EXORD
JOINT FUNCTIONAL AREAS	Movement & Maneuver	- JTF must be in position NLT _____ - JTF must be prepared to execute EXORD +4 hr	- NAVFOR & JFACC insures freedom of sea & air movements
	Intelligence	- NAIs - Sites 1,2 & 3 - PIR - Threat against AMCITs; rebels troop mov; rebels attacks; etc.	- Collects info at NAIs - Collects & processes PIR
	Firepower	- Targeting efforts continue	- AC-130 spt ARFOR/MARFOR/JSOTF (OPCON to JSOTF, TACON others)
	Support	- HN spt being provided from Countries Y & Z	- HN spt being provided from Cty Y & Z
	Command & Control	- IO/IW - PSYOP spt to each ARFOR, MARFOR & JSOTF - JTF HQ located on USS MTW	- NAVFOR provides direct spt to MARFOR & ARFOR - Continue IW/C2W spt - ROE changes
	Protection	- Weapons status ____ - Deception theme _____	- Weapons status ____ - Deception theme ____
OTHERS	Decision Pts	- Recommendation for evacuation EXORD	- When to declare "end state" and mission accomplishment
	CCIR	- Taking of any AMCIT as a hostage - Violence directed at AMCITs or TCNs	- #'s of AMCITs & TCNs evacuated - Any interference with the evacuation
	Branches	- Site # 1 is unusable - Site # 3 is unusable - Site # 2 is unusable - Hostages are taken	- Implement branch plans
	Risks	- Military presence will provoke rebels	- Significant casualties - Unable to locate all AMCITs
	Issues	- Army helicopter on carriers - Approval for use of evac site/ISB in Cty Y & Z	- Policy for evacuation of unidentified personnel requesting help

Figure 206-4
Time Line Sync Matrix

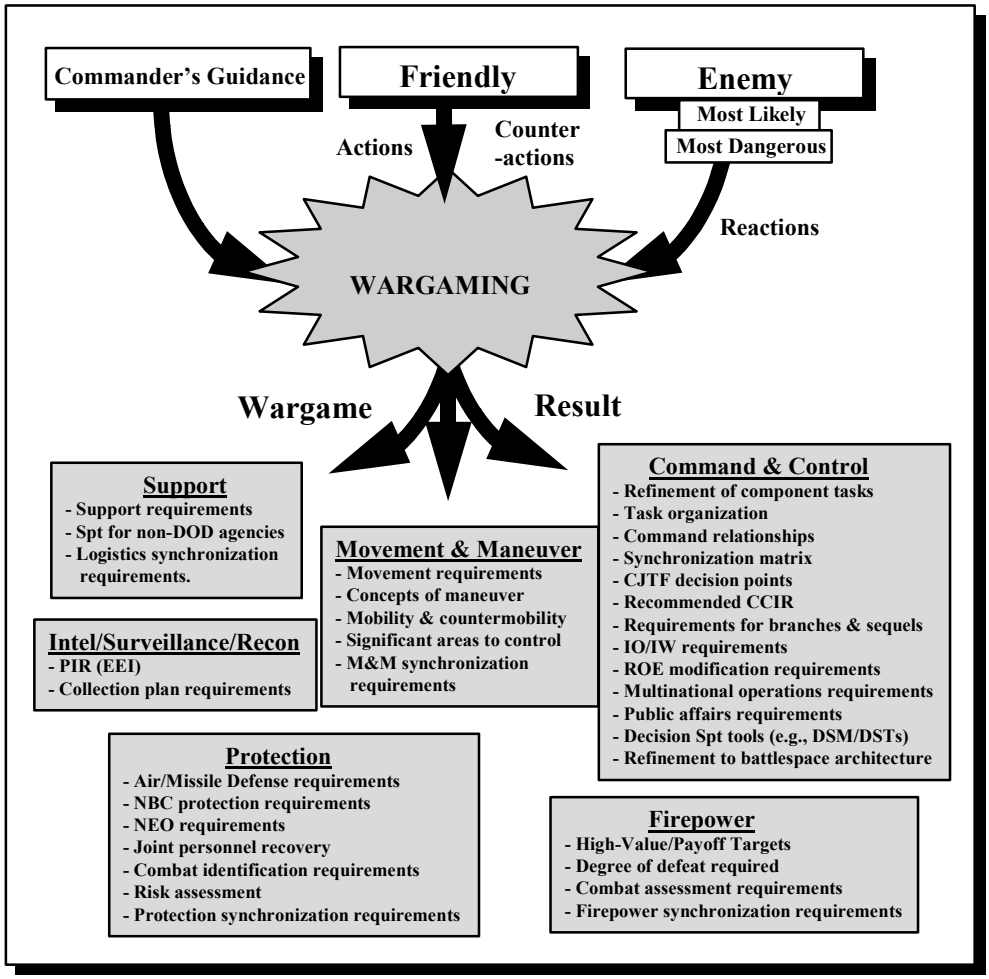
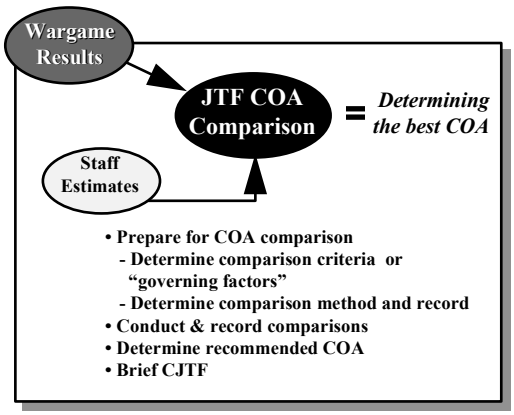


Figure 206-5
COA Analysis Summary

ELEMENT: JPG

TASK 207: COMPARE COURSES OF ACTION (COAs)

(Relates to UJTL Task 5.3)



MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided initial planning guidance.
c. Issued an initial warning order.
d. Developed courses of action (COAs).
e. Developed staff estimates.
f. Analyzed COAs (wargaming).
g. Updated staff estimates.

MTG TASK PURPOSE: Comparison of friendly COAs reveals which COA has the highest probability of success. The end products of this task are a briefing to the CJTF on a COA recommendation and a decision by the CJTF.

REFERENCES: JP 3-0, JP 5-0, JP 5-00.2, CJCSM 3122.01, CJCSM 3122.03A

MTG TASK STEPS

1. **Prepare for course of action comparison** (Task 207-01-JPG).
   a. Determine/define comparison criteria (e.g., "governing factors"). Criteria are based on the particular circumstances and should be relative to the situation. There is no standard list of criteria, although the JPG Chief may prescribe several core criteria that all staff directors will use. Individual staff sections based on their estimate process selects the remainder of the criteria. The following menu provides a good starting point for developing a COA comparison criteria list.
      (1) Some possible sources for determining criteria are:
         (a) Combatant Commander's intent statement.
         (b) CJTF's intent statement.
         (c) CJTF's subsequent guidance.
         (d) Implicit significant factors relating to the operation (e.g., need for speed, security).
         (e) Each staff member may identify factors relating to that staff function.
         (f) Other factors such as:
            1 Principles of war. COAs should provide for:
               a Mass.
                (1) Masses friendly strengths against enemy weaknesses.
                (2) Synchronizes fires, maneuver, protections and support.
                (3) Creates combat asymmetries.
                (4) Concentrates results (not necessarily forces).
               b Objective.

Lesson Learned

A good place to find comparison criteria is in the CJTF's intent statement. Nevertheless, frequent communication with the CJTF is important to obtain subsequent planning guidance that may also include good criteria.

(1) Directly, quickly, and economically contributes to the purpose of the operation.
(2) Clearly defined, decisive, and attainable.

c Offensive.
(1) Seizes, retains, exploits the initiative.
(2) Attacks enemy center(s) of gravity.
(3) Maintains freedom of action.
(4) Deters aggression.
(5) Robust and versatile reserves.

d Simplicity.
(1) Easily integrated with adjacent operations.
(2) Does not require extensive preconditions prior to execution.
(3) Simplified combat identification procedures.

e Economy of force.
(1) Minimizes forces assigned to secondary efforts.
(2) Minimizes force support and sustainment.

f Maneuver.
(1) Gains positional advantage over the enemy.
(2) Positional advantage usually provides positions to deliver, or threaten to deliver, direct or indirect fires.
(3) Keeps the enemy off balance and protects the friendly forces.
(4) Preserves freedom of action.

g Unity of command.
(1) Command relationships are well defined.
(2) Minimizes requirements for real-time coordination.
(3) Forces and operations are under a single commander with requisite authority.

h Security (and force protection).
(1) Accomplishes the mission without provocation.
(2) Reduces friendly vulnerabilities, enhances freedom of action.
(3) Provides for prudent risk management.

i Surprise.
(1) Effective IO/IW (especially deception and OPSEC).
(2) Avoids stereotypical operations.
(3) Applies unexpected combat power (lethal or nonlethal).

2 Elements of operational art (JP 3-0). COAs should provide for:

a Synergy. Integration and synchronization of operations in a manner that applies force from different dimensions to shock, disrupt, and defeat opponents.

b Simultaneity and depth. Bring forces to bear on the opponent's entire structure in a near simultaneous manner to overwhelm and cripple enemy capabilities and the will to resist.

c Anticipation. The unexpected/opportunities to exploit the situation.

d Balance. The appropriate mix of forces/capabilities within the JTF, and the nature and timing of operations to disrupt an enemy's balance.

e Leverage. COAs gain, maintain, and exploit advantages in combat power across all dimensions.
f Timing and tempo. COAs conduct operations at a tempo and point in time that best exploit friendly capabilities and inhibit the enemy.
g Operational reach and approach. COAs provide basing, whether from overseas locations, sea-based platforms, or the continental United States, which directly affect operational reach. In particular, advanced bases underwrite the progressive ability of the JTF force to shield its components from enemy action and deliver symmetric and asymmetric blows with increasing power and ferocity.
h Forces and functions. COAs provide campaigns/operations that focus on defeating enemy forces or functions, or combination of both.
i Arranging operations. COAs provide a combination of simultaneous and sequential operations to achieve the desired end state conditions quickly and at the least cost in personnel and other resources.
j Centers of gravity. COAs provide the ability to mass results against the enemy's sources of power in order to destroy or neutralize them.
k Direct versus indirect. COAs, to the extent possible, attack enemy centers of gravity directly. Where direct attack means attacking into an opponent's strength, seek an indirect approach.
l Decisive points. COAs should correctly identify and control decisive points that can gain a marked advantage over the enemy, and greatly influence the outcome of an action.
m Culmination. COAs synchronize logistics with combat operations.
n Termination. COAs account for the end state of the operation.

3 Other factors, e.g., political constraints, risk, financial costs, flexibility.

(2) It is important to define the criteria in precise terms (e.g., "rapid deployment" may have different meanings to different planners).

(3) Each COA is considered independently of the other COAs and is compared to a set of criteria. Some of these criteria may be directed by the CJTF, but most criteria will be developed on the basis of guidance from the Chief of Staff, JPG Chief, or Staff Directors. COA comparison facilitates the CJTF's decision-making process by balancing the ends, means, ways, and risk of each COA. Each principal staff director is responsible for the development of comparison criteria for his/her functional area of interest, which will be used throughout this process. The individual staff section in isolation conducts the actual comparison process and the results are briefed in terms of recommended COA strengths and weaknesses.

Lesson Learned

One suggested criteria for use in comparing COAs is flexibility. The old axiom of "the best plan is a flexible plan" is still applicable. This includes such elements as a robust, versatile reserve and positioning of forces to enable branches and sequels.

b. Determine the comparison method and record. There are a number of techniques for comparing COAs. The most common technique is the decision matrix. Four types of decision matrices are:

(1) Weighted Numerical Comparison Technique. The example below provides a numerical aid for differentiating COAs. Values reflect the relative advantages or disadvantages of each COA for each of the criterion selected. Certain criteria have been weighted to reflect greater value.

(a) Criteria are those selected through the process described in paragraph 1a.

(b) The criteria can be rated (or weighted). The most important criteria are rated with the highest numbers. Lesser criteria are weighted with progressively lower numbers.

(c) The highest number is best. The best criterion and the most advantageous COA rating are with the highest number. Values reflect the relative strengths and weaknesses of each COA.

		Courses of Action					
		COA 1		**COA 2**		**COA 3**	
Criteria	**Weight**	Rating	Product	Rating	Product	Rating	Product
Exploits Maneuver	2	3	6	2	4	1	2
Attacks COGs	**3**	2	6	**3**	**9**	1	3
Integrates Maneuver and Interdiction	2	2	4	3	6	1	2
Exploits Deception	2	1	2	2	4	3	6
Provide flexibility	2	1	2	3	6	2	4
CSS (best use of transportation)	1	3	3	2	2	1	1
etc.							
Total		12		15		9	
Weighted total			**23**		**31**		**18**

Figure 207-1
Example Numerical Comparison

- The CJTF's intent explained that the most important criteria was "attacking the enemy's centers of gravity."
***therefore*-----> Assign a value of 3 for that criteria and lower numbers for other criteria that the staff devises (this is weighting the criteria).**
- For "attacking enemy COGs," COA 2 was rated the best (with a number of "3")
***therefore*----> COA 2 = 9, COA 1 = 6, and COA 3 = 3**
- After multiplying the relative COA <u>rating</u> by the <u>weight</u> given to each criteria, and adding the product columns, COA 2 (with a score of 31) is rated the most appropriate according to the criteria used to evaluate it.

(d) Each staff section does this separately, perhaps using different criteria on which to base the COA comparison. Then the staff/JPG assembles and arrives at a consensus for the criterion and weights. The Chief of Staff/DCJTF should approve the staff's recommendations concerning the criteria and weights to ensure completeness and consistency throughout the staff sections.

Lesson Learned

Use the criteria to determine the best COA. Avoid the trap of comparing COAs to one another at this point in the process. The "best" COA, in accordance with the criteria you have selected, will become apparent as you work through the process.

(2) Non-Weighted Numerical Comparison Technique. The same as the previous method except the criteria are not weighted. Again, the highest number is best for each of the criteria.

(3) Narrative or bulletized descriptive comparison of strengths and weaknesses. Review criteria and describe each COA's strengths and weaknesses. See the example below.

Course of Action	Strengths	Weaknesses
COA 1	Narrative or bulletized discussion of strengths using the criteria	Narrative or bulletized discussion of weaknesses using the criteria
COA 2	Same	Same
COA 3	Same	Same

Figure 207-2
Descriptive Comparison of COAs

(4) Plus/Minus/Neutral comparison. Base this comparison on the broad degree to which selected criteria support or are reflected in the COA. This is typically organized as a table showing (+) for a positive influence, (0) for a neutral influence, and (-) for a negative influence. An example follows:

Criteria	COA 1	COA 2
Casualty estimate	+	-
Casualty evacuation routes	-	+
Suitable medical facilities	0	0
Flexibility	+	-

Figure 207-3
Positive, Negative, and Neutral COA Comparisons

2. **Conduct and record the comparisons** (Task 207-02-JPG).
   a. Each staff conducts/compares COAs according to the criteria and method selected.
   b. Record comparisons and summarize the findings.
   c. Prepare separate recommendations.

Lesson Learned

Ensure those who compare COAs are the same individuals who performed COA analysis. If not, much time will be wasted trying to get the new planners fully aware of the COAs.

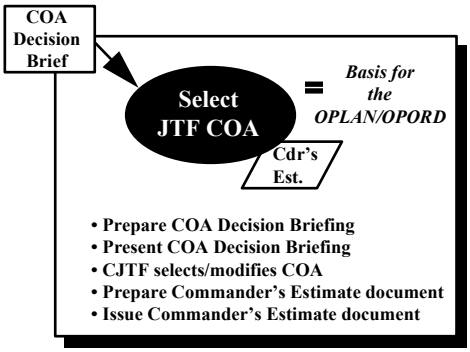
3. **Determine a recommended COA** (Task 207-03-COS/DCJTF/J5/J3/STAFF).
   a. The JPG consolidates, reviews, and records individual staff recommendations.
   b. The JPG rehearses the CJTF decision brief with the DCJTF, Chief of Staff, J3, J5 and/or other principal staff officers and receives guidance.
   c. The JPG prepares the Commander's Estimate briefing/document (see Task 208).

4. **Brief the CJTF** (Task 207-04-JPG). See Task 208 for a sample format.

ELEMENT: JPG

TASK 208: SELECT/MODIFY A COURSE OF ACTION

(Relates to UJTL Task OP 5.3)



MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided initial planning guidance.
c. Issued an initial warning order.
d. Developed courses of action(COAs).
e. Developed staff estimates.
f. Analyzed COAs.
g. Updated staff estimates.
h. Compared COAs.

MTG TASK PURPOSE: CJTF conducts his own evaluation of alternative COAs to select a COA from which the JTF can construct a concept of operations. After the CJTF receives the staff's COA recommendation and makes a selection or modification, the staff prepares the Commander's Estimate, a JOPES product submitted to the Combatant Commander. This document formally records the JTF's efforts at COA development, analysis, comparison, and decision. It also fulfills the establishing authority's requirement to develop a plan for execution. The CJTF Commander's Estimate provides the staff and components clear focus and guidance for continued planning efforts.

REFERENCES: JP 5-0, JP 5-00.2, CJCSM 3122.01, CJCSM 3122.03A

MTG TASK STEPS

1. **Prepare the COA decision briefing** (Task 208-01-JPG). The JPG should prepare a briefing to provide the following to the CJTF:
   a. The purpose of the briefing.
   b. Enemy situation.
      (1) Strength. A review of enemy forces, both committed/available for reinforcement.
      (2) Composition. Order of battle, major weapons systems, and operational characteristics.
      (3) Location and disposition. Ground combat and fire support forces, air, naval, missile forces, logistic forces and nodes, command and control (C2) facilities, and other combat power.
      (4) Reinforcements. Land; air; naval; missile; nuclear, biological, and chemical (NBC), other advanced weapons systems; capacity for movement of these forces.
      (5) Logistics. A summary of the enemy's ability to support combat operations.
      (6) Time and space factors. The capability to move to and reinforce initial positions.
      (7) Combat efficiency. The state of training, readiness, battle experience, physical condition, morale, leadership, motivation, tactical doctrine, discipline, and significant strengths and weaknesses.
   c. Friendly situation.

d. Mission statements.
   (1) Combatant Commander's.
   (2) JTF's.
e. Commander's intent statement.
   (1) Combatant Commander's.
   (2) CJTF's.
f. Operational concepts and COAs developed.
   (1) Any changes from the mission analysis briefing in the following areas:
      (a) Assumptions.
      (b) Limitations.
      (c) Enemy and friendly centers of gravity.
      (d) Phasing of the operation (if phased).
   (2) Present courses of action. As a minimum, discuss:
      (a) COA # ___. (Short name, e.g., "Simultaneous Assault")
         1 COA statement (brief concept of operations).
         2 COA sketch.
         3 COA architecture:
            a JTF task organization.
            b Command relationships.
            c Organization of the operational area.
      (b) Major differences between each COA.
      (c) Summaries of COAs.
g. COA analysis.
   (1) Review of JPG's wargaming efforts.
   (2) Add considerations from own experience.
h. COA comparisons.
   (1) Description of comparison criteria (e.g., governing factors) and comparison methodology.
   (2) Weigh strengths/weaknesses with respect to comparison criteria.
i. COA recommendations:
   (1) Staff.
   (2) JTF components.

2. **Present the COA decision briefing** (Task 208-02-JPG). On the following page is a graphic representation of an agenda and recommended presenters for the COA decision briefing (Figure 208-1). All principal staff directors and the component commanders should attend this briefing (physically present or linked by VTC).

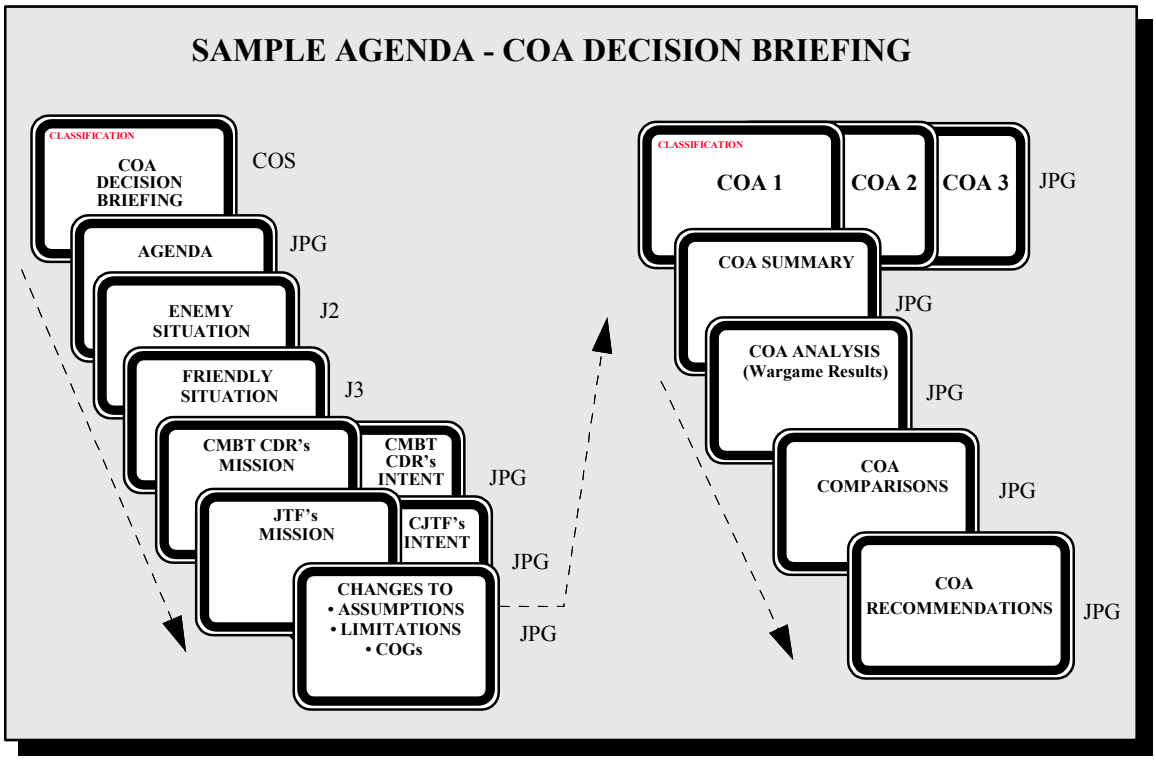


Figure 208-1
COA Decision Briefing

3. **<u>CJTF selects/modified COA</u>** (Task 208-03-CJTF).
   a. Review staff recommendations.
   b. Apply results of own COA analysis and comparison.
   c. Consider any separate recommendations from DCJTF or component commanders.
   d. Review guidance from the Combatant Commander.
   e. The CJTF may:
      (1) Concur with staff/component recommendations, as presented.
      (2) Concur with staff/component recommended COAs, but with modifications.
      (3) Select a different COA from the staff/component recommendations.
      (4) Direct the use of a COA not formally considered.
      (5) Defer the decision and consult with selected staff/commanders prior to making a final decision.

4. **<u>Prepare the Commander's Estimate</u>** (Task 208-04-JPG).
   a. Precise contents may vary widely, depending on the nature of the crisis, time available to respond, and the applicability of prior planning. In a rapidly developing situation, the formal Commander's Estimate may be initially impractical, and the entire estimate process may be reduced to a commanders' conference with corresponding brevity reflected in the estimate when it is submitted to the Combatant Command.
   b. In practice, with appropriate horizontal and vertical coordination, the CJTF's COA selection could already have been briefed to and approved by the Combatant

Commander. In the current global environment, where major military operations are both politically and strategically significant, even a CJTF's selected COA is normally briefed to and approved by the President or SECDEF. The Commander's Estimate then becomes a matter of formal record keeping and guidance for component and supporting forces.
c. JP 5-03.1 (CJCSM 3122.01), Annex D provides the format for a Commander's Estimate (See Figure 208-2).

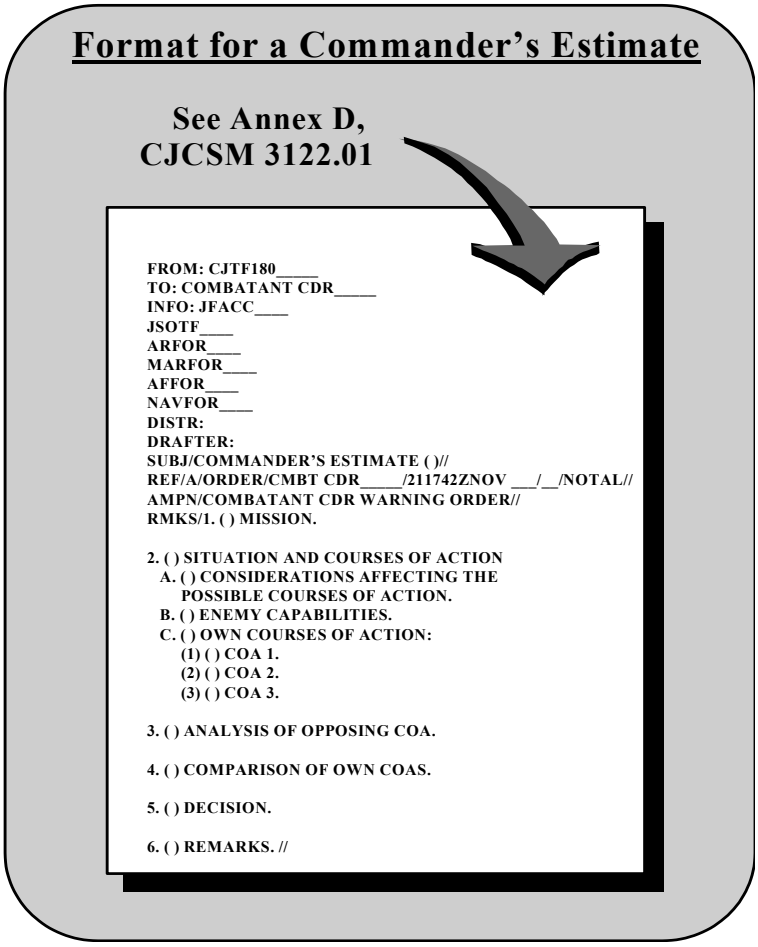


Figure 208-2
Commander's Estimate Format

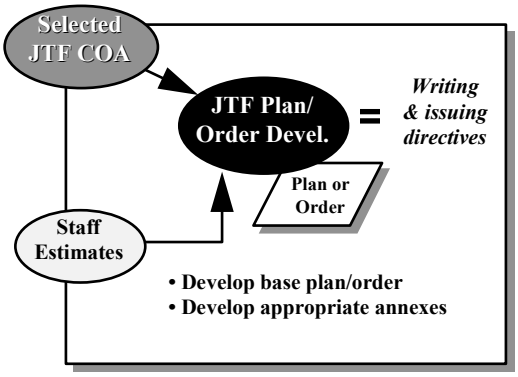
ELEMENT: JPG/STAFF

TASK 209: PREPARE OPERATIONS PLANS AND ORDERS

(Relates to UJTL Tasks OP 5.3, 5.4)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided initial planning guidance
c. Issued an initial warning order.
d. Developed Courses of Action (COAs).
e. Developed staff estimates.
f. Analyzed COAs.
g. Completed staff estimates.
h. Compared COAs.
i. Selected a COA. Briefed the Combatant Commander and received approval for continued planning.



MTG TASK PURPOSE: Campaign plans, operations plans, or operations orders are plans/directives issued by the CJTF to subordinate commanders for the purpose of effecting the coordinated execution of a campaign/operation. OPLANs/OPORDs describe the synchronization of specific tasks that result in a synergistic employment of joint force capabilities for a major operation.

REFERENCES: JP 3-0, JP 5-00.1, CJCSM 3122.03A

MTG TASK STEPS

1. **Develop base paragraphs of operation plans/orders** (Task 209-01-JPG/Staff). If the planning processes described in this MTG have been followed, writing and assembling the OPLAN/OPORD should not be difficult (See Figure 209-1 for subsequent tasks). Most of the information needed to complete the OPLAN/OPORD has already been discussed and refined. The administrative tasks required to physically produce and synchronize the OPLAN/OPORD should consume the majority of this task's time. The format for OPLANs/OPORDs is contained in CJCSM 3122.03A. The following are offered as recommendations for assigning responsibilities in writing the base paragraphs of the document.

Reminder

CJCSM 3122.03A provides details concerning the format of OPLANs/OPORDs.

Paragraph 1 - Situation (J2, J3/J5)

Paragraph 2 - Mission (JPG/J3/J5)
Paragraph 3 - Execution (JPG/J3/J5)

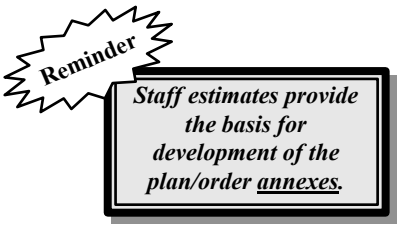
Paragraph 4 - Administration and Logistics
- Concept of Support (J4)
- Logistics (J4)

Lesson Learned

A single point of contact should be designated to assemble & read the OPORD. This provides the focus and consistency that is needed, particularly in crisis action planning situations.

- Personnel (J1)
- Public Affairs - refer to Annex F (PA)
- Civil Affairs - refer to Annex G (Civil Affairs)
- Meteorology and Oceanography Services - refer to Annex H (METOC)
- Geospatial Information and Services (GI&S) - refer to Annex M
- (J2 or J3)
- Medical Services - refer to Annex Q (Surgeon)

Paragraph 5 - Command and Control
- Command Relationships (JPG/J3/J5)
- Command Posts (J3)
- Succession to Command (J3)
- Command, Control, Communications and Computer Systems (J6)



2. **Develop appropriate annexes** (Task 209-02-JPG). In accordance with (IAW) CJCSM 3122.03A, "as a minimum, the Annexes A through D, J and K will be provided as part of the basic OPORD" (see the text headings below). Others (including the various appendices of Annexes A through D, J and K) are developed as deemed necessary. If more annexes/appendices are needed, add them as necessary. The list of annexes is as follows:

Annex A -- Task Organization (J3/J5)
- Appendix 1 - Time-Phased Force and Deployment Data (J3/J5)
- Appendix 2 - Shortfall Identification (J3/J5)
- Appendix 3 - Force Module Identification (J3/J5)
- Appendix 4 - Deterrent Options (J3/J5)
  - Tab A - Deterrent Options Layout(J3/J5)

Annex B -- Intelligence (J2)
- Appendix 1 - Essential Elements of Information (EEI) (J2)
- Appendix 2 - Signals Intelligence (J2)
  - Tab A - Communications Intelligence Collection Requirements (J2)
  - Tab B - Operational Electronics Intelligence Collection Requirements (J2)
- Appendix 3 - Counterintelligence (J2)
  - Tab A - Counterintelligence Target List (J2)
  - Tab B - Multidiscipline Counterintelligence Threat Report (J2)
  - Tab C - Designation of Theater CI Executive Agency (J2)
  - Tab D – Umbrella CI Force Protection Source Operation Proposal (J2)
- Appendix 4 - Targeting (J2)
  - Tab A - Target List (Conventional) (J2)
  - Tab B – Target List (No-Strike) (J2)
  - Tab C – Target List (Restricted) (J2)
- Appendix 5 - Human-Resource Intelligence (J2)
  - Tab A - HUMINT Operations Cell (HOC) Operations (J2)

Tab B - EPW/Civilian Detainees (J2)
Appendix 6 - Intelligence Support to IO (J2)
Appendix 7 - Imagery Intelligence (J2)
Appendix 8 - Measurement and Signature Intel (J2)
Appendix 9 - Captured Enemy Equipment (J2)
Tab A - Specific Prioritized Intelligence Collection Requirements (J2)
Tab B - Equipment Releasable for Operational Purposes (J2)
Appendix 10 - National Intel Support Team (J2)

Lesson Learned

Since it is not necessary to develop all annexes, it is important to quickly identify those to be developed and the responsible points of contact within each staff section. Also, someone should be designated to collect and review each annex for clarity, completeness, and consistency.

Annex C -- Operations (J3/J5)
Appendix 1 - Nuclear Operations (J3 NBC)
Tab A – Target List (J3 NBC)
Appendix 2 - Nuclear, Biological, and Chemical Defense Operations; Riot Control Agents and Herbicides (J3 NBC)
Appendix 3 - Information Operations (IO)
Tab A - Military Deception (IO)
Exhibit 1 - Task Organization (IO)
Exhibit 2 - Intelligence (IO w/J2)
Attachment A – Priority Information Requirements (IO)
Attachment B - Others as needed (IO)
Exhibit 3 - Operations (IO)
Exhibit 4 - Administration and Logistics (IO w/J4)
Exhibit 5 - Command Relationships (IO)
Exhibit 6 - Execution Schedule (IO)
Tab B - Electronic Warfare (IO)
Tab C - Operations Security (IO)
Tab D - Psychological Operations (IO)
Tab E - Physical Attack/Destruction (IO)
Tab F – Computer Network Attack (IO)
Tab G – Defensive Information Operations (D-IO) (IO w/J6)
Appendix 4 - Special Operations (J3/J5)
Appendix 5 – Personnel Recovery (PR) Operations (J3/J5 w/JPRC)
Appendix 6 - Rules of Engagement (ROE) (J3/J5 w/SJA)
Appendix 7 - Reconnaissance (J3/J5)
Appendix 8 - Air Base Operability (J3/J5)
Appendix 9 - Combat Camera (COMCAM)
Tab A - COMCAM Customer Support Requirements (COMCAM)
Appendix 10 - Noncombatant Evacuation Operations (NEO) (J3/J5)
Appendix 11 - Escape and Evasion Operations (J3/J5 w/JPRC)
Appendix 12 - Counterattack (J3/J5)
Appendix 13 - Explosive Ordnance Disposal (J3/J5 w/EOD)
Tab A - Forces List (J3/J5 w/EOD)
Appendix 14 - Amphibious Operations (J3/J5)

Appendix 15 - Force Protection (J3/J5)
Tab A - Combating Terrorism (J3/J5)
Tab B - Physical Security (J3/J5)
Tab C - Base Defense (J3/J5)
Appendix 16 – Critical Infrastructure Protection (J3)

Annex D--Logistics
Appendix 1 - Petroleum, Oils, and Lubricants (POL) Supply (J4)
Tab A - Estimate of POL Support Requirements (J4)
Appendix 2 - Water Supply (J4)
Appendix 3 - Mortuary Affairs (J4/Mortuary Affairs)
Appendix 4 - Sustainability Analysis (J4)
Appendix 5 - Mobility and Transportation (J4/Trans)
Tab A - En Route Support Requirements (J4/Trans)
Exhibit 1 - En Route Support Requirements - Air (J4/Trans)
Exhibit 2 - En Route Support Requirements - Sea (J4/Trans)
Tab B – Reception, Staging, Onward Movement, and Integration (J4/Trans)
Tab C – Primary and Alternate Ports (J4)
Appendix 6 - Civil Engineering Support Plan (J4/Civil Engineer)
Tab A - Suggested Construction Standards for Military Construction and Civil Engineering Support of Joint Operations (J4/Civil Engineer)
Appendix 7 - Nonnuclear Ammunition (J4)
Tab A - Munitions Matrix (J4)
Exhibit 1 - Critical Sustainability Items - Munitions (J4)
Appendix 8 - Logistics Automation (J4)

Annex E--Personnel
Appendix 1 - Enemy Prisoners of War, Civilian Internees, and Other Detained Persons (J1)
Appendix 2 - Processing of Formerly Captured, Missing, or Detained US Personnel (J1)
Appendix 3 - Finance and Disbursing (Comptroller)
Appendix 4 - Legal (SJA)
Appendix 5 - Military Postal Service (J1)
Tab A - Aerial Mail Terminals (J1)
Tab B - Military Post Offices (J1)
Appendix 6 - Chaplain Activities (Chaplain)
Tab A - Inter-Service Chaplain Support (Chaplain)
Exhibit 1 - List of ICS Agreements (Chaplain)
Exhibit 2 - ICS Reliability (Chaplain)
Exhibit 3 - Presumed ICS (Chaplain)
Tab B - Host Nation Religious Support (Chaplain)
Exhibit 1 - List of HNRS Agreements (Chaplain)
Exhibit 2 - HNRS Reliability (Chaplain)

Exhibit 3 - Presumed HNRS (Chaplain)
Tab C - Commander-Staff Chaplain Relationships (Chaplain)

Annex F--Public Affairs (PAO)
Appendix 1 - Personnel Requirements for JIBs and Sub-JIBs (PAO)
Appendix 2 - Equipment and Support Requirements for JIBs and Sub-JIBs (PAO)
Appendix 3 - General Ground Rules for the Media (PAO)
Appendix 4 - DOD National Media Pool (PAO)

Annex G--Civil Affairs (J3 CA)

Annex H--Meteorological and Oceanographic Services (METOC)

Annex J--Command Relationships (J3/J5)
Appendix 1 - Command Relationships Diagram (J3/J5)

Annex K--Command, Control, Communications, and Computer Systems (J6)
Appendix 1 – Information Assurance (J6)
Tab A – Information Security (J6)
Appendix 2 – Command, Control, Communications, and Computer Planning (J6)
Appendix 3 - Satellite Communications Planning (J6)
Tab A - UHF SATCOM Network List (J6)
Tab B - SHF SATCOM Network List (J6)
Tab C - EHF SATCOM Network List (J6)
Tab D – Commercial SATCOM Network List (J6)
Appendix 4 - Defense Courier Service (J6)
Appendix 5 – Foreign Data Exchanges (J6)
Appendix 6 – Frequency Spectrum Planning (J6)
Tab A – Electromagnetic Interference (EMI) Reporting (J6)
Tab B – JTF JCEOI Concept (J6)
Tab C – Spectrum Use Plan (J6)
Appendix 7 – JTF C4 Deployment Checklist (J6)

Annex L--Environmental Considerations (J4 Engr)
Appendix 1 - Environmental Assessments (J4 Engr)
Appendix 2 - Environmental Assessment Exemption (J4 Engr)
Appendix 3 – Joint Environmental Management Board (J4 Engr)

Annex M--Geospatial Information and Services (GI&S) (J2/J3)
Appendix 1 - Geospatial Information and Services (GI&S) Requirements List (J2/J3)
Appendix 2 - Geospatial Information and Services (GI&S) Transportation Requirements (J2/J3)
Appendix 3 - Geospatial Information and Services (GI&S)

Reports (Optional) (J2/J3)

Annex N--Space Operations (J3 Space)

Annex P--Host-Nation Support (HNS) (J4)
Appendix 1 - List of HNS Agreements (J4)
Appendix 2 - HNS Reliability (J4)
Appendix 3 - Presumed HNS (J4)

Annex Q--Medical Services (Surgeon)
Appendix 1 - Joint Patient Movement System (Surgeon)
Appendix 2 - Joint Blood Program (Surgeon/JPBO)
Appendix 3 - Hospitalization (Surgeon)
Appendix 4 - Returns to Duty (Surgeon)
Appendix 5 - Medical Logistics (Class 8A) System (Surgeon)
Appendix 6 - Force Health Protection (Surgeon)
Appendix 7 - Medical Command, Control, Communications, and Computers (Surgeon w/J6)
Appendix 8 - Host-Nation Health Support (Surgeon)
Appendix 9 - Medical Sustainability Assessment (Surgeon)
Appendix 10 - Medical Intelligence Support to Military Operations (Surgeon w/J2)
Tab A - Disease Threat by Geographic Area and Country (Surgeon w/J2)
Appendix 11 - Medical Planning Responsibilities and Task Identification (Surgeon)

Annex R--Reports (J3)

Annex S--Special Technical Operations (J3): Provided under separate cover (See CJCSM 3122.03) (J3)

Annex T--Consequence Management (J3)

Annex U--Notional CP Decision Guide (J3)
(Classified section; not enclosed in JOPES Vol II (Part of CJCSI CONPLAN 0300/0400 series))

Annex V--Interagency Coordination (J5)
Appendix 1 – Humanitarian (J5)
Appendix 2 – Economic (J5)
Appendix 3 – Political (J5)

Annex X--Execution Checklist (J3/J5)

Annex Z--Distribution (J3/J5)

Relationship between Task 209 and other tasks

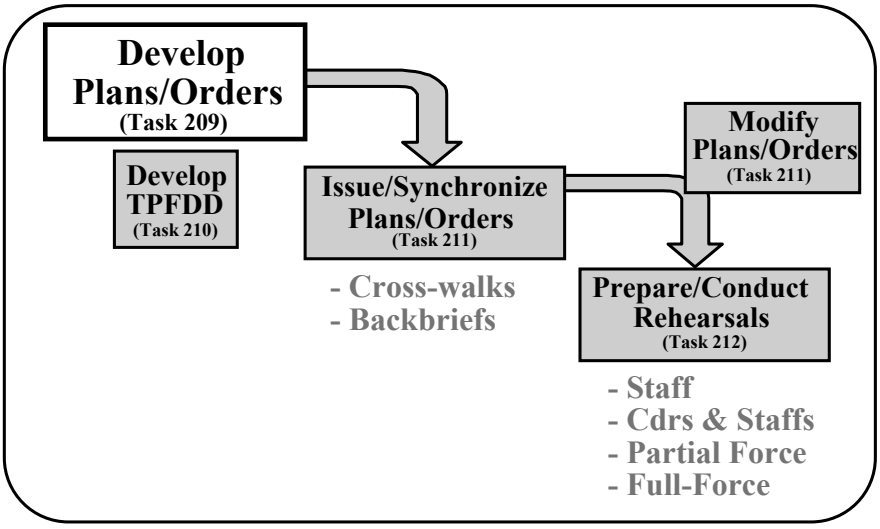


Figure 209-1
Task 209 Relationship

ELEMENT: J3/J4/J5/STAFF

TASK 210: PREPARE TIME-PHASED FORCE AND DEPLOYMENT DATA (TPFDD)

(Relates to UJTL Task OP 1.1, 4.4, 4.5, 5.1, 5.5)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided initial planning guidance
c. Issued an initial warning order.
d. Developed courses of action (COAs0.
e. Developed staff estimates.
f. Analyzed COAs.
g. Completed staff estimates.
h. Compared COAs.
i. Selected a COA. Briefed the Combatant Commander and received approval for continued planning.
j. Initiated plans/orders preparation.

MTG TASK PURPOSE: The JTF should normally establish a Joint Deployment Cell to complete the TPFDD planning tasks and monitor the flow of forces and non-unit supplies into the AOR.

REFERENCES: JP 3-0, CJCSM 3122.01, CJCSM 3122.02A, CJCSM 3122.03A, JP 5-00.2, JP 4-01 Series, JP 3-02.2, JP 3-05.1, JP 3-05.2, JP 4-0, JP 4-05, JP 5-0

MTG TASK STEPS

1. **Contribute to JTF mission analysis** (Task 210-01-J3).
   a. Review the Combatant Commander planning directive for:
      (1) C-Day. If no C-Day is established, the JPG establishes a C-Day as an assumption.
      (2) Lift priority.
      (3) Lift allocation.
   b. Enter the Global Command and Control System (GCCS) to access the TPFDD files established by the supported Combatant Commander.
   c. Ensure the supported Combatant Commander has published a TPFDD LOI for the crisis TPFDD build and has established plan identification numbers (PIDs) in the GCCS JOPES Editing Tool (JET) for each COA.
   d. Review TPFDD(s) from existing plan(s), if available, in the GCCS JOPES JET.
   e. Monitor GCCS NETSCAPE Newsgroups for TPFDD-related communications.
   f. In conjunction with the Joint Movements Center (JMC), estimate throughput capabilities of potential APODs/SPODs (Reception, Staging , Onward Movement, and Integration).

Lessons Learned

The Deployment Cell must ensure the supported Combatant Commander has distributed the PIDs, given the JTF components updated capabilities, and that the JTF components have GCCS access at their locations.

2. **Receive CJTF's planning guidance** (Task 210-02-J3).
   a. Review CJTF planning guidance for initial lift priorities and allocations by components.
   b. Review CJTF planning guidance for the concept of force deployment.

3. **Provide TPFDD support to JTF COA development** (Task 210-03-J3).
   a. Monitor designated PIDs to ensure that JTF components have identified requirements for each COA. Component requirements are identified as Unit Line Numbers (ULNs) in the RDA and are built and structured using guidance found in the supported Combatant Commander's TPFDD LOI.
   b. Coordinate with the JTF staff, receive staff requirements for each COA, and build ULNs for these staff requirements in each COA's TPFDD.
   c. Report the status of component TPFDD requirements to the JPG.
   d. Monitor GCCS NETSCAPE Newsgroups for TPFDD-related communications.
   e. Coordinate with the JMC for the transportation feasibility estimate.
   f. Ensure the TPFDDs are sequenced to support the concept of employment.

4. **Provide TPFDD support during JTF COA analysis** (Task 210-04-J3).
   a. Notify USTRANSCOM to conduct a deployment estimate (Joint Flow Analysis System for Transportation (JFAST)) or review CJTF guidance on COA priority (which COA to support first) for TPFDD analysis.
   b. Analyze component input of TPFDD(s) based on the employment plan of each COA in priority to ensure the TPFDD supports the concept of operations for each COA.
   c. Inform the JPG of requirements which have been built in COA TPFDDs and require Combatant Commander component sourcing (a specific Unit Identification Code (UIC) assigned to a specific ULN).
   d. Provide current TPFDD(s) for analysis.
   e. Provide, via e-mail or diskette, TPFDD data (as a ".b8" file which is a TPFDD file built in GCCS JOPES System Services and, when named, has a ".b8" extension included as part of the file name) to JTF J4 for deployment estimate analysis (JFAST).
   f. Ensure the JTF staff has current TPFDD(s) to conduct analysis and refinement.
   g. Continue to monitor designated PIDs to ensure that JTF components have identified requirements for each COA.
   h. Continue to report status of component TPFDD requirements to J3/J5.
   i. Receive/coordinate changes from COA group(s) and staff resulting from COA analysis.
   j. Monitor GCCS NETSCAPE Newsgroups for TPFDD-related communications.

5. **Provide TPFDD support during JTF COA comparison** (Task 210-05-J3).
   a. Ensure that components have incorporated changes resulting from COA analysis.
   b. Monitor GCCS NETSCAPE Newsgroups for TPFDD-related communications.

6. **Provide TPFDD support during JTF COA selection/modification** (Task 210-06-J3).
   a. Refine TPFDD based upon CJTF decision/guidance. Ensure components input necessary changes to reflect CJTF decision/guidance.
   b. Monitor GCCS NETSCAPE Newsgroups for TPFDD related communications.

7. **Provide support during JTF OPORD development** (Task 210-07-J3).
   a. Verify requirements with the JPG for OPORD TPFDD.
   b. Provide an F11D report (or similar information) to the JPG for enclosure to the OPORD as Enclosure 1 to Annex A. This can be a paper copy or electronic file that has been saved into a spreadsheet program (e.g., Microsoft Excel or APPLIX).
   c. Monitor GCCS NETSCAPE Newsgroups for TPFDD-related communications.
   d. Validate TPFDD to the supported Combatant Commander.

Relationship between Task 210 and other tasks

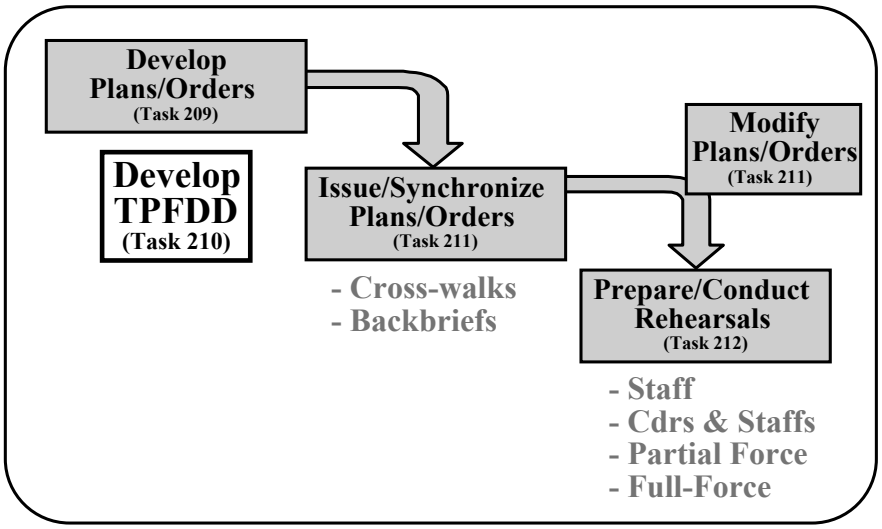


Figure 210-1
Task 210 Relationship

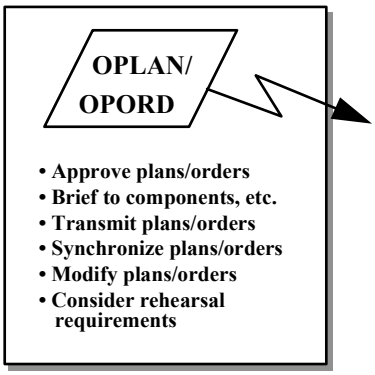
ELEMENT: CJTF/J3

TASK 211: ISSUE/SYNCHRONIZE OPERATIONS PLANS AND ORDERS

(Relates to UJTL Task OP 5.4, 5.5)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided initial planning guidance
c. Issued an initial warning order.
d. Developed courses of action (COAs).
e. Developed staff estimates.
f. Analyzed COAs.
g. Completed staff estimates.
h. Compared COAs.
i. Selected a COA. Briefed the Combatant Commander and received approval for continued planning.
j. Prepared the plan/order and TPFDD.



MTG TASK PURPOSE: The OPLAN or OPORD is issued over redundant means. It is not considered "issued" until all components and essential supporting organizations/agencies have reviewed it and signified receipt and understanding. The end state is the synchronization of component plans/orders with the JTF's plan/order.

REFERENCES: JP 3-0, JP 5-00.2

MTG TASK STEPS

1. **Approve the plan/order** (Task 211-01-CJTF).
   a. Ensure the plan/order adheres to guidance from and intent of the JTF establishing authority.
   b. Ensure the plan/order adheres to guidance from and intent of CJTF.
      (1) May be accomplished by a command/decision briefing
      (2) May be accomplished by a thorough review and crosswalk by CJTF/COS/J3
   c. Signify approval.

2. **Brief the plan/order to component commanders/key staffs/ organizations/agencies** (Task 211-02-JPG).
   a. This may be accomplished in formal or informal settings.
   b. CJTF, with J3/J5, briefs component commanders, key personnel (e.g., Ambassador or Department of State (DOS) representative to Host Nation (HN)).
   c. The staff reviews pertinent parts of orders with staff counterparts.
   d. Brief liaison officers/teams, both from the JTF HQ and to the JTF HQ.

3. **Transmit the plan/order** (Task 211-03-J3).
   a. Use redundant means -- multiple electronic means, (e.g., Global Command and Control System (GCCS), Theater Battle Management Core System (TBMCS), General Service (GENSER) message, hard copy via courier, standard distribution, other distribution means).

b. Ensure receipt by confirmation/acknowledgment from addressees.

4. **Synchronize the plan/order** (Task 211-04-J3/J5).
a. Choose the technique to synchronize component plans/orders with the JTF's plan/order, and conduct appropriate plans/orders briefings.
(1) Commander and staff coordination. Normal coordination is conducted during the plans development process.
(2) Crosswalks. The staffs may conduct a comparison of the JTF's plan/order with those of the components in what is sometimes called an orders "crosswalk." Each portion of the order is cross-walked with other parts of the order and with the components' orders to ensure consistency.
(3) Backbriefs. There are usually two types of backbriefs.
(a) Initial Backbrief. This is used immediately after the issuance of a plan or order to ensure subordinate planners understand the plan/order. (e.g., "Tell me what I told you.")
(b) Plan/Order Backbrief. This form of backbrief is used to allow subordinate commands to brief how they will accomplish the mission/tasks assigned to them. This is also known as a component plans briefing.
b. Conduct plan/order synchronization.

5. **Modify the plan/order (if required)** (Task 211-05-J3/J5). If changes are required to the plan/order, prepare and issue the following.
a. If a plan, issue a change (e.g., Change 1 to OPLAN XXX).
b. If an order, issue a fragmentary order (FRAGO). Use MTF Order format.

6. **Consider requirements for rehearsals** (Task 211-06-J3/J5). See Task 212 for rehearsals.

Relationship between Task 211 and other tasks

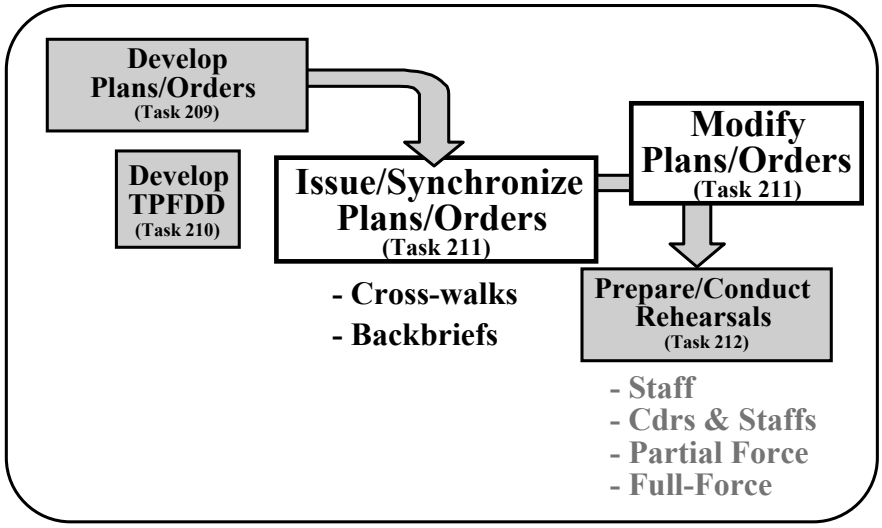
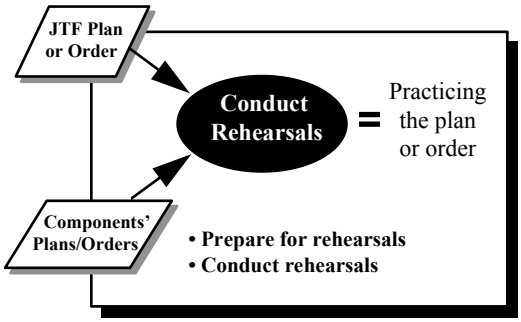


Figure 211-1
Task 211 Relationship

ELEMENT: COMMANDERS and STAFFS (JTF and COMPONENTS)

TASK 212: CONDUCT REHEARSALS

(Relates to UJTL Task OP 4.4, 5.4)



MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided initial planning guidance
c. Issued an initial warning order.
d. Developed courses of action (COAs).
e. Developed staff estimates.
f. Analyzed COAs.
g. Completed staff estimates.
h. Compared COAs.
i. Selected a COA. Briefed the Combatant Commander and received approval for continued planning.
j. Prepared the plan/order and TPFDD.
k. Issued and synchronized the plan/order.

MTG TASK PURPOSE: Rehearsal is the process of learning, understanding, and practicing a plan/order in the time available before actual execution. CJTF ensures a thorough understanding of the commander's intent, priorities, and guidance. The purpose of a rehearsal is to practice a developed plan and evolve refinements. It is not intended to develop major changes to the plan.

REFERENCES: JP 3-0, JP 5-00.2

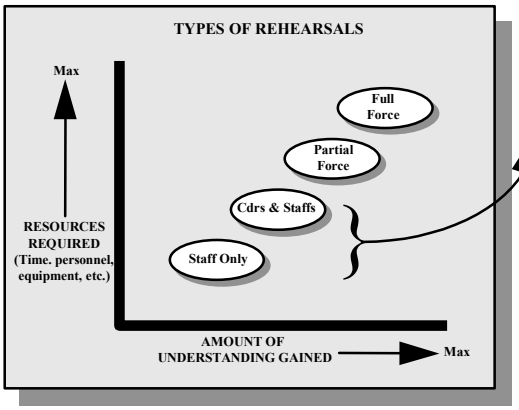
Reminder

• Backbriefs & cross-walks synchronize plans/orders which are <u>in development</u> (see Task 211).
• Rehearsals practice <u>developed</u> plans/orders.

MTG TASK STEPS

1. **<u>Prepare for rehearsals</u>** (Task 212-01-CJTF/J3).

a. Understand concepts of rehearsals. Since there are several types of rehearsals, time is the key factor in determining the type to be used. The graphic below (Figure 212-1) illustrates the various types that may be chosen. The four types vary according to the amount of time and resources required and the amount of understanding desired. The types of rehearsals are:



May be conducted with:
- Map/Terrain
- Simulations

Figure 212-1
Rehearsal Types

(1) Staff Only Rehearsals. Staff rehearsals are those internal to the participating headquarters or between the JTF and component staffs. Whenever possible, such rehearsals should include the exercising of communications personnel, facilities, and circuits that will be used during the actual operation.

(2) Commanders and Staff Rehearsals. Rehearsals for the CJTF, component commanders, and their staffs can also be conducted. The actual participants may vary from only key commanders and staff personnel to full JTF and components' headquarters participation. Two types are:

Types of Rehearsals

- Staff Only
- Commanders and Staff
- Partial Force
- Full Force

(a) Map/Terrain Board. By assembling commanders and a minimum of key staff around some type of training aid (map or terrain model), the rehearsal leader (CJTF or J3) leads participants through the operation. Each participant is responsible for moving/explaining their actions and counteractions to the enemy's reactions. This is sometimes referred to as a "Rock Drill."

(b) Simulation Supported. Given enough time, models/simulations can be used to provide greater fidelity to a rehearsal. Models such as the Joint Theater-Level Simulation or the ALSP Confederation of Service Models may be used to "execute" the plan. These are not good choices if time is very short and the required terrain and force databases are not immediately available.

(3) Partial-Force Rehearsals. This is a compromise between the limited Staff and/or Commanders and Staff rehearsals and the very expensive "full-force rehearsal." The goal is to have the same conditions as expected for the real operation, e.g., terrain and weather (or in the future, under "virtual" conditions), and to include as many representative as possible from the JTF's units.

(4) Full-Force Rehearsals. These are the most effective, but also the most expensive types of rehearsals. This technique may involve all participants (commanders, staff and units) rehearsing every part of the operation under conditions expected to be encountered during the actual operation. In some cases, such as defensive or retrograde operations, the actual terrain may be used.

b. Select the type. The CJTF should specify the type of rehearsal to be conducted in "Commander's Guidance." This allows the staff to begin planning for this event, which may be a considerable effort in itself, especially if a full-force rehearsal is desired by the CJTF.

NOTE: For the purposes of this publication, the "Commanders and Staffs Map/Terrain Board Rehearsal" is discussed for the remainder of this task.

c. Determine the roles/responsibilities of participants. Examples are:

(1) Facilitator. Guides the process. Can be the Commander/J3 or a member of the JPG most familiar with the plans.

(2) Enemy. The Red Cell who portray the enemy reactions.

(3) Recorders. Capture the items that need further action.

(4) Briefers/Role Players. Component representatives who identify and present their actions and counteractions.

d. Assemble resources and support personnel. Most rehearsals require various types of training aids, sites, security precautions, construction, etc., to be coordinated and assembled. Support personnel will be necessary and their roles and responsibilities must be determined and explained.

e. Prepare a script. The facilitator/staff should ensure there is a script, or sequence of events, to follow during the rehearsal. This should most likely use the action/reaction/counteraction format (see Table 212-1).

f. Issue rehearsal instructions. Some type of order or letter of instruction (LOI) should be developed by the staff to provide specifics concerning the above topics.

2. **Conduct commanders' and staff rehearsals** (Task 212-02-CJTF/J3).
   a. Conduct an introduction.
      (1) Welcome and introduce the participants.
      (2) Explain the purpose, overall process (technique), and expected results of the rehearsal.
      (3) Review the overall schedule of events (specify NLT ending time).
      (4) Explain the "standards" expected to be met throughout this process.
      (5) Orient on all tools (maps, terrain models, synchronization matrices, handouts, etc.).
   b. Review the friendly and enemy situations.
      (1) Review Combatant Commander's/CJTF's:
         (a) Mission.
         (b) Intent.
         (c) Concept of operations.
      (2) Review the overall (not specific) enemy situation.
   c. Portray action/reaction/counteraction events. Starting with the phase, critical event, or time line the CJTF has designated, discuss the components' actions. Then the Red Cell presents the anticipated reactions. If the plan is well developed, the JTF/components' counteraction should then be presented. When it becomes obvious that changes need to be made to the original plan, record these for development of either changes to the plan or fragmentary orders (FRAGOs). Significant changes can take the form of branch plans. Table 212-1 illustrates one method of conducting rehearsals.

Lesson Learned

Conducting rehearsals of poorly developed plans usually reverts into wargaming of possible COAs. This will confuse subordinates and result in the "DE-synchronization" of plans.

Sample Commander and Staff Rehearsal Sequence

Role Players	Topics
Facilitator	Describes current friendly situation and the critical event or phase to be discussed.
J2's Red Cell	Describes the enemy situation (expands the previously briefed overall enemy situation).
Commanders (or designated component spokespersons)	Discuss their actions in relation to time, desired results, support needed, and decisions needed from the CJTF.
J2's Red Cell	Describes the enemy's expected reactions to the JTF's actions.
Commanders (or designated component spokespersons)	Discusses their counteractions in relation to time, desired results, support required, and any decisions/guidance needed from the CJTF.
Facilitator/Recorder	Reviews decisions and necessary follow-on actions.
CJTF	Provides any summary or further guidance.

Table 212-1
Sample Rehearsal Sequence

d. Conduct an after-action review. The CJTF may wish to conduct an AAR to review lessons learned for future application into the JTF's decision-making process. Additionally, the CJTF may take the opportunity to:

(1) Reiterate the Commander's Intent.

(2) Make sure changes to the plan/order are understood and have not desynchronized the plan.

Lesson Learned

Major changes WILL cause the desynchronization of plans -- the exact opposite of the rehearsal's intent. Keep the changes to an absolute minimum (refinements to the plan).

Relationship between Task 212 and other tasks

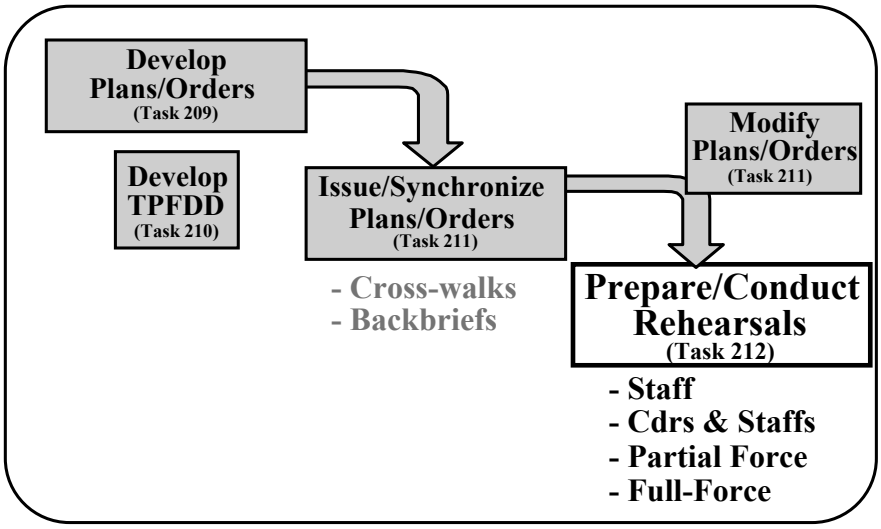


Figure 212-2
Task 212 Relationship

ELEMENT: J1

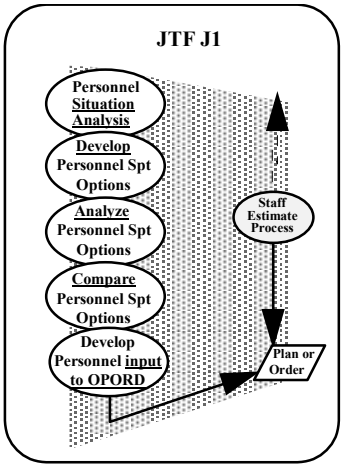
TASK 213: DEVELOP THE PERSONNEL ESTIMATE

(Relates to UJTL Tasks 4.4, 5.5, 6.2)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

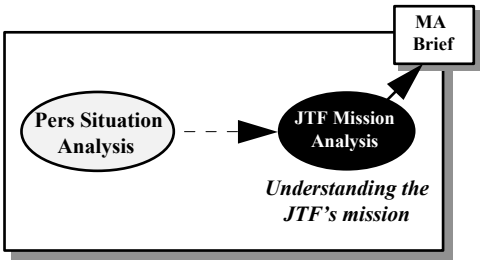
MTG PURPOSE: Provide personnel and manpower input into the JTF planning effort. The structure of this input is the same as the overall planning process described earlier in this MTG.

REFERENCES: JP 0-2, JP 1-0, JP 3-0, JP 5-00.2, CJCSM 3122.03A, CJCSM 3150.13, CJCSI 1301.01



MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 213-01-J1).
   a. Determine known facts, current status, or conditions of personnel resources provided by the Combatant Commander.
   b. Develop assumptions to replace missing or unknown facts; do not repeat assumptions from the basic guidance (see Task 201). Focus on additional assumptions regarding the personnel situation. They must be valid (logical and realistic) and necessary (essential for planning to continue). Assumptions from the Combatant Commander are listed as facts by the JTF, not assumptions (per JP 5-03.1).



   c. Analyze the Combatant Commander's mission and intent from a personnel perspective.
   d. Determine personnel and manpower limitations:
      (1) Personnel actions that must be done (constraints).
      (2) Personnel actions that must not be done (restraints).
      (3) Others as appropriate.
   e. Determine any enemy and own personnel center(s) of gravity (COGs) and tentative decisive points for combat operations, and determine the personnel situation for non-combat operations.
      (1) Determine personnel related vulnerabilities relative to enemy personnel centers of gravity.
      (2) Determine the friendly personnel situation (combat and non-combat operations).
      Consider:
         (a) Friendly forces' task organization, strength, and disposition of major elements.
         (b) Estimated casualties based on the mission, enemy situation and probability of hostile action.

(c) Deployment, logistics, and command, control, communications and computer (C4) individuals who may affect personnel support or influence selection of a particular COA from a personnel perspective.

f. Identify personnel tasks to be performed.
(1) Determine specified personnel tasks.
(2) Determine implied personnel tasks.
(3) From (1) and (2) above, determine essential personnel tasks.

g. Conduct an initial personnel requirements analysis.

h. Conduct an initial risk assessment to include friendly casualty estimates (in coordination with the Surgeon).

i. Determine the end state from a personnel support perspective.

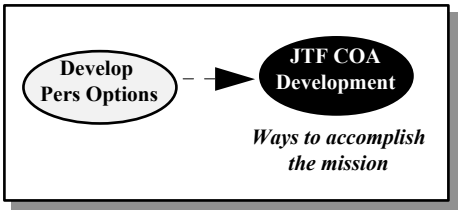
j. Assist in developing the JTF mission statement.

k. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive the CJTF planning guidance** (Task 213-02-J1). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to J1 personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop personnel support options for each JTF COA** (Task 213-03-J1). The staff should now develop multiple friendly COAs. The J1 should:

a. Develop personnel options for initial COAs.



(1) Review the mission analysis and CJTF's guidance.

(2) Develop/refine a comparison of enemy forces and current friendly force personnel vulnerabilities and casualty estimates for combat operations.

(3) Review options for attacking/neutralizing the enemy's centers of gravity and accomplishing the JTF's mission/tasks from a personnel perspective for combat operations.

(a) Determine personnel decisive points. Consider:

1 Estimated casualties for each COA based on the level of combat expected. Use available analytical models/databases (coordinate with the Surgeon).

2 The availability of replacements, especially in the area of critical skills.

(b) Develop a concept of personnel support for each COA (combat operations).

1 State clearly what is to be accomplished, including phasing of the campaign or major operation.

2 Personnel support to military deception operations.

3 Specify ways (operations) and means (forces) to provide personnel support for attacking enemy centers of gravity.

4 Outline major personnel tasks to be performed by major joint forces by phase, and tasks to be requested of supporting organizations/agencies.

5 Outline the deployment scheme for personnel resources.

6 Identify force requirements for personnel support.
7 Describe Command and Control (C2) means and relationships for personnel support.

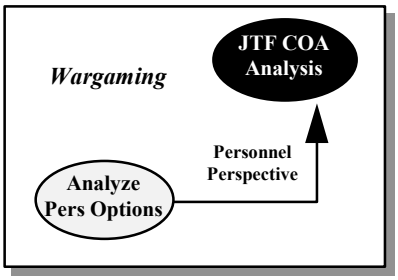
(4) Review options for accomplishing the JTF's noncombat mission/tasks from a personnel perspective. Develop a concept of personnel support for each COA (noncombat operations).
(a) State clearly what is to be accomplished, including phasing of the campaign or major operation.
(b) Specify ways (operations) and means (forces) to provide personnel support for accomplishing objectives.
(c) Outline major personnel tasks to be performed by major joint forces by phase, and tasks to be requested of supporting organizations/agencies.
(d) Outline the deployment scheme for personnel resources.
(e) Identify force requirements for personnel support.
(f) Describe C2 means and relationships for personnel support.

(5) Provide personnel and safety options for joint force protection (combat and non-combat operations). Consider personnel and safety options for protection of operational forces and noncombatants. This includes the protection of personnel, facilities and equipment.
(a) Plan and conduct operations risk assessment.
(b) Identify and plan for the removal of significant hazards.
(c) Plan for accountability and safety of forces and noncombatants.
(d) Assist in providing options for operations security (OPSEC) in support of force protection, movement, and location of personnel.

(6) Provide personnel options for joint force command and control.
(a) Assist in developing options to task organize operational forces.
1 Conduct operations through Service components when stability, continuity, economy, ease of long range planning, and scope of operations dictate organizational integrity of Service components.
2 Establish functional components when the scope of operations requires that similar capabilities and functional forces from more than one Service be directed toward closely related objectives, and unity of command and effort are primary considerations.
(b) Establish reporting procedures with components in accordance with (IAW) the task organizational structure.
(c) Construct and form a JTF Headquarters based on requirements to support and provide command and control of the task organizational structure.

b. Test each COA input for validity from a personnel perspective (see Task 204).
c. Provide input to JTF COA statement and sketches.

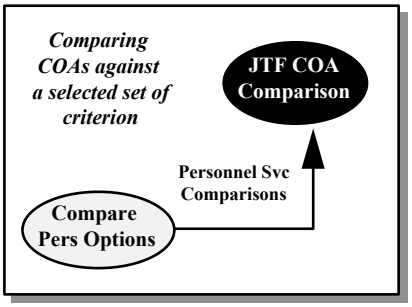
4. **Analyze personnel support options for each JTF COA (wargaming)** (Task 213-04-J1). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/ counteraction sequences for phases, critical events (e.g., D-Day actions), or a time line.
a. The staff considers details relating to these key elements:



(1) Specific tasks for components.
(2) The task organization of the JTF throughout the operation.
(3) Command relationships.
(4) The coincidence of movement and maneuver with operational fires.
(5) Decision points and intelligence requirements related to major events.
(6) Operational support needed.
(7) Identification of branches (what if) and sequels (what then).

b. Personnel considerations in COA analysis include:
(1) Prepare maps of the operational area with personnel information as appropriate.
(2) Identify possible/available joint forces.
(3) Review assumptions related to personnel.
(4) Review and/or contribute to the development of known critical events and decision points--specified and implied tasks and decisions that must be made to ensure timely execution and synchronization of resources.
(5) Review/contribute to selection of the wargame method. Allow for action/reaction/counteraction sequence and assessment, and include a method for recording results.
(6) Participate in the wargame.
(a) Provide a perspective on personnel requirements related to operations.
(b) Combine/integrate (synchronize) joint force personnel operations to best accomplish personnel objectives, within the context of the COA under consideration.
(c) Identify/adjust friendly force deployment requirements for personnel resources for the COA under construction.
(d) Contribute refinements or modifications to the COAs and develop refinements to concepts for personnel support.
(e) Contribute to branches, sequels, additional critical events, or additional operations that might be required as a result of enemy actions not previously anticipated.
(f) Contribute to Essential Elements of Friendly Information (EEFI).
(g) Contribute to COAs for the military deception plan.
(h) Identify major personnel tasks to JTF components.
(i) Estimate the duration of personnel operations.
(j) Identify major requirements for logistics support to personnel operations.
(k) Develop personnel input/information for the synchronization matrix and decision support template(s).
(l) Identify advantages and disadvantages of friendly COAs from a personnel perspective.
(7) Repeat the above for each operational COA (combat and noncombat).

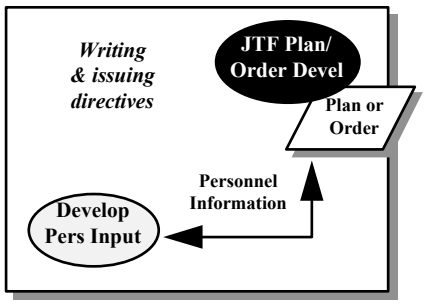
5. **Compare personnel support options for each JTF COA** (Tasks 213-05-J1).
   a. Participate in determining the criteria to be used for comparing COAs. Criteria for comparing operational COAs from a personnel perspective could come from:
      (1) The Commander's Intent. This is the best source.
      (2) Factors of METT-T (+) (see JP 3-0).
         (a) Mission.
         (b) Enemy.
         (c) Terrain (geography and weather).
         (d) Troops available.
         (e) Time.
         (f) Political considerations.
      (3) The concept of personnel support.
      (4) Risk assessments and casualty estimates.
      (5) COA analysis.



   b. Compare the COAs from a personnel perspective.
      (1) Compare relative success in accomplishing personnel objectives.
      (2) Note the advantages and disadvantages of each proposed COA; may develop a matrix using most important personnel assessment criteria.
      (3) Note any critical areas of personnel support that may affect mission accomplishment if not resolved or executed successfully.
      (4) Provide conclusions.
         (a) State whether the JTF mission is supportable from a personnel perspective.
         (b) State which COA can best be supported from a personnel standpoint.
         (c) Identify major personnel deficiencies, including recommendations to reduce or eliminate deficiencies.
   c. Recommend a COA for personnel support of JTF operations.
   d. Recommend a COA from a personnel perspective. Ensure that personnel specific COA recommendations have been coordinated with JTF component personnel officers.

6. **Receive the CJTF's decision on COAs** (Task 213-06-J1). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop the personnel annex to the JTF plan/order** (Task 213-07-J1). After the COA is selected, the OPLAN/OPORD is developed. Most of the information needed for this task should have already been developed through the staff estimate process. Personnel support input will be in many sections of the plan/order. Some areas to consider input are:
   a. Base OPLAN/OPORD. Administration and Logistics (Para 4), Personnel (Para 4c). Refer to Annex E.
   b. Appendix 11 (NEO) of Annex C (Operations).



Coordinate with J3 on personnel policies to be included in Para 2.b.(5) (NEO Policies) of Annex E (Personnel).

c. Annex E (Personnel). Entire annex as appropriate.

(1) Appendix 1 (Enemy Prisoners of War, Civilian Internees, and Other Detained Persons). As appropriate. Also coordinate for input into Annex Q (Medical).

(2) Appendix 2 (Processing of Formerly Captured, Missing, or Detained US Personnel). As appropriate.

(3) Appendix 3 (Finance and Disbursing). Coordinate with Comptroller as appropriate.

(4) Appendix 4 (Legal). Coordinate with SJA as appropriate.

(5) Appendix 5 (Military Postal Services). As appropriate.

(a) Tab A (Aerial Mail Terminals).

(b) Tab B (Military Post Offices).

(6) Appendix 6 (Chaplain Activities). Coordinate with Chaplain as appropriate.

(a) Tab A (Inter-Service Chaplain Support). As appropriate.

(b) Tab B (Host Nation Religious Support). As appropriate.

(c) Tab C (Commander-Staff Chaplain Relationships). As appropriate.

(7) Appendix 1 (Personnel Requirements for JIBs and sub-JIBs) to Annex F (Public Affairs). Coordinate with PAO as appropriate.

(8) Para 4.b. (Civilian Personnel) to Annex G (Civil Affairs). Coordinate with CA as appropriate.

(9) Annex J (Command Relationships). Relationships between commands could affect personnel reporting channels.

(10) Appendix 4 (Patient Evacuation) to Annex Q (Medical Services). Patient evacuation policies could affect personnel accountability. Coordinate with Surgeon as appropriate.

Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J2/JISE

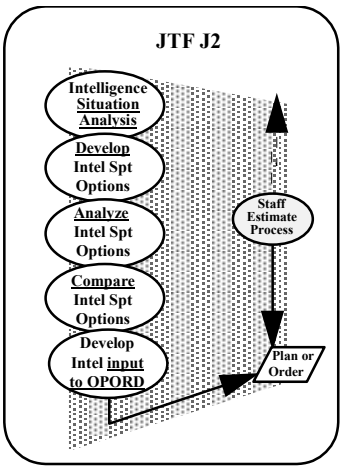
TASK 214: DEVELOP THE INTELLIGENCE ESTIMATE

(Relates to UJTL Tasks OP 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 4.7, 5.1, 5.2, 6.2, 6.4, 6.5)

MTG SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

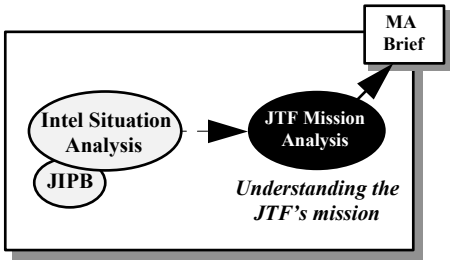
MTG PURPOSE: Provide intelligence input into the JTF planning effort. The structure of this input is the same as the overall planning process described earlier in this document.

REFERENCES: JP 2-0, JP 2-01, JP 2-01.1, JP 2-01.2, JP 2-01.3, JP 2-02, JP 2-03, JP 5-00.2, CJCSM 3122.01



MTG TASK STEPS

1. **Contribute to mission analysis** (Task 214-01-J2).
   a. Determine known facts, current status, or status of intelligence provided by the Combatant Commander.
      (1) Develop and keep current indications and warnings.
      (2) Review theater intelligence estimates or available products. While theater products are essential, the JTF must conduct its own analysis also.
      (3) Prepare operational Joint Intelligence Preparations of the Battlespace (JIPB). Operational JIPB is either sourced from the Combatant Commander's J2 (if available) or developed from theater and existing products within the time available. Operational JIPB products are produced to meet the specific requirements of the contingency. JIPB should be presented to the JPG as soon as possible and updated as more current intelligence is developed.
      (4) Understand the status and shortfalls of own force, higher and friendly nations' intelligence support. Determine the support relationships with theater and national intelligence agencies, both by working agreement and as specified in the Combatant Commander's planning orders. Also understand the current intelligence architecture within the JTF to link component intelligence organizations to the JTF Headquarters.
   b. Present the intelligence situation brief/JIPB.
      (1) Describe the enemy environment/situation.
         (a) Characteristics of the area of operations. Include all environmental factors that will affect enemy and/or friendly operations.
         (b) The enemy military situation.
         (c) The enemy unconventional warfare and psychological warfare situation.
         (d) Enemy capabilities/courses of action. Enemy capabilities must be analyzed to determine potential courses of action. These can be updated or



modified, but the "best guess" is vital in moving planning forward. Include, at least, the most likely and most dangerous enemy COAs.

(e) Analysis of enemy capabilities.

c. Develop assumptions to replace missing or unknown facts. Include estimations of own force and friendly nations' intelligence support capabilities at the time of execution.

d. Analyze the Combatant Commander's mission from an intelligence perspective. Make sure what the mission statement says and what it implies are clear.

e. Determine intelligence limitations:

(1) Intelligence actions that must be done (constraints).

(2) Intelligence actions that must not be done (restraints).

(3) Others as appropriate.

f. Determine enemy COGs (and decision points as suggested by JIPB). COG's are capabilities or entities from which the enemy draws its strength or capability to act.

(1) Strategic Centers of Gravity – President/SECDEF-level. Usually political/economic/social.

(2) Operational Centers of Gravity -- Enemy operational command-level. Overlaps political/social issues and tactical forces.

(3) Tactical Centers of Gravity -- Tactical-level. Usually key fielded forces or tactical capabilities.

g. Identify intelligence tasks and those support requirements for JTF tasks.

(1) Specified tasks. Stated in the Combatant Commander's planning directive.

(2) Implied tasks. Additional tasks required in order to achieve the Combatant Commander's end state.

(3) Essential tasks. Taken from specified and implied tasks; those tasks which if not accomplished will lead to mission failure.

h. Analyze the JTF intelligence architecture to match mission requirements.

(1) Outline the major intelligence tasks to be performed by major joint forces, including supporting/supported relationships and tasks to be requested of supporting organizations and/or agencies.

(2) Identify the initial force requirements for intelligence support (further developed during COA development).

i. Assist in developing the JTF mission statement.

j. Assist the J3 in developing initial targeting guidance for CJTF approval based on the JTF mission and objectives.

k. Begin the preparation of a Red Cell to support analysis of friendly courses of action. The Red Cell should be led by a planner and include the best available regional or country-specific analysts who can assemble a good estimate of the enemy's likely operational courses of action and how they would play out at the tactical level. The Red Cell conducts the mission analysis from the enemy's perspective (see Figure 214-1).

l. Develop the J2 part of the mission analysis briefing to the CJTF. (See Task 201).

RED CELL

The Red Cell conducts mission analysis from the enemy's perspective to prepare for wargaming. The process includes:

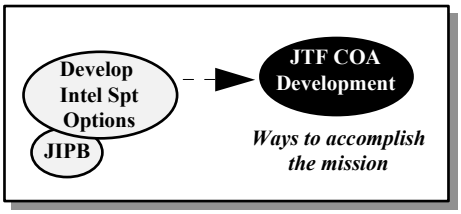
* Enemy's strategic objective(s)
* Theoretical enemy President/SECDEF "mission statement" to subordinate operational commander(s)
* Enemy operational objectives/end state
* Enemy COAs
* Tasks to subordinate units, in sequence, with likely friendly actions and counteractions. The result of this process is a "playbook" of enemy actions to be used during COA Analysis (wargaming)

Figure 214-1
Red Cell Roles

2. **Receive CJTF planning guidance** (Task 214-02-J2). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to J2 personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop intelligence support for the JTF's courses of action** (Task 214-03-J2). In addition to providing input to the JPG during the development of COAs, begin development of intelligence support for COAs.

a. Identify intelligence capabilities and requirements to support COAs:
(1) Collection capabilities. National, Combatant Commander (Theater), JTF and components by discipline.
(2) Target development. Available target databases, no-strike/restricted target lists.
(3) Counterintelligence/force protection capabilities.
(4) All-source Analysis. Seek theater or assistance in obtaining sufficient country or regional analysts.



b. Identify intelligence shortfalls affecting support for the JTF's COAs.
c. Support development of friendly/enemy comparison of relative force ratios. It is important to remember that force ratio comparison is only one tool in the calculation of relative combat power.
d. Draft initial intelligence and collection requirements based on the COAs.
e. Identify force requirements for intelligence support to the COAs.
f. Identify an initial list of EEI/PIRs for each COA. Support identification of critical friendly force information.

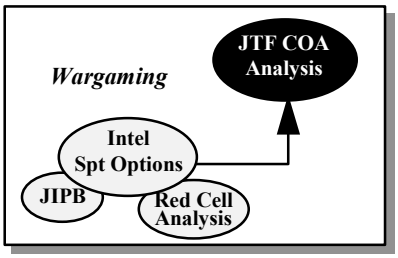
4. **Participate in COA analysis (wargaming)** (Task 214-04-J2). J2 participates in the wargame from both a friendly intelligence support perspective and as the voice of the enemy's options/COAs. The enemy is played by the Red Cell, while other friendly intelligence planner(s) participate as members of the JPG, identifying friendly intelligence actions by phase. Clarify at the start of each wargame whether the JPG is considering the most likely or the most dangerous enemy COA. (See Task 206.)

a. Identify what friendly intelligence actions are taken during each phase of the operation. Include all functional areas of intelligence.

b. Provide the intelligence focus during each phase. Identify areas/times where the intelligence focus/emphasis changes.

c. Ensure intelligence actions/capabilities support the timing of the sequence of operations.

d. Identify/adjust friendly force deployment requirements for intelligence resources for COAs under consideration. Identify logistics requirements to support intelligence actions.



e. Contribute refinements or modifications to the COAs.

f. The Red Cell identifies an enemy reaction to any JTF action. Focus on operational level actions, based on pre-identified COAs. Within the context of the enemy's COA, however, Red Cell play is freethinking.

g. Adjust EEI/PIRs and contribute to refinement of the proposed CCIR list for COAs.

5. **Participate in COA comparison** (Task 214-05-J2). Each staff section conducts its own comparison of the COAs, evaluating them from its own perspective. Evaluation criteria can be given by the CJTF's intent and be common to all staff sections, or each staff section can use unique criteria that best reflect its concerns. The J2 should assemble senior functional area representatives from the JTF J2/JISE to conduct the comparison. (See Task 207 for more specific information about COA comparison techniques).

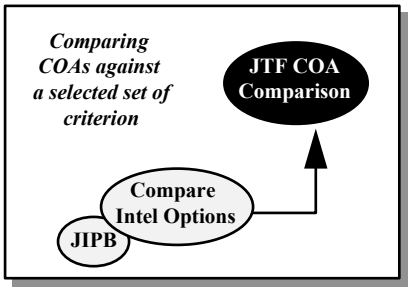
a. Participate in the development of criteria for comparison of COAs. Intelligence concerns are usually reflected better by criteria developed by the J2 rather than adopting one set of criteria for all staff sections.

Criteria may reflect:

(1) The commander's intent and guidance.

(2) Functional areas of intelligence (collections, targeting, etc.).

(3) The phases of the Intelligence Cycle.



b. Create a matrix or other method to record the results of comparison.

c. Compare each COA against the list of criteria, not against each other. The relative worth of COAs will come out in comparison results.

d. Brief the results of the J2 COA comparison to the CJTF during the Commander's Estimate brief. (See Task 208 for a typical Commander's Estimate briefing format.)

6. **Receive CJTF decision on COAs** (Task 214-06-J2). The CJTF may select and/or modify one of the COAs. The CJTF may also select a combination of elements of two or

more of the COAs. Once the decision has been made, the staff prepares a Commander's Estimate document (usually a message) to be sent/briefed to the Combatant Commander for approval and to the JTF components.

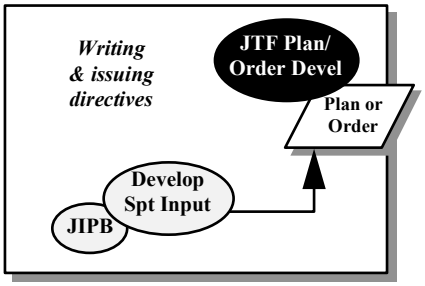
7. **Provide Intelligence input to JTF OPORDs/OPLANs** (Task 214-07-J2). Once the Combatant Commander has approved the selected COA, the components are notified and the COA is developed into an OPORD. The J2 is responsible to:

a. Provide Intelligence input to the base plan. Include the situation and a brief statement of enemy capabilities.

b. Produce Annex B and appendices as appropriate (See CJCSM 3122.03A for formats).

c. Coordinate with and provide input to other staff sections for the production of other annexes. J2 consideration should include, but is not limited to:

(1) Information Operations (Annex C, Appendix 3).
(2) Personnel Recovery (Annex C, Appendix 5).
(3) Reconnaissance (Annex C, Appendix 7).
(4) Escape and Evasion Operations (Annex C, Appendix 11).
(5) Logistics (Annex D).
(6) Intelligence Systems/Communications requirements (Annex K).
(7) Geospatial Information and Services support (Annex M).
(8) Medical Intelligence (Annex Q).



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning & Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3/J5

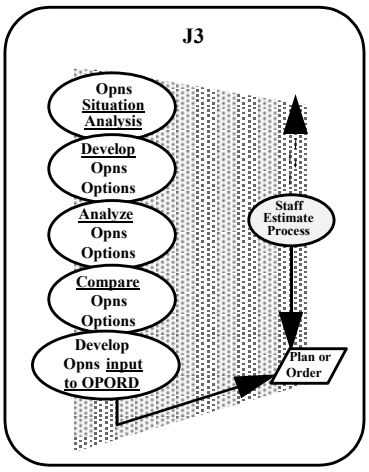
TASK 215: DEVELOP THE OPERATIONS ESTIMATE - OVERVIEW

(Relates to UJTL Tasks OP 1.1, 2.1, 2.2, 5.1, 5.2, 5.4, 5.7)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing. In conjunction with the JTF planners, the J3 must develop plans for support of a JTF operation during a crisis situation.

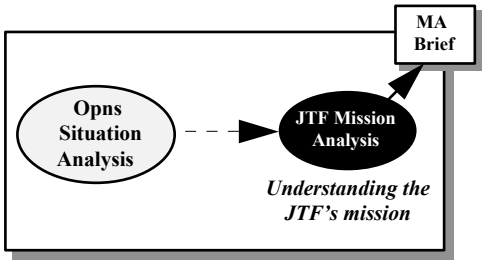
MTG TASK PURPOSE: Provide operations input into the JTF planning effort. The structure of this input is the same as the overall planning process described earlier in this MTG. The operations estimate process provides for development, analysis, and comparison of COAs, then recommendation of a COA for the CJTF.

REFERENCES: JP 3-0, JP 5-0, JP 5-00.2, CJCSM 3122.01, CJCSM 3122.03A



MTG TASK STEPS

1. **Conduct operations situation analysis** (Task 215-01-J3).
   a. Determine known facts, current status, or conditions of forces provided by the Combatant Commander.
   b. Develop assumptions to replace missing or unknown facts.
      (1) Status of forces at probable execution.
      (2) The availability of support requirements from host nation or multinational forces.
      (3) Available time.



   c. Analyze the Combatant Commander's mission and intent from an operations perspective.
   d. Determine JTF limitations.
      (1) Things the JTF forces must do (constraints).
      (2) Things the JTF forces cannot do (restraints).
      (3) Others (e.g., political, weather, terrain).
   e. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.
      (1) Determine approaches to enemy COGs.
      (2) Determine ways to protect friendly force COGs.
   f. Identify operations tasks to be performed by JTF forces.
      (1) Determine specified tasks.
      (2) Determine implied tasks.
      (3) From (1) and (2) above, determine essential operations tasks.

g. Conduct an initial operations force structure analysis.
h. Conduct an initial operations risk assessment.
i. Determine the end state from an operations perspective.
j. Assist in developing the JTF mission statement.
k. Assist in developing the mission analysis briefing for the CJTF (see Task 201).

2. **Receive CJTF planning guidance** (Task 215-02-J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to J3 personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop operations options for each JTF COA** (Task 215-03-J3). The operations staff should now develop the general concept of operations in support of the JPG along with specific operations requirements for each friendly COA.

a. Review the mission analysis and CJTF's guidance.
b. Develop/refine a comparison of enemy and friendly force relative combat power ratios.
c. Review options for attacking/neutralizing the enemy's COGs and accomplishing the JTF's mission/tasks.
(1) Determine decisive points -- usually geographic keys to attacking protected centers of gravity. Consider:
(a) Elevated terrain features, built up areas, or key military operational facilities.
(b) Enemy command posts, critical boundaries, airspace, communications nodes.
(2) Plan for attacking enemy vulnerabilities. Consider:
(a) Simultaneous attack throughout the depth of the battlespace.
(b) Attack from unexpected directions.
(c) Isolate main enemy forces.
d. Provide options for joint force operational movement.
(1) Formulate options for strategic deployment of joint forces to the theater of operations.
(a) Develop/integrate the deployment concept, consistent with CJTF's supporting campaign scheme and sequence of operations.
(b) Balance requirements for initial combat and non-combat operations, force reception and buildup, and timing of required follow-on operations.
(2) Consider options for intra-theater deployment of forces within the theater of operations/JOA.
(a) Identify positions from which joint forces could initiate major operations.
(b) Develop options for the movement of joint forces from PODs to initial positions. Consider:
1 Transportation.
2 Existing transportation infrastructure and required improvements.

Reminder

COAs should answer:
Who: Which components?
What: What tasks?
When: What timing or sequencing?
Where: In what areas of battlespace?
Why: For what desired results (intent)?
How: Using what scheme of maneuver/fires?

3 Available airfields to support movement.
(c) Intermediate staging bases (ISBs).
(d) Forward operating bases (FOBs).

e. Provide options for joint forces operational maneuver.
(1) Plan for the transition of forces to and from tactical battle formations. Consider:
(a) The relation to decisive points from which enemy centers of gravity, or approaches to them, are exposed.
(b) Passage of lines (forward and rearward).
(c) Penetration and envelopment (vertical and horizontal), turning movement, infiltration, frontal attack.
(2) Develop options for concentrating joint forces in the theater of operations/JOA.
(3) Develop options for the posturing of joint forces in operational formations.
(4) Develop options to conduct operations in depth.
(a) Integrate, synchronize, and coordinate offensive, defensive, and retrograde operations to permit concentration of operational forces at enemy decisive points.
(b) Simultaneous attack with full joint force capability throughout the depth of the battlespace.
(c) Attack from unexpected direction.
1 Isolate main enemy forces.
2 Interdict subsequent enemy echelons and LOCs.

f. Provide options for joint force operational mobility.
(1) Avoid, neutralize, clear, and breakthrough natural (existing) or other (reinforcing) barriers in both land, sea, and air approaches.
(2) Make effective use of existing facilities or infrastructure.
(3) Capture or isolate facilities or infrastructure.
(4) Circumvent or transit natural obstacles.
(5) Prepare routes and operating bases.

g. Provide options for joint force countermobility.
(1) Options for an operational system of obstacles.
(a) Air, land, and sea means, including minefields, atomic and conventional demolition munitions, and interdiction target sets.
(b) Reinforcement of existing obstacles to create systems of obstacles.
(2) Options for a quarantine/embargo.
(a) Exclusion of specific items from movement into or out of a state or nation.
(b) Potential contribution to the achievement of operational results in campaigns or major operations.
(c) Synchronization of operational and tactical tasks that compose the quarantine/embargo.
(3) Options for a blockade.
(a) Isolation of enemy or belligerent communications and/or commerce.
(b) Necessary and desired degrees of blockade.
(c) Synchronization of operational and tactical tasks that compose the

quarantine/embargo.

h. Provide options for joint forces firepower.

(1) Describe the relationship between land, air, and sea-based combat power. Consider supporting/supported relationships from the perspective of joint force objectives.

(2) Identify/nominate or receive component nominations for operationally significant targets that affect operations.

(a) Balance targeting requirements in support of maneuver with requirements in support of other joint force interdiction.

(b) Integrate joint interdiction options.

1 Identify/integrate lethal means of attack.

2 Identify/integrate nonlethal means of attack.

i. Provide options for joint force protection.

(1) Options for operational airspace and missile defense. Includes the protection of critical facilities and forces.

(2) Consider options for protecting operational forces, means, and noncombatants:

(a) Prepare operationally significant defenses.

(b) Remove operationally significant hazards.

(c) Protect use of the electromagnetic spectrum in the theater of operations/JOA.

(d) Provide positive identification of friendly operational forces.

(e) Plan for evacuation of noncombatants from theater of operations/JOA.

(f) Establish disaster control measures.

(g) Establish NBC protection in theater of operations/JOA (see Task 215M).

(h) Coordinate Personnel Recovery (PR) operations (See Task 215N).

(i) Coordinate support to Survival, Escape, Resistance, and Evasion (SERE) actions.

(3) Provide options for Operations Security (OPSEC) in the theater of operations/JOA (see Task 215S-1).

(4) Provide options for deception in support of the CJTF's/Combatant Commander's deception plan (see Task 215S-3).

(a) Protect details of plans involving joint forces.

(b) Spread misinformation regarding joint operations.

(5) Provide options for security for operational forces and means.

(a) Identify the friendly centers of gravity to be protected.

(b) Assess friendly vulnerabilities.

j. Provide options for joint force command and control.

(1) Plan to incorporate joint forces in the JTF information architecture.

(2) Develop options to task organize operational joint forces.

(a) Conduct operations through Service components when stability, continuity, economy, ease of long range planning, and the scope of operations dictate organizational integrity of Service components.

(b) Establish functional components when the scope of operations requires that similar capabilities and functional forces from more than one Service be

directed toward closely related objectives, and unity of command and effort are primary considerations.

(c) Develop options for organizing the operational joint areas in the JOA.

1 Establish boundaries and maneuver control measures that provide land and sea force commanders with sufficient space to accomplish assigned missions.

2 Establish force operational areas (e.g., Amphibious Objective Areas (AOAs), Joint Special Operations Areas (JSOAs)).

3 Coordinate for aviation airspace control measures.

4 Establish fire control measures.

5 Establish other operational areas, as required:

a Joint rear area.

b Subordinate areas of operations.

c Areas of interest.

d Combat zone.

e Communications zone.

b. Test each COA for validity (see Task 204). ---------->

c. Provide input to the JTF COA statement and sketches.

4. **Analyze operations options for each JTF COA** (Task 215-04-J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for phases, critical events (e.g., D-Day actions), or over a time line. The operators participating in the wargame should develop additional details on:

a. Specific operations tasks for components.

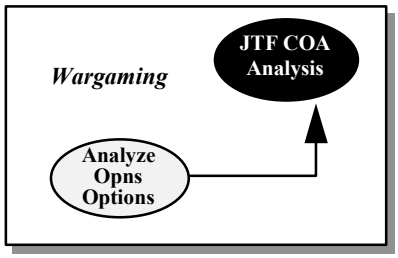
b. The task organization of operations forces throughout the operation.

c. Command relationships (OPCON, TACON and Support).

d. Operations decision points related to major events.

e. Identification of branches (what if) and sequels (what then).

f. Identification and management of risk factors.



5. **Compare operations support options for each JTF COA** (Task 215-05-J3).

a. Participate in determining the operations criteria to be used for comparing COAs.

(1) Address each COA using the agreed upon criteria (see Task 207) and evaluate each COA on additional operations specific comparison criteria (if appropriate).

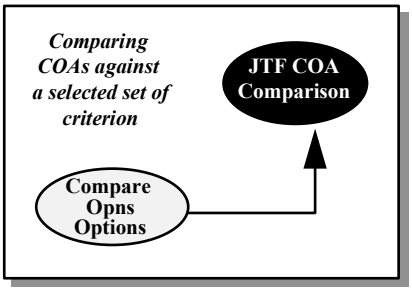
(2) Compare relative success in accomplishing operations tasks.

(3) Evaluate all actions against risk factors.

(4) Develop conclusions that address operations supportability, known risks, and deficiencies necessary for the CJTF to select a COA.

(5) Rank COAs for supportability.

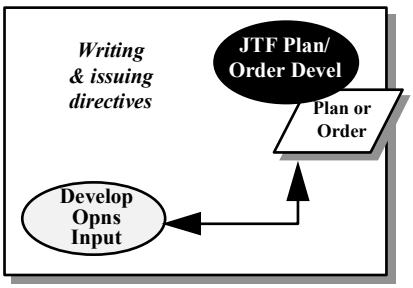
b. Ensure recommendations for operations have been coordinated with all JTF components.



c. Provide a recommendation to CJTF.

6. **Receive CJTF's decision on COAs** (Task 215-06-J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide operations input to JTF plan/order** (Task 215-07-J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Operations input will be in many sections of the plan/order, however, input will primarily be made in Annex C (Operations) of the plan/order.

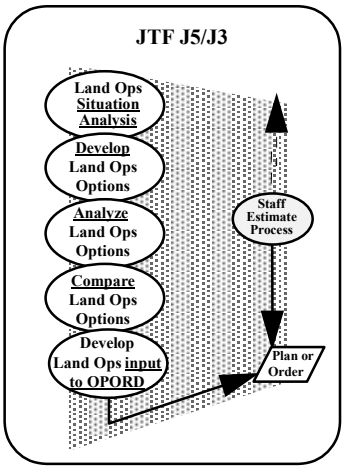


Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3/J5/J2/LNO

TASK 215A: DEVELOP THE OPERATIONS ESTIMATE - LAND OPERATIONS

(Relates to UJTL Tasks OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.4, 6.1, 6.2, 6.3, 6.5)



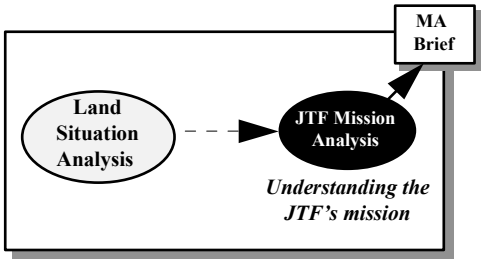
MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is beginning.

MTG TASK PURPOSE: Provide land forces input into the JTF planning effort. The structure of this input is the same as the overall planning process described earlier in this MTG.

REFERENCES: JP 1, JP 3-0, JP 5-00.1, JP 5-00.2

MTG TASK STEPS

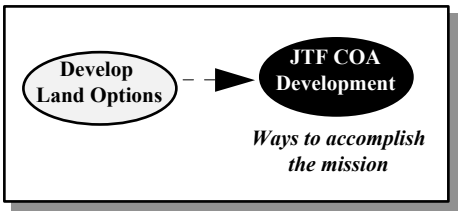
1. **Contribute to the JTF's overall mission analysis** (Task 215A-01-J5/J3).
   a. Determine known facts, current status, or conditions of land forces provided by the Combatant Commander.
   b. Develop assumptions to replace missing or unknown facts.
      (1) The status of forces at the probable time of execution.
      (2) The availability and support requirements of host nation or multinational forces.
      (3) Available time.
   c. Analyze the Combatant Commander's mission and intent from a land perspective.
   d. Determine land forces limitations.
      (1) Things the land forces must do (constraints).
      (2) Things the land forces cannot do (restraints).
      (3) Others (e.g., weather, terrain).
   e. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.
   f. Identify tasks to be performed by land forces.
      (1) Determine specified tasks.
      (2) Determine implied tasks.
      (3) From (1) and (2) above, determine essential tasks.
   g. Conduct an initial land force structure analysis.
   h. Conduct an initial risk assessment.
   i. Determine the end state from a land forces perspective.
   j. Assist in developing the JTF mission statement.
   k. Assist in developing the mission analysis briefing for the CJTF.



2. **Receive CJTF planning guidance** (Task 215A-02-J5/J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to Land Ops personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop land force options for the JTF's COAs** (Task 215A-03-J5/J3). The staff should now develop multiple friendly COAs.

a. Develop options for initial land force COAs.



(1) Review the mission analysis and CJTF's guidance.

(2) Develop/refine a comparison of enemy and friendly force relative combat power ratios.

(3) Review options for attacking/neutralizing the enemy's COGs and accomplishing the JTF's mission/tasks.

(a) Determine land-based decisive points -- usually geographic keys to attacking protected centers of gravity. Consider:

1 Elevated terrain features, built up areas, or key military operational facilities.

2 Enemy command posts, critical boundaries, airspace, and communications nodes.

(b) Attacking enemy vulnerabilities. Consider:

1 Simultaneous attack throughout the depth of the battlespace.

2 Attack from unexpected directions.

3 Isolation of main enemy forces.

(4) Provide options for joint land force operational movement.

(a) Formulate options for strategic deployment of land forces to the theater of operations.

1 Develop/integrate the deployment concept, consistent with the CJTF's supporting campaign scheme and sequence of operations.

2 Balance requirements for initial combat and non-combat operations, force reception and buildup, and the timing of required follow-on operations.

(b) Consider options for intra-theater deployment of forces within the theater of operations/JOA.

Reminder

COAs should answer:
Who: Which components?
What: What tasks?
When: What timing or sequencing?
Where: In what areas of battlespace?
Why: For what desired results (intent)?
How: Using what scheme of maneuver/fires

1 Identify positions from which joint land forces could initiate major operations.

2 Develop options for logistics support for the movement of land forces from PODs to initial positions.

a Transportation.

b Existing transportation infrastructure and required improvements.

c Available airfields to support movement.

3 Intermediate staging bases (ISBs).

4 Forward operating bases (FOBs).

(5) Provide options for joint land forces operational maneuver.

(a) Plan for the transition of forces to and from tactical battle formations. Consider:

1 Relation to decisive points from which enemy centers of gravity, or approaches to them, are exposed.

2 Passage of lines (forward and rearward).

3 Penetration and envelopment (vertical and horizontal), turning movement, infiltration, frontal attack.

(b) Develop options for the concentration of land forces in the theater of operations/JOA.

(c) Develop options for the posturing of land forces in operational formations.

(d) Develop options to conduct operations in depth. Consider:

1 Integration, synchronization, and coordination of offensive, defensive, and retrograde operations to permit concentration of operational forces at enemy decisive points.

2 Simultaneous attack with full joint force capability throughout the depth of the battlespace.

3 Attack from unexpected direction.

a Isolate main enemy forces.

b Interdict subsequent enemy echelons and LOCs.

(6) Provide options for joint land force operational mobility. Consider:

(a) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in both land and sea approaches.

(b) Effective use of existing facilities or infrastructure.

(c) Capture or isolation of facilities or infrastructure.

(d) Circumvention or transit of natural obstacles.

(e) Preparation of routes, operating bases.

(7) Provide options for joint land force countermobility.

(a) Options for an operational system of obstacles.

1 Air, land, and sea means, including minefields, demolition munitions, and interdiction target sets.

2 Reinforcement of existing obstacles to create systems of obstacles.

(b) Options for a quarantine/embargo.

1 Exclusion of specific items from movement into or out of a state or nation.

2 Potential contribution to achievement of operational results in campaigns or major operations.

3 Synchronization of operational and tactical tasks that compose the quarantine/embargo.

(c) Options for a blockade.

1 Isolation of enemy or belligerent communications and/or commerce.

2 Necessary and desired degrees of blockade.

3 Synchronization of operational and tactical tasks that compose the quarantine/embargo.

(8) Provide options for joint land forces firepower.
(a) Describe the relationship between land-based combat power and air/naval combat power. Consider supporting/supported relationships from the perspective of joint force objectives.
(b) Identify/nominate or receive component nominations for operationally significant targets affecting land operations.
1 Balance targeting requirements in support of maneuver with requirements in support of other joint force interdiction.
2 Integrate land-based interdiction capability into interdiction options.
a Identify/integrate lethal means of attack.
b Identify/integrate nonlethal means of attack.
(9) Provide options for joint land and force protection.
(a) Options for operational airspace and missile defense. Includes the protection of critical facilities and forces.
(b) Consider options for the protection of operational forces, means, and noncombatants.
1 Prepare operationally significant defenses.
2 Remove operationally significant hazards.
3 Protect use of the electromagnetic spectrum in the theater of operations/JOA.
4 Provide positive identification of friendly operational forces.
5 Plan for evacuation of noncombatants from the theater of operations/JOA.
6 Establish disaster control measures.
7 Establish NBC protection in theater of operations/JOA (see Task 215M).
8 Coordinate Personnel Recovery (PR) operations (see Task 215N).
9 Coordinate support to Survival, Escape, Resistance, and Evasion (SERE) actions.
(c) Provide options for Operations Security (OPSEC) in the theater of operations/JOA (See Task 215S-1).
(d) Provide options for deception in support of the CJTF's/Combatant Commander's deception plan (see Task 215S-3).
1 Protect details of plans involving land forces.
2 Spread misinformation regarding land operations.
(e) Provide options for security for operational forces and means.
1 Identify friendly COGs to be protected.
2 Assess friendly vulnerabilities.
(10) Provide options for the joint land force command and control.
(a) Plan to incorporate land forces in the JTF information architecture.
(b) Develop options to task organize operational land forces.
1 Conduct operations through Service components when stability, continuity, economy, ease of long range planning, and the scope of operations dictate organizational integrity of Service components.
2 Establish functional components when the scope of operations requires similar capabilities and functional forces from more than one Service be

directed toward closely related objectives, and unity of command and effort are primary considerations.

(c) Develop options for organizing the operational land areas in the JOA.

1 Establish boundaries and maneuver control measures that provide land force commanders with sufficient space to accomplish assigned missions.

2 Establish force operational areas (e.g., Amphibious Objective Areas (AOAs), Joint Special Operations Areas (JSOAs)).

3 Coordinate for aviation airspace control measures.

4 Establish fire control measures.

5 Establish other operational areas, as required:

a Joint rear area.

b Subordinate areas of operations.

c Areas of interest.

d Combat zone.

e Communications zone.

b. Test each COA for validity (see Task 204).

c. Provide input to the JTF COA statement and sketches.

4. **Participate in COA analysis (wargaming)** (Task 215A-04-J5/J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:

a. Specific tasks for components.

b. Task organization of the JTF throughout the operation.

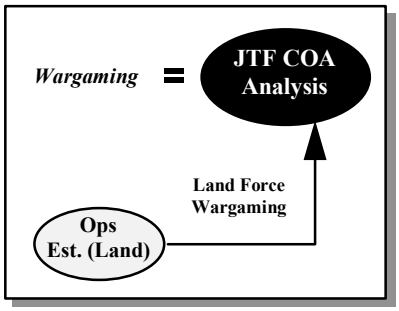
c. Command relationships.

d. Coincidence of movement and maneuver with operational fires.

e. Decision points and intelligence requirements related to major events.

f. Operational support needed.

g. Identification of branches (what if) and sequels (what then).



5. **Participate in COA comparison** (Task 215A-05-J5/J3).

a. Participate in determining the criteria to be used for comparing COAs. Criteria for land operations could come from:

(1) Commander's Intent.

(2) Factors of METT-T.

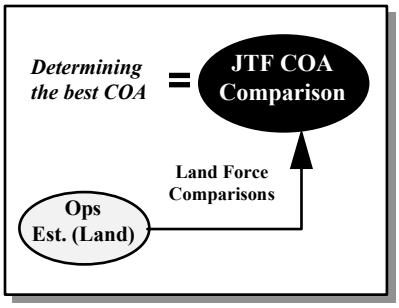
(a) Mission accomplishment.

(b) Enemy.

(c) Terrain.

(d) Troops available.

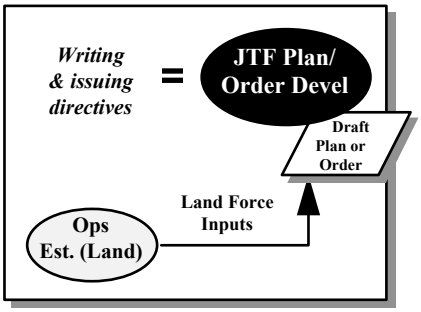
(e) Time available.



b. Ensure recommendations for land operations have been coordinated with land components of the JTF.

6. **Receive CJTF's decision on COAs** (Task 215A-06-J5/J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop land forces perspective in JTF plan/order** (Task 215A-07-J5/J3). After the COA is selected, the plan/order is written. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Land operations input can be in many sections of the plan/order. (See Task 209 or CJCSM 3122.03 for the joint (e.g., JOPES) plan/order format.)

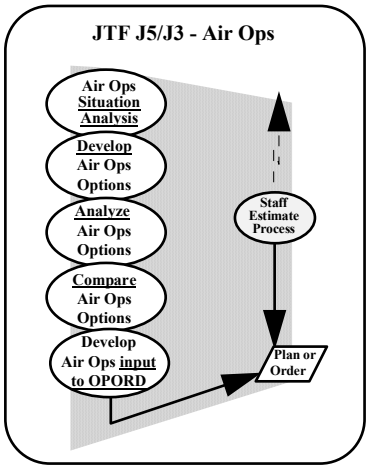


Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3/J5/Air Component LNOs

TASK 215B: DEVELOP THE OPERATIONS ESTIMATE - AIR OPERATIONS

(Relates to UJTL Tasks OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.4, 6.1, 6.2, 6.3, 6.5)



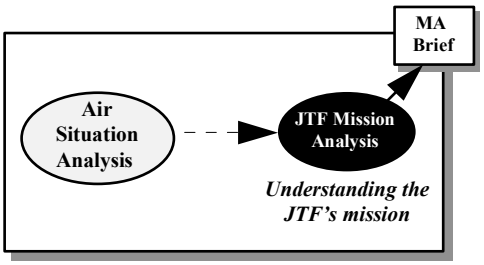
MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

MTG TASK PURPOSE: Provide air forces input into the JTF planning effort. The structure of this input is the same as the overall planning process described earlier in this MTG.

REFERENCES: JP 3-56.1, JP 3-0, JP 5-00.1, JP 5-00.2

MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215B-01-J5/J3).
   a. Determine known facts, current status, or conditions of air forces provided by the Combatant Commander.
   b. Develop assumptions to replace missing or unknown facts.
      (1) The status of forces at probable execution.
      (2) The availability and support requirements of host nation or multinational forces.
      (3) Available time.

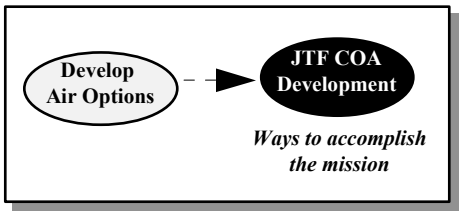


   c. Analyze the Combatant Commander's mission and intent from an air operations perspective.
   d. Determine force limitations.
      (1) Things the joint air forces must do (constraints).
      (2) Things the joint air forces must not do (restraints).
      (3) Others as appropriate (weather, political, etc.).
   e. Determine center(s) of gravity (COGs) and probable decisive points.
      (1) Own forces. Determine and prioritize own COG(s) and key vulnerabilities.
      (2) Enemy forces. Determine decisive points and critical nodes.
   f. Identify the tasks that can be accomplished by air forces.
      (1) Determine specified tasks.
      (2) Determine implied tasks.
      (3) From (1) and (2) above, determine essential tasks.
   g. Conduct an initial force structure analysis. Determine shortfalls in forces or capabilities that will impact the conduct of air operations.
   h. Conduct an initial JTF risk assessment based on the enemy order of battle and friendly force structure.

i. Determine the desired end state from an air operations perspective. Recommend ways air operations can help the JTF achieve the desired end state.
j. Assist in developing the JTF mission statement.
k. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive CJTF planning guidance** (Task 215B-02-J5/J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to Air Ops personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.
a. LNOs must ensure CJTF guidance is detailed enough to allow air component planning. Guidance should contain mission type orders, by phases of the operation. Request clarification if required. Look for:
(1) Facts and assumptions.
(2) Specified, implied, and essential tasks.
(3) Limitations and ROE, if any.
(4) Risk assessments.
(5) Time analysis/milestones.
(6) The desired end state.
(7) The proposed mission statement.
b. Pass the CJTF guidance to air components staff(s).

3. **Develop options for the employment of joint air forces that support the JTF's courses of action** (Task 215B-03-J5/J3). The JTF staff should now develop multiple friendly COAs. Air component LNO(s) should advise JTF planners on how joint air forces can contribute to each developing JTF COA.
a. Develop COAs for the employment of joint airpower.
(1) Review the mission analysis and CJTF's guidance.
(2) Compare the enemy and friendly forces structure to determine relative combat power.
(a) Look for deficiencies in own force structure and available weapon systems types.
(b) Prioritize required air capabilities/unit types for deployment.
(c) Consider the availability of coalition/host nation airpower.



(3) Review options for protecting own COGs. Estimate probable enemy actions against own COGs. Plan for protection of own vulnerabilities.
(4) Review options for attacking/neutralizing the enemy's COGs and accomplishing the JTF's mission/tasks.
(a) Determine enemy decisive points and the critical nodes that affect enemy COGs.
1 Consider strategic, operational, and tactical COGs for attack. Look for those critical nodes and key vulnerabilities targetable by airpower.

2 Prioritize enemy COGs. Establish target lists that enable maximum efficiency of airpower, including targets that must be attacked to support the CJTF's overall campaign.

(b) Plan for attacks against enemy vulnerabilities. Consider:

1 Simultaneous attack throughout the depth of the battlespace.

2 Attack from unexpected directions.

3 Synergistic use of all JTF weapon systems/component capabilities (SOF, EW, TLAM, attack helicopters, ATACMS, and others) to accomplish air operation objectives.

4 Isolation of main enemy forces from national leadership.

(5) Provide the JTF with options for the deployment of air forces to the JOA and subsequent preparations of those forces.

(a) Formulate options for strategic deployment of air forces to the theater of operations.

1 Develop/integrate the air deployment concept with the CJTF's overall deployment plan and sequence of subsequent operations.

2 Develop options for logistics support for the movement of air forces from PODs/APODs to initial positions. Consider:

a Transportation modes.

b Transportation infrastructure and required improvements.

c Available airfields to support movement.

3 Balance requirements for initial combat and non-combat operations, force reception and buildup, and timing of required follow-on operations.

(b) Consider options for the initial arrival of forces within the theater of operations/JOA.

1 Identify bases and locations from which land and sea-based joint air forces could initiate operations.

2 Identify potential Intermediate Staging Bases (ISBs) in the theater of operations.

3 Identify potential Forward Operating Bases (FOBs) in the JOA.

Reminder

COAs should answer:

Who: Which components?
What: What tasks?
When: What timing or sequencing?
Where: In what areas of battlespace?
Why: For what desired results (intent)?
How: Using what scheme of maneuver/fires

(6) Provide JTF planners with options for the employment of joint air forces.

(a) Develop options for the posturing of air forces to react to changing tactical situations.

1 Deterrence and show of force options.

2 Preemptive attack options.

3 Transition to offensive operations, enemy choice of timing.

(b) Develop options to conduct parallel attack operations. Ensure:

1 Integration, synchronization, and coordination of all joint air forces and weapon systems to permit concentration of operational firepower at enemy decisive points.

2 Simultaneous attack with the full joint force capability throughout the depth of the battlespace.

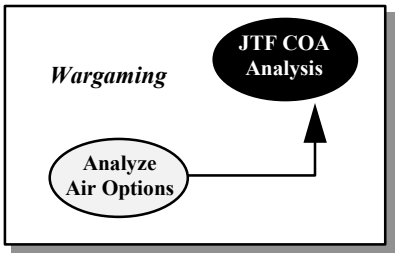
3 Attack from unexpected directions.
a Isolation of main enemy forces.
b Interdiction of subsequent enemy echelons, LOCs, etc.
(c) Identify operationally significant targets that affect air operations.
1 Balance air component targeting requirements in support of land force maneuver with requirements to use joint airpower in support of the CJTF's objectives.
2 Integrate land-based interdiction capability into the overall air interdiction plan.
a Identify/integrate lethal means of attack.
b Identify/integrate nonlethal means of attack.
c Identify joint interdiction assets required to support the joint air operation.
(7) Provide options for force protection.
(a) Develop options for operational airspace control.
1 Consider airspace control measures.
2 Consider measures to positively identify friendly forces.
(b) Develop options for Theater Air and Missile Defense (TAMD). Plan for the protection of critical facilities and forces.
1 Plan for defensive counterair missions to defend the JOA.
2 Plan for offensive counterair missions to eliminate operationally significant hazards.
3 Plan for air evacuation of noncombatants from the theater of operations.
4 Plan for Personnel Recovery (PR) operations (see Task 215N).
5 Coordinate support to Survival, Escape, Resistance, and Evasion (SERE) actions.
(c) Provide options for operations security (OPSEC)(see Task 215S-1). Protect the use of the electromagnetic spectrum in the theater of operations/JOA.
(d) Provide options for deception in support of the CJTF/Combatant Commander deception plan (see Task 215S-3).
1 Protect details of plans involving joint air forces.
2 Spread misinformation regarding air operations.
(8) Provide options for the command and control of joint air forces.
(a) Incorporate air forces in the JTF information architecture.
(b) Recommend the organization of air forces.
1 Establish the Joint Force Air Component Commander (JFACC) functional command structure when the scope of operations requires similar capabilities and functional forces from more than one Service be directed toward closely related objectives, and unity of command and effort are primary considerations.
2 The JTF headquarters may directly manage joint air operations when the scope of the operation is limited. In this case, execute air operations through Service components.

(c) Describe the relationship between land forces, maritime forces, and joint air forces. Recommend supported/supporting relationships that support attainment of joint force objectives.
(d) Develop options for synchronizing air operations with land and naval force maneuver in the JOA .
1 Ensure established boundaries and maneuver control measures that provide land force commanders with sufficient space to accomplish assigned missions do not inhibit efficient use of joint airpower.
2 Provide air input to the establishment of the joint force operational areas (e.g., Amphibious Objective Areas (AOAs), Joint Special Operations Areas (JSOAs)).
3 Develop airspace control measures.
4 Develop and publish command and control procedures.
5 Ensure JTF/components agree on methods to synchronize joint air operations.

b. Test each COA for validity (see Task 204).
c. Provide input to the JTF COA statement and sketches.

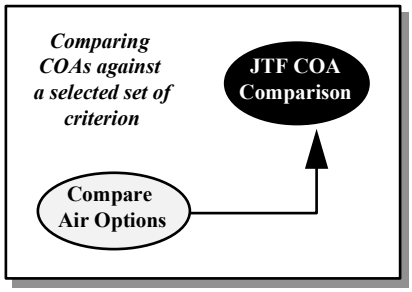
4. **Participate in COA analysis (wargaming)** (Task 215B-04-J5/J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:

a. Specific tasks for components.
b. The task organization of the JTF throughout the operation.
c. Command relationships.
d. Coincidence of movement and maneuver with operational fires.
e. Decision points and intelligence requirements related to major events.
f. Operational support needed.
g. Identification of branches (what if) and sequels (what then).



5. **Participate in COA comparison** (Task 215B-05-J5/J3).

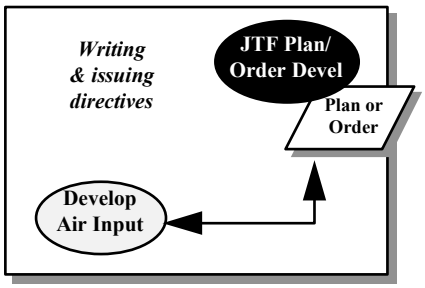
a. Participate in determining the criteria to be used for comparing COAs. Criteria for joint air operations should be based on:
(1) Commander's intent.
(2) Mission.
(3) End state.
(4) Time available.
(5) Forces available.



b. Ensure that recommendations for joint air operations have been coordinated with each Service/functional component of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215B-06-J5/J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop air forces perspective in JTF plans/orders** (Task 215B-07-J5/J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Air operations input can be in many sections of the plan/order. See Task 209 for the joint (e.g., JOPES) plan/order format.)



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3/J5/J2/LNO

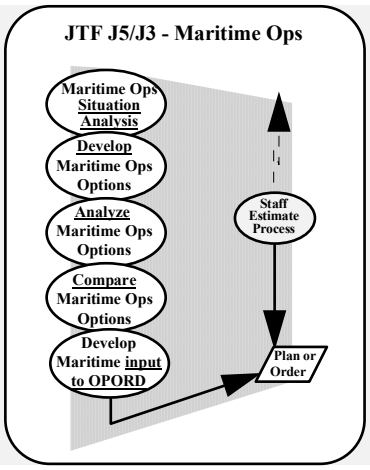
TASK 215C: DEVELOP THE OPERATIONS ESTIMATE – MARITIME OPERATIONS

(Relates to UJTL Tasks OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.4, 6.1, 6.2, 6.3, 6.5)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

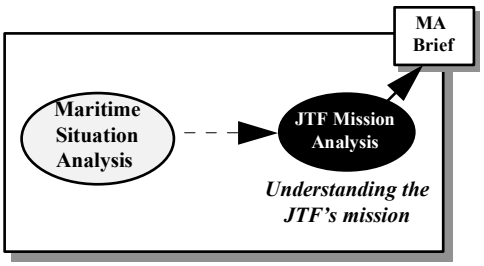
MTG TASK PURPOSE: Provide maritime forces input into the JTF planning effort. The structure of this input is the same as the overall planning process described earlier in this MTG.

REFERENCES: JP 1, JP 3-0, JP 5-00.1, JP 5-00.2



MTG TASK STEPS

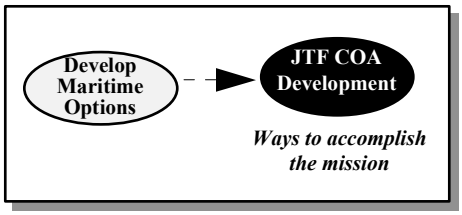
1. **Contribute to the JTF's overall mission analysis** (Task 215C-01-J5/J3).
   a. Determine known facts, current status, or conditions of maritime forces provided by the Combatant Commander.
   b. Develop assumptions to replace missing or unknown facts.
      (1) The status of forces at probable execution.
      (2) The availability and support requirements of host nation or multinational forces.
      (3) Available time.
   c. Analyze the Combatant Commander's mission and intent from a maritime perspective.
   d. Determine maritime forces limitations.
      (1) Things the maritime forces must do (constraints).
      (2) Things the maritime forces cannot do (restraints).
      (3) Others (e.g., weather, terrain).
   e. Determine the enemy and own center(s) of gravity (COGs) and tentative decisive points.
   f. Identify tasks to be performed by maritime forces.
      (1) Determine specified tasks.
      (2) Determine implied tasks.
      (3) From (1) and (2) above, determine essential tasks.
   g. Conduct an initial maritime force structure analysis.
   h. Conduct an initial risk assessment.
   i. Determine the end state from a maritime forces perspective.
   j. Assist in developing the JTF mission statement.
   k. Assist in developing the mission analysis briefing for the CJTF.



2. **Receive CJTF planning guidance** (Task 215C-02-J5/J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to maritime operations personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop maritime force options for the JTF's courses of action** (Task 215C-03-J5/J3). The staff should now develop multiple friendly COAs.

a. Develop options for initial maritime force COAs.



(1) Review the mission analysis and CJTF's guidance.

(2) Develop/refine a comparison of enemy and friendly force relative combat power ratios.

(3) Review options for attacking/neutralizing the enemy's COGs and accomplishing the JTF's mission/tasks.

(a) Determine maritime-based decisive points -- usually geographic keys to attacking protected centers of gravity. Consider:

1 Elevated terrain features, built up areas, or key military operational facilities.

2 Enemy command posts, critical boundaries, airspace, communications nodes.

(b) Attack enemy vulnerabilities. Consider:

1 Simultaneous attack throughout the depth of the battlespace.

2 Attack from unexpected directions.

3 Isolate main enemy forces.

(4) Provide options for joint maritime force operational movement.

(a) Formulate options for strategic deployment of maritime forces to the theater of operations.

1 Develop/integrate the deployment concept, consistent with CJTF's supporting campaign scheme and sequence of operations.

2 Balance requirements for initial combat and non-combat operations, force deployment/reception and buildup, and timing of required follow-on operations.

(b) Consider options for the intra-theater deployment of forces within the theater of operations/JOA.

1 Identify positions from which joint maritime forces could initiate major operations.

2 Develop options for logistics support for the movement of maritime forces.

a Transportation.

b Existing transportation infrastructure and required improvements.

c Available ports.

3 Intermediate staging bases (ISBs).

4 Forward operating bases (FOBs).

(5) Provide options for joint maritime forces operational maneuver.

(a) Plan for the transition of forces to and from tactical battle formations.

(b) Develop options for the concentration of maritime forces in the theater of operations/JOA.

(c) Develop options for the posturing of maritime forces in operational formations.

(d) Develop options to conduct operations in depth. Consider:

1 Integration, synchronization, and coordination of offensive, defensive, and retrograde operations to permit concentration of operational forces at enemy decisive points.

2 Simultaneous attack with the full joint force capability throughout the depth of the battlespace.

3 Attack from unexpected direction.

a Isolate main enemy forces.

b Interdict subsequent enemy echelons, LOCs.

(6) Provide options for joint maritime force operational mobility. Consider:

(a) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in sea approaches.

(b) Effective use of existing facilities or infrastructure.

(c) Capture or isolation of facilities or infrastructure.

(d) Circumvention or transit of natural obstacles.

(e) Preparation of routes, and operating bases.

(7) Provide options for joint maritime force countermobility.

(a) Options for an operational system of obstacles. Consider:

1 Air, land, and sea means, including minefields, demolition munitions, and interdiction target sets.

2 Reinforcement of existing obstacles to create a systems of obstacles.

(b) Options for a quarantine/embargo. Consider:

1 Exclusion of specific items from movement into or out of a state or nation.

2 The potential contribution to achieving operational results in campaigns or major operations.

3 Synchronization of operational and tactical tasks that compose the blockade.

4 Legal implications of establishing a blockade.

(c) Options for a blockade. Consider:

1 Isolation of enemy or belligerent communications and/or commerce.

2 Necessary and desired degrees of blockade.

3 Synchronization of operational and tactical tasks that compose the quarantine/embargo.

Reminder

COAs should answer:

Who: Which components?
What: What tasks?
When: What timing or sequencing?
Where: In what areas of battlespace?
Why: For what desired results (intent)?
How: Using what scheme of maneuver/fires?

(8) Provide options for joint maritime forces firepower.
(a) Describe the relationship between maritime-based combat power and air/land combat power. Consider supporting/supported relationships from the perspective of joint force objectives.
(b) Identify/nominate or receive component nominations for operationally significant targets affecting maritime operations.
1 Balance targeting requirements in support of maneuver with requirements to support other joint force interdiction.
2 Integrate maritime-based interdiction capability into interdiction options.
a Identify/integrate lethal means of attack.
b Identify/integrate nonlethal means of attack.
(9) Provide options for joint maritime and force protection.
(a) Options for operational airspace and missile defense. This includes protecting critical facilities and forces.
(b) Consider options for protecting operational forces, means, and noncombatants.
1 Prepare operationally significant defenses.
2 Remove operationally significant hazards.
3 Protect the use of the electromagnetic spectrum in the theater of operations/JOA.
4 Provide positive identification of friendly operational forces.
5 Plan for the evacuation of noncombatants from the theater of operations/JOA.
6 Establish disaster control measures.
7 Establish NBC protection in the theater of operations/JOA (see Task 215M).
8 Coordinate Personnel Recovery (PR) operations (See Task 215N).
9 Coordinate support to Survival, Escape, Resistance, and Evasion (SERE) actions.
(c) Provide options for operations security (OPSEC) in the theater of operations/JOA. (see Task 215S-1).
(d) Provide options for deception in support of the CJTF's/Combatant Commander's deception plan (see Task 215S-3).
1 Protect details of plans involving maritime forces.
2 Spread misinformation regarding maritime operations.
(e) Provide options for the security for operational forces and means.
1 Identify friendly COGs to be protected.
2 Assess friendly vulnerabilities.
(10) Provide options for joint maritime force command and control.
(a) Plan to incorporate maritime forces in the JTF information architecture.
(b) Develop options to task organize operational maritime forces.
1 Conduct operations through Service components when stability, continuity, economy, ease of long range planning, and the scope of operations dictate organizational integrity of Service components.

2 Establish functional components when the scope of operations requires that similar capabilities and functional forces from more than one Service be directed toward closely related objectives, and unity of command and effort are primary considerations.

(c) Develop options for organizing operational maritime areas in the JOA.

1 Establish boundaries and maneuver control measures that provide maritime force commanders with sufficient space to accomplish assigned missions.

2 Establish force operational areas (e.g., Amphibious Objective Areas (AOAs)).

3 Coordinate for aviation airspace control measures.

4 Establish fire control measures.

5 Establish other operational areas, as required:

a Joint rear area.

b Subordinate areas of operations.

c Areas of interest.

d Combat zone.

e Communications zone.

b. Test each COA for validity (see Task 204). -------->

c. Provide input to the JTF COA statement and sketches.

4. **Participate in COA analysis (wargaming)** (Task 215C-04-J5/J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:

a. Specific tasks for components.

b. Task organization of the JTF throughout the operation.

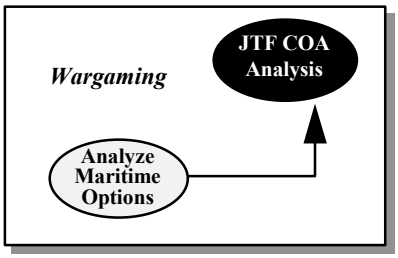
c. Command relationships.

d. Coincidence of movement and maneuver with operational fires.

e. Decision points and intelligence requirements related to major events.

f. Operational support needed.

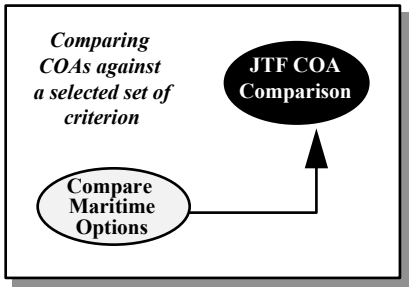
g. Identification of branches (what if) and sequels (what then).



5. **Participate in COA comparison** (Task 215C-05-J5/J3).

a. Participate in determining the criteria to be used for comparing COAs. Criteria for maritime operations could come from:

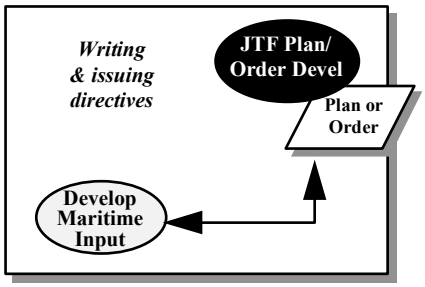
(1) The commander's intent.
(2) Factors of METT-T (+).
(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.
(d) Troops available.
(e) Time available.
(f) Political factors.



b. Ensure that recommendations for maritime operations have been coordinated with maritime components of the JTF.

6. **Receive CJTF's decision on COAs** (Task 215C-06-J5/J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop maritime forces perspective in JTF plan/order** (Task 215C-07-J5/J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Maritime operations input can be in many sections of the plan/order. (See Task 209 for the joint (e.g., JOPES) plan/order format.)



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3/J5/J2/LNO

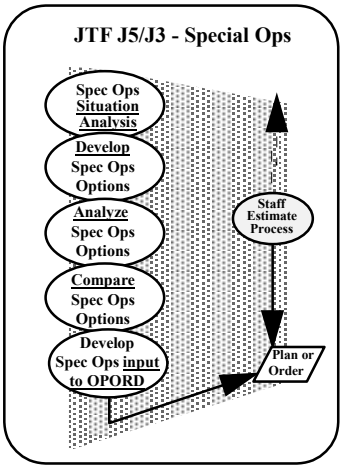
TASK 215D: DEVELOP THE OPERATIONS ESTIMATE - SPECIAL OPERATIONS

(Relates to UJTL Tasks OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.4, 6.1, 6.2, 6.3, 6.5)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

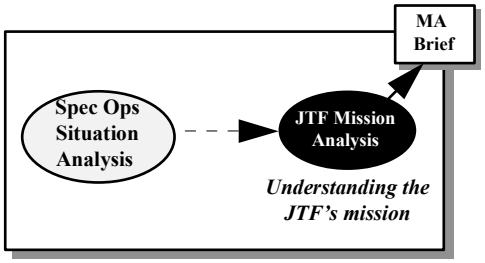
MTG TASK PURPOSE: To provide special operations forces input into the JTF planning effort. The structure of this input is the same as the overall planning process described earlier in this MTG.

REFERENCES: JP 3-0, JP 3-05, JP 3-05.1, JP 3-05.2, JP 5-00.1, JP 5-00.2



MTG TASK STEPS

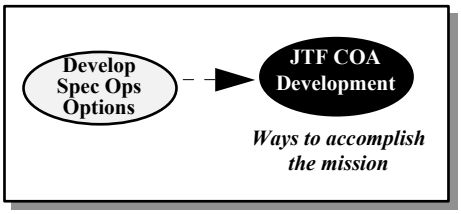
1. **Contribute to the JTF's overall mission analysis** (Task 215D-01-J5/J3).
   a. Determine known facts, current status, or conditions of special operations forces provided by the Combatant Commander.
   b. Develop assumptions to replace missing or unknown facts.
      (1) The status of forces at probable execution.
      (2) The availability and support requirements of host nation or multinational forces.
      (3) Available time.
   c. Analyze the Combatant Commander's mission and intent from a special operations perspective.
   d. Determine special operations forces limitations.
      (1) Things the special operations forces must do (constraints).
      (2) Things the special operations forces cannot do (restraints).
      (3) Others (e.g., weather, terrain).
   e. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.
   f. Identify tasks to be performed by special operations forces.
      (1) Determine specified tasks.
      (2) Determine implied tasks.
      (3) From (1) and (2) above, determine essential tasks.
   g. Conduct an initial special operations force structure analysis.
   h. Conduct an initial risk assessment.
   i. Determine the end state from a special operations forces perspective.
   j. Assist in developing the JTF mission statement.
   k. Assist in developing the mission analysis briefing for the CJTF.



2. **Receive CJTF planning guidance** (Task 215D-02-J5/J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to special operations personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop special operations force options for the JTF's courses of action** (Task 215D-03-J5/J3). The staff should now develop multiple friendly COAs.

a. Develop options for the initial special operations COAs.



(1) Review the mission analysis and CJTF's guidance.

(2) Develop/refine a comparison of enemy and friendly force relative combat power ratios.

(3) Review options for attacking/neutralizing the enemy's COGs and accomplishing the JTF's mission/tasks.

(a) Determine special operations-based decisive points. Consider:

1 Elevated terrain features, built up areas, or key military operational facilities.

2 Enemy command posts, critical boundaries, airspace, and communications nodes.

(b) Plan for attacking enemy vulnerabilities. Consider:

1 Simultaneous attack throughout the depth of the battlespace.

2 Attack from unexpected directions.

3 Isolate main enemy forces.

(4) Provide options for joint special operations force operational movement.

(a) Formulate options for strategic deployment of special operations forces to the theater of operations

1 Develop/integrate a deployment concept, consistent with the CJTF's supporting campaign scheme and sequence of operations.

2 Balance requirements for initial combat and non-combat operations, force reception and buildup, and timing of required follow-on operations.

(b) Consider options for intra-theater deployment of forces within the theater of operations/JOA.

1 Identify positions from which joint special operations forces could initiate major operations.

2 Develop options for logistics support for the movement of special operations forces from PODs to initial positions.

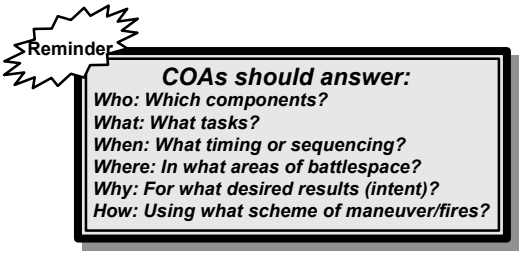
a Transportation.

b Existing transportation infrastructure and required improvements.

c Available bases/airfields to support movement.

3 Intermediate staging bases (ISBs).

4 Forward operating bases (FOBs).



(5) Provide options for joint special operations forces operational maneuver.
(a) Develop options for the concentration of special operations forces in the theater of operations/JOA.
(b) Develop options to conduct operations in depth.
(6) Provide options for joint special operations force operational mobility. Consider:
(a) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in sea/land approaches.
(b) Effective use of existing facilities or infrastructure.
(c) Capture or isolation of facilities or infrastructure.
(d) Circumvention or transit of natural obstacles.
(e) Preparation of routes and operating bases.
(7) Provide options for joint special operations force countermobility.
(a) Options for an operational system of obstacles. Consider:
1 Air, land, and sea means, including minefields, demolition munitions, and interdiction target sets.
2 Reinforcement of existing obstacles to create systems of obstacles.
(b) Options in support of a quarantine/embargo. Consider:
1 Exclusion of specific items from movement into or out of a state or nation.
2 The potential contribution to achievement of operational results in campaigns or major operations.
3 Synchronization of operational and tactical tasks that compose the quarantine/embargo.
(c) Options in support of a blockade. Consider:
1 Isolation of enemy or belligerent communications and/or commerce.
2 Necessary and desired degrees of blockade.
3 The synchronization of operational and tactical tasks that compose the quarantine/embargo.
(8) Provide options for joint special operations forces firepower.
(a) Describe the relationship between special operations-based combat power and air/naval/land combat power. Consider supporting/supported relationships from the perspective of joint force objectives.
(b) Identify/nominate or receive component nominations for operationally significant targets affecting special operations.
1 Balance targeting requirements in support of maneuver with requirements in support of other joint force interdiction.
2 Integrate special operations-based interdiction capability into interdiction options.
a Identify/integrate lethal means of attack.
b Identify/integrate nonlethal means of attack.
(9) Provide options for joint special operations and force protection.
(a) Consider options for protection of operational forces, means, and noncombatants.
1 Prepare operationally significant defenses.

2 Remove operationally significant hazards.
3 Protect the use of the electromagnetic spectrum in the theater of operations/JOA.
4 Provide positive identification of friendly operational forces.
5 Plan for the evacuation of noncombatants from the theater of operations/JOA.
6 Establish disaster control measures.
7 Establish NBC protection in the theater of operations/JOA (see Task 215M).
8 Coordinate Personnel Recovery (PR) operations (see Task 215N).
9 Coordinate support to Survival, Evasion, Resistance, and Escape (SERE) actions.

(b) Provide options for operations security (OPSEC) in the theater of operations/JOA (see Task 215S-1).

(c) Provide options for deception in support of the CJTF's/Combatant Commander's deception plan (see Task 215S-3).

1 Protect details of plans involving special operations forces.
2 Spread misinformation regarding special operations.

(d) Provide options for security for operational forces and means.

1 Identify friendly COGs to be protected.
2 Assess friendly vulnerabilities.

(10) Provide options for joint special operations force command and control.

(a) Plan to incorporate special operations forces in the JTF information architecture.

(b) Develop options to task organize operational special operations forces.

1 Conduct operations through Service components when stability, continuity, economy, ease of long range planning, and scope of operations dictate organizational integrity of Service components.
2 Establish functional components when the scope of operations requires similar capabilities and functional forces from more than one Service be directed toward closely related objectives, and unity of command and effort are primary considerations.

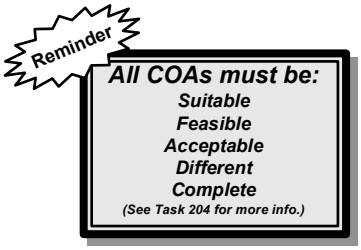
(c) Develop options for organizing operational special operations areas in the JOA.

1 Establish boundaries and maneuver control measures that provide special operations force commanders with sufficient space to accomplish assigned missions.
2 Establish force operational areas (e.g., Joint Special Operations Areas (JSOAs)).
3 Coordinate for aviation airspace control measures.
4 Establish fire control measures.
5 Establish other operational areas, as required:

a Joint rear area.
b Subordinate areas of operations.

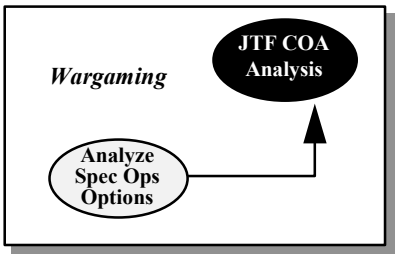
c Areas of interest.
d Combat zone.
e Communications zone.

b. Test each COA for validity (See Task 204)
c. Provide input to JTF COA statement and sketches.



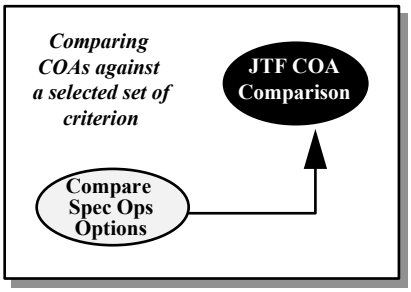
4. **Participate in COA analysis (wargaming)** (Task 215D-04-J5/J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:

a. Specific tasks for components.
b. The task organization of the JTF throughout the operation.
c. Command relationships.
d. Coincidence of movement and maneuver with operational fires.
e. Decision points and intelligence requirements related to major events.
f. Operational support needed.
g. Identification of branches (what if) and sequels (what then).



5. **Participate in the COA comparison** (Task 215D-05-J5/J3).

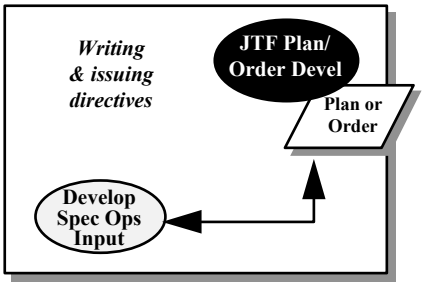
a. Participate in determining the criteria to be used for comparing COAs. Criteria for special operations could come from:
(1) The commander's Intent.
(2) Factors of METT-T (+).
(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.
(d) Troops available.
(e) Time available.
(f) Political factors.



b. Ensure recommendations for special operations have been coordinated with the special operations components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215D-06-J5/J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide Special Operations perspective in JTF plans/orders** (Task 215D-07-J5/J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Special operations input can be in many sections of the plan/order. (See Task 209 for the joint (e.g., JOPES) plan/order format.)



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3 Space Cell

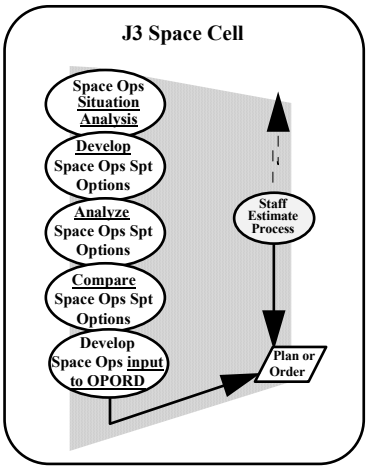
TASK 215E: DEVELOP THE OPERATIONS ESTIMATE - SPACE SUPPORT OPERATIONS

(Relates to UJTL Tasks OP 2.1, 2.2, 3.1, 5.1, 6.1)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

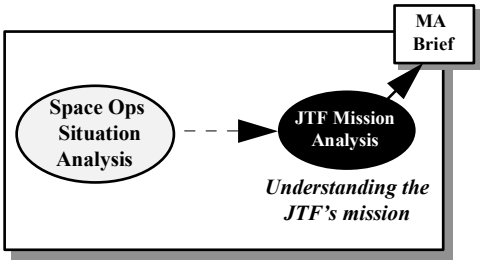
MTG TASK PURPOSE: Provide space operations input into the JTF planning effort. The structure of this input is the same as the overall planning process described earlier in this MTG.

References: JP 3-14, JP 5-00.2, JP 3-01, JP 3-01.5, JP 3-56.1



MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215E-01-J3 Space Cell).
   a. Determine known facts related to space support.
      (1) Conduct an analysis of friendly operations for space force enhancement requirements. Seek to reduce uncertainty, moderate friction, and increase lethality of JTF forces by optimizing the integration of space-derived information. Analyze friendly:
         (a) Missile warning architecture/processes for potential enhancement by space-based systems.
         (b) Precise navigation and timing (PNT)/ processes for potential enhancement by space-based systems.
         (c) Weather architecture/processes for potential enhancement by space-based systems.
         (d) Communications architecture/processes for potential enhancement by space-based systems.
         (e) Intelligence, surveillance, and reconnaissance (ISR) architecture/processes for potential enhancement by space-based systems.
         (f) Spacecraft and payload control/ processes for potential enhancement by space-based systems.



      (2) Conduct an analysis for defensive counterspace operations. Seek to increase JTF initiative in time and space by ensuring continued access to information from space-based systems. Identify:
         (a) Enemy weapon systems that enable the enemy to deny JTF access to space-based information.
         (b) Friendly critical and vulnerable nodes.
         (c) Options for accomplishing defensive counterspace operations to assure continued access.

(3) Conduct an analysis for offensive counterspace operations. Seek to increase JTF initiative in time and space by denying the enemy the use of information from space-based systems.

(a) Identify enemy space-related systems that enable the enemy to react to JTF initiatives. Consult the Defense Intelligence Space Order of Battle (DISOB) for space systems.

(b) In conjunction with (ICW) the J2 and outside agencies (USSTRATCOM/ CIC, NAIC, NSA, JIOC) perform a nodal analysis for those systems. Identify critical and vulnerable nodes.

(4) Develop a prioritized list of offensive counterspace critical and vulnerable enemy nodes. Determine the desired result on each node: delay, disrupt, disable, or destroy the node.

b. Develop assumptions to replace missing facts related to space support.

c. Analyze the Combatant Commander's mission for Space Operations implications.

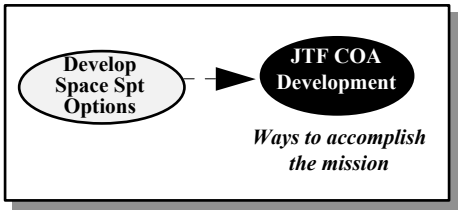
d. Identify/determine space support tasks -- specified, implied, essential.

(1) Establish space force enhancement goals.

(2) Establish counterspace operations goals.

2. **Receive CJTF planning guidance** (Task 215E-02-J3 Space Cell). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to Space Ops personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop space support options for the JTF's COAs** (Task 215E-03-J3 Space Cell). The JTF staff should develop multiple friendly COAs. The Space Cell should develop options for initial space operations support to the JTF's COAs.



a. Develop Space Force Enhancement options in support of JTF COAs.

(1) Plan timely, accurate missile warning support.

(a) Consider utilizing broadcast dissemination (voice and data) to the JTF Headquarters and components.

(b) Consider requesting terrestrial radar (e.g., SPY-1) augmentation to mitigate the results of adverse weather on DSP detection.

(2) Plan precision navigation support.

(a) Utilize Global Positioning System (GPS) accuracy prediction software (GPS SEM/OMEGA) to identify "good" and "bad" windows; disseminate this information to the force (especially strike planners).

(b) Determine if JTF forces have sufficient encrypted GPS receivers.

(3) Plan communications support.

(a) In coordination with the J6, plan a redundant broadcast dissemination architecture for missile warning.

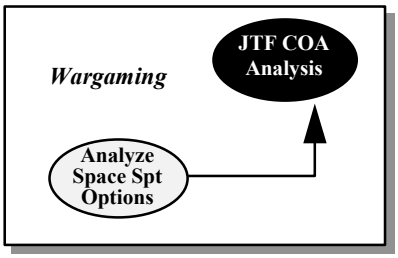
(b) Ensure MILSATCOM users report Radio Frequency Interference (RFI) to the Combatant Commander, then to SPACECOM for resolution.

(4) Plan weather support.
(a) Establish communications with appropriate weather squadrons.
(b) Identify reporting requirements for warning of impending solar/geomagnetic activity that may impact on JTF communications.
(5) Plan reconnaissance/surveillance support.
(a) Consider utilizing multi-spectral imagery to support mission planning, terrain analysis, and area limitation (mobile missile launchers).
(b) In coordination with the J2 collection managers, ensure strike planners have access to national systems' pass times to consider synchronizing strike times to optimize the BDA cycle time.

b. Develop Defensive Counterspace Operation options in support of JTF COAs.
(1) Ensure GPS Anti-Spoofing (A/S) is activated to ensure integrity of the signal.
(2) Consider requesting an increase in GPS Selective Availability to deny the enemy precision navigation information.
(3) Ensure adequate physical security is in place at friendly critical and vulnerable space nodes.

c. Develop Offensive Counterspace Operation options in support of JTF COAs.
(1) Coordinate the prioritized list of offensive counterspace critical and vulnerable enemy nodes (space terrestrial targets) with the IO cell.
(2) Nominate space terrestrial targets for inclusion on the JIPTL.
(3) Integrate the Satellite Reconnaissance Advance Notice (SATRAN) product into JTF/Information Operations OPSEC and deception planning activities.

4. **Participate in COA analysis (wargaming)** (Task 215E-04-J3 Space Cell).
a. Be prepared to contribute to the process of wargaming in which the staff mentally "fights the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:



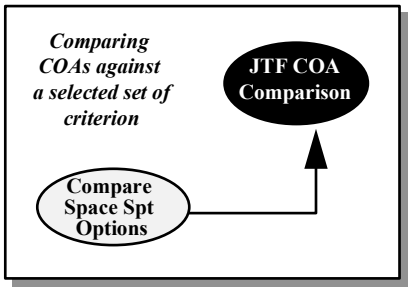
(1) Specific tasks for components.
(2) The task organization of the JTF throughout the operation.
(3) Command relationships.
(4) Coincidence of movement and maneuver with operational fires.
(5) Decision points and intelligence requirements related to major events.
(6) Operational support needed.
(7) Identification of branches (what if) and sequels (what then).

b. It is important to understand all of the above so the Space Operations support aspects of each can be properly analyzed.

5. **Participate in COA comparison** (Task 215E-05-J3 Space Cell).
a. Participate in determining the criteria to be used for comparing COAs. Criteria for space operations could come from:
(1) The commander's intent.

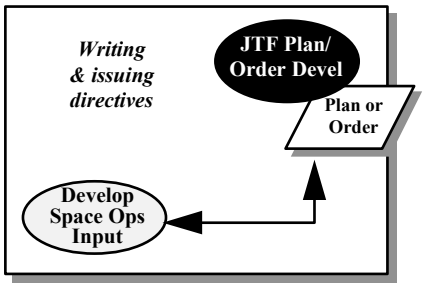
(2) Factors of METT-T (+).
(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.
(d) Troops available.
(e) Time available.
(f) Political.

b. Ensure recommendations for Space Operations have been coordinated with the Combatant Commander and SPACECOM.



6. **Receive the CJTF's decision on COAs** (Task 215E-06-J3 Space Cell). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Develop Space Operations input to JTF plan/order** (Task 215E-07-J3 Space Cell). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Annex N (Space Operations) is where most JTF Space information is included in OPLANs/OPORDs.

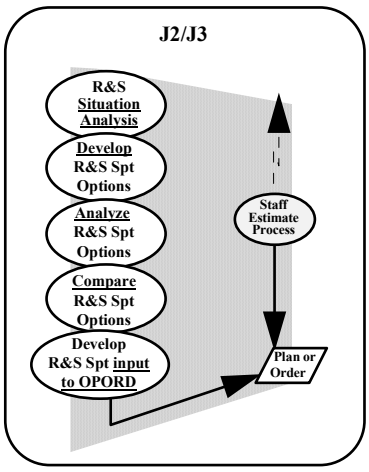


Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3/J2

TASK 215F: DEVELOP THE OPERATIONS ESTIMATE - RECONNAISSANCE AND SURVEILLANCE OPERATIONS

(Relates to UJTL Tasks OP 2.2, 3.1, 6.1, 6.2, 6.4)

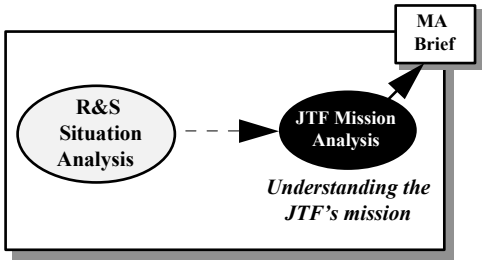


MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

MTG TASK PURPOSE: Plan reconnaissance operations to support the concept of operation, including the scope of reconnaissance, the systems and resources to be employed, and the concept for the conduct and control of reconnaissance operations. Reconnaissance planning must enable the JTF to fully exploit reconnaissance assets.

REFERENCES: JP 2-01, JP 3-04, JP 3-05 series, JP 3-55

MTG TASK STEPS

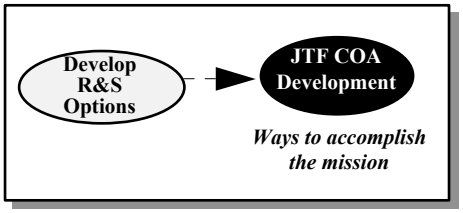


1. **Contribute to the JTF's overall mission analysis** (Task 215F-01-J3).
   a. Determine known facts, current status, or availability of reconnaissance and surveillance assets provided by the Combatant Commander.
   b. Develop assumptions to replace missing or unknown facts:
      (1) The operational status of reconnaissance and surveillance forces (if known) at the probable time of execution.
      (2) The availability and support requirements of host nation or multinational reconnaissance and surveillance forces.
      (3) Available time.
   c. Analyze the Combatant Commander's mission and intent from a reconnaissance and surveillance point of view.
   d. Determine force limitations.
      (1) Things joint reconnaissance and surveillance forces must do (constraints).
      (2) Things joint reconnaissance and surveillance forces cannot do (restraints).
      (3) Others as appropriate (ROE, weather, etc.).
   e. Identify the reconnaissance and surveillance tasks that may be required by joint reconnaissance and surveillance forces.
      (1) Determine specified tasks.
      (2) Determine implied tasks.
      (3) From (1) and (2) above, determine essential tasks.
   f. Conduct an initial force structure analysis. Determine shortfalls in forces or capabilities that will impact the conduct of joint reconnaissance and surveillance operations.

g. Conduct an initial reconnaissance and surveillance risk assessment based on the enemy order of battle, friendly force structure, and proposed COAs.
h. Determine the desired end state from a reconnaissance and surveillance operations perspective. Recommend ways joint reconnaissance and surveillance operations can help the JTF achieve the desired end state.
i. Assist in developing the JTF mission statement.
j. Provide any personnel recovery input necessary for the mission analysis briefing to the CJTF.

2. **Receive CJTF planning guidance** (Task 215F-02-J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to reconnaissance and surveillance personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop options for employment of joint reconnaissance and surveillance forces** (Task 215F-03-J3). The JTF staff should now develop multiple friendly COAs. JTF reconnaissance and surveillance planners should develop reconnaissance and surveillance options to support each JTF COA.



a. Review the mission analysis and CJTF's guidance.
b. Analyze the proposed JTF COAs for reconnaissance and surveillance potential. For each COA consider:
(1) Enemy policy, practices, intentions.
(2) Location, strength, capabilities, activities of enemy units that could affect operations in the objective area, adjacent areas, and along lines of communications and infiltration/exfiltration routes.
(3) Capabilities of the enemy early warning system.
(4) Current enemy air, ground, and naval order of battle.
(5) Enemy electronic order of battle/threat to reconnaissance and surveillance assets.
(6) The threat to primary reconnaissance and surveillance assets.
(7) METOC.
c. For each proposed JTF COA identify required reconnaissance and surveillance assets, by Service or functional component or command.
(1) Assess the capabilities and limitations of each. Ensure JTF planners are aware of them.
(a) Look for deficiencies in own force structure/available systems types.
(b) Prioritize required reconnaissance and surveillance capabilities/unit type for deployment.
(c) Consider the availability of non-DOD reconnaissance and surveillance forces.
(d) Consider the availability of coalition/host nation personnel recovery forces.
(2) Provide the JTF with options for the deployment of joint reconnaissance and surveillance forces to the JOA and subsequent preparations of those forces.

(a) Formulate options for strategic deployment of joint reconnaissance and surveillance forces to the theater of operations.

1 Develop/integrate a deployment concept with the CJTF's overall deployment plan and sequence of subsequent operations.

2 Develop options for logistics support for the movement of reconnaissance and surveillance forces from PODs/APODs to initial positions. Consider:

a Transportation modes.

b Transportation infrastructure and required improvements

c Available airfields to support movement.

3 Balance requirements for initial combat and non-combat operations, force reception and buildup, and the timing of required follow-on operations.

(b) Consider options for initial preparations of reconnaissance and surveillance forces within the theater of operations/JOA.

1 Identify bases and locations from which land and sea-based joint reconnaissance and surveillance forces could initiate operations.

2 Identify potential Intermediate Staging Bases (ISBs) in the theater of operations.

3 Identify potential Forward Operating Bases (FOBs) in the JOA.

Reminder

COAs should answer:

Who: Which components?
What: What tasks?
When: What timing or sequencing?
Where: In what areas of battlespace?
Why: For what desired results (intent)?
How: Using what scheme of maneuver/fires?

(3) Provide JTF planners with options for the employment of joint reconnaissance and surveillance forces.

(4) Establish command and control procedures for joint reconnaissance and surveillance forces.

(5) Review current airspace control measures. In conjunction with air planners, ensure procedures to facilitate successful completion of reconnaissance and surveillance missions throughout the JOA.

d. Test each COA for validity (see Task 204).

e. Provide input to the JTF COA statement and sketches.

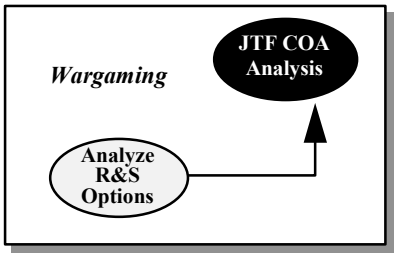
4. **Participate in COA analysis (wargaming)** (Task 215F-04-J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:

a. Specific tasks for components.

b. Task organization of the JTF throughout the operation.

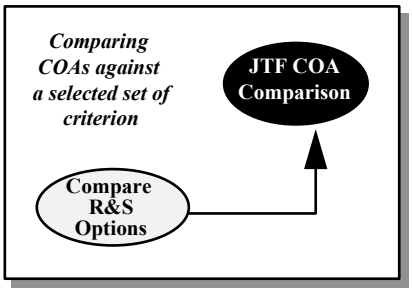
c. Command relationships.

d. Coincidence of movement and maneuver with operational fires.



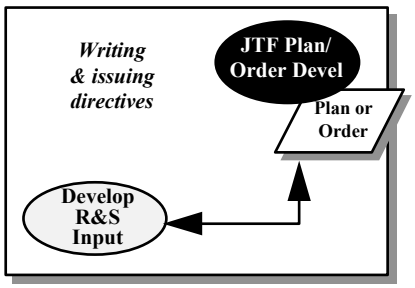
e. Decision points and intelligence requirements related to major events.
f. Operational support needed.
g. Identification of branches (what if) and sequels (what then).

5. **Participate in the COA comparison** (Task 215F-05-J3).
a. Participate in determining the criteria to be used for comparing COAs. Criteria for reconnaissance and surveillance should be based on:
(1) The commander's intent.
(2) Mission.
(3) End state.
(4) Time available.
(5) Forces available.
b. Ensure recommendations for reconnaissance and surveillance have been coordinated with each Service/functional component of the JTF.



6. **Receive the CJTF's decision on COAs** (Task 215F-06-J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input to the JTF plan/order** (Task 215F-07-J3). After the COA is selected, the plan/order is written. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). The reconnaissance and surveillance portion is Appendix 7 (Reconnaissance) to Annex C (Operations).



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3/J5/J2/LNO

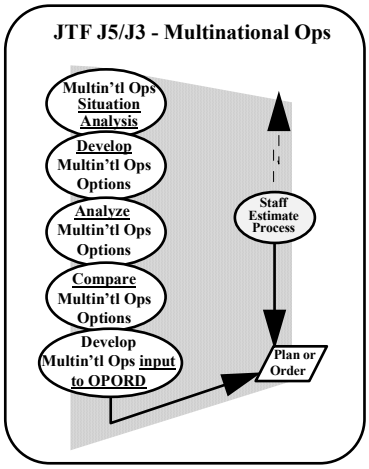
TASK 215G: DEVELOP THE OPERATIONS ESTIMATE - MULTINATIONAL OPERATIONS

(Relates to UJTL Tasks OP 1.2, 2.5, 3.1, 3.2, 3.3, 4.5, 4.6, 4.7, 5.3, 5.4, 5.5, 5.7, 5.8, 6.1, 6.2, 6.3, 6.4, 6.5)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

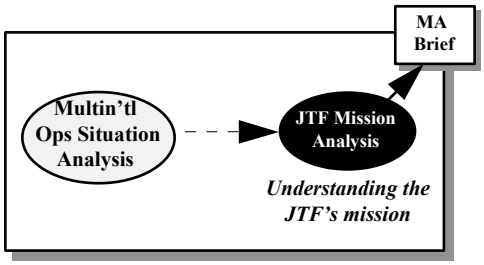
MTG TASK PURPOSE: Identify, coordinate, and integrate multinational operations and efforts into JTF operations. The result is a clear understanding of multinational responsibilities and capabilities, as well as a mechanism for information sharing that promotes synchronization of all operations.

REFERENCES: JP 3-08, JP 3-0, JP 5-00.1, JP 5-00.2



MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215G-01-J5/J3).
   a. Determine known facts, current status, or conditions of multinational forces. Determine the size, capabilities, and status of multinational forces. Consider:
      (1) The overall command and control arrangement (see Task 215G-03 below).
      (2) Each nation's force projection, protection, and movement and maneuverability capabilities.
      (3) Interoperability issues, such as communications, fuel, and equipment.
      (4) Intelligence requirements and accessibility.



   b. Develop assumptions to replace missing or unknown facts.
      (1) The status of forces at probable execution.
      (2) The availability and support requirements of host nation or multinational forces.
      (3) Available time.
   c. Analyze the Combatant Commander's mission and intent from a multinational perspective.
   d. Determine multinational forces limitations.
      (1) Things the multinational forces must do (constraints).
      (2) Things the multinational forces cannot do (restraints).
      (3) Others (e.g., weather, terrain)
   e. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.
   f. Identify the tasks to be performed by multinational forces:
      (1) Determine specified tasks.
      (2) Determine implied tasks.

(3) From (1) and (2) above, determine essential tasks.

g. Conduct an initial multinational force structure analysis.

h. Conduct an initial risk assessment.

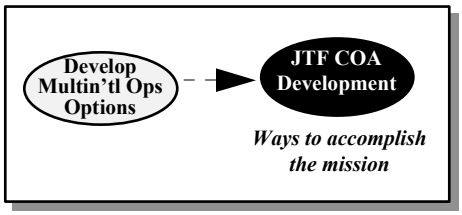
i. Determine the end state from a multinational forces perspective.

j. Assist in developing the JTF mission statement.

k. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive CJTF planning guidance** (Task 215G-02-J5/J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to appropriate personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Incorporate multinational force capabilities in the JTF's COAs** (Task 215G-03-J5/J3). The staff should now develop multiple friendly COAs. Ensure that each nation's forces are appropriately used. Considerations include their capabilities, national and JTF ROE, cultural sensitivities, and expressed level of commitment.



a. Develop options for initial multinational COAs.

(1) Review the mission analysis and CJTF's guidance.

(2) Develop/refine a comparison of enemy and friendly force relative combat power ratios.

(3) Review options for attacking/neutralizing the enemy's COGs and accomplishing the JTF's mission/tasks.

(a) Determine multinational-based decisive points. Consider:

1 Elevated terrain features, built up areas, or key military operational facilities.

2 Enemy command posts, critical boundaries, airspace, and communications nodes.

(b) Plan for attacking enemy vulnerabilities. Consider:

1 Simultaneous attack throughout the depth of the battlespace.

2 Attack from unexpected directions.

3 Isolation of main enemy forces.

(4) Provide options for multinational force operational movement.

(a) Formulate options for the strategic deployment of multinational forces to the theater of operations.

1 Develop/integrate a deployment concept, consistent with the CJTF's supporting campaign scheme and sequence of operations.

2 Balance requirements for initial combat and non-combat operations, force reception and buildup, and timing of required follow-on operations.

(b) Consider options for intra-theater deployment of forces within the theater of operations/JOA.

1 Identify positions from which multinational forces could initiate major operations.

2 Develop options for logistics support for the movement of multinational forces from PODs to initial positions.

a Transportation.

b Existing transportation infrastructure and required improvements.

c Available bases/airfields to support movement.

3 Intermediate staging bases (ISBs).

4 Forward operating bases (FOBs).

(5) Provide options for multinational forces operational maneuver.

(a) Develop options for the concentration of multinational forces in the theater of operations/JOA.

(b) Develop options to conduct operations in depth.

Reminder

COAs should answer:

Who: Which components?
What: What tasks?
When: What timing or sequencing?
Where: In what areas of battlespace?
Why: For what desired results (intent)?
How: Using what scheme of maneuver/fires?

(6) Provide options for multinational force operational mobility. Consider:

(a) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in sea and land approaches.

(b) Effective use of existing facilities or infrastructure.

(c) Capture or isolation of facilities or infrastructure.

(d) Circumvention or transit of natural obstacles.

(e) Preparation of routes and operating bases.

(7) Provide options for multinational force countermobility.

(a) Options for an operational system of obstacles. Consider:

1 Air, land, and sea means, including minefields, demolition munitions, and interdiction target sets.

2 Reinforcement of existing obstacles to create systems of obstacles.

(b) Options in support of a quarantine/embargo. Consider:

1 Exclusion of specific items from movement into or out of a state or nation.

2 The potential contribution to the achievement of operational results in campaigns or major operations.

3 Synchronization of operational and tactical tasks that compose the quarantine/embargo.

(c) Options in support of a blockade. Consider:

1 Isolation of enemy or belligerent communications and/or commerce.

2 Necessary and desired degrees of blockade.

3 Synchronization of operational and tactical tasks that compose the blockade.

4 Legal implications of establishing a blockade.

(8) Provide options for multinational forces firepower.

(a) Describe the relationship between multinational-based combat power and air/naval/land combat power. Consider supporting/supported relationships from the perspective of joint force objectives.

(b) Identify/nominate or receive component nominations for operationally significant targets affecting multinational operations.

1 Balance targeting requirements in support of maneuver with requirements in support of other joint force interdiction.
2 Integrate multinational-based interdiction capability into interdiction options.
a Identify/integrate lethal means of attack.
b Identify/integrate nonlethal means of attack.

(9) Provide options for multinational and force protection.
(a) Consider options for protection of operational forces, means, and noncombatants.
1 Prepare operationally significant defenses.
2 Remove operationally significant hazards.
3 Protect the use of the electromagnetic spectrum in the theater of operations/JOA.
4 Provide positive identification of friendly operational forces.
5 Plan for evacuation of noncombatants from the theater of operations/JOA.
6 Establish disaster control measures.
7 Establish NBC protection in the theater of operations/JOA (see Task 215M).
8 Coordinate Personnel Recovery (PR) operations (see Task 215N).
9 Coordinate support to Survival, Escape, Resistance, and Evasion (SERE) actions.
(b) Provide options for operations security (OPSEC) in the theater of operations/JOA (see Task 215S-1).
(c) Provide options for deception in support of the CJTF's/Combatant Commander's deception plan (see Task 215S-3).
1 Protect the details of plans involving multinational forces.
2 Spread misinformation regarding multinational operations.
(d) Provide options for security for operational forces and means.
1 Identify friendly COGs to be protected.
2 Assess friendly vulnerabilities.

(10) Provide options for multinational force command and control.
(a) Identify the multinational force commander (MFC) and degree of authority.
1 This is normally accomplished at the strategic national level.
2 May be based on the relative contribution to the multinational force effort or on issues of host nation sovereignty.
(b) Each multinational force creates a command and control structure that best meets the needs of the situation. Considerations include:
1 Political considerations and issues of national pride and prestige.
2 Multinational partner capabilities and limitations.
3 Established working relationships.
4 International agreements, doctrine, and standardization.
5 Whether alliance (preexisting) or coalition (formed for specific actions) conditions exist.

6 The role of US forces or the extent of US involvement. While committed to unity of command and effort, the following conditions always apply:

a The US contingent may be a unified command, a JTF, or a force of a single Service.

b US forces will operate in a manner consistent with US doctrine.

c US forces retain the capability and authority to report to higher US authorities, as required.

d The US reserves the right to terminate participation at any time and to take necessary actions to protect US forces.

(c) Ensure the structure provides for an information and intelligence sharing mechanism.

1 To preserve national resources, as necessary, security measures may preclude open sharing.

2 Treat all partners as equal team members.

3 Provide a mechanism to identify and validate intelligence and information requirements.

4 To the extent possible, provide for interoperability of intelligence equipment/communications.

5 Provide a framework of liaison officers.

(d) Develop or participate in an appropriate command structure for multinational military forces.

1 Typically, the command structure promotes unity of command while protecting national autonomies.

2 Alliance command structures typically reflect either an integrated command structure or a lead nation command structure.

a An integrated command structure is based on a supreme commander from a member nation, integrated commands and staff at several tiers of subordinate levels, and multinational operational forces.

b A lead nation structure exists when all member nations place their forces under the control of one nation.

(1) The command and staff structure is heavily dependent on the desires of the lead nation.

(2) Command can be distinguished by a dominant lead nation command and staff arrangement with subordinate elements retaining strict national integrity.

(3) May also be characterized by an integrated staff and multinational subordinate forces.

3 The coalition command structure is typically characterized by one of three basic structures: parallel, lead nation, or a combination of the two.

a A parallel command structure, in which no single force commander is designated and member nations retain control of their own forces. Coordination and unity of effort among participants is achieved via

leadership consensus. One technique is through the deliberations of a jointly staffed coordination center.

b A lead nation command structure, in which all coalition members subordinate their forces to a single partner. In this case, the headquarters staff is often augmented with representatives from participating coalition members.

c A combination of these structures might have a nominal lead nation, but with certain controls and restrictions on the use of member forces and/or the retention of prerogatives by coalition participants. There might also be a coordination center for the sharing and dissemination of information.

(e) Plan to incorporate multinational forces in the JTF information architecture.

(f) Develop options for organizing operational multinational areas in the JOA.

1 Establish boundaries and maneuver control measures that provide multinational force commanders with sufficient space to accomplish assigned missions.

2 Establish force operational areas (e.g., areas of operation (AOs)).

3 Coordinate for aviation airspace control measures.

4 Establish fire control measures.

5 Establish other operational areas, as required:

a Joint rear area.

b Subordinate areas of operations.

c Areas of interest.

d Combat zone.

e Communications zone.

(g) Identify any discrepancies in national ROEs that could impact the operation.

b. Test each COA for validity (See Task 204) ---------->

c. Provide input to the JTF COA statement and sketches.

4. **Participate in the COA analysis (wargaming)** (Task 215G-04-J5/J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:

a. Specific tasks for components.

b. Task organization of the JTF throughout the operation.

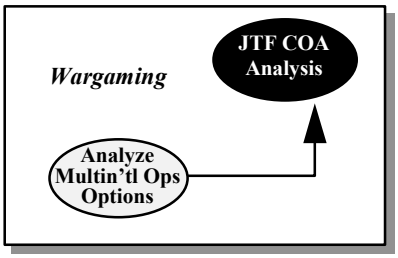
c. Command relationships.

d. Coincidence of movement and maneuver with operational fires.

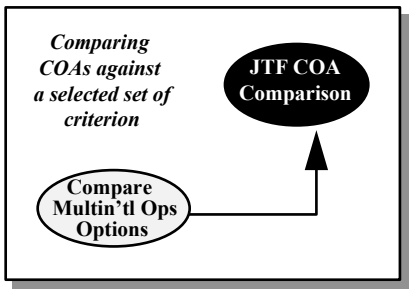
e. Decision points and intelligence requirements related to major events.

f. Operational support needed.

g. Identification of branches (what if) and sequels (what then).



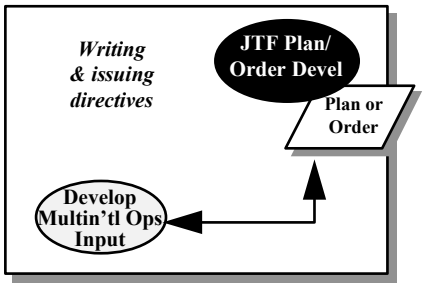
5. **Participate in the COA comparison** (Task 215G-05-J5/J3).
   a. Participate in determining the criteria to be used for comparing COAs. Criteria for multinational operations could come from:
      (1) The commander's intent.
      (2) Factors of METT-T (+).
         (a) Mission accomplishment.
         (b) Enemy.
         (c) Terrain.
         (d) Troops available.
         (e) Time available.
         (f) Political.



   b. Ensure recommendations for multinational operations have been coordinated with multinational components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215G-06-J5/J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop multinational perspective in the JTF plan/order** (Task 215G-07-J5/J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Multinational operations input can be in many sections of the plan/order. (See Task 209 for the joint (e.g., JOPES) plan/order format.)



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3/J5

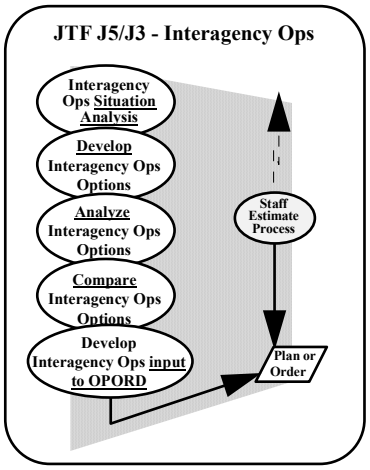
TASK 215H: DEVELOP THE OPERATIONS ESTIMATE - INTERAGENGY OPERATIONS

(Relates to UJTL Tasks OP 4.7, 5.1, 5.7)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

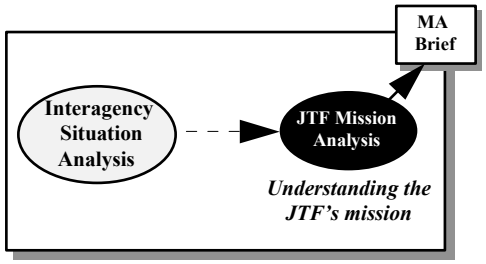
MTG TASK PURPOSE: Identify, coordinate, and integrate interagency operations and efforts into JTF operations. The result is a clear understanding of interagency responsibilities and capabilities, as well as a mechanism for information sharing that promotes synchronization of all operations.

REFERENCES: JP 3-08 (Vols I & II), JP 3-0, JP 3-07, JP 3-57, JP 5-00.2, CJCSM 3122.03A



MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215H-01-J5/J3). Depending on the operation and its location, the JTF may function in support of or be assisted by US Government agencies. For a domestic operation, coordination is necessary with the designated lead Federal agency (LFA). For a foreign operation, the US Ambassador (or the Chief of Mission when no ambassador is in place) is a critical player, since he or she is the highest-ranking US civilian authority in the country and most, if not all, of the governmental agencies will be placed under his/her control. Therefore, for foreign missions coordination with the Ambassador is vital. Also, if able, the planning staff should include governmental agency representatives to provide their perspectives when needed. This inclusion is particularly important in military operations other than war (MOOTW) or when conducting post-hostilities planning, since this transitional period has heavy governmental agency and civilian organization involvement (see MTG Task 215I). The planning staff should therefore coordinate closely with the US Ambassador or Chief of Mission and establish communications and liaison with each governmental agency, as required.

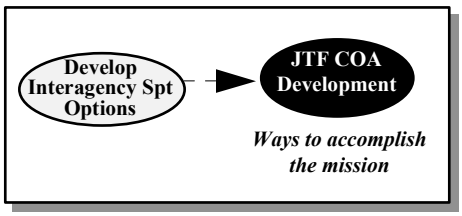


   a. Determine known facts, current status, or conditions of interagency operations.
      (1) Identify their focus and responsibilities and determine what types of assistance these organizations can provide the JTF.
      (2) Identify the type and amount of support these agencies will require from the JTF (logistics, security, intelligence, etc.). Identify interoperability issues, such as communications, fuel, and equipment.
      (3) Determine intelligence requirements and accessibility.
   b. Develop assumptions to replace missing or unknown facts.

c. Analyze the Combatant Commander's mission and intent from an interagency perspective.
d. Determine interagency limitations.
   (1) Things the interagency elements must do (constraints).
   (2) Things the interagency elements cannot do (restraints).
   (3) Others (e.g., weather, terrain).
e. Identify tasks to be performed by interagency elements:
   (1) Determine specified tasks.
   (2) Determine implied tasks.
   (3) From (1) and (2) above, determine essential tasks.
f. Conduct an initial interagency element structure analysis.
g. Conduct an initial risk assessment.
h. Determine the end state from an interagency perspective.
i. Assist in developing the JTF mission statement.
j. Assist in developing the mission analysis briefing for the CJTF.

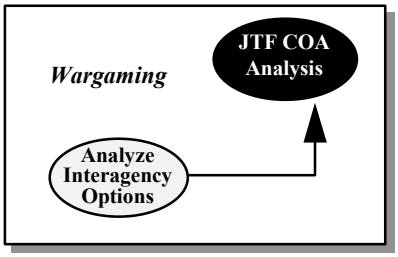
2. **Receive the CJTF planning guidance** (Task 215H-02-J5/J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to interagency personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Incorporate interagency capabilities into the JTF's courses of action** (Task 215H-03-J5/J3). The staff should now develop multiple friendly COAs. Ensure that the interagency perspectives are adequately represented as the courses of action are developed.



   a. Develop options for support to/from interagency elements.
      (1) Review the mission analysis, CJTF's guidance, and interagency goals and objectives.
      (2) Review options for support to/from interagency elements.
      (3) Provide options for the interagency unity of effort.
      (4) Provide for an information and intelligence sharing mechanism.
   b. Test each COA for validity (see Task 204).
   c. Provide input to the JTF COA statement and sketches.

4. **Participate in the COA analysis (wargaming)** (Task 215H-04-J5/J3). The end products should be fully analyzed COAs with key decision points identified and corresponding branches and sequels examined. Agency representatives can provide strategic level inputs that will help the JTF gain a greater understanding of the overall results of friendly force actions and reactions.



5. **Participate in the COA comparison** (Task 215H-05-J5/J3). Consider which COAs will provide the best incorporation of interagency capabilities, as well as which COAs require the most support from the JTF.

a. Participate in determining the criteria to be used for comparing COAs. Criteria for interagency operations could come from:

(1) The Commander's/Interagency Intents.

(2) Factors of METT-T (+).

(a) Mission accomplishment.

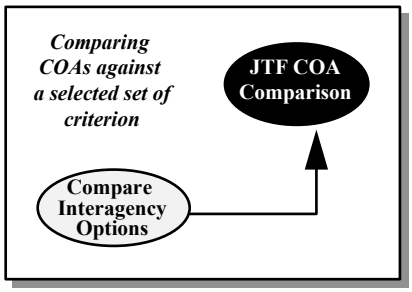
(b) Enemy.

(c) Terrain.

(d) Troops available.

(e) Time available.

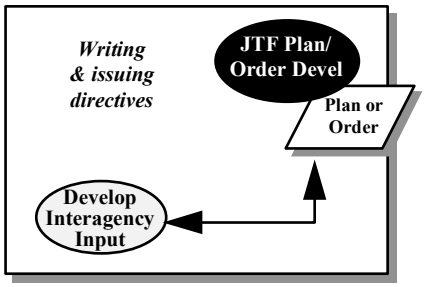
(f) Political.



b. Ensure recommendations for interagency operations have been coordinated with all affected elements.

6. **Receive the CJTF's decision on COAs** (Task 215H-06-J5/J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop Interagency perspective in JTF plan/order** (Task 215H-07-J5/J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Interagency operations input can be in many sections of the plan/order (especially Annex V – Interagency Coordination). (See Task 209 for the joint (e.g., JOPES) plan/order format.)

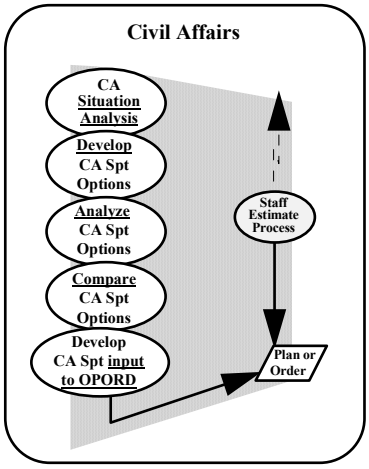


Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3 CA CELL

TASK 215I: DEVELOP THE OPERATIONS ESTIMATE - CIVIL AFFAIRS (CA)

(Relates to UJTL Tasks OP 1.5, 3.1, 3.3, 4.4, 4.6, 4.7, 5.7, 5.8, 6.2, 6.5)



MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

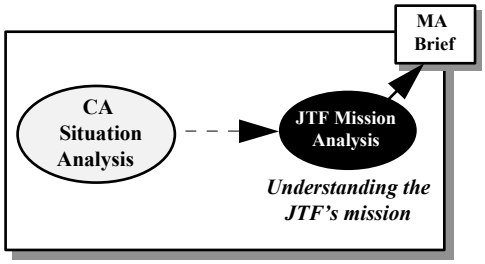
MTG TASK PURPOSE: Identify, coordinate, and integrate civil affairs operations and efforts into the JTF operation.

REFERENCES: JP 3-0, JP 3-07, JP 3-57, JP 3-57.1, JP 3-08, JP 5-00.2

MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215I-01-J5/J3).

a. Determine known facts, current status, or conditions of joint CA forces. Determine the size, capabilities, and status of CA forces already provided in the Combatant Commander's planning document.



b. Develop assumptions to replace missing or unknown facts.
   (1) The status of forces at probable execution.
   (2) The availability and support requirements of host nation or joint CA forces.
   (3) Available time.

c. Analyze the Combatant Commander's mission and intent from a joint CA perspective.

d. Determine CA forces limitations.
   (1) Things the joint CA forces must do (constraints).
   (2) Things the joint CA forces cannot do (restraints).
   (3) Others (e.g., political, weather, terrain).

e. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.
   (1) Determine CA-based approaches to enemy COGs.
   (2) Determine ways for CA forces to assisting in protecting friendly force COGs.

f. Identify tasks to be performed by joint CA forces.
   (1) Determine specified tasks.
   (2) Determine implied tasks.
   (3) From (1) and (2) above, determine essential tasks.

g. Conduct an initial CA force structure analysis to determine if sufficient CA forces are available to do the tasks.

h. Conduct an initial risk assessment.

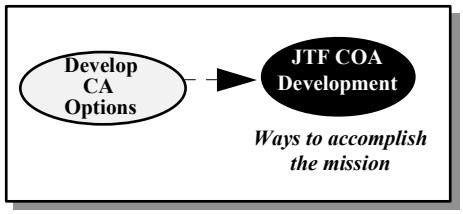
i. Determine the end state from a CA perspective.

j. Assist in developing the JTF mission statement.
k. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive the CJTF planning guidance** (Task 215I-02-J5/J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to CA personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Incorporate CA force capabilities in the JTF's courses of action** (Task 215I-03-J5/J3). The JTF staff should now develop multiple friendly COAs.

a. Develop CA options for initial JTF COAs.



(1) Review the mission analysis and CJTF's guidance.
(2) Develop CA options, as necessary, to support the JTF's COAs in the following areas:
(a) Public administration areas.
1 Public Administration. Relevant to operations and/or use of civil agencies and organizations.
2 Public Safety. Relevant to operations and/or use of civil law enforcement, security, and emergency services and facilities.
3 Public Health. Relevant to operations and/or use of civil medical facilities, management of patients and disease controls, and other preventive health measures or systems.
4 Labor. Relevant to operations and/or use of civil work force agencies and personnel.
5 Legal.
a Relevant to operation of foreign judiciary and legal systems and to matters related to international law that may be in effect.
b Relevant to US laws governing military support to Federal, state, and local authorities.
6 Public Welfare. Relevant to operations and/or use of civil relief agencies and other organizations providing supplies and other support to civil population.
7 Public Finance. Relevant to operations of civil budgetary agencies and to formulation and/or implementation of associated monetary fiscal policy.
8 Public Education. Relevant to operations and/or use of civil educational systems and programs.
9 Civil Defense. Relevant to operations and/or use of civil emergency welfare and relief services; coordinated civil-military public safety; nuclear, biological, and chemical attack warnings; casualty treatment and evacuation measures; and disaster relief and recovery actions.
(b) Economics Areas.
1 Civilian Supply. Relevant to coordination, acquisition, and distribution of:
a Civil sector resource support for essential military needs.

b Military provisions essential to meet minimum civil population needs.

2 Food and Agriculture. Relevant to operation of civil agricultural training, crop improvement, and overall food management and production.

3 Economics and Commerce. Relevant to:

a Operation and/or use of civil government price and commodity controls, rationing, and key industries.

b Assessment of existing economic and commercial structure and its results on planned military operations.

c Rehabilitation and/or reconstruction of the economic commercial infrastructure.

4 Property Control. Relevant to operations, policies, and procedures for use and/or disposition of real civil property, including special consideration or protection.

(c) Public Facilities Areas..

1 Public Works and Utilities. Relevant to operations and maintenance of civil public works and utilities such as gas, waterworks, and sewage or refuse.

2 Public Communications. Relevant to operations and management of civil government and private postal services, telephone, telegraph, radio, television, and public warning systems.

3 Public Transportation. Relevant to operations and/or use of available civil transportation assets, including rail, highways, ports, and airfields.

(d) Other Functional Areas.

1 Dislocated Civilians. Relevant to operations and care and control measures (e.g., shelter, screening, evacuation) to facilitate military operations and meet humanitarian requirements.

2 Cultural Affairs. Relevant to policies and procedures regarding safeguarding significant civil cultural traditions and properties.

3 Civil Information. Relevant to:

a Development of effective indigenous informational institutions and programs.

b Support to US informational programs, including formulation, coordination, and dissemination of information required notices or proclamations to the civil population.

4 Arts, Monuments, and Archives. Identifying and safeguarding cultural property that is of personal, private, or national value.

(3) Recommend options for the CA force command and control. The two recommended (see JP 3-57 and JP 3-57.1) ways are:

(a) Joint Civil-Military Operations Task Force (JCOMTF). JTF commanders may organize JCMOTFs to perform some or all of the following CMO-relevant functions:

1 Provide C2 or direction of military host-nation advisory, assessment, planning, and other assistance activities by joint US forces.

2 Help establish US or multinational and military-to-civil links for greater understanding and efficiency of cooperative assistance arrangements.
3 Perform essential coordination or liaison with host nation agencies, Country Team, UN agencies, other USG agencies, and deployed US, multinational, and host nation military forces and supporting logistics organizations.
4 Assist in the planning and conduct of civil information programs to publicize positive results and objectives of military assistance projects, to build civil acceptance and support of US operations, and to promote indigenous capabilities contributing to recovery and economic-social development.
5 Plan and conduct joint and multinational CMO training exercises.
6 Allocate resources and sustain and coordinate combat support or combat service support elements, including necessary medical, transportation, military police, engineer, and associated maintenance and communications capabilities.
7 Advise and assist in strengthening or stabilizing civil infrastructures and services and otherwise facilitate transition to peacekeeping or consolidation operations and associated hand-off to other USG agency, international organization, or host nation responsibility.
8 Assess or identify host nation civil support, relief, or funding requirements to the Combatant Commander or CJTF for transmission to supporting Combatant Commanders, Services, or other responsible USG agencies.
9 Advise the Combatant Commander or CJTF on policy; funding; multinational, foreign, or host-nation sensitivities; and their result on theater strategy and/or campaign and operational missions.

(b) Civil-Military Operations Center (CMOC). A CMOC is the CJTF's nerve center for CMO and coordination with other non-DOD agencies. CMOC members are primarily civil affairs personnel augmented by other DOD and non-DOD (e.g., DOS, USAID, FEMA) liaison personnel. A CMOC may have functions closely resembling those listed for a JCMOTF above, but in addition have certain characteristics differing from a JCMOTF, some of which follow:

1 A CMOC is flexible in size and composition to effectively coordinate military support to humanitarian assistance or associated contingency or crisis response operations in a given area or country. Such operations may result from decisions and direction emanating from authoritative US or multinational policy-making bodies or from United Nations mandates.
2 A CMOC may be the primary coordinating agency for all international organizations (IO), NGO, or USG agencies during war or peace operations where DOD has complete control of the theater. However, the CMOC may be in a supporting role in military operations other than war where DOS or other organizations share or unilaterally control the theater.

3 A CMOC may be organized to help integrate US military forces into both multinational forces and military-civil partnership efforts. It should coordinate US or multinational forces' goals and operations with those of host nations and appropriate relief or service organizations. A CMOC should serve as a vehicle for the exchange of information among participatory commands and to provide international support for assistance to countries in states of socio-economic or political transition.

4 A CMOC may comprise or be augmented by either or both military and civilian personnel representatives of any organization the CJTF considers necessary to effectively coordinate CMO.

5 Overall management of a CMOC may be assigned to a multinational force commander, or shared by a US commander and a civilian agency head. In a US military-managed CMOC, the J3 is normally responsible for the management of, or participation in, the CMOC.

6 The CMOC may be a suborganization of the JCMOTF and the CMOC may have suborganizations to accommodate military or geographic requirements.

(c) Plan to incorporate CA forces in the JTF information architecture.

b. Test the validity of each option for CA support to the JTF's COAs (see Task 204).

c. Provide input to the JTF COA statement and sketches.

4. **Participate in the COA analysis (wargaming)** (Task 215I-04-J5/J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:

a. Specific tasks for components.

b. Task organization of the JTF throughout the operation.

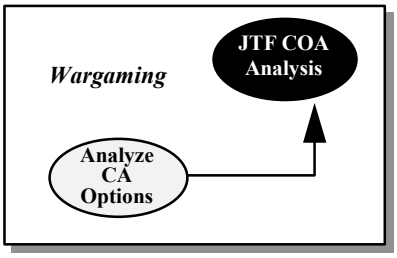
c. Command relationships.

d. Coincidence of movement and maneuver with operational fires.

e. Decision points and intelligence requirements related to major events.

f. Operational support needed.

g. Identification of branches (what if) and sequels (what then).



5. **Participate in the COA comparison** (Task 215I-05-J5/J3).

a. Participate in determining the criteria to be used for comparing COAs. Criteria for CA operations could come from:

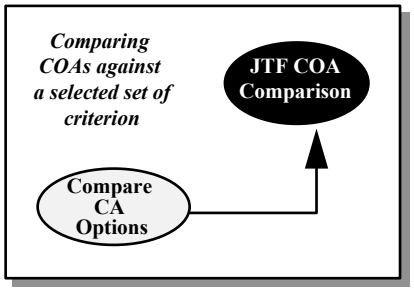
(1) The commander's intent.

(2) Factors of METT-T.

(a) Mission accomplishment.

(b) Enemy.

(c) Terrain.

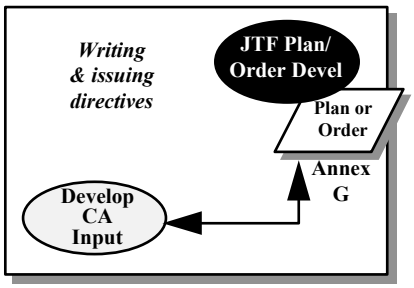


(d) Troops available.
(e) Time available.

b. Ensure recommendations for CA operations have been coordinated with JTF components.

6. **Receive the CJTF's decision on COAs** (Task 215I-06-J5/J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop the CA perspective in the JTF plan/order** (Task 215I-07-J5/J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). CA operations input can be in many sections of the plan/order, however, the primary area for writing CA information is in Annex G (Civil Affairs) in the JOPES format (see CJCSM 3122.03).



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J2/J3/METOC Officer (JMO)

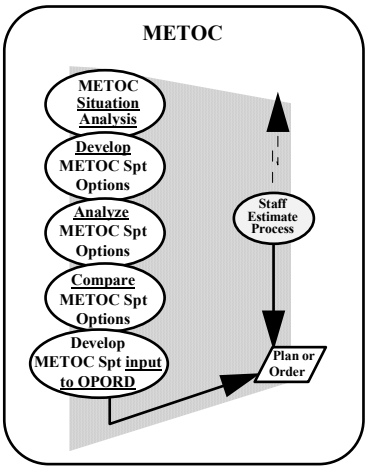
TASK 215J: DEVELOP THE OPERATIONS ESTIMATE - METEOROLOGICAL AND OCEANOGRAPHIC (METOC) SUPPORT OPERATIONS

(Relates to UJTL Tasks OP 2.2, 2.4)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing. The JTF METOC Officer (JMO) has been assigned.

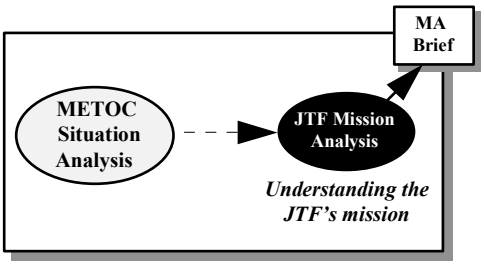
MTG TASK PURPOSE: Provide METOC input into the JTF planning effort. METOC incorporates all facets of meteorological, oceanographic, and space environmental phenomena from the bottom of the earth's oceans into the space environment. Climatology, real-time data, and accurate forecasts prepare the JTF to exploit environmental windows of opportunity. The structure of this input is the same as the overall planning process described in this MTG.

REFERENCES: JP 2-0, JP 3-0, JP 3-59, JP 5-00, JP 5-00.2



MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215J-01-JMO)
   a. Determine known facts, current status, or conditions.
      (1) Conduct initial METOC analysis. Provide past, present, and future states of space, air, and ocean environments to JTF staff. Consider climatology of the operational area, observations and forecasts.
      (2) Provide METOC input into the Joint Intelligence Preparation of the Battlespace.
      (3) Provide METOC input to the Joint Planning Team (JPG).
      (4) Provide J4/JLRC with METOC input affecting logistics.
      (5) Provide J6/JCCC with METOC input affecting communications.

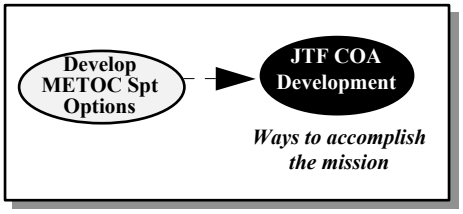


   b. Develop assumptions to replace missing or unknown facts.
      (1) Consider the results of METOC in the operational area.
      (2) Determine the status of friendly METOC support.
      (3) Identify METOC data requirements for METOC support operations.
   c. Analyze the Combatant Commander's mission and intent from a METOC perspective.
   d. Determine limitations by METOC conditions.
      (1) Things the JTF's METOC forces must do (constraints).
      (2) Things the JTF's METOC forces cannot do (restraints).
      (3) Others (e.g., use of riot control agents - Note: see CJCSI 3110.07 for advance authorization to use these agents).

e. Identify tasks to be performed by joint METOC forces.
(1) Determine specified tasks.
(2) Determine implied tasks.
(3) From (1) and (2) above, determine essential tasks.
f. Conduct an initial METOC force structure analysis. Determine shortfalls in forces or capabilities that will impact the conduct of METOC support operations.
g. Conduct an initial risk assessment based on METOC conditions.
h. Assist in developing the mission analysis briefing for the CJTF.

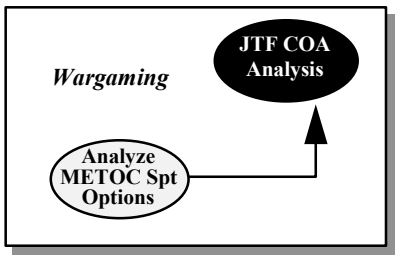
2. **Receive the CJTF planning guidance** (Task 215J-02-JMO). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to METOC personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop METOC support options to support the JTF's courses of action** (Task 215J-03-JMO). The JTF staff should now develop multiple friendly COAs. METOC personnel should advise JTF planners on how METOC conditions impact each developing JTF COA. See Task 206 for more information.



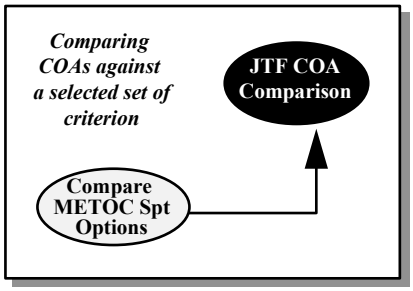
a. Determine METOC impacts on land forces, air forces, maritime forces, special operations forces, and space operations conducting maneuver, firepower, protection, support and establishment of command and control.
b. Test the validity of each COA, and the feasibility within the constraints of the physical environment.
c. Provide input to other staff estimates.
(1) Prepare METOC input to the Intelligence Estimate. Provide METOC characteristics of the area of operations and the result on military operations.
(2) Prepare METOC input to the Operations Estimate. Provide METOC impacts on combat operations.
(3) Prepare METOC input to the Logistics Estimate. Provide METOC impacts on the logistics situation (key installations, transportation routes).
(4) Prepare METOC input to the Command, Control, Communications, and Computers (C4) Estimate. Provide METOC impacts on C4 systems (line of site, satellite (SATCOM), UHF SATCOM, ground mobile command post, Defense Satellite Communications System (DSCS) ground mobile segment, and Defense Communications System (DCS) interface).
d. Provide input to the JTF COA statement and sketches.

4. **Participate in the COA analysis (wargaming)** (Task 215J-04-JMO). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions).



a. METOC impacts on critical events and decision points.
b. METOC impacts on the duration and timing of critical events.
c. Opportunities for deception and surprise using expected METOC conditions.
d. METOC impacts on high-payoff targets.
e. METOC impacts on required reconnaissance and surveillance.
f. METOC impacts on required logistics support and constraints.
g. METOC impacts on communications requirements.

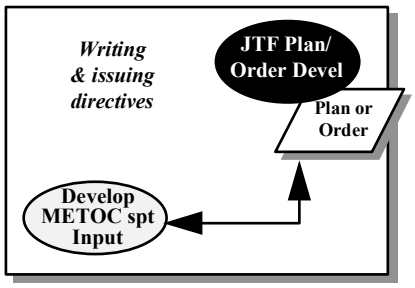
5. **Participate in the COA comparison** (Task 215J-05-JMO). Provide the quantitative impact of METOC conditions on the COAs.



a. Participate in determining the criteria to be used for comparing COAs. Criteria could come from:
   (1) The commander's intent.
   (2) Factors of METT-T.
      (a) Mission accomplishment.
      (b) Enemy.
      (c) Terrain.
      (d) Troops available.
      (e) Time available.
b. Ensure that recommendations for METOC have been coordinated with components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215J-06-JMO). CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Develop Annex H and METOC perspective in the JTF plan/order** (Task 215J-07-JMO). After the COA is selected the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). METOC input can be in many sections of the plan/order. See Task 209 for the joint (JOPES) plan/order format.



a. Prepare Annex H.
b. Provide METOC input to Annex B. Identify METOC characteristics of the operational area.
c. Provide METOC input to Annex C. Identify METOC conditions relating to conduct of combat operations.
d. Provide METOC input to Annex D. Identify transportation and logistic requirements for METOC support operations.
e. Provide METOC input to Annex K. Identify METOC initial and sustaining communications requirements.

f. Provide METOC input to Annex N. Identify METOC space requirements.

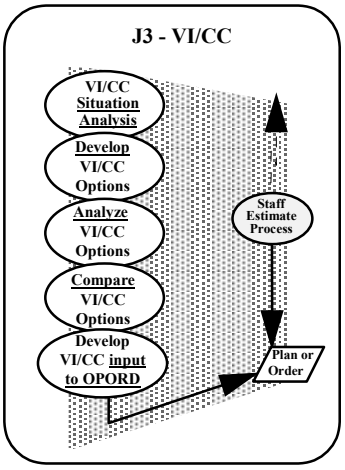
Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3 COMCAM

TASK 215K: DEVELOP THE OPERATIONS ESTIMATE - COMBAT CAMERA (COMCAM) OPERATIONS

(Relates to UJTL Tasks OP 3.1, 5.1)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

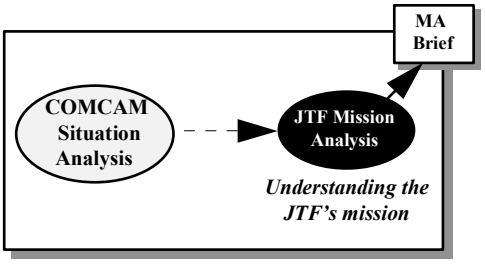


MTG TASK PURPOSE: COMCAM planning must optimize the contribution offered by sophisticated still and video images for the CJTF. Planning must support the campaign or major operation by providing the JTF a balance of useful operational information and products for distribution to the news media.

REFERENCES: JP 1-07, DODI 5040.4, CJCSM 3122.03A

MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215K-01-J3).
   a. Determine known facts, current status, or conditions.
      (1) Review Joint Intelligence Preparation of the Battlespace information.
         (a) Threat analysis.
         (b) Environmental (weather) analysis.
         (c) Terrain analysis.
      (2) Determine the status of COMCAM elements made available in the Combatant Commander's planning directive.



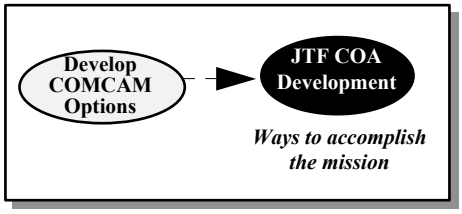
   b. Develop assumptions to replace missing or unknown facts.
      (1) The status of forces at probable execution.
      (2) The availability and support requirements of host nation or multinational forces.
      (3) Available time.
   c. Analyze the Combatant Commander's mission and intent from a COMCAM perspective.
   d. Determine COMCAM limitations:
      (1) Things the JTF's COMCAM must do (constraints).
      (2) Things the JTF's COMCAM cannot do (restraints).
      (3) Others (e.g., safety restrictions).
   e. Identify tasks to be performed by joint COMCAM elements.
      (1) Determine specified tasks.
      (2) Determine implied tasks.
      (3) From (1) and (2) above, determine essential tasks.
   f. Conduct an initial joint COMCAM force structure analysis.

g. Conduct an initial risk assessment.
h. Assist in developing the JTF mission statement.
i. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive the CJTF planning guidance** (Task 215K-02-J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to COMCAM personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop COMCAM options to support the JTF's COAs** (Task 215K-03-J3). The staff should now develop multiple friendly JTF COAs. Those conducting joint COMCAM planning should:

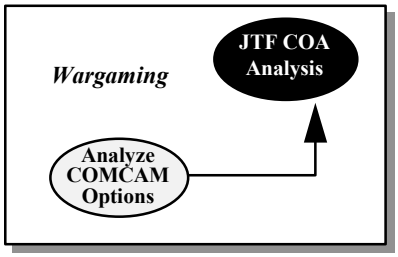
a. Develop options for COMCAM elements within each of the JTF's COAs.
   (1) Review the mission analysis and CJTF's guidance.
   (2) Develop options for joint COMCAM.
   (3) Develop COMCAM COAs in the following operations:
      (a) Combat Operations Documentation.
      (b) Public Affairs.
      (c) Psychological Operations.
      (d) Training.
      (e) Historical Record.
      (f) Legal Support.
      (g) Armament Delivery Recording (ADR) Management.
      (h) Combat Medical Documentation.
      (i) Intelligence Support.
   (4) Develop tasks to subordinate COMCAM elements.
   (5) Identify the types of forces needed and command and control (C2) relationships.
   (6) Identify reinforcing forces should they be needed.



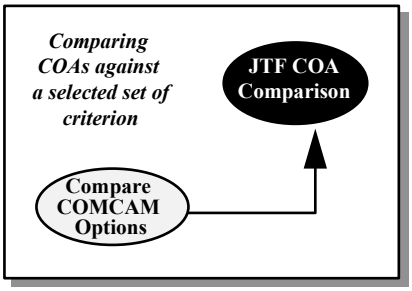
b. Test the validity each option for COMCAM support to the JTF's COAs (see Task 204). ---------->
c. Provide input to the JTF COA statement and sketches.

4. **Participate in the COA analysis (wargaming)** (Task 215K-04-J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g. D-Day actions). The staff considers details relating to these key elements:

a. Specific tasks for the components and COMCAM elements.
b. Task organization of the JTF throughout the operation.
c. Command relationships.
d. Decision points and intelligence requirements related to major events.
e. Operational support needed.
f. Identification of branches (what if) and sequels (what then).



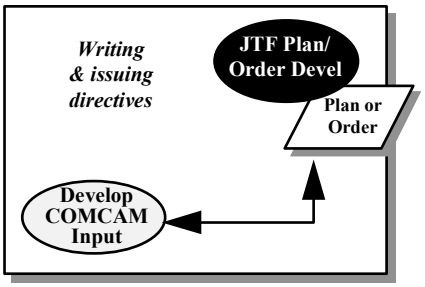
5. **Participate in the COA comparison** (Task 215K-05-J3).
   a. Participate in determining the criteria to be used for comparing COAs. Criteria for COMCAM could come from:
      (1) The commander's intent.
      (2) Factors of METT-T (+).
         (a) Mission accomplishment.
         (b) Enemy.
         (c) Terrain.
         (d) Troops available.
         (e) Time available.
         (f) Political.



   b. Ensure recommendations for COMCAM have been coordinated with the components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215K-06-J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop COMCAM perspective in the JTF plan/order** (Task 215K-07-J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). The primary area for writing COMCAM information is in Appendix 9 (Combat Camera) to Annex C (Operations) in the JOPES format (see CJCSM 3122.03A).

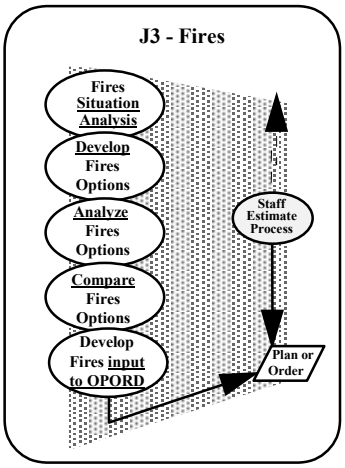


Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3 FIRES ELEMENT

TASK 215L: DEVELOP THE OPERATIONS ESTIMATE - JOINT FIRES AND TARGETING

(Relates to UJTL Tasks OP 2.2, 2.4, 3.1, 3.2, 5.1, 6.1)



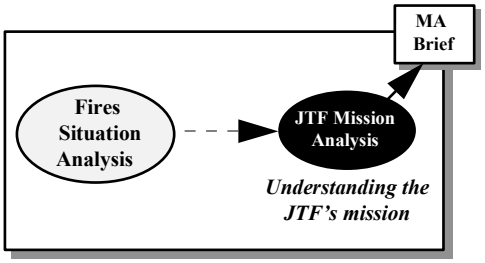
MTG TASK SITUATION: JTF has been assigned a mission from the Combatant Commander. A Joint Planning Group has been assembled, and the planning of an operation is beginning.

MTG TASK PURPOSE: Identify, coordinate, and integrate fire support operations into JTF operations by developing plans to successfully employ fires throughout the JOA. These plans will synchronize a variety of fires in time, space, and purpose.

REFERENCES: JP 2-01.1, JP 2-01.3, JP 3-0, JP 3-09, JP 3-56.1, JP 3-60

MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215L-01-J3).
   a. Determine known facts, current status, or conditions of fires capable forces provided by the Combatant Commander.
      (1) Joint Intelligence Preparation of the Battlespace information.
         (a) Threat analysis.
            1 List of targets provided by the Combatant Commander (joint target list).
            2 List of high-value targets.
         (b) Environmental (weather) analysis.
         (c) Terrain analysis.
      (2) Host nation/coalition fire systems already available in the Joint Operations Area (JOA).
      (3) Liaison requirements.

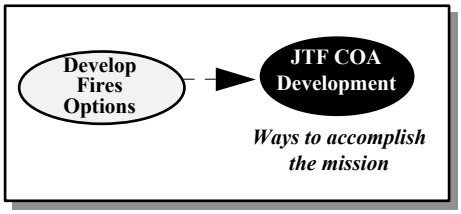


   b. Develop assumptions to replace missing or unknown facts.
      (1) The status of forces at probable execution.
      (2) The availability of and support requirements for host nation or multinational forces.
      (3) Available time.
   c. Analyze the Combatant Commander's mission and intent from a joint fires perspective.
   d. Determine fires system limitations.
      (1) Things joint fires must do (constraints) (e.g., requirements for clearance of fires, protection of civilians).
      (2) Things joint fires cannot do (restraints).
      (3) Others (e.g., munitions restrictions, restricted fire areas, weather, terrain).
   e. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.

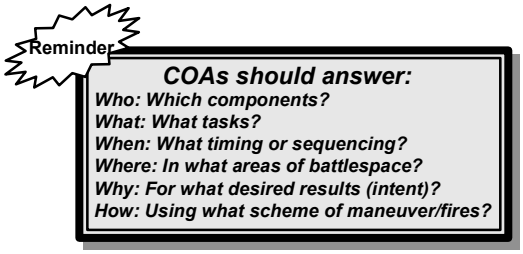
f. Identify tasks to be performed by forces with joint fires capabilities.
   (1) Determine specified tasks.
   (2) Determine implied tasks.
   (3) From (1) and (2) above, determine essential tasks.
g. Conduct an initial joint fires force structure analysis.
h. Conduct an initial risk assessment.
i. Determine the end state from a joint fires forces perspective.
j. Assist in developing the JTF mission statement.
k. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive the CJTF planning guidance** (Task 215L-02-J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to Fires personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning. Initial targeting guidance and priorities are important at this point.

3. **Develop fires options for the JTF's COAs** (Task 215L-03-J3). The staff should now develop multiple friendly COAs. Individuals planning fires should:
   a. Develop options for joint fires support of the JTF's COAs.
      (1) Review the mission analysis and CJTF's guidance.
      (2) Develop/refine a comparison of enemy and friendly force relative combat power ratios.
      (3) Review options for attacking/neutralizing the enemy's COGs and accomplishing the JTF's mission/tasks.

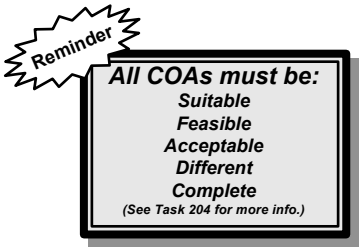


         (a) Determine decisive points -- usually geographic keys to attacking protected centers of gravity. Consider:
            1 Elevated terrain features, built up areas, or key military operational facilities.
            2 Enemy command posts, critical boundaries, airspace, and communications nodes.
         (b) Plan for attacking enemy vulnerabilities. Consider:
            1 Simultaneous attack throughout the depth of the battlespace.
            2 Attack from unexpected directions.
            3 Isolation of main enemy forces.
      (4) Develop options for joint forces to provide lethal and nonlethal firepower in support of the JTF's courses of action. In developing these options consider:
         (a) Mission/tasks of the JTF.
         (b) Enemy COGs and decisive points.
         (c) Joint fires capabilities needed/available to accomplish the mission/tasks.
            1 FSCMs.
            2 Special munitions (TLAM, ATACM, CALCM, etc.).
            3 Nonlethal integration.



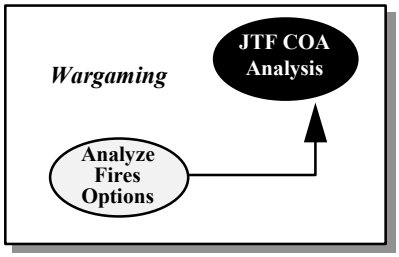
(d) Terrain and weather in the JOA.
(e) Time available.
(f) Joint command and control.
1 Describe the relationship between land-based, air-based, and naval-based combat power. Consider supporting/supported relationships from the perspective of joint force objectives. Develop options to task organize operational fires forces.
a Conduct operations through Service components when stability, continuity, economy, ease of long range planning, and scope of operations dictate organizational integrity of Service components.
b Establish functional components when the scope of operations requires that similar capabilities and functional forces from more than one Service be directed toward closely related objectives, and unity of command and effort are primary considerations.
2 Develop options for organizing operational areas in the JOA.
a Establish boundaries and maneuver control measures that provide force commanders with sufficient space to accomplish assigned missions.
b Coordinate for aviation airspace control measures.
c Establish fire control measures.
d Establish other operational areas, as required:
(1) Joint rear area.
(2) Subordinate areas of operations.
(3) Areas of interest.
(4) Combat zone.
(5) Additional restricted/no fire areas.
3 Plan to incorporate fires-capable forces in the JTF information architecture.

b. Test the validity of each option for fires support to the JTF's COAs (see Task 204). ---------->
c. Provide input to the JTF COA statement and sketches.



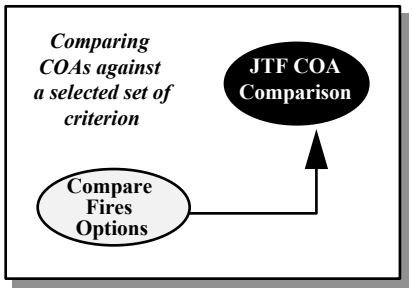
4. **Participate in the COA analysis (wargaming)** (Task 215L-04-J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:

a. Specific tasks for components.
b. The task organization of the JTF throughout the operation.
c. Command relationships.
d. Coincidence of movement and maneuver with operational fires.
e. Decision points and intelligence requirements related to major events.
f. Operational support needed.



g. Identification of branches (what if) and sequels (what then).

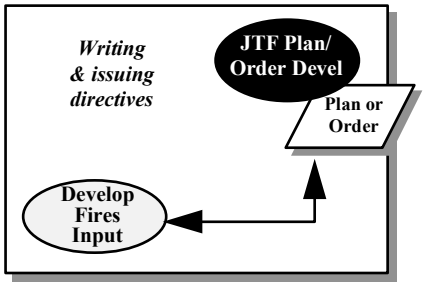
5. **Participate in COA comparison** (Task 215L-05-J3).



a. Participate in determining the criteria to be used for comparing COAs. Criteria for fires operations could come from:
   (1) The commander's intent.
   (2) Factors of METT-T (+).
      (a) Mission accomplishment.
      (b) Enemy.
      (c) Terrain.
      (d) Troops available.
      (e) Time available.
      (f) Political.

b. Ensure recommendations for joint fires have been coordinated with components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215L-06-J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.



7. **Provide input/develop fires perspective in the JTF plan/order** (Task 215L-07-J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Fires input can be in many sections of the plan/order. There is no "Fires" annex or appendix within the JOPES format; however, one may be created as Appendix __ to Annex C (Operations), if desired. This decision on whether to create an appendix should be closely coordinated with the JTF's components, especially the JFACC, since some of the information in a JTF-level order may be more appropriately included in JFACC orders and documents (e.g., Airspace Control Order, Air Defense Plan).

Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3 NBC

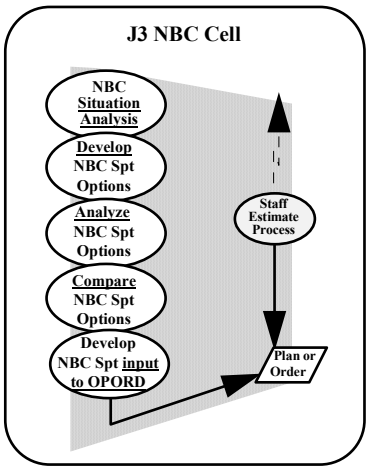
TASK 215M: DEVELOP THE OPERATIONS ESTIMATE - NUCLEAR, BIOLOGICAL AND CHEMICAL (NBC) OPERATIONS

(Relates to UJTL Tasks OP 3.2, 5.7, 6.2)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

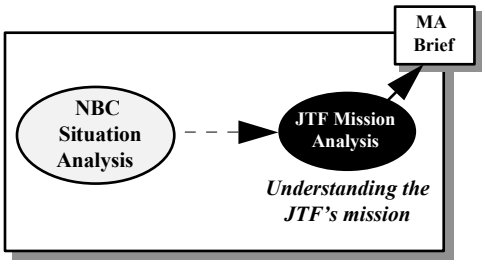
MTG TASK PURPOSE: Identify, coordinate, and integrate NBC operations and efforts into the JTF operation. In addition to force survival, an effective NBC defense results in distinct advantages for friendly forces.

REFERENCES: JP 3-0, JP 3-11, JP 3-12, CJCSI 3110.07



MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215M-01-J3).
   a. Determine known facts, current status, or conditions.
      (1) Review Joint Intelligence Preparation of the Battlespace information.
         (a) Threat analysis. Determine/review enemy capabilities in the following:
            1 Nuclear weapons, resulting in:
               a Thermal radiation.
               b Blast effects.
               c Nuclear radiation.
               d Electromagnetic Pulse (EMP).
               e Psychological effect.
            2 Biological weapons, including:
               a Microorganisms.
               b Toxins and venoms.
               c Different/multiple systems, including terrorist operations.
            3 Chemical weapons.
               a Persistent agents.
               b Nonpersistent agents.
               c Semi-persistent agents.
               d Bioregulators/modulators.
               e Incapacitating agents.
               f Antimateriel agents.
               g Antiplant agents.
            4 Smoke/obscurants (used against electro-optical systems, targeting sensors, thermal viewers, missile guidance systems, radars and millimeter wave sensors, and directed energy devices).



a Visible.
b Infrared.
c Millimeter wave.

(b) Environmental (weather) analysis.
(c) Terrain analysis.

(2) Determine the status of NBC forces made available in the Combatant Commander's planning directive.
(a) Force readiness posture.
(b) Risks associated with operating in an NBC environment – the deliberate process of calculating possible loss of manpower and materiel.
(c) The stress of operating under NBC defensive measures.

(3) Assess host nation/multinational NBC defense assistance capability and needs.
(a) NBC defense capabilities.
1 Decon site clearance.
2 Water haul capability.
3 Decontamination supplements.
4 Fog oil production and haul capability.
5 Decon labor.

(b) Needs for NBC defense assistance.
1 Effective warning systems -- must transcend communications interoperability and language barriers.
2 The potential for transfer of equipment and/or liaison personnel.

b. Develop assumptions to replace missing or unknown facts.
(1) The status of forces at probable execution.
(2) The availability and support requirements of host nation or multinational forces.
(3) Available time.

c. Analyze the Combatant Commander's mission and intent from an NBC perspective.

d. Determine NBC limitations.
(1) Things the JTF's NBC forces must do (constraints).
(2) Things the JTF's NBC forces cannot do (restraints).
(3) Others (e.g., use of riot control agents - Note: see CJCSI 3110.07 for advance authorization to use these agents).

e. Identify tasks to be performed by joint NBC forces.
(1) Determine specified tasks.
(2) Determine implied tasks.
(3) From (1) and (2) above, determine essential tasks.

f. Conduct an initial joint NBC force structure analysis. Are the forces given in the Combatant Commander's planning directive sufficient to do the tasks identified earlier? Consider requirement for NBC defense forces.
(1) Biological use verification labs.
(2) NBC decontamination units.
(3) NBC reconnaissance units.

(4) Multispectral smoke capability.
(5) NBC control centers. JA, JB Teams.

g. Conduct an initial risk assessment. Consider likely friendly targets for the enemy's use of NBC weapons:
(1) Key command and communications nodes, including rear area nodes.
(2) Force assembly areas.
(3) Logistic nodes. Ports of Debarkation (POD), supply points, airfields, industrial centers, main supply routes (MSRs).
(4) Naval operations near land.
(5) Forward land combat areas -- breaches, obstacle plans, river crossing sites.

h. Determine the end state from a joint NBC perspective.

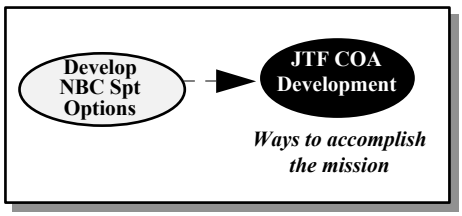
i. Assist in developing the of JTF mission statement.

j. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive the CJTF planning guidance** (Task 215M-02-J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to NBC personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop NBC options to support the JTF's COAs** (Task 215M-03-J3). The staff should now develop multiple friendly JTF COAs. Those planning joint NBC should:

a. Develop options for joint NBC support within each of the JTF's COAs.



(1) Review the mission analysis and CJTF's guidance.
(2) Develop NBC support options for individual and collective protection. Consider:
(a) Principles for NBC defense.
1 Avoidance.
a Passive measures – training, camouflage, concealment, and military deception, hardened positions, dispersal, smoke operations.
b Active measures – reconnaissance, contamination detection, marking, alarms, warning, reporting, control measures.
c Counterforce – measures taken to divert, deny, degrade, or destroy an adversary's missile and air attack capabilities.
2 Protection.
a Hardening.
b Protecting personnel.
c Mission-Oriented Protective Posture (MOPP).
d Physical defense measures.
3 Decontamination. The scope of effort is based on the tactical situation, mission, degree of contamination, weather effects, and other available alternatives, such as deferring the use of equipment.
(b) Determine requirements and procedures for automatic masking.
(c) Determine available warning means and associated dissemination channels.
(d) Determine the means to sustain operations under NBC attack conditions.

(e) Consider requirements for protection of US civilian personnel and enemy prisoners of war in the operations.
1 Issue of protective equipment/training.
2 Instructions/warning.
3 Noncombatant Evacuation Operations (NEO).

(3) Develop options for medical support to NBC operations. Coordinate with the Surgeon's Office for input to Annex Q (Medical Services). Consider:

(a) Health service support -- may require use of CJTF directive authority.
1 Defensive measures.
a Military surveillance of key areas to detect/deter an attacker form disseminating chemical or biological agents.
b Medical defensive measures against exposure, infection, intoxication.
c Physical defensive measures.
d Early detection.
e Chemical defense material stockage; designated treatment facilities.
f Training of medical NBC casualty teams.
2 Health services management.
a Augmentation for decontamination efforts.
b Diagnosis for slow acting toxins.
c Shelter.
d The provision of uncontaminated food/water.
e The requirement for health services in neighboring civilian populations.
f Health services facility security.
g The establishment of chemical casualty decontamination policy.
h Central facility for chemical casualty care.
i Evacuation procedures for chemical capabilities.
j Laboratory support for biological agent identification.
k Determine the need for relocating Medical Treatment Facilities (MTFs).

(b) Medical intelligence.
1 Armed Forces Medical Intelligence Center support.
2 Tactical medical intelligence unit support.

(c) Preventive medicine principles.
1 Reinforce sanitation and general hygiene.
2 Inspect uncanned food and food handlers.
3 Strictly adhere to waste treatment (to include disposition of hazardous waste) and sewage policies, or develop effective programs.
4 Adhere to water purification procedures.
5 Wash with soap and water.
6 Emphasize countermeasures to prevent heat stress and heat-related illness.

(d) Patient evacuation.

1 Determination of the priority in committing evacuation assets to a contaminated area.
2 Adherence to Operational Exposure Guide (OEG) for the evacuation of personnel.
3 Efforts to limit evacuation assets that would become contaminated; prioritization for decontamination of evacuation assets.
4 Decontamination of patients before evacuation.

(e) The results of the NBC environment on decontamination, triage, and treatment.
1 The primary decontamination responsibility belongs to appropriate unit commanders.
2 Establish a decontamination area at each MTF.
3 On arrival at the MTF, determine if the requirement for decontamination overrides the requirement for treatment or vice versa.
4 Consider MTF shelter requirements in an NBC environment and the impact on treatment operations (e.g., the Chemically Hardened Air Transportable Clinic (CHATH) requires additional manpower to erect and monitor the internal environment).
5 Outside the CPS environment, treatment is hampered by stress from MOPP, reduced visual and tactical senses, reduced communication capability, and a psychological sense of isolation.
6 Limited mobility of health service support assets.
7 Limited/interrupted production of liquid and gaseous oxygen.

(4) Develop NBC support options for additional logistics requirements in an NBC environment. Coordinate with the J4 for input to Annex D (Logistics). Consider:

(a) Support for readiness.
1 Sustainability.
2 Prioritizing NBC logistics materials.
a Anticipation. High consumption rates of fuel, fog oil, decontaminants, water, protective clothing, vaccines, and/or toxoids; extra precautions during hours of darkness.
b Integration. With tactical and operational level plans (protection of supplies and equipment and the results of contamination on MSRs, supply points, fixed sites).
c Continuity of supplies and services during NBC conditions.
d Improvisation (e.g., alteration of work schedules, expedient covers and shelters, prioritization of supplies and services).
e Responsiveness. May require relocation of support bases, major redirection of supply flow, reallocation of transportation and construction means, or short-notice transfer of replacement personnel from one part of the operations area to another; plan for surge capability for NBC-related equipment.

(b) Stocks of NBC equipment.
1 Logistics support for NBC defense of all units.
2 Sustainment of chemical organizations with mission essential items.

3 Theater stockage levels for NBC defense items.
4 Inter-Service NBC defense support requirements.

(c) Reconstitution. Services restore debilitated or destroyed units from available assets.
1 Based on an assessment of criticality of function.
2 Based on an assessment of remaining capability.

(d) Supply support (when practical, common item support may be assigned to a component commander, normally the predominant user).
1 General supply operations -- protective clothing and equipment; decontamination supplies, fog oil.
2 Water production for decontamination.
3 Supply rates for NBC defense items.

(e) Services support.
1 Decontamination of equipment, to include environmental considerations.
2 Clothing exchange and shower.
3 Equipment recovery and evacuation.
4 Mortuary affairs policy, standards, and procedures.
5 Emergency destruction and evacuation of US nuclear and captured NBC munitions.

(f) Transportation.
1 Monitoring/redirecting from MSRs.
2 Prioritizing transport of NBC logistics materials.
3 Fog oil resupply.

(5) Develop NBC support options for protection of Command, Control, Communications, Computers, and Intelligence (C4I) systems in an NBC environment.

(a) Command and Control (C2). System provisions to cope with NBC attacks.

(b) Communications.
1 Maximize digital data systems to facilitate warning.
2 Linkages to the array of warning systems.

(c) Computers require protection from the results of weapons of mass destruction.

(d) Intelligence. All-source involvement in determining the enemy's intentions, capabilities, and vulnerabilities.

(6) Develop tasks to subordinate NBC resources.

(7) Identify the types of forces needed and command and control relationships.

(8) Identify reinforcing forces should they be needed.

Provide input to Time-Phased Force and Deployment Data.

Provide input for additional forces and equipment requirements for operating in an NBC environment.

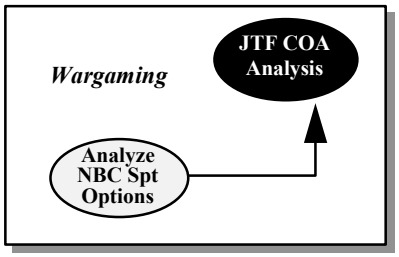
(a) Test the validity of each option for NBC support to the JTF's COAs (see Task 204) ---------->

(b) Provide input to JTF COA statement and sketches.

Reminder

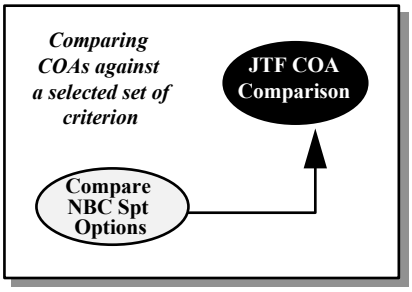
All COAs must be:
Suitable
Feasible
Acceptable
Different
Complete
(See Task 204 for more info.)

4. **Participate in the COA analysis (wargaming)** (Task 215M-04-J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:



a. Specific tasks for components and NBC forces.
b. Task organization of the JTF throughout the operation.
c. Command relationships.
d. Decision points and intelligence requirements related to major events.
e. Operational support needed.
f. Identification of branches (what if) and sequels (what then).

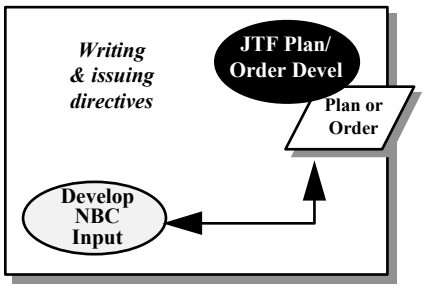
5. **Participate in the COA comparison** (Task 215M-05-J3).
a. Participate in determining the criteria to be used for comparing COAs. Criteria for NBC could come from:
(1) The commander's intent.
(2) Factors of METT-T.
(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.
(d) Troops available.
(e) Time available.



b. Ensure that recommendations for NBC have been coordinated with the components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215M-06-J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop NBC perspective in the JTF plan/order** (Task 215M-07-J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). The primary areas for writing NBC information are in Appendix 2 (Nuclear, Biological, and Chemical Defense Operations; Riot Control Agents and Herbicides) and Appendix 13 (Explosive Ordnance Disposal) to Annex C (Operations) in the JOPES format (see CJCSM 3122.03A).



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3/J5/PR/LNOs/JPRC

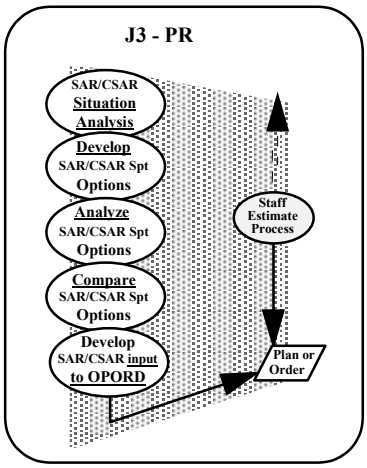
TASK 215N: DEVELOP THE OPERATIONS ESTIMATE – PERSONNEL RECOVERY (PR) OPERATIONS

(Relates to UJTL Task OP 6.2)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

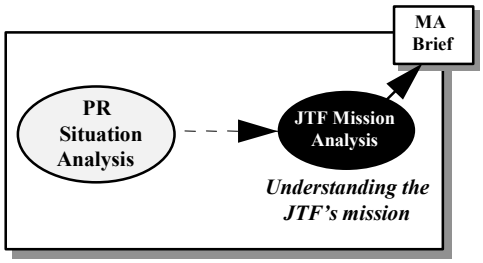
MTG TASK PURPOSE: Identify, coordinate, and integrate PR operations and efforts into the JTF operation; assist component PR LNOs in providing input into the JTF planning effort.

REFERENCES: JP 3-50.2, JP 3-0, JP 5-00.1, JP 5-00.2



MTG TASK STEPS

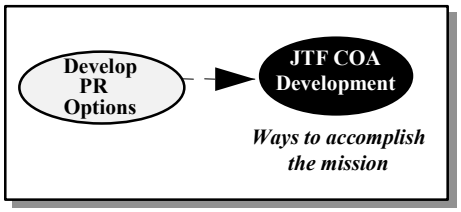
1. **Contribute to the JTF's overall mission analysis** (Task 216N-01-J3).
   a. Determine known facts, current status, or availability of PR assets provided by the Combatant Commander.
   b. Develop assumptions to replace missing or unknown facts.
      (1) The operational status of PR forces (if known) at probable execution.
      (2) The availability of and support requirements for host nation or multinational personnel recovery forces.
      (3) Available time.
   c. Analyze the Combatant Commander's mission and intent from a PR point of view.
   d. Determine force limitations.
   e. Determine NBC limitations.
      (1) Things the JTF's PR forces must do (constraints).
      (2) Things the JTF's PR forces cannot do (restraints).
      (3) Others (e.g., Consider ROE, weather).
   f. Identify personnel recovery tasks that may be required by joint forces.
      (1) Determine specified tasks.
      (2) Determine implied tasks.
      (3) From (1) and (2) above, determine essential tasks.
   g. Conduct an initial force structure analysis. Determine shortfalls in forces or capabilities that will impact the conduct of joint personnel recovery operations.
   h. Conduct an initial PR risk assessment based on the enemy order of battle, friendly force structure, and proposed COAs.
   i. Determine the desired end state from a personnel recovery operations perspective. Recommend ways joint personnel recovery operations can help JTF achieve the desired end state.
   j. Assist in developing the JTF mission statement.



k. Provide any personnel recovery input necessary for the mission analysis briefing to the CJTF.

2. **Receive the CJTF planning guidance** (Task 215N-02-J3).
a. Planners/LNOs should request any personnel recovery guidance necessary to allow component personnel recovery planning. Request clarification if required.
b. Pass the CJTF guidance to the Joint Personnel Recovery Center (JPRC), if established, and to component Rescue Coordination Centers (RCC) within the warning order.

3. **Develop options for employment of joint personnel recovery forces** (Task 215N-03-J3). The JTF staff should now develop multiple friendly COAs. Component PR LNO(s) or members of the JPRC should advise the JTF planners on how joint personnel recovery forces can best contribute to each developing JTF COA.



a. Review the mission analysis and CJTF's guidance.
b. Analyze the proposed JTF COAs for PR potential. For each COA consider:
(1) Enemy policy, practices, intentions.
(2) Location, strength, capabilities, and activities of enemy units that could affect operations in the objective area, adjacent areas, and along lines of communications and infiltration/exfiltration routes.
(3) Capabilities of the enemy early warning system.
(4) Current enemy air, ground, and naval order of battle.
(5) Enemy electronic order of battle/threat to PR aircraft.
(6) The threat to primary personnel recovery vehicles -- Air Defense Artillery (ADA), small arms fire, armed enemy helicopters, fixed wing aircraft.
(7) METOC.
(8) Astronomical conditions.
(9) Terrain information and analysis of the attitude of populace toward isolated enemy personnel.
(10) Number and locations of SAFE areas.
(11) Location of friendly force areas of operation and evasion escape nets.
c. For each proposed JTF COA, identify required PR assets by Service or functional component or command.
(1) Assess the capabilities and limitations of each. Ensure the JTF planners are aware of these.
(a) Look for deficiencies in own force structure/available systems types.
(b) Prioritize required personnel recovery capabilities/unit type for deployment.
(c) Consider the availability non-DOD personnel recovery forces.
(d) Consider the availability of coalition/host nation personnel recovery forces.
(2) Review the extent to which proposed operations will require diverting PR operations from one area of the JOA to another.

(3) Provide the JTF with options for the deployment of joint personnel recovery forces to JOA and subsequent preparation of those forces.

(a) Formulate options for strategic deployment of joint personnel recovery forces to the theater of operations.

1 Develop/integrate the deployment concept with the CJTF's overall deployment plan and sequence of subsequent operations.

2 Develop options for logistics support for the movement of personnel recovery forces from PODs/APODs to initial positions. Consider:

a Transportation modes.

b Transportation infrastructure and required improvements.

c Available airfields to support movement.

3 Balance requirements for initial combat and non-combat operations, force reception and buildup, and timing of required follow-on operations.

(b) Consider options for the initial preparations of personnel recovery forces within the theater of operations/JOA.

1 Identify bases and locations from which land and sea-based joint personnel recovery forces could initiate operations.

2 Identify potential Intermediate Staging Bases (ISBs) in the theater of operations.

3 Identify potential Forward Operating Bases (FOBs) in the JOA.

Reminder

COAs should answer:
Who: Which components?
What: What tasks?
When: What timing or sequencing?
Where: In what areas of battlespace?
Why: For what desired results (intent)?
How: Using what scheme of maneuver/fires?

(4) Provide the JTF planners with options for employment of joint personnel recovery forces.

(a) Develop options for posturing joint personnel recovery forces to react to changing tactical situations. Consider options during the following JTF activities:

1 Deterrence and show of force options.

2 Preemptive attack options.

3 Transition to offensive operations, enemy choice of timing.

(b) Coordinate for on-call supporting arms.

1 Close Air Support (CAS) (conventional and special operations).

2 Naval Surface Fire Support (NSFS).

3 Indirect fire support.

(c) Plan for precautionary PR assets.

1 Prepositioning of assets.

2 As a corollary to the operational mission.

3 Consider:

a Lifeguards.

b Duckbutts.

c Airborne orbit.

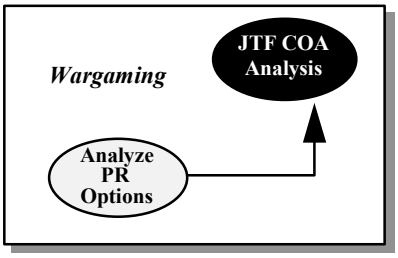
d Strip alert.

(5) Establish command and control procedures for joint PR. Joint PR is a tactical operation controlled by the JPRC. The JPRC is normally established at the component level and conducts PR planning and directs execution of personnel recovery missions for the JTF. It may be preferable to locate the JPRC at the JTF if the operation is limited in scope.

d. Test each COA for validity (see Task 204).

e. Provide input to the JTF COA statement and sketches.

4. **Participate in the COA analysis (wargaming)** (Task 215N-04-J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:



a. Specific tasks for components.

b. The task organization of the JTF throughout the operation.

c. Command relationships.

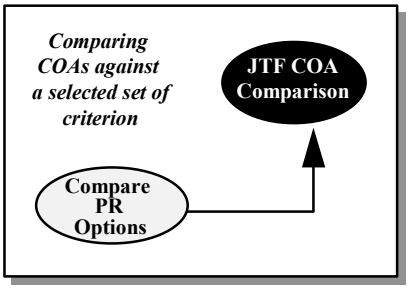
d. Coincidence of movement and maneuver with operational fires.

e. Decision points and intelligence requirements related to major events.

f. Operational support needed.

g. Identification of branches (what if) and sequels (what then).

5. **Participate in the COA comparison** (Task 215N-05-J3).



a. Participate in determining the criteria to be used for comparing COAs. Criteria for joint PR operations should be based on:

(1) The commander's intent.

(2) Mission.

(3) End state.

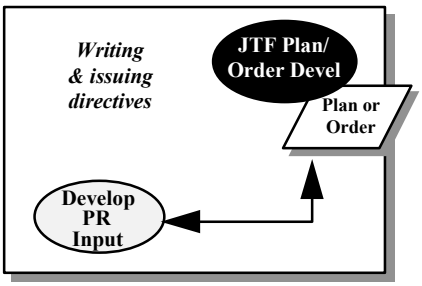
(4) Time available.

(5) Forces available.

b. Ensure recommendations for joint PR operations have been coordinated with each Service/functional component of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215N-06-J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **<u>Provide input/develop PR annex to the JTF plan/order</u>** (Task 215N-07-J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). The PR portion is Appendix 5 (Personnel Recovery Operations) to Annex C (Operations).

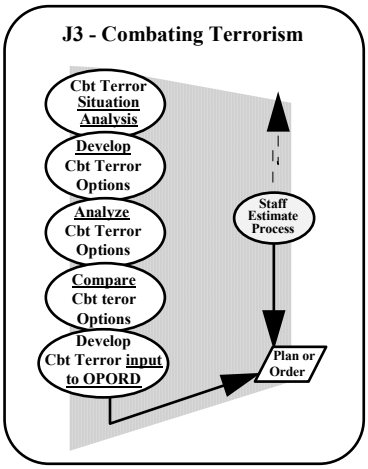


Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3

TASK 215O: DEVELOP THE OPERATIONS ESTIMATE - COMBATING TERRORISM

(Relates to UJTL Tasks OP 4.7, 6.2, 6.5)



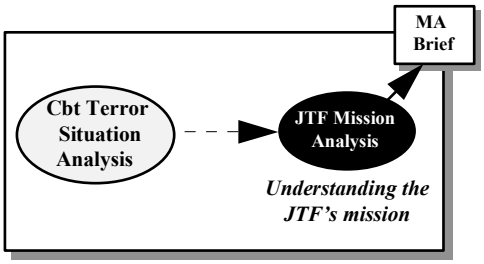
MTG SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

MTG TASK PURPOSE: Identify, coordinate, and integrate operations and efforts to combat terrorism into the JTF operation. Plans must address the employment of JTF forces in interagency and multinational antiterrorism programs and counterterrorism operations.

REFERENCES: JP 3-07, JP 3-07.2, JP 3-0

MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215O-01-J3).
   a. Determine known facts, current status, or conditions. Review Joint Intelligence Preparation of the Battlespace information.
      (1) Threat analysis.
         (a) Analyze the existence and capabilities of terrorist groups that may target JTF forces. Consider:
         (b) Affiliation and history.
            1 Non-state supported.
            2 State-supported.
            3 State-directed.
         (c) Level of training.
         (d) Organization.
         (e) Sophistication.
         (f) Identify the tactics/techniques that may be employed against the JTF. Consider:
            1 Assassination.
            2 Arson.
            3 Bombing.
            4 Hostage taking.
            5 Kidnapping.
            6 Hijacking or skyjacking.
            7 Seizure.
            8 Raids or attacks on facilities.
            9 Sabotage.
            10 Hoaxes.
            11 Use of special weapons.



12 Environmental destruction.

(g) Assess JTF installation/facility criticality and vulnerabilities. Identify and prioritize:

1 Key personnel.

2 Critical facilities.

3 Critical equipment.

(h) Examine the internal political and security considerations that may impact terrorist's activities.

(2) Environmental (weather) analysis.

(3) Terrain analysis.

b. Develop assumptions to replace missing or unknown facts.

(1) The status of forces at probable execution.

(2) The availability and support requirements of host nation or multinational forces.

(3) Available time.

c. Analyze the Combatant Commander's mission and intent from a combating terrorism perspective.

d. Determine combating terrorism limitations:

(1) Things the JTF forces must do in regards to combating terrorism (constraints).

(2) Things the JTF forces cannot do in regards to combating terrorism (restraints).

(3) Others (e.g., legal restrictions). Consider input from the JTF Staff Judge Advocate regarding legal considerations during planning.

(a) Summarize US policy and strategy on combating terrorism. Consider:

1 Domestic terrorism -- Department of Justice is the lead agency.

2 Foreign incidents -- Department of State is the lead agency.

3 In-flight (within US) -- Department of Transportation is the lead agency.

4 DOD personnel and installations. DOD is the lead agency. It supports other agencies with forces and technical support.

(b) Advise the CJTF on the extent of his authority to combat terrorism. Consider:

1 Restrictions on the use of military personnel for enforcing US civil law.

2 The legal principle of vicarious liability in planning antiterrorist measures.

3 Jurisdiction and authority.

a Domestic terrorism. Memorandums Of Agreement or Understanding with Federal law enforcement agencies.

b Foreign incidents. The Status Of Forces Agreement and/or Memorandums Of Agreement with the host nation (HN).

4 The relationship between the JTF and Federal Law Enforcement Agencies (LEA).

e. Identify tasks to be performed by forces combating terrorism.

(1) Determine specified tasks.

(2) Determine implied tasks.

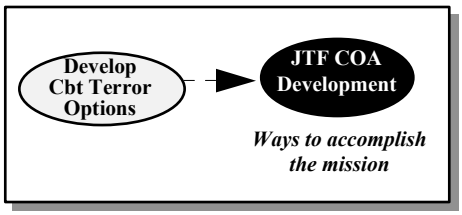
(3) From (1) and (2) above, determine essential tasks.

f. Conduct an initial combating terrorism force structure analysis.
g. Conduct an initial risk assessment.
h. Determine the end state from a combating terrorism perspective.
i. Assist in developing the JTF mission statement.
j. Assist in developing the mission analysis briefing for the CJTF.

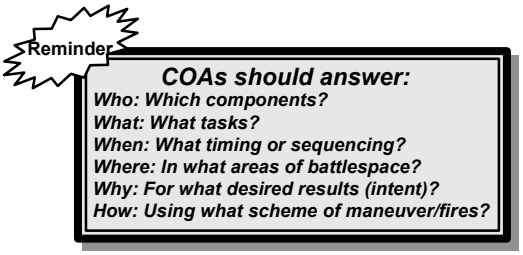
2. **Receive the CJTF planning guidance** (Task 215O-02-J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to appropriate personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop combating terrorism options to support the JTF's COAs** (Task 215O-03-J3). The staff should now develop multiple friendly JTF COAs. Those planning combating terrorism should:

a. Develop options for combating terrorism within each of the JTF's COAs.



(1) Review the mission analysis and CJTF's guidance.
(2) Develop options for combating terrorism for the following areas (as appropriate):
(a) Coordinate the collection and dissemination of threat information to the JTF components.
(b) Integrate operations security (OPSEC) considerations into planning.
1 Deny intelligence and information to terrorists.
2 Avoid rigid operational routines.
3 Understand information collection techniques used by terrorists.
4 Integrate OPSEC into physical security and personal security protection programs.

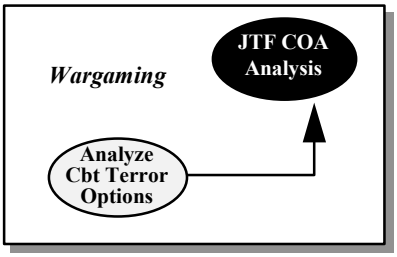


(c) Identify likely targets -- personnel security.
1 Key personnel.
2 Conduct personal protection training to reduce vulnerability training.
(d) Identify physical vulnerabilities of installations, personnel, and materiel and reduce vulnerabilities (physical security).
1 Intrusion detection devices.
2 Barriers.
3 Structural hardening.
4 Access control.
5 Response forces.
(e) Implement/reinforce education and training.
1 Specialized training -- response forces, hostage negotiators, drivers, planners.
2 Protective training.

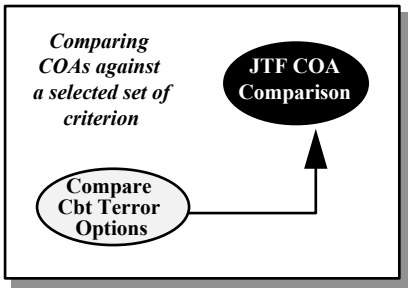
(f) Integrate the employment of forces for counterterrorism into JTF planning.
1 Identify forces to provide an initial response to a terrorist incident. Consider the type of operation:
a Preemptive.
b Retaliatory.
c Personnel recovery.
2 Identify the types of forces and command and control relationships. Consider:
a Political constraints.
b The location of incident.
c The type of incident.
d The degree of force required.
e Rules of engagement.
3 Identify reinforcing forces should the incident escalate.
4 Develop procedures/techniques to handle terrorist incidents. Consider:
a Secure communications in the incident area.
b Chain of custody for evidence seized in an incident.
c Logistics requirements -- communications equipment, photographic supplies, etc.
d Disposition of apprehended individuals.
e Terrorist incident reporting procedures.
f Public affairs guidance/objectives.

b. Test the validity of each option for combating terrorism support to the JTF's COAs (see Task 204).
c. Provide input to the JTF COA statement and sketches.

4. **Participate in the COA analysis (wargaming)** (Task 215O-04-J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:
a. Specific tasks for components and counterterrorism forces.
b. Task organization of the JTF throughout the operation.
c. Command relationships.
d. Decision points and intelligence requirements related to major events.
e. Operational support needed.
f. Identification of branches (what if) and sequels (what then).



5. **Participate in the COA comparison** (Task 215O-05-J3).
a. Participate in determining the criteria to be used for comparing COAs. Criteria for combating terrorism could come from:
(1) The commander's intent.
(2) Factors of METT-T (+).

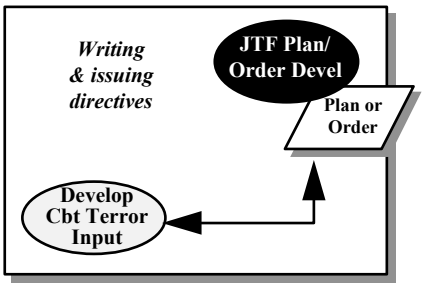


(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.
(d) Troops available.
(e) Time available.
(f) Political.

b. Ensure recommendations for combating terrorism have been coordinated with components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215O-06-J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop combating terrorism perspective in the JTF plan/order** (Task 215O-07-J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Combating terrorism input can be in many section of the plan/order. The primary area for writing combating terrorism information is in Appendix 15 (Force Protection) to Annex C (Operations) in the JOPES format (see CJCSM 3122.03A).



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3 Joint Military Police Cell

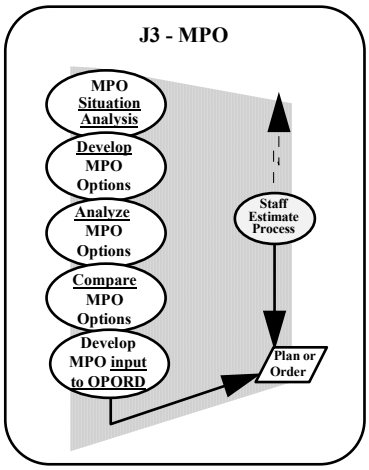
TASK 215P: DEVELOP THE OPERATIONS ESTIMATE - MILITARY POLICE OPERATIONS (MPOs)

(Relates to UJTL Tasks OP 3.1, 4.6, 4.7, 6.5)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

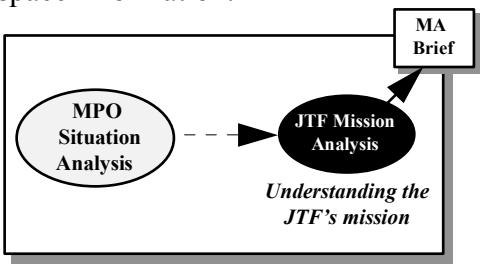
MTG TASK PURPOSE: Identify, coordinate, and integrate military police operations and efforts into the JTF operation. MPOs support JTF operations in war and Operations Other Than War (OOTW) and in both combat and non-combat situations.

REFERENCES: JP 3-07.3, JP 3-10, JP 3-10.1



MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215P-01-J3).
   a. Determine known facts, current status, or conditions of joint MPO capable forces provided by the Combatant Commander.
      (1) Review Joint Intelligence Preparation of the Battlespace information.
         (a) Threat analysis.
            1 List of targets provided by the Combatant Commander (joint target list).
            2 List of high-value targets.
         (b) Environmental (weather) analysis.
         (c) Terrain analysis.
      (2) Host nation/coalition MPO forces already available in the Joint Operations Area (JOA).
      (3) Liaison requirements.



   b. Develop assumptions to replace missing or unknown facts.
      (1) The status of forces at probable execution.
      (2) The availability of and support requirements for host nation or multinational forces.
      (3) Available time.
   c. Analyze the Combatant Commander's mission and intent from a joint MPO perspective.
   d. Determine joint MPO limitations.
      (1) Things joint MPO forces must do (constraints).
      (2) Things joint MPO forces cannot do (restraints).
      (3) Others (e.g., legal restrictions).
   e. Identify tasks to be performed by joint MPO forces.
      (1) Determine specified tasks.
      (2) Determine implied tasks.

(3) From (1) and (2) above, determine essential tasks.

f. Conduct an initial joint MPO force structure analysis.

g. Conduct an initial risk assessment.

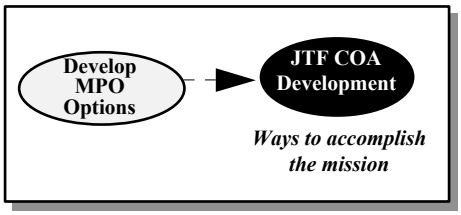
h. Determine the end state from a joint MPO perspective.

i. Assist in developing the JTF mission statement.

j. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive the CJTF planning guidance** (Task 215P-02-J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to MPO personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop joint MPO options to support the JTF's COAs** (Task 215P-03-J3). The staff should now develop multiple friendly JTF COAs. Those planning joint MPO:



a. Develop options for joint MPO support of the JTF's COAs.

(1) Review the mission analysis and CJTF's guidance.

(2) Develop options for joint MPO for the following areas (as appropriate).

(a) Area security.

1 Area reconnaissance and surveillance.

2 Protection of designated critical facilities and resources, main supply route (MSR) critical points, and key personnel.

3 Counterincursion and response force operations.

4 Terrorism counteraction -- maintain control in areas vulnerable to terrorist actions.

5 Limited combat operations in rear areas.

6 Inland security of key logistics facilities -- ports, railway nodes and lines, and airfields.

(b) Battlefield Circulation Control (BCC). Control the forward movement of combat resources along LOCs.

1 Route reconnaissance and surveillance.

2 MSR regulation and performance.

3 Straggler and refugee control.

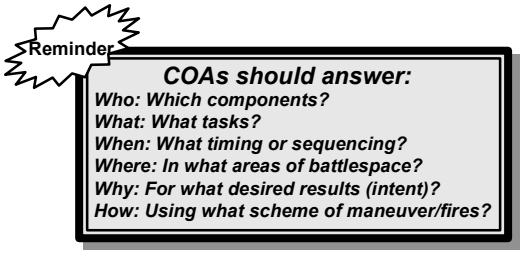
4 Intelligence collection and reporting.

5 Information dissemination.

6 Coordination of activities with Movement Control Teams (MCT).

7 Require coordination with transportation, personnel, engineer, and civil affairs organizations.

8 Escort for noncombatants in Noncombatant Evacuation Operations (NEO) from assembly points to Evacuation Control Center (ECC) to theater embarkation terminals.



(c) EPW operations.
1 Operation of EPW collection points.
2 Sustainment and field processing of EPW at collection points.
3 If required, escort EPW to subsequent collection points.
4 Support EPW confinement operations.
a Transportation and escort of EPW, to include escort of EPW in health services channels.
b Reception and processing of EPW at confinement facilities.
c Provision of EPW information, data, statistics to US Prisoner of War/Civilian Internee (POW/CI) Information Center.

(d) Law and order operations.
1 Establish/maintain liaison with local/HN law enforcement officials.
2 Investigation of offenses against US forces or property, committed by persons subject to military law; apprehension of criminals.
3 Traffic control operations.
4 Operation of confinement facilities.
5 Operations to prevent or defeat terrorists.
a Installation vulnerability assessments.
b Develop procedures to detect terrorist activities before the occurrence of major events.
c Hardening likely targets.
d Offensive action to destroy terrorist elements.
e Conduct of hostage negotiations when necessary.
6 Confinement of US military prisoners.
7 Service component investigation/law enforcement operations.
a Investigation of serious offenses.
b Sensitive investigations.
c Support for logistics security operations.
d Manage criminal and terrorist-related intelligence.

(e) Contingency/force projection operations, to include MOOTW applications.
1 Area security.
2 EPW operations.
3 BCC.
4 Physical security of key headquarters/facilities.
5 Provide assistance in the training of HN law enforcement officials/forces.
6 In coordination with Civil Affairs (CA) forces, control of civilian populations.

(f) Joint MPO command and control.
1 Describe the relationship between land-based, air-based and naval-based MPO forces. Consider supporting/supported relationships from the perspective of joint force objectives. Develop options to task organize operational MPO forces.

a Conduct operations through Service components when stability, continuity, economy, ease of long range planning, and scope of operations dictate organizational integrity of Service components.

b Establish functional component (e.g., Joint Military Police Agency) when the scope of operations requires similar capabilities and functional forces from more than one Service be directed toward closely related objectives, and unity of command and effort are primary considerations.

2 Plan to incorporate MPO-capable forces in the JTF information architecture.

(g) Provide military police capability for movement and maneuver.

1 Strategic deployment. Tailor and provide Time-Phased Force and Deployment Data (TPFDD) input.

2 In-theater transportation commensurate with assigned tasks.

(h) Determine fire support requirements.

1 Integrate MP forces into fire support request nets.

2 Receive/nominate targets related to MP operations.

3 Psychological operations (PSYOP) support.

(i) Determine military police protection requirements.

1 Apply operations security (OPSEC) to MPO.

2 Determine if MPO should be integrated into military deception operations.

3 Provide for appropriate identification of MP forces.

(j) Determine intelligence requirements for military police operations.

1 Review updated Joint IPB products, especially related to the rear area threat.

2 CA intelligence products.

3 Terrorist information/intelligence.

4 Indications and Warning (I&W) related to rear area threats.

(k) Determine operational support requirements.

1 Communications.

2 Public affairs.

3 Transportation.

4 Provision of appropriate ROE and policies on use of force.

5 Supporting personnel operations.

6 Weather (e.g., METOC).

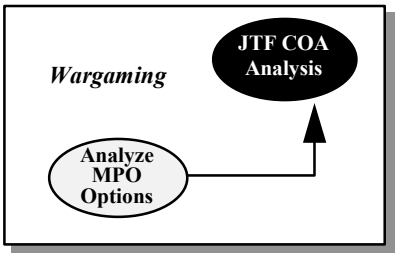
b. Test the validity of each option for MPO support to the JTF's COAs (see Task 204).

c. Provide input to JTF COA statement and sketches.

Reminder

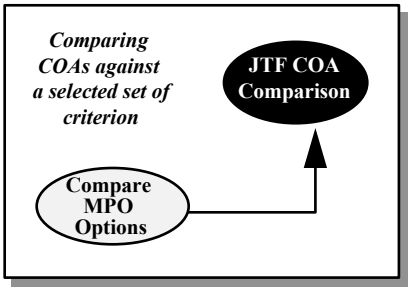
All COAs must be:
Suitable
Feasible
Acceptable
Different
Complete
(See Task 204 for more info.)

4. **Participate in the COA analysis (wargaming)** (Task 215P-04-J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:



a. Specific tasks for joint MPO components.
b. Task organization of the JTF throughout the operation.
c. Command relationships.
d. Decision points and intelligence requirements related to major events.
e. Operational support needed.
f. Identification of branches (what if) and sequels (what then).

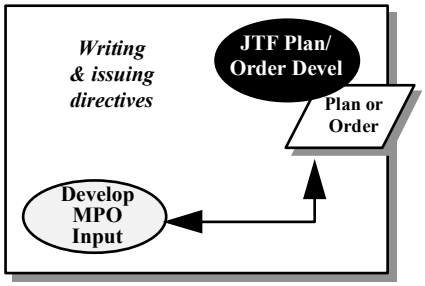
5. **Participate in the COA comparison** (Task 215P-05-J3).
a. Participate in determining the criteria to be used for comparing COAs. Criteria for MPO operations could come from:
(1) The commander's intent.
(2) Factors of METT-T.
(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.
(d) Troops available.
(e) Time available.



b. Ensure recommendations for joint MPO have been coordinated with components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215P-06-J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop MPO perspective in the JTF plan/order** (Task 215P-07-J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). MPO input can be in many sections of the plan/order. There is no "Joint MPO" annex or appendix within the JOPES format; however, one may be created as Appendix __ to Annex C (Operations), if desired. This decision on whether to create an appendix should be closely coordinated with the JTF's components.



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3

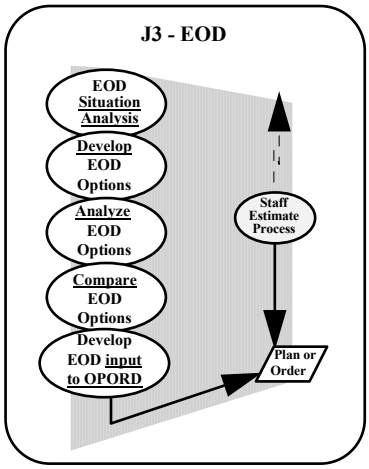
TASK 215R: DEVELOP THE OPERATIONS ESTIMATE - EXPLOSIVE ORDNANCE DISPOSAL (EOD)

(Relates to UJTL Tasks OP 1.3, 4.5, 6.2)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

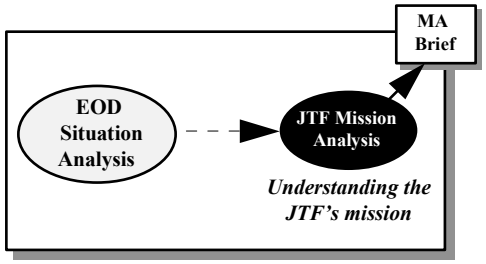
MTG TASK PURPOSE: Identify, coordinate, and integrate explosive ordnance disposal operations and efforts into the JTF operation. EOD support is integrated into the concepts of operations such that combat power is protected from unexploded ordnance.

REFERENCES: JP 3-07.2, JP 3-10.1, JP 3-15, CJCSM 3122.03A



MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215R-01-J3).
   a. Determine known facts, current status, or conditions.
      (1) Review Joint Intelligence Preparation of the Battlespace information.
         (a) Threat analysis.
         (b) Environmental (weather) analysis.
         (c) Terrain analysis.
      (2) Determine the status of EOD forces made available in the Combatant Commander's planning directive.

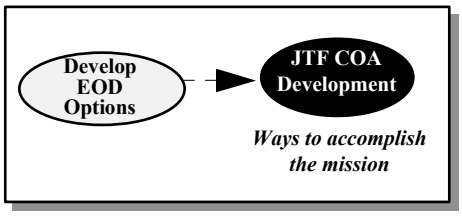


   b. Develop assumptions to replace missing or unknown facts.
      (1) The status of forces at probable execution.
      (2) The availability of and support requirements for host nation or multinational forces.
      (3) Available time.
   c. Analyze the Combatant Commander's mission and intent from an EOD perspective.
   d. Determine EOD limitations.
      (1) Things the JTF's EOD forces must do (constraints).
      (2) Things the JTF's EOD forces cannot do (restraints).
      (3) Others (e.g., safety restrictions).
   e. Identify tasks to be performed by joint EOD forces.
      (1) Determine specified tasks.
      (2) Determine implied tasks.
      (3) From (1) and (2) above, determine essential tasks.
   f. Conduct an initial joint EOD force structure analysis.

g. Conduct an initial risk assessment.
h. Determine the end state from a joint EOD perspective.
i. Assist in developing the JTF mission statement.
j. Assist in developing the mission analysis briefing for the CJTF.

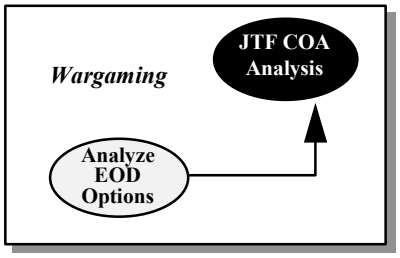
2. **Receive the CJTF planning guidance** (Task 215R-02-J3). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to EOD personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop EOD options to support the JTF's courses of action** (Task 215R-03-J3). The staff should now develop multiple friendly JTF COAs. Those planning joint EOD should:



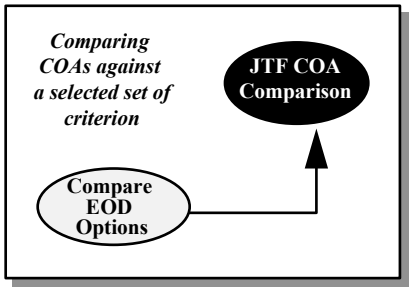
a. Develop options for joint EOD within each of the JTF's COAs.
   (1) Review the mission analysis and CJTF's guidance.
   (2) Develop options for joint EOD. Consider EOD COA's in the following operations:
      (a) Counterterrorism operations.
      (b) Mine countermeasure operations.
      (c) Combat operations.
      (d) Ordnance movements.
      (e) Dignitary security support.
      (f) Salvage operations.
      (g) Intelligence and collection.
      (h) Airport security, port security, harbor defense.
   (3) Develop tasks to subordinate EOD resources.
   (4) Identify the types of forces needed and command and control relationships.
   (5) Identify reinforcing forces should they be needed.
b. Test the validity of each option for EOD support to the JTF's COAs (see Task 204).
c. Provide input to the JTF COA statement and sketches.

4. **Participate in the COA analysis (wargaming)** (Task 215R-04-J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:
a. Specific tasks for components and EOD forces.
b. Task organization of the JTF throughout the operation.
c. Command relationships.



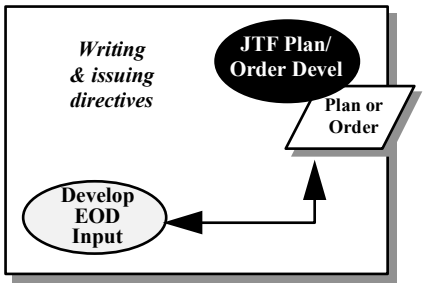
d. Decision points and intelligence requirements related to major events.
e. Operational support needed.
f. Identification of branches (what if) and sequels (what then).

5. **Participate in the COA comparison** (Task 215R-05-J3).
a. Participate in determining the criteria to be used for comparing COAs. Criteria for EOD could come from:
(1) The commander's intent.
(2) Factors of METT-T.
(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.
(d) Troops available.
(e) Time available.
b. Ensure recommendations for EOD have been coordinated with components of the JTF.



6. **Receive the CJTF's decision on COAs** (Task 215R-06-J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop EOD perspective in the JTF plan/order** (Task 215R-07-J3). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). The primary area for writing EOD information is in Appendix 13 (Explosive Ordnance Disposal) to Annex C (Operations) in the JOPES format (see CJCSM 3122.03A).



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: IO/IW Cell

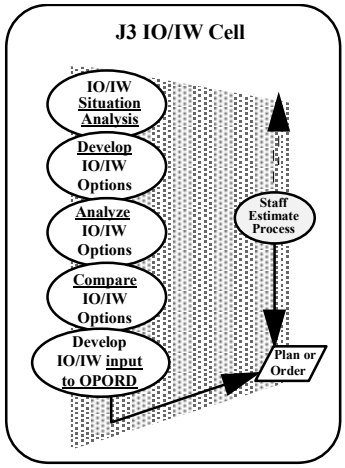
TASK 215S: DEVELOP THE OPERATIONS ESTIMATE - INFORMATION OPERATIONS (IO)/ INFORMATION WARFARE (IW)

(Relates to UJTL Tasks OP 2.1, 3.2, 5.6, 6.2, 6.3, 6.4)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing. The CJTF's intent and concept of the operation identify requirements for planning IO/IW operations.

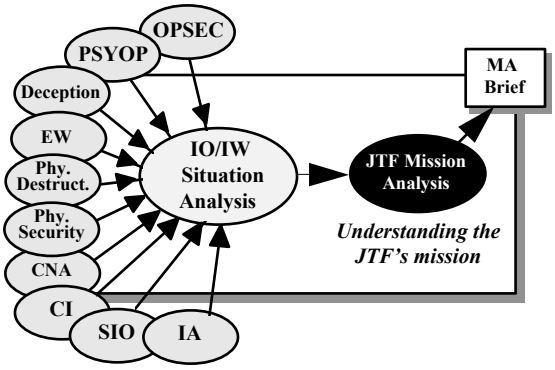
MTG TASK PURPOSE: Identify, coordinate, and integrate IO/IW operations and efforts into the JTF operation. Planning and integration are normally conducted by an IO/IW cell, which consists of core personnel and non-resident members. The IO/IW cell also coordinates IO/IW planning support from external agencies.

REFERENCES: JP 3-0, JP 3-13, JP 3-13.1, JP 3-54 JP 3-56.1, JP 3-58, CJCSI 3210.01, 3210.03, 3211.01A, 3122.03, 6510.10A, CJCS MOP 10



MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215S-01-IO/IW Cell).
   a. Determine known facts, current status, or conditions of joint IO/IW capabilities. Determine the size, capabilities, and status of IO/IW forces already provided in the Combatant Commander's planning document.
   b. Contribute to Joint Intelligence Preparation of the Battlespace by:
      (1) Conducting analysis for Offensive-IO (O-IO). Seek to increase JTF initiative in time and space by corrupting and/or disrupting enemy information and decision-making capability.
         (a) Identify enemy information, C2, and C4I systems that enable the enemy to proactively attack the JTF or react to JTF initiatives.
         (b) In coordination with the J2, JC2WC and JWAC conduct nodal analysis of the information, C2, and C4I systems. They identify critical information and vulnerable nodes.
         (c) Develop a consolidated list of critical and vulnerable enemy information, C2, and C4I system nodes/entities.
         (d) Profile enemy C2 (leadership) for vulnerabilities and access.
         (e) Prioritize consolidated list of critical and vulnerable enemy information, C2 nodes and C4I system nodes/entities.



1 Reflect the priority on O-IO (and proactive Defensive –IO) requirements adjusted for current JTF ROE.
2 Determine the desired result on each node/entity. Deny information to the node/entity, influence the node/entity, disrupt or destroy the node/entity.
3 Determine the effect on critical enemy information.

(2) Conduct analysis of JTF information, C2, and C4I system-s for information assurance (IA) considerations.
(a) Analyze JTF IRT defensive IO awareness (e.g., OPSEC, COMSEC).
(b) Identify friendly, information, C2, and C4I vulnerabilities.
(c) Prioritize a consolidated list of critical and vulnerable friendly information, C2 nodes, and C4I system nodes/entities. Reflect priority on defensive IO requirements.
(d) Profile friendly C2 (leadership) for vulnerabilities and access.
(e) Analyze the enemy offensive-IO capability to identify systems that could be used to attack or influence friendly information, C2, and C4I.
1 Enemy intelligence systems.
2 Enemy staff facilities.
3 Enemy component units, equipment, facilities that would employ the tools of IO against friendly C2 and C4I.
(f) In conjunction with J2, JC2WC/JWAC, J6 conduct nodal analysis of the above systems to identify critical and vulnerable nodes.
(g) Identify appropriate measures.

c. Develop assumptions to replace missing or unknown facts concerning Combatant Commander IO and JTF IO operations.
(1) The status of forces at probable execution.
(2) Available time.
(3) Other as appropriate.

d. Analyze the Combatant Commander's mission and intent from a JTF IO perspective.

e. Determine IO limitations.
(1) Things the JTF IO must do (constraints).
(2) Things the JTF IO cannot do (restraints).
(3) Others (e.g., political, weather, terrain).

f. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.
(1) Determine IO-based approaches to enemy COGs.
(2) Determine ways for IO to assist in protecting friendly force COGs.

g. Identify tasks to be performed by JTF IO forces.
(1) Determine specified tasks.
(2) Determine implied tasks.
(3) From (1) and (2) above, determine essential tasks or goals.
(a) Establish broad O-IO goals.
(b) Establish broad defensive IO goals.

h. Conduct an initial JTF IO force structure analysis to determine if sufficient IO assets are available to do the tasks.
i. Conduct an initial risk assessment.
j. Determine the end state from an IO perspective.
k. Assist in the development of the JTF mission statement.
l. Assist in developing the mission analysis briefing for the CJTF.

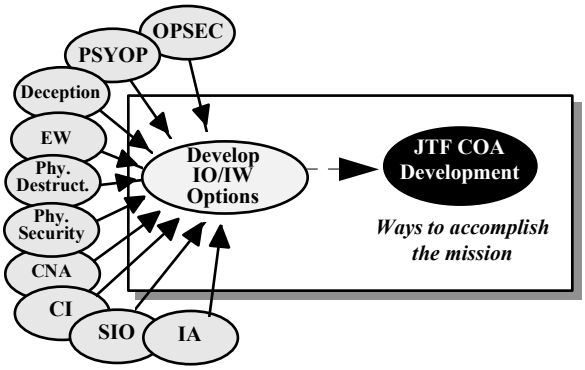
2. **Receive CJTF planning guidance** (Task 215S-02-IO/IW Cell). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to the IO/IW Cell's personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop IO/IW options to support the JTF's COAs** (Task 215S-03-IO Cell). The JTF staff should now develop multiple friendly COAs.

a. Develop IO/IW options for initial JTF COAs.

(1) Review mission analysis and CJTF's guidance.

(2) Develop IO/IW options, as necessary, to support the JTF's COAs from the beginning of the operation to the end in the following areas:



(a) Identify options (use of specific elements) for accomplishment of O-IO goals.

1 Operations security (OPSEC).
2 Psychological operations (PSYOP).
3 Deception.
4 Electronic warfare (EW).
5 Physical destruction.
6 Computer network attack (CNA).
7 Special information operations (SIO).

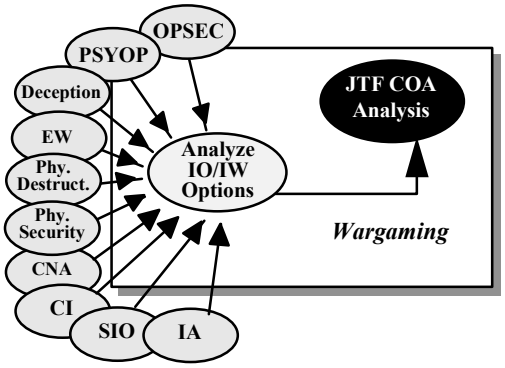
(b) Identify options (use of specific elements) for accomplishment of defensive IO goals.

1 OPSEC.
2 Counter-PSYOP.
3 Counterdeception.
4 Electronic protection (EP).
5 Physical security.
6 Counterintelligence (CI).
7 Special information operations (SIO).
8 Defensive IO (D-IO).

b. Coordinate ROE with the JTF ROE cell for each IO element (or tool, if required) as specific details become apparent.
c. Recommend options for the IO/IW command and control.
d. Plan to incorporate IO/IW forces in the JTF information architecture.
e. Test each COA for validity (see Task 204).

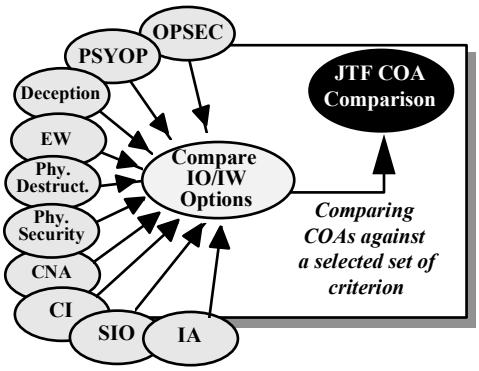
f. Provide input to the JTF COA statement and sketches .

4. **Participate in the COA analysis (wargaming)** (Task 215S-04-IO/IW Cell). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:



a. Specific tasks for components with IO/IW capabilities.
b. Command relationships.
c. Decision points for IO/IW.
d. Operational support needed.
e. Identification of branches (what if) and sequels (what then).

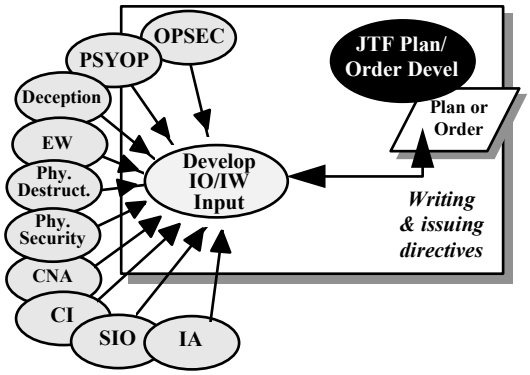
5. **Participate in the COA comparison** (Task 215S-05-IO/IW Cell).
a. Participate in determining the criteria to be used for comparing COAs. Criteria for IO/IW operations could come from:
(1) The commander's intent.
(2) Factors of METT-T (+).
(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.
(d) Troops available.
(e) Time available.
(f) Political.



b. Ensure recommendations for IO/IW operations have been coordinated with the components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215S-06-IO/IW Cell). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop IO/IW perspective in the JTF plan/order** (Task 215S-07-IO/IW Cell). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). IO/IW operations input can be in many sections of the plan/order, however, the primary areas for writing IO/IW information are in the following portions per JOPES (see CJCSM 3122.03A):
a. Information Operations - Appendix 3 (Information Operations) to Annex C (Operations).
b. Deception Operations - Tab A (Military Deception) of Appendix 3 to Annex C.



c. Electronic Warfare - Tab B (Electronic Warfare) of Appendix 3 to Annex C.
d. Operations Security - Tab C (Operations Security) of Appendix 3 to Annex C.
e. Psychological Operations - Tab D (Psychological Operations) of Appendix 3 to Annex C.
f. Physical Attack/Destruction - Tab E (Physical Destruction) of Appendix 3 to Annex C.
g. Computer Network Attack – Tab F to Annex C.
h. Defensive IO – Tab G to Annex C.
i. Other areas in which IO/IW is included in the plan/order include:
   (1) Public Affairs - Annex F (Public Affairs).
   (2) Civil Affairs - Annex G (Civil Affairs).
   (3) Information Assurance – Appendix 1 to Annex K.

Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: IO/IW Cell - OPSEC

TASK 215S-1: DEVELOP THE IO/IW ESTIMATE - OPERATIONS SECURITY (OPSEC)

(Relates to UJTL Tasks OP 6.2, 6.3)

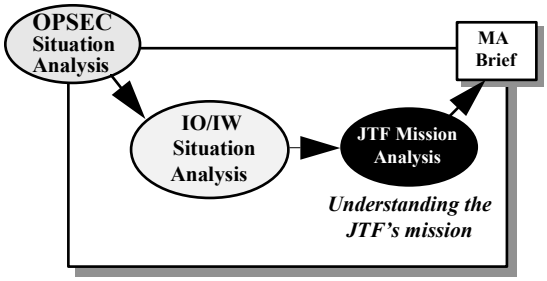
MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing. The CJTF's intent and concept of the operation identify requirements for planning IO/IW operations.

MTG TASK PURPOSE: Identify, coordinate, and integrate IO/IW operations and efforts into the JTF operation. Planning and integration are normally conducted by an IO cell, which consists of core personnel and non-resident members. The IO cell also coordinates IO planning support from external agencies. At the conclusion of planning, all OPSEC officers understand the critical elements of information to be protected, how the enemy will try to access this information, and how the JTF OPSEC plan will prevent enemy/hostile forces from obtaining this critical friendly information.

REFERENCES: JP 3-0, JP 3-13, JP 3-13.1, JP 3-54

MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215S-1-01-OPSEC).



a. Determine known facts, current status, or conditions of joint OPSEC as defined in the Combatant Commander's planning document (Planning Order, Operations Order, etc.).

b. Identify "critical information."

(1) Determine Essential Elements of Friendly Information (EEFI).

(2) Determine "critical information" (a subset of EEFI). This is the information vitally needed by the enemy and focuses the remainder of the OPSEC planning process (see Appendix A, JP 3-54 for examples).

c. Analyze the threats. Work with intelligence and counterintelligence staffs to answer the following:

(1) Who is the enemy? (Those with intent and capability to take action against the planned operation.)

(2) What are the enemy's goals?

(3) What is the enemy's strategy for opposing the planned operation?

(4) What critical information does the enemy already know about the operation?

(5) What are the enemy's intelligence collection capabilities (or Hostile Intelligence System (HOIS)) collection capabilities?

d. Analyze vulnerabilities (see Appendix C, JP 3-54 for "OPSEC Indicators").

(1) What indicators (friendly actions and open source information) of critical information not known to the enemy will be created by the friendly activities generated by the planned operation?

(2) What indicators can the enemy actually collect?
(3) What indicators will the enemy be able to use to the disadvantage of friendly forces?
(4) Friendly indicators of EEFI.
(a) Signatures.
(b) Associations.
(c) Profiles.
(d) Contrasts.
(e) Exposure.

e. Conduct a risk assessment. Review the risk assessment developed by the entire JPG. The following questions should be asked continuously throughout the planning process.
(1) What risk to effectiveness is likely to occur if a particular OPSEC measure is implemented?
(2) What risk to mission success is likely to occur if an OPSEC measure is not implemented?
(3) What risk to mission success is likely if an OPSEC measure fails to be effective?

f. Develop assumptions to replace missing or unknown facts concerning OPSEC.

g. Determine OPSEC limitations.
(1) Things that OPSEC must do (constraints).
(2) Things OPSEC cannot do (restraints).
(3) Others (e.g., political, weather, terrain).

h. Identify OPSEC tasks to be performed by JTF forces.
(1) Determine specified tasks.
(2) Determine implied tasks.
(3) From (1) and (2) above, determine essential tasks or goals.

i. Assist in developing the JTF mission statement, if appropriate.

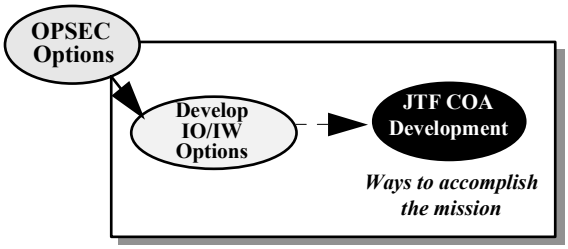
j. Assist in developing the mission analysis briefing for the CJTF.

k. Integrate all efforts through coordination with other members of the IO/IW Cell.

2. **Receive the CJTF planning guidance** (Task 215S-1-02-OPSEC). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to OPSEC personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop OPSEC options to support the JTF's COAs** (Task 215S-1-03-OPSEC). The JTF staff should now develop multiple friendly COAs.

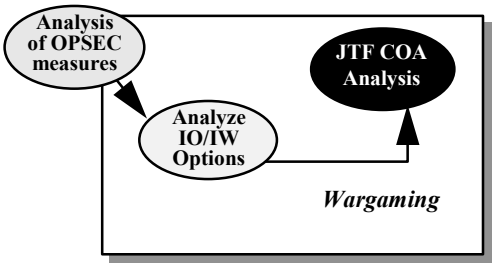
a. Develop OPSEC options for initial JTF COAs.
(1) Review the mission analysis and CJTF's guidance.
(2) Develop specific OPSEC measures to support the JTF's COAs from the beginning of the operation to the end in the following areas (see Appendix D, JP 3-54):



(a) Operational measures.
(b) Logistics measures.
(c) Technical measures.
(d) Administrative measures.
(e) Military deception in support of OPSEC.
(f) Physical destruction in support of OPSEC.
(g) Electronic warfare in support of OPSEC.

b. Coordinate ROE with the JTF ROE cell for each OPSEC measure.
c. Plan to incorporate OPSEC elements in the JTF information architecture.
d. Develop the general concept for implementation of OPSEC measures. Describe by operational phase and major activity (maneuver, logistics, communications, etc.).
e. Determine coordination requirements for:
(1) OPSEC coordination measures between JTF components.
(2) Public affairs coordination.
(3) Guidance on termination of OPSEC-related activities.
(4) Guidance on declassification and public release of OPSEC-related activities.
(5) Administrative and logistics support of OPSEC-related activities.
(6) Command and control measures.
(a) Feedback mechanisms.
1 Monitoring the effectiveness of OPSEC measures during execution.
2 Specific intelligence requirements for feedback.
(b) OPSEC surveys.
(c) After-action reports.
(d) Signals. OPSEC-related communications requirements.
f. Provide input to the JTF COA statement and sketches.

4. **Participate in the COA analysis (wargaming)** (Task 215S-1-04-OPSEC). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:

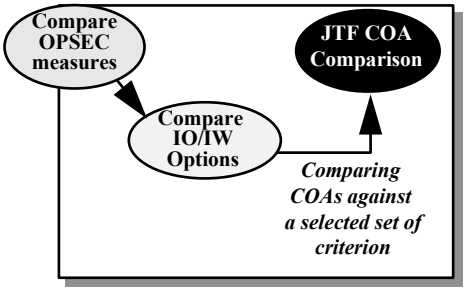


a. Specific tasks for components in the OPSEC area.
b. Decision points for OPSEC measures.
c. Operational support needed.
d. Identification of branches (what if) and sequels (what then).

5. **Participate in the COA comparison** (Task 215S-1-05-OPSEC).
a. Participate in determining the criteria for comparing JTF COAs. Criteria for OPSEC measures could come from:

(1) The commander's intent.
(2) Factors of METT-T.
(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.
(d) Troops available.
(e) Time available.

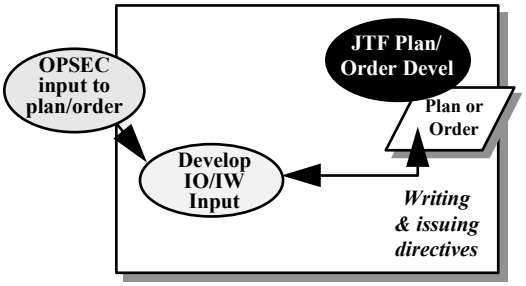
b. Ensure recommendations for OPSEC measures have been coordinated with the components of the JTF.



6. **Receive the CJTF's decision on COAs** (Task 215S-1-06-OPSEC). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop OPSEC perspective in the JTF plan/order** (Task 215S-1-07-OPSEC). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). OPSEC input can be in many sections of the plan/order, however, the primary areas for writing OPSEC information are found in the following areas of JOPES (see CJCSM 3122.03):

a. Para 3 (Execution) of Appendix 3 (Information Operations) to Annex C (Operations).
b. Tab C (Operations Security) of Appendix 3 to Annex C.



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: IO/IW Cell - PSYOP

TASK 215S-2: DEVELOP THE IO/IW ESTIMATE – PSYCHOLOGICAL OPERATIONS (PSYOP)

(Relates to UJTL Task OP 3.2)

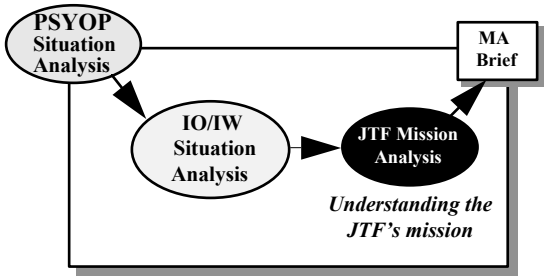
MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing. The CJTF's intent and concept of the operation identify requirements for planning IO/IW operations.

MTG TASK PURPOSE: Identify, coordinate, and integrate IO/IW/PSYOP operations and efforts into the JTF operation. Planning and integration are normally conducted by an IO cell, which consists of core personnel and non-resident members. The IO cell also coordinates IO planning support from external agencies.

REFERENCES: JP 3-0, JP 3-13, JP 3-13.1, JP 3-53

MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215S-2-01-PSYOP).



a. Determine known facts, current status, or conditions of joint PSYOP forces as defined in the Combatant Commander's planning document (Planning Order, Operations Order, etc.).
b. In coordination with the J2, conduct an analysis of the threat's:
(1) Decisionmakers and staff.
(a) Decisionmakers who can direct development or allocation of threat resources.
(b) Decisionmakers' characteristics.
(c) Decisionmakers' perceptions/preconceived notions about friendly operations.
(2) Intelligence Systems. Intelligence systems that support the threat.
(3) Target audiences.
(a) Groups that can influence plans, decisions, and operational effectiveness of the threat.
(b) Goals of these groups.
(c) Susceptibility of these groups to PSYOP.
(4) Threat command systems.
(a) C4 structures of the threat.
(b) Threat structures vulnerable to PSYOP jamming or attack.
c. Analyze the Combatant Commander's mission and PSYOP objectives.
d. Develop assumptions to replace missing or unknown facts concerning JTF PSYOP operations.

e. Determine PSYOP limitations.
(1) Things that PSYOP must do (constraints).
(2) Things PSYOP cannot do (restraints).
(3) Others (e.g., political, weather, terrain).

f. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.
(1) Determine PSYOP-based approaches to enemy COGs.
(2) Determine ways for PSYOP to assist in protecting friendly force COGs.

g. Identify PSYOP tasks to be performed by JTF forces.
(1) Determine specified tasks.
(2) Determine implied tasks.
(3) From (1) and (2) above, determine essential tasks or goals.

h. Conduct an initial JTF IO force structure analysis to determine if sufficient IO assets are available to do the tasks.

i. Conduct a risk assessment. Review the risk assessment developed by the entire JPG. The following questions should be asked continuously throughout the planning process:
(1) What risk to effectiveness is likely to occur if a particular PSYOP measure is implemented?
(2) What risk to mission success is likely to occur if a PSYOP measure is not implemented?
(3) What risk to mission success is likely if a PSYOP measure fails to be effective?

j. Determine the end state from an IO perspective.

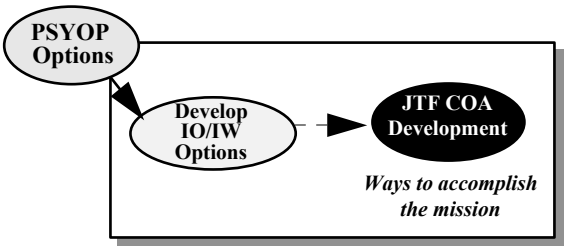
k. Assist in developing the JTF mission statement.

l. Assist in developing the mission analysis briefing for the CJTF.

m. Integrate all efforts through coordination with other members of the IO/IW Cell.

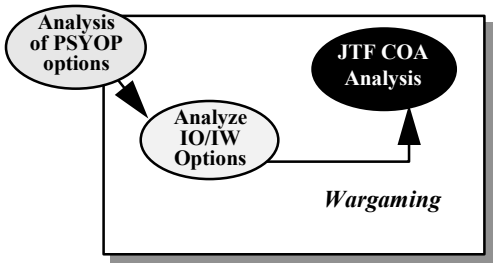
2. **Receive the CJTF planning guidance** (Task 215S-2-02-PSYOP). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to PSYOP personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning. Guidance should be sought on:
a. Valid PSYOP themes to be promoted.
b. Valid or invalid PSYOP themes to be avoided or discouraged.

3. **Develop PSYOP options to support the JTF's COAs** (Task 215S-2-03-PSYOP). The JTF staff should now develop multiple friendly COAs.
a. Develop PSYOP options for initial JTF COAs.
(1) Review the mission analysis and CJTF's guidance.
(2) Develop specific PSYOP options that include:
(a) Target audience.
(b) PSYOP objectives, overall themes, and specific themes.



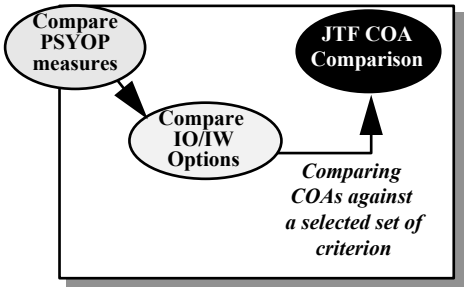
(c) Provisions for testing, producing, stocking, and disseminating PSYOP materials.
(d) The means to measure PSYOP effectiveness.
(e) Command and control arrangements.
(f) Logistics support requirements.
(g) OPSEC provisions to maintain secrecy of the commander's PSYOP intent.
(3) Develop specific tasking to the JTF's components.
b. Coordinate ROE with the JTF ROE cell for each PSYOP measure.
c. Plan to incorporate PSYOP elements in the JTF information architecture.
d. Develop the general concept for implementation of PSYOP measures. Describe by operational phase and major activity (maneuver, logistics, communications, etc.).
e. Determine the coordination requirements for:
(1) PSYOP coordination measures between JTF components.
(2) Public affairs coordination.
(3) Guidance on termination of PSYOP-related activities.
(4) Guidance on declassification and public release of PSYOP-related activities.
(5) Administrative and logistics support of OPSEC-related activities.
(6) Command and control measures.
(a) Feedback mechanisms.
1 Monitoring the effectiveness of PSYOP measures during execution.
2 Specific intelligence requirements for feedback.
(b) Signals. PSYOP-related communications requirements and codewords.
f. Provide input to JTF COA statement and sketches .

4. **Participate in the COA analysis (wargaming)** (Task 215S-2-04-PSYOP). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:



a. Specific tasks for components in the PSYOP area.
b. Decision points for PSYOP measures.
c. Operational support needed.
d. Identification of branches (what if) and sequels (what then).

5. **Participate in the COA comparison** (Task 215S-2-05-PSYOP).



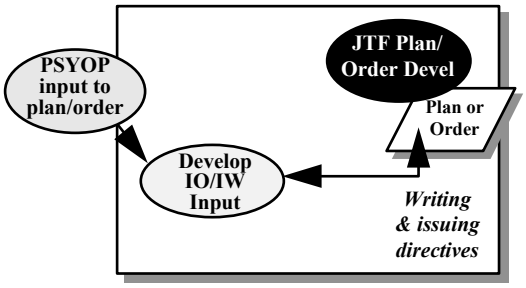
a. Participate in determining the criteria for comparing JTF COAs. Criteria for PSYOP measures could come from:
(1) The commander's intent.
(2) Factors of METT-T.
(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.

(d) Troops available.
(e) Time available.

b. Ensure recommendations for PSYOP measures have been coordinated with the JTF components.

6. **Receive the CJTF's decision on COAs** (Task 215S-2-06-PSYOP). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop PSYOP perspective in the JTF plan/order** (Task 215S-2-07-PSYOP). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). PSYOP input can be in many sections of the plan/order, however, the primary areas for writing PSYOP information are found in the following portions of JOPES (see CJCSM 3122.03):



a. Para 3 (Execution) of Appendix 3 (Information Operations) to Annex C (Operations).
b. Tab D (Psychological Operations) of Appendix 3 to Annex C.

Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: IO/IW Cell – Deception

TASK 215S-3: DEVELOP THE IO/IW ESTIMATE - DECEPTION OPERATIONS

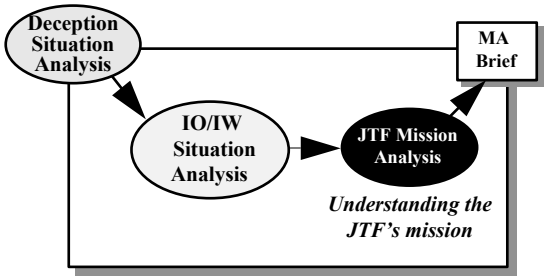
(Relates to UJTL Tasks OP 2.1, 6.2, 6.4)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing. The CJTF's intent and concept of the operation identify requirements for planning IO/IW operations.

MTG TASK PURPOSE: Identify, coordinate, and integrate IO/IW operations and efforts into the JTF operation. Planning and integration are normally conducted by an IO cell, which consists of core personnel and non-resident members. The IO cell also coordinates IO planning support from external agencies. The overall JTF deception plan assists the CJTF in attaining surprise, security, mass, and economy of force. Military deception planning results in operations causing the enemy to misallocate resources in time, place, quantity, and/or effectiveness, and may be employed during all phases of military operations: preparatory, execution, and post-execution.

REFERENCES: JP 3-0, JP 3-13, JP 3-13.1, JP 3-58

MTG TASK STEPS

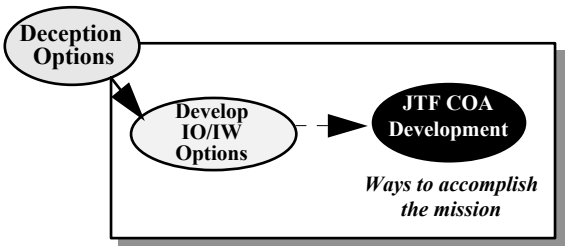


1. **Contribute to the JTF's overall mission analysis** (Task 215S-3-01-Deception).
   a. Determine known facts, current status, or conditions of joint forces capable of deception operations as defined in the Combatant Commander's planning document (Planning Order, Operations Order, etc.).
   b. In coordination with the J2, conduct an analysis of the threat.
      (1) General enemy capabilities relating directly to deception planning.
      (2) Deception targets.
      (3) Deception target biases and predispositions.
      (4) Probable enemy courses of action.
   c. Develop assumptions to replace missing or unknown facts concerning deception operations.
      (1) The status of forces at probable execution.
      (2) Available time.
      (3) Other as appropriate.
   d. Analyze the Combatant Commander's mission and intent from a deception perspective.
   e. Determine deception operations limitations.
      (1) Things the deception operations must do (constraints).
      (2) Things the deception operations cannot do (restraints).
      (3) Others (e.g., political, weather, terrain).

f. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.
(1) Determine deception-based approaches to enemy COGs.
(2) Determine ways for deception to assist in protecting friendly force COGs.
g. Identify the tasks to be performed by deception capable JTF forces.
(1) Determine specified deception tasks.
(2) Determine implied deception tasks.
(3) From (1) and (2) above, determine essential deception tasks or goals.
(a) Establish broad deception (offensive) goals.
(b) Establish broad counterdeception (defensive) goals.
h. Conduct an initial JTF force structure analysis to determine if sufficient assets are available to do the tasks.
i. Conduct an initial deception risk assessment. Review the risk assessment developed by the entire JPG. The following questions should be asked continuously throughout the planning process.
(1) Deception is successful: What will be the threat's likely response? Subsequent impact on friendly forces?
(2) Deception fails: What will the impact be if the deception target ignores the deception or fails to take the intended actions?
(3) Deception is compromised: What will be the impact?
j. Determine the end state from a deception perspective.
k. Assist in developing the JTF mission statement.
l. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive the CJTF planning guidance** (Task 215S-3-03-Deception). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to the deception personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop deception options to support the JTF's COAs** (Task 215S-3-03-Deception). The JTF staff should now develop multiple friendly COAs.
a. Develop deception options for initial JTF COAs.
(1) Review the mission analysis and CJTF's guidance.
(2) Develop deception options to support the JTF's COAs from the beginning of the operation to the end by accomplishing the following:
(a) Determine desired perception.
1 Reinforce existing belief/establish new belief.
2 Create a perception of favorable opportunity.
3 Identify observables that create the perception.



(b) Develop military deception COAs in support of the overall IO concept in support of JTF operations COA.

1 Meet the criteria of suitability, feasibility, acceptability, distinguishability (or separateness), and completeness.
2 Develop a military deception story -- believable/verifiable/consistent.
3 Determine actions to support the story -- observable/believable.
4 Determine the means to support the story.
a Physical.
b Technical.
c Administrative.

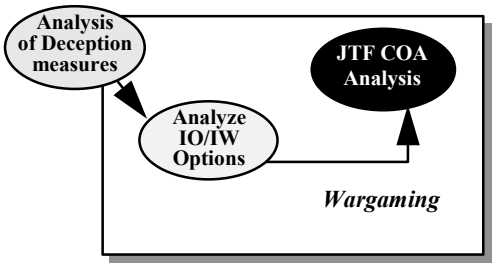
(c) Plan military deception in support of O-IO.
1 Cause enemy operational commanders to employ enemy forces in ways advantageous to friendly forces.
2 Cause enemy commanders to reveal their strengths, dispositions, and future intentions.
3 Overload enemy intelligence and analysis capability to create confusion over friendly intentions and achieve surprise.
4 Condition the enemy to friendly patterns of behavior that can be exploited.
5 Cause the enemy to waste combat power with inappropriate or delayed actions.

(d) Plan military deception for protection of friendly C2 and C4I (defensive IO).
1 Use military deception to degrade enemy IO -- offensive use of deception.
2 Use military deception in support of OPSEC to help neutralize enemy Reconnaissance, Surveillance, and Target Acquisition (RSTA) efforts and feed the enemy incorrect combat information -- defensive use of military deception.

(e) Do not portray different military deception stories for O-IO and defensive IO; the same story should accomplish both objectives.

b. Coordinate ROE with the JTF ROE cell for each IO element (or tool, if required) as specific details become apparent.
c. Recommend options for deception command and control.
d. Plan to incorporate deception forces in the JTF deception information architecture.
e. Test each COA for validity (see Task 204).
f. Provide input to the JTF COA statement and sketches.

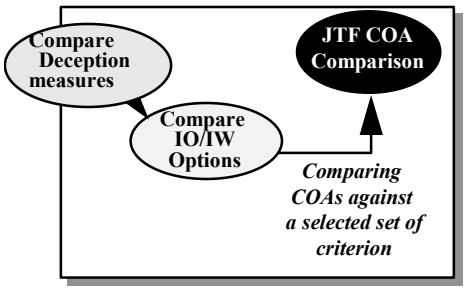
4. **Participate in the COA analysis (wargaming)** (Task 215S-3-04-Deception). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). Analyze the deception concept; wargame it within the context of other IO operations COAs and the overall JTF operational COA (actual COAs



developed by operational planners may provide a basis for military deception COAs). Determine:

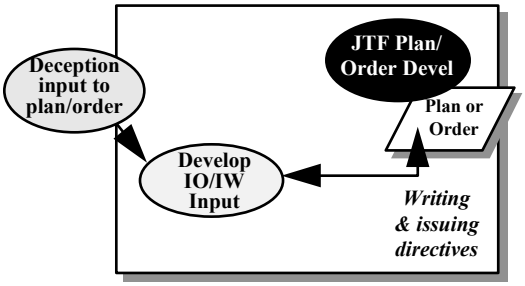
a. More specific forces required.
b. More specific assets/resources required.
c. Possible branches (what if) and sequels (what then) to military deception requirements.
d. Assess military deception risks.
   (1) Deception failure.
   (2) Exposure of means or feedback channels.
e. Unintended results.
f. Provide input to Time-Phased Force and Deployment Data (TPFDD) development to facilitate execution of the deception plan in accordance with the overall JTF plan.

5. **Participate in the COA comparison** (Task 215S-3-05-Deception).
   a. Participate in determining the criteria for comparing COAs. Criteria for deception operations could come from:
      (1) The commander's intent.
      (2) Factors of METT-T.
         (a) Mission accomplishment.
         (b) Enemy.
         (c) Terrain.
         (d) Troops available.
         (e) Time available.
   b. Ensure recommendations for deception operations have been coordinated with the components of the JTF.



6. **Receive the CJTF's decision on COAs** (Task 215S-3-06-Deception). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop deception perspective in the JTF plan/order** (Task 215S-3-07-Deception). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Deception operations input can be in many sections of the plan/order, however, the primary areas for writing deception operations information are found in the following portions of JOPES (see CJCSM 3122.03):
   a. Para. 3 (Execution) of Appendix 3 (Info Operations) to Annex C (Operations).
   b. Tab A (Deception) of Appendix 3 to Annex C.



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish mission.

ELEMENT: IO/IW Cell - Electronic Warfare

TASK 215S-4: DEVELOP THE IO/IW ESTIMATE – ELECTRONIC WARFARE

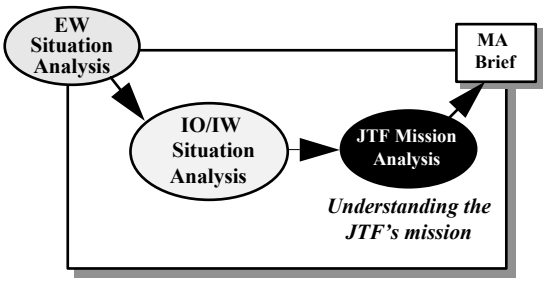
(Relates to UJTL Tasks OP 2.1, 3.2, 6.3)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing. The CJTF's intent and concept of the operation identify requirements for planning IO/IW operations.

MTG TASK PURPOSE: Identify, coordinate, and integrate IO/IW operations and efforts into the JTF operation. Planning and integration are normally conducted by an IO cell, which consists of core personnel and non-resident members. The IO cell also coordinates IO planning support from external agencies. EW planning results in coordinated, integrated use of the electromagnetic spectrum to attack enemy's combat capability, protect friendly combat capability against EW, and for electromagnetic surveillance operations.

REFERENCES: JP 3-0, JP 3-13, JP 3-13.1, JP 3-51, CJCSI 3210.03

MTG TASK STEPS



1. **Contribute to the JTF's overall mission analysis** (Task 215S-4-01-EW).
   a. Determine known facts, current status, or conditions of joint forces capable of EW operations as defined in the Combatant Commander's planning document (Planning Order, Operations Order, etc.).
   b. In coordination with the J2, conduct an analysis of the threat.
      (1) Determine enemy dependence on use of the electromagnetic spectrum.
      (2) Determine enemy EW capability.
      (3) Determine Hostile Intelligence System (HOIS) collection capability (see deception and OPSEC mission analysis).
      (4) Determine enemy vulnerabilities related to use of the electromagnetic spectrum.
      (5) Determine friendly vulnerabilities related to use of the electromagnetic spectrum.
   c. Develop assumptions to replace missing or unknown facts concerning EW operations.
      (1) Status of forces at probable execution.
      (2) Available time.
      (3) Others as appropriate.
   d. Analyze the Combatant Commander's mission and intent from an EW perspective.

e. Determine EW operations limitations.
(1) Things the EW operations must do (constraints).
(2) Things the EW operations cannot do (restraints).
(3) Others (e.g., political, weather, terrain).

f. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.
(1) Determine EW-based approaches to enemy COGs.
(2) Determine ways for EW to assist in protecting friendly force COGs.

g. Identify tasks to be performed by EW forces (Electronic Warfare Support (ES), Electronic Attack (EA), Electronic Protection (EP)).
(1) Determine specified EW tasks.
(2) Determine implied EW tasks.
(3) From (1) and (2) above, determine essential EW tasks or goals.

h. Conduct an initial JTF EW force structure analysis to determine if sufficient assets are available to do the tasks.

i. Conduct an initial EW risk assessment. Review the risk assessment developed by the entire JPG.

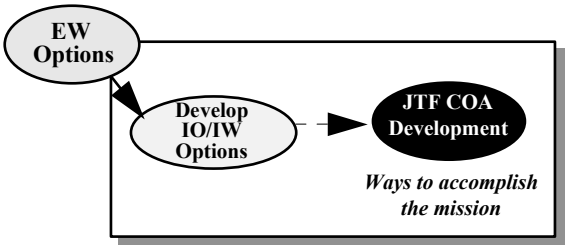
j. Determine the end state from an EW perspective.

k. Assist in developing the JTF mission statement.

l. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive the CJTF planning guidance** (Task 215S-4-03-EW). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to EW personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop EW options to support the JTF's COAs** (Task 215S-4-03-EW). The JTF staff should now develop multiple friendly COAs. Develop EW options for initial JTF COAs.

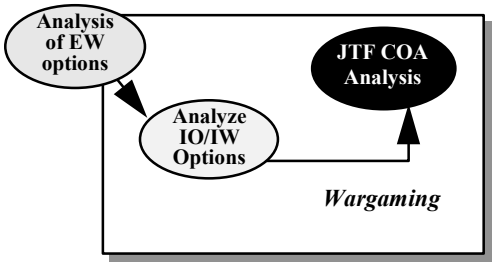


a. Review the mission analysis and CJTF's guidance.

b. Develop EW options to support the JTF's COAs for Electronic Warfare Support (ES).
(1) Plan ES for O-IO.
(a) Develop combat information for immediate targeting of enemy emitters.
(b) Develop combat information for rapid feedback of effectiveness of joint force counter-IO operations.
(c) Develop combat information for further analysis as SIGINT.
(2) Plan ES for protection of friendly information, C2 and C4I (defensive IO).
(a) Develop combat information for immediate targeting of enemy O-IO means.
(b) Use ES to support Indications and Warning (I&W) of enemy attack and threat avoidance.

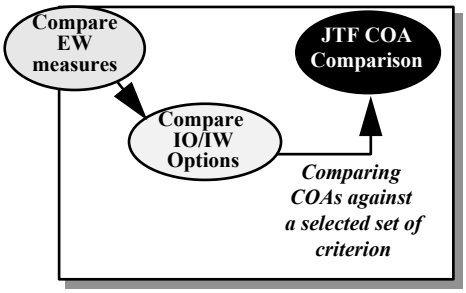
(3) Plan Electronic Attack (EA) in support of IO.
(a) Protect (defensive IO) friendly use of the Electromagnetic Spectrum (EMS) by planning aggressive tactical jamming operations to cumulatively degrade enemy RSTA capability and other use of the EMS.
(b) Plan electromagnetic deception in support of military deception operations to confuse enemy RSTA efforts for both O-IO and defensive IO.
(c) Plan EA, using Anti-Radiation Munitions (ARM) to degrade, neutralize, or destroy enemy personnel or equipment for both O-IO and defensive IO.
1 Establish/recommend high priority targets for component use of destructive EA means.
2 Integrate ARMs with jamming, stealth, Precision Guided Munitions (PGM), and Direct Action (DA) missions to counter enemy radar defenses.
(4) Plan Electronic Protection (EP) in support of IO (coordinate with the Information Assurance plan).
(a) Plan EP for IO to include Signal Security (SIGSEC) to prevent enemy exploitation of friendly use of the EMS.
(b) Use equipment that maximizes the efficiency of friendly use of the EMS.
(c) Develop and implement procedures that promote operational efficiency in the use of the EMS.
(d) Coordinate with the J6/frequency manager for development of the Joint Restricted Frequency List (JRFL).

4. **Participate in the COA analysis (wargaming)** (Task 215S-4-04-EW). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). Analyze the EW concept; wargame it within the context of other IO operations COAs and the overall JTF operational COA (actual COAs developed by operational planners may provide a basis for EW COAs). The staff considers details relating to these key elements:



a. More specific forces required.
b. More specific assets/resources required.
c. Possible branches (what if) and sequels (what then) to military EW requirements.
d. Assess military EW risks.
e. Unintended results.
f. Provide input to Time-Phased Force and Deployment Data (TPFDD) development to facilitate execution of the EW plan in accordance with the overall JTF plan.

5. **Participate in COA comparison** (Task 215S-4-05-EW).

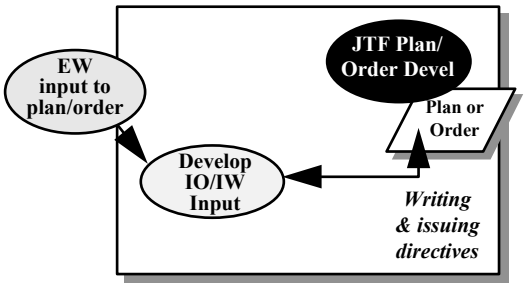


a. Participate in determining the criteria for comparing COAs. Criteria for EW operations could come from:
   (1) The commander's intent.
   (2) Factors of METT-T.
      (a) Mission accomplishment.
      (b) Enemy.
      (c) Terrain.
      (d) Troops available.
      (e) Time available.

b. Ensure recommendations for EW operations have been coordinated with the components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215S-4-06-EW). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop EW perspective in the JTF plan/order** (Task 215S-4-07-EW). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). EW operations input can be in many sections of the plan/order, however, the primary areas for writing EW operations information are found in the following portions of JOPES (see CJCSM 3122.03):



a. Para 3 (Execution) of Appendix 3 (Information Operations) to Annex C (Operations).
b. Tab B (Electronic Warfare) of Appendix 3 to Annex C.

Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: IO/IW Cell – Physical Attack/Destruction

TASK 215S-5: DEVELOP THE IO/IW ESTIMATE - PHYSICAL ATTACK/DESTRUCTION

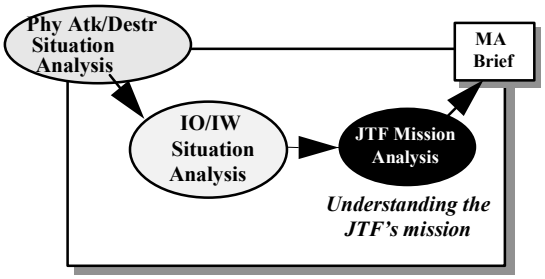
(Relates to UJTL Task OP 6.3)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing. The CJTF's intent and concept of the operation identify requirements for planning IO/IW operations.

MTG TASK PURPOSE: Identify, coordinate, and integrate IO/IW operations and efforts into the JTF operation. Planning and integration are normally conducted by an IO cell, which consists of core personnel and non-resident members. The IO cell also coordinates IO planning support from external agencies. IO destruction operations must be fully incorporated with the overall JTF targeting and operations plans, because the JTF J3IO does not control forces used for destruction tasking.

REFERENCES: JP 3-0, JP 3-13, JP 3-13.1, JP 3-56.1

MTG TASK STEPS



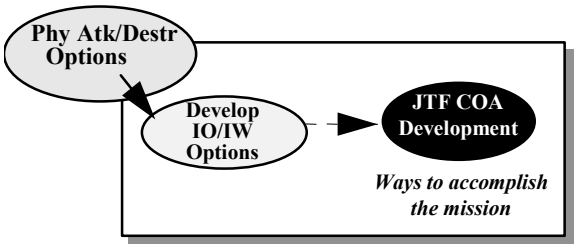
1. **Contribute to the JTF's overall mission analysis** (Task 215S-5-01-Physical Attack/Destruction).
   a. Determine known facts, current status, or conditions of joint forces capable of physical attack/destruction.
   b. In coordination with the J2, conduct an analysis of the threat.
   c. Develop assumptions to replace missing or unknown facts concerning physical attack/destruction operations.
   d. Analyze the Combatant Commander's mission and intent from a physical attack/destruction perspective.
   e. Determine physical attack/destruction operations limitations.
      (1) Things the physical attack/destruction operations must do (constraints).
      (2) Things the physical attack/destruction operations cannot do (restraints).
      (3) Others (e.g., political, weather, terrain).
   f. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.
      (1) Determine approaches to enemy COGs.
      (2) Determine ways to assist in protecting friendly force COGs.
   g. Identify tasks to be performed by physical attack/destruction forces.
      (1) Determine specified physical attack/destruction tasks.
      (2) Determine implied physical attack/destruction tasks.
      (3) From (1) and (2) above, determine essential physical attack/destruction tasks or goals.

h. Conduct an initial JTF physical attack/destruction force structure analysis to determine if sufficient assets are available to do the tasks.
i. Conduct an initial physical attack/destruction risk assessment. Review the risk assessment developed by the entire JPG.
j. Determine the end state from a physical attack/destruction perspective.
k. Assist in developing the JTF mission statement.
l. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive the CJTF planning guidance** (Task 215S-5-02-Physical Attack/Destruction). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to IO/IW Cell personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

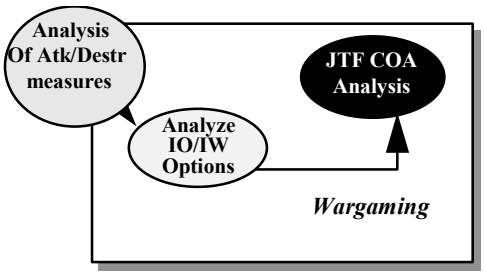
3. **Develop physical attack/destruction options to support the JTF's courses of action** (Task 215S-5-03-Physical Attack/Destruction). The JTF staff should now develop multiple friendly COAs. Develop physical attack/destruction options for initial JTF COAs.

a. Review the mission analysis and CJTF's guidance.
b. Develop physical attack/destruction options to support the JTF's COAs.

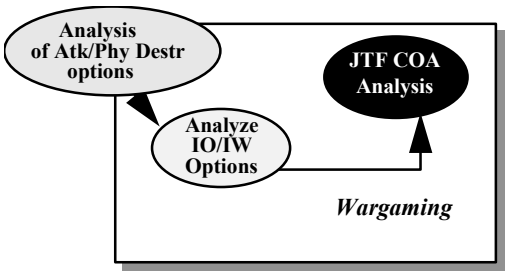


(1) Plan attack/destruction operations for O-IO (coordinate with J3, J2T, and J3 Joint Fires Element on the overall JTF targeting plan).
Plan attack/destruction against enemy information, C2, and C4I.
(a) Target enemy commanders, staff, communications and intelligence production facilities, consistent with military deception objectives.
(b) Destruction is timed for periods when the enemy needs the assets in his decision cycle.
(c) Target control nodes to degrade effective support of decision cycles or dissemination of information.
(d) Target information (C2, and C4I) that indirectly affects specific control nodes.
(2) Plan attack/destruction operations for protection of friendly information, C2, C4I, and (defensive IO). Integrate attack/destruction with other IO elements to preclude disruption or contradiction of other operations (coordinate with J3, J2T and J3 fires element on overall JTF targeting plans).

4. **Participate in the COA analysis (wargaming)** (Task 215S-5-04-Physical Attack/Destruction). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/ counteraction sequences for critical events (e.g., D-Day actions). Analyze physical attack/destruction concepts; wargame them within the

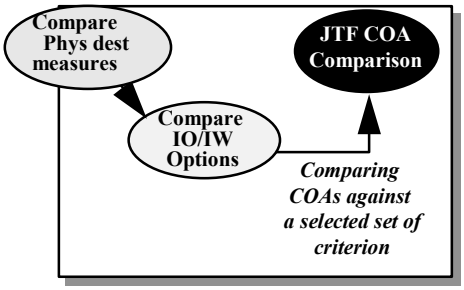


context of other IO operations COAs and the overall JTF operational COA (actual COAs developed by operational planners may provide basis for physical attack/destruction COAs). The staff considers details relating to these key elements:



a. More specific forces required.
b. More specific assets/resources required.
c. Possible branches (what if) and sequels (what then) to military physical attack/destruction requirements.
d. Assess military physical attack/destruction risks.
e. Unintended results.
f. Provide input to Time-Phased Force and Deployment Data (TPFDD) development to facilitate execution of the physical attack/destruction plan in accordance with the overall JTF plan.

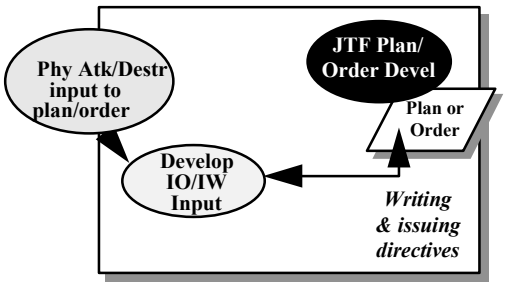
5. **Participate in the COA comparison** (Task 215S-5-05-Physical Attack/Destruction).
a. Participate in determining the criteria for comparing COAs. Criteria for physical attack/destruction operations could come from:
(1) The commander's intent.
(2) Factors of METT-T.
(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.
(d) Troops available.
(e) Time available.



b. Ensure recommendations for physical attack/destruction operations have been coordinated with the components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215S-5-06-Physical Attack/Destruction). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop physical attack/destruction perspective in the JTF plan/order** (Task 215S-5-07-Physical Attack/Destruction). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Physical attack/destruction operations input can be in many sections of the plan/order, however, the primary areas for writing physical attack/destruction operations information are found in the following portions of JOPES (see CJCSM 3122.03A):



a. Para 3 (Execution) of Appendix 3 (Information Operations) to Annex C (Operations).
b. Tab E (Physical Attack/Destruction) of Appendix 3 to Annex C.

Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: IO/IW Cell – defensive IO

TASK 215S-6: DEVELOP THE IO/IW ESTIMATE – DEFENSIVE INFORMATION OPERATIONS

(Relates to UJTL Tasks OP 5.1, 6.2, 6.3)

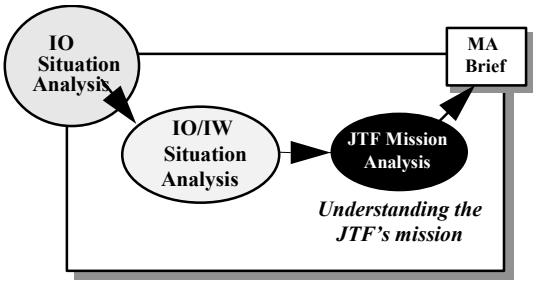
MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing. The CJTF's intent and concept of the operation identify requirements for planning IO/IW operations.

MTG TASK PURPOSE: Identify, coordinate, and integrate IO/IW operations and efforts into the JTF operation. Planning and integration are normally conducted by an IO cell, which consists of core personnel and non-resident members. The IO cell also coordinates IO planning support from external agencies. Defensive IO planning results in the coordinated, integrated use of information assurance, CI, and EP (supported by intelligence) to protect the JTF's information, C2, and C4I systems against outside intrusion, interference, or outright attack.

REFERENCES: JP 3-0, JP 3-13, JP 3-13.1, JP 6-0, JP 6-02

MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215S-6-01-defensive IO).
   a. Determine known facts, current status, or conditions of joint forces capable of Defensive – IO (D-IO).
   b. In coordination with the J2 and J6, conduct an analysis of the threat.
      (1) Determine friendly dependence on use of the electromagnetic spectrum.
      (2) Determine the enemy communications attack and computer network attack capability.
      (3) Determine Hostile Intelligence System (HOIS) collection capability (see deception and OPSEC mission analysis).
      (4) Analyze friendly C2 and C4I for vulnerabilities related to use of the computer network attack and communications attack.



   c. Develop assumptions to replace missing or unknown facts concerning defensive IO.
   d. Analyze the Combatant Commander's mission and intent from an defensive IO perspective.
   e. Determine defensive IO operations limitations.
      (1) Things defensive IO must do (constraints).
      (2) Things defensive IO cannot do (restraints).
      (3) Others (e.g., political, weather, terrain).
   f. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.
      (1) Determine approaches to enemy COGs.

(2) Determine ways to assist in protecting friendly force COGs.

g. Identify tasks to be performed by defensive IO forces.

(1) Determine specified defensive IO tasks.

(2) Determine implied defensive IO tasks.

(3) From (1) and (2) above, determine essential defensive IO tasks or goals.

h. Conduct an initial JTF defensive IO force structure analysis to determine if sufficient assets are available to do the tasks.

i. Conduct an initial defensive IO risk assessment. Review the risk assessment developed by the entire JPG.

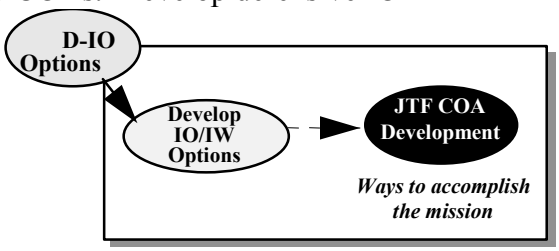
j. Determine the end state from an defensive IO perspective.

k. Assist in developing the JTF mission statement.

l. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive the CJTF planning guidance** (Task 215S-6-02- defensive IO). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to IO/IW Cell personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop defensive IO options to support the JTF's COAs** (Task 215S-6-03- D-IO). The JTF staff should now develop multiple friendly COAs. Develop defensive IO options for initial JTF COAs.



a. Review the mission analysis and CJTF's guidance.

b. Develop defensive IO options to support the JTF's COAs. Plan defensive IO operations for protection of friendly C2 and C4I. Integrate defensive IO with other IO elements to preclude disruption of JTF information, C2 and C4I.

(1) In conjunction with J3IM and J6, plan JTF Information Plan (IMP) and C4I architecture.

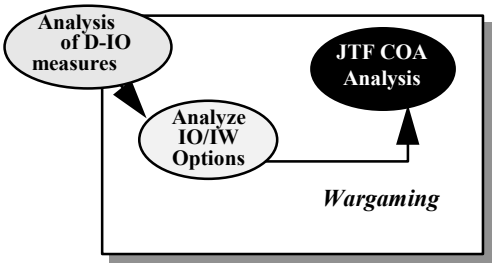
(a) Develop a JTF Information system protection (INFOSEC) plan.

(b) Develop a JTF Computer Security (COMPUSEC) plan.

(c) Coordinate with J3IO EW officer on the EW Electronic protection (EP) plan.

(2) In conjunction with J3IM, J6IM, and J2CI (counterintelligence) develop JTF information, C2, and C4I attack detection process.

4. **Participate in the COA analysis (wargaming)** (Task 215S-6-04- D-IO). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). Analyze defensive IO concepts; wargame them within the context of other IO operations COAs and the overall JTF operational COA (actual COAs developed by operational planners may



provide basis for defensive IO COAs). The staff considers details relating to these key elements:

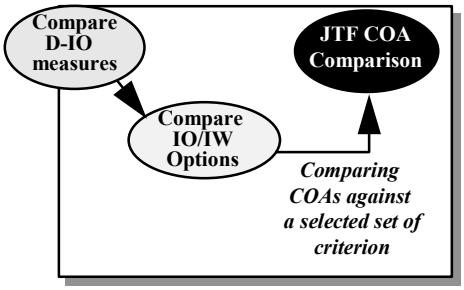
a. More specific forces required.
b. More specific assets/resources required.
c. Possible branches (what if) and sequels (what then) to military defensive IO requirements.
d. Assess military defensive IO risks.
e. Unintended results.
f. Provide input to Time-Phased Force and Deployment Data (TPFDD) development to facilitate execution of defensive IO plan in accordance with the overall JTF plan.

5. **Participate in the COA comparison** (Task 215S-6-05- D-IO).

a. Participate in determining the criteria for comparing COAs. Criteria for defensive IO operations could come from:

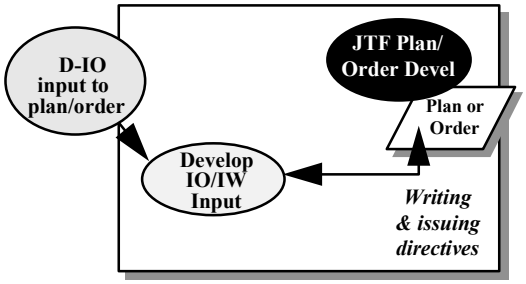
(1) The commander's intent.
(2) Factors of METT-T.
(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.
(d) Troops available.
(e) Time available.

b. Ensure recommendations for defensive IO operations have been coordinated with the components of the JTF.



6. **Receive the CJTF's decision on COAs** (Task 215S-6-06- D-IO). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop defensive IO perspective in the JTF plan/order** (Task 215S-6-07- D-IO). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). defensive IO operations input can be in many sections of the plan/order, however, the primary areas for writing defensive IO operations information are found in Tab G (Defensive Information Operations) to Appendix 3 to Annex C and Appendix 1 to Annex K per JOPES (see CJCSM 3122.03A).



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: IO/IW Cell - CNA

TASK 215S-7: DEVELOP THE IO/IW ESTIMATE - COMPUTER NETWORK ATTACK (CNA)

(Relates to UJTL Task OP 3.2)

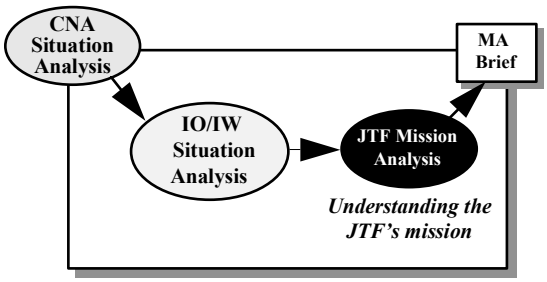
MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing. The CJTF's intent and concept of the operation identify requirements for planning IO/IW operations.

MTG TASK PURPOSE: Identify, coordinate, and integrate IO/IW operations and efforts into the JTF operation. Planning and integration are normally conducted by an IO cell, which consists of core personnel and non-resident members. The IO cell also coordinates IO planning support from external agencies. CNA is used as an offensive tool against enemy computer networks. Enemy computer networks can be used for C2, intelligence, communications, logistics, operations, etc. Targeting these systems for intrusion, corruption, and spoofing can significantly alter the enemy perception of the strategic, operational, and tactical situation.

REFERENCES: JP 3-0, JP 3-13, JP 3-13.1

MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 215S-7-01-CNA).
   a. Determine known facts, current status, or conditions of joint forces capable of CNA.
   b. In coordination with the J2, conduct an analysis of the threat.
      (1) Determine enemy dependence on use of the electromagnetic spectrum.
      (2) Determine the enemy communications attack and CNA capability.
      (3) Determine Hostile Intelligence System (HOIS) collection capability (see deception and OPSEC mission analysis).
      (4) Analyze friendly C2 and C4I for vulnerabilities related to use of the CNA and communications attack (see defensive IO mission analysis).

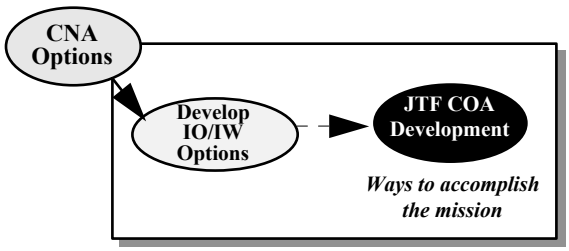


   c. Develop assumptions to replace missing or unknown facts concerning CNA.
   d. Analyze the Combatant Commander's mission and intent from an CNA perspective.
   e. Determine CNA operations limitations.
      (1) Things CNA must do (constraints).
      (2) Things CNA cannot do (restraints).
      (3) Others (e.g., political, weather, terrain).
   f. Determine enemy and own center(s) of gravity, (COGs), and decisive points.
      (1) Determine approaches to enemy COGs.
      (2) Determine ways to assist in protecting friendly force COGs.

g. Identify tasks to be performed by CNA.
   (1) Determine specified CNA tasks.
   (2) Determine implied CNA tasks.
   (3) From (1) and (2) above, determine essential CNA tasks or goals.
h. Conduct an initial JTF CNA force structure analysis to determine if sufficient assets are available to do the tasks.
i. Conduct an initial CNA risk assessment. Review the risk assessment developed by the entire JPG.
j. Determine the end state from an CNA perspective.
k. Assist in developing the JTF mission statement.
l. Assist in developing the mission analysis briefing for the CJTF.

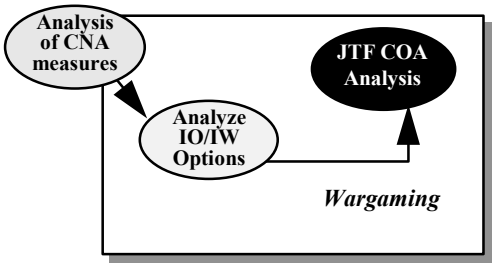
2. **Receive the CJTF planning guidance** (Task 215S-7-03-CNA). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to IO/IW Cell personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop CNA options to support the JTF's COAs** (Task 215S-7-03-CNA). The JTF staff should now develop multiple friendly COAs. Develop CNA options for initial JTF COAs.



a. Review the mission analysis and CJTF's guidance.
b. Develop CNA options to support the JTF's COAs.
   (1) Plan CNA in support of O-IO.
      (a) Plan CNA against selected enemy networks; target C2, intelligence, logistics as required to influence the enemy in the desired direction.
      (b) In conjunction with J2, develop feedback on CNA operations.
   (2) Plan computer CNA to protect friendly C2and C4I. Integrate CNA with other IO elements to preclude disruption of JTF information, C2 and C4I.
      (a) Plan CNA operations against enemy O-IO capabilities to preclude attacks on friendly information, C2, and C4I.
      (b) Coordinate with J2 for feedback on active defense operations.

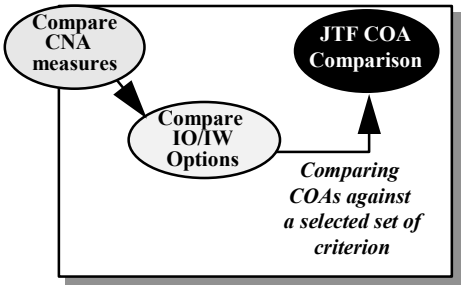
4. **Participate in the COA analysis (wargaming)** (Task 215S-7-04-CNA). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). Analyze CNA concepts; wargame them within the context of other IO operations COAs and the overall JTF operational COA (actual COAs developed by operational planners may provide basis for CNA COAs). The staff considers details relating to these key elements:



a. More specific forces required.

b. More specific assets/resources required.
c. Possible branches (what if) and sequels (what then) to military CNA requirements.
d. Assess military CNA risks.
e. Unintended results.
f. Provide input to Time-Phased Force and Deployment Data (TPFDD) development to facilitate execution of CNA plan in accordance with the overall JTF plan.

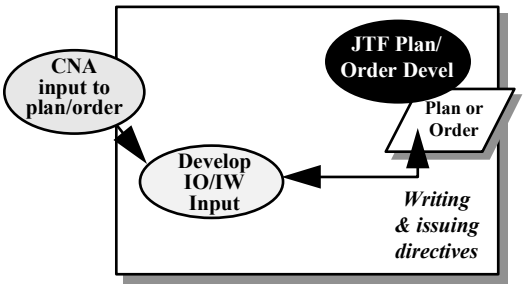
5. **Participate in the COA comparison** (Task 215S-7-05-CNA).
a. Participate in determining the criteria for comparing COAs. Criteria for CNA operations could come from:
(1) The commander's intent.
(2) Factors of METT-T.
(a) Mission accomplishment.
(b) Enemy.
(c) Terrain.
(d) Troops available.
(e) Time available.



b. Ensure recommendations for CNA operations have been coordinated with the components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215S-7-06-CNA). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop CNA perspective in the JTF plan/order** (Task 215S-7-07-CNA). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). CNA operations input can be in many sections of the plan/order, however, the primary areas for writing CNA information are found in JOPES (see CJCSM 3122.03):



a. Paragraph 3 (Execution) of Appendix 3 (Information Ops) to Annex C (Operations).
b. Tab F (CNA) to Appendix 3 to Annex C.

Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: IO/IW Cell - SIO

TASK 215S-8: DEVELOP THE IO/IW ESTIMATE - SPECIAL INFORMATION OPERATIONS (SIO)

(Relates to UJTL Task OP 3.2)

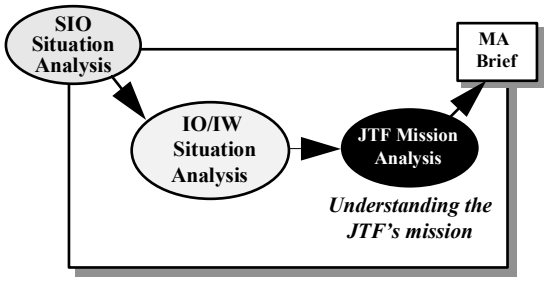
MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing. The CJTF's intent and concept of the operation identify requirements for planning IO/IW operations.

MTG TASK PURPOSE: Identify, coordinate, and integrate IO/IW operations and efforts into the JTF operation. Planning and integration are normally conducted by an IO cell, which consists of core personnel and non-resident members. The IO cell also coordinates IO planning support from external agencies. SIO planning results in coordinated, integrated use of the electromagnetic spectrum to attack the enemy's combat capability, protect friendly combat capability against SIO, and for electromagnetic surveillance operations.

REFERENCES: JP 3-0, JP 3-13, JP 3-13.1

MTG TASK STEPS

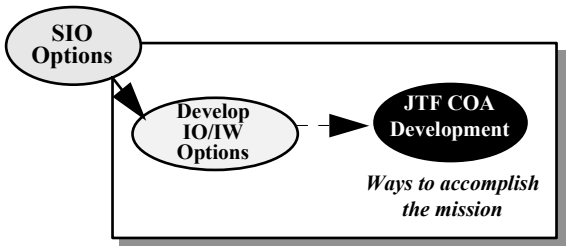
1. **Contribute to the JTF's overall mission analysis** (Task 215S-8-01-SIO).
   a. Determine known facts, current status, or conditions of joint forces capable of SIO.
   b. In coordination with the J2, conduct an analysis of the threat.
   c. Develop assumptions to replace missing or unknown facts concerning SIO.
   d. Analyze the Combatant Commander's mission and intent from an SIO perspective.
   e. Determine operations limitations.
      (1) Things SIO must do (constraints).
      (2) Things SIO cannot do (restraints).
      (3) Others (e.g., political, weather, terrain).
   f. Determine enemy and own center(s) of gravity (COGs) and tentative decisive points.
      (1) Determine approaches to enemy COGs.
      (2) Determine ways SIO can assist in protecting friendly force COGs.
   g. Identify tasks to be performed by SIO.
      (1) Determine specified SIO tasks.
      (2) Determine implied SIO tasks.
      (3) From (1) and (2) above, determine essential SIO tasks or goals.
   h. Conduct an initial JTF SIO force structure analysis to determine if sufficient assets are available to do the tasks.
   i. Conduct an initial SIO risk assessment. Review the risk assessment developed by the entire JPG.
   j. Determine the end state from an SIO perspective.
   k. Assist in developing the JTF mission statement.



l. Assist in developing the mission analysis briefing for the CJTF.

2. **Receive the CJTF planning guidance** (Task 215S-8-02-SIO). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to IO/IW Cell personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

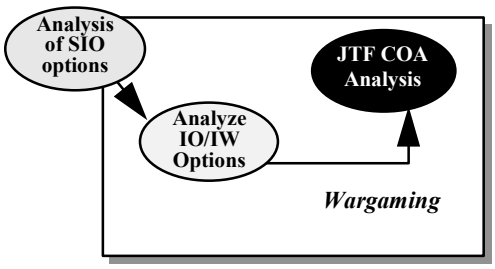
3. **Develop SIO options to support the JTF's COAs** (Task 215S-8-03-SIO). The JTF staff should now develop multiple friendly COAs. Develop SIO options for initial JTF COAs.



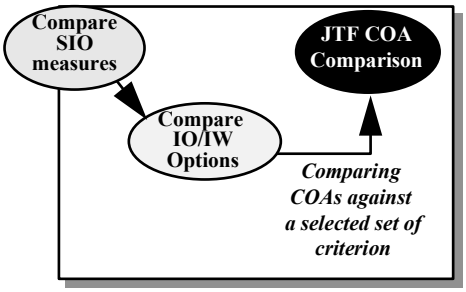
a. Review mission analysis and CJTF's guidance.
b. Develop SIO options to support the JTF's COAs.

4. **Participate in COA analysis (wargaming)** (Task 215S-8-04-SIO). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). Analyze SIO concepts; wargame them within the context of other IO operations COAs and the overall JTF operational COA (actual COAs developed by operational planners may provide basis for SIO COAs). The staff considers details relating to these key elements:

a. More specific forces required.
b. More specific assets/resources required.
c. Possible branches (what if) and sequels (what then) to SIO requirements.
d. Assess military risks.
e. Unintended results.
f. Provide input to Time-Phased Force and Deployment Data (TPFDD) development to facilitate execution of SIO plan in accordance with the overall JTF plan.



5. **Participate in the COA comparison** (Task 215S-8-05-SIO).

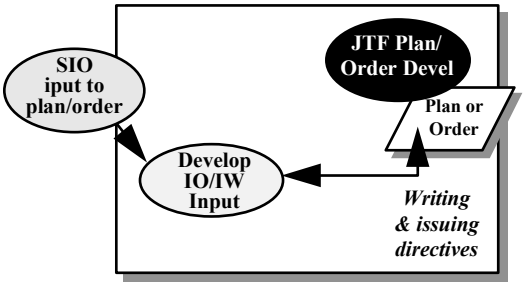


a. Participate in determining the criteria for comparing COAs. Criteria for SIO could come from:
   (1) The commander's intent.
   (2) Factors of METT-T.
      (a) Mission accomplishment.
      (b) Enemy.
      (c) Terrain.
      (d) Troops available.
      (e) Time available.

b. Ensure recommendations for SIO have been coordinated with the components of the JTF.

6. **Receive the CJTF's decision on COAs** (Task 215S-8-06-SIO). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop SIO perspective in the JTF plan/order** (Task 215S-8-07-SIO). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). SIO input can be found in a separate classified annex (Annex S) to the OPLAN/OPORD per JOPES (see CJCSM 3122.03).



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J3/J5/SJA

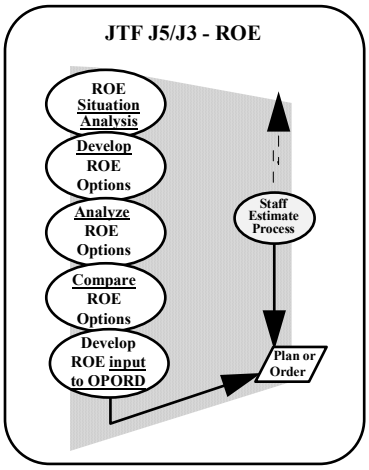
TASK 215T: DEVELOP THE OPERATIONS ESTIMATE - RULES OF ENGAGEMENT (ROE)

(Relates to UJTL Tasks OP 3.3, 5.4)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled and the planning of an operation is ongoing.

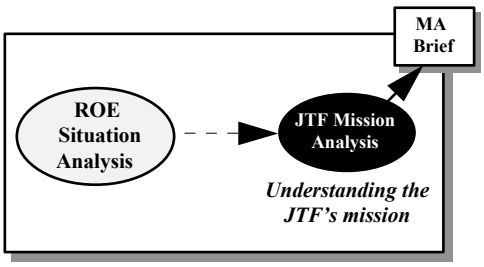
MTG TASK PURPOSE: Provide ROE input into the JTF mission planning effort. The structure of this input corresponds to the planning process described earlier in this MTG.

REFERENCES: JP 3-0, 3-56, 5-00.2, JP 5-03.1, CJCSI 3121.01 (Standing Rules of Engagement for US Forces), CJCSM 3122.03A



MTG TASK STEPS

1. **Provide ROE input to mission analysis** (Task 215T-01-J3/J5/SJA).
   a. Establish the ROE Cell. (see Task 146). See also JP 5-00.2, "Joint Task Force Planning Guidance and Procedures," Chapter VII, Section A.4.d. for doctrinal guidance on the ROE Planning Cell.
   b. Contact counterparts at higher, lower, and supporting headquarters and establish the basis for concurrent planning.
   c. Identify, review, and disseminate all planning documents that may affect ROE development. Consider the assigned mission; current situation; commander's intent; United Nations Security Council Resolutions (UNSCRs); applicable domestic, international, and foreign laws, policies, treaties, and agreements; standing ROE (SROE); theater-specific ROE; approved supplemental ROE; and allied or coalition ROE.
   d. Determine political, military, or legal limitations on the use of force for mission accomplishment.
   e. Summarize the use of force authorizations and limitations, and provide them to the other planners and to counterparts at higher, lower, and supporting headquarters.



2. **Receive the CJTF's planning guidance** (Task 215T-02-J3/J5/SJA).
   a. Review CJTF planning guidance for compliance with applicable laws, policies, treaties, and agreements.
   b. Compare use of force considerations derived from initial planning documents with use of force considerations derived from CJTF planning guidance, and reconcile any inconsistencies.
      (1) Seek clarification or amendment of CJTF planning guidance, or

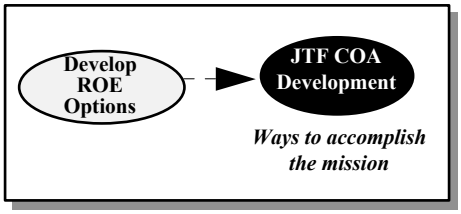
(2) Request supplemental measures that will support the CJTF planning guidance.

c. Incorporate instructions for developing supplemental measures in warning order(s).

3. **Provide ROE input to COA development** (Task 215T-03-J3/J5/SJA).

a. Determine threat capabilities and probable COAs.

b. Determine friendly capabilities and COAs.



c. Test each COA to ensure it is suitable (accomplishes the mission according to the commander's intent), distinguishable (significantly different from the other COAs), complete (answers who, what, when, where, why, and how), feasible (can be accomplished with available resources), and acceptable (worth the risks and within limitations). In particular:

(1) Apply use of force limitations to each COA and resolve any inconsistencies.

(a) Seek clarification or amendment of the COA, or

(b) Request approval for supplemental ROE that will support the COA.

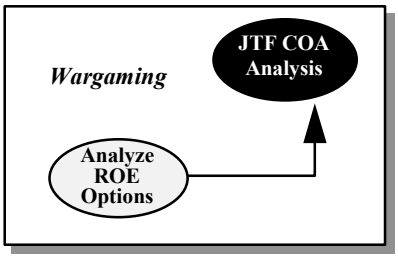
(2) Think two levels down.

(3) Consider the operational environments (maritime, air, land, space, and special) and operating systems (maneuver, firepower, protection, support, and C2).

(4) Consider input from counterparts at higher, lower, and supporting headquarters.

(5) List required supplemental measures on each COA sketch.

4. **Provide ROE input into the COA analysis (wargaming)** (Task 215T-04-J3/J5/SJA).



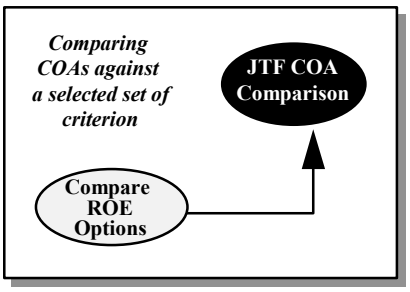
a. Continue to refine ROE requirements for each COA.

b. Identify any supplemental measures that must be approved by the President, SECDEF, or Combatant Commander, any previously approved supplemental measures that must be changed, and any supplemental measures that should be approved by the CJTF.

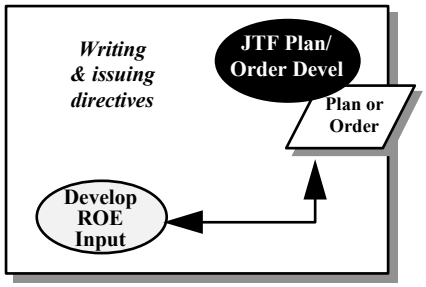
c. Wargame friendly actions, likely threat reactions, and possible friendly counteractions. Determine whether friendly actions or counteractions require any supplemental measures.

d. Assess the likelihood that the President, SECDEF, or Combatant Commander will approve or delegate approval authority for supplemental measures withheld at their level.

5. **Provide ROE input into the COA comparison/selection** (Task 215T-05-J3/J5/SJA). Provide additional comparison criteria (e.g., minimize loss of life or damage to civilian infrastructure). Once a COA is selected, identify the specific supplemental measures required to support the COA.



6. **Prepare input to the JTF Operations Order (OPORD)** (Task 215T-06-J3/J5/SJA).
a. Prepare the ROE appendix to the operations annex according to CJCSM 3122.03, JOPES Volume II: Planning Formats and Guidance. Do not use the ROE appendix to request or authorize supplemental measures. Prepare ROE request and authorization messages according to the message format in CJCSI 3121.01.
b. The ROE appendix should reflect the ROE estimate developed during the planning process.
c. Describe the use of force authorizations and limitations.
d. Describe threat capabilities and probable COAs that may affect the ROE.
e. Describe possible friendly counteractions and whether they require supplemental measures.
f. Describe how the ROE will support maritime, air, land, special, and space operations during each phase of the operation. Think two levels down, and consider unique aspects of maneuver, intelligence, firepower, protection, support, and C2.
g. List all references and assumptions on which the ROE are based.
h. Define key terms, such as "self-defense," "hostile act," "hostile intent," and "hostile forces."
i. Establish coordinating and other administrative instructions. Include guidance on requesting supplemental measures, disseminating approved supplemental measures to US and allied or coalition forces, developing "plain language" ROE, creating ROE cards, issuing special instructions (SPINs), translating ROE for allied or coalition forces, cataloging all ROE requests and authorizations, and monitoring subordinate commands' dissemination, training, and interpretation of ROE.



j. Crosswalk the Combatant Commander's, CJTF's, and component commanders' published ROE to ensure they are correct, complete, and consistent. Prepare FRAGOs to correct any errors or omissions.

7. **Prepare ROE request and authorization messages** (Task 215T-07-J3/J5/SJA).
a. Scrub the components' ROE requests and make appropriate recommendations to the CJTF. Only the CJTF may disapprove subordinate commanders' requests.
b. Prepare ROE request and authorization messages according to CJCSI 3121.01.
c. Each message should identify the plan or order to which it pertains.
d. Request messages should contain a justification for each supplemental measure requested, either in the amplification paragraph following the numbered measure or in the general remarks paragraph.
e. Consider requesting delegation of approval authority for supplemental measures to the lowest practicable level to facilitate timely modifications.
f. Informally coordinate requests with higher headquarters early in the planning process to expedite approval and eliminate confusion.

g. Disseminate approved supplemental measures as soon as possible to allow sufficient time for subordinate commands to disseminate and train the supplemental measures.

8. **Issue and synchronize the ROE** (Task 215T-08-SJA).
   a. Crosswalk the Combatant Commander's, JTF's, and components' plans or orders and ROE authorization messages to ensure they are correct, complete, and consistent.
   b. Recommend FRAGO(s) and/or ROE changes to correct any errors or omissions.

9. **Rehearse the JTF plan or order** (Task 215T-09-SJA).
   a. Check each commander's understanding of the applicable ROE.
   b. Ensure friendly actions and counteractions are consistent with the ROE.
   c. Reconcile any inconsistencies by seeking clarification or amendment of the proposed action or requesting supplemental measures to support the proposed action.
   d. Provide predeployment ROE briefings to the JFC and staff.
   e. Provide guidance for ROE situational training exercises/rehearsals.

Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J4

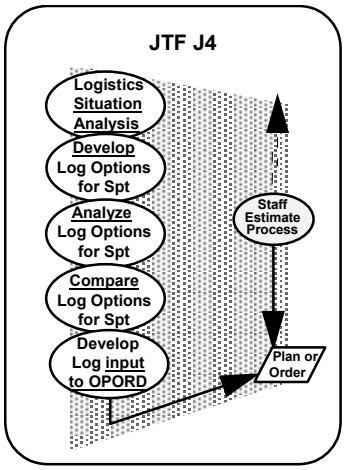
TASK 216: DEVELOP THE LOGISTICS ESTIMATE - OVERVIEW

(Relates to UJTL Tasks OP 1.1, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 5.7, 6.2)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

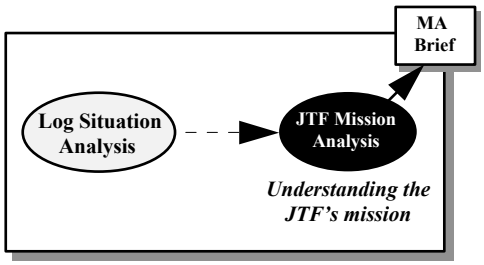
MTG TASK PURPOSE: Identify, coordinate, and integrate supply and services, transportation, engineering, medical, and maintenance operations and efforts into the JTF operation. The logistic estimate analyzes and compares COAs, and recommends a COA that provides the best logistic support for the concept of operation.

REFERENCES: JP 4-0, JP 4-01, JP 4-01.1, JP 4-01.3, JP 4-01.5, JP 4-02, JP 4-03, JP 4-04, JP 4-05, JP 4-06, JP 4-07, JP 4-08, JP 4-09, JP 5-0, JP 5-00.2, CJCSM 3122.01, CJCSM 3122.03A



MTG TASK STEPS

1. **Conduct logistics situation analysis** (Task 216-01-J4).
   a. Determine known facts, current status, or conditions of logistic forces provided in the Combatant Commander's planning guidance.



   (1) Review guidance in the existing OPLANs, Warning Order, Planning Order, or Alert Order.
   (2) Assign staff responsibility for planning and OPLAN (annexes and appendices) development. Consider a functional approach (supply and services, transportation, engineering maintenance, health service support and contracting, if appropriate) with knowledgeable representation assigned to the JPG.
   (3) Perform logistics intelligence preparation of the battlespace/assess key areas and concerns.
      (a) Recommend the size of the logistics footprint (if provided).
      (b) Determine joint missions assigned by the Combatant Commander to Service components.
      (c) Identify potential joint, common, and cross Service missions to be assigned to JTF components to avoid duplication of effort and maximize efficiencies.
      (d) Identify Combatant Commander-recommended stockage objective and accompanying supplies.
      (e) Identify the availability of host-nation support (HNS), coalition support, prepositioned stocks, and deficiencies in stocks/systems.
      (f) Determine gross force closure times using existing ports, transportation infrastructure and allocated transportation assets.
      (g) Identify bed-down/intermediate staging base requirements and environmental issues.

(h) Identify gross casualty and evacuation requirements.
(i) Analyze the ability of the enemy to disrupt logistics operations.
(j) Identify deployment and employment centers of gravity.
(k) Conduct an initial logistic force structure analysis. This should include the availability of all required logistics assets and staging installations.
(l) Conduct an initial logistic risk assessment. This should be based on the availability of strategic lift, support forces, support alternatives and the results caused by the loss of any support element or node.

(4) Conduct time analysis. The logistics staff must strive to stay ahead of the operational planning staff. Thorough logistics intelligence preparation of the battlespace will ideally provide the logistics staff with enough information about the area and situation to provide educated sustainment capabilities and limitations throughout the planning process.

b. Develop assumptions to replace missing or unknown facts. Examples include:
(1) The status of forces at the probable time of execution.
(2) The availability of prepositioned stocks and equipment.
(3) The availability of strategic lift assets.
(4) The use of reserve component logistics forces.

c. Analyze the Combatant Commander's mission and intent from a logistics perspective.

d. Determine logistic forces limitations.
(1) Things the logistics forces must do (constraints).
(2) Things the logistics forces cannot do (restraints).
(3) Others as appropriate.

e. Identify enemy and own forces center(s) of gravity (COGs) and tentative decisive points and critical nodes for support operations.

f. Identify tasks to be performed by logistics forces.
(1) Determine specified logistics tasks.
(2) Determine implied logistics tasks.
(3) From (1) and (2) above, determine essential logistics tasks.

g. Determine the end state from a logistics perspective.

h. Assist in developing the JTF mission statement.

i. Assist in developing the mission analysis briefing for the CJTF (see Task 201).

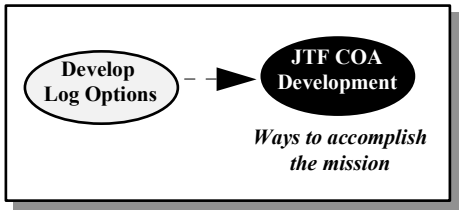
2. **Receive the CJTF planning guidance** (Task 216-02-J4). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to J4 personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop logistics support options for each JTF COA** (Task 216-03-J4). The logistics staff should now develop the general concept of support along with specific logistics requirements for each friendly COA. Consider:

a. Delegation of logistics directive authority for logistics from the Combatant Commander.

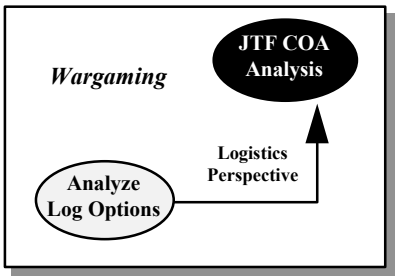
b. Stockage objectives and accompanying supplies.

c. Priority for initial movement of supplies and equipment, by what mode.
d. The overall concept for support (e.g., "push" system transitioning to a "pull" system of logistics).
e. Develop logistics support options.



(1) Review the mission analysis and CJTF's guidance.
(2) Develop/refine common logistics requirements to support operations within the JOA.
(3) Develop a clear statement of what is to be accomplished, including phasing of logistics operations (in coordination with the operations phasing).
(4) Develop proposals for logistics support to military deception objectives. This could include decoy forward operations, staging bases, and aircraft or transportation assets.
(5) Outline major logistics tasks to be performed, including supporting and supported relationships by phase and component. Identify tasks to be requested of supporting agencies (if any). This includes identifying potential intermediate staging bases (ISB) and forward operating bases (FOB).
(6) Describe command and control (C2) means, and relationships for logistics support.
(7) Identify any limiting factors (forces, material or equipment) that may disrupt logistics support.
(8) Identify critical logistics functions or nodes that may impact support.
(9) Identify critical main supply routes (MSRs) and chokepoints essential to the free movement of friendly forces, and support operations necessary to accomplish the mission.
(10) Identify environmental support requirements and considerations in the AOR. This could include waste and material storage and disposal, salvage practices, water and air quality, erosion control, and protection of historical, cultural and religious facilities.
(11) In conjunction with the comptroller, develop a plan for JTF contracting support.
(12) Determine force sizing to accomplish the tasks.
(a) Test each COA input for feasibility (supportable). (see Task 204)
(b) Provide input to the JTF COA statement and sketches.

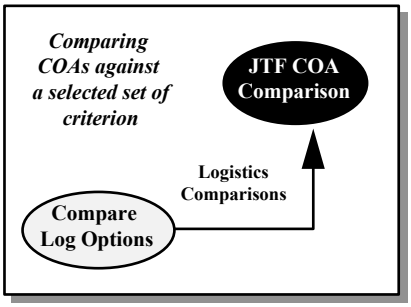
4. **<u>Analyze logistics support options for each JTF COA (wargaming)</u>** (Task 216-04-J4). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for phases, critical events (e.g., D-Day actions), or over a time line. The logistician participating in the wargame should develop additional details on:



a. Specific logistics tasks for components, by phase if known.
b. Task organization of logistics forces throughout the operation.
c. Command relationships (OPCON, TACON and Support).

d. Intra- and inter-theater movement requirements.
e. Sustainment flow.
f. Logistics decision points related to major events.
g. Identification of branches (what if) and sequels (what then).
h. Identification and management of risk factors.

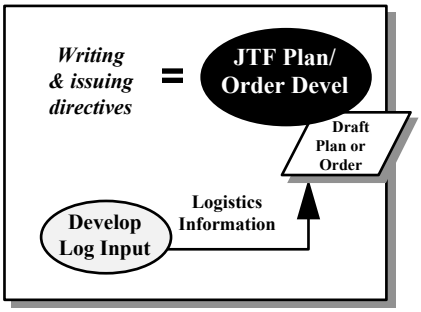
5. **Compare logistics support options for each JTF COA** (Task 216-05-J4).



a. Participate in determining the logistics criteria to be used for comparing COAs. Consider using the logistics functional approach with the JTF J4 determining the function's feasibility.
(1) Address each COA using the agreed upon criteria (see Task 206) and evaluate each COA on additional logistics specific comparison criteria (if appropriate).
(2) Determine transportation feasibility (gross) of the developed TPFDD. Provide force estimates and deployment requirements to TRANSCOM through the Joint Operational Planning and Execution System (JOPES) when available.
(3) Compare relative success in accomplishing logistics tasks.
(4) Evaluate all actions against risk factors.
(5) Develop conclusions that address logistics supportability, known risks, and deficiencies necessary for the JTF Commander to select a COA.
(6) Rank COAs for supportability.
b. Ensure that recommendations for logistics operations have been coordinated with all JTF components.
c. Provide a recommendation to the CJTF.

6. **Receive CJTF's decision on the COAs** (Task 216-06-J4). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide logistics input to the JTF plan/order** (Task 216-07-J4). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Logistics operations input will be in many sections of the plan/order, however, input will primarily be made in:



a. Base Plan - Paragraph 4 - Administration and Logistics.
b. Annex D - Logistics.
(1) Appendix 1 - Petroleum, Oils and Lubricants (see Task 216B and 216C).
(2) Appendix 2 - Water Supply
(3) Appendix 3 - Mortuary Affairs (see Task 216B).
(4) Appendix 4 - Sustainability Analysis (see Task 216B).

(5) Appendix 5 - Mobility and Transportation (see Task 216A).
(6) Appendix 6 - Civil Engineering Support Plan (see Task 216D).
(7) Appendix 7 - Nonnuclear Ammunition (see Task 216B).
(8) Appendix 8 – Logistics Automation.

c. Annex L - Environmental Considerations (see Task 216B and 216D).
d. Annex P - Host Nation Support.
e. Annex Q - Medical Services (see Task 217).
f. Others as appropriate (Contracting, etc.).

Note: For more details on plan/order formats, see CJCSM 3122.03A - "Joint Operation Planning and Execution System (JOPES - Vol II." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J4 TRANSPORTATION

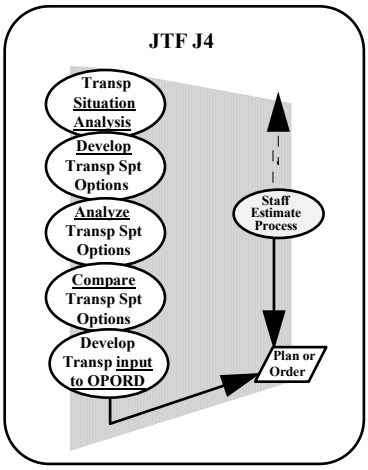
TASK 216A: DEVELOP THE LOGISTICS ESTIMATE - TRANSPORTATION

(Relates to UJTL Tasks OP 1.1, 1.3, 4.1, 4.4, 4.5, 5.1)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

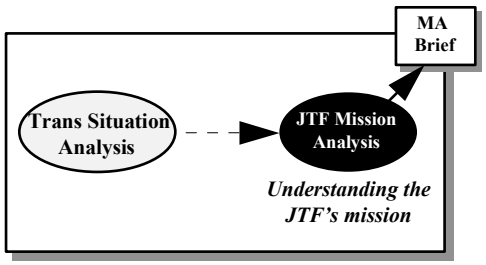
MTG TASK PURPOSE: Identify, coordinate, and integrate transportation operations and efforts into the JTF operation. The transportation estimate analyzes and compares COAs, and recommends a COA from a transportation standpoint.

REFERENCES: JP 4-0, JP 4-01, JP 4-01.1, JP 4-01.3, JP 4-01.5, JP 5-0, JP 5-00.2, CJCSM 3122.01, CJCSM 3122.03A



MTG TASK STEPS

1. **Conduct the transportation situation analysis** (Task 216A-01-J4).
   a. Determine known facts, current status, or conditions of transportation forces provided by the Combatant Commander, if any.
   b. Describe the transportation situation.
      (1) Characteristics of the area of operations. Summarize data about the area with specific emphasis on factors affecting transportation and movement activities. These activities would include: weather, seasons, daily number of hours of darkness, terrain, roads, availability of real estate and facilities, host-nation support (HNS), limitations of country infrastructure, and other existing infrastructure.



      (2) Enemy forces. Review data from the intelligence estimate or area study.
      (3) Friendly forces.
         (a) Air transportation. Determine the allocation of strategic and tactical air transport resources, air sorties, lift requirements, unload and offload capabilities, turnaround time, and local air transportation assets.
         (b) Sea transportation. Determine the allocation of sea transport resources (fixed and rotary wing), channel flights, air sorties, lift requirements, availability of Joint Logistics Over the Shore (JLOTS), Offshore Petroleum Distribution System (OPDS), Maritime Preposition Ships (MPS), sea containers, inland waterways/channel services, and port operator resources.
         (c) Road Transportation. Determine the condition of the road network, allocation of road transport assets, and inland transportation resources.
         (d) Rail Transportation. Determine rail network capabilities and allocation of military and/or HN rail assets.

(e) Movement control. Determine the need for the deployment of a Joint Movement Center (JMC), assets/organization for all modes such as TALCE, ALCC, MCC and NCC.
(f) In-transit visibility. Understand the use and availability of ADP, RFID, communications networks, and supporting systems such as the Joint Operation Planning and Execution System (JOPES), Global Transportation Network (GTN), Global Decision Support System (GDSS), and World Port System (WPS) for reception, staging, onward movement, etc.
(g) Intermediate Staging and Forward Operating Bases. Describe and provide the locations of these bases including existing facilities and installations/ arrangements that will support JTF movement operations.
(h) APOD/E, SPOD/E. Determine capabilities (including throughput, staging areas, cargo/containers handling capabilities, Maximum On Ground (MOG), location, storage capacity indoor/outdoor, availability, limiting factors). Determine conditions limiting their effectiveness (including infrastructure, lack of facilities, physical security, existing damage) and policies regarding their use.
(i) Supply. Determine the location and number of Pre-positioned War Reserve Materiel Stocks (PWRMS), stockpiled materials, and equipment to include all classes of materials.
(j) Roads. Determine the condition of the road network including main supply routes (MSRs), choke points, bridge classifications/restrictions, speed blackout policies, special traffic regulations, and transportation policies.
(k) Environmental Considerations. Describe the governing environmental laws, including transportation of hazardous material, waste storage, and solid waste.
(l) HNS. Describe support agreements, treaties, rental and transportation contracts currently in place in the joint operations area (JOA) that can be made available to support the JTF. These could include the quality and quantity of transportation assets and equipment, water, food, fuel, oils, spare parts, snow removal, maintenance facilities, billeting, stevedoring and indigenous manpower, etc. to support transportation and movement operations.
(m)Civil/Military Operations. Describe in detail requirements to support the civilian population during any phase of the operation. This support could include transportation, movement, evacuation, and support operations of refugees/displaced civilians/POWs.
(n) Customs and Duties. Determine the rules and regulations of customs and duties to prevent interference with the expeditious movement of passengers, mail, cargo, and equipment.

(4) Time and space. Consider available time and space, distances, transportation request process including lead-time requirements, etc.

c. Develop assumptions to replace missing or unknown facts. Do not repeat assumptions from the basic guidance (see Task 201). Focus on additional assumptions regarding the transportation situation. They must be valid (logical and

realistic) and necessary (essential for planning to continue). Assumptions from the Combatant Commander are listed as facts by the JTF, not assumptions (see JP 5-03.1).

d. Analyze the Combatant Commander's mission and intent from a transportation perspective.

e. Determine transportation force limitations.

(1) Things that transportation forces must do (constraints).

(2) Things the transportation forces cannot do (restraints).

(3) Others as appropriate (terrain, weather, etc.).

f. Review the JPG-developed enemy and friendly forces center(s) of gravity (COGs), and tentative decisive points for critical nodes for transportation support operations.

g. Identify tasks to be performed by transportation forces.

(1) Determine specified tasks for transportation forces.

(2) Determine implied tasks for transportation forces.

(3) From (1) and (2) above, determine essential transportation tasks.

h. Conduct an initial transportation force structure analysis. This should include the availability of all required engineer assets, staging installations, PWRMS, known supply deficiencies, and availability of support alternatives (e.g., HNS, coalition/allied support).

i. Conduct an initial transportation risk assessment.

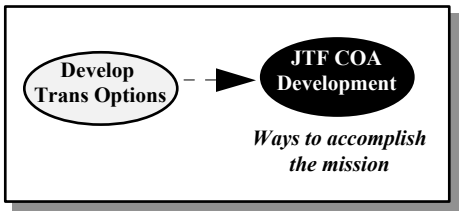
j. Assist in developing the logistics mission statement (to be included in Annex D of the OPLAN/OPORD).

k. Assist in developing the mission analysis briefing for the CJTF (see Task 201).

2. **Receive the CJTF planning guidance** (Task 216A-02-J4). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to J4-Trans personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop transportation support options for each JTF COA** (Task 216A-03-J4).

a. Develop concepts of transportation support for each JTF COA in conjunction with the overall logistic support concept.



(1) Should be a clear description of what is to be accomplished during each phase of the campaign or major operation. Outline the deployment scheme for transportation and movement resources.

(2) Support the transportation and movement aspects of the military deception objectives and story. This could include decoy forward operating and staging bases, aircraft, or transportation assets.

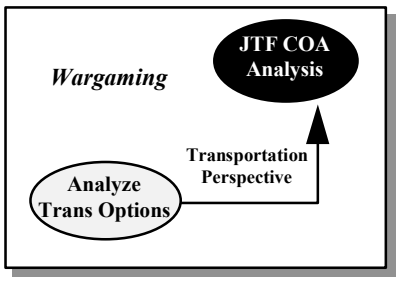
(3) Refine (from transportation mission analysis) major transportation and movement tasks to be performed by joint transportation forces (including supporting-supported relationships, by phase and tasks, to be requested of supporting organizations or agencies).

b. Identify (in more detail) force structure requirements for transportation and

movement support.
c. Describe command and control (C2) means and relationships for transportation and movement support.
d. Identify any limitations (must do or cannot do) or limiting factors (forces, staging areas, landing areas, material, or equipment) that may disrupt support.
e. Identify critical logistics, transportation, and movement functions that may impact combat support.
f. Identify critical MSRs, choke points, and traffic control requirements that are essential to the free movement of friendly forces to accomplish the mission. Conversely, identify areas that can be targeted to impact the enemy's ability to move, resupply and provide transportation operations.
g. In conjunction with the comptroller, develop a plan for JTF contracting support for transportation operations.

4. **Analyze transportation support options for each JTF COA (wargaming)** (Task 216A-04-J4).

a. Gather tools:
(1) Review enemy and friendly COAs. (See the JPG for JTF COAs.)
(2) Assist the JPG in preparing topographic maps of the operational area to include MSRs, bridges, watercourses, etc.



b. Identify available joint transportation forces, both combat and support.
c. Review assumptions related to transportation and movement.
d. Review known critical events and decision points, specified and implied tasks, and decisions that must be made to ensure timely execution and synchronization of resources.
e. Review or contribute to the selection of a wargame method -- generally action/reaction/ counteraction sequence and assessment. Include a method for recording transportation results.
f. Participate in the wargame.
(1) Provide a perspective on transportation requirements related to friendly operations.
(2) Combine/integrate (synchronize) joint force transportation operations to best accomplish combat and support objectives, within the context of the JTF COA under consideration.
(3) Identify/adjust friendly force deployment requirements for transportation resources for the JTF COA under consideration.
(4) Contribute to refinements or modifications to the JTF COAs and develop refinements to concepts for transportation support.
(5) Contribute to branches, sequels, or additional critical events (transportation operations that might be required as a result of enemy actions not previously anticipated).

(6) Contribute to defining information requirements (e.g., CCIRs, EEI/PIRs).
(7) Contribute to JTF COAs for the associated military deception plan.
(8) Identify more transportation tasks (requirements) to the JTF components.
(9) Develop transportation input/information for the synchronization matrix, decision support template(s), etc., as appropriate.

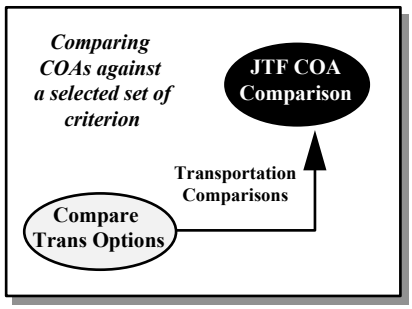
g. Repeat the process for all combinations of enemy and friendly COAs.

h. Determine whether transportation requirements can be met. If not, recommend corrective measures.

5. **Compare transportation support options for each JTF COA** (Task 216A-05-J4).

a. Participate in determining the transportation criteria to be used for comparing JTF COAs.

(1) Address each COA using the agreed upon criteria (see Task 207) and evaluate each COA on additional transportation specific comparison criteria (if appropriate). Note the advantages and disadvantages of each proposed JTF COA from a transportation perspective.



(2) Compare the relative success in accomplishing transportation tasks.
(3) Evaluate all actions against risk factors.
(4) Develop conclusions that address transportation supportability, known risks, and deficiencies to assist the CJTF in selecting a JTF COA.
(5) Rank the JTF COAs for supportability.

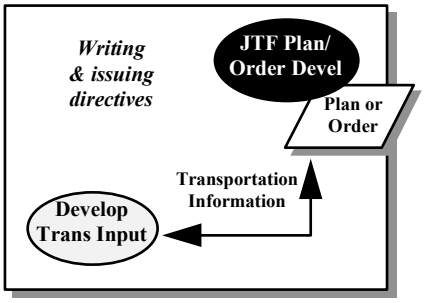
b. Ensure recommendations for transportation operations have been coordinated with all JTF components.

c. Receive deployment estimate(s) results from USTRANSCOM.

d. Provide recommendations and conclusions to the CJTF.

(1) State whether the JTF mission is supportable from a transportation and movement perspective.
(2) State which COA can best be supported from a transportation and movement standpoint.
(3) Identify major transportation and movement deficiencies, and recommendations to reduce or eliminate deficiencies.

6. **Receive the CJTF's decision on COAs** (Task 216A-06-J4). The CJTF may select or modify the recommended JTF COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.



7. **Provide transportation input to the JTF plan/order** (Task 216A-07- J4). After the COA is selected, the OPLAN/OPORD is developed. Most of the information needed for this task should have already been developed through the staff estimate process. Transportation and movement operations input will be in many sections of the plan/order. Some areas to consider for transportation input are:

a. Base OPLAN/OPORD - Administration and Logistics (Para 4) - As appropriate.

b. Annex D (Logistics). Contribute transportation input to paragraphs:

(1) Situation (Para 1) - Assumptions, resources availability, and planning factors.

(2) Mission (Para 2) - Overall logistics mission statement.

(3) Execution (Para 3) - Concept of logistics support (Para 3a) and tasks (Para 3b).

(4) Admin and Logistics (Para 4) - Mobility and transportation (Para 4.a.(4)).

(5) Command and Signal - Command Relationships (Para 5.a.) - As appropriate.

c. Appendix 5 (Mobility and Transportation) to Annex D (Logistics) - Entire appendix as appropriate.

(1) Tab A (En Route Support Requirements) to Appendix 5 (Mobility and Transportation) to Annex D (Logistics) - As appropriate.

(2) Tab B (Reception, Staging, Onward Movement, and Integration) to Appendix 5 (Mobility and Transportation) to Annex D (Logistics) - As appropriate.

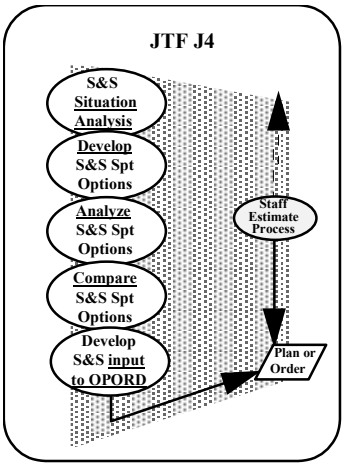
d. Annex Q (Medical) Strategic Aero-Medical Evacuation.

Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning & Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J4 SUPPLY AND SERVICES

TASK 216B: DEVELOP THE LOGISTICS ESTIMATE - SUPPLY AND SERVICES

(Relates to UJTL Task OP 4.1, 4.3, 4.4, 4.5, 4.6, 4.7)



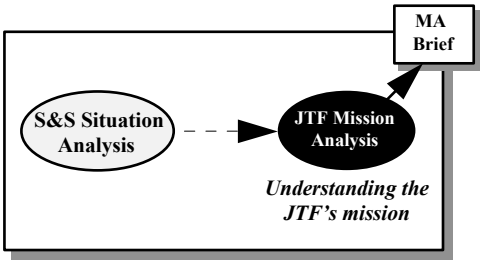
MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

MTG TASK PURPOSE: Identify, coordinate, and integrate supply and services operations and efforts into the JTF operation. The S&S estimate analyzes and compares COAs, and recommends a COA from an S&S standpoint.

REFERENCES: JP 4-0, JP 4-03, JP 4-06, JP 4-07, JP 4-08, JP 5-00.2, CJCSM 3122.01, CJCSM 3122.03A

MTG TASK STEPS

1. **Conduct the supply and services (S&S) situation analysis** (Task 216B-01-J4).
   a. Determine known facts, current status, or conditions of supply and services (S&S) forces (petroleum, oils and lubricants; mortuary affairs; and sustainment) provided by the Combatant Commander (if any).
   b. Describe the S&S situation.
      (1) Characteristics of the area of operations. Summarize data about the area with specific emphasis on factors affecting S&S. These characteristics include: weather, terrain, availability of facilities (e.g., POL, maintenance), host-nation support (HNS), limitations of country infrastructure (e.g., pipelines), and scheme of maneuver.

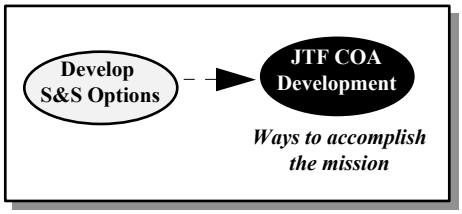


      (2) Enemy forces. Review data from the intelligence estimate or area study that could affect S&S forces.
      (3) Friendly forces.
         (a) Present disposition of major S&S elements.
         (b) Probable operations/tactical developments. Review major deployments, unit maneuvers, bed-down/intermediate staging bases, existing fuel systems, and logistics preparations necessary in all phases of the proposed campaign/ major operation.
   c. Develop assumptions (these assumptions will be reviewed later in the planning process – see task 216B-04-J4) to replace missing or unknown facts. Do not repeat assumptions from the basic guidance (see Task 201). Focus on additional assumptions regarding the S&S situation. They must be valid (logical and realistic) and necessary (essential for planning to continue). Assumptions from the Combatant Commander are listed as facts by the JTF, not assumptions (see CJCSM 3122.01).

d. Analyze the Combatant Commander's mission and intent from a S&S perspective.
   (1) Things the S&S forces must do (constraints).
   (2) Things the S&S forces cannot do (restraints).
   (3) Others (weather, terrain, etc.).
e. Determine S&S forces limitations.
f. Review the JPG-developed enemy and own forces center(s) of gravity (COGs), tentative decisive points, and critical nodes for S&S support operations.
g. Identify tasks to be performed by S&S forces.
   (1) Determine specified S&S tasks.
   (2) Determine implied S&S tasks.
   (3) From (1) and (2) above, determine essential S&S tasks.
h. Conduct an initial S&S force structure analysis. This should include availability of all required S&S assets, staging installations, pre-positioned war reserve materiel stocks (PWRMS), known supply deficiencies, and availability of support alternatives (host nation support, coalition support, etc.).
   (1) Potential HNS agreements should address the following:
      (a) Labor support arrangements for port and terminal operations.
      (b) Available transportation assets in country.
      (c) Bulk petroleum distribution and storage facilities.
      (d) Other facilities.
      (e) Class I.
      (f) Possible supply of some Class III (bulk) and Class IV.
      (g) Other field services development and use.
   (2) In a NATO operation, the S&S force structure of respective NATO nations should be analyzed since these nations have a collective responsibility for logistics support.
i. Conduct an initial S&S risk assessment.
j. Assist in developing the logistics mission statement (to be included in Annex D of the OPLAN/OPORD).
k. Assist in developing the mission analysis briefing for the CJTF (see Task 201).

2. **Receive the CJTF planning guidance** (Task 216B-02-J4). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to J4-S&S personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop S&S support options for each JTF COA** (Task 216B-03-J4).
   a. For support operations:
      (1) Develop concepts (or options) for S&S support of each JTF COA. This should be a clear description of what is to be accomplished during each phase of the campaign or major operation.
         (a) S&S support to the military deception objective and story. This could include decoy forward operating, staging, and S&S bases.



(b) Refine/develop major S&S tasks to be performed by joint S&S forces -- including supporting/supported relationships, by phase -- and tasks to be requested of supporting organizations and agencies.

(2) Identify (in more detail) force requirements to accomplish S&S tasks.

(3) Describe possible joint command and control means for S&S support.

(4) Further identify any limitations (forces, material, or equipment) that may disrupt support.

(5) Identify critical main supply routes (MSRs) and chokepoints that are essential to the free movement of friendly forces to accomplish the mission. Conversely, identify areas that can be targeted to impact the enemy's ability to move and maneuver.

b. In conjunction with the comptroller, develop a plan for JTF contracting support for S&S operations. Examine options for contingency contracting to obtain supplies or services from the host nation, local vendors, or other U.S. support. Consider coordination and support through:

(1) US Embassy (if available) for emergency procurements.

(2) Defense Logistics Agency (DLA) or the NATO Maintenance and Supply Agency (NAMSA) for contract administration services.

(3) Civilian Augmentation Program (CAP) – a DOD program designed to pre-plan for the use of civilian contractors to perform selected services during military operations. The different Service CAP programs are:

(a) The Army Logistics Civil Augmentation Program (LOGCAP) is primarily used outside the continental United States (OCONUS) and focuses on base camp construction, base camp operations, and field services, and can include equipment maintenance and transportation.

(b) The Air Force Contract Augmentation Program (AFCAP) provides for airbase operating support and temporary construction capabilities.

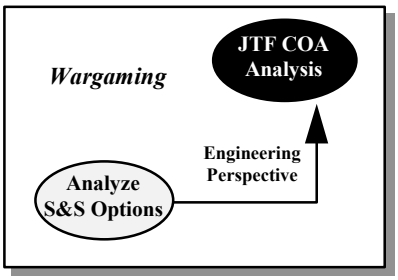
(c) The Navy Contingency Contract Augmentation Program (CONCAP) is focused on construction and engineering services in support of natural disaster relief, humanitarian assistance, or military conflicts.

(4) International Agreements. Before negotiating contracts, consider international agreements including existing HNS arrangements, Standardization Agreements (STANAGs), Acquisition and Cross-Servicing Agreements (ACSAs), Implementation Arrangements (IAs), or other bilateral agreements to establish sources that are already in place.

(5) Inter-Service, Intragovernmental Support Agreements (ISAs) that are developed between components to provide supplies or services for a specific period and, usually, on a reimbursable basis (see Inter-Service, Intragovernmental Support Agreements governing ISA procedures).

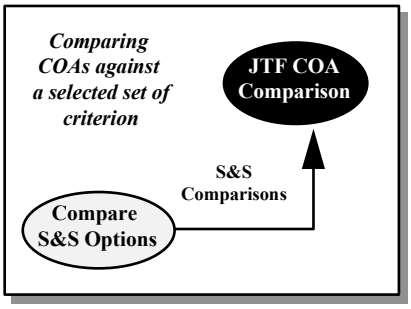
4. **Analyze S&S support options for each JTF COA (wargaming)** (Task 216B-04-J4).

a. Assist the JPG in preparing topographic maps of the operational area to include MSRs, bridges, watercourses, etc.



b. Review the S&S support options (previously developed) for each JTF COA in light of forecasted or known enemy COAs.
c. Review the capabilities of available joint S&S forces.
d. Review the assumptions related to S&S.
e. Review and/or contribute to the development of known critical events and decision points -- specified and implied tasks and decisions that must be made to ensure timely execution and synchronization of resources.
f. Review or contribute to the selection of a wargame method such as the action/reaction/counteraction sequence and assessment. Have a plan to record the results of S&S factors.
g. Participate in the wargame.
(1) Synchronize joint force S&S operations to best accomplish combat and support objectives, within the context of the COA under consideration.
(2) Identify/adjust friendly force deployment requirements for S&S resources for the COA under consideration.
(3) Contribute refinements or modifications to the operation's COAs, and develop refinements to the concepts for S&S support.
(4) Contribute to branches, sequels, or additional critical events -- S&S operations that might be required as a result of enemy actions not previously anticipated.
(5) Contribute to defining information requirements (Commander's Critical Information Requirements (CCIRs), Essential Elements of Information (EEI), Priority Intelligence Requirements (EEI/PIRs), etc.).
(6) Contribute to the COAs for the associated military deception plan.
(7) Identify more S&S tasks (requirements) to the JTF components.
(8) Develop S&S input/information for the synchronization matrix, decision support template(s), etc.
(9) Identify the advantages and disadvantages of JTF COAs from a S&S perspective.
(10) Repeat the selected wargame method for all combinations of enemy and friendly COAs.
h. Determine whether S&S requirements can be met.

5. **<u>Compare S&S support options for each JTF COA</u>** (Task 216B-05-J4).



a. Contribute to determining the S&S criteria to be used for comparing COAs.
(1) Address each COA using the agreed upon criteria (see Task 207) and evaluate each JTF COA on additional S&S specific comparison criteria.
(2) Compare the relative success in accomplishing S&S tasks (advantages and disadvantages).
(3) Evaluate all actions against risk factors.
(4) Develop conclusions that address S&S supportability, known risks, and deficiencies necessary for the CJTF to select a COA.

(5) Rank the COAs for supportability.

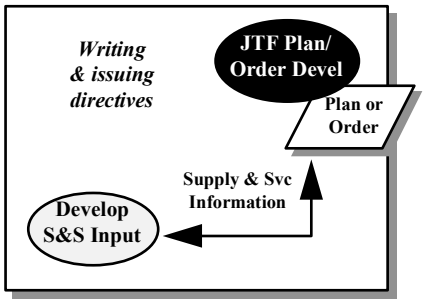
b. Ensure recommendations for S&S operations have been coordinated with all JTF components.

c. Provide S&S force estimates and deployment requirements to the Combatant Commander and TRANSCOM through the JOPES when available.

d. Provide recommendations to the CJTF.

6. **Receive the CJTF's decision on COAs** (Task 216B-06-J4). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide S&S input into the JTF plan/order** (Task 216B-07-J4). After the COA is selected, the OPLAN/OPORD is developed. Most of the information needed for this task should have already been developed through the staff estimate process. S&S operations input will be in many sections of the plan/order. Some areas to consider for S&S input are:



a. Base OPLAN/OPORD - Administration and Logistics (Para 4) - As appropriate.

b. Annex D (Logistics). Contribute S&S input to paragraphs:

(1) Situation (Para 1) - Assumptions, resources availability, and planning factors.

(2) Mission (Para 2) - Overall logistics mission statement.

(3) Execution (Para 3) - Concept of logistics support and tasks (Para 3 a/b).

(4) Admin and Logistics (Para 4).

(a) Supply and distribution (Para 4.a.(1)).

(b) Maintenance and Modification (Para 4.a.(2)).

(5) Command & Signal - Command Relationships (Para 5.a.). As appropriate.

c. Appendix 1 (Petroleum, Oils, & Lubricants Supply) to Annex D (Logistics) – The entire appendix as appropriate.

d. Appendix 2 (Water Supply) to Annex D (Logistics).

e. Appendix 3 (Mortuary Affairs) to Annex D (Logistics).

f. Appendix 4 (Sustainability Analysis) to Annex D (Logistics).

g. Tab A (En Route Support Requirements) to Appendix 5 (Mobility & Transportation) to Annex D (Logistics) - As appropriate.

h. Tab B (Reception, Staging, Onward Movement, and Integration) to Appendix 5 (Mobility & Transportation) to Annex D (Logistics) - As appropriate.

i. Appendix 7 (Nonnuclear Ammunition) to Annex D (Logistics).

Note: For more details on plan/order formats, see CJCSM 3122.03A - "Joint Operation Planning & Execution System (JOPES Vol II)." Also, other Tabs/Appendices may be developed as deemed appropriate to accomplish the mission.

ELEMENT: SUB-AREA PETROLEUM OFFICER (SAPO)

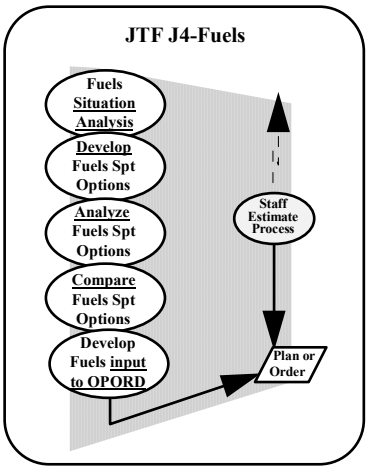
TASK 216C: DEVELOP THE LOGISTICS ESTIMATE - FUELS

(Relates to UJTL 4.2)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled and the planning of an operation is ongoing.

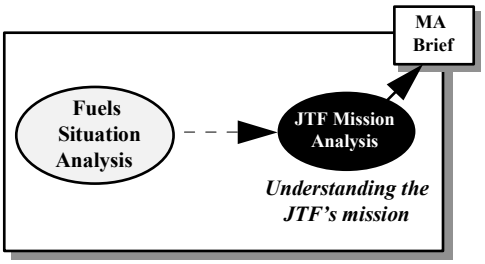
MTG TASK PURPOSE: Identify, coordinate, and integrate fuels operations and efforts into the JTF operation. Analyze information pertaining to enemy capabilities, allied or host nation capabilities and limitations, and supportability of all potential COAs from the standpoint of petroleum product management. The Fuel Estimate should include a recommendation for the COA best suited for fuel support.

REFERENCES: JP 3-17, JP 3-57, JP 3-56.1, JP 4-0, JP 4-01, JP 4-01.1, JP 4-01.2, JP 4-01.3, JP 4-03, JP 5.0, JP 5-00.2



MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 216C-01-SAPO).



a. Determine known facts, current status, or conditions of HTF HQ resources provided by the Combatant Commander. Review the situation as known at present.

b. Conduct Petroleum Management Analysis. (Recommended sources of information are listed in parentheses.)

(1) Characteristics of the area of operations. Summarize data about the area with specific emphasis on factors affecting operational tempo, to include, but not limited to:

(a) Terrain. Availability and condition of road networks, airfield capabilities, railroad use and availability, port capabilities, and all factors that may affect fuel consumption and distribution. (J4JMC, MTMC-TEA)

(b) Climate and Weather. Assess results on operational tempo. (J2, METOC)

(c) Civilian Population. Collect historical statistics addressing types, source, and frequency of demand of various types of petroleum products. (J2, J4, J5)

(d) Local Resources. The availability of petroleum products for contracting for host-nation support (HNS). (J2, J4, J5)

(2) Enemy forces. The enemy capability to inflict casualties on existing/potential petroleum products storage and distribution facilities. (J2)

(3) Friendly forces.

(a) Number/type/disposition of major elements. (J3)

(b) Expected tempo by operational phase. (J3)

c. Identify Command, Control, Communications, and Computers (C4) requirements. (J4, J6)

(1) Define C4 requirements that integrate all functional aspects of Petroleum Management (specific attention should be given inter-Service compatibility, linkage to/from forward elements through each echelon of storage/distribution).
(2) Ensure all required capabilities are addressed (short-range, long-range, satellite, secure, etc.) and request dedicated, common frequencies for fuel operations. Ensure redundancy wherever possible.
(3) Review CJCS Instruction 3150.14 for message text format requirements for REPOL and POLCAP.
(4) Obtain the Combatant Commander Joint Petroleum Office report requirements.

d. Develop assumptions to replace missing or unknown facts (typical assumptions may include the following: no HNS available, Class IIIP movement will be limited by airlift availability, etc.). Do not repeat assumptions from the basic guidance; focus on additional assumptions regarding the logistics situation. (J3, J4, components' staffs)
e. Identify tasks that can be accomplished using joint Class III assets.
f. Identify special considerations not covered elsewhere that may affect the logistics concept of support (e.g., WMD, PR, Special Operations, EPWs, migrant camps).

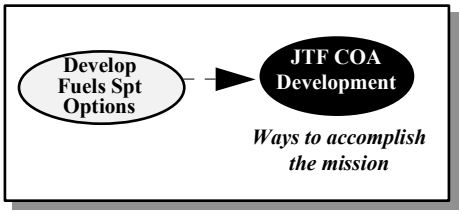
2. **Receive the CJTF planning guidance** (Task 216C-02-SAPO). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to J4-Fuels personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

a. Although the CJTF planning guidance does not normally cover fuel-specific items, there is information that can be gleaned (implied tasks) from the guidance that will assist in developing the Logistics Concept of Support.
(1) Are A/SPODs and A/SPOEs identified or at least implied?
(2) What fuel storage and distribution does the initial force structure require?
(3) What is the Commander's acceptable risk?

b. Ensure pertinent information from the planning guidance is passed to component fuel planners.

3. **Develop fuels support options for each JTF COA** (Task 216C-03-SAPO). The staff should now develop multiple friendly COAs. The J4-Fuels should:

a. Develop fuels support options for initial COAs.
(1) Review the mission analysis and CJTF's guidance.
(2) Review the options for JTF fuels support.
(a) Fuel Planning. Availability and capabilities of lift for inter and intra-theater resupply, when will fuel usage peak, location of airfields and ports (A/SPOEs), availability of aircraft refueling crews and equipment, and bulk/packaged fuel replenishment. (J3, J4, J5, component staffs, DFSC)
(b) Petroleum Logistics (Combatant Commander J4 JMC, Combatant Commander JPO, component staffs, DFSC).



1 What is needed?
2 When is it needed?
3 Where is it needed?
4 How will it get to the JOA?
5 What is already in place, including for host nation support?
6 What are the critical shortfalls?
7 Will there be a lead/executive agency?
8 What Service should be the lead/executive agency?
9 What are the provisions of critical spares for fuel distribution equipment? (Combatant Commander JPO, DLA, component staffs).

(3) Identify potential fuel restrictions for specific locations (airfields, seaports, vehicle assembly areas, etc.)

b. Test each COA input for validity from a fuels perspective (see Task 204).

c. Provide input to the JTF COA statement and sketches.

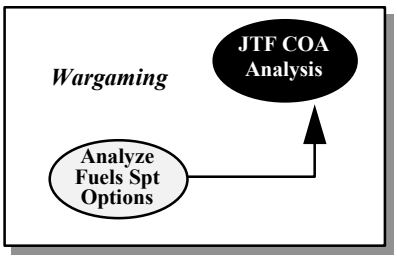
4. **Conduct a fuel supportability analysis for each JTF course of action (COA) (wargaming)** (Task 216C-04-SAPO). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The JPG may use the process of action/reaction/counteraction sequences for phases, critical events (e.g., D-Day actions), or a time line.

a. Prepare to participate in the operations COA analysis. Review the following:

(1) List of assumptions.

(2) Limitations (constraints and restraints related to fuel support).

(3) Fuel tasks and forces.



b. Participate in the operations wargame. The goal is to refine the concept of logistics fuels support to the JTF. Integrate (synchronize) joint force fuel operations to best accomplish operational objectives within the context of the COA under consideration. Accomplish the following:

(1) Define a clear concept of what is to be accomplished, by phases of the operation.

(2) Outline the major petroleum management tasks to be performed by the JTF components, by phase. Include supporting/supported relationships and tasks to be requested of supporting organizations and agencies.

(3) Outline the deployment scheme of petroleum management resources (storage and distribution facilities).

(4) Identify friendly force deployment requirements for petroleum management resources for the COA under consideration.

(5) Refine the list of petroleum management support forces.

(6) Prepare a fuel support map overlay of the operational area.

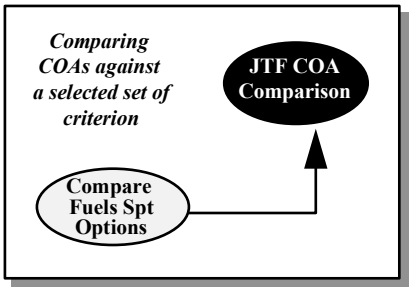
(7) Describe the command and control means and relationships for fuel support.

(8) Determine sustainment requirements.

(9) Integrate fuel support requirements for operational branches, sequels, or additional critical events.

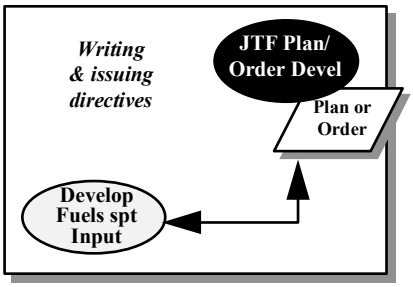
5. **Compare and recommend a concept of fuels support for each JTF COA** (Task 216C-05-SAPO).

a. Identify the advantages and disadvantages of each proposed COA. Develop a matrix using worst-case assessment criteria.
b. Isolate petroleum management implications the CJTF should consider in his Commander's Estimate.
c. Finalize the sustainability analysis.
d. State which COA can best be supported from a petroleum management standpoint.



6. **Receive the CJTF's decision on COAs** (Task 216C-06-SAPO). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input to the JTF plan/order** (Task 216C-07-SAPO). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). The primary location for fuels information is in Appendix 1 (Petroleum, Oils, and Lubricants Supply) to Annex D (Logistics) to the JTF plan/order. See JOPES format in CJCSM 3122.03A.

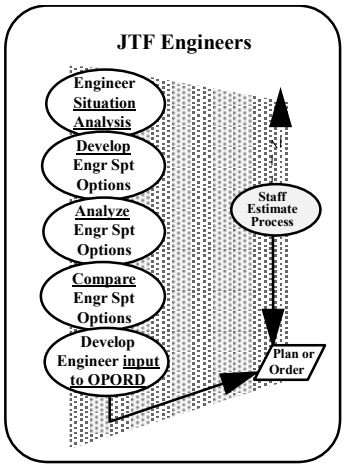


Note: For more details on plan/order formats, see CJCSM 3122.03A - "Joint Operation Planning & Execution System (JOPES Vol II)." Also, other Tabs/Appendices may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J4 Engineer

TASK 216D: DEVELOP THE LOGISTICS ESTIMATE - ENGINEERING

(Relates to UJTL Tasks OP 1.3, 1.4, 2.2, 2.4, 4.4, 4.5, 4.6, 4.7, 5.7, 6.2, 6.4, 6.5)



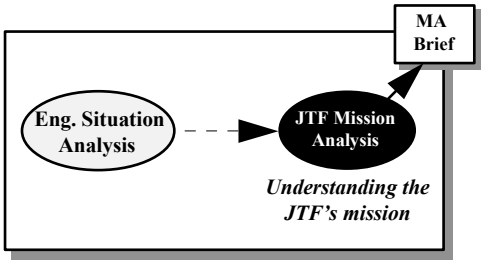
MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

MTG TASK PURPOSE: Identify, coordinate, and integrate engineering operations and efforts into the JTF operation. The engineering estimate analyzes and compares COAs, and recommends a COA from an engineering standpoint.

REFERENCES: JP 3-0, JP 3-34, JP 4-04, JP 5-03.1, CJCSM 3122.03A

MTG TASK STEPS

1. **Conduct the engineering situation analysis** (Task 216D-01-J4).
   a. Determine known facts, current status, or conditions of engineer forces provided by the Combatant Commander (if any).
   b. Describe the situation and engineering considerations through use of engineering Intelligence Preparation of the Battlespace.



(1) Characteristics of the area of operations. Summarize data about the area with specific emphasis on factors affecting engineering activities. This includes:
(a) Weather and terrain conditions.
(b) The availability of facilities. Describe and provide locations of key installations and other infrastructure that may support JTF operations.
(c) The availability of supplies. Determine the availability and location of pre-positioned war reserve materiel stocks (PWRMS) and equipment. This includes Class IV, force protection materials, and construction equipment. In addition, determine the authorized levels of these supplies and any known deficiencies in stocks/systems.
(d) The availability of host-nation support (HNS). Determine support agreements and contracts currently in place in the JOA that can be made available to support the JTF. These could include water, food, fuel, transportation, billeting, construction materials, etc.
(e) Describe the environmental considerations. Executive Order 12114 and DOD Directive 6050.7 require completion of either an exemption or environmental planning documentation.
1 Determine if the operation will have a significant impact on the environment. If it will not, document findings in an Environmental

Assessment with a Finding of "No Significant Impact." If it will, complete either a Categorical Exclusion, Environmental Review, Environmental Study, or Overseas Environmental Assessment or Environmental Impact Statement as appropriate.

2 Determine the environmental compliance standards for each phase of the operation. A Joint Environmental Management Board (JEMB) may be employed to determine the environmental compliance standards for each phase of the operation. In general, the more secure the operation, the more environmental compliance standards are necessary. Environmental compliance standards may be addressed for air emissions, drinking water, wastewater, hazardous materials, hazardous waste, solid waste, medical waste, POL, noise, pesticides, historic and cultural resources, endangered species and natural resources, and spill prevention and response planning. Development of the environmental compliance standards must include consideration of any applicable international and host-nation laws.

3 Determine the environmental management practices that will be implemented. Consider implementation of periodic unit environmental coordinator meetings, internal environmental compliance unit inspections and audits, external environmental audits by the Combatant Commander, close coordination with host nations, and other environmental management practices.

(2) Enemy forces. Summarize data from the intelligence estimate or area study, with specific emphasis on enemy construction/repair and combat engineering capabilities (e.g., whether they are capable of environmental terrorism). Consider responses to worst-case scenarios for POL (spills and fires), drinking water (contamination), natural and cultural resources (degradation), and any other possible environmental events that may command adverse worldwide attention, even though they may not impede mission completion of the current operation.

(3) Friendly forces.

(a) The present disposition of major elements.

(b) Probable operations/tactical developments. Review major deployments, unit maneuvers, bed-down/intermediate staging bases, existing transportation system, and logistics preparations necessary in all phases of the proposed campaign/major operation.

c. Develop assumptions to replace missing or unknown facts. Do not repeat assumptions from the basic guidance (see Task 201). Focus on additional assumptions regarding the engineering situation.

d. Analyze the Combatant Commander's mission and intent from an engineering perspective.

e. Determine engineering force limitations.

(1) Things the engineering forces must do (constraints).

(2) Things the engineering forces cannot do (restraints).

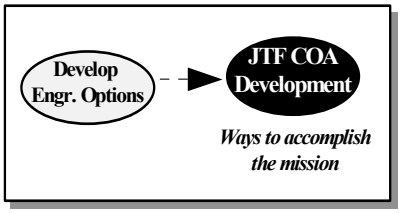
(3) Others - weather, terrain, etc.

f. Contribute to identifying enemy and friendly center(s) of gravity (COGs) and tentative decisive points and critical nodes for engineer support operations.

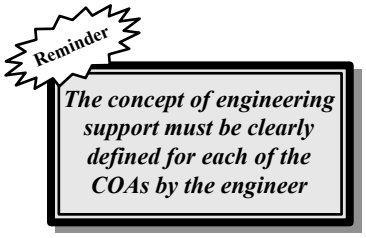
g. Identify tasks to be performed by engineering forces:
(1) Determine specified tasks for engineering forces.
(2) Determine implied tasks for engineering forces.
(3) From (1) and (2) above, determine essential engineering tasks.
h. Conduct an initial engineering force structure analysis. This should include the availability of all required engineer assets, staging installations, PWRMS, known supply deficiencies and availability of support alternatives (HNS, coalition support, etc.).
i. Conduct an initial engineering risk assessment.
j. Determine the end state from an engineering perspective.
k. Assist in developing the logistics mission statement (to be included in Annex D of the OPLAN/OPORD).
l. Assist in developing the mission analysis briefing for the CJTF (see Task 201).

2. **Receive the CJTF planning guidance** (Task 216D-02-J4). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to Engineer personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop engineering support options for each JTF COA** (Task 216D-03-J4).
a. For combat operations.
(1) Develop a concept of engineering support options for each JTF COA.



(a) A clear statement of what is to be accomplished -- including phasing of the campaign or major operation.
(b) Engineer support to the military deception story. This could include decoy forward operating and staging bases, aircraft, or transportation assets.
(c) Specify ways (operations) and means (forces) to provide engineering support for the attack of enemy COGs and to prevent the enemy from attacking the JTF's COGs.
(d) Outline more detailed major engineering tasks to be performed by joint engineering forces -- including supporting/supported relationships, by phase -- and tasks to be requested of supporting organizations or agencies.
(2) Identify requirements for engineering resources.



(a) Determine the possible APOD/E and SPOD/E. Understand their capabilities (including throughput, location, storage capacity indoor/outdoor, availability). Determine existing conditions that limit their effectiveness (including infrastructure and lack of facilities, physical security, existing damage), responsibilities and policies regarding their acquisition, construction, maintenance and repair.
(b) Identify critical main supply routes (MSRs) and checkpoints that are

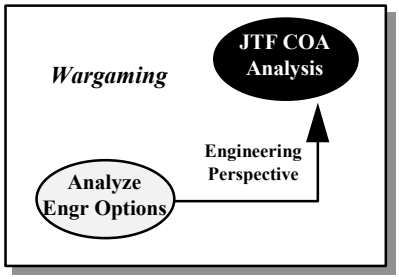
essential to the free movement of friendly forces to accomplish the mission.
(c) Determine possible intermediate staging and bed-down bases. Describe and provide locations of these bases to include existing facilities, infrastructure and known deficiencies, responsibilities, and policies regarding their acquisition, construction, maintenance, repair and disposition.
(d) Determine the possibility for Civil/Military Operations. Describe requirements to support the civil population during any of the phases of the operation. This support could include repairing damaged facilities, constructing medical facilities, housing and feeding displaced civilians, and repairing/expanding infrastructure.
(e) Determine movement and maneuver support requirements. In coordination with the J3, describe in detail the mobility/countermobility actions to be taken by the engineers in support of combat operations. These actions include construction or clearing of obstacles and barriers and/or mine and countermine operations to enhance the friendly forces' scheme of maneuver and restrict the enemy's movement. Conversely, identify those areas that can be targeted to impact the enemy's ability to move and maneuver.
(f) Determine force protection support requirements. In coordination with the J3 and the lead for rear area operations (e.g., Rear Area Coordinator), describe the procedures and actions to be taken to ensure the forces under the JTF are protected. These procedures and actions could include construction of barriers and obstacles, airfield revetments, facility hardening, camouflage, decoys, etc.

(3) Describe the command and control (C2) means and relationships for engineering support.
(4) Identify the engineering force structure (units) requirements in more detail to accomplish the tasks.

b. For noncombat operations.
(1) Develop a concept of engineering support for each COA.
(a) State clearly what is to be accomplished.
(b) Specify ways (operations) and means (forces/contract) to provide engineering support for operations other than war.
(c) Outline major tasks to be performed by major joint engineering forces -- including supporting/supported relationships, by phase -- and tasks to be requested of supporting organizations and agencies.
(2) Identify force requirements for engineering resources.
(3) Describe the C2 means and relationships for engineering support.
(4) Identify the engineering force structure (units) requirements in more detail to accomplish the tasks.
(5) Identify the environmental support requirements and considerations in the JOA. This could include waste and material storage and disposal, salvage practices, water and air quality, erosion control, and protection of historical, cultural and religious facilities, etc.

c. In conjunction with the comptroller, develop plans for JTF contracting support.

4. **Analyze the engineering support options for each JTF COA (wargaming)** (Task 216D-04-J4).



a. Gather tools.
   (1) Review enemy and friendly COAs.
   (2) Assist the JPG in preparing topographic maps of the operational area to include MSRs, bridges, watercourses, etc.

b. Review or contribute to the selection of a wargame method, such as action/reaction/counteraction sequence and assessment. Include a method for recording engineering results.

c. Review the available joint engineering forces for both combat and support operations.

d. Review the assumptions related to engineering.

e. Review and/or contribute to the development of known critical events and decision points; specified and implied tasks and decisions that must be made to ensure timely execution and synchronization of resources.

f. Participate in the wargame.
   (1) Provide a perspective on engineering combat and support requirements related to friendly operations.
   (2) Combine/integrate (synchronize) joint force engineering operations to best accomplish combat and support objectives, within the context of the COA under consideration.
   (3) Identify/adjust friendly force deployment requirements for engineering resources for the COA under consideration.
   (4) Contribute refinements or modifications to the operation's COAs and develop refinements to concepts for engineering support.
   (5) Contribute to branches, sequels, or additional critical events -- additional combat and support engineering operations that might be required as a result of enemy actions not previously anticipated.
   (6) Contribute to Essential Elements of Friendly Information (EEFI).
   (7) Contribute to the COAs for the associated military deception plan.
   (8) Identify major engineering tasks to JTF components.
   (9) Identify major requirements for engineering support to logistics operations.
   (10) Develop engineering input/information for the synchronization matrix and decision support template(s).
   (11) Identify the advantages, disadvantages, and risks associated with friendly COAs from an engineering perspective.

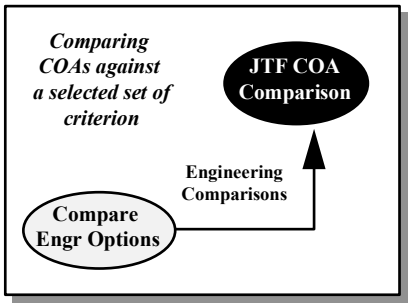
g. Repeat this process for all combinations of enemy and friendly COAs.

h. Determine if engineering requirements can be met.

5. **Compare the engineering support options for each JTF COA** (Task 216D-05-J4).

a. Determine the engineering criteria to be used for comparing COAs (e.g., facilities, MSRs).

b. Compare the engineering support options for each JTF COA against the selected criteria. Matrices such as the ones explained in Task 206 may be useful (see the sample in Figure 216D-1).



CIVIL ENGINEERING SUPPORT			
	COA 1	COA 2	COA 3
FACILITIES	+	o	+
APOD/SPOD	-	+	o
INFRAST.	-	o	o
MSRs	o	o	+
CLASS IV	+	o	o
CONTRACTS	o	-	+
HNS	-	o	o
MOBILITY	+	o	-

Figure 216D-1
Sample COA Comparison Matrix

(1) Refine the advantages and disadvantages (including risks) for each COA.
(2) Develop conclusions that address engineering supportability, known risks, and deficiencies to assist the CJTF in selecting a COA.
(3) Rank the COAs for supportability from an engineering perspective.

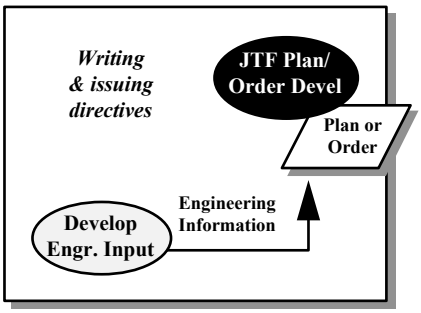
c. Ensure the recommendations for engineering operations have been coordinated with all JTF components.

d. Provide engineering force estimates and deployment requirements to the Joint Operational Planning and Execution System (JOPES) deployment cell.

e. Provide summarized comparisons and recommendations to the JPG for inclusion into the COA Decision Briefing (as appropriate).

6. **Receive the CJTF's decision on COAs** (Task 216D-06-J4). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide engineering input into the JTF plan/order** (Task 216D-07- J4). After the COA is selected/approved, the OPLAN/OPORD is developed. Most of the information needed for this task should have already been developed through the staff estimate process. Engineering input will be in many sections of the plan/order such as the following:



a. Base OPLAN/OPORD - Administration and Logistics (Para 4) - as appropriate.

b. Annex D (Logistics). Contribute (as appropriate) engineering input to paragraphs:

(1) Situation (Para 1) - Assumptions, resources availability, and planning factors.
(2) Mission (Para 2) - Overall logistics mission statement.
(3) Execution (Para 3) - Concept of logistics support (Para 3a) and tasks (Para 3b).

(4) Admin and Logistics (Para 4) - Civil Engineering Support Plan summary (Para 4.a.(5)).

(5) Command and Control - Command relationships (Para 5.a.) (as appropriate).

c. Appendix 6 (Civil Engineering Support Plan) to Annex D (Logistics) – The entire appendix as appropriate.

(1) Tab A (Suggested Construction Standards for Military Construction and Civil Engineering Support of Joint Operations) to Appendix 6 (Civil Engineering Support Plan) to Annex D (Logistics) - As appropriate.

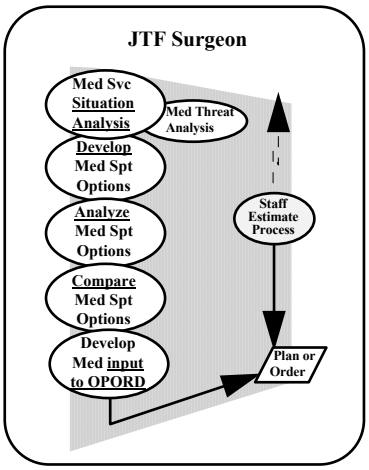
d. Annex L (Environmental Considerations) – The entire appendix as appropriate.

Note: For more details on plan/order formats, see CJCSM 3122.03 03A - "Joint Operation Planning & Execution System (JOPES Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: SURGEON

TASK 217: DEVELOP THE MEDICAL SERVICES ESTIMATE

(Relates to UJTL Tasks OP 1.6, 4.4)



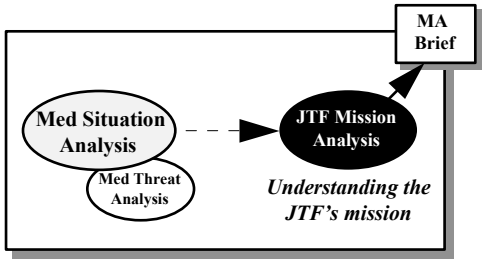
MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

MTG TASK PURPOSE: Identify, coordinate, and integrate medical services operations and efforts into the JTF operation. The medical estimate analyzes information pertaining to enemy capabilities, allied or host-nation capabilities and limitations, and medical supportability of all COAs under consideration. The medical estimate should include a recommendation for the COA best suited for medical support.

REFERENCES: JP 3-17, JP 3-57, JP 3-56.1, JP 4-0, JP 4-01, JP 4-01.1, JP 4-01.2, JP 4-01.3, JP 4-02, JP 4-02.2, JP 4-02.2, JP 5.0, JP 5-00.2

MTG TASK STEPS

1. **Conduct the medical services situation analysis** (Task 217-01-Surg). (Recommended sources of information are listed in parenthesis).



a. Determine known facts, current status, or conditions of medical forces provided in the Combatant Commander's planning guidance document (Warning Order, Planning Order, or Alert Order).

b. Describe the medical situation.

(1) Characteristics of the area of operations. Summarize data about the area with specific emphasis on factors affecting medical activities to include, but not limited to:

(a) Terrain. Availability and condition of road networks, airfield capabilities, railroad use and availability, port capabilities, and all factors that may affect patient movement. (J4)

(b) Climate and Weather. Effects on the types of DNBI incidents, air evacuation, sea evacuation, and pharmaceuticals; future weather conditions must also be considered. (AFMIC, J2, METOC)

(c) Civilian Population. In terms of public health, collect historical statistics addressing the types, sources, frequency, and severity of diseases among the civilian populace. (AFMIC, J2, J4, J5)

(d) Flora and Fauna. Types, prevalence, and distribution; preventive measures. (AFMIC, J2)

(e) Local Resources. The availability of local food and water; medical materiel and supplies; associated implications on the PM Surveillance Program; contracting opportunities (labor). (AFMIC, J2, J4, J5)

(2) Enemy forces. The enemy capability to inflict casualties or impede patient movement; the general medical status of enemy forces and the subsequent result

on the friendly medical workload. (AFMIC, J2)

(3) Friendly forces.

(a) Disposition of major elements. (J3)

(b) Expected combat intensities by operational phase. (JPG)

(c) Estimated population at risk (PAR). (J1, JPG, component liaison officers)

(d) Status/availability/location of MTFs and patient movement assets. (Combatant Commander Surgeon's staff, components, J3, J4)

(e) Status/availability/location of Class VIIIA and Blood. (components, J3, J4)

(4) Consider the available time and space, distances, and transportation lead-time requirements.

c. Identify Command, Control, Communications, and Computers (C4) requirements. (J4, J6)

(1) Define C4 requirements that integrate all functional aspects of medical support (specific attention should be given to inter-Service compatibility, linkage from forward medical elements through each echelon of care, patient movement from the point of injury (POI) through CONUS, and blood supply/distribution communications channels).

(2) Ensure all capabilities are addressed (short range, long range, satellite, secure, etc.). Request dedicated common frequencies for medical operations. Ensure redundancy wherever possible.

(3) Review CJCS Manual 6120.05 "Tactical Command and Control Procedures for Joint Operations" for message text format requirements, if applicable.

(4) Obtain Combatant Commander Surgeon report requirements.

d. Develop assumptions to replace missing or unknown facts. Typical assumptions may include: no host-nation support (HNS) available; Class VIIIA, Class VIIIB, and patient movement will be limited by airlift availability, etc. Do not repeat assumptions from the basic guidance. Focus on additional assumptions regarding the medical situation. (Combatant Commander Surgeon's staff, J3, J4, component's staff)

e. Ascertain Combatant Commander Surgeon Medical Regulating, Joint Blood Program Office (JBPO), and Single Integrated Medical Logistics Manager (SIMLM) concept of operations.

f. Determine medical services force limitations.

(1) Things medical forces must do (constraints).

(2) Things medical forces cannot do (restraints).

(3) Other limitations.

g. From the Combatant Commander's guidance, identify tasks that can be accomplished using joint medical assets (some areas include hospitalization, Class VIIIA and B, preventive medicine, and patient movement).

(1) Determine specified tasks for medical forces.

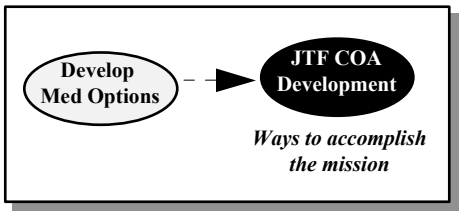
(2) Determine implied tasks for medical forces.

(3) From (1) and (2) above, determine essential medical tasks.

h. Conduct an initial medical force structure analysis. Compare what was provided in the Combatant Commander's planning guidance to what is needed to perform the tasks developed above (only a first cut).
i. Conduct an initial risk assessment.
j. Assist in developing the medical mission statement (to be included in Annex Q of the OPLAN/OPORD).
k. Identify special considerations not covered elsewhere that may affect the medical concept of support (e.g., WMD, PR, Special Operations, EPWs, migrant camps). (All staff)
l. Assist in developing the mission analysis briefing for the CJTF (see Task 201).

2. **Receive the CJTF planning guidance** (Task 217-02-Surg). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to medical personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop medical services support options for each JTF COA** (Task 217-03-Surg). Develop options for the following areas of medical support. These areas serve as the basis for Paragraph 3 (Execution) of Annex Q (Medical Services) in the OPLAN/OPORD.

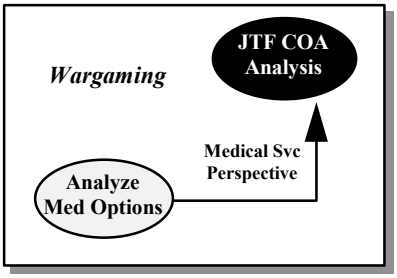


a. The overall concept of operations - describe the overall concepts of medical support to meet mission requirements for:
(1) Transition. Concepts for transition from a peacetime to a contingency medical posture.
(2) Responsibility and command relationships. State national Service responsibility. Indicate the responsibility and scope of medical support.
(3) Hospitalization. Bed and staff requirements; when will the bed requirements peak; what is available by Service; what are the capabilities; how soon can they be in the AOR; how long before they are operational; will the right level of hospitalization be in place at the right time? (component staffs)
(4) Patient Evacuation. The availability and types of air and ground platforms by Service; when will they be in theater? (J3, component staffs)
(5) Host-Nation Medical Support. The availability in terms of hospitalization, evacuation, pharmacy, labor, etc.; when will it be available; value-added to the CJTF in terms of lift requirements, footprint, etc. (AFMIC, Combatant Commander Surgeon's Staff, J2)
(6) Adjunct Medical Support. If applicable, address the following: EPW, CI, DET, formerly captured US military personnel, evasion and recovery operations, noncombatant operations (NEO), and civil affairs. Outline concepts to provide medical care and treatment as well as personnel and material support.
(7) The Joint Blood Program. When will it be required; where will it be stored; how will it be distributed; identify current sources, stockage levels, storage capabilities; and alternative ice/refrigeration sources. (Combatant Commander Surgeon's Staff, Component Staffs)

(8) Preventive Medicine. Determine the threat to the forces. Consider endemic diseases, special immunization or chemoprophylaxis measures and their acquisition, local food and water hazards. Establish responsibility and mechanisms for performing required Disease and Non-Battle Injury epidemiological analysis and reporting IAW DOD Directives. (AFMIC, Combatant Commander Surgeon's Staff, J2)
(9) Theater Evacuation Policy. The objectives of the theater evacuation policy (see Enclosure E, CJCSI 3110.03, supplemental instructions for the JSCP (Logistics) and Combatant Commander policy).
(10) Patient Movement. The availability and capabilities of lift platforms for inter and intra-theater regulating, when will patient movement requirements peak, location of airfields and ports (A/SPOEs), availability of AE crews, Patient Movement Item replenishment. (J3, J4, J5, Component Staffs)
(11) Dental Services. The scope and responsibility for dental service in each operations area.
(12) Veterinary Services. As necessary for the mission.
(13) Medical Logistics. What and when is it needed; how will it get to the JOA; what is already in place; what are the critical shortfalls; will there be a SIMLM; what service should the SIMLM come from, what are the shortfalls? (Combatant Commander J4 JMC, Combatant Commander Surgeon's Staff, Component Staffs)
(14) Immunization. Identify immunization requirements for JTF personnel.

b. Tasks for components to accomplish. Refine the task list developed earlier in the mission analysis.
c. Coordination requirements. Describe the coordination requirements (especially laterally among components).

4. **Analyze medical services options for each COA (wargaming)** (Task 217-04-Surg).
a. Gather tools.
(1) Review enemy and friendly COAs.
(2) Assist the JPG in preparing topographic maps of the operational area to include MSRs, bridges, watercourses, etc.

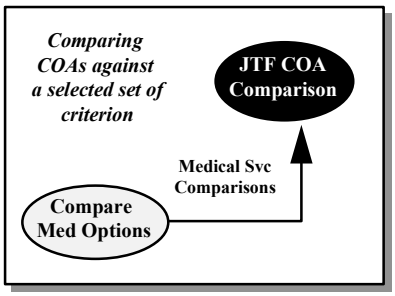


b. Review or contribute to the selection of the wargame method to generally allow action/reaction/counteraction sequence and assessment. Include a method for recording medical services results.
c. Review the available joint medical forces.
d. Review the assumptions related to medical services.
e. Review and/or contribute to the development of known critical events and decision points: specified and implied tasks and decisions that must be made to ensure timely execution and synchronization of resources.
f. Participate in the wargame.
(1) Integrate (synchronize) joint force medical operations to best accomplish medical objectives, within the context of the COA under consideration.
(2) Provide a perspective on medical requirements related to friendly operations.

(3) Identify friendly force deployment requirements for medical resources for the COA under consideration.
(4) Develop refinements to the concepts for medical support.
(5) Integrate medical support requirements for operational branches, sequels, or additional critical events.
(6) Estimate the duration of medical operations.
(7) Develop medical input/information for the synchronization matrix and decision support template(s).

g. Repeat for all combinations of enemy and friendly COAs.
h. Determine if medical services requirements can be met.
i. Identify strengths and weaknesses of support options.

5. **Compare the medical options for each JTF COA** (Task 217-05-Surg).



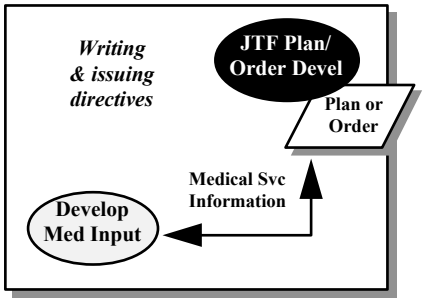
a. Contribute to determining the medical criteria to be used for comparing COAs.
(1) Address each COA using the agreed upon criteria (see Task 207) and evaluate each COA on additional medical specific comparison criteria.
(2) Compare relative success in accomplishing medical tasks (strengths and weaknesses).
(3) Evaluate all actions against the risk factors.
(4) Develop conclusions that address medical supportability, known risks, and deficiencies necessary for the CJTF to select a COA.
(5) Rank COAs for supportability. See Figure 217-1 as a sample of a matrix used for comparisons. Also see Task 207.

Medical Support			
Area	COA1	COA2	COA3
Reg	+	+	+
Blood	-	+	-
Hosp	+	+	+
Evac	-	+	-
VIIIA	-	+	-
PM	-	-	-
Etc.			

Figure 217-1
Sample COA Comparison

b. Ensure that recommendations for medical support have been coordinated with all JTF components.
c. Provide medical estimates and deployment requirements to the Combatant Commander (and therefore TRANSCOM) through Joint Operational Planning and Execution System (JOPES), when available.
d. Provide a recommendation to the CJTF.

6. **Receive the CJTF's decision on COAs** (Task 217-06-Surg). The CJTF may select or modify the recommended JTF COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.



7. **Provide medical input into the JTF plan/order** (Task 217-07-J4). After the COA is selected, the OPLAN/OPORD is developed. Most of the information needed for this task should have already been developed through the staff estimate process. Medical input will be in many sections of the plan/order. Some areas to consider input are:

a. Base OPLAN/OPORD - Administration and Logistics (Para 4) - Refer to Annex Q.
b. Annex B (Intelligence) - Provide medical RFIs.
c. Annex C (Operations).
(1) Appendix 2 (NBC) - NBC medical support requirements.
(2) Appendix 4 (Special Operations) - Support to special operations.
(3) Appendix 5 (Personnel Recovery Operations) - Support to PR.
(4) Appendix 9 (Combat Camera) - Refer to Annex Q.
(5) Appendix 10 (NEO) - Medical NEO processing and health service support. Refer to Annex Q.
d. Annex D (Logistics). Contribute medical input to:
(1) Basic annex:
(a) Situation (Para 1) - Assumptions, resource availability, and planning factors.
(b) Mission (Para 2) - Overall logistics mission statement.
(c) Execution (Para 3) - "Concept of Logistics Support" (Para 3a) and "Tasks." (Para 3b) - As appropriate.
(d) Admin & Logistics (Para 4) - "Medical Services" (Para a.(3)). Refer to Annex Q.
(2) Appendix 3 (Mortuary Affairs) - Medical examiner support.
(3) Appendix 5 (Mobility & Transportation) - Evac/RTD policy. Evacuation operations requirements and abilities. Refer to Annex Q.
(4) Appendix 6 (Civil Engr Spt Plan) - Health services support requirements.
e. Annex E (Personnel) - Basic annex - Medical RTD. Refer to Annex Q.
(1) Appendix 1 (EPW, Civilian Internees, and Other Detained Persons) - HSS overview. Patient evacuation to CONUS. Refer to Annex Q.
(2) Appendix 6 (Chaplain Activities) - Chaplain support to HSS.
f. Annex F (Public Affairs)
(1) Basic annex - Immunization for the media. Refer to Annex Q.
(2) Appendix 4 (DOD National Media Pool) - HSS for media pool.
g. Appendix 1 (Environmental Assessments) to Annex L (Environmental Considerations) - Wildlife hazards.
h. Annex P (Host-Nation Support) - HNS and HS support.
i. Annex Q (Medical Services) – The entire annex as appropriate.
(1) Appendix 1 (Joint Patient Movement System) - As appropriate.
(2) Appendix 2 (Joint Blood Program) - As appropriate.
(3) Appendix 3 (Hospitalization) - As appropriate.
(4) Appendix 4 (Returns to Duty) - As appropriate.
(5) Appendix 5 (Medical Logistics (Class 8A) System) - As appropriate.

(6) Appendix 6 (Force Health Protection) - As appropriate.
(7) Appendix 7 (Medical Command, Control, Communications, and Computers) - As appropriate.
(8) Appendix 8 (Host-Nation Medical Support) - As appropriate.
(9) Appendix 9 (Medical Sustainability Assessment) - As appropriate.
(10) Appendix 10 (Medical Intelligence Support to Military Operations) - as appropriate.
(11) Appendix 11 (Medical Planning Responsibilities and Task Identification) - as appropriate.

Note: For more details on plan/order formats, see CJCSM 3122.03A - "Joint Operation Planning and Execution System (JOPES - Vol II." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: J6

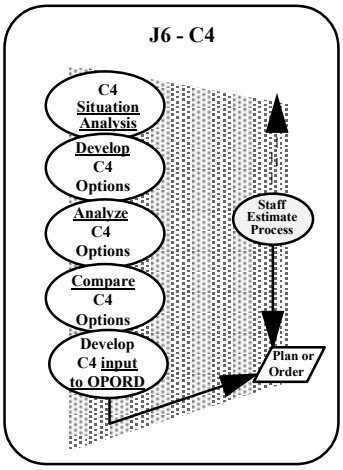
TASK 218: DEVELOP THE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS (C4) ESTIMATE

(Relates to UJTL Tasks OP 2.2, 2.3, 4.7, 5.1, 5.5, 5.7, 6.1, 6.2, 6.3)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

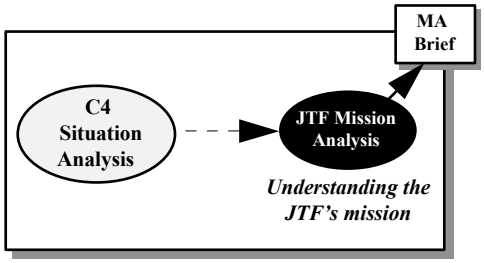
MTG TASK PURPOSE: Identify, coordinate, and integrate command, control, communications, and computer (C4) operations and efforts into the JTF operation.

REFERENCES: JP 6-0, JP 3-0, JP 5-03.1, JP 5-00.2, JP 6-02



MTG TASK STEPS

1. **Conduct the C4 situation analysis** (Task 218-01-J6).
   a. Determine known facts, current status, or conditions of C4 elements provided in the Combatant Commander's planning guidance document (Warning Order, Planning Order, or Alert Order).
   b. Review and describe the C4 situation.
      (1) Characteristics of the area of operations; emphasizes factors affecting C4 activities.
      (2) Enemy capabilities. Place specific emphasis on C4 matters.
      (3) Friendly forces.
         (a) Disposition (positions) of major units that have been provided by the Combatant Commander for planning.
         (b) Own COAs. State the proposed COAs under consideration.
         (c) Probable operations/tactical developments. Review major deployments and C4 preparations necessary in all phases of the proposed campaign/major operation.
      (4) The logistic situation. Review known logistics problems that may affect the C4 situation.
      (5) The personnel situation. Review known or anticipated C4 problems that may influence the selection of a specific COA. Consider the availability of Joint Communications Support Element (JCSE) augmentation.
      (6) Special features. Special aspects not covered elsewhere that may affect the C4 situation, such as the host nation and its ability and willingness to allow access/operation of J6 assets.
      (7) C4 systems. Consider line-of-site communications, satellite communications (SATCOM), cellular/wireless communications, and Defense Information Systems Network (DISN) interface. Review both military and commercial options.



(a) C2 communications.
(b) Administrative communications.
(c) Intelligence communications architecture.
(d) Communications Security (COMSEC)
(e) Communications support for combat operations:
1 Joint tactical air operations.
2 Air-to-ground operations.
3 Naval surface fire support operations.
4 Other component-specific C4 systems.
(f). Network Management, Information Assurance, and Information Dissemination Management services must be enforceable policies to ensure effective C4 support.
(g) Communications connectivity for JTF boards and agencies.
(h) Interoperability of C4 systems, both horizontally and vertically.
(i) Communications required for other activities.

c. Understand the Combatant Commander's mission and proposed mission/tasks to components.
(1) Tasks assigned to the Combatant Commander.
(2) Required results.
(3) Actions required to achieve results.
(4) Location of required results.
(5) Timing of required results.
(6) Limitations on freedom of action.

d. Understand the deception guidance -- objective, target, story, if any.

e. Understand the guidance on risk, if any.

f. Understand the desired end state.

g. Provide factors affecting communications.
(1) The topography in the joint operational area.
(2) The available communications resources.
(3) The communications readiness of available forces.

h. Determine limitations.
(1) Restrictions placed on the JTF.
(a) Constraints. Required actions that limit freedom of action (e.g., conduct air strikes within a specific period of time).
(b) Restraints. Actions the JTF is prohibited from taking (e.g., cannot pursue the enemy across an international border).
(2) Imposed by higher headquarters, host nation, alliance/coalition, etc.
(3) Implied by conditions, circumstances -- may be described as assumptions.

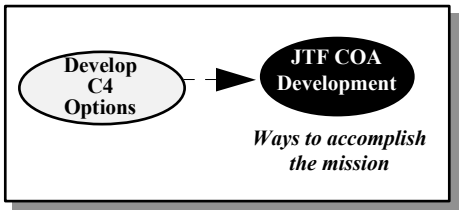
i. Develop assumptions to replace missing or unknown information.

NOTE: Assumptions must be valid (likely to occur) and necessary (essential for continued planning), e.g., sufficient satellite channels/bandwidth availability
(1) Intelligence-related assumptions. See the Intelligence Officer.
(a) Results of characteristics of the operational area.
(b) Enemy intentions, probable COAs, vulnerabilities.
(c) Status of friendly support.

(2) Operationally-related assumptions. See Operations/Plans Officers.
(a) Status of forces at probable execution.
(b) Probability of success after the force ratio analysis.
(c) Available time.
(3) Logistics-related assumptions. See the Logistics Officer.
(a) Logistical status of forces at probable execution.
(b) Logistical impact of characteristics of the operational area.
(c) Acquisition plan for extraordinary material and services.
(4) Communications/computer-related assumptions.
(a) Communications status at probable execution.
(b) National/theater level communications support.

2. **Receive the CJTF planning guidance** (Task 218-02-J6). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to J6 personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop options for the employment of joint Command, Control, Communications, and Computers that support the JTF's COAs** (Task 218-03- J6).



a. Use available analytical models or databases to assist in determining requirements and the C4 architecture.
b. For combat operations.
(1) Review the mission analysis and CJTF's guidance.
(2) Develop options for C4 support for each COA.
(a) State clearly what is to be accomplished, including phasing of the campaign or major operation.
(b) C4 support to the military deception objective and story.
(c) Specify ways (operations) and means (forces) to provide C4 support for attacking enemy centers of gravity.
(d) Outline the major C4 tasks to be performed by joint forces, including supporting/supported relationships by phase and tasks to be requested of supporting organizations and agencies.
(e) Outline the deployment scheme for C4 resources.
(3) Identify force requirements for C4 support.
(4) Describe Command and Control (C2) means and relationships for C4 support.
c. For non-combat operations.
(1) Review the mission analysis and CJTF's guidance.
(2) Develop C4 support options for each COA.
(a) Clearly state what is to be accomplished.
(b) Specify ways (operations)and means (forces) to provide C4 support to accomplish objectives.

(c) Outline the major C4 tasks to be performed by joint forces, including supporting/supported relationships by phase and tasks to be requested of supporting organizations and agencies.

(3) Identify the force requirements for C4 resources.

(4) Describe the C2 means and relationships for C4 support.

4. **Participate in the course of action analysis (wargaming)** (Task 218-04-J6).

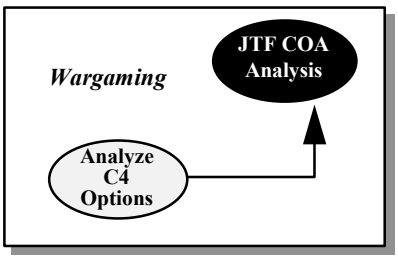
a. Gather tools.

(1) Identify the enemy, friendly COA to analyze.

(2) Prepare maps of the operational area with C4 information.

(3) Join the wargaming team -- normally representatives from J3 functional areas, J6, and J2.

(4) Depict current enemy dispositions.



b. Identify the available joint forces.

c. List assumptions related to C4.

d. Review and/or contribute to the development of known critical events and decision points -- specified and implied tasks and decisions that must be made to ensure timely execution and synchronization of resources.

e. Review or contribute to selecting the wargame method. Generally allow action/reaction/counteraction sequence and assessment.

f. Participate in wargaming.

(1) Provide a perspective on C4 requirements related to friendly operations.

(2) Combine/integrate (synchronize) joint force C4 operations to best accomplish C4 objectives, within the context of the COA under consideration.

(3) Identify/adjust friendly force deployment requirements for C4 resources for the COA under consideration.

(4) Contribute refinements or modifications to the operations COAs and develop refinements to the concepts for C4 support.

(5) Contribute to branches, sequels, or additional critical events -- additional operations that might be required as a result of enemy actions not previously anticipated.

(6) Contribute to Essential Elements of Friendly Information (EEFI).

(7) Contribute to COA(s) for the associated military deception plan.

(8) Identify major C4 tasks to the JTF components.

(9) Estimate the duration of C4 operation(s).

(10) Identify major requirements for C4 support to C4 operations.

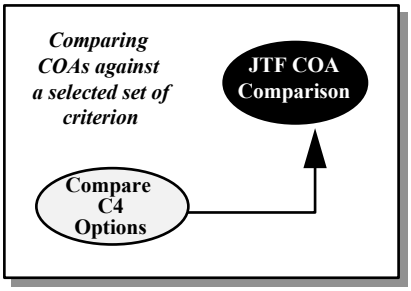
(11) Develop C4 input/information for the synchronization matrix and decision support template.

(12) Identify advantages, disadvantages of friendly COAs from a C4 perspective.

g. Repeat for all combinations of enemy and friendly COAs.

5. **Participate in the Course of Action Comparison** (Task 218-05-J6).

Test the validity of each COA.



a. Tests for suitability.
   (1) Does it accomplish the mission?
   (2) Does it meet the CJTF's intent?
   (3) Does it accomplish all the essential tasks?
   (4) Does it allow the JTF meet the conditions for the end state?
   (5) Does it take into consideration the enemy and friendly COGs?

b. Preliminary test for feasibility.
   (1) Does the JTF have the force structure (means) to carry it out? The COA is feasible if it can be carried out with the forces, support, and technology available, within the constraints of the physical environment, and against the expected enemy opposition.
   (2) Although this process occurs during COA analysis (see Task 206) and the test at this time is preliminary, it may be possible to declare a COA infeasible (for example, resources are obviously insufficient). However, it may be possible to fill shortfalls by requesting support from the Combatant Commander or other means.

c. Preliminary test for acceptability.
   (1) Does it contain unacceptable risks (Is it worth the possible prices)?
   (2) Does it take into account the limitations placed on the JTF (constrictions (must do) and restrictions (cannot do))? A COA is considered acceptable if the estimated results are worth the estimated costs. The basis of this test consists of an estimation of friendly losses in forces, time, position, and opportunity.
   (3) Acceptability is considered from the perspective of the CJTF and the Combatant Commander, by reviewing the JTF's contribution to the Combatant Commander's objective.
   (4) COAs are reconciled with external constraints, particularly ROE.
   (5) Requires visualization of execution of the COA against each enemy capability. Although this process occurs during the COA analysis and the test at this time is preliminary, it may be possible to declare a COA unacceptable if it violates the CJTF's definition of acceptable risk.

d. Test for differences or variety. Is it fundamentally different from other COAs? They can be different when considering:
   (1) Focus or direction of the main effort.
   (2) Scheme of maneuver (land, air, maritime, and special operations).
   (3) Primary mechanism for mission accomplishment.
   (4) Task organization.
   (5) Use of reserves.

e. Preliminary test for completeness. Does it answer the questions WHO, WHAT, WHEN, WHERE, WHY and HOW?

f. Provide forces and deployment requirements to US Transportation Command (USTRANSCOM) through the JTF Joint Operations Planning and Execution System (JOPES) deployment cell.

g. Provide conclusions.

(1) State whether the JTF mission is supportable from a C4 perspective.

(2) State which COA can best be supported from a C4 standpoint.

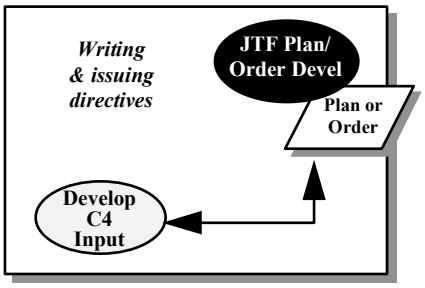
(3) Identify the major C4 deficiencies and recommendations to reduce or eliminate them.

h. Ensure that recommendations are coordinated with each Service/functional component of the JTF and supported Combatant Commander/J6.

i. Recommend a course of action from a C4 perspective.

6. **Receive the CJTF's decision on the COA** (Task 218-06-J5/J3). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally sent/briefed to the supported Combatant Commander for approval.

7. **Prepare and submit Annex K (Command, Control, and Communications Systems) to the JTF plan/order** (Task 218-07-J6). Note: If steps 1-6 above were completed, most of the information needed for Annex K is now available.



a. Identify the C4 functions required to support the proposed joint operation.

(1) Collect information based on the stated need and convert that information into a suitable format for transmission and use.

(2) Transport information by any means available, from electrical transmission to messenger service.

(3) Process, filter, fuse, reformat, and reduce information to the minimum required for effectively conveying it.

(4) Disseminate essential information to the command, staff, or function requiring it.

(5) Use all active and passive measures to deny the enemy access to friendly command and control (e.g., Communications Security (COMSEC), Information Security (INFOSEC), Computer Security (COMPUSEC)).

b. Identify applicable or relevant planning guidelines/principles for the C4 concept. Consider:

(1) The integration of organic and nonorganic military and commercial C4 systems, so the interfaces are transparent to the CJTF and staff, and the integrated systems provide reliable C4 service.

(2) If JCSE assets are requested, per CJCSI 6110.01A, ensure a plan is drafted within the first 90 days of JCSE deployment to identify when JCSE assets will be replaced with other JTF-directed assets.

(3) Horizontal and vertical C2 linkages.

(4) A balance between "push" and "pull" systems to meet the information needs of the CJTF and the JTF staff.

(5) Planning principles.
(a) Modular C4 packages to provide the CJTF's information requirements.
(b) Interoperable procedures, training, and communications equipment that permits the internal and external exchange of information throughout the joint force.
(c) The use of liaison officers/teams to provide a means to increase interoperability during different tactical phases of an operation.
(d) The flexibility to allow for changes in mission or to accommodate a diversity of communications schemes and equipment.
(e) Balance the need for redundancy and flexibility with the available transportation.
(f) Survivable C4 architecture that includes a diversity of communications routes, hardening of equipment and of communications sites, and availability of alternate modular C4 packages.
(g) Redundancy that provides diversity of paths over multiple media means, with available replacement systems and repair parts. The goal is timely, reliable information flow.
(h) Use of available commercial networks.
(i) Spectrum management to avoid Electromagnetic Interference (EMI) and to protect the most critical communications functions (Joint Restricted Frequency List (JRFL)).
(j). Security. INFOSEC = COMSEC + COMPUSEC. This must be consistent with users' information requirements, the vulnerability of C4 systems to interception, exploitation, and disruption, and the nature of the threat to friendly C4 systems.
(k) Information assurance principles must be included to minimize the threats posed by computer viruses, hackers, and denial of service attacks.

c. Consider equipment and system characteristics necessary for proposed operations.
(1) Interoperability. The technical capability of communications and computer systems to work together; contributes significantly to the notion of seamless, cohesive C4 infrastructure.
(2) Compatibility. The capability of two or more items of equipment (and their software and protocols) to function in the same communications network or geographical environment without mutual interference.
(3) Standardization. Ensures that the C4 planner can combine C4 systems (tactical, multinational, military, and commercial) both from JTF components and C4 support organizations (JCSE/DISA) into a cohesive C4 infrastructure; also refers to a common operating environment of computer and communications protocols and security standards.
(4) Mobility. C4 systems must be sufficiently mobile to accompany tactical forces during operations, and to maintain functionality in the process.
(5) Transportability. C4 systems should be capable of movement on predominant strategic and intratheater transportation.
(6) Reliability. Requires a design of modular packages with equipment that has low failure rates and error correction techniques, and design of architectures, or

infrastructures, with alternate routes, standardization of equipment and procedures, safeguards against viruses, protection against electronic jamming and military deception, and with effective logistic support.

d. Refine the C4 concept.

(1) Determine/refine command information exchange requirements.

(a) Should be based on the commander's, C4, and other estimates.

(b) Consider C4 support to other operations functions (e.g., Command and Control Warfare (C2W), military deception, psychological operations (PSYOP), fire support systems, airspace management, air defense systems and control).

(c) Consider requirements to support Network Operations, to include Network Management, Information Assurance, and Information Dissemination Management.

(2) Match C4 information exchange requirements with C4 capabilities and assets.

(3) Conduct C4 systems level planning and engineering. Design the C4 architecture.

(a) Use available automated planning tools (e.g., the Joint Network Management System (JNMS) and the Joint Defense Information Infrastructure Control System-Deployed (JDIICS-D).

(b) Define the architecture in terms of C4 nodes and associated C4 systems, grouped into modular packages keyed to operational mission phases and deployment schedules.

(c) Describe the interconnection of modular packages to C4 systems and the resulting C4 networks. May use an automated planning tool, then compare results with mission phases and deployment schedules.

(d) Include description of supporting Systems Control Centers (SYSCON), Technical Control Centers (TECHCON), and Technical Control Facilities (TCF).

(e) Upon validation, input information to the Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander.

(f) Provide a wiring diagram indicating the connectivity between C4 systems. Describe the type of data input one system provides to another.

(4) Program the activation of C4 links and networks.

(5) Plan for management of the frequency spectrum.

(a) Use allocations, allotments, and assignments of frequencies and frequency ranges.

(b) Ensure that frequencies have electromagnetic compatibility.

(c) Plan to request monitoring of the frequency spectrum for EMI (as required).

(d) Develop appropriate Joint Communications-Electronics Operating Instructions.

(6) Plan for security of C4 operations -- INFOSEC.

(a) Transmission security.

(b) Cryptographic security.

(c) Emission security.

(7) Coordinate plan with METOC observations.

e. Prepare and submit Annex K (Command, Control, and Communications Systems) to the JTF plan/order.

(1) Use available automated planning/annex preparation tools.

(2) Include Joint Communications-Electronics Operating Instructions and related instructions.

Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

Lessons Learned

***LESSON LEARNED**: The JTF/J6 must clearly state frequency management responsibilities in ANNEX K, especially coordination requirements with operational planners and operators. This is critical when creating and maintaining the Joint Restricted Frequency List (JRFL) and the Joint Comm-Electronics Operating Instruction. Unless these products are aggressively managed and enforce throughout the JOA, there is a very real danger of not just electronic, but physical fratricide among JTF/allied/coalition forces!*

***LESSON LEARNED**: Frequency management training, experience and competence in the joint environment varies widely among Service personnel, which greatly complicates the task of managing the spectrum. In addition, Services sometimes utilize incompatible frequency management tools requiring extensive manual intervention to transfer Service components' frequency information into the JTF's tool set. While the Joint Spectrum Center and the AOR's Combatant Commander Joint Frequency Management Office (JFMO) can sometimes provide on-site assistance, the JTF/J6 can minimize delays, manpower and confusion by employing Joint standard systems such as the Joint Spectrum Management System (JSMS), or specifying that subordinate organizations can only employ those Service systems with compatible file formats.*

***SUGGESTION**: Manage Infospace the same way you manage the Battlespace—consider publishing a daily Infospace Control Order to specify all C4 operational and maintenance actions taking place within your JTF's JOA!*

ELEMENT: SJA

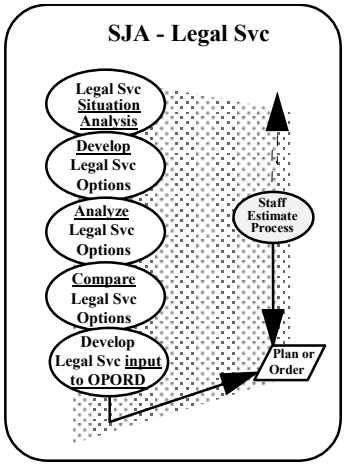
TASK 219: DEVELOP THE LEGAL ESTIMATE

(Relates to UJTL Tasks OP 3.1, 4.4, 4.6, 4.7, 5.4, 5.7, 6.2)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

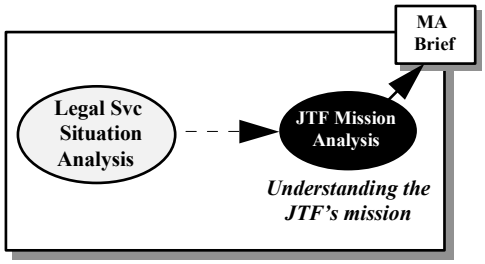
MTG TASK PURPOSE: Provide legal support to the JTF planning effort. The structure of this input corresponds to the planning process described earlier in the MTG.

REFERENCES: JP 0-2, JP 5-00.2, CJCSI 3121.01, CJCSM 3122.03A



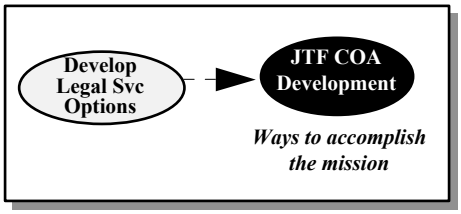
MTG TASK STEPS

1. **Provide legal input to mission analysis** (Task 219-01-SJA).
   a. Detail a judge advocate to serve as a member of the Core Planning Cell.
   b. Contact counterparts at higher, lower, and supporting headquarters and establish the basis for concurrent planning.
   c. Review all planning documents.
   d. Consider assigned mission, current situation, next higher commander's intent, United Nations Security Council Resolutions (UNSCRs), Standing ROE (SROE), theater-specific ROE, approved supplemental ROE, and allied or coalition ROE.
   e. Research applicable domestic, international, and foreign laws, policies, treaties, and agreements.
   f. Summarize relevant legal considerations (authorities and constraints) and provide them to the other planners and to counterparts at higher, lower, and supporting headquarters.



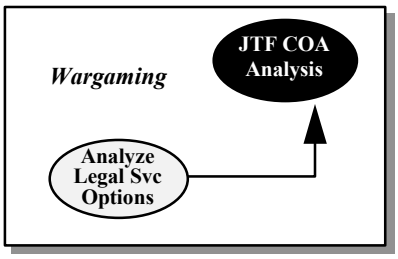
2. **Receive the CJTF's planning guidance** (Task 219-02-SJA).
   a. Review the CJTF's planning guidance for compliance with applicable laws, policies, treaties, and agreements.
   b. Reconcile any inconsistencies.
      (1) Seek clarification or amendment of the CJTF's planning guidance; or
      (2) Request authorizations, exceptions, or waivers that will support the CJTF's planning guidance.
   c. Incorporate appropriate legal considerations into warning order(s).

3. **Provide legal input into COA development** (Task 219-03-SJA).
   a. Determine threat capabilities and probable COAs.
   b. Determine friendly capabilities and COAs.
   c. Test each COA to ensure that it is suitable (accomplishes the mission according to the commander's intent), distinguishable (significantly different from the other COAs), complete (answers who, what, when, where, why, and how), feasible (can be accomplished with available resources), and acceptable (worth the risks and within limitations). In particular:

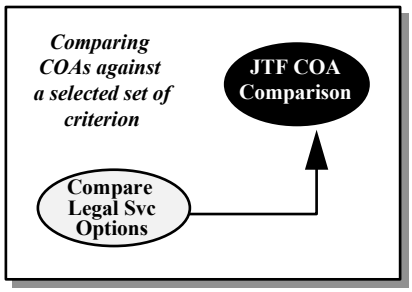


   (1) Review each COA for compliance with applicable laws, policies, treaties, and agreements.
   (2) Reconcile any inconsistencies.
      (a) Seek clarification or amendment of the COA; or
      (b) Request authorizations, exceptions, or waivers that will support the COA.
   (3) Think two levels down.
   (4) Consider the operational environments (maritime, air, land, space, and special) and operating systems (maneuver, intelligence, firepower, protection, support, and C2).
   (5) Consider input from counterparts at higher, lower, and supporting headquarters.

4. **Provide legal input into COA analysis (wargaming)** (Task 219-04-SJA).
   a. Continue to refine the legal considerations for each COA.
   b. Wargame friendly actions, likely threat reactions, and possible friendly counteractions.
   c. Determine whether friendly actions and counteractions comply with applicable laws, policies, treaties, and agreements and make appropriate recommendations.

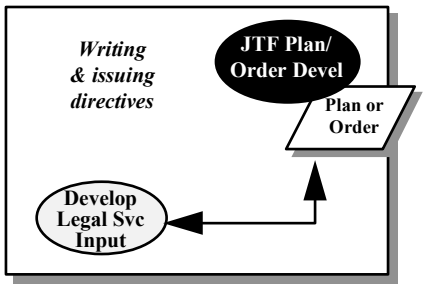


5. **Provide legal input into COA comparison/selection** (Task 219-05-SJA).
   a. Provide additional comparison criteria.
   b. Brief the legal considerations for the recommended COA.



6. **Provide legal input to the JTF plan/order** (Task 219-07-SJA).
   a. Prepare the legal considerations paragraph of the base plan according to CJCSM 3122.03A, JOPES Volume II, Planning Formats and Guidance. The legal considerations paragraph contains a summary of any legal considerations that may affect implementation of the plan or order (e.g., status of forces, ROE, international agreements, law of war, United Nations Security Council Resolutions).

b. Prepare the legal appendix according to CJCSM 3122.03A. The legal appendix reflects the legal estimate developed during the planning process and outlines the plan for legal support. The JTF SJA uses the legal appendix to describe the legal considerations in more detail. Cite applicable references, including inter-Service, host nation, and reciprocal support agreements; define key terms; establish coordinating and other administrative instructions; and state policies and procedures for all matters within the JTF SJA's area of responsibility.



7. **Issue and synchronize the JTF plan/order** (Task 219-07-SJA).
   a. Crosswalk the Combatant Commander's, JTF's, and components' plans or orders to ensure they are correct, complete, and consistent.
   b. Recommend FRAGO(s) to correct any errors or omissions.

8. **Rehearse the JTF plan or order** (Task 219-08-SJA).
   a. Check each commander's understanding of the applicable legal constraints.
   b. Ensure friendly actions and counteractions are consistent with the applicable legal constraints.
   c. Reconcile any inconsistencies by seeking clarification or amendment of the proposed action or requesting authorizations, exceptions, or waivers to support the proposed action.
   d. Provide predeployment legal briefings to the JFC and staff.

Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: COMPTROLLER

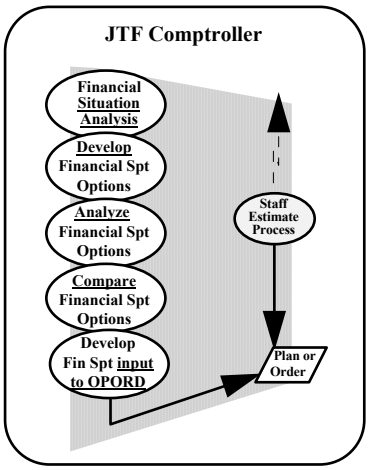
TASK 220: DEVELOP THE FINANCIAL MANAGEMENT ESTIMATE

(Relates to UJTL Tasks OP 4.4, 4.6, 4.8)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

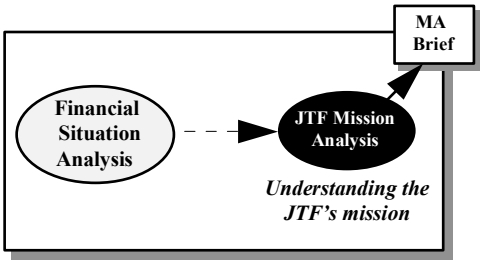
MTG TASK PURPOSE: Identify, coordinate, and integrate financial management operations and efforts into the JTF operation.

REFERENCES: JP 1-06, JP 5-00.2



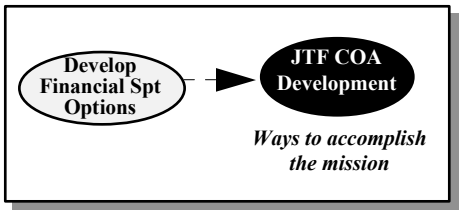
MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 220-01-Comptroller).
   a. Determine known facts, current status, or conditions.
      (1) Describe finance, banking, currency, labor force, and other related factors derived from the economic analysis of the JOA.
      (2) Identify the planning factors that relate to financial management support.
   b. Develop planning assumptions to replace missing or unknown facts.
      (1) Financial resource support availability throughout the duration of the operation.
      (2) Restrictions that may inhibit financial management support.
      (3) The impact on the local economy of deploying a certain number of US troops.



2. **Receive the CJTF planning guidance** (Task 220-02-Comptroller). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to appropriate personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop financial management support options for the JTF's COAs** (Task 220-03-Comptroller).
   a. Each COA should include major operational tasks to be accomplished, forces required, a logistics concept, a deployment concept, and an estimate of time required to attain termination objectives.
   b. Develop a process to review estimated/actual incremental costs. This includes transportation, personnel, and remaining incremental operational costs determined by the



Services/components or other agencies. Include any unique agreements and authorities of funds that will be required in support of each COA.

c. Identify tasks to be performed by components to ensure integrated financial management support.

(1) Identify requirements for financial management support to include any required multinational/nongovernmental organizations (NGO) support and reimbursement procedures.

(2) Discuss the results of the economic situation on COAs for friendly forces. Determine the prevailing local prices for goods and services, wage rates, type and availability of currency. Determine the type of banking infrastructure in place.

(3) Determine the proper supply of currency to have on hand to support the operation.

(4) Ensure adequate procurement support, e.g., contract and commercial vendor support.

d. Analyze all support agreements and financial implications.

e. Identify missions that will require special funding and authority, when required.

f. Recommend and promulgate an entitlement policy and an Executive Agent.

4. **Participate in the COA analysis (wargaming)** (Task 220-04-Comptroller).

a. Be prepared to contribute to the process of wargaming in which the staff mentally "fights the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:

(1) Specific tasks for components.

(2) Task organization of the JTF throughout the operation.

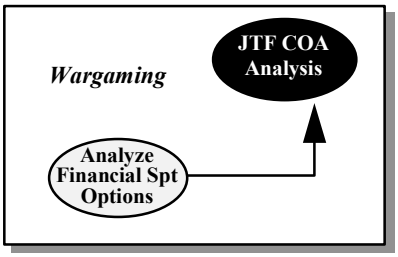
(3) Command relationships.

(4) Coincidence of movement and maneuver with operational fires.

(5) Decision points and intelligence requirements related to major events.

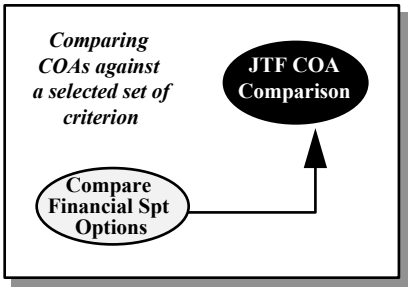
(6) Operational support needed.

(7) Identification of branches (what if) and sequels (what then).



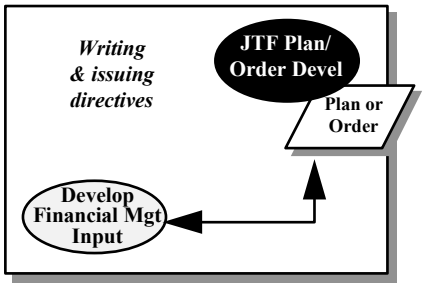
b. It is important to understand all of these events, so the financial management aspects of each can be properly analyzed.

5. **Participate in the COA comparison** (Task 220-05-Comptroller). Participate in determining the criteria to be used for comparing COAs. Criteria for the financial management estimate will be based on the ability to meet the integrated logistics concept of support for each COA. Ensure recommendations have been coordinated with the components/other agencies. When necessary, coordinate these recommendations with the Combatant Commander and Joint Staff J8, OSD(C), and other responsible agencies that may be required to fund a portion of the operation.



6. **Receive the CJTF's decision on COAs** (Task 220-06-Comptroller). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input/develop financial management perspective in the JTF plan/order** (Task 220-07-Comptroller).
After the COA is selected, the plan/order is developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Financial management input is detailed in Appendix 3 to Annex E of the plan/order.



Note: For more details on plan/order formats, see CJCSM 3122.03A, "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: CHAPLAIN

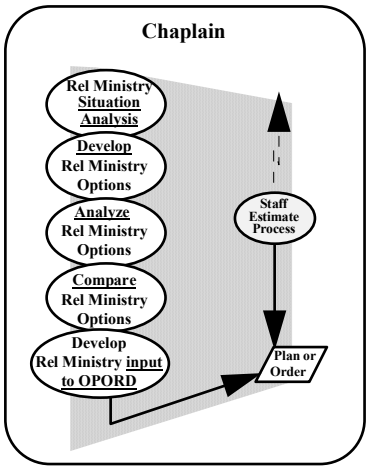
TASK 221: DEVELOP THE RELIGIOUS MINISTRY ESTIMATE

(Relates to UJTL Task OP 4.4)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

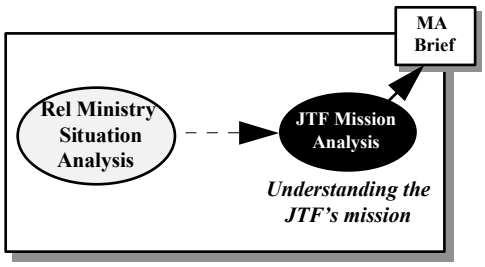
MTG TASK PURPOSE: Identify, coordinate, and integrate religious ministry operations and efforts into the JTF operation. Religious ministry support must be tailored to the mission plan, the operating environment, and the religious ministry assets available.

REFERENCES: JP 1-05



MTG TASK STEPS

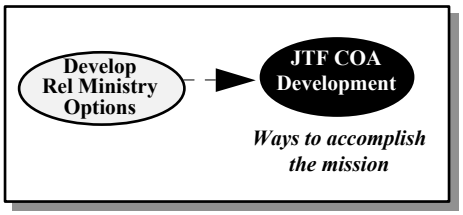
1. **Contribute to the overall JTF mission analysis** (Task 221-01-Chaplain). Participate in the JPG:



   a. Review initial planning documents for religious ministry issues that will impact on mission planning.
   b. Determine the extent of chaplains available from allied, host nation, and other non-subordinate commands.
   c. Develop assumptions to replace missing or unknown facts.
   d. Analyze the Combatant Commander's mission and intent from a religious ministry support perspective.
   e. Determine JTF limitations.
      (1) Things the JTF religious ministry support must do (constraints).
      (2) Things the JTF religious ministry support cannot do (restraints).
      (3) Others (e.g., political, weather, terrain).
   f. Identify operations tasks to be performed by JTF forces.
      (1) Determine specified tasks.
      (2) Determine implied tasks.
      (3) From (1) and (2) above, determine essential operations tasks.
   g. Conduct an initial chaplain force structure analysis.
   h. Conduct an initial religious ministry support risk assessment.
   i. Determine the end state from a religious ministry support perspective.
   j. Assist in developing the JTF mission statement.
   k. Provide religious ministry advice and assistance to the overall JTF staff mission analysis.

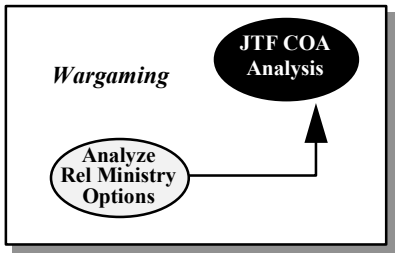
2. **Receive the CJTF planning guidance** (Task 221-02-Chaplain). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to J3 personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop religious ministry options in support of each JTF COA** (Task 221-03-Chaplain). The Chaplain's staff should now develop the general concept of religious ministry support for the JTF's COAs developed by the JPG along with specific operations requirements for each friendly COA.



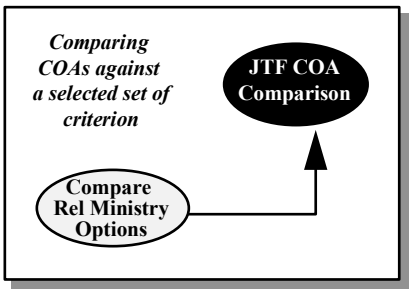
a. Review the mission analysis and CJTF's guidance.
b. Develop COAs for religious ministry support to:
   (1) Combat forces.
   (2) Medical services.
   (3) Mortuary affairs.
   (4) Noncombatant evacuations (NEO) (if appropriate).
   (5) Enemy prisoners of war, civilian internees, and other detained persons.
   (6) Formerly captured, missing, or detained US personnel.
   (7) Civil affairs.
   (8) Inter-Service Chaplain Support (ICS).
   (9) Host nation support.
c. Refine tasking to chaplains.

4. **Analyze religious ministry support options for each JTF COA (wargaming)** (Task 221-04-Chaplain). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The JTF process may use the structure of action/reaction/counteraction sequences for phases, critical events (e.g., D-Day actions), or over a time line. The Chaplains participating in the wargame should develop additional details on:



a. Specific operations tasks for Chaplains.
b. Religious ministry decision points related to major events.
c. Identification of branches (what if) and sequels (what then).
d. Identification and management of risk factors.

5. **Provide religious ministry input into the COA comparison** (Task 221-05-Chaplain).



a. Participate in determining the comparison criteria for the COAs. The best comparison criteria usually come from the Commander's Intent statement; however, the Chaplain may provide criteria also.
b. Participate in the comparison of COAs and provide a recommendation to the CJTF.

6. **Receive the CJTF's decision on COAs** (Task 221-06-Chaplain). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document (or slides) will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide religious ministry support input to the JTF plan/order** (Task 221-07-Chaplain). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should have already been developed through the estimate process (mission analysis through COA selection). Religious ministry input is in many parts of the plan/order. Some areas to consider input are:

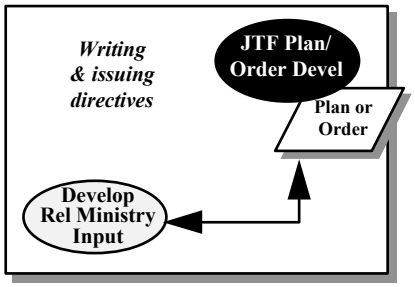
a. Appendix 6 (Chaplain Activities) to Annex E (Personnel) - Main area for religious ministry support information.

b. Tab A (Inter-Service Chaplain Support) for (Appendix 6 (Chaplain Activities) to Annex E (Personnel).

c. Tab B (Host-Nation Religious Support) to Appendix 6 (Chaplain Activities) to Annex E (Personnel).

d. Tab C (Commander-Staff Chaplain Relationships) to Appendix 6 (Chaplain Activities) to Annex E (Personnel).

e. Appendix 3 (Mortuary Affairs) to Annex D (Logistics). Religious ministry support to mortuary affairs.



f. Appendix 10 (NEO) to Annex C (Operations). Religious ministry support for NEO.

g. Appendix 1 (Enemy Prisoners of War, Civilian Internees, and Other Detained Persons) to Annex E (Personnel). Religious ministry support for enemy prisoners of war, civilian internees, and other detained persons.

h. Appendix 2 (Processing of Formerly Captured, Missing, or Detained US Personnel) to Annex E (Personnel). Religious ministry support for formerly captured, missing, or detained US personnel.

i. Annex G (Civil Affairs). Religious ministry support for civil affairs.

Note: For more details on plan/order formats, see CJCSM 3122.03A - "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: PAO/CJTF/J3/J5

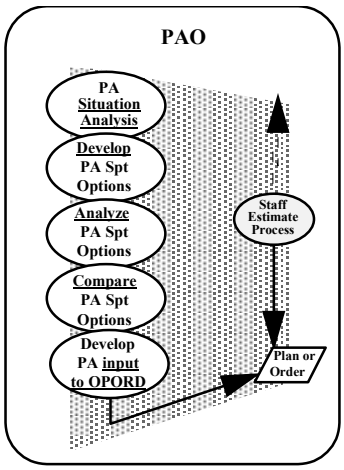
TASK 222: DEVELOP THE PUBLIC AFFAIRS (PA) ESTIMATE

(Relates to UJTL Tasks OP 5.1, 5.8, 6.2)

MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing. Contingency planning is being accomplished in secret, but the news media is still covering evolving events related to the crisis. Some news media representatives are already in the AOR.

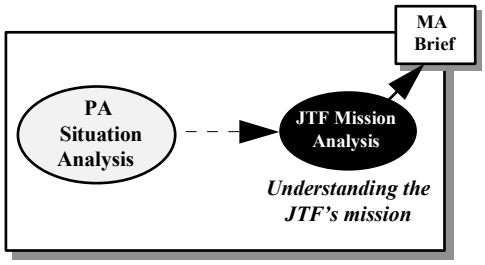
MTG TASK PURPOSE: Identify, coordinate, and integrate public affairs operations and efforts into the JTF operation.

REFERENCES: JP 1-07, CJCS 3122.03A, DOD Dir 5105.35, DOD Dir 5120.20, DOD Dir 2122.5, DOD Dir 5122.8, DOD Dir 5400.XX, DOD Dir 5410.15, DOD Dir 5410.18, DOD Dir 5435.2, DOD Inst 5040.4, DOD Inst 5405.3, DOD Inst 5410.19



MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 222-01-PAO).
   a. Review all appropriate PA Guidance and any appropriate planning documents already approved by higher headquarters, including objectives or limitations that will impact estimate development.
   b. Determine known facts. Consider:
      (1) The current status or conditions of PA forces provided by the Combatant Commander.
      (2) The current media presence in the theater and likely presence of additional media.
      (3) Available media collection and communication technology.
      (4) Host nation communication infrastructure.
      (5) Information channel availability.



   c. Develop assumptions to replace missing or unknown facts.
      (1) Global national and AOR information environments.
      (2) Current national and international public opinion.
      (3) News and information expectations of key audiences.
      (4) Political intent.
   d. Analyze the Combatant Commander's mission and intent from a PA perspective.
   e. Determine PA limitations.
      (1) Things the PA forces must do (constraints).
      (2) Things the PA forces cannot do (restraints).
      (3) Other as appropriate.
   f. Determine enemy and own PA center(s) of gravity (COGs) and tentative decisive points.

(1) The result of global instantaneous television coverage, internet, and commercial satellite imagery on mission accomplishment, both friendly and enemy.
(2) The expected use of news media and internet by the enemy to accomplish their objectives.
(3) Determine PA decisive points (usually tied to operational phases). Consider:
(a) Changes in operational phases.
(b) Changes in political objectives.
(c) Major changes in public opinion.

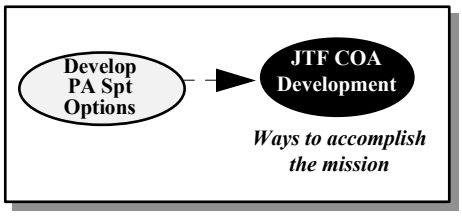
g. Identify tasks to be performed by PA forces.
(1) Determine specified tasks. The commander will usually assign these.
(2) Determine implied tasks. Consider:
(a) DOD National Media Pool deployment.
(b) Joint Information Bureau (JIB) establishment.
(c) Proposed Public Affairs Guidance (PPAG) development.
(d) Development of media and internal information programs.
(e) Logistic support to news media operations.
(f) Development of ground rules for media.
(g) Establishment of appropriate liaisons.
(h) Development of themes and messages.
(3) From (1) and (2) above, determine essential tasks.

h. Conduct an initial PA force structure analysis. Consider tasking for:
(1) Available Press Camp Headquarters.
(2) Available Public Affairs Detachments.
(3) Individual augmentees.
(4) Service contingency teams.
(5) Combat Camera teams.
(6) Hometown News Team.

i. Conduct an initial risk assessment.
j. Determine end state from a PA perspective.
k. Assist in developing the JTF mission statement.
l. Assist in developing the mission analysis briefing for the CJTF.

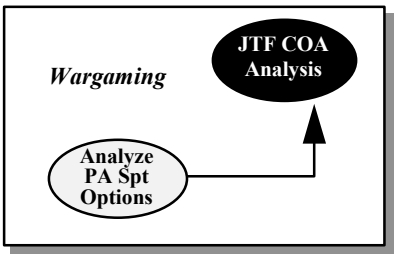
2. **Receive the CJTF planning guidance** (Task 222-02-PAO/CJTF/COS). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to PA personnel and the components. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Provide PA input into COA development** (Task 222-03-PAO/COS/J3). Identify issues arising during COA development affecting PA supportability and likely media coverage to result from potential JTF actions. Consider:
a. Unnecessary restrictions to media access.
b. Impossible logistic support requirements.
c. The possibility of unacceptably negative reporting.



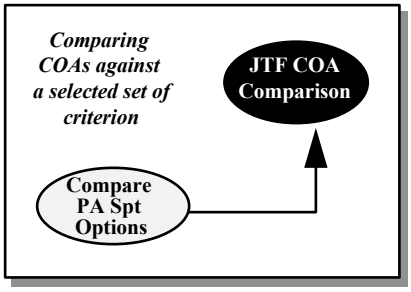
d. Possible erosion of public support.
e. Internet and global instantaneous coverage

4. **Participate in COA analysis (wargaming)** (Task 222-05-PAO/COS/J5/J3). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/counteraction sequences for critical events (e.g., D-Day actions). The staff considers details relating to these key elements:

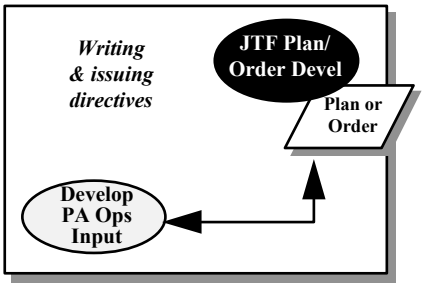


a. Specific tasks for components, recommendations to higher headquarters.
b. Command relationships.
c. Decision points and actions related to major events.
d. Logistical support needed.
e. Identification of branches (what if) and sequels (what then).

5. **Provide PA input into COA comparison** (Task 222-04-PAO/COS/J3). Compare each COA from the standpoint of PA supportability and probable consequences to national and international public opinion. Consider using matrix with weighted evaluations such as "access, public opinion, support Information Operations (IO) goals."



6. **Provide input/develop PA perspective in the JTF plan/order** (Task 222-06-PAO). After the COA is selected, the plan/order is physically developed. Most of the information needed for this task should already have been developed through the estimate process (mission analysis through COA selection). PA input should include Annex F with appendices as well as a strategic communications plan that can be attached as an appendix to the IO annex. PA must synchronize its actions and requirements with all other parts of the OPLAN/OPORD.

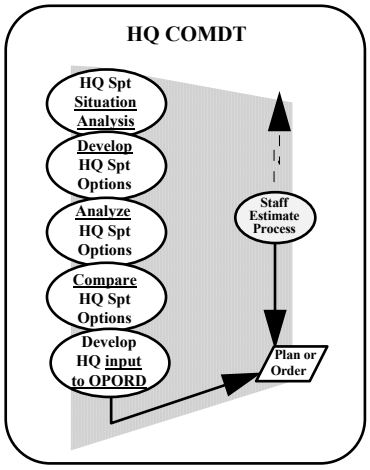


Note: For more details on plan/order formats, see CJCSM 3122.03A - "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

ELEMENT: HEADQUARTERS COMMANDANT

TASK 223: DEVELOP THE HEADQUARTERS SUPPORT ESTIMATE

(Relates to UJTL Task OP 5.5)



MTG TASK SITUATION: CJTF has received a planning directive (e.g., Combatant Commander's warning order, planning order). A Joint Planning Group has been assembled, and the planning of an operation is ongoing.

MTG TASK PURPOSE: Identify, coordinate, and integrate headquarters support operations and efforts into the JTF operation.

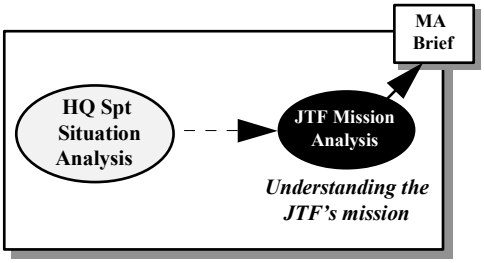
REFERENCES: JP 5-00.2, JP 5-03.1, CJCSM 3122.01

MTG TASK STEPS

1. **Contribute to the JTF's overall mission analysis** (Task 233-01-HQ COMDT).

a. Determine known facts, current status, or conditions of JTF HQ resources provided by the Combatant Commander. Review the situation as known at present. Consider:

(1) Terrain characteristics.
(2) Local enemy activity.
(3) Command post security.
(4) Location of HQ site.
(5) Date and time the HQ is to open.
(6) Requirements for additional site support.
(7) Air/surface transportation requirements.
(8) Logistics requirements of the JTF HQ.
(9) Communications required for the JTF HQ.
(10) Weather.



b. Develop assumptions to replace missing or unknown facts. Do not repeat assumptions from the basic guidance (see Task 201). Focus on additional assumptions regarding the transportation situation. They must be valid (logical and realistic) and necessary (essential for planning to continue). Assumptions from the Combatant Commander are listed as facts by the JTF, not assumptions (per CJCSM 3122.01).

c. Analyze the Combatant Commander's mission and intent from a headquarters support requirements perspective.

d. Determine headquarters support limitations.

(1) Headquarters support actions that must be done (constraints).
(2) Headquarters support actions that must not be done (restraints).
(3) Others as appropriate.

e. Identify headquarters support tasks to be performed.

(1) Determine specified headquarters support tasks.
(2) Determine implied headquarters support tasks.

(3) From (1) and (2) above, determine essential headquarters support tasks.

f. Conduct an initial headquarters support requirements analysis.

g. Conduct an initial headquarters support risk assessment to include friendly casualty estimates (in coordination with the Surgeon).

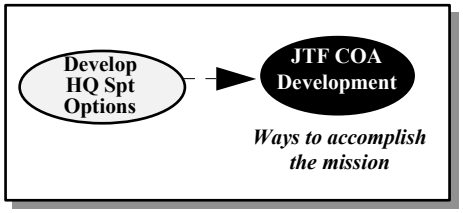
2. **Receive the CJTF planning guidance** (Task 223-02-HQ COMDT). CJTF should provide guidance at this point (see Task 202). Planning guidance should be disseminated to Headquarters Commandant personnel. If needed, ask the CJTF for any guidance necessary for continued planning.

3. **Develop headquarters support options for each JTF COA** (Task 223-03-HQ COMDT). The staff should now develop multiple friendly COAs. The Headquarters Commandant should:

a. Develop headquarters support options for the initial COAs.

(1) Review the mission analysis and CJTF's guidance.

(2) Review options for headquarters support.



(a) Review billeting arrangements for JTF personnel. The use of fixed structures in the JOA or tentage/cots requisitioned through Service components.

(b) Plan food service for JTF assigned and attached personnel.

(c) Plan and provide engineer and maintenance for JTF facilities and vehicles. Consider:

1 Carpentry, electrical, and pioneer support.

2 Camouflage for tents, vehicles, generators, etc.

3 Concertina wire barrier around the Joint Operations Center (JOC) complex.

4 Organizational maintenance of weapons.

(d) Plan for personnel and vehicles to lift at least one-half of JTF personnel, equipment, and supplies at any given time, and include infrastructure to support:

1 Parking areas.

2 Airstrips.

3 Helipads.

(e) Prepare consolidated requisitions from JTF HQ elements and distribute supplies upon receipt.

(f) Plan local security for the JTF HQ. Consider:

1 Internal security of the JOC and other facilities.

2 JTF HQ perimeter defense.

3 Armed escorts for the JTF command group.

4 Pass and identification support.

(g) Plan and provide postal services to the JTF HQ.

(h) Plan and provide finance support for the JTF HQ.

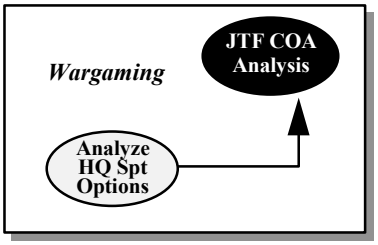
(i) Coordinate with J6 for communications equipment and operators to support JTF HQ communications requirements to higher, lower, and adjacent headquarters.

(j) Plan and provide first aid and routine medical care for the JTF HQ.

b. Test each COA input for validity from a headquarters support perspective (see Task 204).

c. Provide input to the JTF COA statement and sketches.

4. **Analyze headquarters support options for each JTF COA (wargaming)** (Task 223-04-HQ COMDT). Be prepared to contribute to the process of wargaming by mentally "fighting the battle" in time and space. The process may use the structure of action/reaction/ counteraction sequences for phases, critical events (e.g., D-Day actions), or a time line.



5. **Compare headquarters support options for each JTF COA** (Tasks 223-05-HQ COMDT).

a. Participate in determining the criteria to be used for comparing COAs. Criteria for comparing operational COAs from a headquarters support perspective could come from:

(1) The Commander's Intent. This is the best source.

(2) Factors of METT-T (+) (see JP 3-0).

(a) Mission.

(b) Enemy.

(c) Terrain (geography and weather).

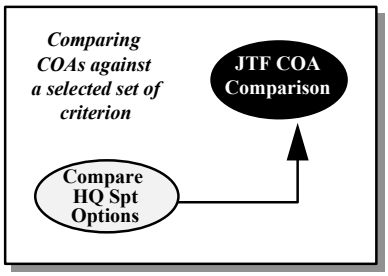
(d) Troops available.

(e) Time.

(f) Political considerations.

(3) The concept of headquarters support.

(4) Risk assessments.



b. Compare the COAs for headquarters support.

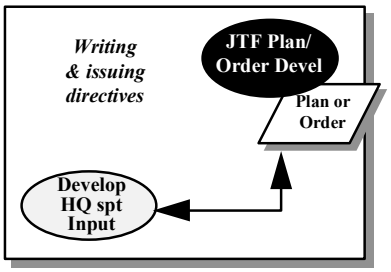
(1) Compare relative success in accomplishing headquarters objectives.

(2) Note any critical areas of support that may affect mission accomplishment if not executed successfully.

c. Recommend COAs for headquarters support of JTF operations.

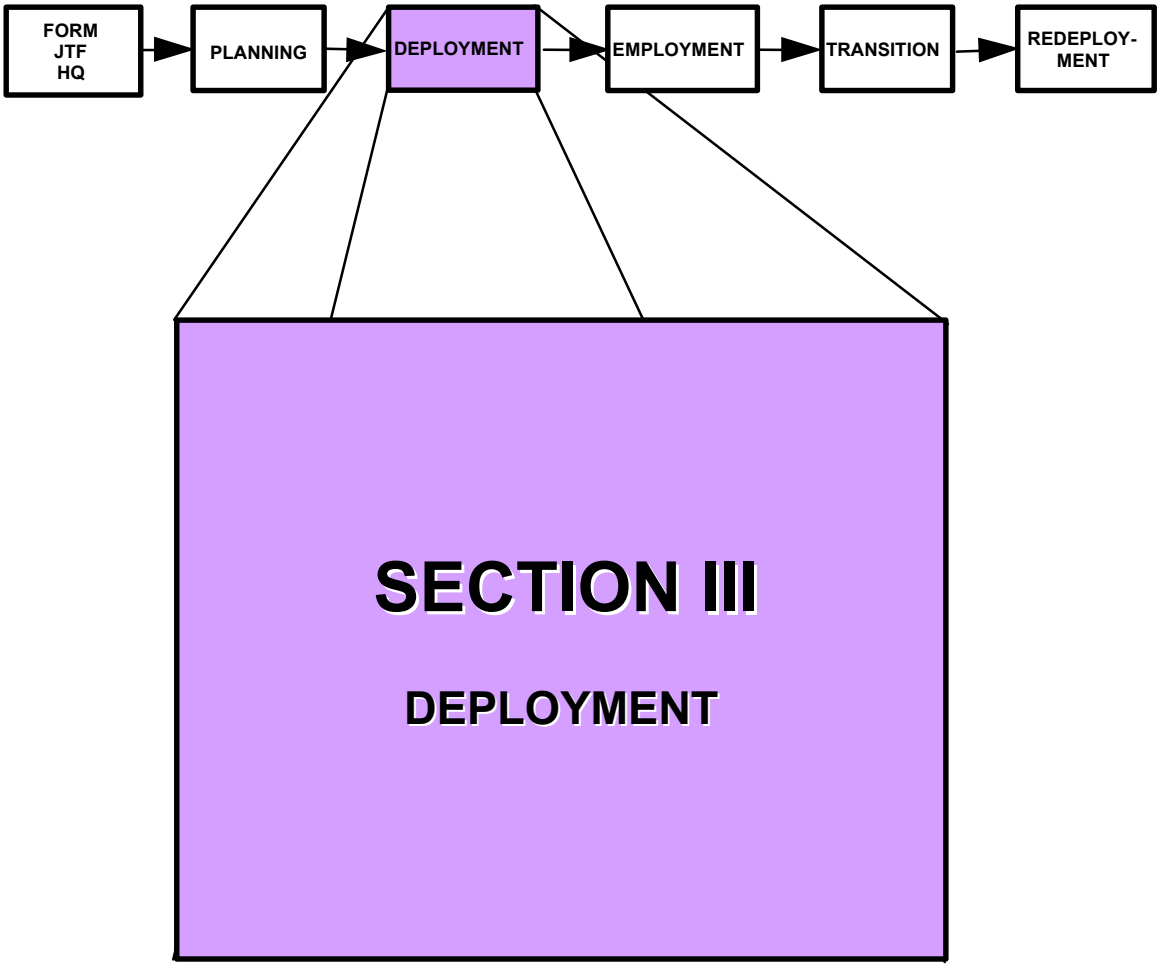
6. **Receive the CJTF's decision on COAs** (Task 223-06-HQ COMDT). The CJTF may select or modify the recommended COA. Based on that decision, the JTF Commander's Estimate document will normally be sent/briefed to the supported Combatant Commander for approval.

7. **Provide input to the JTF plan/order** (Task 223-07-HQ COMDT). After the COA is selected, the OPLAN/OPORD is developed. Most of the information needed for this task should have already been developed through the staff estimate process. There is no specific place in the JOPES format for headquarters support; however, it may be added as an Appendix to Annex E (Personnel).



Note: For more details on plan/order formats, see CJCSM 3122.03A - "Joint Operation Planning and Execution System (JOPES - Vol II)." Also, other Appendices/Tabs may be developed as deemed appropriate to accomplish the mission.

CHAPTER 3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SECTION III
DEPLOYMENT

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ELEMENT: J5

TASK 301: PREPARE FOR DEPLOYMENT

(Relates to UJTL Tasks OP 1.1, 4.4, 4.6, 5.5)

MTG TASK SITUATION: The JTF is formed, planning for initial operations is complete and a deployment order has either been issued or is expected. Actions required during execution planning (Crisis Action Planning Phase V) are near completion, deployment planning continues, and the JTF commences the physical preparations for deployment.

MTG TASK PURPOSE: The JTF HQ continues deployment preparations, including: the establishment of a Time-Phased Force and Deployment Data (TPFDD); designation and confirmation of deployment priorities; and guidance for the preparation and support of Ports of Embarkation (POE), Intermediate Staging Bases (ISB), and Ports of Debarkation (POD). The JTF HQ maintains continuing awareness of the enemy situation and provides Command and Control (C2) for deployment and initial employment operations.

REFERENCES: JP 3-0, JP 3-02.2, JP 3-05.1, JP 3-05.2, JP 3-07 Series, JP 3-56, JP 4-0, JP 4-01 Series, JP 4-05,
JP 5-0, JP 5-00.2, CJCSM 3122 Series

MTG TASK STEPS

1. **Prepare the TPFDL** (Task 301-01-J3/J5/Staff).
   a. Enter the Global Command and Control System (GCCS) to access the Time-Phased Force Deployment Data (TPFDD) file established by the supported Combatant Commander.
   b. Review the TPFDD from existing operation plan(s), if available.
   c. Receive component and staff input for construction or tailoring of the TPFDD.
   d. Coordinate, through the supported Combatant Commander, for a transportation feasibility analysis by USTRANSCOM.
   e. Adjust/tailor the TPFDD via the supported Combatant Commander based on the results of the transportation feasibility analysis or other criteria.

2. **Exercise operational command and control** (Task 301-02-J3/J5/Staff).
   a. Issue guidance on deployment. May include:
      (1) Priorities, in accordance with the concept of operations.
      (2) Necessary balance of logistics requirements and direct combat forces.
   b. Prepare execute orders for operations, based on concept of operations.
   c. Issue orders.
   d. Maintain operational information and force status.
   e. Monitor the strategic situation.

3. **Coordinate JTF HQ advanced echelon requirements** (Task 301-03-COS/HQ COMDT).
   a. Identify/approve advanced echelon (ADVON) requirements.
   b. Direct the coordination for transportation/movement.
   c. Direct TPFDD input for ADVON requirements.

4. **Conduct personnel preparation for deployment** (Task 301-04-J1).
   a. Coordinate the command safety program.
   b. Support JTF HQ ADVON requirements.

5. **Conduct intelligence preparation for deployment** (Task 301-05-J2).
   a. Integrate current intelligence.
   b. Monitor Indications and Warning (I&W).
   c. Monitor strategic intelligence.
   d. Analyze operational information.
   e. Maintain the Enemy Courses of Action (COAs) Estimate.
   f. Maintain target information.
   g. Process operational information.
   h. Produce current intelligence.
   i. Disseminate current intelligence to preparing forces.
   j. Support JTF HQ ADVON requirements.

6. **Conduct operations preparation for deployment** (Task 301-06-J3).
   a. Review/update employment plans/orders.
   b. Exercise operational C2.
   c. Support JTF HQ ADVON requirements.
   d. Establish the JMFU METOC operation.

7. **Conduct logistics preparation for deployment** (Task 301-07-J4).
   a. Monitor/control port of embarkation (POE), intermediate staging base (ISB), and port of debarkation (POD) operations.
   b. Coordinate engineer support to deploying forces.
   c. Coordinate civil engineering support at POEs, ISBs and PODs.
   d. Coordinate real estate requirements.
   e. Coordinate environmental protection programs.
   f. Monitor component movement to the POEs.
   g. Support JTF HQ ADVON requirements.

8. **Coordinate JTF HQ planning for deployment** (Task 301-08-J5).
   a. Supervise actions of the Joint Operation Planning and Execution System (JOPES) Support Element (JSE).
   b. Monitor force deployment status (inter/intra-theater).
   c. Adjust the TPFDD, in accordance with CJTF direction.
   d. Review/update employment plans/orders.
   e. Project future campaigns or operations.
   f. Support JTF HQ ADVON requirements.

9. **Conduct command, control, communications, and computers (C4) preparation for deployment** (Task 301-09-J6).
   a. Coordinate deployment communications.
   b. Support JTF HQ ADVON requirements.

10. **Provide essential services** (Task 301-10-HQ COMDT).
    a. Maintain essential services support for operational predeployment headquarters.
    b. Support JTF HQ ADVON requirements.

11. **Conduct public affairs preparation for deployment** (Task 301-11-PAO).
    a. Provide/coordinate media support.
    b. Support JTF HQ ADVON requirements.
    c. Provide/coordinate command information support.

12. **Conduct legal affairs preparation for deployment** (Task 301-12-SJA).
    a. Monitor deployment activities for legal implications.
    b. Support JTF HQ ADVON requirements.

13. **Conduct health services support preparation for deployment** (Task 301-13-SURG).
    a. Coordinate Health Services Support (HSS) at POEs, ISBs, and PODs.
    b. Support JTF HQ ADVON requirements.
    c. Conduct medical intelligence preparation for deployment.

14. **Conduct military police support in preparation for deployment** (Task 301-14-PM).
    a. Coordinate military police support to deploying forces.
    b. Coordinate law enforcement operations at POEs, ISBs, and PODs.
    c. Coordinate physical security at POEs, ISBs, and PODs.
    d. Coordinate antiterrorism operations
    e. Support JTF HQ ADVON requirements.

15. **Conduct financial resource preparation for deployment** (Task 301-15-COMPT).
    a. Monitor/coordinate financial resource management.
    b. Develop/maintain operational costs.
    c. Adjust operational cost estimates.
    d. Support JTF HQ ADVON requirements.

16. **Conduct religious ministry preparation for deployment** (Task 301-16-CHAP).
    a. Coordinate religious services and activities to the deploying forces.
    b. Support JTF HQ ADVON requirements.

17. **Conduct civil affairs preparation for deployment** (Task 301-17-J3).
    a. Coordinate civil-military operations at foreign nation POEs, ISBs, and PODs.
    b. In conjunction with the JTF engineer, coordinate acquisition/use of host-nation (HN)/foreign government real estate.
    c. Coordinate deployment activities with Department of State (DOS)/US Embassy in the host nation.

ELEMENT: J3/STAFF

TASK 302: CONTROL DEPLOYMENT

(Relates to UJTL Tasks OP 1.1, 5.5)

MTG TASK SITUATION: The JTF is formed, planning for initial operations is complete, and a deployment order has been issued. Deployment preparations by the JTF HQ are complete or have progressed to the point that deployment can begin (Crisis Action Planning Phase VI). C-Day (deployment-day) and L-Hour (deployment-hour on C-Day) have been established. The JTF must begin deployment and continue deployment of resources in support of forces.

MTG TASK PURPOSE: The JTF HQ provides the CJTF deployment priorities and desired sequencing of units to the supported Combatant Commander, USTRANSCOM, and supporting Combatant Commanders, to ensure that transportation and movement of forces are synchronized. Deployment of forces and resources are sequenced to support requirements for initial employment operations in the JOA. Concurrently, deployment operations support requirements for terminal transfer operations at Intermediate Staging Bases (ISB) and Ports of Debarkation (POD) for support of arriving forces. The JTF HQ adjusts the flow of forces as the situation changes.

REFERENCES: JP 1-07, JP 3-0, JP 2-0, JP 2-01, JP 2-02, JP 3-05, JP 3-05.1, JP 3-05,2, JP 3-07 Series, JP 3-56, JP 4-0, JP 4-01 Series, JP 5-0, JP 5-00.2, CJCSM 3122 Series, JP 6-0

MTG TASK STEPS

1. **Monitor/adjust deployment of joint forces** (Task 302-01-J3/Staff).
(In accordance with the Time-Phased Force and Deployment List (TPFDL)).
   a. Maintain access to the Global Command and Control System (GCCS).
   b. Receive component and staff changes for continuous refinement or tailoring of the Time-Phased Force and Deployment Data (TPFDD), as required.
   c. Continuously coordinate, through the supported Combatant Commander, for transportation arrangements with US Transportation Command (USTRANSCOM).
   d. Adjust/tailor TPFDD via the supported Combatant Commander based on variances in transportation, operations requirements, or other criteria.
   e. Supervise actions of the Joint Operation Planning and Execution System (JOPES) Support Element (JSE).
   f. Review/update employment plans/orders.
   g. Continue to support JTF HQ Advanced Echelon (ADVON) deployment requirements.

2. **Exercise operational command and control of deployed forces** (Task 302-02-J3/Staff).
   a. Issue continuing guidance on deployment, as required. May include:
      (1) Priorities, in accordance with the concept of operations.
      (2) Necessary balance of logistics requirements and direct combat forces.
   b. Provide for echelonment of C2 such that early arriving elements/forces have the capability to conduct operations and make necessary adjustments.
   c. Prepare changes to deployment orders, as required.

d. Issue orders.
e. Maintain operational information and force status.
f. Monitor the strategic situation.
g. Provide operational command presence.
h. Represent the CJTF.

3. **Deploy the JTF HQ advanced echelon** (Task 302-03-COS/HQ COMDT).
a. Maintain liaison with host nation (HN), US military advisory group, US Embassy, and other previously deployed elements.
b. Establish communication with the ADVON, upon arrival at deployed headquarters location.
c. Transfer control of arrival/initial operations to the ADVON, as required and when possible.

4. **Monitor personnel programs during deployment** (Task 302-04-J1).
a. Monitor the command safety program.
b. Conduct antiterrorism force protection (ATFP) level 1 area-specific training.
c. Continue to support JTF HQ ADVON requirements.

5. **Provide intelligence support during deployment** (Task 302-05-J2).
a. Integrate current intelligence.
b. Monitor Indications and Warning (I&W).
c. Monitor strategic intelligence.
d. Analyze operational information.
e. Maintain the Enemy Courses of Action (COAs) Estimate.
f. Maintain target information.
g. Process operational information.
h. Produce current intelligence.
i. Disseminate current intelligence to deploying forces.
j. Continue to support JTF HQ ADVON requirements.

6. **Conduct operations related to deployment** (Task 302-06-J3).
a. Coordinate force protection operations.
b. Monitor the force deployment status -- inter/intra-theater.
c. Monitor the current transportation situation.
d. Review/update employment plans/orders.
e. Exercise operational C2.
f. Continue to support JTF HQ ADVON requirements.
g. Monitor the meteorological and oceanographic (METOC) situation.

7. **Conduct logistics operations related to deployment** (Task 302-07-J4).
a. Monitor component movement to ports of embarkation (POEs).
b. Monitor/control POEs.
c. Monitor/coordinate the establishment and operation of intermediate staging bases (ISBs).

d. Monitor/coordinate the unopposed establishment and operation of ports of debarkation (PODs).
e. Monitor/coordinate the issue of pre-positioned equipment.
f. Monitor/coordinate the unopposed movement of forces from PODs to operating bases/areas.
g. Monitor/control engineer support to deploying forces.
   (1) Monitor/control civil engineering support at POEs, ISBs, and PODs.
   (2) Monitor/control real estate requirements.
   (3) Monitor/control environmental protection programs.
h. Continue to support JTF HQ ADVON requirements.

8. **Conduct command, control, communications, and computers (C4) operations related to deployment** (Task 302-08-J6).
   a. Monitor/coordinate deployment communications.
   b. Continue to support JTF HQ ADVON requirements.

9. **Deploy the JTF HQ** (Task 302-09-HQ COMDT).
   a. Maintain essential services support for operational predeployment headquarters.
   b. Coordinate the deployment of JTF HQ equipment, personnel.
   c. Deploy the ADVON.
   d. Prepare the deployed JTF HQ location.
   e. Deploy essential services for forward deployed, ground-based headquarters.

10. **Conduct public affairs operations related to deployment** (Task 302-10-PAO).
   a. Provide/coordinate media support.
   b. Continue to support JTF HQ ADVON requirements.
   c. Provide/coordinate command information support.

11. **Conduct legal affairs activities related to deployment** (Task 302-11-SJA).
   a. Monitor deployment activities for legal implications.
   b. Continue to support JTF HQ ADVON requirements.

12. **Conduct health services support activities in support of deployment** (Task 302-12-SURG).
   a. Coordinate health services support at POEs, ISBs, and PODs.
   b. Support JTF HQ ADVON requirements.

13. **Conduct military police operations in support of deployment** (Task 302-13-PM).
   a. Coordinate military police support to deploying forces.
   b. Monitor/control law enforcement operations at POEs, ISBs, and PODs.
   c. Monitor/control physical security at POEs, ISBs, and PODs.
   d. Monitor/control antiterrorism operations.
   e. Continue to support JTF HQ ADVON requirements.

14. **Conduct financial resource activities related to deployment** (Task 302-14-COMPT).
   a. Monitor/coordinate financial resource management.
   b. Maintain operational costs.
   c. Adjust operational cost estimates.
   d. Continue to support JTF HQ ADVON requirements.

15. **Conduct religious ministry activities related to deployment** (Task 302-15-CHAP).
   a. Coordinate religious services and activities for deploying forces.
   b. Continue to support JTF HQ ADVON requirements.

16. **Conduct civil affairs activities related to deployment** (Task 302-16-J3).
   a. Coordinate civil-military operations at foreign nation POEs, ISBs, and PODs.
   b. In conjunction with the JTF engineer, coordinate acquisition/use of host-nation (HN)/foreign government real estate.
   c. Coordinate deployment activities with Department of State (DOS)/US Embassy in the host nation.

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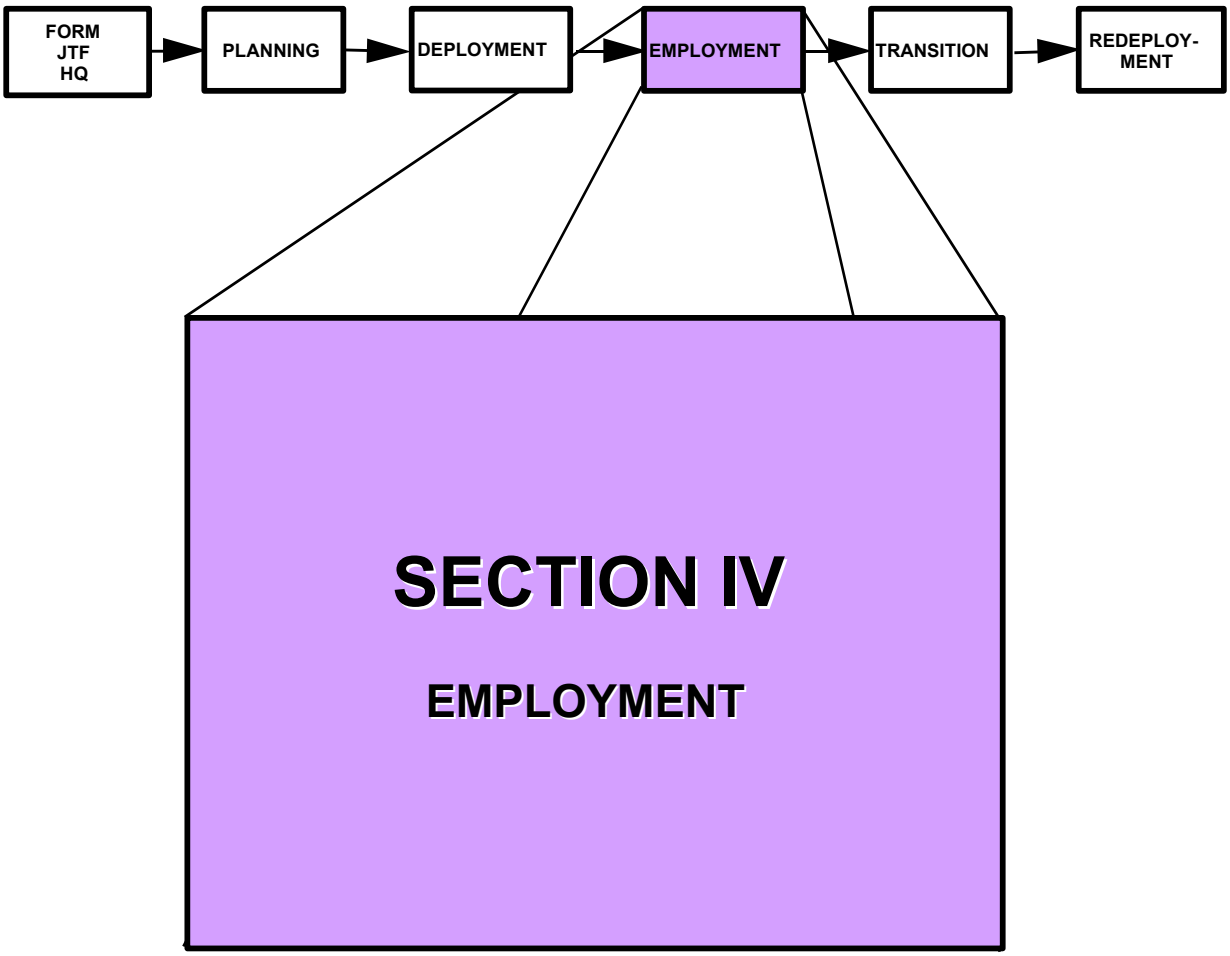
CHAPTER 3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SECTION IV
EMPLOYMENT

Staff Functions During Employment

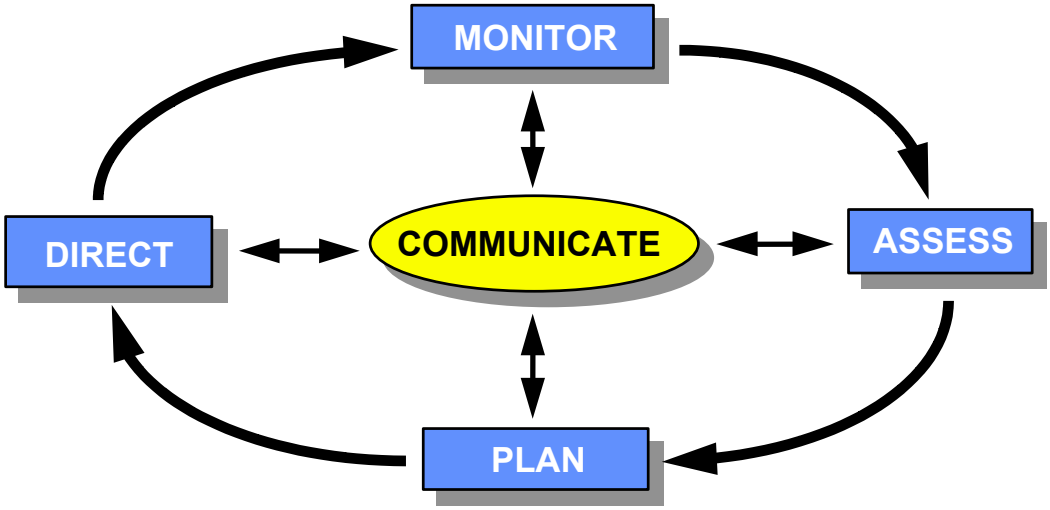

Figure 401-1
Staff Functioning
(During Execution)

This section describes staff functions during employment of the joint force. The staff's primary function is to ensure the joint force executes operations in accordance with the CJTF's intent, as elaborated on in his specific guidance and priorities. The process depicted in Figure 5-IV-2 is sequential only in the broadest sense. All steps are interrelated and overlapping, with constant communication as the essential connective element. Even as the staff is monitoring and directing current operations, it is anticipating and planning future operations. And, since the outcome of current operations affects future operations, the line between planning and directing becomes blurred as future becomes current.

ELEMENT: CJTF/STAFF

TASK 401A: MONITOR OPERATIONS (MAINTAIN STATUS)

(Relates to UJTL Tasks OP 2.2, 3.2, 5.1, 5.5)

MTG TASK SITUATION: The President and SECDEF and the supported COMBATANT COMMANDER have issued execution orders for JTF operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors and assesses operations and determines the need for change to meet operations or campaign objectives, in accordance with the CJTF's intent. The CJTF and his staff understand the status of current operations, the progress in achieving conditions for termination, and requirements for adjustments or changes to continue that progress.

REFERENCES: JP 2-0, JP 3-0, JP 3-0 series

MTG TASK STEPS

1. **Collect information from all sources** (Task 401A-01-CJTF/Staff).

Keyed to:

a. Predetermined information plan -- requirements, all sources, and timing.
b. CJTF's information requirements.
c. News media coverage (e.g., CNN).

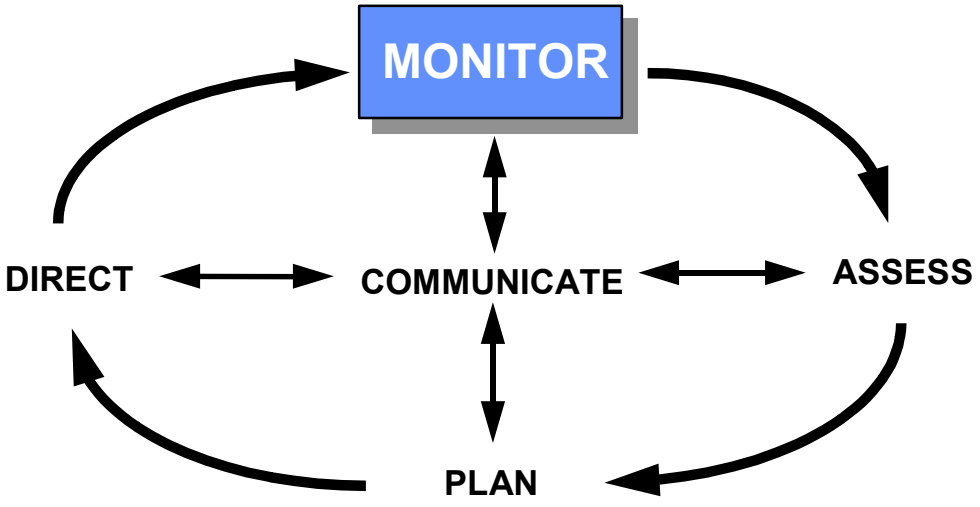

Figure 401A-1
Staff Monitoring
(During Execution)

THIS PROCESS IS SEQUENTIAL ONLY IN THE BROADEST SENSE. THE STEPS ARE INTERRELATED AND OVERLAPPING. THE ESSENTIAL CONNECTIVE ELEMENT IS COMMUNICATION, COMMUNICATION, AND MORE COMMUNICATION.

2. **Maintain awareness of operations under other staff proponency** (Task 401A-02-Staff).
   a. Require vertical and horizontal communication.
   b. Coordinate with command and staff counterparts at superior and subordinate HQ.
   c. Coordinate with command and staff counterparts within own HQ and between adjacent HQ.
   d. Liaison officers receive and convey information.

3. **Monitor the deployment status of joint forces** (Task 401A-03-Staff).
   a. Balance requirements for initial combat and noncombat operations joint forces reception and buildup, and timing of required follow-on operations.
   b. Recommend changes to Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander when changes become necessary.

4. **Monitor operations directed at centers of gravity** (Task 401A-04-CJTF/Staff).
   a. Operations directed at decisive points leading to enemy centers of gravity.
      (1) Critical Command and Control (C2) nodes and infrastructure.
      (2) Critical logistic facilities and infrastructure.
      (3) Main enemy forces.
      (4) Enemy will.
   b. Exploitation of enemy vulnerabilities. Consider:
      (1) Simultaneous attack throughout depth of battlespace.
      (2) Attack from unexpected direction -- asymmetric operations using Special Operations Forces (SOF).
      (3) Isolation of main enemy forces.
   c. Operations directed at key focus of humanitarian or civil assistance operations.

5. **Monitor the progress of operational movement and maneuver** (Task 401A-05-CJTF/Staff).
   a. Adequacy of transportation means.
   b. Coordination/deconfliction of routes.
   c. Positioning of major forces relative to enemy centers of gravity.
   d. Concentration of forces at decisive points to achieve surprise, psychological shock, physical momentum.
   e. Neutralization, clearing, breakthrough of operationally significant obstacles.
   f. Preparation of routes, operating bases.
   g. Effects of terrain on land operations.
   h. Effects of hydrography for operations from/in the sea.
   i. Effects of Meteorological and Oceanographic (METOC) conditions on operations.

6. **Monitor the progress or continuing requirements for operational intelligence** (Task 401A-06-J2/J3/J5). Focus on:
   a. Commander's Critical Information Requirements (CCIR).
   b. Essential Elements of Information (EEI).
   c. Essential Elements of Friendly Information (EEFI).
   d. Indications and Warning (I&W).
   e. Combat Assessment.
   f. Projections of enemy activity.
   g. Effectiveness of C2W.
   h. Effectiveness of counterintelligence efforts.
   i. Potential for enemy culmination.
   j. Staff and unit requests for information and intelligence.

7. **Monitor the employment and effectiveness of operational firepower** (Task 401A-07-J3).
   a. Synchronization of operational firepower and maneuver.
   b. Effectiveness and flexibility of fire support control measures.
   c. Effectiveness of firepower in support of control of operationally significant areas.
   d. Effectiveness and responsiveness of the targeting effort.
   e. Effectiveness of nonlethal attack of operational targets.
   f. Effectiveness of suppression of enemy air defenses.
   g. Effectiveness of interdiction operations.
   h. Effectiveness of strategic attack operations.

8. **Monitor the provision and effectiveness of operational support** (Task 401A-08-J3/J4).
   a. Monitor progress of forces in achieving operational/strategic objectives.
   b. Monitor role of operational support in promoting that progress.
      (1) Coordination of supply of arms, ammunition, and equipment.
      (2) Movement/distribution of same.
      (3) Fuel.
      (4) Maintenance.
      (5) Manning, reception of forces, and evacuation policies/procedures.
      (6) Personnel services.
      (7) Field Services and morale support.
      (8) Health Services.
      (9) Training of joint forces.
      (10) Availability and maintenance of sustainment bases.
      (11) Provision of civil-military engineering.
      (12) Law enforcement and prisoner control.
      (13) CMO, security assistance, and political-military support.
      (14) Support to DOD and other government agencies.
      (15) Support to nongovernment organizations (NGOs).
      (16) Planning for and progress in transition to civil administration.

9. **Monitor the effectiveness of operational command and control** (Task 401A-09-CJTF/J3). Establishment of the joint force.
   a. Cohesion of the JTF HQ.
   b. Vertical and horizontal coordination.
   c. Establishment/functioning of C4I systems.
      (1) Intelligence.
      (2) Operational firepower.
      (3) Airspace control.
      (4) Air defense communications systems.
      (5) Operational firepower.
      (6) Communications and communications security.
      (7) Planning and execution.

10. **Monitor the effectiveness of operational protection** (Task 401A-10-J3).
   a. Responsiveness and coverage of air and missile defense systems.
   b. Protection of forces.
      (1) Defenses.
      (2) Removal of hazards.
      (3) Electromagnetic spectrum.
      (4) Protection, evacuation of noncombatants.
      (5) Effectiveness of disaster control measures and operations.
      (6) NBC protection.
      (7) Personnel Recovery (PR).
   c. Operations security (OPSEC).
   d. Deception operations.
   e. Security operations.

ELEMENT: CJTF/STAFF

TASK 401B: ASSESS OPERATIONS

(Relates to UJTL Tasks OP 3.1, 5.1, 5.2, 5.3, 5.5, 5.7)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ assesses operations and determines the need for changes to meet operations or campaign objectives, in accordance with the CJTF's intent. The CJTF and his staff understand the status of current operations, the progress in achieving conditions for termination, and requirements for adjustments or changes to continue that progress.

REFERENCES: JP 2-0, JP 3-0, JP 3-0 series

MTG TASK STEPS

1. **Assess the progress of operational movement and maneuver toward achievement of operational objectives** (Task 401B-01-J3).
   a. Operational movement. Progress of strategic and intra-theater deployment.

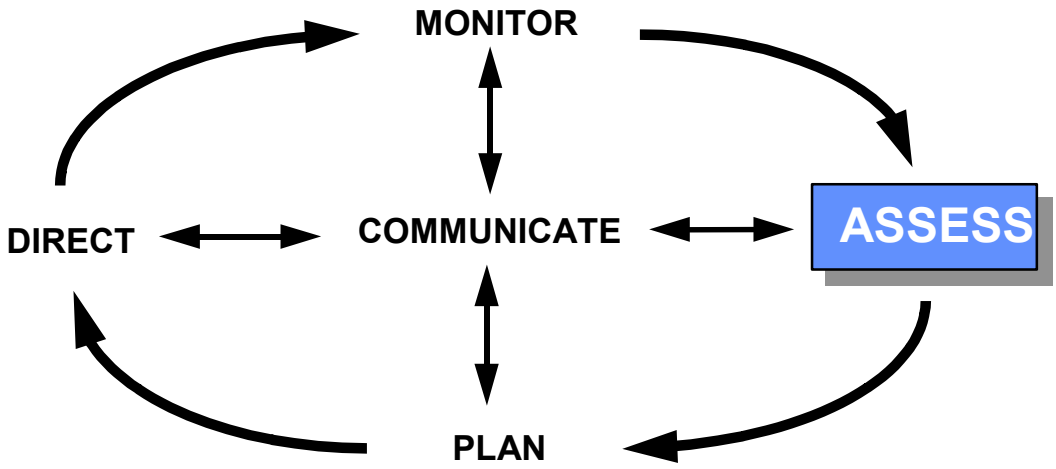

Figure 401B-1
Staff Assessment
(During Execution)

THIS PROCESS IS SEQUENTIAL ONLY IN THE BROADEST SENSE. THE STEPS ARE INTERRELATED AND OVERLAPPING. THE ESSENTIAL CONNECTIVE ELEMENT IS COMMUNICATION, COMMUNICATION, AND MORE COMMUNICATION.

b. Operational maneuver.
(1) Transition to and from tactical battle positions.
(2) Position, status, movement, results of operational formations.
(3) Concentration of forces or force capabilities at decisive points.
(4) Conduct of operations in depth.
(5) Conduct/success of show of force operations.
(6) Conduct/success of demonstration operations.
(7) Conduct/success of forcible entry and lodgment operations.

c. Operational mobility.
(1) Progress in and additional requirements to overcome operationally significant barriers, obstacles, and mines.
(2) Success in and continued requirements for enhancing the movement of operational forces.

d. Operational countermobility.
(1) Employment of operational system of obstacles.
(2) Execution of quarantine/embargo.
(3) Execution of blockades.

e. Control or domination of operationally significant areas.
(1) Operationally significant land areas.
(2) Maritime superiority.
(3) Air superiority.
(4) Isolation of theater of operations/JOA.
(5) Assistance to host nation in population and resource control.

2. **Assess the effectiveness of and/or continuing requirements for intelligence in support of operations** (Task 401B-02-J2/Staff) (see Task 403).

Consider:

a. Enemy capabilities/intent to defend or attack against friendly forces.
b. Support for targeting efforts -- strategic and operational.
c. Effectiveness of and/or additional requirements for reconnaissance operations, to include special reconnaissance.
d. Support for military deception planning and operations.
e. Support for Command and Control Warfare (C2W).
f. Analysis of area of ops/Intelligence Preparation of the Battlespace (IPB) products.
g. General military intelligence related to JTF operations or component missions -- e.g., timely, detailed, tailored/target-specific, fused, all-source intelligence.
h. Medical intelligence.
i. Intelligence dissemination means, to include:
(1) Special Operations Command Research, Analysis, and Threat Evaluation System (SOCRATES).
(2) Psychological Operations Automation System (POAS).
(3) Global Command and Control System (GCCS).
(4) Joint Worldwide Intelligence Communications System (JWICS).
(5) Joint Deployable Intelligence Support System (JDISS).
j. Monitoring news media coverage, e.g., CNN.

3. **Assess the results of and/or additional requirements for operational firepower** (Task 401B-03-J3).

a. Effectiveness of targeting guidance, priorities.
b. Integration of joint force and component priorities.
c. Deconfliction of competing component requirements.
d. Integration of maneuver and interdiction.
e. Appropriateness of mission taskings to components.
f. Adequacy of operational firepower means.
g. Combat assessment. Results of employment of operational firepower.

4. **Assess the effectiveness of and/or continuing requirements for operational support** (Task 401B-04-Staff) (see Task 435).

Consider:

a. Threat of culmination of friendly forces or operations.
b. Operations and support bases.
   (1) Number and location of bases.
   (2) Sustainment engineering.
c. Munitions stockage levels/resupply.
d. Petroleum, Oils and Lubricants (POL) stockage levels/resupply.
e. Maintenance supply stocks and priorities.
f. Command, Control, Communications and Computers (C4) provisions -- interoperable, reliable, secure, redundant, lightweight, flexible, mobile, Low Probability of Intercept/Detection (LPI/D). Include:
   (1) Component communication support.
   (2) Joint Communications Support Element (JCSE) support.
   (3) Automated planning tools, such as:
      (a) Communications Link Interface Planning System (CLIPS).
      (b) Tactical Network Analysis and Planning System (TNAPS).
   (4) Network support includes:
      (a) Super High Frequency (Multi-Channel) (SHF/MC).
      (b) Ultra High Frequency (Satellite) (UHF/SAT).
      (c) Very High Frequency (Frequency Modulation) (VHF/FM).
      (d) High Frequency (Multi-Channel) (HF/MC).
      (e) High Frequency (Single Channel) (HF/SC).
      (f) High Frequency (Single Channel/Low Power) (HF/SC/LP).
g. Personnel operations.
   (1) Deployment priorities for personnel, units, equipment.
   (2) Training.
   (3) Joint and/or personnel replacement and reception operations.
   (4) Personnel/family support.
h. Public Affairs (PA) guidance and operations.
i. Legal support.
j. Environmental support.

k. Space support, including:
   (1) Guidance, navigation, and air and maritime traffic control.
   (2) Global communications.
   (3) Global intelligence collection.
   (4) Surveillance and warning.
   (5) Meteorological and Oceanographic (METOC) support.
   (6) Imagery for mapping and targeting.
   (7) Electronic Warfare (EW).
l. Health services support.

5. **Assess the results of and/or continuing requirements for operational command and control of forces and operations** (Task 401B-05-J3).
Consider:
a. Information architecture.
   (1) Incorporates component information systems.
   (2) Adequate information on operations and forces status.
   (3) Connectivity with supporting forces, organizations and agencies not under direct control of the JTF.
b. Organization of forces.
   (1) Simple, clear, responsive command lines, in accordance with the CJTF intent.
   (2) Unity of effort.
c. Operational missions to joint forces.
   (1) Missions are appropriate for tasked components/units.
   (2) Missions are integrated with missions of other components.
   (3) Missions are supported by sufficient JTF controlled resources -- operational area, allocation of operational firepower, etc.
d. Organization of operational area in the Joint Operations Area (JOA).
   (1) Maneuver control measures provide SOF with sufficient space to accomplish assigned missions.
   (2) Integration of force operational areas -- e.g., Amphibious Objective Areas (AOAs), such that unity of effort is maintained, etc.
   (3) Adequacy of airspace control measures.
   (4) Adequacy of fire control measure.

6. **Assess the results of and/or continuing requirements for operational protection of the joint force** (Task 401B-06-Staff).
a. Operational airspace defense. Include:
   (1) Counterair operations.
   (2) Antiair operations.
   (3) Theater Missile Defense (TMD) assets.
b. Protection of maritime forces and means. Includes:
   (1) Sea Lines of Communications (SLOCs).
   (2) Operationally significant hazards.
   (3) C2 protection.
   (4) Identification of friendly forces.
   (5) Separation of subsurface forces.

(6) Separation of towed arrays and sonars.
(7) Plans for integration of sonars.

c. Protection of land forces and means. Include:
(1) Operationally significant fortifications.
(2) Operationally significant hazards to SOF.
(3) Friendly use of the electromagnetic spectrum -- C2 Protection.
(4) Positive identification of friendly forces.

d. Operations Security (OPSEC).
(1) Signals Security (SIGSEC) measures.
(2) Concealment of operational forces.
(3) Avoidance of operational patterns.
(4) Monitor news media coverage, e.g., CNN.

e. Results of deception.
(1) Protection of details of plans.
(2) Misinformation regarding planned operations.
(3) Monitor news media coverage, e.g., CNN.

f. Security of forces and means.
(1) Enemy options to identify likelihood of efforts to surprise, observe/detect, or conduct espionage, terrorist, or sabotage operations.
(2) Measures to counteract, protect from such enemy activities.
(3) Physical security of installations, facilities, systems.
(4) SIGSEC measures.
(5) Force security operations and requirements.

7. **Assess the overall operational situation** (Task 401B-07-J3).

a. Review the current situation.
(1) Examine available information. Consider:
(a) Operations in each joint functional area.
(b) Synchronization of operations, with relation to each other and in relation to achievement of operational and strategic objectives.
(2) Integrate incoming information with on-hand information.
(3) Separate critical from noncritical information.

b. Formulate crisis assessment.
(1) Assess situation in relation to achievement of operational and strategic goals.
(2) Review or update staff and commander's estimates.
(3) Determine direction of operations.
(a) Continue current operations.
(b) Initiate identified branches or sequels.
(c) Plan new branches or sequels.

c. Project future campaigns and major operations (sequels).
(1) Anticipate conditions at the end of current operations, including progress toward achievement of operational and strategic objectives.
(2) Develop or confirm future operations that continue progress toward achievement of operational and strategic objectives.
(3) Incorporate operations in each of the joint functional areas.
(4) Consider operations through the depth of the joint battlespace.

ELEMENT: CJTF/J3/J5

TASK 401C: PREPARE PLANS AND ORDERS

(Relates to UJTL Tasks OP 5.3, 5.5, 5.7)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ plans operations to achieve operational and strategic objectives. Initial planning efforts, which may be under deliberate or crisis action conditions, provide forces with a clear road map to success. Subsequent planning efforts are the result of assessing the direction of current operations and developing estimates for changing or continuing that direction. Subsequent planning refines previously identified branches or sequels, or develops new courses of action (COAs) and related concepts. It then produces and issues appropriate plans and orders.

REFERENCES: JP 2-0, JP 3-0, JP 3-0 series, JP 4-0, JP 5-0 series, JP 6-0

MTG TASK STEPS

1. **Maintain and update command and staff estimates** (Task 401C-01-CJTF/Staff).
   a. Review/confirm or revise mission analysis.
   b. Review/confirm the operational end state.
   c. Issue new or confirm existing planning guidance.

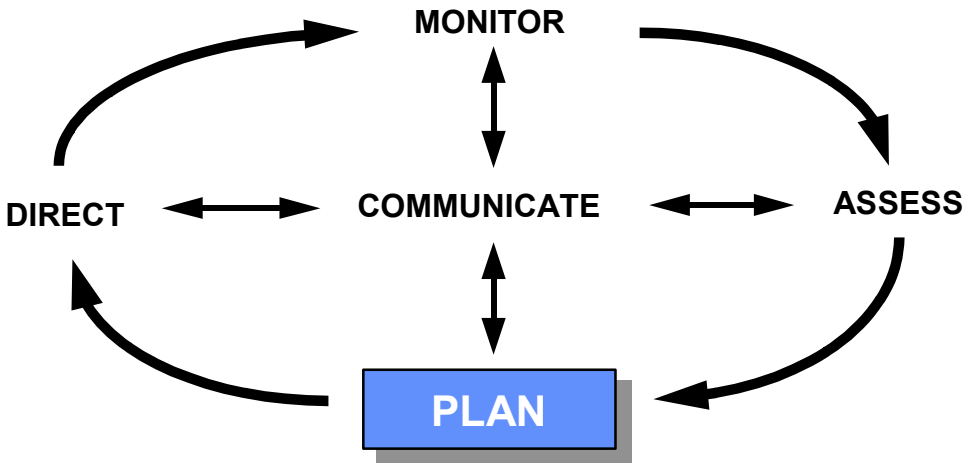

Figure 401C-1
Staff Planning
(During Execution)

THIS PROCESS IS SEQUENTIAL ONLY IN THE BROADEST SENSE. THE STEPS ARE INTERRELATED AND OVERLAPPING. THE ESSENTIAL CONNECTIVE ELEMENT IS COMMUNICATION, COMMUNICATION, AND MORE COMMUNICATION.

2. **Develop COAs to meet current or new requirements** (Task 401C-02-J5/Staff).
   a. Consider previously identified branches and sequels as appropriate COAs.
      (1) Normally applies when there is major or significant change in situation.
      (2) Based on conditions for branches or sequels that were determined during earlier planning process -- COA analysis or wargaming, and concept development.
      (3) Include refinement of concepts or COAs that were developed for the branches or sequels.
      (4) Consideration of branches and sequels for operations based on changing situation or additional requirements.
   b. Construct COAs.
      (1) One COA is to continue operations in the current direction.
      (2) Other COAs to describe changes to current direction of operations.
   c. Analyze COAs.
      (1) Wargame against enemy COAs or current and future environmental or civil conditions.
      (2) Analyze all feasible alternatives, using the best information available.
   d. Compare own COAs).
      (1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
      (2) Compare all feasible alternatives, using best information available and determine advantages/disadvantages of each.
   e. Select/modify COAs).

3. **Develop plans and orders** (Task 401C-03-J3/J5).
   a. Develop the COA into a concept.
   b. Develop subordinate tasks.
   c. Develop detailed annexes/appendixes.
   d. Assemble the completed order.
   e. Issue appropriate warning/planning orders (before and during COA development).
   f. Integrate liaison teams into planning efforts.
   g. Include requirement/time for development of subordinate/supporting plans orders.
   h. Include time for brief back, if desired.

ELEMENT: CJTF/STAFF

TASK 401D: DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES

(Relates to UJTL Tasks OP 5.2, 5.4, 5.5, 6.1, 6.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors and assesses operations and determines the need for changes to meet operations or campaign objectives, in accordance with the CJTF's intent. The CJTF and his staff direct forces to make progress toward conditions for termination in accordance with the original plan or subsequent adjustments or changes to the plan.

REFERENCES: JP 2-0, JP 3-0, JP 3-0 series, JP 4-0, JP 6-0

MTG TASK STEPS

1. **Approve plans and orders** (Task 401D-01-J5/J3/CJTF).
   a. Brief plans/orders, as required, to the CJTF, component commanders, and the higher HQ.
   b. Highlight differences/changes.
   c. Approve for execution or modify as required.

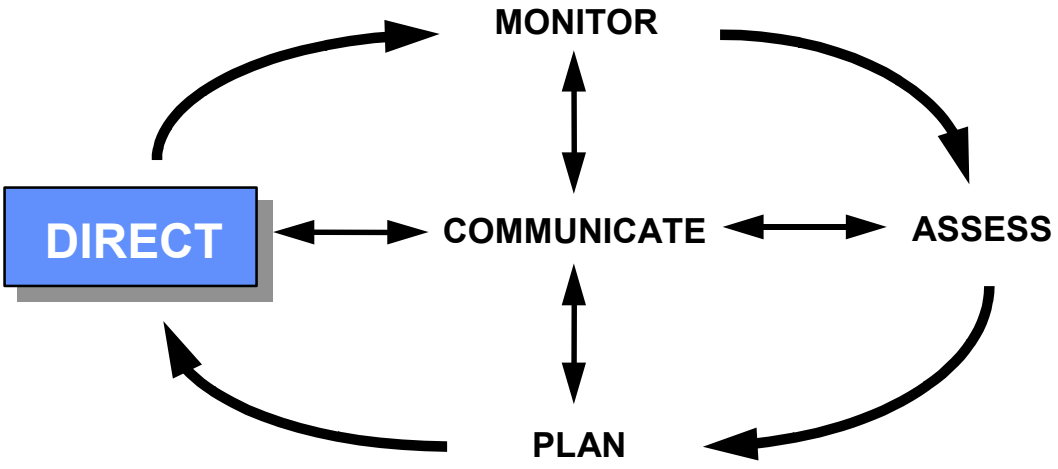

Figure 401D-1
Staff Direction
(During Execution)

THIS PROCESS IS SEQUENTIAL ONLY IN THE BROADEST SENSE. THE STEPS ARE INTERRELATED AND OVERLAPPING. THE ESSENTIAL CONNECTIVE ELEMENT IS COMMUNICATION, COMMUNICATION, AND MORE COMMUNICATION.

2. **Issue plans/orders** (Task 401D-02-J3).
   a. Convert to electronic means.
   b. Disseminate via electronic means.
   c. Conduct vertical and horizontal dissemination by redundant means of transmission.
   d. Ensure receipt.

3. **Review/update/incorporate Rules of Engagement (ROE)** (Task 401D-03-J3/J5/SJA).
   a. Understand the nature of operations required under new concepts.
   b. Apply existing ROE to new conditions.
   c. Identify new ROE requirements.
   d. If less restrictive than existing ROE, seek appropriate approval from higher HQ, if required.
   e. Publish new ROE, either in the JTF plan/order or separately.

4. **Coordinate and integrate plans and orders** (Task 401D-04-J5/J3).

5. **Synchronize/integrate operations** (Task 401D-05-J3/Staff).
   a. Understand the sequence of major operations that comprise the campaign or sequence of major actions that comprise the major operation.
      (1) Understand the conditions that must occur to initiate major operations or actions and the specific objectives of each major operation or action. Conditions and objectives might be arrayed in matrix format.
      (2) Construct a time line of major operations and expected or desired results.
   b. Understand the enemy centers of gravity and associated decisive points.
      (1) Specify the vulnerabilities associated with each.
      (2) Specify the complex of operations that exploit vulnerabilities and attack or expose the centers of gravity and associated decisive points.
   c. Understand the purpose and result of operations throughout the joint battlespace.
   d. Understand the supporting interrelationships in operations among the joint functional areas and between component efforts (generally found in a synchronization matrix). For example:
      (1) Interdiction in support of maneuver, and vice versa.
      (2) Building appropriate levels of operational stocks in preparation of future operations.
      (3) Suppression of Enemy Air Defenses (SEAD) and personnel recovery (PR) in support of interdiction and offensive counterair (OCA).
      (4) Combat assessment in support of attack operations.
      (5) Development of enemy Indications and Warning in support of force buildup.
      (6) Security operations in support of nongovernmental organizations (NGO).
      (7) Movement and maneuver to achieve operational advantage.
      (8) Special reconnaissance and surveillance in support of intelligence operations.

e. Understand the purpose and nature of CJTF's prioritizations, such as the main effort or high-value targets, in each joint functional area.
f. Understand the cyclical nature of execution of joint operations.
(1) Monitor (maintain status).
(2) Assess.
(3) Plan.
(4) Direct.
(5) Communicate.
g. Coordinate and adjust the sequence and timing of operations.
(1) To position and support forces for operational advantage.
(2) To exceed the enemy's capability to respond in a coherent manner.
h. Coordinate and adjust other operations to complement maneuver, interdiction and strategic attack (for combat operations), or to complement other main efforts (for operations other than war.
i. Anticipate results and project continuation, change, or adjustment in operations in sufficient time to prepare forces.
j. Anticipate and plan for contingencies, such as a mass casualty situation, a terrorist attack in rear areas, or a high volume of refugees.
k. Develop and exercise redundant means of communication.
l. Train forces in the joint aspects of impending operations.

6. **Decide on operational actions/direction** (Task 401D-06-J3).
a. For current operations:
(1) Review/update staff information.
(2) Review and confirm CJTF's/higher HQ's guidance and priorities for the conduct of current operations.
(3) Understand component plans and roles in achieving operational objectives.
(4) Understand component requirements for joint functional area support.
(5) Direct actions and respond to requests for guidance in a manner that supports and synchronizes component efforts and joint functional areas.
b. Change, recommend changes, or continue operations.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure change remains supportive of current mission, intent -- based on continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
c. For future operations:
(1) Anticipate direction and result of current operations.
(2) Maintain understanding of friendly and enemy forces' current and future capabilities.
(3) Review identified branches and sequels for potential execution.
(4) Conduct estimates for future campaigns/major operations.
(5) Select/modify COA and develop concepts.
(6) Issue appropriate warning or planning orders.
(7) Prepare and issue execution plans and orders.

ELEMENT: CJTF/STAFF

TASK 401E: ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION

(Relates to UJTL Tasks OP 2.2, 2.3, 2.4, 2.5, 3.1, 3.2, 5.1, 5.3)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors and assesses operations and determines the need for change to meet operations or campaign objectives, in accordance with the CJTF's intent. The CJTF and his staff acquire and disseminate operational level information as necessary to make progress in achieving conditions for termination.

REFERENCES: JP 2-0, JP 3-0, JP 3-0 series, JP 4-0, JP 6-0

MTG TASK STEPS

1. **Communicate (continuously) during the command and staff processes** (Task 401E-01-CJTF/Staff).
   a. Display information/provide briefings.
   b. Consult/inform liaison officers.
   c. Issue appropriate warning/planning orders.

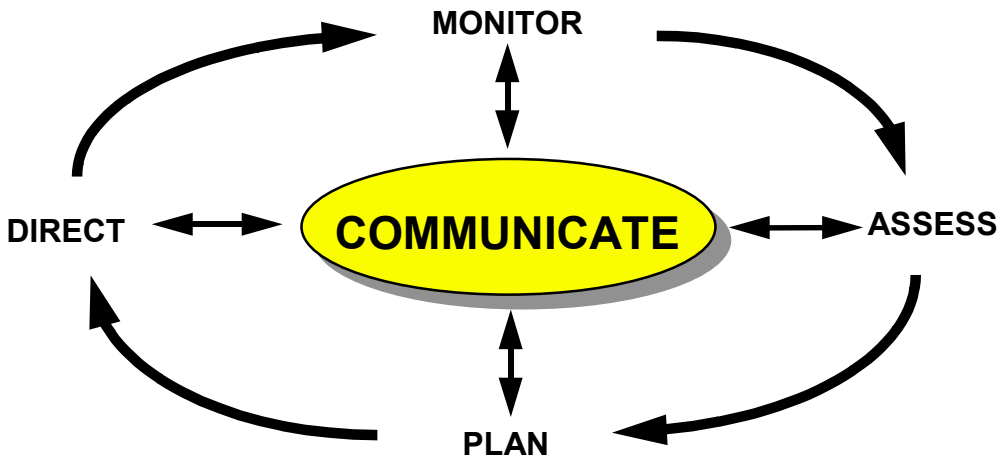

Figure 401E-1
Staff Communication
(During Execution)

THIS PROCESS IS SEQUENTIAL ONLY IN THE BROADEST SENSE. THE STEPS ARE INTERRELATED AND OVERLAPPING. THE ESSENTIAL CONNECTIVE ELEMENT IS COMMUNICATION, COMMUNICATION, AND MORE COMMUNICATION.

d. Maintain both vertical and horizontal lines of communication. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.
e. Render appropriate reports - formal (required, periodic) and informal (hasty, as required).
f. Develop general military information -- briefings, reports, analyses, etc.

2. **Manage means of communicating operational information** (Task 401E-02-J6). See the following tasks:
a. 143: Establish/Operate the Joint Communications Control Center (JCCC).
b. 218: Develop the Command, Control, Communications, and Computers (C4) Estimate.
c. 441: Control Command, Control, Communications, and Computers (C4) Operations.

3. **Provide Public Affairs in the Theater of Operations/JOA** (Task 401E-03-PAO). See the following tasks:
a. 117: Establish/Operate the Joint Information Bureau (JIB).
b. 222: Develop the Public Affairs (PA) Estimate.
c. 442: Conduct Public Affairs (PA) Operations.

4. **Supervise Signal Security (SIGSEC) and Computer Security (COMPUSEC)** (Task 401E-04-J6).
a. Develop and implement Information Security (INFOSEC) policies and procedures related to:
(1) Transmission protective measures.
(2) Use cryptographic techniques.
(3) Emissions security.
b. Coordinate cryptographic compatibility.
c. Develop internal monitoring and feedback systems to measure effectiveness.
d. Coordinate intelligence feedback systems to measure effectiveness.
e. Establish and implement procedures for dealing with violations of security procedures.

ELEMENT: J2

TASK 403: CONTROL INTELLIGENCE OPERATIONS

(Relates to UJTL Tasks OP 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 4.7, 5.1, 5.7, 6.2, 6.4, 6.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations involving intelligence operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls intelligence operations, and directs changes in accordance with the CJTF's priorities and guidance. The CJTF and his staff control current intelligence operations, and plan and direct future intelligence operations. They ensure the availability of all-source intelligence, tailored for the operational mission, and adherence to accepted attributes or principles of intelligence quality.

REFERENCES: JP 2-0, JP 2-01, JP 3-55, JP 5-00.2

MTG TASK STEPS

1. **Conduct intelligence operations** (Task 403-01-J2/JISE).
   a. Continue to plan and focus the direction of the intelligence effort.
      (1) Identify, prioritize, and validate intelligence and intelligence systems requirements.
      (2) Refine Essential Elements of Information (EEI) and the collection plan.
      (3) Monitor intelligence operations relative to identification of centers of gravity.
   b. Conduct collections in support of CJTF information requirements.
      (1) Should support Commander's Critical Information Requirements (CCIR) and Priority Intelligence Requirements (PIR).
      (2) Consider redundancy in order to support all-source analysis.
   c. Process collected information and conduct all-source analysis.
      (1) Integrate and evaluate information into finished intelligence.
      (2) Provide near-real-time intelligence for the JOA planners and decision makers.
   d. Ensure dissemination of intelligence to users. Attributes of intelligence quality include:
      (1) Time lines.
      (2) Usability.
      (3) Completeness.
      (4) Objectivity.
      (5) Readiness.
      (6) Accuracy.
      (7) Relevance.
   e. Utilize foreign disclosure policy as applicable.
   f. Maintain awareness of operations under other staff proponency.
   g. Provide intelligence support to JTF boards and other staff elements.
      (1) Joint Targeting Coordination Board (JTCB).
      (2) Joint Planning Group (JPG).

(3) Information Operations (IO).
(4) Psychological Operations (PSYOPS).
(5) Targeting.
(6) Combat Assessment.
(7) Reconnaissance and Surveillance (R&S).
(8) Civil Affairs.
(9) Logistics.
(10) Special Operations.

h. Provide intelligence support to Military Operations Other Than War (MOOTW)
(1) Arms control and inspection.
(2) Combating terrorism.
(3) Counterdrug operations.
(4) Nation Assistance.
(5) Noncombatant evacuation.
(6) Civil support operations.
(7) Various peace support operations.
(8) Support to insurgencies.

2. **Monitor and assess the effectiveness of intelligence operations** (Task 403-02-J2/JISE).

a. Joint Intelligence Support Element (JISE). The JISE is the focal point within the JTF J2 for intelligence planning, production and dissemination. The JISE should:
(1) Maintain the Joint Intelligence Preparation of the Battlespace (JIPB).
(2) Provide operational intelligence support to the Commander, JTF and components.
(a) Indications and Warning (I&W).
1 Intelligence reports from organic assets.
2 Theater I&W support.
3 Correlation of force movements in the JOA.
4 Tip-off and warnings provided by national level assets.
(b) Current Intelligence.
1 Predictive Analysis.
2 Military and political events of interest.
3 Daily Intelligence Summary (DISUM).
4 Intelligence Summary (INTSUM).
(c) Targeting.
1 Target system analysis.
2 Target development.
3 Target selection and nomination.
4 Target material production.
(d) General Military Intelligence.
1 Military capabilities assessment.
2 Military related subjects assessment (C4, defense industries, demography, etc.).
3 Intelligence estimate.

(e) Scientific and Technical Intelligence.
1 Adversary weapon system capabilities, vulnerabilities, limitations, and production
2 Medical capabilities and health services available in the JOA.

(3) Prepare intelligence plans and orders in support of JTF operations.
(a) Maintain current situation and analysis of adversary capabilities and COG.
(b) Participate in ongoing planning (JPG).
(c) Develop COAs regarding intelligence support to JTF operations.

(4) Synchronize collection operations throughout the JOA.
(a) Prioritized and based upon CJTF information requirements.
(b) Synchronization matrix.
(c) Intelligence Collection Synchronization Board (ICSB).
(d) Collection support throughout the JTF (IO, PSYOPS, BDA, etc.).

(5) Manage the intelligence Requests for Information (RFI) process.
(a) COLISEUM as the RFI management tool.
(b) Procedures established for handling non-J2 RFIs (J3, IO, PSYOPS, J4, etc.).

(6) Provide threat assessments for the JOA.

(7) Coordinate with theater intelligence staff and appropriate national agencies.

(8) Conduct Battle Damage Assessment (BDA) in support of Combat Assessment (CA).

(9) Distribute/disseminating intelligence to consumers.
(a) In accordance with established information management plan.
(b) "Push" versus "Pull" considerations.
(c) Multiple dissemination paths foster redundancy (hard copy, soft copy, VTC).

b. J-2X. The J-2X is responsible for coordination and deconfliction of all human source related activity. It is comprised of the HUMINT Operations cell (HOC) and the Task Force Counterintelligence Coordinating Authority (TFCICA). The J-2X should:

(1) Task, coordinate, and deconflict all component and national-level CI and HUMINT missions and JTF support requirements.

(2) Identify, prioritize and validate all CI and HUMINT related RFI and production requirements.

(3) Provide planning guidance to the JTF staff and component commands for CI and HUMINT support.

(4) Coordinate and staff for CJTF approval all proposals for CI and HUMINT operations for which approval authority has been delegated by theater.

(5) Deconflict all CI and HUMINT collectors in the JOA.

(6) Exercise collection requirements tasking authority for the joint interrogation and debriefing center (JIDC), if established.

(7) Ensure adequate specialized exploitation and technical support personnel and equipment are available to support the command.

c. Systems. Communications and automated data processing (ADP) systems provide the basic framework for the timely movement and transfer of intelligence. The joint

intelligence architecture provides the means to interconnect collectors, producers, and customers in an information network.

(1) Coordinate with the J6 to ensure connectivity at the SECRET and SCI levels throughout the JOA.

(2) Ensure interoperability of intelligence systems throughout the JOA.

(a) C4I interoperability.

(b) Interoperability of intelligence data and product.

(c) Common terminology and symbols.

(d) Common databases.

(3) Systems must meet standards of connectivity using standard communications protocols and standard encryption devices.

(4) The Joint Worldwide Intelligence Communications System (JWICS) and the Joint Deployable Intelligence Support System (JDISS) are the joint standard and foundation for commonality among support systems.

(5) A standard JDISS software package should include the following applications:

(a) INTELINK.

(b) DODIIS.

(c) OILSTOCK.

(d) ELT.

(e) JCMT.

(f) Corporate Services.

1 IPA/IPL (Imagery Product Archives/Imagery Product Library).

2 COLISEUM.

3 DITDBS.

4 MIDB.

5 FTP.

6 5D Imagery/IFS (Imagery File Severs).

7 STAIRS.

3. **Prepare plans and orders related to intelligence operations** (Task 403-03-J2/JISE).

a. Maintain a current estimate of intelligence operations.

b. Confirm the current mission statement.

c. Describe the current situation.

(1) Enemy situation -- conditions that exist and effects of these conditions on enemy capabilities and assigned mission.

(2) Current environmental or civil situation that generated JTF mission.

d. Enemy capabilities, or potential environmental or civil events.

e. Analysis of enemy capabilities, or potential environmental or civil events.

(1) For combat operations, participate in current wargaming effort, if used.

(a) Contribute enemy reactions to friendly actions.

(b) Project enemy losses.

(c) Develop information for decision support template(s) -- e.g., named areas of interest (NAIs), target areas of interest (TAIs).

(2) Determine the ability/likelihood of specific enemy actions, or environmental or civil events.

f. Conclusions, regarding enemy capabilities.
(1) Enemy capabilities in relative probability of adoption.
(2) Vulnerabilities.

g. Conclusions regarding potential environmental or civil events -- their impact on JTF operations.

h. Develop COAs regarding intelligence support to JTF operations.
(1) Continuation of current operations.
(2) Intelligence operations related to branches or sequels that may occur.

i. Analyze friendly COAs for intelligence support.

j. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Address all feasible alternatives, using best information available and determine advantages/disadvantages of each.

k. Prepare discussion and/or recommendation to current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on forum and supervisor directions.

4. **Direct and lead subordinate operational intelligence operations** (Task 403-04-J2/JISE).

a. Coordinate collection of operational information.
(1) Coordinate the collection of information from all sources.
(2) Collect information related to:
(a) Threat's operational forces.
(b) Order of battle.
(c) Centers of gravity (and related high-payoff targets).
(d) Nature and characteristics of assigned operational area.
(e) Results of PSYOP, CMO, deception, C2W operations.
(f) Captured or isolated personnel.

b. Coordinate collection of information on enemy operational situation and hazards.
(1) Enemy (and friendly) operational force vulnerabilities.
(2) Threat operational doctrine and forces.
(3) Dispositions and order of battle.
(4) Operational level hazards (e.g., NBC contamination).
(5) Counterintelligence information.

c. Coordinate collection of information on operational targets.
(1) Support detection, identification, and location of enemy strategic or operational centers of gravity and high-payoff targets.
(2) Differentiate between enemy targets and friendly forces.
(3) Support assessment of damage to operational targets.

(4) Support tracking of captured or isolated US personnel.

d. Provide operational reconnaissance and surveillance (see Task 421).

e. Plan the processing of operational information. Includes:

(1) Data form and format conversions.

(2) Graphics, art work.

(3) Photographic developing, video production.

(4) Printing, other computer production.

(5) Evaluation of threat capabilities, intentions.

(6) Impact of the operational environment.

(7) Assessment of threats' strategic and operational centers of gravity.

(8) Representation of threat's C2W capabilities, actions, vulnerabilities.

f. Evaluate operational threat (and friendly) information.

(1) Analysis of enemy's mobilization potential.

(2) Analysis of enemy's military-strategic and operational organization (to include alliances and coalition arrangements), dispositions, doctrine, C2 structure, and decision-making processes.

(3) Analysis of enemy and friendly vulnerabilities.

(4) Continuous refinement of enemy order of battle, leadership, history of performance.

(5) Analysis of enemy C2W capabilities and processes.

g. Analyze and evaluate operational areas.

(1) Intelligence Preparation of the Battlespace (IPB). Analysis of the nature and characteristics of the theater of operations/JOA to determine the types and scale of operations the area will support and the impact of significant regional features and hazards on the conduct of both friendly and enemy campaigns or major operations.

(2) Impact of strategic limiting factors and CJTF's area of interest.

(3) Impact of significant regional features. Social, political, economic, industrial, geographic, demographic, topographic, hydrographic, climatic, populace, cultural, linguistic, historical, health conditions, and psychological.

(4) Analysis of significant alterations to the area that create operationally significant hazards (such as NBC contamination of large areas).

h. Integrate operational intelligence.

(1) Develop enemy operational intentions.

(a) Form enemy patterns and assessments from significant events, national and alliance issues, or operational level commander's style.

(b) Derive probable enemy operational intentions and probable COA.

(c) Derive high pay-off targets and centers of gravity.

(d) Identify friendly vulnerabilities.

(2) Develop operational target information.

(a) Plan Reconnaissance, Surveillance, Target Acquisition (RSTA).

1 Incorporate Imagery Intelligence (IMINT), Signals Intelligence (SIGINT), HUMINT, and Measurement and Signature Intelligence (MASINT) capabilities.

2 Integrate target data from national, joint, multinational sources.

3 Ensure interoperability with Service, Combatant Commander, and other JTF assets.

(b) Plan Intelligence support to targeting.

1 Incorporate targeting guidance and priorities.

2 Conduct/provide input to target analysis to develop most effective individual targets within target systems and provide a basis for BDA.

3 Provide input to development of the prioritized Joint Target List (JTL).

4 Provide timely and accurate locations of enemy operational forces that will impact current and future campaigns and major operations.

5 Identify high pay-off targets that, if attacked, will lead to the defeat of enemy centers of gravity.

6 Develop enemy C2W targets.

(c) Combat assessment.

1 Relate to targeting objectives.

2 Develop:

a BDA.

b Munitions effects assessments.

c Re-attack recommendations.

(3) Identify enemy vulnerabilities.

(a) Assess, for exploitation, enemy significant events and activities, military and political issues, multinational relationships, and campaign styles of adversary commanders.

(b) Include, specifically, forces to be targeted for:

1 C2W.

2 EW.

3 Deception operations.

4 Security weaknesses.

i. Approve plans and orders related to intelligence operations.

j. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations)).

k. Coordinate actions and/or operations where lines of authority and responsibility overlap and/or conflict.

(1) Advise components/units of adjacent or related actions/operations.

(2) Direct supporting operations, as required.

(3) Resolve conflicts.

l. Coordinate logistics and communications support for intelligence operations.

m. Change, recommend changes, or continue intelligence operations and priorities.

(1) Seek CJTF/supervisor's guidance if a change appears necessary.

(2) Ensure the change remains supportive of the current mission and intent, based on a continuing estimate of the situation.

(3) Coordinate and conduct appropriate planning for change.

(4) Write the plans/orders for change.

n. Approve plans and orders.

o. Issue plans and orders.

5. **Acquire and communicate operational information about intelligence operations** (Task 403-05-J2/JISE).

a. Process operational information.

b. Produce operational intelligence reports. Includes:

(1) Estimates.

(2) Annexes.

(3) Reports on threat operational situation and intentions.

(4) Analysis of centers of gravity.

(5) Analysis of the operational area.

(6) Can be formal (required, periodic) and informal (hasty, as required).

c. Disseminate operational intelligence reports.

(1) Use redundant means.

(2) Ensure receipt by confirmation.

(3) Include liaison structure.

d. Display information.

e. Brief information.

f. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:

(1) Preplanned hierarchy of significant information.

(2) Information that could affect a commander's decision.

(3) Understanding of information requirements of commanders and other staff.

g. Develop general military information -- briefings, reports, analyses, etc.

h. Supervise SIGSEC and COMPUSEC related to intelligence operations.

i. Conduct public affairs operations related to intelligence operations, if any.

ELEMENT: J3/J2

TASK 404: CONTROL LAND OPERATIONS

(Relates to UJTL Tasks OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.3, 5.5, 6.1, 6.2, 6.3, 6.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations involving land operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls land operations and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current operations and plan and direct future operations, ensuring operations in all dimensions are fully integrated, a rapid tempo is maintained, and objectives are met in an expeditious manner.

REFERENCES: JP 2-0, JP 3-0, JP 3-0 series, JP 4-0, JP 6-0

MTG TASK STEPS

1. **Monitor land operations** (Task 404-01-J3).
   a. Collects information from all sources. Keyed to:
      (1) Predetermined information plan -- requirements, sources, and timing.
      (2) CJTF's information requirements.
   b. Monitor operational movement of land and supporting forces.
      (1) Monitor strategic deployment status of land forces.
      (2) Monitor intratheater deployment of forces.
      (3) Monitor the positioning of forces for operations
      (4) Extent of operational reach through inter/intra-theater deployment and establishment of Forward Operating Bases (FOB)
   c. Monitor operational maneuver.
      (1) Monitor operations directed at enemy centers of gravity related to land operations.
      (2) Monitor transition of forces to and from tactical battle formations.
      (3) Monitor posturing of joint forces for operational formations.
      (4) Monitor concentration of forces in theater of operations/JOA.
      (5) Monitor the conduct of operations in depth.
      (6) Monitor the conduct of show of force operations.
      (7) Monitor the conduct of demonstration operations.
      (8) Monitor the conduct of forcible entry operations.
      (9) Monitor the conduct of operations to seize, hold, or expand lodgment, normally as part of forcible entry operations.
   d. Monitor operational mobility. Consider objectives/tasks relating to:
      (1) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in both land and sea approaches.
      (2) Effective use of existing facilities or infrastructure.
      (3) Capture or isolation of facilities or infrastructure.
      (4) Circumvention or transit of natural obstacles.

(5) Preparation of routes, operating bases.

e. Monitor operational countermobility.

(1) Monitor progress in developing operational system of obstacles.

(2) Monitor conduct of quarantine/embargo.

(3) Monitor conduct of blockade.

f. Monitor the conduct of operations for the control or domination of operationally significant areas.

(1) Monitor operations to control of operationally significant land area.

(2) Monitor operations to assist host nation in populace and resource control.

(3) For Military Operations Other Than War (MOOTW), monitor the conduct of land force operations.

g. Monitor operational intelligence in support of land operations. Include:

(1) Support for targeting efforts.

(2) Reconnaissance operations, to include special reconnaissance.

(3) Support for military deception planning and operations.

(4) Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products -- obstacles/hazards.

(5) General military intelligence related to land force missions.

h. Monitor the employment of operational firepower in support of land operations.

(1) Monitor relationship between land-based combat power and air/naval combat power. Consider supporting supported relationships from the perspective of joint force objectives.

(2) Monitor the target nomination process for operationally significant targets that affect land operations.

i. Monitor the operational support of land forces.

(1) Monitor development of and operations at ISB, operational support bases.

(2) Plan/coordinate for necessary munitions stockage levels.

(3) Plan/coordinate for necessary fuels stockage levels.

(4) Plan/coordinate for necessary maintenance supply stocks and priorities.

(5) Plan/coordinate necessary personnel operations.

(6) Ensure an appropriate priority for CJTF-controlled distribution of stocks and services.

(7) Plan establishment and operation of appropriate sustainment bases.

(8) Plan/coordinate politico-military support to other nations, groups, US Government (USG) agencies.

(9) Plan/coordinate land forces politico-military support to other nations, groups, US agencies.

(10) Plan/coordinate associated METOC operations.

j. Monitor the operational command and control of operational land forces.

(1) Incorporation of land forces in the JTF information architecture

(2) Organization of operational land forces

(3) Assignment of operational missions to land forces

(4) Consider land based conditions for termination of hostile military or noncombat military operations.

(5) Organization of operational land area in the JOA

k. Monitor operations/actions for operational protection of land forces.
(1) Monitor the control of missile defense (refers to defensive counterair and antiair activities). Include the protection of critical facilities and forces.
(2) Monitor operations/actions to protect operational forces, means, and noncombatants.
(3) Monitor Operations Security (OPSEC) in the theater of operations/JOA (see also Task 215S-1).
(4) Monitor the conduct of deception in support of subordinate campaigns and major operations (see also Task 215S-3).
(5) Monitor operations/actions for the security for operational forces and means.
(6) Monitor operations/actions for morale and welfare programs for land forces.
l. Monitor progress in MOOTW related to land operations.
(1) Arms control and inspection.
(2) Combating terrorism.
(3) Counterdrug operations.
(4) Nation assistance.
(5) Noncombatant evacuation.
(6) Civil support operations.
(7) Various peace support operations.
(8) Support to insurgencies.
(9) Health service assistance.

2. **Assess land force and supporting operations** (Task 404-02-J3/J5).
a. Make assessment according to pre-established criteria or measures of success in progress toward achievement of objectives, by phase.
b. Assess:
(1) Operational movement and maneuver. See Task 401B-01-J3 (Assess progress of operational movement and maneuver toward achievement of operational objectives).
(2) Operational intelligence. See Task 401B-02-J2/Staff (Assess effectiveness of and/or continuing requirements for intelligence in support of operations).
(3) Operational firepower. See Task 401B-03-J3 (Assess results of and/or additional requirements for operational firepower).
(4) Operational support. See Task 401B-04-J4/Staff (Assess effectiveness of and/or continuing requirements for operational support).
(5) Operational command and control. See Task 401B-05-J3 (Assess the results of and/or/continuing requirements for operational command and control of forces and operations).
(6) Operational protection of land forces. See Task 401B-06-J3/Staff (Assess results of and/or continuing requirements for operational protection of the joint force).

3. **Prepare plans and orders related to land operations** (Task 404-03-J3/J5).
a. Maintain current estimate of operations.
b. Assess progress of current land operations.

(1) Relate information to attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.

c. Develop friendly Courses of Action (COA) with regard to land operations.
(1) Continuation of land operations in accordance with the current concept.
(2) Branches and sequels for land operations based on the changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect land operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.

e. Analyze friendly COAs.
(1) Wargame against enemy COAs or current and future environmental or civil conditions.
(2) Analyze all feasible alternatives, using best information available.

f. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using best information available and determine advantages/disadvantages of each.

g. Prepare discussion and/or recommendation to current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

4. **Direct and lead subordinate operational land operations** (Task 404-04-CJTF/J3).

a. Approve plans and orders related to land operations.

b. Direct/control the operational movement of land and supporting forces.
(1) Direct strategic deployment status of land forces.
(a) Balance requirements for initial combat and noncombat operations, land forces reception and buildup, timing of required follow-on operations.
(b) Recommend changes to Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for land forces, as required.
(2) Direct intra-theater deployment of forces.
(a) Direct movement of forces from PODs to assembly areas, and then to positions from which forces will initiate major operations.
(b) Coordinate logistics support for movement of forces.
(3) Direct the positioning of forces for operations.
(4) Direct the extension of operational reach through inter/intra-theater deployment and establishment of Forward Operating Bases (FOB).

c. Direct/control operational maneuver.

(1) Direct/control operations at enemy centers of gravity related to land operations.

(a) Operations directed at decisive points leading to centers of gravity.

1 Elevated terrain features, built-up areas, or key military operational facilities.

2 Enemy command posts, critical boundaries, airspace, and communications nodes.

(b) Exploitation of enemy vulnerabilities. Consider:

1 Simultaneous attack throughout depth of battlespace.

2 Attack from unexpected direction.

3 Isolation of main enemy forces.

(2) Direct/control transition of forces to and from tactical battle formations. Consider:

(a) Relation to decisive points from which enemy centers of gravity, or approaches to them, are exposed.

(b) Passage of lines (forward and rearward).

(c) Penetration and envelopment (vertical and horizontal), turning movement, infiltration, frontal attack.

(3) Direct/control the posturing of joint forces for operational formations. Consider:

(a) Grouping of forces to achieve operational aims.

(b) Effective combined arms combinations.

(c) Effective use of all elements of the forces.

(d) Forces' capability to maneuver, concentrate and disperse, and reinforce.

(e) Agility to transition between formations.

(f) Use of posturing of forces for deception.

(g) Use of posturing for psychological effect.

(4) Direct/control the concentration of forces in theater of operations/JOA.

(a) Achieves operational advantage by placing overwhelming force and/or operational fires at enemy decisive points.

(b) Achieves either surprise or intended psychological effect.

(5) Direct/control the conduct of operations in depth. Consider:

(a) Integration, synchronization, coordination of offensive, defensive, even retrograde operations to permit concentration of operational forces at enemy decisive points.

(b) Simultaneous attack with full joint force capability throughout depth of battlespace.

(c) Attack from unexpected direction.

(d) Isolation of main enemy forces.

(e) Interdiction of subsequent enemy echelons, LOCs.

(6) Direct/control conduct of show of force operations. Consider:

(a) Exhibition of military power to influence potential belligerents' actions.

(b) Use of assigned or forward presence forces.

(c) Deployment of additional forces.

(d) Training exercises that show capability to deal effectively with potential crises.

(7) Direct/control conduct of demonstration operations. Consider:

(a) Employment of forces to warn, divert, or deceive an enemy.

(b) Achieved of objectives without engagement.

(c) Continued planning for branches and sequels in the event that engagement occurs.

(8) Direct/control conduct of forcible entry operations.

(9) Direct/control conduct of operations to seize, hold, or expand lodgment, normally as part of forcible entry operations. Consider progress towards:

(a) Employment of joint forces to seize and expand a designated land area as a staging base for continued operations.

(b) Space to build up forces, posture for movement or transition to operational formations.

(c) Balance of requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations.

d. Direct/control operations to enhance operational mobility. Consider objectives/tasks relating to:

(1) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in both land and sea approaches.

(2) Effective use of existing facilities or infrastructure.

(3) Capture or isolation of facilities or infrastructure.

(4) Circumvention or transit of natural obstacles.

(5) Preparation of routes, operating bases.

e. Direct/control operations/actions to achieve operational countermobility.

(1) Direct/control development of operational system of obstacles. Consider:

(a) Potential contribution to achievement of operational results in campaigns or major operations.

(b) Creation of friendly force positional advantage.

(c) Exposure of enemy decisive points, centers of gravity, high-payoff targets.

(d) Air, land, sea means, including minefields, atomic and conventional demolition munitions, interdiction target sets.

(e) Reinforcement of existing obstacles to create systems of obstacles.

(2) Direct/control conduct of quarantine/embargo. Consider:

(a) Exclusion of specific items from movement into or out of a state or nation.

(b) Potential contribution to achievement of operational results in campaigns or major operations.

(c) Synchronization of operational and tactical tasks that compose the quarantine/embargo.

(d) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo.

(3) Direct/control conduct of blockade. Consider:

(a) Relative isolation of enemy or belligerent communications and/or commerce.

(b) Achievement of necessary and desired degrees of blockade.

(c) Synchronization of operational and tactical tasks that compose the quarantine/embargo.

(d) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo.

f. Direct/control the conduct of operations for the control or domination of operationally significant areas.

(1) Direct/control operations to control of operationally significant land area. Consider:

(a) Operational advantage to be gained.

(b) Operations to be conducted, such as attack and occupation, isolation, population and resource control, etc.

(c) Operational means -- maneuver, firepower, interdiction, special operations, etc.

(d) Branches and sequels in the event of achievement, maintenance, and/or loss of control.

(2) Direct/control the establishment and maintenance of air superiority in theater of operations/JOA. Consider:

(a) Extent of airspace to be controlled and degree and timing of superiority required.

(b) Operations to be conducted, such as air defense, strategic attack, interdiction, etc.

(c) Operational means -- maneuver of land, sea, air forces, operational fires, special operations, etc.

(d) Branches and sequels in the event of achievement, maintenance, and/or loss of superiority.

(3) Direct/control operations to assist host nation in populace and resource control. Consider:

(a) Extent, degree, and timing of population to be controlled.

(b) Coordination with host-nation law enforcement and security forces.

(c) Operations to be conducted, such as external support for control of civil unrest, refugee assistance and assistance to displaced persons, restoration of basic public services, etc.

(d) Means of conducting operations, such as civil affairs, military police, logistics forces, etc.

g. Direct/control operational intelligence in support of land operations. Include:

(1) Support for targeting efforts.

(2) Reconnaissance operations, to include special reconnaissance.

(3) Support for military deception planning and operations.

(4) Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products -- obstacles/hazards.

(5) General military intelligence related to land force missions.

h. Direct/control the employment of operational firepower in support of land operations.

(1) Ensure an appropriate relationship between land-based combat power, and air/naval combat power. Consider supporting supported relationships from the perspective of joint force objectives.
(2) Controls the target nomination process for operationally significant targets that affect land operations.
(a) Ensure an appropriate balance between targets in support of maneuver and in support of other joint force interdiction.
(b) Coordinate the integration of land-based interdiction capability into interdiction plan, including lethal and nonlethal means of attack.

i. Direct/control operational support of land forces.
(1) Controls development of and operations at ISB, operational support bases.
(2) Direct/coordinate necessary munitions stockage levels.
(3) Direct/coordinate necessary fuels stockage levels.
(4) Direct/coordinate necessary maintenance supply stocks and priorities.
(5) Direct/coordinate necessary personnel operations.
(a) Establishes the necessary deployment priority for field services, health services resources.
(b) Ensure that land forces plan and conduct necessary and appropriate training.
(c) Plan for joint personnel reception operations, if required.
(6) Ensure an appropriate priority for CJTF-controlled distribution of stocks and services.
(7) Direct the establishment and operation of appropriate sustainment bases.
(a) Recommend number and location of sustaining bases.
(b) Provide sustainment engineering.
(c) Coordinate/task law enforcement and prisoner control.
(8) Direct/control political-military support to other nations, groups, US Government (USG) agencies.
(9) Direct/coordinate land forces political-military support to other nations, groups, US agencies.
(a) Direct/coordinate land-based security assistance operations in theater and area of operations.
(b) Direct/coordinate civil-military operations support in theater and area of operations.
(c) Direct/coordinate land based support to Department of Defense (DOD) and other US agencies.
(d) Direct/coordinate land-based politico-military support.
(10) Direct/coordinate associated METOC operations.

j. Direct/control the operational command and control of operational land forces.
(1) Incorporates land forces in the JTF information architecture.
(a) Incorporate land force information systems -- e.g., Maneuver Control System (MCS), Mobile Subscriber Equipment (MSE).
(b) Develop operational information and forces status.
(c) Develop procedures for monitoring operational situation involving land forces.

(2) Organize operational land forces.
(a) Conduct operations through Service components when stability, continuity, economy, ease of long range planning, and scope of operations dictate organizational integrity of Service components.
(b) Establish functional components when the scope of operations require that similar capabilities and functional forces from more than one service be directed toward closely related objectives and unity of command and effort are primary considerations.
(3) Assign operational missions to land forces.
(a) Based on commander's estimate, staff's COA analysis, and wargaming.
(b) Coordinated, integrated, and synchronized with missions assigned to other joint forces.
(c) Supported by sufficient JTF controlled resources -- operational area, allocation of operational fires, etc.
(4) Consider land based conditions for termination of hostile military or noncombat military operations:
(a) Control of enemy forces -- ability to freely impose friendly will over enemy.
(b) Control over enemy territory or retention of control over friendly territory.
(5) Organize operational land area in the JOA.
(a) Establish boundaries/maneuver control measures that provide land force commanders with sufficient space to accomplish assigned missions.
(b) Establish force operational areas -- e.g., Amphibious Objective Areas (AOAs), Joint Special Operations Areas (JSOAs), etc.
(c) Establish airspace control measures.
(d) Establish fire control measures.
(e) Establish other operational areas, as required:
1 Joint rear area.
2 Subordinate areas of operations.
3 Areas of interest.
4 Combat zone.
5 Communications zone.

k. Direct/control operations/actions for operational protection of land forces.
(1) In conjunction with the JFACC, ACA, and AADC, coordinate the control of operational airspace and missile defense (refers to defensive counterair and antiair activities). Include the protection of critical facilities and forces. Require:
(a) Processing and allocation of operational airspace targets.
(b) Integration of joint/multinational operational airspace defense.
(c) Provision of airspace control.
(d) Counters to enemy air attack in theater of operations/JOA.
(e) Conduct of operational area missile defense.
(2) Control/coordinate operations/actions to protect operational forces, means, and noncombatants. Include:
(a) Preparation of operationally significant defenses.
(b) Removal of operationally significant hazards.

(c) Protection of electromagnetic spectrum in theater of operations/JOA.
(d) Positive identification of friendly operational forces.
(e) Evacuation of noncombatants from theater of operations/JOA.
(f) Establishment of disaster control measures.
(g) Establishment of NBC protection in theater of operations/JOA (see Task 215M).
(h) Coordination of Personnel Recovery (PR) operations (see Task 215N).
(i) Support to Survival, Evasion, Resistance, and Escape (SERE) actions.

(3) Direct/control Operations Security (OPSEC) in theater of operations/JOA (see Task 215S-1). Include:
(a) Determination of Essential Elements of Friendly Information (EEFI).
(b) Signal Security (SIGSEC).
(c) Avoidance operational patterns.
(d) Assessment of the results of OPSEC.

(4) Direct/control the conduct of deception in support of subordinate campaigns and major operations (see Task 215S-3). Include:
(a) Protection of details of plan involving land forces.
(b) Spreading of misinformation regarding land operations.

(5) Direct/coordinate operations/actions for the security for operational forces and means. Include:
(a) Identification of friendly centers of gravity to be protected.
(b) Assessment of friendly vulnerabilities.
(c) Counterreconnaissance in theater of operations/JOA.
(d) Protection and security of flanks, rear areas, and Communications Zone (COMMZ) in theater of operations/JOA.
(e) Protection and security of operationally critical installations, facilities, and systems.
(f) Protection and security of air, land, sea lines of communication (LOCs) in theater of operations/JOA.
(g) Integration of host-nation security forces and means.

(6) Direct/coordinate operations/actions for morale and welfare programs for land forces.

l. For Military Operations Other Than War (MOOTW), direct/control the conduct of specific land force operations, including:
(a) Arms control and inspection.
(b) Combating terrorism.
(c) Counterdrug operations.
(d) Nation assistance.
(e) Noncombatant evacuation.
(f) Civil support operations.
(g) Various peace support operations.
(h) Support to insurgencies.

m Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/STAFF (Synchronize/Integrate Operations).

n. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.
o. Adjust control measures, as required, or relay component adjustments to adjacent, supported, or supporting units.
p. Decide on operational actions/direction.
Change, recommend changes, or continue land operations.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure change remains supportive of current mission and intent -- based on continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans orders for change.
q. Approve plans and orders.
r. Issue plans/orders.

5. **Acquire and communicate operational information about land operations** (Task 404-05-J3).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding information requirements of commanders and other staff.
d. Report - formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to land operations.
g. Conduct public affairs operations related to land operations.

ELEMENT: J3/J2

TASK 405: CONTROL AIR OPERATIONS

(Relates to UJTL Tasks OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.3, 5.5, 6.1, 6.2, 6.3, 6.5)

MTG TASK SITUATION: The President and SECDEF and supporting Combatant Commander have issued execution orders for JTF operations involving air operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls joint air operations and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current operations, and plan and direct future operations, ensuring operations in all dimensions are fully integrated, a rapid tempo is maintained, and objectives are met in an expeditious manner. If a Joint Force Air Component Commander (JFACC) is designated, responsibility for joint air operations will normally be delegated by the CJTF to the JFACC.

REFERENCES: JP 3-0, JP 3-56.1

MTG TASK STEPS

1. **Monitor air operations** (Task 405-01-J3).
   a. Collect information from all available sources. Keyed to:
      (1) Predetermined information plan -- requirements, sources, and timing.
      (2) CJTF's information requirements.
   b. Monitor operational movement of air and supporting forces.
      (1) Monitor strategic deployment status of air forces.
      (2) Monitor intra-theater deployment of air forces.
      (3) Monitor the positioning of air forces for operations.
      (4) Monitor the extent of operational reach through inter/intra-theater deployment and establishment of Forward Operating Bases (FOBs).
   c. Monitor operational maneuver.
      (1) Monitor operations directed at enemy centers of gravity related to air operations.
      (2) Monitor transition of forces to and from tactical battle formations.
      (3) Monitor posturing of joint forces for operational formations.
      (4) Monitor concentration of forces in theater of operations/JOA.
      (5) Monitor the conduct of operations in depth.
      (6) Monitor the conduct of show of force operations.
      (7) Monitor the conduct of demonstration operations.
      (8) Monitor the conduct of forcible entry operations.
      (9) Monitor the conduct of operations to seize, hold, or expand a lodgment, normally as part of forcible entry operations.
   d. Monitor operational mobility. Consider objectives/tasks relating to:
      (1) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in both air and sea approaches.
      (2) Effective use of existing facilities or infrastructure.

(3) Capture or isolation of facilities or infrastructure.
(4) Circumvention or transit of natural obstacles.
(5) Preparation of routes, operating bases.

e. Monitor operational countermobility.
(1) Monitor progress in developing operational system of obstacles.
(2) Monitor conduct of quarantine/embargo.
(3) Monitor conduct of blockade.

f. Monitor the conduct of operations for the control or domination of operationally significant areas.
(1) Monitor operations to control operationally significant airspace.
(2) Monitor the establishment and maintenance of air superiority in theater of operations/JOA.
(3) Monitor operations to assist host nation in populace and resource control.
(4) For Military Operations Other Than War (MOOTW), monitor the conduct of air forces operations.

g. Monitor operational intelligence in support of air operations. Include:
(1) Support for targeting efforts.
(2) Reconnaissance operations, to include special reconnaissance.
(3) Support for military deception planning and operations.
(4) Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products -- obstacles/hazards.
(5) General military intelligence related to air forces missions.

h. Monitor the employment of operational firepower in support of air operations.
(1) Monitor relationship between land-based combat power and air/naval combat power. Consider supporting supported relationships from the perspective of joint force objectives.
(2) Monitor the target nomination process for operationally significant targets that affect air operations.

i. Monitor the operational support of air forces.
(1) Monitor development of and operations at ISB, operational support bases.
(2) Plan/coordinate for necessary munitions stockage levels.
(3) Plan/coordinate for necessary fuels stockage levels.
(4) Plan/coordinate for necessary maintenance supply stocks and priorities.
(5) Plan/coordinate necessary personnel operations.
(6) Ensure an appropriate priority for CJTF-controlled distribution of stocks and services.
(7) Plan establishment and operation of appropriate sustainment bases.
(8) Plan/coordinate political-military support to other nations, groups, US Government (USG) agencies.
(9) Plan/coordinate air forces political-military support to other nations, groups, US agencies.
(10) Plan/coordinate associated METOC operations.

j. Monitor the operational command and control of operational air forces.
(1) Incorporation of air forces in the JTF information architecture.
(2) Organization of operational air forces.

(3) Assignment of operational missions to air forces.
(4) Consider airspace-based conditions for termination of hostile military or noncombat military operations.
(5) Organization of operational airspace in the JOA.

k. Monitor operations/actions for operational protection of air forces.
(1) Monitor the control of operational airspace and missile defense (refers to defensive counterair and antiair activities). Include the protection of critical facilities and forces.
(2) Monitor operations/actions to protect operational forces, means, and noncombatants.
(3) Monitor Operations Security (OPSEC) in the theater of operations/JOA (see Task 215S-1).
(4) Monitor the conduct of deception in support of subordinate campaigns and major operations (see Task 215S-3).
(5) Monitor operations/actions for the security for operational forces and means.
(6) Monitor operations/actions for morale, welfare programs for air forces.

l. Monitor specific air operations related to MOOTW.
(1) Advisory assistance.
(2) Aircraft visits.
(3) Armed escort.
(4) Attacks (strikes/raids).
(5) Cooperative programs.
(6) Support for counterdrug operations.
(7) Support for counterterrorism.
(8) Support for humanitarian/disaster relief.
(9) Exchange tours.
(10) Support for Internal Defense and Development (IDAD)/Foreign Internal Defense (FID).
(11) Intelligence collection/sharing.
(12) Joint and multinational exercises.
(13) Military presence.
(14) Noncombatant evacuation operations (NEO).
(15) Support for operations to restore order.
(16) Support for peace support operations.
(17) Support for recovery, rescue operations.
(18) Security assistance operations.
(19) Security operations.
(20) Shows of force.
(21) Reconnaissance.
(22) Health service assistance.

m. Monitor specific air operations related to:
(1) Joint air capabilities/forces control.
(a) Counterair.
(b) Counterspace.
(2) Joint air force application.

(2) Joint air force application.
(a) Strategic attack.
(b) Interdiction.
(c) Maritime support.
(d) Close Air Support (CAS).
(3) Force enhancement applications.
(a) Airlift.
(b) Air refueling.
(c) Space lift.
(d) Electronic warfare.
(e) Surveillance and reconnaissance.
(f) Special operations.
(4) Force support applications.
(a) Base operability and defense.
(b) Joint air related and joint force logistic operations.
(c) Combat support, both peacetime operating and wartime unique needs.
(d) On-orbit support.

2. **Assess air forces and supporting operations** (Task 405-02-J3/J5).
a. Make assessment according to pre-established criteria or measures of success in progress toward achievement of objectives, by phase.
b. Assess:
(1) Operational movement and maneuver of air forces and other joint forces. See Task 401B-01-J3 (Assess progress of operational movement and maneuver toward achievement of operational objectives).
(2) Operational intelligence in support of air operations. See Task 401B-02-J2/Staff (Assess effectiveness of and/or continuing requirements for intelligence in support of operations).
(3) Operational firepower, as it relates to force application/force enhancement, by or in support of air forces. See Task 401B-03-J3 (Assess results of and/or additional requirements for operational firepower).
(4) Operational support of air forces. See Task 401B-04-J4/Staff (Assess effectiveness of and/or continuing requirements for operational support).
(5) Operational command and control of air forces. See Task 401B-05-J3 (Assess the results of and/or/continuing requirements for operational command and control of forces and operations).
Consider:
(a) Information architecture.
1 Incorporate air force information systems -- e.g., Theater Battle Management Core System (TBMCS).
2 Operational information and air forces status.
3 Procedures for monitoring the operational situation involving air forces.
(b) Organization of operational air forces.
1 Simple, clear, responsive command lines.
2 Unity of effort, IAW CJTF's intent.

(c) Operational missions to air forces.
1 Missions are appropriate for tasked components/units.
2 Missions are integrated with missions of other components.
3 Missions are supported by sufficient JTF-controlled resources -- operational area, airspace, etc.

(d) Organization of the Joint Operations Area (JOA) as it relates to air operations.
1 Maneuver control measures.
2 Force operational areas -- e.g., Amphibious Objective Areas (AOA).
3 Airspace control measures.
4 Fire control measures.
5 Other operational areas, as required.

(6) Operational protection of air forces. See Task 401B-06-J3/Staff (Assess results of and/or continuing requirements for operational protection of the joint force).

Consider:

(a) Operational airspace defense. Include:
1 Counterair operations.
2 Antiair operations.
3 Tactical land, naval assets.
4 Theater Missile Defense (TMD) assets.

(b) Protection of operational air forces and means.
1 Operationally significant fortifications.
2 Operationally significant hazards to air forces.
3 Friendly use of the electromagnetic spectrum -- protective Command and Control (C2).
4 Positive identification of friendly operational air forces.

(c) Operations Security (OPSEC).
1 Signals Security (SIGSEC) measures.
2 Concealment of operationally significant air forces.
3 Avoidance of operational patterns by air forces .

(d) Military deception to protect air forces.
1 Details of Plan involving air forces
2 Misinformation regarding air operations

(e) Security of operational air forces and means.
1 Enemy options to identify likelihood of efforts to surprise, observe/detect, or conduct espionage, terrorist, or sabotage operations.
2 Measures to counteract, protect from such enemy activities.
3 Physical security of installations, facilities, systems.
4 SIGSEC measures.
5 Air forces security operations and requirements.

3. **Prepare plans and orders related to air operations** (Task 405-03-J3/J5).
a. Maintain current estimate of air operations.
b. Assess progress of current air operations.

(1) Relate information to attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.

c. Develop friendly Courses of Action (COA) with regard to air operations.
(1) Continuation of air operations in accordance with the current apportionment, guidance, and prioritized targets.
(2) Branches and sequels for air operations based on changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect air operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.

e. Analyze friendly COAs.
(1) Wargame against enemy COAs or current and future environmental or civil conditions.
(2) Feasible alternatives, using best information available.

f. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using best information available and determine advantages/disadvantages of each.

g. Prepare discussion and/or recommendation to current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

4. **Direct and coordinate subordinate operational air operations** (Task 405-04-CJTF/J3).

a. Approve plan and orders related to air operations.

b. Direct/control the operational movement of air and supporting forces.
(1) Direct strategic deployment status of air forces.
(a) Balance requirements for initial combat and noncombat operations, air forces reception and buildup, timing of required follow-on operations.
(b) Recommend changes to Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for air forces, as required.
(2) Direct intra theater deployment of air forces.
(a) Direct movement of forces from PODs to assembly areas, and then to positions from which forces will initiate major operations.
(b) Coordinate logistics support for movement of forces.
(3) Direct the positioning of air forces for operations.

(4) Direct the extension of operational reach through inter/intra-theater deployment and establishment of Forward Operating Bases (FOB).

c. Direct/control operational maneuver.

(1) Direct/control operations at enemy centers of gravity related to air operations.

(a) Operations directed at decisive points leading to centers of gravity.

1 Elevated terrain features, built-up areas, or key military operational facilities.

2 Enemy command posts, critical boundaries, airspace, and communications nodes.

(b) Exploitation of enemy vulnerabilities. Consider:

1 Simultaneous attack throughout depth of battlespace.

2 Attack from unexpected direction.

3 Isolation of main enemy forces.

(2) Direct/control transition of forces to and from tactical battle formations. Consider:

(a) Relation to decisive points from which enemy centers of gravity, or approaches to them, are exposed.

(b) Passage of lines (forward and rearward).

(c) Penetration and envelopment (vertical and horizontal), turning movement, infiltration, frontal attack.

(3) Direct/control the posturing of joint air forces for operational formations. Consider:

(a) Grouping of forces to achieve operational aims.

(b) Effective combined arms combinations.

(c) Effective use of all elements of the forces.

(d) Forces' capability to maneuver, concentrate and disperse, and reinforce.

(e) Agility to transition between formations.

(f) Use of posturing of forces for deception.

(g) Use of posturing for psychological effect.

(4) Direct/control the concentration of air forces in theater of operations/JOA.

(a) Achieve operational advantage by placing overwhelming force and/or operational fires at enemy decisive points.

(b) Achieve either surprise or intended psychological effect.

(5) Direct/control the conduct of air operations in depth. Consider:

(a) Integration, synchronization, coordination of offensive and defensive, even retrograde operations to permit concentration of operational forces at enemy decisive points.

(b) Simultaneous attack with full joint air force capability throughout depth of battlespace.

(c) Attack from unexpected direction.

(d) Isolation of main enemy forces.

(e) Interdiction of subsequent enemy echelons, LOCs.

(6) Direct/control air forces participation in show of force operations. Consider:

(a) Exhibition of military air power to influence potential belligerents' actions.

(b) Use of assigned or forward presence or strategically deploying air forces.
(c) Deployment of additional air forces.
(d) Training exercises that show capability to deal effectively with potential crises.

(7) Direct/control air operations as part of demonstration operations. Consider:
(a) Employment of forces to warn, divert, or deceive an enemy.
(b) Achievement of objectives without engagement.
(c) Continued planning for branches and sequels in the event that engagement occurs.

(8) Direct/control the conduct of forcible entry operations.

(9) Direct/control the conduct of air operations to support seizing, holding, or expanding a lodgment, normally as part of forcible entry operations. Consider progress towards:
(a) Employment of joint air forces to control designated airspace.
(b) Space to build up air and other joint forces, posture for movement or transition to operational formations.
(c) Balance of requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations.

d. Direct/control operations to enhance operational mobility of air and other joint forces. Consider objectives/tasks relating to:
(1) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in both air and sea approaches.
(2) Effective use of existing facilities or infrastructure.
(3) Capture or isolation of facilities or infrastructure.
(4) Circumvention or transit of natural obstacles.
(5) Preparation of routes, operating bases.

e. Direct/control air operations/actions to achieve operational countermobility.
(1) Direct/control air operations in the conduct of quarantine/embargo. Consider:
(a) Exclusion of specific items from movement into or out of a state or nation.
(b) Potential contribution to achievement of operational results in campaigns or major operations.
(c) Synchronization of operational and tactical tasks that compose the quarantine/embargo.
(d) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo.

(2) Direct/control air operations in the conduct of blockades. Consider:
(a) Relative isolation of enemy or belligerent communications and/or commerce.
(b) Achievement of necessary and desired degrees of blockade.
(c) Synchronization of operational and tactical tasks that compose the quarantine/embargo.
(d) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo.

f. Direct/control the conduct of operations for the control or domination of operationally significant areas.

(1) Direct/control the establishment and maintenance of air superiority in theater of operations/JOA. Consider:
(a) Extent of airspace to be controlled and degree and timing of superiority required.
(b) Operations to be conducted, such as air defense, strategic attack, interdiction, etc.
(c) Operational means -- maneuver of air forces.
(d) Branches and sequels in the event of achievement, maintenance, and/or loss of superiority.
(2) Direct/control air operations that assist host nation in populace and resource control. Consider:
(a) Extent, degree and timing of population to be controlled.
(b) Coordination with host-nation law enforcement and security forces.
(c) Operations to be conducted, such as external support for control of civil unrest, refugee assistance and assistance to displaced persons, restoration of basic public services, etc.
(d) Means of conducting operations, such as civil affairs, military police, logistics forces, etc.

g. Direct/control operational intelligence in support of air operations. Include:
(1) Support for targeting efforts.
(2) Reconnaissance operations, to include special reconnaissance.
(3) Support for military deception planning and operations.
(4) Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products -- obstacles/hazards.
(5) General military intelligence related to air force missions.

h. Direct/control the employment of operational firepower in support of air operations.
(1) Ensure an appropriate relationship between land-based combat power, and air/naval combat power. Consider supporting supported relationships from the perspective of joint force objectives.
(2) Control the target nomination process for operationally significant targets that affect air operations.
(a) Ensure an appropriate balance between targets in support of maneuver and in support of other joint force interdiction.
(b) Coordinate the integration of air-based interdiction capability into interdiction plan, including lethal and nonlethal means of attack.

i. Direct/control the operational support of air forces.
(1) Controls development of and operations at ISB, operational support bases.
(2) Direct/coordinate the necessary munitions stockage levels.
(3) Direct/coordinate the necessary fuels stockage levels.
(4) Direct/coordinate the necessary maintenance supply stocks and priorities.
(5) Direct/coordinate necessary personnel operations.
(a) Establish the necessary deployment priority for field services, health services resources.
(b) Ensure that air forces plan and conduct necessary and appropriate training.

(c) Plan for joint personnel reception operations, if required.

(6) Ensure an appropriate priority for CJTF-controlled distribution of stocks and services.

(7) Direct the establishment and operation of appropriate sustainment bases.

(a) Recommend number and location of sustaining bases.

(b) Provide sustainment engineering.

(c) Coordinate/tasks law enforcement and prisoner control.

(8) Direct/control politico-military support to other nations, groups, USG agencies.

(9) Direct/coordinate air forces politico-military support to other nations, groups, US agencies.

(a) Direct/coordinate security assistance operations provided by air forces in theater and area of operations.

(b) Direct/coordinate civil-military operations support in theater and area of operations.

(c) Direct/coordinate support to Department of Defense (DOD) and other US agencies provided by air forces.

(d) Direct/coordinate political-military support provided by air forces.

(10) Direct/coordinate associated METOC operations.

j. Direct/control the operational command and control of operational land forces.

(1) Incorporate air forces in the JTF information architecture.

(a) Incorporate air forces information systems -- e.g., TBMCS.

(b) Develop operational information and forces status.

(c) Develop procedures for monitoring operational situation involving air forces.

(2) Organizes operational air forces.

(a) Conduct operations through Service components when stability, continuity, economy, ease of long range planning, and scope of operations dictate organizational integrity of Service components.

(b) Establish functional components when the scope of operations require that similar capabilities and functional forces from more than one service be directed toward closely related objectives, and unity of command and effort are primary considerations.

(3) Assign operational missions to air forces.

(a) Based on commander's estimate, staff's COA analysis and wargaming.

(b) Coordinated, integrated -- synchronized with missions assigned to other joint forces.

(c) Supported by sufficient JTF controlled resources -- operational airspace, allocation of operational fires, etc.

(4) Consider airspace based conditions for termination of hostile military or noncombat military operations:

(a) Control of enemy forces. The ability to freely impose friendly will over an enemy.

(b) Control over enemy territory or retention of control over friendly territory.

(5) Organize control of operational airspace in the JOA.

(a) Establish boundaries, maneuver control measures that provide air force commanders with sufficient space to accomplish assigned missions.
(b) Establish force operational areas -- e.g., Amphibious Objective Areas (AOAs), Joint Special Operations Areas (JSOAs).
(c) Establish airspace control measures.
(d) Establish fire control measures.
(e) Establish other operational areas, as required:
1 Joint rear area.
2 Subordinate areas of operations.
3 Areas of interest.
4 Combat zone.
5 Communications zone.

k. Direct/control operations/actions for operational protection of air forces.
(1) In conjunction with the JFACC, Airspace Control Authority (ACA) and Area Air Defense Commander (AADC), coordinate the control of operational airspace and missile defense (refers to defensive counterair and anti-air activities). Include the protection of critical facilities and forces. Require:
(a) Processing and allocation of operational airspace targets.
(b) Integration of joint/multinational operational airspace defense.
(c) Provision of airspace control.
(d) Counters to enemy air attack in the theater of operations/JOA.
(e) Conduct of operational area missile defense.
(2) Control/coordinate operations/actions to protect operational forces, means, and noncombatants. Include:
(a) Preparation of operationally significant defenses.
(b) Removal of operationally significant hazards.
(c) Protection of electromagnetic spectrum in theater of operations/JOA.
(d) Positive identification of friendly operational air forces.
(e) Evacuation of noncombatants from theater of operations/JOA.
(f) Establishment of disaster control measures.
(g) Establishment of NBC protection in the theater of operations/JOA (see Task 215M).
(h) Coordination of Personnel Recovery (PR) operations (see Task 215N).
(i) Support to survival, escape, resistance, and evasion (SERE) actions.
(3) Direct/control operations security (OPSEC) in the theater of operations/JOA (see Task 215S-1). Include:
(a) Determine Essential Elements of Friendly Information (EEFI).
(b) Signal security (SIGSEC).
(c) Avoidance of operational patterns.
(d) Assessment of the results of OPSEC.
(4) Direct/control air operations in the conduct of deception (see also Task 215S-3). Include:
(a) Protection of details of plans involving air forces.
(b) Spreading of misinformation regarding air operations.

(5) Direct/coordinate operations/actions for the security for operational forces and means. Include:
(a) Identify friendly centers of gravity to be protected.
(b) Assess friendly vulnerabilities.
(c) Counterreconnaissance in theater of operations/JOA.
(d) Protect and secure flanks, rear areas, and Communications Zone (COMMZ) in the theater of operations/JOA.
(e) Protect and secure operationally critical installations, facilities, and systems.
(f) Protect and secure air, land, sea lines of communication (LOCs) in theater of operations/JOA.
(g) Integrate host-nation security forces and means.
(6) Direct/coordinate operations/actions for morale and welfare programs for air forces.

l. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/STAFF (Synchronize/Integrate Operations).

m. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.

n. Adjust control measures, as required, or relays component adjustments to adjacent, supported, or supporting units.

o. Decide on operational actions/direction.

p. Change, recommend changes, or continue air operations and priorities.
(1) Seek CJTF/supervisors guidance if a change appears necessary.
(2) Ensure change remains supportive of current mission and intent, based on continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.

q. Approve plans and orders.

r. Issue plans/orders.

5. **<u>Acquire and communicate operational information about air operations</u>** (Task 405-05-J3).

a. Display information.

b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.

d. Reports -- formal (required, periodic) and informal (hasty, as required).

e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to air operations.
g. Conduct public affairs operations related to air operations.

ELEMENT: J3/J2

TASK 406: CONTROL MARITIME OPERATIONS

(Relates to UJTL Tasks OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.3, 5.5, 6.1, 6.2, 6.3, 6.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations involving maritime operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls maritime operations, and directs changes in accordance with the CJTF's intent. CJTF and his staff control current operations, and plan and direct future operations, ensuring operations in all dimensions are fully integrated, a rapid tempo is maintained, and objectives are met in an expeditious manner.

REFERENCES: JP 1, JP 3-0, JP 3-02, JP 3-04, JP 5-00.2

MTG TASK STEPS

1. **Monitor maritime operations** (Task 406-01-J3).
   a. Collect information from all sources. Keyed to:
      (1) Predetermined information plan -- requirements, sources, and timing.
      (2) CJTF's information requirements.
   b. Monitor operational movement of maritime and supporting forces.
      (1) Monitor strategic deployment status of maritime forces.
      (2) Monitor intra theater deployment of forces.
      (3) Monitor the positioning of forces for operations.
      (4) Monitor the extent of operational reach through inter/intra-theater deployment and establishment of Forward Operating Bases (FOBs).
   c. Monitor operational maneuver.
      (1) Monitor operations directed at enemy centers of gravity related to maritime operations.
      (2) Monitor transition of forces to and from tactical battle formations.
      (3) Monitor posturing of joint forces for operational formations.
      (4) Monitor concentration of forces in the theater of operations/JOA.
      (5) Monitor the conduct of operations in depth.
      (6) Monitor the conduct of show of force operations.
      (7) Monitor the conduct of demonstration operations.
      (8) Monitor the conduct of forcible entry operations.
      (9) Monitor the conduct of operations to seize, hold, or expand lodgment, normally as part of forcible entry operations.
   d. Monitor operational mobility. Consider objectives/tasks relating to:
      (1) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in both land and sea approaches.
      (2) Effective use of existing facilities or infrastructure.
      (3) Capture or isolation of facilities or infrastructure.
      (4) Circumvention or transit of natural obstacles.

(5) Preparation of routes, operating bases.

e. Monitor operational countermobility.

(1) Monitor progress in developing operational system of obstacles.

(2) Monitor conduct of quarantine/embargo.

(3) Monitor conduct of blockade.

f. Monitor the conduct of operations for the control or domination of operationally significant areas. Consider:

(1) Monitor operations to control operationally significant sea and littoral areas.

(2) Monitor operations to assist host nation in populace and resource control.

(3) For Military Operations Other Than War (MOOTW), monitor the conduct of maritime force operations.

g. Monitor operational intelligence in support of maritime operations. Include:

(1) Support for targeting efforts.

(2) Reconnaissance operations, to include special reconnaissance.

(3) Support for military deception planning and operations.

(4) Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products -- obstacles/hazards.

(5) General military intelligence related to maritime force missions.

h. Monitor the employment of operational firepower in support of maritime operations.

(1) Monitor relationship between land-based combat power and air/naval combat power. Consider supporting supported relationships from the perspective of joint force objectives.

(2) Monitor the target nomination process for operationally significant targets that affect maritime operations.

i. Monitor the operational support of maritime forces.

(1) Monitor development of and operations at ISB, operational support bases.

(2) Plan/coordinate for necessary munitions stockage levels.

(3) Plan/coordinate for necessary fuels stockage levels.

(4) Plan/coordinate for necessary maintenance supply stocks and priorities.

(5) Plan/coordinate necessary personnel operations.

(6) Ensure an appropriate priority for CJTF-controlled distribution of stocks and services.

(7) Plan establishment and operation of appropriate sustainment bases.

(8) Plan/coordinate politico-military support to other nations, groups, US Government (USG) agencies.

(9) Plan/coordinate maritime forces politico-military support to other nations, groups, US agencies.

(10) Plan/coordinate associated METOC operations.

j. Monitor the operational command and control of operational maritime forces.

(1) Incorporation of maritime forces in the JTF information architecture.

(2) Organization of operational maritime forces.

(3) Assignment of operational missions to maritime forces.

(4) Consider maritime-based conditions for termination of hostile military or noncombat military operations:

(5) Organization of operational sea and littoral areas in the JOA.

k. Monitor operations/actions for operational protection of maritime forces.

(1) Monitor the control of missile defense (refers to defensive counterair and antiair activities). Include the protection of critical facilities and forces.

(2) Monitor operations/actions to protect operational forces, means, and noncombatants.

(3) Monitor Operations Security (OPSEC) in theater of operations/JOA (see Task 215S-1).

(4) Monitor the conduct of deception in support of subordinate campaigns and major operations (see Task 215S-3).

(5) Monitor operations/actions for the security for operational forces and means.

(6) Monitor operations/actions for morale and welfare programs for maritime forces.

l. Monitor progress in MOOTW, related to maritime operations.

(1) C2 platform(s).

(2) Mobile logistics -- warehouses.

(3) Safe havens/rest areas for personnel.

(4) Advisory assistance.

(5) Ship/aircraft visits.

(6) Armed escort.

(7) Strike operations.

(8) Cooperative programs.

(9) Air/ground surveillance or patrols.

(10) Counterdrug operations.

(11) Counterterrorism.

(12) Humanitarian/disaster relief.

(13) Exchange tours.

(14) Support for Internal Defense and Development (IDAD)/Foreign Internal Defense (FID).

(15) Intelligence collection/sharing.

(16) Joint and multinational exercises.

(17) Show of force/naval presence.

(18) Noncombatant Evacuation Operations (NEO).

(19) Support for operations to restore order.

(20) Support for peace support operations.

(21) Support for recovery, rescue operations.

(22) Security assistance operations.

(23) Health Services assistance.

(24) Construction assistance.

(25) Airlift assistance.

(26) Reconnaissance.

(27) Antisubmarine warfare.

m. Monitor sea-based approaches to enemy centers of gravity.

(1) Monitor operations directed at decisive points leading to centers of gravity -- usually littoral approaches to attacking protected centers of gravity.

(2) Monitor open ocean and littoral exploitation of enemy vulnerabilities. Consider:
(a) Simultaneous attack throughout the depth of the battlespace.
(b) Attack from an unexpected direction -- asymmetrical operations.
(c) Isolate main enemy forces.

n. Monitor specific joint force level operations/tasks related to maritime warfare.
(1) Antiair Warfare (AAW).
(2) Antisubmarine Warfare (ASW).
(3) Antisurface Ship Warfare (ASUW).
(4) Strike Warfare (STW).
(5) Amphibious Warfare.
(6) Mine Warfare.
(7) Space and Electronic Warfare (SEW)/Command and Control Warfare (C2W).
(8) Maritime-based infrastructure supporting enemy sea control forces (subset of STW).
(9) Barrier operations in choke points.

o. Monitor specific joint force level operations/tasks related to maritime supporting warfare tasks.
(1) Special warfare.
(a) Special mobile operations.
(b) Unconventional warfare.
(c) Coastal and river interdiction.
(d) Beach and coastal reconnaissance.
(e) Tactical intelligence operations.
(2) Ocean surveillance.
(3) Command, Control, Communications (C3) at the joint force or functional component level.
(4) Electronic warfare.
(5) Joint force logistic operations.

2. **Assess maritime force and supporting operations** (Task 406-02-J3/J5). Makes assessment according to pre-established criteria or measures of success in progress toward achievement of objectives, by phase. Assess:

a. Operational movement and maneuver related to maritime operations. See Task 401B-01-J3 (Assess progress of operational movement and maneuver toward achievement of operational objectives). Consider:
(1) Projection of power from the sea at enemy centers of gravity, key weaknesses, and/or vulnerabilities.
(2) Leverage of positional advantage for strike, intercept, interdiction, and/or other operations.
(3) Flexibility for strike operations, attainment of operational tempo.
(4) Adaptability, flexibility, and freedom of action.
(5) Neutralization, clearing, breakthrough of operationally significant obstacles.
(6) Preparation of beach approaches, inland routes, ports, operating bases.
(7) Identification and/or neutralization of sea obstacles.

(8) Available sea space for operations.
(9) Suitable hydrography for operations.
(10) Preparation and transit of task groups/forces.
(11) Positioning of naval forces for operations.

b. Operational intelligence in support of maritime operations. See Task 401B-02-J2/Staff (Assess effectiveness of and/or continuing requirements for intelligence in support of operations).

c. Operational firepower by or in support of maritime operations. See Task 401B-03-J3 (Assess results of and/or additional requirements for operational firepower). Consider:

(1) Interdiction operations.
  (a) Theater or operational results of firepower.
  (b) Operational and tactical concerns/benefits to maritime-based forces.
  (c) Security of the operational area of naval forces.
  (d) Lodgment areas, PODs, logistics centers of gravity for maritime forces.
  (e) Priorities and anticipated changes.
(2) Maritime forces firepower and results/contributions on:
  (a) Enemy centers of gravity.
  (b) Air superiority/supremacy.
  (c) Transportation and communications.
  (d) Maritime force protection.
  (e) Outlying/by-passed enemy positions.
  (f) Preparations of objective areas (amphibious/maritime-based operations).
  (g) Electronic Warfare (EW) support.
  (h) Offensive/defensive mine warfare.
  (i) Enemy naval surface, subsurface, and air forces.
  (j) Denial of electromagnetic spectrum use.
(3) Integration and results of land-based, joint air, and maritime interdiction operation.
  (a) Maritime-based maneuver supporting joint air interdiction.
  (b) Joint air interdiction supporting maritime-based maneuver.
(4) Assess/adjust maritime forces nominations of operationally significant targets affecting theater or joint force (maritime) air operations and (maritime) land force operations.
  (a) Targeting requirements in support of maneuver and joint force interdiction.
  (b) Land-based interdiction capability into the interdiction plan.

d. Operational support by or in support of maritime operations. See Task 401B-04-J4/Staff (Assess effectiveness of and/or continuing requirements for operational support).

e. Operational command and control of and by maritime operations. See Task 401B-05-J3 (Assess the results of and/or/continuing requirements for operational command and control of forces and operations). Consider:

(1) Organization of naval force with respect to JTF.
  (a) Service components when missions are dissimilar or divergent.

(b) Functional components when missions of major forces are closely associated.

(2) Operational missions assigned to maritime forces.

(a) Supports commander's estimate, COA analysis, and wargaming.

(b) Coordinated, integrated, and synchronized with missions assigned other joint forces.

(c) Availability of sufficient JTF controlled resources.

(d) Availability of forces and capabilities.

(3) Organization of Joint Operations Area (JOA) with respect to maritime forces.

(a) Adequacy of boundaries and other maneuver control measures.

(b) Adequacy of force operational areas -- amphibious objective area, etc.

(c) Adequacy of air, surface, and subsurface control and identification procedures.

(d) Establishment of fire control measures when required.

(e) Establishment of other operational areas when required.

1 Force surveillance zone.

2 Outer defense zone.

3 Inner defense zone.

4 Joint rear area.

5 Subordinate area of operations.

6 Areas of interest.

7 Combat zone.

8 Maritime control area or defense sea area.

9 Communications zone.

(4) Integration of maritime force airspace into joint force airspace control plan.

(a) Effectiveness of maritime force capability in providing airspace control for littoral or certain land-based operations.

(b) Integration of maritime force airspace into land-based airspace control network.

(c) Integration of land-based airspace control into the maritime airspace control network.

(5) Integration of maritime forces into information architecture.

(a) Maritime force information systems - Joint Maritime Command Information Strategy (JMCIS), LINK-11, organic sensors and assets, etc.

(b) Operational information and maritime forces status.

(c) Operational situation involving maritime forces.

(d) Video Teleconferencing (VTC).

f. Operational protection of maritime forces. See Task 401B-06-J3/STAFF (Assess results of and/or continuing requirements for operational protection of the joint force). Consider:

(1) Maritime forces air defense capabilities integrated into the joint force air defense plan.

(a) Air defense C2 of littoral and/or land-based operations.

(b) Integration of maritime air defense capabilities into land-based and airborne air defense C2 network.

(c) Integration of land-based and airborne air defense capabilities into maritime air defense C2 network.

(2) Maritime protection for friendly operational forces.
(a) Sea Lines of Communications (SLOC).
(b) Littoral/area of operations.
(c) Removal of operationally significant hazards.
(d) Friendly use of electromagnetic spectrum.
(e) Identification of friendly operational forces.
(f) Separation of subsurface forces.
(g) Separation of towed sonars/arrays.
(h) Integration of sonars.

(3) Operations Security (OPSEC).
(a) Signals Security (SIGSEC) measures.
(b) Concealment of operationally significant maritime forces.
(c) Avoidance of operational patterns by maritime forces.

(4) Military deception to protect maritime forces.
(a) Plan involving maritime forces.
(b) Misinformation regarding maritime operations.
(c) Security violations.

(5) Security of operational maritime forces and means.
(a) Enemy options to identify likelihood of efforts to surprise, observe/detect, or conduct espionage, terrorist, or sabotage operations.
(b) Measures to counteract, protect from such enemy activities.
(c) Port Security and Harbor Defense (PSHD) operations.
(d) Sealift terminal transfer operations.
(e) SIGSEC measures.
(f) Maritime support of land forces security operations and requirements.

3. **Prepare plans and orders related to maritime and littoral operations** (Task 406-03-J3/J5).

a. Maintain current estimate of maritime operations.

b. Assess progress of current maritime operations.

(1) Relate information to attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.

(2) Relate to decision points for current or future operations.

c. Develop friendly Courses of Action (COA) with regard to maritime and littoral operations.

(1) Continuation of composite maritime and littoral operations in accordance with the current apportionment, guidance, and prioritized targets.

(2) Branches and sequels for maritime and littoral operations based on the changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect maritime and littoral operations, or current and future environmental or civil conditions.

(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.

e. Analyze friendly COAs.
(1) Wargames against enemy COAs or current and future environmental or civil conditions.
(2) Feasible alternatives, using best information available.

f. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using best information available and determine advantages/disadvantages of each.

g. Prepare discussion and/or recommendation to current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

4. **Direct and lead subordinate operational maritime and littoral operations** (Task 406-04-CJTF/J3).

a. Approve plans and orders related to maritime and littoral operations.

b. Direct/control the operational movement of maritime and supporting forces.
(1) Direct strategic deployment status of maritime forces.
(a) Balance requirements for initial combat and noncombat operations, maritime forces reception and buildup, timing of required follow-on operations.
(b) Recommend changes to Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for maritime forces, as required.
(2) Direct intra theater deployment of maritime forces.
(a) Direct movement of maritime (land) forces from PODs to assembly areas, and then to positions from which forces will initiate major operations.
(b) Coordinate logistics support for movement of maritime forces.
(3) Direct the positioning of maritime forces for operations
(4) Direct the extension of operational reach through inter/intra-theater deployment and establishment of Forward Operating Bases (FOB).

c. Direct/control operational maneuver of maritime forces.
(1) Direct/control operations at enemy centers of gravity related to maritime operations.
(a) Operations directed at decisive points leading to centers of gravity.
1 Elevated terrain features, built-up areas, or key military operational facilities (for land based maritime forces).
2 Enemy command posts, critical boundaries, airspace, and communications nodes (same).
(b) Exploitation of enemy vulnerabilities. Consider:

1 Simultaneous attack throughout depth of battlespace.
2 Attack from unexpected direction.
3 Isolation of main enemy forces.

(2) Direct/control transition of maritime (land) forces to and from tactical battle formations. Consider:

(a) Relation to decisive points from which enemy centers of gravity, or approaches to them, are exposed.
(b) Passage of lines (forward and rearward).
(c) Penetration and envelopment (vertical and horizontal), turning movement, infiltration, frontal attack.

(3) Direct/control the posturing of joint maritime forces for operational formations. Consider:

(a) Grouping of maritime forces to achieve operational aims.
(b) Effective combined arms combinations.
(c) Effective use of all elements of maritime and other joint forces.
(d) Maritime forces' capability to maneuver, concentrate and disperse, and reinforce.
(e) Agility to transition between formations.
(f) Use of posturing of maritime forces for deception.
(g) Use of posturing of maritime forces for psychological effect.

(4) Direct/control the concentration of maritime forces in theater of operations/JOA.

(a) Achieve operational advantage by placing overwhelming joint force and/or operational fires at enemy decisive points.
(b) Achieve either surprise or intended psychological effect.

(5) Direct/control the conduct of operations in depth. Consider:

(a) Integration, synchronization, coordination of offensive, defensive, even retrograde operations to permit concentration of operational forces at enemy decisive points.
(b) Simultaneous attack with maritime forces integrated with full joint force capability throughout depth of battlespace.
(c) Attack from unexpected direction.
(d) Isolation of main enemy forces.
(e) Interdiction of subsequent enemy echelons, LOCs.

(6) Direct/control maritime operations in conduct of show of force operations. Consider:

(a) Exhibition of military power to influence potential belligerents' actions.
(b) Use of assigned or forward presence forces.
(c) Deployment of additional forces.
(d) Training exercises that show capability to deal effectively with potential crises.

(7) Direct/control maritime operations in conduct of demonstration operations. Consider:

(a) Employment of forces to warn, divert, or deceive an enemy.
(b) Achievement of objectives without engagement.

(c) Continued planning for branches and sequels in the event that engagement occurs.

(8) Direct/control maritime operations in conduct of forcible entry operations.

(9) Direct/control maritime operations to seize, hold, or expand lodgment, normally as part of forcible entry operations. Consider progress towards:

(a) Employment of joint forces to seize and expand a designated littoral area as a staging base for continued operations.

(b) Space to build up forces, posture for movement or transition to operational formations.

(c) Balance of requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations.

d. Direct/control maritime operations to enhance operational mobility. Consider objectives/tasks relating to:

(1) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in sea or littoral approaches.

(2) Effective use of existing facilities or infrastructure.

(3) Capture or isolation of facilities or infrastructure.

(4) Circumvention or transit of natural obstacles.

(5) Preparation of routes, operating bases.

e. Direct/control maritime operations/actions to achieve operational countermobility.

(1) Direct/control development of operational system of obstacles. Consider:

(a) Potential contribution to achievement of operational results in campaigns or major operations.

(b) Creation of friendly force positional advantage.

(c) Exposure of enemy decisive points, centers of gravity, high-payoff targets.

(d) Air, land, sea means, including minefields, atomic and conventional demolition munitions, interdiction target sets.

(e) Reinforcement of existing obstacles to create systems of obstacles.

(2) Direct/control maritime operations in conduct of quarantine/embargo. Consider:

(a) Exclusion of specific items from movement into or out of a state or nation.

(b) Potential contribution to achievement of operational results in campaigns or major operations.

(c) Synchronization of operational and tactical tasks that compose the quarantine/embargo.

(d) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo.

(3) Direct/control maritime operations in conduct of blockade. Consider:

(a) Relative isolation of enemy or belligerent communications and/or commerce.

(b) Achievement of necessary and desired degrees of blockade.

(c) Synchronization of operational and tactical tasks that compose the quarantine/embargo.

(d) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo.

f. Direct/control the conduct of maritime operations for the control or domination of operationally significant areas.

(1) Direct/control operations to control of operationally significant maritime area. Consider:

(a) Operational advantage to be gained.

(b) Operations to be conducted, such as attack and occupation, isolation, population and resource control, etc.

(c) Operational means -- maneuver, firepower, interdiction, special operations, etc.

(d) Branches and sequels in the event of achievement, maintenance, and/or loss of control.

(2) Direct/control maritime operations in the establishment and maintenance of air superiority in theater of operations/JOA. Consider:

(a) Extent of airspace to be controlled and degree and timing of superiority required.

(b) Operations to be conducted, such as air defense, strategic attack, interdiction, etc.

(c) Operational means -- maneuver of land, sea, air forces, operational fires, special operations, etc.

(d) Branches and sequels in the event of achievement, maintenance, and/or loss of superiority.

(3) Direct/control maritime operations to assist host nation in populace and resource control. Consider:

(a) Extent, degree and timing of population to be controlled.

(b) Coordination with host-nation law enforcement and security forces.

(c) Operations to be conducted, such as external support for control of civil unrest, refugee assistance and assistance to displaced persons, restoration of basic public services, etc.

(d) Means of conducting operations, such as civil affairs, military police, logistics forces, etc.

g. Direct/control operational intelligence in support of maritime operations. Include:

(1) Support for targeting efforts.

(2) Reconnaissance operations, to include special reconnaissance.

(3) Support for military deception planning and operations.

(4) Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products -- obstacles/hazards.

(5) General military intelligence related to maritime force missions.

h. Direct/control the employment of operational firepower in support of maritime operations.

(1) Ensure an appropriate relationship between land-based combat power and air/naval combat power. Consider supporting supported relationships from the perspective of joint force objectives.

(2) Control the target nomination process for operationally significant targets that affect maritime operations.

(a) Ensure an appropriate balance between targets in support of maneuver and in support of other joint force interdiction.
(b) Coordinate the integration of maritime-based interdiction capability into interdiction plan, including lethal and nonlethal means of attack.

i. Direct/control the operational support of maritime forces.
(1) Controls development of and operations at ISB, operational support bases.
(2) Direct/coordinate the necessary munitions stockage levels.
(3) Direct/coordinate the necessary fuels stockage levels.
(4) Direct/coordinate the necessary maintenance supply stocks and priorities.
(5) Direct/coordinate necessary personnel operations.
(a) Establish the necessary deployment priority for field services, health services resources.
(b) Ensure that maritime forces plan and conduct necessary and appropriate training
(c) Plan for joint personnel reception operations, if required.
(6) Ensure an appropriate priority for CJTF-controlled distribution of stocks and services.
(7) Direct the establishment and operation of appropriate sustainment bases.
(a) Recommend number and location of sustaining bases.
(b) Provide sustainment engineering.
(c) Coordinate/tasks law enforcement and prisoner control.
(8) Direct/control politico-military support to other nations, groups, US Government (USG) agencies.
(9) Direct/coordinate maritime forces politico-military support to other nations, groups, US agencies.
(a) Direct/coordinate maritime-based security assistance operations in theater and area of operations.
(b) Direct/coordinate civil-military operations support in theater and area of operations.
(c) Direct/coordinate maritime based support to Department of Defense (DOD) and other US agencies.
(d) Direct/coordinate maritime-based politico-military support.
(10) Direct/coordinate associated METOC operations.

j. Direct/control the operational command and control of operational maritime forces.
(1) Incorporate maritime forces in the JTF information architecture.
(a) Incorporates maritime force information systems.
(b) Develop operational information and forces status.
(c) Develop procedures for monitoring operational situation involving maritime forces.
(2) Organize operational maritime forces.
(a) Conduct operations through Service components when stability, continuity, economy, ease of long range planning, and scope of operations dictate organizational integrity of Service components.

(b) Establish functional components when the scope of operations require that similar capabilities and functional forces from more than one service be directed toward closely related objectives, and unity of command and effort are primary considerations.

(3) Assign operational missions to maritime forces.

(a) Based on commander's estimate, staff's COA analysis and wargaming.

(b) Coordinated, integrated -- synchronized with missions assigned to other joint forces.

(c) Supported by sufficient JTF controlled resources -- operational area, allocation of operational fires, etc.

(4) Consider maritime-based conditions for termination of hostile military or noncombat military operations:

(a) Control of enemy forces -- ability to freely impose friendly will over enemy.

(b) Control over enemy territory or retention of control over friendly territory.

(5) Organize the operational maritime area in the JOA.

(a) Establish boundaries, maneuver control measures that provide maritime force commanders with sufficient space to accomplish assigned missions.

(b) Establish force operational areas -- e.g., Amphibious Objective Areas (AOAs), Joint Special Operations Areas (JSOAs).

(c) Establish airspace control measures.

(d) Establish fire control measures.

(e) Establish other operational areas, as required:

1 Joint rear area.

2 Subordinate areas of operations.

3 Areas of interest.

4 Combat zone.

5 Communications zone.

k. Direct/control operations/actions for operational protection of maritime forces.

(1) In conjunction with the Joint Force Air Component Commander (JFACC), Airspace Control Authority (ACA), and Area Air Defense Commander (AADC), Coordinate the control of operational airspace and missile defense (refers to defensive counterair and anti-air activities). Include the protection of critical facilities and forces. Require:

(a) Processing and allocation of operational airspace targets.

(b) Integration of joint/multinational operational airspace defense.

(c) Provision of airspace control.

(d) Counters to enemy air attack in theater of operations/JOA.

(e) Conduct of operational area missile defense.

(2) Control/coordinate operations/actions to protect operational maritime forces, means. Include:

(a) Preparation of operationally significant defenses.

(b) Removal of operationally significant hazards.

(c) Protection of electromagnetic spectrum in theater of operations/JOA.

(d) Positive identification of friendly operational forces.

(e) Evacuation of noncombatants from the theater of operations/JOA.
(f) Establishment of disaster control measures.
(g) Establishment of NBC protection in theater of operations/JOA (see Task 215M).
(h) Coordination of Personnel Recovery (PR) operations (see Task 215N).
(i) Support to survival, escape, resistance, and evasion (SERE) actions.

(3) Direct/control operations security (OPSEC) related to maritime forces and operations (see Task 215S-1). Include:
(a) Determination of Essential Elements of Friendly Information (EEFI).
(b) Signal security (SIGSEC).
(c) Avoidance operational patterns.
(d) Assessment of the results of OPSEC.

(4) Direct/control the conduct of maritime operations in operational deception (see Task 215S-3). Include:
(a) Protection of details of plans involving maritime forces.
(b) Spreading of misinformation regarding maritime operations.

(5) Direct/coordinate operations/actions for the security for operational maritime forces and means. Include:
(a) Identification of friendly centers of gravity to be protected.
(b) Assessment of friendly vulnerabilities.
(c) Counterreconnaissance in theater of operations/JOA.
(d) Protection and security of flanks, rear areas, and Communications Zone (COMMZ) in theater of operations/JOA.
(e) Protection and security of operationally critical installations, facilities, and systems.
(f) Protection and security of air, land, sea lines of communication (LOCs) in theater of operations/JOA.
(g) Integration of host-nation security forces and means.

(6) Direct/coordinate operations/actions for morale and welfare programs for maritime forces.

l. For MOOTW, direct/control the conduct of specific maritime force operations, including:
(1) Arms control and inspection.
(2) Combating terrorism.
(3) Counterdrug operations.
(4) Nation assistance.
(5) Noncombatant evacuation.
(6) Civil support operations.
(7) Various peace support operations.
(8) Support to insurgencies.

m. Synchronize maritime operations/actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).

n. Coordinate maritime actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.

(2) Direct supporting operations, as required.
(3) Resolve conflicts.

o. Adjust control measures, as required, or relay component adjustments to adjacent, supported, or supporting units.

p. Decide on maritime actions/direction. Change, recommend changes, or continue maritime operations.
(1) Seek CJTF/supervisors' guidance if a change appears necessary.
(2) Ensure change remains supportive of current mission and intent -- based on continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.

q. Approve plans and orders.

r. Issue plans/orders.

5. **Acquire and communicate operational information about maritime and littoral operations** (Task 406-05-J3).

a. Display information.

b. Brief information.

c. Informs supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.

d. Report -- formal (required, periodic) and informal (hasty, as required).

e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to maritime and littoral operations.

g. Conduct public affairs operations related to maritime and littoral operations.

ELEMENT: J3/J2

TASK 407: CONTROL SPECIAL OPERATIONS

(Relates to UJTL Tasks OP 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 3.1, 3.2, 5.1, 5.3, 5.5, 6.1, 6.2, 6.3, 6.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations involving special operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls special operations, and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current operations, and plan and direct future operations ensuring operations in all dimensions are fully integrated, a rapid tempo is maintained, and objectives are met in an expeditious manner.

REFERENCES: JP 1, JP 3-0, JP 3-05, JP 3-05.1, JP 3-05.2

MTG TASK STEPS

1. **Monitor special operations** (Task 407-01-J3).
   a. Collect information from all sources. Keyed to:
      (1) Predetermined information plan -- requirements, sources, and timing.
      (2) CJTF's information requirements.
   b. Monitor operational movement of special operations and supporting forces.
      (1) Monitor strategic deployment status of special operations forces.
         (a) Balance requirements for initial combat and noncombat operations, special operations forces (SOF) reception and buildup, and timing of required follow-on operations.
         (b) Recommend changes to Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for SOF, as required.
      (2) Monitor intra theater deployment of forces.
      (3) Monitor the positioning of forces for operations.
      (4) Monitor extent of operational reach through inter/intra theater deployment and establishment of Forward Operating Bases (FOB).
      (5) Monitor progress of continuing requirements for operational movement.
         (a) Consistent with covert or clandestine requirements.
         (b) Alert, planning, rehearsal times.
         (c) Special transportation requirements.
   c. Monitor operational maneuver.
      (1) Monitor operations directed at enemy centers of gravity related to special operations.
      (2) Monitor the transition of forces to and from tactical battle formations.
      (3) Monitor posturing of joint forces for operational formations.
      (4) Monitor the concentration of forces in the theater of operations/JOA.
      (5) Monitor the conduct of operations in depth.
      (6) Monitor the conduct of show of force operations.
      (7) Monitor the conduct of demonstration operations.

(8) Monitor the conduct of forcible entry operations.
(9) Monitor the conduct of operations to seize, hold, or expand lodgment, normally as part of forcible entry operations.
(10) Monitor infiltration/penetration operations.
(11) Monitor exfiltration/recovery operations.

d. Monitor operational mobility. Consider objectives/tasks relating to:
(1) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in both land and sea approaches.
(2) Effective use of existing facilities or infrastructure.
(3) Capture or isolation of facilities or infrastructure.
(4) Circumvention or transit of natural obstacles.
(5) Preparation of routes, operating bases.
(6) Monitor progress or continuing requirements for operational mobility, either for or by special operations:
(a) Consistent with covert or clandestine requirements.
(b) Access to and security requirements at operating bases.
(c) Identification of operational level obstacles.
(d) Mobility during accomplishment of mission.
(e) Hydrography for operations from/in the sea.
(f) Effects of meteorological and oceanographic (METOC) conditions on operations.

e. Monitor operational countermobility.
(1) Monitor progress in developing operational system of obstacles.
(2) Monitor conduct of quarantine/embargo.
(3) Monitor conduct of blockade.

f. Monitor the conduct of operations for the control or domination of operationally significant areas.
(1) Monitor operations to control of operationally significant areas.
(2) Monitor operations to assist host nation in populace and resource control.
(3) For Military Operations Other Than War (MOOTW), monitor the conduct of special operations.

g. Monitor operational intelligence in support of special operations. Include:
(1) Support for targeting efforts.
(2) Reconnaissance operations, to include special reconnaissance.
(3) Support for military deception planning and operations.
(4) Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products -- obstacles/hazards.
(5) General military intelligence related to special operations force missions.

h. Monitor the employment of operational firepower in support of special operations. Monitor the target nomination process for operationally significant targets that affect special operations.

i. Monitor the operational support of special operations forces.
(1) Monitor development of and operations at ISB, operational support bases.
(2) Plan/coordinate for necessary munitions stockage levels.
(3) Plan/coordinate for necessary fuels stockage levels.

(4) Plan/coordinate for necessary maintenance supply stocks and priorities.
(5) Plan/coordinate necessary personnel operations.
(6) Ensure an appropriate priority for CJTF-controlled distribution of stocks and services.
(7) Plan establishment and operation of appropriate sustainment bases.
(8) Plan/coordinate political-military support to other nations, groups, US Government (USG) agencies.
(9) Plan/coordinate special operations forces political-military support to other nations, groups, US agencies.
(10) Plan/coordinate associated METOC operations.

j. Monitor the operational command and control of special operations forces.
(1) Incorporation of special operations forces in the JTF information architecture.
(2) Organization of special operations forces.
(3) Assignment of operational missions to special operations forces.
(4) Consider special operations based conditions for termination of hostile military or noncombat military operations.
(5) Organization of operational areas in the JOA.

k. Monitor operations/actions for operational protection of special operations forces.
(1) Monitor the control of missile defense (refers to defensive counterair and antiair activities). Include the protection of critical facilities and forces.
(2) Monitor operations/actions to protect operational forces, means, and noncombatants.
(3) Monitor Operations Security (OPSEC) in theater of operations/JOA (see Task 215S-1).
(4) Monitor the conduct of deception in support of subordinate campaigns and major operations (see Task 215S-3).
(5) Monitor operations/actions for the security of operational forces and means.
(6) Monitor operations/actions for morale, welfare programs for special operations forces.

l. Monitor progress in MOOTW related to special operations.
(1) Arms control and inspection.
(2) Combating terrorism.
(3) Counterdrug operations.
(4) Nation assistance.
(5) Noncombatant evacuation.
(6) Civil support operations.
(7) Various peace support operations.
(8) Support to insurgencies.
(9) Health service assistance.

m. Monitor operations directed at enemy centers of gravity related to special operations.
(1) Operations directed at decisive points leading to centers of gravity.
(a) Critical Command and Control (C2) nodes and infrastructure.
(b) Critical logistic facilities and infrastructure.
(2) Exploitation of enemy vulnerabilities. Consider:

(a) Simultaneous attack throughout depth of battlespace.
(b) Attack from unexpected direction -- asymmetric operations using SOF.
(c) Isolation of main enemy forces.

2. **Assess special operations and supporting operations** (Task 407-02-J3/J5).
a. Make assessment according to pre-established criteria or measures of success in progress toward achievement of objectives, by phase.
b. Assess:
(1) Operational movement and maneuver. See Task 401B-01-J3 (Assess the progress of operational movement and maneuver toward the achievement of operational objectives).
(2) Operational intelligence. See Task 401B-02-J2/STAFF (Assess the effectiveness of and/or continuing requirements for intelligence in support of operations). Consider:
(a) Enemy capabilities/intent to defend or attack against friendly SOF.
(b) Support for targeting efforts -- strategic and operational.
(c) Effectiveness of and/or additional requirements for reconnaissance operations, to include special reconnaissance, both by and for SOF.
(d) Support for military deception planning and operations.
(e) Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products.
(f) General military intelligence related to special operations missions -- e.g. timely, detailed, tailored/target specific, fused all-source intelligence.
(g) Intelligence dissemination means, to include:
1 Special Operations Command Research, Analysis, and Threat Evaluation System (SOCRATES).
2 Psychological Operations Automation System (POAS).
(3) Operational firepower. See Task 401B-03-J3 (Assess the results of and/or additional requirements for operational firepower).
(4) Operational support. See Task 401B-04-J4/STAFF (Assess the effectiveness of and/or continuing requirements for operational support).
(5) Operational command and control. See Task 401B-05-J3 (Assess the results of and/or continuing requirements for operational command and control of forces and operations).
Consider:
(a) Information architecture.
1 Incorporate SOF information systems.
2 Operational information and forces status.
3 Procedures for monitoring operational situation involving SOF.
(b) Organization of SOF.
1 Simple, clear, responsive command lines, in accordance with the CJTF intent.
2 Unity of effort.
(c) Operational missions to SOF.
1 Appropriate for tasked components/units.

2 Integrated with missions of other components.
3 Supported by sufficient JTF controlled resources -- operational area, allocation of operational firepower, etc.

(d) Organization of operational area in the Joint Operations Area (JOA).
1 Maneuver control measures provide SOF with sufficient space to accomplish assigned missions.
2 Special operations are integrated into force operational areas -- e.g., Amphibious Objective Areas (AOAs), such that unity of effort is maintained.
3 Airspace control measures support special operations.
4 Fire control measures support special operations.

(e) Deconfliction of special operations with conventional operations.
1 Target nominations/targeting efforts.
2 Command, Control, Communications, and Computers (C4) interoperability.
3 Frequency allocation.
4 Reconnaissance/Intelligence collection efforts.
5 Surface and airspace deconfliction.
6 Fire support coordination.
7 Coordination of logistic support.
8 SOF reporting requirements.

(6) Operational protection of special operations forces. See Task 401B-06-J3/STAFF (Assess results of and/or continuing requirements for operational protection of the joint force). Consider:

(a) Operations and support bases.
1 Number and location of bases.
2 Sustainment engineering.

(b) Munitions stockage levels/resupply.

(c) Petroleum, Oils, Lubricants (POL) stockage levels/resupply.

(d) Maintenance supply stocks and priorities.

(e) C4 provisions -- interoperable, reliable, secure, redundant, lightweight, flexible, mobile, Low Probability of Intercept/Detection (LPI/D). Include:
1 Component communication support.
2 Joint Communications Support Element (JCSE) support.
3 Automated planning tools, such as:
Communications Link Interface Planning System (CLIPS).
Tactical Network Analysis and Planning System (TNAPS).
4 Network support include:
Super High Frequency (Multi-Channel) (SHF/MC).
Ultra High Frequency (Satellite) (UHF/SAT).
Very High Frequency (Frequency Modulation) (VHF/FM).
High Frequency (Multi-Channel) (HF/MC).
High Frequency (Single Channel) (HF/SC).
High Frequency (Single Channel/Low Power) (HF/SC/LP).

(f) Personnel operations.

1 Deployment priority for SOF personnel, units, equipment.
2 Training.
3 Joint and/or personnel replacement and reception operations, as related to SOF.

(g) Public Affairs (PA) guidance regarding special operations.
(h) Legal support of special operations.
(i) Environmental support services for special operations.
(j) Space support for special operations, including:
1 Guidance, navigation, and air and maritime traffic control.
2 Global communications.
3 Global intelligence collection.
4 Surveillance and warning.
5 Meteorological and Oceanographic (METOC) support.
6 Imagery for mapping and targeting.
7 Electronic Warfare (EW).
(k) Health service support.

3. **Prepare plans and orders related to special operations** (Task 407-03-J3/J5).
a. Maintain current estimate of special operations.
b. Assess progress of current special operations.
(1) Relate information to attainment of desired conditions .
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.
c. Develop friendly Courses of Action (COA) with regard to special operations.
(1) Continuation of special operations in accordance with the current apportionment, guidance, and prioritized target.
(2) Branches and sequels for special operations based on changing situation or additional requirements.
d. Develop enemy COAs that impact on or affect special operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.
e. Analyze friendly COAs.
(1) Wargames against enemy COAs or current and future environmental or civil conditions.
(2) Feasible alternatives, using best information available.
f. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using best information available and determine advantages/disadvantages of each.
g. Prepare discussion and/or recommendation to current estimate.

(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be formal or informal format, depending on forum and supervisor directions.

4. **Direct and control special operations** (Task 407-04-CJTF/J3).
a. Approve plans and orders related to special operations.
b. Direct/control the operational movement of special operations and supporting forces.
(1) Direct strategic deployment status of special operations forces.
(a) Balance requirements for initial combat and noncombat operations, special operations forces reception and buildup, timing of required follow-on operations.
(b) Recommend changes to Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for special operations forces, as required.
(2) Direct intra theater deployment of special operations forces.
(a) Direct movement of forces from PODs to assembly areas, and then to positions from which forces will initiate major operations.
(b) Coordinate logistics support for movement of forces.
(3) Direct the positioning of special operations forces for operations
(4) Direct the extension of operational reach through inter/intra-theater deployment and establishment of Forward Operating Bases (FOB).
c. Direct/control operational maneuver, as it applies to special operations forces.
(1) Direct/control operations at enemy centers of gravity related to special operations.
(a) Operations directed at decisive points leading to centers of gravity.
1 Elevated terrain features, built-up areas, or key military operational facilities.
2 Enemy command posts, critical boundaries, airspace, and communications nodes.
(b) Exploitation of enemy vulnerabilities. Consider:
1 Simultaneous attack throughout the depth of the battlespace.
2 Attack from an unexpected direction.
(2) Direct/control the conduct of operations in depth, using special operations capabilities.
(3) Direct/control conduct of show of force operations, using special operations capabilities. Consider:
(a) Exhibition of military power to influence potential belligerents' actions.
(b) Use of assigned or forward presence forces.
(c) Deployment of additional forces.
(d) Training exercises that show capability to deal effectively with potential crises.
(4) Direct/control conduct of demonstrations, using special operations capabilities. Consider:

(a) Employment of forces to warn, divert, or deceive an enemy.
(b) Achievement of objectives without engagement.
(c) Continued planning for branches and sequels in the event that engagement occurs.

(5) Direct/control special operations participation in forcible entry operations

(6) Direct/control the conduct of special operations to seize, hold, or expand a lodgment, normally as part of forcible entry operations. Consider progress towards:

(a) Employment of special operations forces to seize and expand a designated area as a staging base for continued operations.
(b) Space to build up forces, posture for movement or transition to operational formations.
(c) Balance of requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations.

d. Direct/control special operations to enhance operational mobility. Consider objectives/tasks relating to:

(1) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in both land and sea approaches.
(2) Effective use of existing facilities or infrastructure.
(3) Capture or isolation of facilities or infrastructure.
(4) Circumvention or transit of natural obstacles.
(5) Preparation of routes, operating bases.

e. Direct/control special operations/actions to achieve operational countermobility.

(1) Direct/control development of operational system of obstacles. Consider:

(a) Potential contribution to achievement of operational results in campaigns or major operations.
(b) Creation of friendly force positional advantage.
(c) Exposure of enemy decisive points, center of gravity, high-payoff targets.
(d) Air, land, sea means, including minefields, atomic and conventional demolition munitions, interdiction target sets.
(e) Reinforcement of existing obstacles to create systems of obstacles.

(2) Direct/control special operations participation in quarantine/embargo. Consider:

(a) Exclusion of specific items from movement into or out of a state or nation.
(b) Potential contribution to achievement of operational results in campaigns or major operations.
(c) Synchronization of special operations and conventional tasks that compose the quarantine/embargo.
(d) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo.

(3) Direct/control special operations participation in blockade. Consider:

(a) Relative isolation of enemy or belligerent communications and/or commerce.
(b) Achievement of necessary and desired degrees of blockade.

(c) Synchronization of operational and tactical tasks that compose the quarantine/embargo.
(d) Branches and sequels of required actions that result in expansion of operations beyond quarantine/embargo.

f. Direct/control the conduct of special operations roles in the control or domination of operationally significant areas.
(1) Direct/control the establishment and maintenance of area superiority in theater of operations/JOA that involves special operations forces.
(2) Direct/control special operations to assist host nation in populace and resource control. Consider:
(a) Extent, degree and timing of population to be controlled.
(b) Coordination with host-nation law enforcement and security forces.
(c) Operations to be conducted, such as external support for control of civil unrest, refugee assistance and assistance to displaced persons, restoration of basic public services, etc.
(d) Means of conducting operations, such as civil affairs, military police, logistics forces, etc.

g. Direct/control operational intelligence in support of special operations. Include:
(1) Support for targeting efforts.
(2) Reconnaissance operations, to include special reconnaissance.
(3) Support for military deception planning and operations.
(4) Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products -- obstacles/hazards.
(5) General military intelligence related to special operations missions.

h. Direct/control the employment of operational firepower in support of special operations. Controls the target nomination process for operationally significant targets that affect special operations.

i. Direct/control the operational support of special operations forces.
(1) Control development of and operations at ISB, operational support bases.
(2) Direct/coordinate the necessary munitions stockage levels.
(3) Direct/coordinate the necessary fuels stockage levels.
(4) Direct/coordinate the necessary maintenance supply stocks and priorities.
(5) Direct/coordinate necessary personnel operations.
(a) Establish the necessary deployment priority for field services, health services resources.
(b) Ensure that special operations forces plan and conduct necessary and appropriate training
(c) Plan for joint personnel reception operations, if required.
(6) Ensure an appropriate priority for CJTF-controlled distribution of stocks and services.
(7) Direct the establishment and operation of appropriate sustainment bases.
(a) Recommend number and location of sustaining bases.
(b) Provide sustainment engineering.
(c) Coordinate/task law enforcement and prisoner control.

(8) Direct/control political-military support to other nations, groups, US Government (USG) agencies.
(9) Direct/coordinate special operations forces political-military support to other nations, groups, US agencies.
(a) Direct/coordinate special operations-based security assistance operations in theater and area of operations.
(b) Direct/coordinate civil-military operations support in theater and area of operations.
(c) Direct/coordinate special operations based support to Department of Defense (DOD) and other US agencies.
(d) Direct/coordinate special operations-based politico-military support.
(10) Direct/coordinate associated METOC operations.

j. Direct/control the operational command and control of special operations forces.
(1) Incorporate special operations forces in the JTF information architecture.
(a) Incorporates special operations force information systems.
(b) Develop operational information and forces status.
(c) Develop procedures for monitoring operational situation involving special operations forces.
(2) Organize special operations forces. Normally conducts special operations through a subordinate Joint Special Operations Task
(3) Assign operational missions to special operations forces.
(a) Based on commander's estimate, staff's COA analysis and wargaming.
(b) Coordinated, integrated -- synchronized with missions assigned to other joint forces.
(c) Supported by sufficient JTF controlled resources -- operational area, allocation of operational fires, etc.
(4) Organize operational area in the JOA to accommodate/safeguard special operations.
(a) Establish boundaries, maneuver control measures that provide special operations force commanders with sufficient space to accomplish assigned missions.
(b) Establish force operational areas -- e.g., Amphibious Objective Areas (AOAs); Joint Special Operations Areas (JSOAs), etc.
(c) Establish airspace control measures.
(d) Establish fire control measures.
(e) Establish other operational areas, as required:
1 Joint rear area.
2 Subordinate areas of operations.
3 Areas of interest.
4 Combat zone.
5 Communications zone.

k. Direct/control operations/actions for operational protection of special operations forces.
(1) In conjunction with the Joint Force Air Component Commander (JFACC), Airspace Control Authority (ACA) and Area Air Defense Commander (AADC),

coordinate the control of operational airspace and missile defense (refers to defensive counterair and anti-air activities). Include the protection of critical facilities and special operations forces. Require:

(a) Processing and allocation of operational airspace targets.
(b) Integration of joint/multinational operational airspace defense.
(c) Provision of airspace control.
(d) Counters to enemy air attack in theater of operations/JOA.
(e) Conduct of operational area missile defense.

(2) Control/coordinate operations/actions to protect special operations forces, means, and noncombatants. Include:

(a) Preparation of operationally significant defenses.
(b) Removal of operationally significant hazards.
(c) Protection of electromagnetic spectrum in theater of operations/JOA.
(d) Positive identification of friendly operational forces.
(e) Evacuation of noncombatants from theater of operations/JOA.
(f) Establishment of disaster control measures.
(g) Establishment of NBC protection in theater of operations/JOA (see Task 215M).
(h) Coordination of Personnel Recovery (PR) operations (see Task 215N).
(i) Support to Survival, Escape, Resistance, and Evasion (SERE) actions.

(3) Direct/control Operations Security (OPSEC) in theater of operations/JOA as they relate to special operations. (see Task 215S-1). Include:

(a) Determination of Essential Elements of Friendly Information (EEFI).
(b) Signal security (SIGSEC).
(c) Avoidance operational patterns.
(d) Assessment of the results of OPSEC.

(4) Direct/control the conduct of deception as it relates to special operations (see Task 215S-3). Include:

(a) Protection of details of plans involving special operations forces.
(b) Spreading of misinformation regarding special operations.

(5) Direct/coordinate operations/actions for the security for special operations forces and means. Include:

(a) Identification of friendly centers of gravity to be protected.
(b) Assessment of friendly vulnerabilities related to special operations.
(c) Counterreconnaissance in theater of operations/JOA.
(d) Protection and security of flanks, rear areas, and Communications Zone (COMMZ) in theater of operations/JOA.
(e) Protection and security of operationally critical installations, facilities, and systems.
(f) Protection and security of air, land, sea lines of communication (LOCs) in theater of operations/JOA.
(g) Integration of host-nation security forces and means.

(6) Direct/coordinate operations/actions for morale and welfare programs for special operations forces.

l. For MOOTW, direct/control the conduct of specific operations involving special operations, including:
(1) Arms control and inspection.
(2) Combating terrorism.
(3) Counterdrug operations.
(4) Nation assistance.
(5) Noncombatant evacuation.
(6) Civil support operations.
(7) Various peace support operations.
(8) Support to insurgencies.
(9) Health service assistance.
m. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/STAFF (Synchronize/Integrate Operations).
n. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.
o. Adjust control measures, as required, or relays component adjustments to adjacent, supported, or supporting units.
p. Decide on operational actions/direction.
q. Change, recommend changes, or continue special operations and priorities.
(1) Seeks CJTF/supervisors guidance if a change appears necessary.
(2) Ensure change remains supportive of current mission and intent -- based on continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.
r. Approve plans and orders.
s. Issue plans/orders.

5. **Acquire and communicate operational information about special operations** (Task 407-05-J3).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to special operations.
g. Conduct public affairs operations related to special operations.

ELEMENT: J3/J2

TASK 408: CONTROL SPACE SUPPORT OPERATIONS

(Relates to UJTL Tasks OP 2.1, 2.2, 3.1, 5.1, 6.1)

MTG TASK SITUATION: The President and SECDEF and supported Combatant Commander have issued execution orders for JTF operations involving space support operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, controls and directs changes in space support operations in accordance with the CJTF's intent. The CJTF and his staff control current operations, and plan and direct future operations, ensuring that operations in all dimensions are fully integrated, a rapid tempo is maintained, and objectives are met in an expeditious manner.

REFERENCES: JP 1, JP 3-0, JP 3-14

MTG TASK STEPS

1. **Monitor the use and effectiveness of space-based assets or capabilities to support JTF operations** (Task 408-01-J3).
   a. Space combat support. Include:
      (1) Communications.
      (2) Precise navigation and timing (PNT).
      (3) Intelligence, surveillance, and reconnaissance (ISR).
      (4) Environmental monitoring.
      (5) Geospatial Information and Services (GI&S).
      (6) Warning, processing, and dissemination.
   b. Monitor operational movement of land and supporting forces.
      (1) Monitor strategic deployment status of land forces.
      (2) Monitor intra-theater deployment of forces.
      (3) Monitor the positioning of forces for operations.
      (4) Extent of operational reach through inter/intra theater deployment and establishment of Forward Operating Bases (FOB).
   c. Monitor space support of operational maneuver.
      (1) Monitor space support for operations directed at enemy centers of gravity related to land operations.
      (2) Monitor space support for the transition of forces to and from tactical battle formations.
      (3) Monitor space support for the posturing of joint forces for operational formations.
      (4) Monitor space support for the concentration of forces in the theater of operations/JOA.
      (5) Monitor space support for the conduct of operations in depth.
      (6) Monitor space support for conduct of show of force operations.
      (7) Monitor space support for conduct of demonstration operations.
      (8) Monitor space support for the conduct of forcible entry operations.

(9) Monitor space support for the conduct of operations to seize, hold, or expand lodgment, normally as part of forcible entry operations.

d. Monitor space support to operational mobility. Consider objectives/tasks relating to:

(1) Identification of natural (existing) or other (reinforcing) barriers in both land and sea approaches.
(2) Identification of important existing facilities or infrastructure.
(3) Circumvention or transit of natural obstacles.
(4) Identification of routes, locations for potential operating bases.

e. Monitor space support to operational countermobility.

(1) Identify locations for and results of operational system of obstacles.
(2) Monitor conduct of quarantine/embargo with space assets.
(3) Monitor conduct of blockade with space assets.

f. Use space assets to monitor the conduct of operations for the control or domination of operationally significant areas.

(1) Monitor operations to control operationally significant areas.
(2) Monitor operations to assist host nation in populace and resource control

g. Monitor the use of space support for operational intelligence in support of joint operations. Include:

(1) Support for targeting efforts.
(2) Reconnaissance operations, to include special reconnaissance.
(3) Support for military deception planning and operations.
(4) Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products -- obstacles/hazards.
(5) General military intelligence related to land force missions.

h. Monitor use of space support for the employment of operational firepower in support of joint operations. Include:

(1) Theater Missile Defense (TMD).
(2) Air defense.
(3) Power projection.

i. Monitor space support for the operational support of joint operations and forces.

(1) Identify potential intermediate staging bases (ISBs) and threats to ISBs.
(2) Provide structure for navigation and communication systems.
(3) Identify potential locations for and threats to sustainment bases.
(4) Monitor space support to meteorological and oceanographic (METOC) operations.

j. Monitor space support to the operational command and control of operational joint forces.

(1) Provide space support to the JTF information architecture.
(3) Monitor dissemination of operational instructions to joint forces.
(4) Monitor conditions for termination of hostile military or noncombat military operations.
(5) Monitor adherence to organization of operational land area in the JOA.

k. Use space support to monitor operations/actions for operational protection of joint forces.

(1) Contributes to the control of missile defense (refers to defensive counterair and anti-air activities). Include the protection of critical facilities and forces.
(2) Monitor operations/actions to protect operational forces, means and noncombatants.
(3) Use space support to monitor operations security (OPSEC) in the theater of operations/JOA (see Task 215S-1).
(4) Use space support to monitor the conduct and progress of deception in support of subordinate campaigns and major operations (see Task 215S-3).
(5) Monitor operations/actions for the security for operational forces and means
(6) Counterspace operations. Include:
(a) Protection.
(b) Negation.
(c) Space surveillance.

l. Monitor space support to Military Operations Other Than War (MOOTW), related to joint operations.
(1) Arms control and inspection.
(2) Combating terrorism.
(3) Counterdrug operations.
(4) Nation assistance.
(5) Noncombatant evacuation.
(6) Civil support operations.
(7) Various peace support operations.
(8) Support to insurgencies.

m. Monitor space operations mission support. Include:
(1) Launch.
(2) Spacecraft and payload control.
(3) Ground control logistics.

2. **Use space support to assess joint force and supporting operations** (Task 408-02-J3/J5).

a. Make assessment according to pre-established criteria or measures of success in progress toward achievement of objectives, by phase.

b. Assess:
(1) Operational movement and maneuver. See Task 401B-01-J3 (Assess progress of operational movement and maneuver toward achievement of operational objectives).
(2) Effectiveness of and/or additional requirements for space support of operational intelligence. Consider:
(a) Support for targeting efforts -- strategic and operational.
(b) Reconnaissance and surveillance operations.
(c) Battle Damage Assessment (BDA).
(d) Analysis of area of operations/Intelligence Preparation Battlespace (IPB) products.
(3) Assess results of and/or additional requirements for space support of JTF operational firepower or otherwise related to JTF.

(a) Targeting support.
(b) Combat assessment.
(c) Space fire support.
1 Offensive capability. No current or planned capability.
2 Defensive capability. Currently, the Strategic Defensive Initiative (SDI) Global Protection Against Limited Strikes (GPALS) is the planned antimissile system being designed to protect US and multinational forces against tactical, strategic, and accidental/unauthorized ballistic missile strikes.
(d) Counterspace operations.
1 Surveillance. Detect, track, identify, catalog all man-made objects in earth orbit.
2 Defensive counterspace. Warning of enemy satellites in position to observe, detect friendly forces, operations.
3 Offensive counterspace. Enemy satellite negation (a tested but not currently deployed capability).

(4) Assess effectiveness of and/or additional requirements for logistics support to space forces/assets. Consider:
(a) Adequacy of operating facilities/spaces.
1 Number and location of operating facilities/spaces.
2 Sustainment engineering.
(b) Adequacy of public affairs guidance only as related to space support ops.

(5) Assess the results of and/or additional requirements for space support of operational command and control. Consider:
(a) Adequacy of space support augmentation to the JTF HQ.
1 Planning efforts/advice on space support operations.
2 Processing of support requests; preparation of plans, orders, information briefings, etc.
(b) Efficiency of request process for space support.
(c) Consistency, reliability of space support to JTF C2.

(6) Assess results of and/or additional requirements for space support of operational protection of JTF forces and operations. Consider:
(a) Support for JTF airspace defense. Include support for:
1 Counterair operations.
2 Antiair operations.
3 Tactical land, naval operations.
4 TMD operations.
(b) Protection of operational forces and means. Contributes to:
1 Friendly use of the electromagnetic spectrum -- protective command and control (C2).
2 Positive identification of friendly operational forces.
(c) Operations security (OPSEC). Include:
1 Adherence to signals security (SIGSEC) measures.
2 Efforts to conceal operationally significant joint forces.
3 Exposure of operational patterns by joint forces.

(d) Military deception to protect joint forces.
1 Early indication or warning of deception success or failure.
2 Observation of friendly force execution of deception.
(e) Security of operational land forces and means. Observation of enemy operations that would surprise friendly forces.

3. **Prepare plans and orders related to space support operations** (Task 408-03-J3/J5).
a. Maintain current estimate of space support operations.
b. Assess progress of current space support operations.
(1) Relate information to attainment of desired conditions
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.
c. Develop friendly Courses of Action (COA) with regard to space support operations.
(1) Continuation of current space support operations.
(2) Branches and sequels for space support operations based on changing situation or additional requirements.
d. Analyze friendly COAs. Analyze all feasible alternatives, using best information available.
e. Compare friendly COAs.
(1) COA that best achieves objectives.
(2) Feasible alternatives, using best information available and determine advantages/disadvantages of each.
f. Prepare discussion and/or recommendation to current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be formal or informal format, depending on forum and supervisor directions.

4. **Direct or control space support operations** (Task 408-04-CJTF/J3).
a. Approve plans and orders related to land operations.
b. Direct/coordinate space support to the operational movement of joint forces.
(1) Control space support to intra-theater deployment of forces.
(2) Control space support to the positioning of forces for operation.
c. Direct/control space support to operational maneuver.
(1) Control space support to operations directed at enemy centers of gravity.
(a) Operations directed at decisive points leading to centers of gravity.
1 Elevated terrain features, built-up areas, or key military operational facilities.
2 Enemy command posts, critical boundaries, airspace, and communications nodes.
(b) Operations designed to exploit enemy vulnerabilities. Consider:

1 Simultaneous attack throughout depth of battlespace.
2 Attack from unexpected direction.
3 Isolation of main enemy forces.

(2) Control space support to the transition of forces to and from tactical battle formations. Consider:
(a) Relation to decisive points from which enemy centers of gravity, or approaches to them, are exposed.
(b) Passage of lines (forward and rearward).
(c) Penetration and envelopment (vertical and horizontal), turning movement, infiltration, frontal attack.

(3) Control space support to the posturing of joint forces for operational formations. Consider:
(a) Grouping of forces to achieve operational aims.
(b) Effective combined arms combinations.
(c) Effective use of all elements of the forces.
(d) Forces' capability to maneuver, concentrate and disperse, and reinforce.
(e) Agility to transition between formations.
(f) Use of posturing of forces for deception.
(g) Use of posturing for psychological effect.

(4) Control space support to the concentration of forces in theater of operations/JOA.
(a) Help to achieve operational advantage by placing overwhelming force and/or operational fires at enemy decisive points.
(b) Help to achieve either surprise or intended psychological effect.

(5) Control space support to the conduct of operations in depth. Consider:
(a) Integration, synchronization, coordination of offensive, defensive, even retrograde operations to permit concentration of operational forces at enemy decisive points.
(b) Simultaneous attack with full joint force capability throughout depth of battlespace.
(c) Attack from unexpected direction.
(d) Isolation of main enemy forces.
(e) Interdiction of subsequent enemy echelons, LOCs.

(6) Control space support to the conduct of show of force operations. Consider:
(a) Exhibition of military power to influence potential belligerents' actions.
(b) Use of assigned or forward presence forces.
(c) Deployment of additional forces.
(d) Training exercises that show capability to deal effectively with potential crises.

(7) Control space support to the conduct of demonstration operations. Consider:
(a) Employment of forces to warn, divert, or deceive an enemy.
(b) Achieved of objectives without engagement.
(c) Continued planning for branches and sequels in the event that engagement occurs.

(8) Control space support to forcible entry operations.

(9) Control space support to the conduct of operations to seize, hold, or expand lodgment, normally as part of forcible entry operations. Consider progress towards:

(a) Employment of joint forces to seize and expand a designated land area as a staging base for continued operations.

(b) Space to build up forces, posture for movement or transition to operational formations.

(c) Balance of requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations.

d. Control space support to the enhancement of operational mobility. Consider objectives/tasks relating to:

(1) Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in both land and sea approaches.

(2) Identification of existing facilities or infrastructure.

(3) Capture or isolation of facilities or infrastructure.

(4) Circumvention or transit of natural obstacles.

(5) Identification of routes, operating bases.

e. Control space support for operations/actions to achieve operational countermobility.

(1) Help identify locations for and result of operational systems of obstacles Consider:

(a) Potential contribution to achievement of operational results in campaigns or major operations.

(b) Creation of friendly force positional advantage.

(c) Exposure of enemy decisive points, centers of gravity, high-payoff targets.

(d) Air, land, sea means, including minefields, atomic and conventional demolition munitions, interdiction target sets.

(e) Reinforcement of existing obstacles to create systems of obstacles.

(2) Control space support for the conduct of quarantine/embargo. Consider:

(a) Exclusion of specific items from movement into or out of a state or nation.

(b) Potential contribution to achievement of operational results in campaigns or major operations.

(c) Assistance in the synchronization of operational and tactical tasks that compose the quarantine/embargo.

(d) Space support to potential branches and sequels required of actions result in expansion of operations beyond quarantine/embargo.

(3) Control space support for the conduct of blockades. Consider:

(a) Relative isolation of enemy or belligerent communications and/or commerce.

(b) Achievement of necessary and desired degrees of blockade.

(c) Assistance in the synchronization of operational and tactical tasks that compose the quarantine/embargo.

(d) Space support to potential branches and sequels required of actions result in expansion of operations beyond quarantine/embargo.

f. Control space support to the conduct of operations for the control or domination of operationally significant areas.

(1) Control space support to operations that control operationally significant areas. Consider:

(a) Operational advantage to be gained.

(b) Operations to be conducted, such as attack and occupation, isolation, population and resource control, etc.

(c) Operational means -- maneuver, firepower, interdiction, special operations, etc.

(d) Space support to potential branches and sequels in the event of achievement, maintenance, and/or loss of control.

(2) Control space support to the establishment and maintenance of air superiority in theater of operations/JOA. Consider:

(a) Extent of airspace to be controlled and degree and timing of superiority required.

(b) Operations to be conducted, such as air defense, strategic attack, interdiction, etc.

(c) Operational means -- maneuver of land, sea, air forces, operational fires, special operations, etc.

(d) Space support to potential branches and sequels in the event of achievement, maintenance, and/or loss of superiority.

(3) Control space support to operations that assist host nation in populace and resource control. Consider:

(a) Extent, degree and timing of population to be controlled.

(b) Coordination with host-nation law enforcement and security forces.

(c) Operations to be conducted, such as external support for control of civil unrest, refugee assistance and assistance to displaced persons, restoration of basic public services, etc.

(d) Means of conducting operations, such as civil affairs, military police, logistics forces, etc.

g. Control space support to operational intelligence in support of joint operations. Include:

(1) Support for targeting efforts.

(2) Support to reconnaissance operations, to include special reconnaissance.

(3) Support for military deception planning and operations.

(4) Support for the analysis of areas of operations/Intelligence Preparation of the Battlespace (IPB) products -- obstacles/hazards.

(5) Support for general military intelligence.

h. Control space support to the employment of operational firepower.

(1) Support the target identification process for operationally significant targets.

(2) Support the combat assessment process.

i. Control space support for the operational support of joint forces.

(1) Help identify ISB locations and potential threats to ISBs.

(2) Help identify locations for potential sustainment bases and threats thereto.

(3) Coordinate space support for politico-military support to other nations, groups, US Government (USG) agencies.
(4) Coordinate space support to METOC operations.

j. Control space support to operational command and control of operational joint forces.
(1) Support the JTF information architecture.
(2) Assist in dissemination of operational instructions to joint forces.
(3) Control space support to identification of conditions for termination of hostile military or noncombat military operations.
(4) Control space support to the organization of operational area in the JOA.
(a) Identification and establishment of boundaries, maneuver control measures that provide land force commanders with sufficient space to accomplish assigned missions.
(b) Identification and establishment of force operational areas -- e.g., Amphibious Objective Areas (AOAs); Joint Special Operations Areas (JSOAs).
(c) Establishment of airspace control measures.
(d) Establishment of fire control measures.
(e) Establishment of other operational areas, as required:
1 Joint rear area.
2 Subordinate areas of operations.
3 Areas of interest.
4 Combat zone.
5 Communications zone.

k. Control space support to operations/actions for operational protection of land forces.
(1) In conjunction with the Joint Force Air Component Commander (JFACC), Airspace Control Authority (ACA), and Area Air Defense Commander (AADC), space support helps to coordinate the control of operational airspace and missile defense (refer to defensive counterair and antiair activities).
(2) Space support helps to control/coordinate operations/actions to protect operational forces, means, and noncombatants. Include:
(a) Preparation of operationally significant defenses.
(b) Removal of operationally significant hazards.
(c) Protection of electromagnetic spectrum in theater of operations/JOA.
(d) Positive identification of friendly operational forces.
(e) Evacuation of noncombatants from the theater of operations.
(f) Establishment of disaster control measures.
(g) Establishment of NBC protection in the theater of operations/JOA (see Task 215M).
(h) Coordination of Personnel Recovery (PR) operations (see Task 215N).
(i) Support to survival, escape, resistance, and evasion (SERE) actions
(3) Space support helps to control and assess Operations Security (OPSEC) in the theater of operations/JOA (see also Task 215S-1).

(4) Space support assists in the direction/control of the conduct of deception in support of subordinate campaigns and major operations (see Task 215S-3).

l. Approve plans and orders related to space support operations.

m. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).

n. Control space support actions and/or operations, where lines of authority and responsibility overlap and/or conflict.

o. Decide on operational actions/direction related to space support operations.

p. Change, recommend changes, or continue space support operations and priorities.

(1) Seek CJTF/supervisor's guidance if a change appears necessary.

(2) Ensure the change remains supportive of the current mission and intent, based on a continuing estimate of the situation.

(3) Coordinate and conduct appropriate planning for change.

(4) Write plans and orders for change.

q. Approve plans and orders.

r. Issue plans/orders.

5. **Acquire and communicate operational information about space support operations** (Task 408-05-J3).

a. Display information.

b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:

(1) Preplanned hierarchy of significant information.

(2) Information that could affect a commander's decision.

(3) Understanding of information requirements of commanders and other staff.

d. Report -- formal (required, periodic) and informal (hasty, as required).

e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to space support operations.

g. Conduct public affairs operations related to space support operations.

ELEMENT: J3/J2

TASK 409: CONTROL AIR DEFENSE OPERATIONS

(Relates to UJTL Task OP 6.1)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include air defense operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors and assesses air defense operations conducted by the Area Air Defense Commander (AADC)/components and directs changes in accordance with the CJTF's intent. Air defense protects the joint force from air and Theater Missile (TM) attack through passive defense; active defense; Command, Control, Communications, Computers and Intelligence (C4I); and attack operations. Effective air defense operations will facilitate the coordinated employment of air, land, and maritime forces. If assigned, the Joint Force Air Component Commander (JFACC) normally is tasked with AADC responsibilities.

REFERENCES: JP 3-01 series, JP 3-01.6, JP 3-56 series

MTG TASK STEPS

1. **Monitor air defense operations** (Task 409-01-J3).
   a. Monitor deployment status of air defense forces.
      (1) Balance requirements for initial combat and noncombat operations, air defense forces reception and buildup, and timing of required follow-on operations.
      (2) Recommend changes to the Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for air defense forces, as required.
   b. Monitor operations directed at enemy centers of gravity related to air defense.
      (1) Friendly and threat air avenues of approach to the Joint Operations Area (JOA).
      (2) Specific air defense operations related to airspace control:
         (a) Counterair.
         (b) Counterspace.
   c. Monitor Area Air Defense Commander (AADC) conduct of air defense operations. Include:
      (1) Coordinate/refine the area air defense plan with the airspace control and fire support plan.
      (2) Engagement and decentralized control procedures for air defense operations.
         (a) Rules of Engagement (ROE).
         (b) Air defense warnings and weapon control orders.
         (c) Host nation (HN) and multinational political constraints -- overflight rights.
         (d) Restricted areas.

(e) IFF procedures.
(f) Identification of friendly aircraft.
(g) Operations in degraded Command, Control, and Communications (C3) environment.
(h) Emergency procedures for aircraft experiencing difficulties -- IFF, Meteorological and Oceanographic (METOC) conditions, etc.
(i) Transiting aircraft.

d. Monitor air defense priorities to support the CJTF concept of operations.
e. Monitor METOC.

2. **Assess the effectiveness of operational command and control of air defense forces** (Task 409-02-J3).
Consider:
a. Information architecture.
(1) Incorporates air defense information systems.
(2) Operational information and forces status.
(3) Procedures for monitoring operational situation involving air defense forces.
b. Organization of air defense forces.
(1) Simple, clear, responsive command lines, in accordance with the CJTF intent.
(2) Unity of effort.
c. Operational missions to air defense forces.
(1) Missions are appropriate for tasked components/units.
(2) Missions are integrated with missions of other components.
(3) Missions are supported by sufficient JTF controlled resources -- operational area, allocation of operational firepower, etc.
d. Organization of Joint Operations Area (JOA).
(1) Maneuver control measures provide air defense forces with sufficient space to accomplish assigned missions.
(2) Air defense forces are integrated into JOA.
(3) Airspace control measures are coordinated with air defense operations.
(4) Fire control measures support air defense operations.
e. Deconfliction of air defense operations with conventional operations. Consider:
(1) Frequency allocation.
(2) Command, Control, Communications and Computers (C4) interoperability.
(3) Intelligence collection and dissemination.
(4) Air defense and airspace deconfliction.
(5) Fire support coordination.
(6) Coordination of logistic support.
(7) Special Operations Forces (SOF) reporting requirements.

3. **Assess the effectiveness of joint theater ballistic missile defense** (Task 409-03-J3).
a. Theater Missile Defense TMD assets. Consider:
(1) C4I.
(2) Counterair.
(3) Strategic attack.

(4) Interdiction.
(5) SOF.

b. Operating procedures for theater missile defense(TMD). Consider:
(1) Theater support team from US Space Command for TMD.
(2) Launch warning information to the JTF, allies, and HN military and civil authorities.
(3) Launch warning and cueing information for active TM engagement.
(4) Restrictions placed on TMD weapon systems.
(5) Integration of TMD with air defense and airspace control plan/order.

4. **Assess the effectiveness of active air defense operations** (Task 409-04-J3).
a. Friendly and enemy force locations.
b. Status of air defense systems. Consider:
(1) Air defense fighters.
(2) Air defense artillery systems.
(3) Naval air defense systems.
(4) Air defense C2 operations.
c. Enemy air defense, electronic countermeasures, and deception capabilities.
d. Capabilities and procedures of military and HN civil air traffic control systems.

5. **Assess the effectiveness of passive air defense operations to improve JTF survivability** (Task 409-05-J3).
Consider:
a. Enemy offensive air and TM capabilities.
b. JTF vulnerabilities to air interdiction and TM attack.
c. Adequacy of passive measures. Consider:
(1) Dispersal.
(2) Hardening.
(3) Capability of rapid repair.
(4) Alert, manning, and all clear systems.
(5) Nuclear, Biological and Chemical (NBC) equipment/facilities.
(6) Electromagnetic emissions policy.
(7) Camouflage, cover and deception.
(8) Use of limited visibility.

6. **In coordination/conjunction with the AADC, prepare plans and orders related to air defense operations** (Task 409-06-J3/J5).
a. Maintain a current estimate of air defense operations.
b. Assess the progress of current air defense operations.
(1) Relate information to attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.
c. Develop friendly Courses of Action (COA) with regard to air defense operations.

(1) Continuation of air defense operations in accordance with the current apportionment, guidance, and prioritized targets.
(2) Branches and sequels for air defense operations based on changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect air defense operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.

e. Analyze friendly COAs.
(1) Wargame against enemy COAs or current and future environmental or civil conditions.
(2) Analyze all feasible alternatives, using best information available.

f. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using best information available and determine advantages/disadvantages of each.

g. Prepare discussion and/or recommendation to current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be formal or informal format, depending on forum and supervisor directions.

7. **In conjunction with the AADC, direct and lead subordinate operational air defense operations** (Task 409-07-CJTF/J3).

a. Approve plans and orders related to air defense operations.

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/STAFF (Synchronize/Integrate Operations).

c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.

d. Adjust control measures and air defense warnings and status, as required, or relay component adjustments to adjacent, supported, or supporting units.

e. Decide on operational actions/direction.

f. Change, recommend changes, or continue air defense operations and priorities.
(1) Seek CJTF/supervisors guidance if a change appears necessary.
(2) Ensure change remains supportive of current mission and intent, based on continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.

g. Approve plans and orders.

h. Issue plans/orders.

8. **Acquire and communicate operational information about air defense operations** (Task 409-08-J3).

a. Display information.

b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:

(1) Preplanned hierarchy of significant information.

(2) Information that could affect a commander's decision.

(3) Understanding of information requirements of commanders and other staff.

d. Report -- formal (required, periodic) and informal (hasty, as required).

e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to air defense operations.

g. Conduct public affairs operations related to air defense operations.

ELEMENT: J3/J2

TASK 410: CONTROL AIRSPACE

(Relates to UJTL Tasks OP 3.1, 3.2, 5.1, 6.1)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations involving airspace control. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors and assesses Airspace Control Authority (ACA) management of JOA airspace and directs changes in accordance with the CJTF's intent. The CJTF and his staff monitor current operations, and plan and direct future operations, as required, ensuring operations in all dimensions are fully integrated, a rapid tempo is maintained, and objectives are met in an expeditious manner. If assigned, the Joint Force Air Component Commander (JFACC) normally is tasked with ACA responsibilities.

REFERENCES: JP 3-01.2, JP 3-52, JP 3-56.1

MTG TASK STEPS

1. **Monitor the airspace control system** (Task 410-01-J3).
   a. Collect information from all sources. Keyed to:
      (1) Predetermined information plan.
      (2) CJTF's information requirements.
   b. Maintain awareness of operations under other staff proponency.
   c. Monitor deployment status of airspace control facilities/resources.
      (1) Balance requirements for initial combat and noncombat operations, airspace control reception and buildup, and timing of required follow-on operations.
      (2) Recommend changes to the Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for airspace control resources, as required.
   d. Monitor operations directed at enemy centers of gravity related to use of airspace.
      (1) Integrate/deconflict airspace among users to ensure interoperability.
      (2) Identify friendly and threat air avenues of approach to the JOA.
   e. Monitor operational movement.
      (1) Positioning of forces for operations.
      (2) Intra-theater/JOA deployment.
      (3) Intermediate Staging Bases (ISBs).
   f. Monitor progress or continuing requirements for operational mobility -- preparation of ISB, operating bases, ports, terminals, airspace control facilities.
   g. Monitor performance of airspace control.
      (1) Combat zone airspace control. Include:
         (a) Political constraints -- landing, overflight, refueling, and bed-down rights.
         (b) Shortfalls in airspace control resources.
         (c) Rules of Engagement (ROE).
         (d) Location of air defense systems.

(e) Control measures.
(f) Emergency actions.
(g) Day/night and adverse Meteorological and Oceanographic (METOC) conditions.
(h) Transiting aircraft.
(i) Surge operations.

(2) Combat zone airspace control -- amphibious operations. Include:
(a) Control of airspace transfers to Commander Amphibious Task Force (CATF) in Amphibious Objective Area (AOA) until termination of operation.
(b) CATF coordinate with adjacent airspace control areas.
(c) Control of airspace transfers from CATF to Commander Landing Force (CLF).
(d) AOA disestablished and control of airspace transfers to ACA.

(3) Combat zone airspace control. Include:
(a) Foreign Internal Defense (FID).
(b) Peacekeeping operations.
(c) Combating terrorism.
(d) Contingency operations.

2. **Assess the results of and/or additional requirements for operational firepower** (Task 410-02-J3) (see Task 411-00-J3).

3. **Assess the results of and/or additional requirements for operational protection of airspace** (Task 410-03-J3).

a. Operational airspace control. Include:
(1) Air traffic control.
(2) Area air defense.
(3) Command, Control, Communications and Computers (C4).
(4) Liaison/coordination with airspace users.

b. Protection of airspace users and facilities.
(1) Operationally significant fortifications.
(2) Operationally significant hazards to airspace control.
(3) Friendly use of the electromagnetic spectrum -- Command and Control (C2) protection.
(4) Positive identification of airspace users.

c. Operations security (OPSEC).
(1) Signals security (SIGSEC) measures.
(2) Concealment of airspace control facilities.
(3) Avoidance of operational patterns by airspace users.

d. Military deception to protect airspace.
(1) Details of plans involving airspace control.
(2) Misinformation regarding airspace control.

e. Security of airspace and controlling means.
(1) Enemy options to identify likelihood of efforts to surprise, observe/detect, or conduct espionage, terrorist, or sabotage operations.

(2) Measures to counteract/protect from such enemy activities.
(3) Physical security of installations, facilities, systems.
(4) SIGSEC measures.
(5) Airspace security operations and requirements.

4. **Assess the results of and/or additional requirements for operational command and control of airspace control system** (Task 410-04-J3).
Consider:
a. Information architecture.
(1) Incorporates airspace control information systems.
(2) Operational information and forces status.
(3) Procedures for monitoring operational situation involving airspace users.
b. Organization of airspace control system.
(1) Simple, clear, responsive command lines, in accordance with the CJTF intent.
(2) Unity of effort.
c. Operational missions to airspace users.
(1) Appropriate for tasked components/units.
(2) Integrated with missions of other components.
(3) Supported by sufficient JTF airspace control resources.
d. Organization of JOA airspace.
(1) Airspace control measures provide joint forces with sufficient flexibility to accomplish assigned missions.
(2) Airspace control is integrated into force operational areas such that unity of effort is maintained.
(3) Airspace control measures support JTF operational movement.
(4) Airspace control measures support fire control and area air defense measures.
e. Deconfliction of airspace control with conventional operations. Consider:
(1) Target nominations/targeting efforts.
(2) C4 interoperability.
(3) Frequency allocation.
(4) Reconnaissance/intelligence collection efforts.
(5) Surface and airspace deconfliction.
(6) Fire support coordination.
(7) Coordination of logistic support.
(8) Airspace reporting requirements.

5. **Assess the results of and/or additional requirements for operational intelligence in control facilities** (Task 410-06-J3) (see Task 435-00-J4) **and support of airspace control** (Task 410-05-J3) (see Task 403-00-J2).

6. **Assess the results of and/or continuing requirements for operational support for and by airspace** (Task 410-06-J3).

7. **In conjunction/coordination with the Airspace Control Authority (ACA), prepare plans and orders related to airspace control operations** (Task 410-07-J3/J5).

a. Maintain a current estimate of airspace control operations.
b. Assess the progress of current airspace control operations.
(1) Relate information to attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.
c. Develop friendly courses of action (COA) with regard to airspace control operations.
(1) Continuation of airspace control operations in accordance with the current apportionment, guidance and prioritized targets.
(2) Branches and sequels for airspace control operations based on changing situation or additional requirements.
d. Develop enemy COAs that impact on or affect airspace control operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.
e. Analyze friendly COAs.
(1) Wargame against enemy COAs or current and future environmental or civil conditions.
(2) Feasible alternatives, using best information available.
f. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using best information available and determine advantages/disadvantages of each.
g. Prepare discussion and/or recommendation to current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be formal or informal format, depending on forum and supervisor directions.

8. **<u>In conjunction with the ACA, direct and lead joint airspace control operations</u>** (Task 410-08-CJTF/J3).
a. Approve plans and orders related to airspace control operations.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.
d. Adjust control measures, as required, or relay component adjustments to adjacent, supported or supporting units.

e. In conjunction with the ACA, prepare discussion and/or recommendations for changes to the current Airspace Control Plan (ACP) and Airspace Control Order (ACO).
f. Change, recommend changes, or continue airspace control operations and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure changes remain supportive of the current mission and intent, based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.
g. Review the ACP and ACO.
h. Issue plans/orders that provide guidance and direction to the ACA.

9. **Acquire and communicate operational information about airspace control operations** (Task 410-09-J3).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to airspace control operations.
g. Conduct public affairs operations related to airspace control operations.

ELEMENT: J3/J2

TASK 411: CONTROL JOINT FIRE SUPPORT

(Relates to UJTL Tasks OP 2.2, 3.1, 3.2, 5.1, 6.1)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include fire support. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls fire support, and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current fire support operations, and plan and direct future operations. Fire support results in coordinated fires against targets that are within or near the area of operations and require detailed integration or coordination with the supported force.

REFERENCES: JP 3-0, JP 3-09

MTG TASK STEPS

1. **Monitor joint fire support** (Task 411-01-J3).
   a. Policies, procedures, and planning cycles for fire support.
   b. Designate high-value targets (HVT).
   c. Maneuver control measures.
      (1) Boundaries defining areas of responsibility.
      (2) Hand over lines.
      (3) Phase lines.
   d. Fire support coordination measures.
      (1) Coordinated Fire Line (CFL).
      (2) Fire Support Coordination Line (FSCL).
      (3) Free Fire Area (FFA).
      (4) Restrictive Fire Line (RFL).
      (5) No Fire Area (NFA).
   e. Time-Phased Force and Deployment List (TPFDL) flow of fire support resources for early deployers, reinforcing, and follow-on forces. Include:
      (1) Lethal systems.
         (a) Mortars.
         (b) Field artillery.
         (c) Rockets.
         (d) Missiles.
         (e) Air support -- fixed and rotary wing aircraft.
         (f) Naval gunfire.
         (g) Torpedoes.
         (h) Depth charges.
      (2) Nonlethal systems.
         (a) Offensive electronic warfare.
         (b) Reflected energy emitters.

(c) Smoke and illumination munitions and delivery systems.
(3) Command and Control (C2) systems.
(4) Target acquisition systems.
f. Systems that may require close fire support coordination.
(1) Unmanned aerial vehicles.
(2) Aerial reconnaissance.
(3) Sensor systems.
g. Feedback mechanisms for fire support effectiveness.
(1) Criteria for analysis of effectiveness.
(2) Incorporates feedback into continuous planning cycle to modify or continue JTF fire support efforts, as required.
h. Monitor the meteorological and oceanographic (METOC) situation.

2. **Assess the effectiveness of joint fire support coordination products/measures** (Task 411-02-J3). Include:
a. Synchronization of fire support with operations scheme.
b. Fire support estimate.
c. Logistics support of fire support systems.
(1) Ammunition requirements and consumption rates.
(2) Equipment readiness rates and aircraft sortie generation rates.

3. **Prepare plans and orders related to joint fire support operations** (Task 411-03-J3/J5).
a. Maintain a current estimate of joint fire support operations.
b. Assess progress of current joint fire support operations.
(1) Relate information to attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.
c. Develop friendly Courses of Action (COA) with regard to joint fire support operations.
(1) Continuation of joint operational fire support operations in accordance with the current apportionment, guidance, and prioritized targets.
(2) Branches and sequels for joint operational fire support operations based on changing situation or additional requirements.
d. Develop enemy COAs that impact on or affect joint fire support operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.
e. Analyze friendly COAs.
(1) Analyze wargames against enemy COAs or current and future environmental or civil conditions.
(2) Analyze all feasible alternatives, using the best information available.
f. Compare friendly COAs.

(1) COA that best achieves objectives against most the probable and/or most dangerous enemy COA, or against the most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.

g. Prepare discussion and/or recommendation to current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be formal or informal format, depending on forum and supervisor directions.

4. **Direct and lead subordinate joint fire support operations** (Task 411-04-CJTF/J3).
a. Approve plans and orders related to joint fire support operations.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.
d. Coordinate logistics and communications support.
e. Adjust control measures, as required, or relay component adjustments to adjacent, supported, or supporting units.
f. Decide on operational actions/direction.
g. Change, recommend change, or continue joint fire support operations and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure change remains supportive of current mission and intent, based on continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.
h. Approve plans and orders.
i. Issue plans/orders.

5. **Acquire and communicate information about joint fire support operations** (Task 411-05-J3).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.

d. Near or actual incidents of fratricide are identified, analyzed, and disseminated. Appropriate adjustments are made to avoid future incidents without inhibiting initiative and reducing operational tempo.
e. Report -- formal (required, periodic) and informal (hasty, as required).
f. Develop general military information -- briefings, reports, analyses, etc.
g. Supervise SIGSEC and COMPUSEC related to joint fire support operations.
h. Conduct public affairs operations related to joint fire support operations.

ELEMENT: J3/J2

TASK 412: CONTROL FORCIBLE ENTRY OPERATIONS

(Relates to UJTL Task OP 1.2)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include forcible entry operations (FEO). Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses and controls FEO, and directs changes in accordance with the CJTF's intent. The JTF must seize a military lodgment to create maneuver space and provide for the continuous entry of forces and materiel for follow-on operations.

REFERENCES: JP 3-0, JP 3-02, JP 3-18, JP 3-18.1

MTG TASK STEPS

1. **Monitor forcible entry operations** (Task 412-01-J3.
   a. Connectivity. Access to the Global Command and Control System (GCCS) with US Transportation Command (USTRANSCOM) during the deployment of forces.
      (1) Monitor deployment status of joint forces.
      (2) Balance requirements for initial combat and noncombat operations, joint forces reception and buildup, timing of required follow-on operations.
         (a) Intermediate Staging Bases (ISB).
         (b) Inter/intra-theater deployment and establishment of Forward Operating Bases (FOB).
      (3) Recommend changes to Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for joint forces, as required.
   b. Monitor operations directed at enemy centers of gravity related to joint operations.
   c. Monitor execution of FEO by phases. Consider:
      (1) Phase I – Deployment.
         (a) Command relationships.
         (b) Forcible entry organizational structure.
         (c) Horizontal and vertical connectivity through JTF functional areas.
         (d) Liaison officers/teams, as required.
         (e) Missions assigned to Special Operations Forces (SOF).
         (f) Airspace control.
         (g) Joint Targeting Coordination Board (JTCB).
         (h) Joint Suppression of Air Defenses (JSEAD) mission.
         (i) Logistics factors.
         (j) Rules of Engagement (ROE) and control measures.
         (k) Military deception operations.
         (l) Electronic Warfare (EW) operations.
         (m) Intelligence collection and dissemination.
         (n) Operations Security (OPSEC) to prevent disclosure of future operations.

(2) Phase II – Assault.
(a) Land, air and maritime operations in the lodgment area.
1 Supports the ground tactical plan.
2 Air and sea landing of personnel and equipment.
3 Maneuver space for future operations.
4 Vulnerability to interdiction.
5 Operating facilities.
(b) Forces securing lodgment airhead and/or beachhead -- advance, pre-assault, and landing forces.
(c) Assault forces preparation to receive reinforcing forces.
(3) Phase III -- Force buildup.
(a) Reinforcing forces and order of flow.
(b) Restrictions/limitations in force flow and resolution.
(c) Call-forward of reinforcing forces.
(d) Delivery means and capacities .
(e) Throughput capability of Ports of Debarkation (POD).
(f) Movement of reinforcing supplies and equipment from off-load points.
(g) Reinforcing forces preparation for combat.
(4) Phase IV -- Lodgment stabilization.
(a) Lodgment expansion.
(b) Sequencing of combat, Combat Support (CS), and Combat Service Support (CSS).
(c) Force link-up.
(d) Casualty evacuation.
(5) Phase V -- Follow-on forces.
(a) Arrival of force buildup and follow-on forces or as separate phases.
(b) Refine mission requirements for follow-on forces, as required.
(6) Phase VI – Transition.
(a) Actions initiated in early phases.
(b) Reconstitution and redeployment of the assault force.
(c) Termination of the JTF.
(d) Transition to another JTF HQ.

d. Monitor Military Operations Other Than War (MOOTW) related to FEO.
(1) Arms control and inspection.
(2) Combating terrorism.
(3) Counterdrug operations.
(4) Nation assistance.
(5) Noncombatant evacuation.
(6) Civil support operations.
(7) Various peace support operations.
(8) Support to insurgencies.

e. Monitor METOC situation.

2. **Assess the effectiveness of operational protection of forcible entry operations** (Task 412-02-J3). Consider:
   a. Operational air defense. Include:
      (1) Counterair operations.
      (2) Antiair operations.
      (3) Tactical land/naval assets.
      (4) Theater Missile Defense (TMD) assets.
   b. Protection of FEO.
      (1) Operationally significant fortifications.
      (2) Operationally significant hazards to FEO.
      (3) Friendly use of the electromagnetic spectrum -- protective Command and Control (C2).
      (4) Positive identification of friendly operational land forces.
   c. OPSEC.
      (1) Signals Security (SIGSEC) measures.
      (2) Concealment of operationally significant joint forces.
      (3) Avoidance of operational patterns by joint forces.
   d. Military deception to protect FEO.
      (1) Details of plan involving FEO.
      (2) Misinformation regarding FEO.
   e. Security of FEO and means.
      (1) Enemy options to identify likelihood of efforts to surprise, observe/detect, or conduct espionage, terrorist, or sabotage operations.
      (2) Measures to counteract/protect from such enemy activities.
      (3) Physical security of installations, facilities, systems.
      (4) SIGSEC measures.
      (5) FEO security operations and requirements.

3. **Assess the effectiveness of operational command and control of forcible entry operations** (Task 412-03-J3).
Consider:
   a. Information architecture.
      (1) Incorporate JTF information systems -- e.g., Maneuver Control System (MCS), Mobile Subscriber Equipment (MSE), GCCS, Joint Interoperability of Tactical Command and Control Systems (JINTACCS).
      (2) Operational information and forces status.
      (3) Procedures for monitoring operational situation involving FEO.
   b. Organization of operational joint forces.
      (1) Simple, clear, responsive command lines.
      (2) Unity of effort.
      (3) Handover -- Commander Amphibious Task Force (CATF) to Commander Landing Force (CLF), etc.
   c. Operational missions to Service components.
      (1) Appropriate for tasked components/units.
      (2) Integrated with missions of other components.

(3) Supported by sufficient JTF controlled resources -- operational area, allocation of operational firepower, etc.

d. Organization of operational land, sea, and maritime areas in the Joint Operations Area (JOA).

(1) Maneuver control measures provide Service component commanders with sufficient space to accomplish assigned missions.

(2) Force operational areas, e.g., Amphibious Objective Areas (AOA), continue to support current operations, and are disestablished when no longer required.

(3) Airspace control measures support FEO.

(4) Fire control measures support FEO.

(5) Other operational areas support FEO, as required. Consider:

(a) Joint rear area.

(b) Subordinate areas of operations.

(c) Areas of interest.

(d) Combat zone.

(e) Communications zone.

4. **Assess the effectiveness of operational intelligence in support of forcible entry operations** (Task 412-04-J3) (see Task 403-00-J2).

5. **Assess the effectiveness of operational support for and by forcible entry operations** (Task 412-05-J3) (see Task 435-00-J4).

6. **Prepare plans and orders related to forcible entry operations** (Task 412-06-J3/J5).

a. Maintain a current estimate of forcible entry operations.

b. Assess the progress of current forcible entry operations.

(1) Relate information to attainment of desired conditions

(a) Current operations and phase.

(b) Future operations and phases.

(c) Campaign end state and/or termination conditions.

(2) Relate to decision points for current or future operations.

c. Develop friendly Courses of Action (COA) with regard to forcible entry operations.

(1) Continuation of forcible entry operations in accordance with the current apportionment, guidance, and prioritized targets.

(2) Branches and sequels for forcible entry operations based on the changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect forcible entry operations, or current and future environmental or civil conditions.

(1) Current, apparent operations/conditions.

(2) Branches to current, apparent operations/conditions.

e. Analyze friendly COAs.

(1) Wargame against enemy COAs or current and future environmental or civil conditions.

(2) Feasible alternatives, using the best information available.

f. Compare friendly COAs.

(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.

(2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.

g. Prepare discussion and/or recommendation to current estimate.

(1) Prepare any recommendations in a manner that require only CJTF or supervisor's approval.

(2) May be a formal or informal format, depending on the forum and supervisor directions.

7. **Direct and lead subordinate operational forcible entry operations** (Task 412-07-CJTF/J3).

a. Approve plans and orders related to forcible entry operations.

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).

c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.

(1) Advise components/units of adjacent or related actions/operations.

(2) Direct supporting operations, as required.

(3) Resolve conflicts.

d. Adjust control measures, as required, or relay component adjustments to adjacent, supported, or supporting units.

e. Decide on operational actions/direction.

f. Change, recommend changes, or continue forcible entry operations and priorities.

(1) Seek CJTF/supervisors guidance if a change appears necessary.

(2) Ensure change remains supportive of current mission and intent, based on continuing estimate of the situation.

(3) Coordinate and conduct appropriate planning for change.

(4) Coordinate changes in FEO with other operations -- e.g., Psychological Operations (PSYOP), military deception, OPSEC, Command and Control Warfare (C2W), etc.

(5) Write plans/orders for change.

g. Approve plans and orders.

h. Issue plans/orders.

8. **Acquire and communicate operational information about forcible entry operations** (Task 412-08-J3).

a. Display information.

b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:

(1) Preplanned hierarchy of significant information.

(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.

d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to forcible entry operations.
g. Conduct public affairs operations related to forcible entry operations.

ELEMENT: J3/J2/J4/HQ COMDT/SURG

TASK 414: CONTROL NUCLEAR, BIOLOGICAL, CHEMICAL (NBC) DEFENSE OPERATIONS

(Relates to UJTL Tasks OP 5.7, 6.2)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations involving Nuclear, Biological and Chemical (NBC) defense operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses and controls NBC defense operations, and directs changes in accordance with the CJTF's intent. The CJTF and his staff ensure NBC operations are integrated with other joint operations. Effective defense against NBC attack disrupts the enemy's plan for exploitation. The known existence of an effective NBC defense program serves as a deterrent against its use by an enemy otherwise perceiving an advantage in its use.

REFERENCES: JP 3-0, JP 3-11

MTG TASK STEPS

1. **Monitor NBC operations** (Task 414-01-J3).
   a. Operations related to principals of NBC defense.
      (1) Avoidance measures.
         (a) Passive measures -- training, camouflage and concealment, hardened positions, dispersion, smoke operations.
         (b) Active measures -- reconnaissance, contamination detection, marking, alarms, warning, reporting, control measures.
      (2) Protection measures.
         (a) Hardening.
         (b) Protecting personnel.
         (c) Mission-Oriented Protective Posture (MOPP).
         (d) Physical defense measures.
      (3) Decontamination measures. Scope of effort based on the tactical situation, mission, degree of contamination, Meteorological and Oceanographic (METOC) effects, other available alternatives, such as deferring use of equipment.
      (4) Logistics support of NBC defense operations.
   b. Maintain awareness of operations under other staff proponency.
   c. Monitor the METOC situation, including the radiation forecast (RADFO) and dispersion forecasts.

2. **Assess the effectiveness of NBC defense operations** (Task 414-02-J3).
   a. Readiness of the joint force to continue operations through NBC attack.
      (1) Appropriate NBC defense guidance in plans, orders, and threat con status.
      (2) Guidance to component commanders to assess requirements and procedures for automatic masking.

(3) Available warning means and associated dissemination channels.
(4) Readiness of host-nation/multinational partners in an NBC environment.
(a) Effective warning systems (must transcend communications interoperability, language barriers, and interservice interoperability).
(b) Transfer of equipment and/or liaison personnel.

b. NBC defense forces.
(1) Sufficiency.
(2) Adequacy of training.
(3) Time-Phased Force and Deployment Data (TPFDD) adjustments required.
(4) Host-nation supplements required – Priority Information Requirements (PIRs), Essential Elements of Friendly Information (EEFI).

c. Adequacy of intelligence support for NBC defense operations.

d. Adequacy of logistics support for NBC defense operations.

e. Adequacy of Command, Control, Communications, Computers, and Intelligence (C4I) systems in an NBC environment.
(1) Command and Control (C2) -- system provisions to cope with NBC attacks.
(2) Communications.
(a) Maximum digital data systems to facilitate warning.
(b) Linkages to array of warning systems.
(3) Computers. Require protection from results of weapons of mass destruction.
(4) Intelligence. All source involvement in determination of enemy's intentions, capabilities, and vulnerabilities.

3. **<u>Prepare plans and orders related to NBC defense operations</u>** (Task 414-03-J3/J5).

a. Maintain a current estimate of NBC defense operations.

b. Assess the progress of current NBC defense operations.
(1) Relate information to attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.

c. Develop friendly Courses of Action (COA) with regard to NBC defense operations.
(1) Continuation of NBC Defense operations in accordance with the current apportionment, guidance, and prioritized targets.
(2) Branches and sequels for NBC defense operations based on changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect NBC defense operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.

e. Analyze friendly COAs.
(1) Analyze wargame results against enemy COAs or current and future environmental or civil conditions.
(2) Analyze all feasible alternatives, using best information available.

f. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using best information available and determining advantages/disadvantages of each.
g. Prepare discussion and/or recommendation to the current estimate.
(1) Prepare any recommendations in a manner that require only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

4. **Direct and lead subordinate operational NBC defense operations** (Task 414-04-CJTF/J3).
a. Approve plans and orders related to NBC defense operations.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.
d. Adjust control measures, as required, or relays component adjustments to adjacent, supported, or supporting units.
e. Decide on operational actions/direction.
f. Change, recommend changes, or continue NBC defense operations and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure change remains supportive of current mission and intent, based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.
g. Approve plans and orders.
h. Issue plans/orders.

5. **Acquire and communicate operational information about NBC defense operations** (Task 414-05-J3).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).`
e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to NBC defense operations.
g. Conduct public affairs operations related to NBC defense operations.

ELEMENT: J3/J2/J6

TASK 415: CONTROL INFORMATION OPERATIONS/INFORMATION WARFARE (IO/IW)

(Relates to UJTL Tasks OP 2.1, 2.2, 3.2, 5.6, 6.2, 6.3)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include IO/IW operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ/IO staff monitors, assesses, and controls IO/IW operations, and directs changes in accordance with the CJTF's intent. IO/IW operations: contribute to the denial of information the enemy needs to make operational decisions; influence operational decisions the enemy can make; and degrade or destroy the enemy's Command, Control, Communications, Computers and Intelligence (C4I) systems. IO/IW operations also protect friendly Command and Control (C2) systems and processes. Integration of IO/IW elements is sufficient to preclude disruption or contradiction of each other's operations.

REFERENCES: JP 3-0, JP 3-13, JP 3-13.1

NOTE: IO/IW employment, like many of the employment tasks, may precede the main employment of forces, and may in fact be conducted throughout all phases, especially if special operations/PSYOP forces are involved.

MTG TASK STEPS

1. **Monitor command and control warfare operations** (Task 415-01-J3/ IO/IW Staff).
   a. Monitor Operations Security (OPSEC) in support of IO/IW.
      (1) Monitor OPSEC for counter-C2.
         (a) OPSEC against enemy operational-level commander(s).
         (b) OPSEC against enemy IO/IW systems.
      (2) Monitor OPSEC for friendly C2-protection.
         (a) Offensive OPSEC -- attack on enemy collection systems and intelligence mechanisms (using destruction or electronic attack means).
         (b) Defensive OPSEC -- hiding of friendly critical information from enemy view (using effective electronic protection, cover, camouflage, concealment, decoys, cover stories, media censorship, etc.).
   b. Monitor Psychological Operations (PSYOP) in support of IO/IW.
      (1) PSYOP for counter-C2.
         (a) PSYOP against enemy operational level commander(s) -- convey selected truth.
            1 Convey threat.
            2 Convey truth.
            3 Use mass media communications capability/diplomatic means to convey threat/bluff.

(b) PSYOP against enemy control systems -- convey selected truth to cause enemy operational echelon to do or not do a desired action.
1 Convey selected truth to cause an enemy action.
2 Convey selected truth to undermine enemy command's credibility or span of control.
(c) Develop PSYOP.
1 Objectives.
2 Actions.
3 Targets.
4 Themes to stress and avoid.
5 Actors and players.
6 Desired end state.
(2) PSYOP for protection of friendly C2 -- apply to both enemy C2.
(a) Uses PSYOP to discourage the enemy from intelligence collection related to friendly C2.
(b) Uses PSYOP to discourage the enemy from using enemy C2W elements against friendly C2 -- Electronic Warfare (EW).
c. Monitor military deception in support of C2W.
(1) Military deception in support of counter-C2.
(a) Cause the enemy operational commander to employ enemy forces in ways advantageous to friendly forces.
(b) Cause the enemy commander to reveal strengths, dispositions, and future intentions.
(c) Overload enemy intelligence and analysis capability to create confusion over friendly intentions and achieve surprise.
(d) Condition the enemy to friendly patterns of behavior that can be exploited.
(e) Cause the enemy to waste combat power with inappropriate or delayed actions.
(2) Military deception for protection of friendly C2.
(a) Use military deception to degrade enemy C2 -- offensive use of military deception.
(b) Use military deception in support of OPSEC to help neutralize enemy Reconnaissance, Surveillance, and Target Acquisition (RSTA) efforts and feed the enemy incorrect combat information -- defensive use of military deception.
(3) Do not portray different military deception stories for counter-C2 and protection C2; the same story should accomplish both objectives.
d. Monitor EW in support of IO/IW.
(1) Electronic Warfare Support (ES) in support of EW.
(a) ES for counter-C2.
1 Develop combat information for immediate targeting of enemy emitters.
2 Develop combat information for rapid feedback of effectiveness of joint force counter-C2 operations.

3 Develop combat information for further analysis as Signals Intelligence (SIGINT).

(b) ES for protection of friendly C2.

1 Develop combat information for immediate targeting of enemy counter-C2 means.

2 Use ES to support I&W of enemy attack and threat avoidance.

(2) Electronic Attack (EA) in support of IO/IW.

(a) Aggressive tactical jamming operations both to cumulatively degrade enemy RSTA capability and other use of the Electromagnetic Spectrum (EMS) (counter-C2) and to prevent enemy interference of friendly use of the EMS (C2-protection).

(b) Electromagnetic deception in support of military deception operations to confuse enemy RSTA efforts -- for both counter and C2-protection.

(c) EA, using Directed Energy (DE) weapons (when fielded) and Anti-Radiation Munitions (ARM) to degrade, neutralize or destroy enemy personnel or equipment -- for both counter and protection C2.

1 Establish/recommend high priority targets for component use of destructive EA means.

2 Integrate ARMs with jamming, stealth, Precision-Guided Munitions (PGM), and Direct Action (DA) missions, to counter enemy radar defenses.

(3) Electronic Protection (EP) in support of IO/IW.

(a) EP for counter-C2 -- employs SIGSEC to prevent enemy exploitation of friendly use of the EM spectrum.

(b) EP for C2-protection.

1 Use equipment that maximizes efficiency of friendly use of the EM spectrum.

2 Develop and implement SOPs that promote operational efficiency in use of the EM spectrum.

3 Coordinate with J6/frequency manager for development of the Joint Restricted Frequency Lists (JRFL).

e. Monitor destruction operations in support of IO/IW.

(1) Destruction operations for counter-C2.

(a) Destruction against enemy command.

1 Target enemy commanders, staff, communications and intelligence production facilities, consistent with military deception objectives.

2 Destruction is timed for when enemy most needs assets in decision cycle.

(b) Destruction against enemy control.

1 Target control nodes to degrade effective support of decision cycles or dissemination of information.

2 Target C2 in depth to indirectly affect specific control nodes.

(c) Monitor destroyed/degraded command and control assets for evidence of reconstitution.

(2) Destruction operations for protection of friendly C2. Integrate destruction with other IO/IW elements to preclude disruption or contradiction of other operations.

2. **Assess the effectiveness of command and control warfare operations** (Task 415-02-J3/ IO/IW Staff).
   a. Counter-C2 efforts.
      (1) Result on enemy command.
      (2) Result on enemy control systems.
   b. C2-protection measures.
      (1) Effectiveness of offensive C2 -- protection measures.
      (2) Effectiveness of defensive C2 -- protection measures.
   c. Review feedback mechanisms for IO/IW effectiveness (See Task 215S).
      (1) In conjunction with the J2, determine criteria for analysis of effectiveness.
      (2) Incorporate feedback into a continuous planning cycle to modify or continue JTF IO/IW efforts, as required.

3. **Prepare plans and orders related to IO/IW operations** (Task 415-03-J3/J5).
   a. Maintain a current estimate of IO/IW operations.
   b. Assess the progress of current IO/IW operations.
      (1) Relate information to attainment of desired conditions.
         (a) Current operations and phase.
         (b) Future operations and phases.
         (c) Campaign end state and/or termination conditions.
      (2) Relate to decision points for current or future operations.
   c. Conduct analysis for counter-C2.
      (1) Identify enemy C2 systems that enable the enemy to react to JTF initiatives.
      (2) In conjunction with the J2, conduct nodal analysis for those systems; identify critical and vulnerable nodes.
   d. Conduct analysis for C2 -- protection of friendly C2.
      (1) Analyze friendly C2 for awareness of vulnerabilities and identification of appropriate defensive measures.
      (2) Analyze enemy counter-C2 capability to identify systems that could be used to attack or influence friendly C2.
         (a) Enemy intelligence systems.
         (b) Enemy staff facilities.
         (c) Enemy component units, equipment, facilities that would employ the five elements of IO/IW against friendly C2.
      (3) In conjunction with the J2, conduct nodal analysis for those systems. Identify critical and vulnerable nodes.
   e. Review/confirm or add to the consolidated list of counter-C2 and C2-protection critical and vulnerable enemy C2 system nodes.
   f. Prioritize the consolidated list of critical and vulnerable enemy C2 system nodes.
   g. Develop IO/IW Courses of Action (COA).

(1) Identify options (use of specific elements) for accomplishment of counter-C2 goals.
(2) Identify options for accomplishment of C2-protection goals.
(3) In conjunction with the J3/J5/Operations Planning Group (OPG), integrate IO/IW COAs with other operations.

h. Compare IO/IW COAs – wargame.
(1) In conjunction with the J3/J5/OPG, analyze the IO/IW COA impact on JTF operations.
(2) Modify/adjust IO/IW COAs, as required.
(3) Determine IO/IW support requirements.
(a) Plan intelligence support for IO/IW.
1 Provide information in support of OPSEC, EW and destruction operations for IO/IW; information on enemy counter-C2 systems and associated nodes
2 Provide information in support of military deception for IO/IW; information to identify/develop appropriate objective, target, and story
3 Provide information in support of PSYOP for IO/IW; command and control system vulnerabilities to PSYOP methods.
(b) Plan communications support for IO/IW.
1 Provide secure communications and data transfer capability for IO/IW planning
2 Provide joint spectrum management to avoid interference and/or electronic fratricide
3 Provide automated data processing (ADP) support for IO/IW planning from intelligence databases for counter-C2 and from communications databases for C2-protection.

i. Prepare conclusion/recommendation for IO/IW COA.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

4. **Direct and lead subordinate operational IO/IW operations** (Task 415-04-JTF/J3).
a. Approve plans and orders related to IO/IW operations.
b. Synchronize actions:
(1) In accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
(2) Among the IO/IW tools in use.
c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.
d. Adjust control measures, as required, or relay component adjustments to adjacent, supported, or supporting units.

e. Decide on operational actions/direction.
f. Change, recommend changes, or continue IO/IW operations and priorities.
   (1) Seek CJTF/supervisor's guidance if a change appears necessary.
   (2) Ensure change remains supportive of current the mission and intent, based on a continuing estimate of the situation and President/SECDEF guidance on information warfare goals.
   (3) Coordinate and conduct appropriate planning for change.
   (4) Write plans/orders for change.
g. Approve plans and orders.
h. Issue plans/orders.

5. **Acquire and communicate operational information about IO/IW operations** (Task 415-05-J3).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
   (1) A preplanned hierarchy of significant information.
   (2) Information that could affect a commander's decision.
   (3) Understanding the information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to IO/IW operations.
g. Conduct public affairs operations related to IO/IW operations.

ELEMENT: J3/J2/J6

TASK 416: CONTROL ELECTRONIC WARFARE (EW) OPERATIONS

(Related to UJTL Task OP 3.2.2.2)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include EW operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ/Joint Force Commander's Electronics Warfare Staff (JCEWS) monitors, assesses, and controls EW operations and directs changes in accordance with the CJTF's intent. The CJTF and JCEWS control current EW operations and plan and direct future operations. EW results in coordinated, integrated use of the electromagnetic spectrum to attack the enemy's combat capability, protect friendly combat capability against EW, and conduct electromagnetic surveillance operations. Integration of EW elements is sufficient to preclude disruption or contradiction of other EW elements' operations.

REFERENCES: JP 3-0, JP 3-13, JP 3-13.1, JP 3-51

MTG TASK STEPS

1. **Monitor electronic warfare operations** (Task 416-01-J3/JCEWS).
   a. Monitor Electronic Warfare Support (ES).
      (1) Execution is directly controlled by the components.
      (2) Provide information, or feedback, for analysis of the effectiveness of Command and Control Warfare (C2W), Psychological Operations (PSYOP), military deception, Operations Security (OPSEC), or destruction operations.
      (3) Monitor dissemination of ES to support Electronic Attack (EA) and Electronic Protection (EP).
   b. Monitor EA operations.
      (1) Execution is directly controlled by the components.
      (2) Requires integration in the targeting process with C2W and Signals Intelligence (SIGINT).
   c. Monitor electronic destruction.
      (1) Operational considerations include Signals Security (SIGSEC), OPSEC, SIGINT, Joint Restricted Frequency List (JRFL) to help prevent electronic fratricide, and adherence to other Joint Communications-Electronics Operating Instructions (JCEOI) matters.
      (2) Tactical considerations include equipment design and the competency of the operators.
   d. Monitor the METOC situation.

2. **Assess the effectiveness of electronic warfare operations** (Task 416-02-J3/JCEWS).
   a. Electronic Warfare Support (ES).

(1) Searches for, intercepts, identifies, and locates sources of radiated electromagnetic energy.
(2) Provides near-real-time threat recognition in support of immediate decisions involving EA, EP, avoidance, targeting, and other tactical employment of forces.

b. Electronic Attack (EA).
(1) Focus on offensive use of the electromagnetic spectrum to directly attack enemy combat capability.
(2) Jamming degrades enemy Command and Control (C2), especially when used with destructive EA and other destruction operations.
(3) Electromagnetic deception transmits the deception story to the enemy. It must be coordinated with the J6.
(4) Destructive EA uses directed energy and Anti-Radiation Missiles (ARM) to degrade, neutralize, or destroy enemy personnel and equipment.

c. Electronic Protection (EP).
(1) Protect personnel, facilities, and equipment from the results of friendly or enemy EW.
(2) Requires assessment of both operational and tactical (component) measures.

3. **Prepare plans and orders related to EW operations** (Task 416-03-J3/J5).

a. Maintain a current estimate of EW operations.
(1) In conjunction with the J2, review/revise ES COAs.
(a) Integrate ES into JTF targeting cycles.
(b) Integrate ES into JTF intelligence cycle.
(2) Review/revise EA COAs for electromagnetic deception and cumulative (operational) results of tactical jamming and destructive EA.
(a) Integrate EA into the JTF targeting cycle.
(b) Integrate EA into the joint fires plan.
(3) Review/revise EP COAs.
(a) Integrate EP requirements into OPSEC/SIGINT efforts.
(b) Coordinate with J6/Frequency Management Officer for the Joint Restricted Frequency List (JRFL).

b. Assess the progress of current EW operations.
(1) Relates information on the attainment of desired conditions.
(a) Current operations and phases.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relates to decision points for current or future operations.

c. Develop friendly COAs with regard to EW operations.
(1) Continuation of EW operations IAW current apportionment, guidance, and prioritized targets.
(2) Branches and sequels for EW operations are based on the changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect EW operations, or current and future environmental or civil conditions.
(1) Current operations/conditions.

(2) Branches to current operations/conditions.

e. Analyze friendly COAs.

(1) Wargame against enemy COAs or current and future environmental or civil conditions.

(2) Analyze all feasible alternatives, using the best information available.

f. Compare friendly COAs.

(1) COA that best achieves objectives against the most probable and/or most dangerous enemy COA, or against the most likely or most dangerous/complex environmental or civil conditions.

(2) Feasible alternatives, using the best information available and determine the advantages/disadvantages of each.

g. Prepare discussion and/or recommendation to current estimate.

(1) Prepare any recommendations in a manner that require only CJTF or supervisor's approval.

(2) May be a formal or informal format, depending on the forum and supervisor directions.

4. **Direct and lead subordinate operational EW operations** (Task 416-04-CJTF/J3).

a. Approve plans and orders related to EW operations.

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/STAFF).

c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.

(1) Advise components/units of adjacent or related actions/operations.

(2) Direct supporting operations, as required.

(3) Coordinate changes in EW operations with component tactical operations

(4) Coordinate changes in EW operations with other operations, e.g., PSYOP, military deception, OPSEC, C2W, etc.

(5) Resolve conflicts.

d. Coordinate logistics and communications support.

e. Adjust control measures, as required, or relay component adjustments to adjacent, supported, or supporting units.

f. Decide on operational actions/direction.

g. Change, recommend changes, or continue EW operations and priorities.

(1) Seek CJTF/supervisor’s guidance if a change appears necessary.

(2) Ensure change remains supportive of the current mission and intent, based on a continuing estimate of the situation.

(3) Coordinate and conduct appropriate planning for change.

(4) Write plans/orders for change.

h. Approve plans and orders.

i. Issue plans/orders.

5. **Acquire and communicate operational information about EW operations** (Task 416-05-J3).

a. Display information.

b. Brief information.
c. Inform supervisor, decision makers, other JTF staff, and staff counterparts. Based on:
   (1) Preplanned hierarchy of significant information.
   (2) Information that could affect a commander's decision.
   (3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to EW operations.
g. Conduct public affairs operations related to EW operations.

ELEMENT: J3/J2/SJA

TASK 417: CONTROL PSYCHOLOGICAL OPERATIONS (PSYOP)

(Relates to UJTL Tasks OP 2.1, 2.2, 3.2)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include PSYOP. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls PSYOP and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current PSYOP and plan and direct future operations. Effective PSYOP influence the emotions, motives, objective reasoning, and, ultimately, the behavior of foreign governments, organizations, groups, and individuals. The J3 and PSYOP Officer control operations, so that PSYOP are integrated with other operations, do not conflict with other operations, and are supported by required systems.

REFERENCES: JP 3-0, JP 3-53

MTG TASK STEPS

1. **Monitor PSYOP** (Task 417-01-J3).
   a. Transmission of intended information and impressions.
   b. Transmission means and operations -- e.g., actions of forces, direct communications (loudspeaker, leaflet drop operations, etc.).
   c. Enemy receptors and targets.
   d. Integration of PSYOP into counter-C2 Plan and operations.
   e. Automated information management systems that support PSYOP.
   f. METOC situation and the effects of terrain, weather, and NBC environment on forces, equipment, and planned methods for dissemination of PSYOP products.
   g. Enemy's PSYOP efforts.

2. **Assess the effectiveness of psychological operations** (Task 417-02-J3).
   a. Assess the effectiveness of intelligence support for PSYOP.
   b. In conjunction with the J2, collect feedback based on predetermined criteria.
   c. Observe enemy or target actions with respect to PSYOP themes and objectives.
   d. Effectiveness and consistency with which all communications systems convey intended information and impressions.
   e. Results of enemy's PSYOP efforts.
   f. Effectiveness of PSYOP integration with IO.
   g. Effectiveness of PSYOP in support of joint warfare operations.
   h. Effectiveness of PSYOP in support of special operations and civil affairs.

3. **Prepare plans and orders related to PSYOP** (Task 417-03-J3/J5).
   a. Maintain a psychological operations estimate (see Task 220-00-J3).
      (1) In conjunction with the J2, Review/confirm target analysis.
         (a) Vulnerabilities to PSYOP.

(b) Target's perceptions/preconceived notions about friendly operations.

b. Assess the progress of current PSYOP.

(1) Relate information to attainment of desired conditions.

(a) Current operations and phase.

(b) Future operations and phases.

(c) Campaign end state and/or termination conditions.

(2) Relate to decision points for current or future operations.

c. Review/confirm PSYOP Courses of Action (COA)/concepts.

(1) Review/confirm COA/concepts for continued direction of current operations.

(2) Determine COA/options for branches and sequels to current operations.

(a) Select appropriate themes and symbols.

1 Themes to be applied.

2 Themes to be avoided.

(b) Determine ways to convey messages/themes.

(c) Select means of delivery.

d. Develop enemy COAs that impact on or affect PSYOP, or current and future environmental or civil conditions.

(1) Current, apparent operations/conditions.

(2) Branch to current, apparent operations/conditions.

e. Analyze friendly COAs.

(1) Wargame against enemy COAs or current and future environmental or civil conditions.

(2) Analyze all feasible alternatives, using the best information available.

f. Compare friendly COAs.

(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against the most likely or most dangerous/complex environmental or civil condition.

(2) Feasible alternatives, using the best information available and determine advantages/disadvantages of each.

g. Prepare discussion and/or recommendation to the current estimate.

(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.

(2) May be a formal or informal format, depending on the forum and supervisor directions.

4. **Direct and lead subordinate operational PSYOP** (Task 417-04-CJTF/J3).

a. Approve plan and order related to PSYOP.

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations). Include:

(1) Preparation of PSYOP materials.

(2) Message broadcasts.

(3) Leaflet drops.

(4) Movie and other audiovisual projection.

(5) Military operations to emphasize PSYOP themes or convey selected impressions.

c. Coordinate actions and/or operations where lines of authority and responsibility overlap and/or conflict.
   (1) Advise components/units of adjacent or related actions/operations.
   (2) Direct supporting operations, as required.
   (3) Resolve conflicts.
d. Coordinate logistics and communications support for PSYOP.
e. Coordinate PSYOP with staff elements/agencies that generate information, such as PAO.
f. Direct specific PSYOP support for other operations.
   (1) Command and Control Warfare (C2W).
   (2) Military deception.
   (3) Military destruction.
   (4) Conventional offensive and defensive operations.
   (5) Special operations.
      (a) Foreign Internal Defense (FID).
      (b) Direct Action (DA).
      (c) Special Reconnaissance (SR).
      (d) Counterterrorism (CT).
      (e) Civil Affairs (CA).
g. Decide on operational actions/direction.
h. Change, recommend changes, or continue PSYOP and priorities.
   (1) Seek CJTF/supervisor's guidance if a change appears necessary.
   (2) Ensure changes remain supportive of the current mission and intent, based on a continuing estimate of the situation.
   (3) Coordinate and conduct appropriate planning for change.
   (4) Write plans/orders for change.
i. Approve plans and orders.
j. Issue plans/orders.

5. **Acquire and communicate operational information about PSYOP** (Task 417-05-J3).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
   (1) Preplanned hierarchy of significant information.
   (2) Information that could affect a commander's decision.
   (3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to PSYOP.
g. Conduct public affairs operations related to PSYOP.

ELEMENT: J3/J2

TASK 418: CONTROL OPERATIONS SECURITY (OPSEC)

(Relates to UJTL Tasks OP 6.2, 6.3)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include OPSEC. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls OPSEC and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current OPSEC and plan and direct future operations. Effective OPSEC measures prevent enemy/hostile forces from obtaining critical friendly information.

REFERENCES: JP 3-0, JP 3-13, JP 3-54

MTG TASK STEPS

1. **Monitor OPSEC operations (5 step cycle)** (Task 418-01-J3).
   a. Step 1: Identification of critical information. Establishment and maintenance of essential elements of friendly information (EEFI).
   b. Step 2: Analysis of threats. In conjunction with the J2 Counterintelligence Cell, monitor collection efforts of hostile intelligence service (HOIS).
      (1) Identify critical information already known by the adversary.
      (2) Identify gaps in the adversary's information base.
   c. Step 3: Analysis of vulnerabilities. Friendly actions that might reveal critical information.
   d. Step 4: Analysis of risks -- Identify potential OPSEC vulnerabilities, such as the requirement to conduct friendly actions that might reveal critical information to an adversary, in time to influence adversary decision-making.
   e. Step 5: Application of appropriate countermeasures.
   f. Monitor the METOC situation, since it affects OPSEC operations.

2. **Assess the effectiveness of operations security** (Task 418-02-J3/J2).
   a. Conduct OPSEC surveys.
   b. Identify friendly characteristic indicators for their potential to reveal information.
      (1) Signature -- makes an indicator identifiable or causes it to stand out.
         (a) Uniqueness.
         (b) Stability.
      (2) Associations--continuity of actions or objects that may register as patterns to an enemy observer or analyst.
      (3) Profiles -- collection of patterns, associations that are largely unique to a functional activity.
      (4) Contrasts -- changes in established profiles.

(5) Exposure -- relates to duration, repetition, timing; contributes to the establishment of patterns and profiles.

c. Assess friendly indicators.

(1) Indicators of general military force capabilities.

(a) Presence of unusual type units for a given location.

(b) Friendly reactions to enemy or adversary exercises or actual hostile actions.

(c) Association of Reserve units with specific commands.

(d) Actions, information, or material that reveal or imply levels of unit manning, state of training, or experience.

(e) Actions, information, or material that reveal or imply equipment or system reliability.

(f) Movement of forces in response to friendly sensor units.

(g) Actions, information, or material revealing or implying tactics, techniques, or procedures.

(h) Stereotyped patterns in performing unit missions.

(2) Indicators of general C2 capabilities.

(a) Actions, information, or material providing insight into volume of orders and reports needed to accomplish tasks.

(b) Actions, information, or material showing unit subordination for deployment, employment, etc.

(c) Association of particular commanders with patterns of behavior under stress or in varying tactical situations.

(d) Information revealing problems in coordination.

(e) Indications of time between identification of need to act and execution of required actions.

(3) General indicators from communications operations.

(a) Increase in testing of vehicle and aircraft radios.

(b) Increase in new communications nets.

(c) Sudden increase in traffic volume, or sudden lapse into radio silence.

(d) Static call signs or unchanging/infrequently changing frequencies.

(e) Stereotyped message characteristics tied to particular types of activity.

(f) Requiring checking and checkout with multiple control stations before, during, and/or after operations.

4) Possible indicators for equipment and system capabilities.

(a) Unencrypted emissions during tests and exercises.

(b) Public media, particularly technical journals.

(c) Budget data that provide insight into Research and Development (R&D) status or sustainability requirements.

(d) Information on test and exercise schedules.

(e) Deployment of unique units, targets, or sensor equipment to support tests.

(f) Unusual or visible security imposed on development or testing efforts.

(g) Notices that might highlight test areas.

(h) Stereotyped use of location, procedures, or sequences associated with test activity.

(i) Information indicating special manning requirements for a test activity.

(5) Indicators of preparations for operations or activities.

(a) Provisioning of special supplies.

(b) Increase in prepositioning of supplies.

(c) Embarking special units, installing special equipment capabilities, preparing equipment with special paint schemes.

(d) Procuring large or unusual numbers of maps.

(e) Increased health services support preparation.

(f) Focus of intelligence and reconnaissance activity.

(g) Initiating and maintaining unusual liaison.

(h) Increased or tailored personnel training or rehearsals.

(i) Increased trips and conferences for senior or planning personnel.

(j) Arranging for tugs and pilots.

(k) Public notice of impending convoy activity.

(l) Abrupt return from leave or liberty.

(m) Increased or unusual off limits restrictions.

(n) Increased equipment checks and operational stand-downs to check for readiness.

(o) Billeting or transportation arrangements for specific personnel or units.

(p) Large-scale change of mail addresses or arrangements for forwarding of mail.

(q) Storing equipment to be shipped with a clear indication of shipping address.

(r) Unique or highly visible security arrangements for loading of cargo.

(s) Increased or unusual meteorological, oceanographic, or ice information requests.

(6) Indicators during execution.

(a) Unit and equipment departures from normal bases.

(b) Enemy radar, sonar, or visual detections of friendly units.

(c) Emissions from units or equipment that can identify force composition, tracks, or routes.

(d) Stereotyped procedures -- communications associated with particular activity; predictable reactions to enemy actions.

(e) Alert of civilians in areas of operations.

(f) Trash or garbage that contains identifying data.

(g) Transportation of spare parts or personnel to deployed units by commercial transportation.

(h) Change in oceanography high frequency facsimile transmissions.

3. **Prepare plans and orders related to OPSEC operations** (Task 418-03-J3/J5).

a. Maintain a current estimate of OPSEC operations.

b. Assess the progress of current OPSEC operations.

(1) Relates information to attainment of desired conditions .

(a) Current operations and phase.

(b) Future operations and phases.

(c) Campaign end state and/or termination conditions.
(2) Relates to decision points for current or future operations.
c. Develop friendly Courses of Action (COA) with regard to OPSEC operations.
(1) Continuation of OPSEC operations.
(2) Branches and sequels for OPSEC operations based on a changing situation or additional requirements.
(3) Consider:
(a) Modify profiles.
(b) Disguise/change signatures.
(c) Change associations.
(d) Disguise contrasts.
(e) Limit exposures.
d. Develop enemy COAs that impact on or affect OPSEC operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.
e. Analyze friendly COAs.
(1) Wargame against enemy COAs or current and future environmental or civil conditions.
(2) Analyze all feasible alternatives, using the best information available.
f. Compare friendly COAs.
(1) COA that best achieves objectives against the most probable and/or most dangerous enemy COA, or against the most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using the best information available, and determining advantages/disadvantages of each.
g. Prepare discussion and/or recommendation to current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

4. **Direct and lead subordinate operational OPSEC operations** (Task 418-04-CJTF/J3).
a. Approve the plan and order related to OPSEC operations.
b. Direct the application of OPSEC countermeasures.
(1) Apply OPSEC instructions to operations and logistics.
(a) Randomizes performance of functions and operational missions.
(b) Arrange force dispositions and Command and Control (C2) measures to conceal the location, identity, and command relationships of major units.
(c) Conceal intensification of preparations before initiating operations.
(d) Transport supplies and personnel to units in a way that protects the location of the units.
(e) Operate aircraft at low altitudes to avoid radar detection.
(f) Minimize reflective surfaces.

(g) Exploit darkness to mask deployments or major movement.
(h) Exploit sunlight to mask direct approaches to objectives -- approach "out of the sun."

(2) Employ technical means.
(a) Minimize radio emissions.
(b) Minimize radar emissions.
(c) Exploit terrain to mask movement, maneuver.
(d) When possible, reduce or mask sounds associated with functions or operations.
(e) Use available electronic warfare measures.

(3) Employ administrative means.
(a) Avoid display of information that reveals or implies the time or location of operations, except in secure areas.
(b) Conceal or disguise financial or logistic transactions that reveal or imply preparation for operations.
(c) Control trash dumping or other housekeeping functions that reveal unit locations.
(d) Continue normal leave/liberty patterns prior to the initiation of operations.
(e) Discreetly prepare/sensitize families for personnel departures.

(4) Military deception (see Task 419-00-J3)

(5) Combat operations. Employ Information Operations/Information Warfare (IO/IW) (see Task 415-00-J3)

c. Control execution of OPSEC in support of other operations -- e.g., special operations, IO/IW, military deception.

d. Coordinate actions and/or operations where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.

e. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).

f. Coordinate actions and/or operations where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.

g. Decide on operational actions/direction.

h. Change, recommend changes, or continue OPSEC operations and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure changes remain supportive of the current mission and intent, based on the continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for changes.
(4) Write plans/orders for changes.

i. Approve plans and orders.

j. Issue plans/orders.

5. **Acquire and communicate operational information about OPSEC operations** (Task 418-05-J3).

a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
   (1) Preplanned hierarchy of significant information.
   (2) Information that could affect a commander's decision.
   (3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to OPSEC operations.
g. Conduct public affairs operations related to OPSEC operations.

ELEMENT: J3/J2

TASK 419: CONTROL MILITARY DECEPTION OPERATIONS

(Related to UJTL Task OP 6.4)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include military deception. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls military deception and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current military deception operations and plan and direct future operations. Military deception operations contribute to the denial or manipulation of information the enemy needs to make operational decisions; they result in enemy actions/inactions/reactions that are favorable to JTF operations. Military deception operations must not disrupt or contradict other JTF operations.

REFERENCES: JP 3-0, JP 3-13, JP 3-13.1, JP 3-58

MTG TASK STEPS

1. **Monitor military deception operations** (Task 419-01-J3).
   a. Transmission of intended information and impressions in accordance with the deception story.
   b. Transmission means and operations -- e.g., actions of forces, direct communications (loudspeaker, leaflet drop operations).
   c. In coordination with J2, actions of enemy receptors and targets.
   d. Integration of psychological operations (PSYOP) into counter-C2 Plan and operations.
   e. The meteorological and oceanographic (METOC) situation and the effects of terrain, weather, and the nuclear, biological, and chemical (NBC) environment on forces, equipment, and planned method for dissemination of PSYOP products.
   f. Enemy's PSYOP efforts.

2. **Assess the effectiveness of military deception operations** (Task 419-02-J3/J2/J6).
   a. Evaluate the effectiveness of deceptive means.
      (1) Determine if the enemy is "reading" the deception story.
      (2) Determine if the story is reaching the military deception target.
   b. Review predetermined measures of effectiveness. May include:
      (1) Enemy operational commander employs enemy forces in ways advantageous to friendly forces.
      (2) Enemy commander reveals strengths, dispositions, future intentions.
      (3) Indications of overloading and confusion in enemy intelligence and analysis capability regarding friendly intentions -- contributes to the achievement of surprise.
      (4) Indications of enemy being conditioned to friendly patterns of behavior that can be exploited.

(5) The enemy wastes combat power with inappropriate or delayed actions.

c. Assess the effectiveness or adequacy of intelligence support for military deception.

3. **Prepare plans and orders related to military deception operations** (Task 419-03-J3/J5).

a. Maintain a military deception estimate (see Task 215S-3).

(1) Review/confirm the desired perception.

(a) Reinforcement of existing beliefs/establishment of new beliefs.

(b) Creation of perception of favorable opportunity.

(c) Review/confirm observables that create perception.

(2) Review/confirm military deception concepts in support of JTF Course of Action (COA).

(a) Review/confirm the military deception story--believable/verifiable/consistent.

(b) Review/confirm actions to support the story--observable/believable.

(c) Review/confirm means to support the story.

1 Physical.

2 Technical.

3 Administrative.

(d) Review/confirm the adequacy of targeted enemy receptors to "read" the deception story.

(e) Consider the military deception concept for current operations.

(f) Consider military deception COAs for branches and sequels to current operations.

(3) Assess military deception risks.

(a) Deception failure.

(b) Exposure.

(c) Unintended results.

b. Develop friendly COAs with regard to military deception operations.

(1) Continuation of military deception operations in accordance with the current apportionment, guidance, and prioritized targets.

(2) Branches and sequels for military deception operations based on changing situation or additional requirements.

c. Develop enemy COAs that impact on or affect military deception operations, or current and future environmental or civil conditions.

(1) Current, apparent operations/conditions.

(2) Branches to current, apparent operations/conditions.

d. Analyze friendly COAs.

(1) Wargame against enemy COAs or current and future environmental or civil conditions.

(2) Analyze all feasible alternatives, using the best information available.

e. Compare friendly COAs.

(1) COA that best achieves objectives against the most probable and/or most dangerous enemy COA, or against the most likely or most dangerous/complex environmental or civil condition.

(2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.

f. Prepare discussion and/or recommendation to current estimate.

(1) Prepare any recommendations in a manner that require only CJTF or supervisor's approval.

(2) May be a formal or informal format, depending on the forum and supervisor directions.

4. **Direct and lead subordinate operational military deception operations** (Task 419-04-CJTF/J3).

a. Approve plans and orders related to military deception operations.

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/STAFF (Synchronize/Integrate Operations).

(1) Executed by Service or functional components, in accordance with the tasks in the operations order (OPORD).

(a) Tasks may be part of the military deception annex.

(b) Tasks may be part of the basic order, known as deceptive events only on a "need to know" basis.

(2) Physical means include operational activities and resources.

(a) Military operations.

(b) Dummy and decoy equipment and devices.

(c) Tactics.

(d) Logistic actions.

(e) Test and evaluation activities.

(f) Dummy organizations and headquarters.

(3) Technical means include military material resources and associated operating techniques. May involve:

(a) Deliberate radiation, re-radiation, alteration, absorption, or reflection of electromagnetic or acoustic energy.

(b) Emission or suppression of chemical or biological odors.

(c) Emission or suppression of nuclear particles.

(d) Radio, television, sound broadcasting, or the distribution of leaflets or other printed news media.

(e) Emission or suppression or smoke and obscurants.

(4) Administrative. May include resources, methods, and techniques designed to convey or deny oral, pictorial, documentary, or other physical evidence.

c. Coordinate actions and/or operations where lines of authority and responsibility overlap and/or conflict.

(1) Advise components/units of adjacent or related actions/operations.

(2) Direct supporting operations, as required.

(3) Resolve conflicts.

(4) Ensure military deception is integrated with other information operations/information warfare (IO/IW), psychological operations (PSYOP), operations security (OPSEC), and electronic warfare (EW) elements.

d. Coordinate intelligence and logistics support for military deception.

e. Decide on operational actions/direction.
f. Change, recommend changes, or continue military deception operations and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure change remains supportive of the current mission and intent, based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.
g. Approve plans and orders.
h. Issue plans/orders.

5. **Acquire and communicate operational information about military deception operations** (Task 419-05-J3).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to military deception operations.
g. Conduct public affairs operations related to military deception operations.

ELEMENT: J3/J2

TASK 420: CONTROL PERSONNEL RECOVERY (PR) OPERATIONS

(Relates to UJTL Tasks OP 4.5, 6.2)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that may include PR operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF Joint Personnel Recovery Center (JPRC) monitors, assesses, and, if required, controls PR operations. The JPRC maintains the status of rescue/recovery assets, maintains effective communications with components that control those assets, projects the likelihood of rescue/ recovery requirements, positions or alerts assets for PR, trains forces in PR techniques, and conducts operations when required to safely and efficiently recover lost personnel. Effective PR plans contribute to confidence in joint force crews/teams that may be vulnerable to loss.

REFERENCES: JP 3-50.2, CJCSM 3122.03A

MTG TASK STEPS

1. **Monitor PR operations** (Task 420-01-J3).
   a. Formation and organization of the PR team/cell. Include:
      (1) Manning.
      (2) Equipment.
      (3) Available communications.
      (4) Command and control arrangements.
      (5) Coordination with and cooperation of components with PR assets/capability.
   b. Operations in which PR support is anticipated.
   c. Prepositioning/alert of PR assets.

2. **Assess the effectiveness of PR operations** (Task 420-02-J3).
   a. Coordination/cooperation of units with PR resources.
   b. Efficiency in generating PR response.
   c. Adequacy of intelligence support.
   d. Adequacy of communications dedicated to PR.
   e. Effectiveness of PR tactics, techniques, and procedures.
   f. Adequacy in projecting PR requirements, and positioning or alert of precautionary PR assets.

3. **Prepare plans and orders related to PR operations** (Task 420-03-J3/J5).
   a. Maintain a current estimate of PR operations.
      (1) Continual analysis of operations for PR potential.
      (2) Analysis of enemy/environmental threat for likely PR mission areas.
         (a) Enemy policy, practices, intentions.

(b) Location, strength, capabilities, activities of enemy units that could affect operations in the objective area. adjacent areas, and along Lines of Communications (LOCs) and infiltration/exfiltration routes.

1 Radar sites.

2 Threat to primary rescue vehicles -- air defense artillery (ADA), small arms fire, armed enemy helicopters, fixed wing aircraft.

3 Threat to PR support aircraft -- electronic warfare (EW), Airborne Warning and Control System (AWACS), etc.

(c) Identification/capabilities of the enemy early warning system.

(d) Current enemy air, ground, naval order of battle, including capabilities against helicopters.

(e) Attitude of populace toward isolated enemy personnel.

(f) Meteorological and oceanographic (METOC) conditions.

(g) Astronomical conditions.

(h) Terrain information and analysis.

(i) Number and location of selected areas for evasion (SAFEs).

(j) Location of friendly force areas of operation and evasion escape nets.

(3) Maintain a current list of dedicated PR assets, by component with the capabilities of each.

(4) An analysis of the extent to which current operations will/can divert threat PR operations.

(5) Where required, development of PR courses of action (COAs)/options.

(a) For continued current direction of operations.

(b) For branches and sequels to current operations.

b. Assess progress of current PR operations.

c. Develop friendly COAs with regard to PR operations.

(1) Continuation of currently planned or ongoing PR operations.

(2) Branches and sequels for PR operations based on changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect PR operations.

(1) Current, apparent operations/conditions.

(2) Branches to current, apparent operations/conditions.

e. Analyze friendly COAs.

(1) Wargame against enemy COAs or current and future environmental or civil conditions.

(2) Analyze all feasible alternatives, using the best information available.

f. Compare friendly COAs.

(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.

(2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.

g. Prepare discussion and/or recommendation for the current estimate.

(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.

(2) May be a formal or informal format, depending on the forum and supervisor directions.

4. **Direct and lead subordinate operational PR operations** (Task 420-04-CJTF/J3).
a. Approve plans and orders related to PR operations.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/STAFF (Synchronize/Integrate Operations).
c. Direct actions in accordance with established plans and procedures.
(1) Direct rescue/recovery operations, as required.
(a) Monitor PR events controlled by components.
(b) Assign rescue/recovery tasks to appropriate components.
(c) Assign rescue/recovery supporting tasks.
(d) Designate mission coordinators, as required.
(2) Maintain understanding of current operations with potential for rescue/recovery operations.
(3) Maintain awareness of airspace control measures.
(4) Direct the positioning/alert of precautionary PR assets.
d. Coordinate for on-call supporting arms support.
e. Maintain coordination/liaison with components and multinational partners.
f. Coordinate maintenance of PR communications network.
g. Maintain PR files, databases, to include personal identification information, as required.
h. Coordinate/controls actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advises components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolves conflicts.
i. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.
j. Decide on operational actions/direction.
k. Change, recommend changes, or continue PR operations and priorities.
(1) Seeks CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure changes remain supportive of the current mission and intent, based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.
l. Approve plans and orders.
m. Issue plans/orders.

5. **Acquire and communicate operational information about PR operations** (Task 420-05-J3).

a. Display information.

b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:

(1) Preplanned hierarchy of significant information.

(2) Information that could affect a commander's decision.

(3) Understanding of information requirements of commanders and other staff.

d. Report -- formal (required, periodic) and informal (hasty, as required).

e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to PR operations.

g. Conduct public affairs operations related to PR operations.

ELEMENT: J3/J2

TASK 421: CONTROL RECONNAISSANCE OPERATIONS

(Relates to UJTL Tasks OP 2.1, 2.2, 3.1, 6.2, 6.4)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include reconnaissance operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls reconnaissance operations and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current reconnaissance operations and plan and direct future operations. Reconnaissance operations result in providing the CJTF timely and accurate information to support the decision making process.

REFERENCES: JP 2-0, JP 2-01, JP 2-02, JP 3-05 series, JP 3-55

MTG TASK STEPS

1. **Monitor reconnaissance operations** (Task 421-01-J3/J2).
   a. Monitor deployment status of reconnaissance assets and availability of national assets.
      (1) Balance requirements for initial combat and noncombat operations, reconnaissance reception and buildup, and timing of required follow-on operations.
      (2) Recommend changes to Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for deploying reconnaissance forces, as required.
      (3) Ensure reconnaissance supports the OPLAN/OPORD.
      (4) Ensure continuous coverage.
   b. Monitor progress of operational maneuver of joint forces.
   c. Monitor the conduct of reconnaissance operations. Include:
      (1) Continuing identification and validation of reconnaissance products.
      (2) Focus on the CJTF's Essential Elements of Information (EEI).
      (3) Prioritization of validated requirements.
      (4) Deconfliction with military deception and OPSEC operations/requirements.
      (5) Dissemination of products to users.
      (6) Reconnaissance systems.
         (a) Aerial systems -- manned and unmanned.
            1 Unmanned Aerial Vehicles (UAV).
            2 Manned aerial systems.
         (b) Subsurface systems.
            1 Seismic sensors.
            2 Submarines.
         (c) Surface systems -- ground and sea.
            1 Reconnaissance patrols.

2 Sea-based manned and unmanned aerial systems.
3 Special Operations Forces (SOF).
4 Ships.
(d) Space systems -- military and nonmilitary.
1 Detection and warning systems.
2 Meteorological and oceanographic (METOC), communications, and multispectral satellites.
(e) National systems -- assets available through Tactical Exploitation of National Capabilities Program (TENCAP).
(7) Operational parameters of available assets.
(a) Range.
(b) Endurance.
(c) Survivability.
(d) Collection, processing, and dissemination capabilities.
(8) Enemy capabilities that may interfere with reconnaissance operations.
d. Monitor reconnaissance policies currently in effect. Include:
(1) Targeting procedures.
(a) Reconnaissance requirements.
1 Environment -- terrain, METOC conditions, etc.
2 Organizations.
3 Infrastructure.
4 Centers of gravity.
5 Order of battle.
6 Offensive and defensive capabilities, and locations.
(b) Targeting priorities.
(c) Sensor employment.
(2) Assessment procedures.
(3) Operations Security (OPSEC)/military deception guidelines.
(4) Mission information/data reporting procedures.
(5) Administration and logistics.
(a) Supply.
(b) Mobile processing centers.
(c) Transportation of reconnaissance data.
e. Monitor adherence to special constraints. Include:
(1) Overflight restrictions.
(2) Closest point of approach.
(3) Weather minimums.
(4) Command and control requirements.
(5) Protection of reconnaissance assets.

2. **Assess effectiveness of reconnaissance operations** (Task 421-02-J3/J2).
a. Dissemination.
(1) Determine if consumers' reconnaissance needs are being met, consistent with available resources and existing priorities.
(2) Use available real-time or near real-time technology.

(3) Manage dissemination process to avoid information overload.

b. Measure to prevent compromising CJTF's intentions (OPSEC).
   (1) Signals Security (SIGSEC) measures.
   (2) Concealment of reconnaissance forces and means.
   (3) Avoidance of operational patterns by reconnaissance forces and means.
   (4) Protection of reconnaissance capabilities. Include:
      (a) Sensors and data link.
      (b) Wartime reserve modes.
      (c) Deployment intentions.
      (d) Areas under surveillance.
      (e) Processing capabilities.

c. Support on-going military deception.
   (1) Enemy targeting for military deception.
   (2) Enemy actions relative to friendly military deception.
   (3) Reconnaissance activity as part of military deception.
   (4) Detection of enemy deception.

d. Protection of reconnaissance forces and means.
   (1) Enemy options to identify likelihood of efforts to surprise, observe/detect, or conduct espionage, terrorist, or sabotage operations.
   (2) Measures to counteract/protect from such enemy activities.
   (3) Physical security of installations, facilities, and systems.
   (4) SIGSEC measures.
   (5) Reconnaissance security operations and requirements.

3. **Assess the effectiveness of operational command and control of reconnaissance operations** (Task 421-03-J3/J2). Consider:

a. Information architecture.
   (1) Incorporate reconnaissance information systems and network.
   (2) Operational information and forces status.
   (3) Procedure for monitoring operational situation involving joint forces.

b. Organization of reconnaissance operations.
   (1) Simple, clear, responsive command lines, in accordance with the CJTF intent.
   (2) Unity of effort.
   (3) Joint Reconnaissance Center (JRC) and Joint Targeting Coordination Board (JTCB), as required.

c. Operational missions to reconnaissance forces and means.
   (1) Missions are appropriate for tasked components/means.
   (2) Missions are integrated with missions of other components.
   (3) Missions are supported by sufficient JTF controlled resources -- operational area, allocation of operational fires, etc.

d. Organization of Joint Operations Area (JOA).
   (1) Maneuver control measures provide reconnaissance forces with sufficient space to accomplish assigned missions.
   (2) Reconnaissance operations are integrated into force operational areas.
   (3) Airspace control measures support reconnaissance operations.

(4) Fire control measures support reconnaissance operations.

e. Deconfliction of reconnaissance operations with conventional operations. Consider:

(1) Target nominations/targeting efforts.
(2) Command, Control, Communications, and Computers (C4) interoperability.
(3) Frequency allocation.
(4) Reconnaissance/intelligence collection efforts.
(5) Surface and airspace deconfliction.
(6) Fire support coordination.
(7) Coordination of logistic support.
(8) Reconnaissance reporting requirements.

4. **Assess the effectiveness of operational intelligence in support of reconnaissance operations** (Task 421-04-J3/J2). Consider:

a. Availability and reliability of intelligence information to support the CJTF's Essential Elements of Information (EEI).

(1) Human Intelligence (HUMINT).
(2) Imagery Intelligence (IMINT).
(3) Measurement and Signature Intelligence (MASINT).
(4) Signals Intelligence (SIGINT).
(5) Counterintelligence (CI).

b. Enemy capabilities/intent to defend or attack against friendly reconnaissance operations.

c. Support for targeting efforts -- strategic and operational.

d. Effectiveness of and/or additional requirements for reconnaissance operations, to include special reconnaissance.

e. Support for military deception planning and operations.

f. Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products.

g. General military intelligence related to reconnaissance operations missions -- e.g., timely, detailed, tailored/target specific, fused, all-source intelligence.

h. Intelligence dissemination means, to include:

(1) Special Operations Command Research, Analysis, and Threat Evaluation System (SOCRATES).
(2) Psychological Operations Automation System (POAS).
(3) Joint Deployable Intelligence Support System (JDISS).
(4) Joint Worldwide Intelligence Communications System (JWICS).
(5) Global Command and Control System (GCCS).

5. **Prepare plans and orders related to reconnaissance operations** (Task 421-05-J3/J5).

a. Maintain a current estimate of reconnaissance operations

b. Assess the progress of current reconnaissance operations

(1) Relate information to the attainment of desired conditions

(a) Current operations and phase.

(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.

c. Develop friendly Courses of Action (COA) with regard to reconnaissance operations.
(1) Continuation of reconnaissance operations in accordance with the current apportionment, guidance, and prioritized targets.
(2) Branch and sequel for reconnaissance operations based on changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect reconnaissance operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.

e. Analyze friendly COAs.
(1) Wargame against enemy COAs or current and future environmental or civil conditions.
(2) Analyze all feasible alternatives, using best information available.

f. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using best information available and determine advantages/disadvantages of each.

g. Prepare discussion and/or recommendation.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

6. **Direct and lead subordinate operational reconnaissance operations** (Task 421-06-CJTF/ J3).

a. Approve plans and orders related to reconnaissance operations.

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/STAFF (Synchronize/Integrate Operations).

c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.

d. Coordinate logistics and communications support.

e. Decide on operational actions/direction.

f. Change, recommend changes, or continue reconnaissance operations and priorities.
(1) Seek CJTF/supervisors guidance if a change appears necessary.
(2) Ensure change remains supportive of current mission and intent, based on continuing estimate of the situation.

(3) Coordinate and conduct appropriate planning for change.
(4) Write plans and orders for change.

g. Approve plans and orders.
h. Issue plans/orders.

7. **Acquire and communicate operational information about reconnaissance operations** (Task 421-07-J3).

a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to reconnaissance operations.
g. Conduct public affairs operations related to reconnaissance operations.

ELEMENT: J3/J2/J1

TASK 422: CONTROL NONCOMBATANT EVACUATION OPERATIONS (NEO)

(Relates to UJTL Tasks OP 4.5, 6.2)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that may include NEO. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls NEO and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current NEO and plan and direct future operations. NEO result in the evacuation to a safe haven, preferably the US, of US citizens and selected citizens of the host nation (HN) and/or third country nationals whose lives are in danger in a hostile environment.

REFERENCES: JP 0-2, JP 3-07, JP 3-07.5, JP 5-00.2

MTG TASK STEPS

1. **Monitor noncombatant evacuation operations** (Task 422-01-J3).
   a. Collect information from all sources. Keyed to:
      (1) Predetermined information plan -- requirements, sources, and timing.
      (2) CJTF's information requirements.
   b. Maintain an awareness of operations under other staff proponency.
   c. Monitor the deployment status of JTF forces and noncombatants.
      (1) Balance requirements for initial operations, reception and buildup of forces, and timing of required follow-on operations.
      (2) Recommend changes to the Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for NEO support, as required.
   d. Monitor the conduct of NEO. Include:
      (1) Composition of JTF.
         (a) Command and joint staff.
         (b) Augmentation detachments.
         (c) Joint Communications Support Element (JCSE).
         (d) HQ administrative/logistics support.
         (e) Security support.
      (2) Self-defense, extraction, and protection of evacuees forces.
      (3) Force sequencing.
      (4) Composition and duties of JTF Advanced Echelon (ADVON).
         (a) Forward command element.
         (b) Evacuation site party.
      (5) Deployment of the JTF ADVON to NEO site.
      (6) Deployment of the NEO force to the Intermediate Staging Base (ISB).
      (7) Composition and duties of the JTF main body evacuation force.

(a) Command and Control (C2).
(b) Marshaling element.
(c) Security element.
(d) Logistics element.
(8) Evacuee processing.
(9) Evacuation Control Center (ECC) operations.
(a) HQ, ECC.
(b) Reception/search station.
(c) Registration station.
(d) Debriefing station.
(e) Health services station.
(f) Transportation station.
(g) Comfort station.
(10) Classification and prioritization of evacuees.
(11) Guidelines on requests for asylum/temporary refuge.
(12) Safe haven operations.
(13) Safe haven force.
(a) Command group.
(b) Reception team.
(c) Processing team.
(d) Comfort team.
(e) Scheduling team.
(14) Closure of the safe haven.
(15) Transition/termination activities.
e. Monitor METOC situation.

2. **Assess the effectiveness of noncombatant evacuation operations** (Task 422-02-J3).
a. Permissive environment. Include:
(1) Level of resistance.
(2) Processing, assembly, and evacuation sites for evacuees.
(3) HN support.
(4) Transportation, emergency medical treatment, administrative processing, and coordination with Department of State (DOS) and other supporting agencies.
(5) Evacuee security.
b. Uncertain environment. Include:
(1) HN forces' control of the territory and population.
(2) Additional security units for JTF.
(3) Rules of Engagement (ROE).
c. Hostile environment. Include:
(1) Level of resistance.
(2) JTF reinforced with sizable security forces or large reaction force.
(3) Amphibious landing, defensive perimeters, convoy escorts, personnel recovery operations, and screening of evacuees.
d. Liaison connectivity. Include:
(1) Department of Defense (DOD)/DOS agencies/activities.

(a) Combatant Commander.
(b) US Embassy.
(c) DOS.
(d) HN.
(e) Adjacent, supporting, and/or assigned forces.
(2) Non-US DOD/DOS agencies/activities.
(a) Department of Health and Human Services (US port of entry).
(b) US Agency for International Development (USAID).
(c) US Information Agency (USIA).
(d) Immigration and Naturalization Service.
(e) American Red Cross.
(f) League of Red Cross and Red Crescent Society.
(g) World Health Organization.
(h) UN Disaster Relief Coordinator.
(i) UN High Commission for Refugees.
(j) Other nongovernmental organizations (NGOs).

3. **Prepare plans and orders related to NEO** (Task 422-03-J3/J5).
a. Maintain a current estimate of NEO.
b. Assess the progress of current NEO.
(1) Relate information to the attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.
c. Develop friendly Courses of Action (COA) with regard to NEO.
(1) Continuation of NEO in accordance with the current apportionment, guidance, and prioritized targets.
(2) Branches and sequels for NEO based on changing situation or additional requirements.
d. Develop enemy COAs that impact on or affect NEO, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.
e. Analyze friendly COAs.
(1) Wargame against enemy COAs or current and future environmental or civil conditions.
(2) Analyze all feasible alternatives, using the best information available.
f. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using the best information available and determine the advantages/disadvantages of each.
g. Prepare discussion and/or recommendation for the current estimate.

(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be formal or informal format, depending on forum and supervisor directions.

4. **Direct and lead subordinate operational NEO** (Task 422-04-CJTF/J3).
a. Approve plans and orders related to NEO.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.
d. Coordinate logistics and communications support.
e. Decide on operational actions/direction.
f. Change, recommend changes, or continue NEO and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure change remains supportive of current mission and intent, based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.
g. Approve plans and orders.
h. Issue plans/orders.

5. **Acquire and communicate operational information about NEO** (Task 422-05-J3).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to NEO.
g. Conduct public affairs operations related to NEO.

ELEMENT: J3/J2

TASK 424: CONTROL CIVIL-MILITARY OPERATIONS (CMO)

(Relates to UJTL Tasks OP 1.5, 3.3, 4.4, 4.6, 4.7, 5.7, 5.8, 6.2, 6.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include Civil-Military Operations (CMO). Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ, monitors, assesses, and controls CMOs and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current CMOs and plan and direct future operations. Assistance to the host nation (HN) may result in a variety of programs/activities that support military operations and enhance the relationship between military forces, civilian authorities, and the population. Support does not normally involve combat operations.

REFERENCES: JP 3-07 series, JP 3-57, CJCSM 3122.03A

MTG TASK STEPS

1. **Monitor CMO** (Task 424-01-J3).
   a. Monitor conduct of CMOs. Include:
      (1) Civil affairs operations -- civil administration, economic, public facilities, special affairs.
      (2) Military civic action operations under JTF supervision.
      (3) Humanitarian assistance -- disaster relief, refugee resettlement, etc.
      (4) Humanitarian and civic assistance -- Health Services, dental, and veterinary care, construction of transportation systems, sanitation facilities, and public facilities.
      (5) Psychological operations -- posters, leaflets, television, radio, etc.
   b. Monitor deployment status of personnel, equipment, and units supporting CMOs.
      (1) Balance requirements for initial combat and noncombat operations, CMO resources reception and buildup, and timing of required follow-on operations.
      (2) Recommend changes to Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for CMO resources, as required.
   c. Monitor formation, actions of the Civil-Military Operations Center (CMOC).
   d. Monitor METOC situation as it might affect CMO.

2. **Assess the effectiveness of civil-military operations** (Task 424-02-J3).
   a. Operations/programs directed at decisive points leading to centers of gravity. Support/Develop:
      (1) Favorable emotions, attitudes, and/or behavior towards JTF operations.
      (2) Foreign Internal Defense (FID) programs.
      (3) Stability operations -- economic, political, and social.
      (4) Disaster relief, civil defense, counterdrug, and anti-terrorist operations.
      (5) CMOs that are relevant and support JTF operations and CJTF's intent.
   b. Results of and/or additional requirements for CMOs.

(1) Scope and duration of current CMO mission(s).
(2) Policy, funding, and HN sensitivities.
(3) Command and Control (C2) and direction of HN assistance.
(4) Liaison with HN activities, US country team, US Government (USG) agencies, and JTF.

c. Security of CMO and means.
(1) Enemy options to identify likelihood of efforts to surprise, observe/detect, or conduct espionage, terrorist, or sabotage operations.
(2) Measures to counteract/protect from such enemy activities.
(3) Physical security of installations, facilities, systems.
(4) Signals Security (SIGSEC) measures.

d. Status of Reserve component (RC) units performing CMOs (duty status).

e. Results of and/or continuing requirements for operational support for and by CMOs.
(1) Operations and support bases.
(2) Number and location of bases.
(3) Sustainment.
(4) Civilian labor, facilities, and supplies.

f. Public Affairs (PA) guidance for CMO.

g. Legal support of CMO.

h. Environmental support services for CMO.

i. Health service support.

3. **<u>Prepare plans and orders related to CMO</u>** (Task 424-03-J3/J5).

a. Maintain a current estimate of CMO.

b. Assess the progress of current CMO.
(1) Relate information to attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.

c. Develop friendly courses of action (COA) with regard to CMO.
(1) Continuation of CMO.
(2) Branches and sequels for CMO based on changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect CMO, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.

e. Analyze friendly COAs.
(1) Wargame against enemy COAs or current and future environmental or civil conditions.
(2) Analyze all feasible alternatives, using best information available.
(a) Provide wargame input to other operations estimates.
(b) Identify/confirm force requirements.

(c) Identify/confirm support requirements -- intelligence, fire support, logistics, communications.
(d) Identify risk/likelihood of success.

f. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using the best information available and determining advantages/disadvantages of each.

g. Prepare discussion and/or recommendations for the current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

h. Provide input to Time-Phased Force and Deployment Data (TPFDD) revisions to the supported Combatant Commander, when changes are necessary

4. **Direct and lead subordinate operational CMO** (Task 424-04-CJTF/J3).
a. Approve plans and orders related to CMO.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.
d. Coordinate changes in CMOs with component tactical operations.
e. Coordinate changes in CMOs with other operations -- e.g., psychological operations (PSYOP), military deception, operations security (OPSEC), command and control warfare (C2W).
f. Decide on operational actions/direction.
g. Change, recommend changes, or continue CMO and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure change remains supportive of current mission and intent, based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.
h. Approve plans and orders.
i. Issue plans/orders.

5. **Acquire and communicate operational information about CMO** (Task 424-05-J3).
a. Display information.
b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
   (1) Preplanned hierarchy of significant information.
   (2) Information that could affect a commander's decision.
   (3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to CMO.
g. Conduct public affairs operations related to CMO.

ELEMENT: J3/J2

TASK 426: CONTROL SHORT-NOTICE COUNTERDRUG OPERATIONS

(Relates to UJTL Task OP 4.7)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include short-notice Counterdrug (CD) operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls short-notice CD operations and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current CD operations and plan and direct future operations. CD operations require detailed integration and coordination with the supported US Law Enforcement Agency (LEA) and may be conducted on short-notice and concurrently with military operations.

REFERENCES: JP 3-0, JP 3-07, JP 3-07.4

MTG TASK STEPS

1. **Monitor short-notice CD operations** (Task 426-01-J3).
   a. Monitor short-notice CD support.
      (1) Execution is directly controlled by components.
      (2) Provides information, or feedback, for analysis of effectiveness.
      (3) Measures of effectiveness.
      (4) Legal constraints.
      (5) Rules of Engagement (ROE) and use of force.
      (6) Status of Forces Agreement (SOFA).
      (7) Operations Security (OPSEC) guidelines.
   b. Monitor LEA and HN support.
      (1) Control measures.
      (2) Operations deconfliction.
      (3) Handover.
      (4) ROE/use of force.
      (5) Command, Control, Communications, Computers, and Intelligence (C4I) capabilities.
      (6) Security arrangements.
      (7) Communications compatibility.
      (8) Terminology differences.
      (9) Intelligence requirements.
      (10) Regulatory/legal constraints.
      (11) Capabilities and attitudes.
      (12) HN requirements.
      (13) Cultural differences/perceptions.
      (14) Historical perspectives.

(15) Economic conditions.
(16) Political climate.

c. Monitor METOC situation as it might affect counterdrug operations.

2. **Assess the effectiveness of short-notice CD operations** (Task 426-02-J3).
   a. Intelligence.
      (1) Communications Intelligence (COMINT), Emitter Locating Data (ELD), Human Intelligence (HUMINT), and Imagery Intelligence (IMINT) in support of CD operations.
      (2) Integration of national foreign intelligence into CD effort.
      (3) Tactical Analysis Teams (TAT) operations.
      (4) Department of Defense (DOD) counterintelligence support for CD operations.
      (5) Collection and dissemination.
      (6) Targeting.
      (7) Evaluate HN ability to plan, train for, conduct, and sustain CD operations.
   b. Planning.
      (1) LEA and/or HN CD strategy and plan.
      (2) CD strategy through feedback.
   c. Logistics.
      (1) Transportation support to LEA and HN, in accordance with legal restrictions.
      (2) Maintenance support to include operators.
      (3) Engineer support -- in accordance with legal stipulations.
      (4) Training facilities.
      (5) Equipment loans unified command.
   d. Manpower.
      (1) For eradication of growing plants, mediums, and infrastructures.
      (2) Administrative support to LEAs -- legal, clerical, accounting, management, etc.
      (3) Specialized skills -- divers, linguists, criminal investigative, military police, and intelligence analyst.
      (4) Inspection support at border points of entry/exit, in accordance with legal stipulations.

3. **Prepare plans and orders related to CD operations** (Task 426-03-J3/J5).
   a. Maintain a current estimate of counterdrug operations.
   b. Assess the progress of current counterdrug operations.
      (1) Relate information to attainment of desired conditions.
         (a) Current operations and phase.
         (b) Future operations and phases.
         (c) Campaign end state and/or termination conditions.
      (2) Relate to decision points for current or future operations.
   c. Develop friendly Courses of Action (COA) with regard to counterdrug operations.
      (1) Continuation of counterdrug operations in accordance with the current apportionment, guidance, and prioritized targets.

(2) Branches and sequels for counterdrug operations based on changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect counterdrug operations, or current and future environmental or civil conditions.

(1) Current, apparent operations/conditions.

(2) Branches to current, apparent operations/conditions.

e. Analyze friendly COAs.

(1) Wargame against enemy COAs or current and future environmental or civil conditions.

(2) Analyze all feasible alternatives, using best information available.

(3) Identify/confirm force requirements.

(4) Identify/confirm support requirements -- intelligence, planning, fire support, logistics, communications.

(5) Identify risk/likelihood of success.

f. Compare friendly COAs.

(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.

(2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.

g. Prepare discussion and/or recommendation for the current estimate.

(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.

(2) May be a formal or informal format, depending on the forum and supervisor directions.

h. Provide input to Time-Phased Force and Deployment Data (TPFDD) revisions, as required.

4. **Direct and lead subordinate operational counterdrug operations** (Task 426-04-CJTF/J3).

a. Approve plans and orders related to counterdrug operations.

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).

c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict -- JTF, Department of State (DOS), Customs, Drug Enforcement Agency (DEA), Host Nation (HN), etc.

(1) Advise components/units of adjacent or related actions/operations.

(2) Direct supporting operations, as required.

(3) Resolve conflicts.

d. Coordinate changes in operations with component tactical operations.

e. Coordinate changes in short-notice CD operations with other operations -- e.g., psychological operations (PSYOP), military deception, operations security (OPSEC), command and control warfare (C2W).

f. Coordinate continuing support for short-notice CD operations.

(1) Coordinate administrative support.

(2) Coordinate logistics support.
(3) Coordinate communications support.

g. Conduct liaison activity.
(1) Receive liaison reports of activity.
(2) Inform liaison of JTF plans, operations, and other information.

h. Decide on operational actions/direction.

i. Change, recommend changes, or continue counterdrug operations and priorities.
(1) Seek the CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure changes remain supportive of the current mission and intent, based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.

j. Approve plans and orders.

k. Issue plans/orders.

5. **Acquire and communicate operational information about counterdrug operations** (Task 426-05-J3).

a. Display information.

b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.

d. Report -- formal (required, periodic) and informal (hasty, as required).

e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to counterdrug operations.

g. Conduct public affairs operations related to counterdrug operations.

ELEMENT: J3/J2

TASK 427: CONTROL OPERATIONS TO COMBAT TERRORISM

(Relates to UJTL Task OP 4.7, 6.2, 6.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include operations to combat terrorism. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls operations to combat terrorism and direct changes in accordance with the CJTF's intent. The CJTF and his staff control current operations to combat terrorism and plan and direct future operations. These operations result in the coordinated and integrated employment of JTF forces in interagency and multinational antiterrorism programs.

REFERENCES: JP 3-07, JP 3-07.2

MTG TASK STEPS

1. **Monitor operations to combat terrorism** (Task 427-01-J3).
   a. Indications and Warning (I&W) of potential terrorist activity.
   b. Security operations to prevent terrorist attacks.
   c. Preparation of counterterrorist plan.
   d. Conditions of vulnerability to terrorist attack.
   e. Development and implementation of the antiterrorism program.
      (1) Threat analysis.
      (2) Threat assessment.
      (3) Development of a prevention program.
      (4) Identification of authorities and jurisdiction.
      (5) Planning for contingencies and crisis management.
      (6) Performance of crisis management operations.
   f. Monitor capabilities of terrorist groups that may target JTF forces.
   g. Monitor meteorological and oceanographic (METOC) situations that affect operations to combat terrorism.

2. **Assess the effectiveness of operations to combat terrorism** (Task 427-02-J3).
   a. In accordance with predetermined criteria. Include:
      (1) Support for host-nation (HN) government by HN populace.
      (2) Stability of HN political climate.
      (3) HN armed forces/police capability to protect populace.
      (4) Terrorist/insurgent activity.
      (5) Public infrastructure.
      (6) Living conditions of populace.
   b. I&W of HN government or population activity in contravention to antiterrorism objectives.
   c. JTF installation/facility criticality and vulnerabilities.

(1) Key personnel.
(2) Critical facilities.
(3) Critical equipment.

d. Political and security considerations.
e. US policy and strategy on terrorism.
f. Authority to combat terrorism.
g. Forces providing initial response to terrorist incident.
h. Reinforcing forces, if employed.
i. Procedures/techniques used to handle terrorist incidents. Consider:
(1) Secure communications in incident area.
(2) Chain of custody for evidence seized in an incident.
(3) Logistics requirements -- communications equipment, photographic supplies, etc.
(4) Disposition of apprehended individuals.
(5) Terrorist incident reporting procedures.
(6) Public affairs guidance/objectives.
j. Assess health services support operations.

3. **Prepare plans and orders related to operations to combat terrorism** (Task 427-03-J3/J5).

a. Maintain current estimate of operations to combat terrorism.
b. Assess progress of current operations to combat terrorism.
(1) Relate information to attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.
c. Develop friendly courses of action (COA) with regard to operations to combat terrorism.
(1) Continuation of operations to combat terrorism in accordance with the current apportionment, guidance, and prioritized targets.
(2) Branches and sequels for operations to combat terrorism based on changing situation or additional requirements.
d. Develop enemy COAs that impact on or affect operations to combat terrorism, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.
e. Analyze operations to combat terrorism COA/options.
(1) Wargame against enemy COAs or current and future environmental or civil conditions.
(2) Analyze all feasible alternatives, using best information available.
(3) Provide wargame input to other operations estimates.
(4) Identify/confirm force requirements.
(5) Identify/confirm support requirements -- intelligence, fire support, logistics, communications.

(6) Identify risk/likelihood of success.

f. Compare friendly COAs.

(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.

(2) Feasible alternatives, using best information available and determining advantages/disadvantages of each.

g. Prepare discussion and/or recommendation for the current estimate.

(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.

(2) May be formal or informal format, depending on forum and supervisor directions.

h. Provide input to Time-Phased Force and Deployment Data (TPFDD) revisions to the supported Combatant Commander, when changes are necessary.

4. **Direct and lead subordinate operations to combat terrorism** (Task 427-04-CJTF/J3).

a. Approve plans and orders related to operations to combat terrorism.

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).

(1) Indirect support.

(a) Security assistance operations. The provision of defense articles, military training, and other defense related services, and the role of joint forces in implementing them.

(b) Joint and multinational exercises.

(c) Exchange programs.

(2) Direct support not involving combat operations.

(a) Civil-Military Operations (CMO).

(b) Intelligence and communications sharing.

(c) Logistics support.

(3) Combat operations.

c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.

(1) Advise components/units of adjacent or related actions/operations.

(2) Direct supporting operations, as required.

(3) Resolve conflicts.

d. Conduct liaison activity.

(1) Receive liaison reports of activity.

(2) Informs liaison of JTF Plan, operations, and other information.

e. Coordinate support -- intelligence, fire support, logistics, communications.

f. Decide on operational actions/direction.

g. Change, recommend changes, or continue operations to combat terrorism and priorities.

(1) Seek CJTF/supervisor’s guidance if a change appears necessary.

(2) Ensure changes remain supportive of current mission and intent, based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.

h. Approve plans and orders.
i. Issue plans/orders.

5. **Acquire and communicate information about operations to combat terrorism** (Task 427-05-J3).

a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to operations to combat terrorism.
g. Conduct public affairs operations related to operations to combat terrorism.

ELEMENT: J3/J2

TASK 429: CONTROL PEACE OPERATIONS

(Relates to UJTL Tasks OP 3.3, 4.7)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include peace operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun IAW CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls peace operations and directs changes IAW CJTF's intent. Peace operations result in peaceful settlements among belligerent parties by leveraging special characteristics and capabilities of land, sea, and air forces to monitor belligerents, deter aggression, and promote stable governments and the well being of target populations.

REFERENCES: JP 1, JP 3-0, JP 3-07.3, JP 3-07.5

MTG TASK STEPS

1. **Monitor peace operations** (Task 429-01-J3).
   a. Monitor Indications and Warning(I&W) associated with current peace operations.
   b. Monitor security operations to protect peace operations forces.
   c. Monitor critical information related to peace operations, and intelligence support that provides the critical information.
   d. Monitor the status of peace operations forces -- readiness, training, equipment, morale.
   e. Monitor the political situation related to peacekeeping operations.

2. **Assess the effectiveness of peace operations** (Task 429-02-J3).
   a. In accordance with predetermined criteria. May include:
      (1) Continued cessation of hostilities.
      (2) Cooperation of belligerents in force and arms limitations.
      (3) Continued denial of access to Lines of Communications (LOC), to materials/supplies, etc.
      (4) Demonstrated progress in self-sufficiency of assisted governments.
      (5) Adherence of belligerents to terms of truce or other international agreements.
   b. Maintain awareness of indications and warning of enemy/belligerent/assisted government activity in contravention to peace operations objectives.

3. **Prepare plans and orders related to peace operations** (Task 429-03-J3/J5).
   a. Maintain a current estimate of peace operations.
   b. Evaluate likelihood or potential for requirement for peace operations. May include requirements for:
      (1) Military support to diplomatic actions.
         (a) Transportation.
         (b) Communications.

(c) Humanitarian/civic action.
(d) Preventive deployment.
(e) Military to military contacts.
(f) Reconstruction.
(g) Security assistance.
(2) Preventive diplomacy.
(3) Observation and monitoring of truces and cease-fires.
(4) Truce supervision.
(5) Maintenance and restoration of order and stability.
(6) Provision and protection of humanitarian assistance.
(7) Guarantee of and/or denial of movement.
(8) Enforcement of sanctions.
(9) Establishment and supervision of protective zones.
(10) Forcible separation of belligerents.

c. Review/confirm peace operations course of action (COA)/options.
(1) For continued direction of current operations.
(2) For branches and sequels to current operations.

d. Analyze peace operations COA/options.
(1) Provide wargame input to other operations estimates.
(2) Identify force requirements.
(3) Identify support requirements -- intelligence, fire support, logistics, communications.
(4) Identify diplomatic conditions that must/should be in effect.
(5) Identify risk/likelihood of success.

e. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.

f. Prepare discussion and/or recommendation for the current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be formal or informal format, depending on forum and supervisor directions.

4. **Direct and lead subordinate operational peace operations** (Task 429-04-CJTF/J3).
a. Approve plans and orders related to peace operations.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations). Within the framework of military support to diplomatic actions, peacekeeping operations, or peace enforcement operations (PEO), actions may include:
(1) Operations to compel.
(2) Operations to protect.
(3) Operations to isolate.

(4) Operations to observe, monitor, supervise, and report.
(5) Operations to provide assistance.
(6) Operations to deter.

c. Ensure the protection of peace operations forces.
d. Coordinate/direct fire support for peace operations forces.
e. Direct the intelligence support to peace operations.
f. Direct logistics support to peace operations.
g. Direct Command, Control, and Communications (C3) support to peace operations.
(1) Communications support.
(2) Maintain liaison activity.
(3) Maintain political-military liaison, as required.

h. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.

i. Conduct liaison activity related to peace operations.
(1) Receive liaison reports of activity.
(2) Inform liaison of JTF Plan, operations, other information.

j. Decide on operational actions/direction.
k. Change, recommend changes, or continue peace operations and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure changes remain supportive of the current mission and intent -- based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.

l. Approve plans and orders.
m. Issue plans/orders.

5. **Acquire and communicate operational information about peace operations** (Task 429-05-J3).

a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.

d. Report -- formal (required, periodic) and informal (hasty, as required)
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to peace operations.
g. Conduct public affairs operations related to peace operations.

ELEMENT: J3/J2

TASK 430: CONTROL NATION ASSISTANCE OPERATIONS

(Relates to UJTL Tasks OP 1.5, 3.3, 4.7, 5.7)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include nation assistance operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls nation assistance operations and directs changes in accordance with the CJTF's intent. Effective nation assistance operations promote stability, develop sustainability, and establish institutions responsive to the needs of a host-nation (HN) populace. They complement HN Internal Defense and Development (IDAD) programs and contribute to improved or strengthened diplomatic ties between the US and the HN, and further US national security objectives.

REFERENCES: JP 3-0, JP 3-07, JP 3-07.1, JP 3-57, CJCSM 3122.03A

MTG TASK STEPS

1. **Monitor nation assistance operations** (Task 430-01-J3).
   a. Monitor HN political conditions under which nation assistance operations are conducted.
   b. Monitor status of projects against estimated completion dates.
   c. Monitor support available and required for project completion -- forces, equipment.
   d. Monitor interaction between US forces and HN forces and populace.
   e. Monitor PSYOP that might accompany nation assistance operations.
   f. Monitor other conditions affected by nation assistance operations, such as:
      (1) Population support for the HN government.
      (2) Civilian climate in which terrorism or insurgency might emerge.
      (3) HN and population regard for US policies.

2. **Assess the effectiveness of nation assistance operations** (Task 430-02-J3).
   a. In accordance with predetermined criteria. May include such conditions as:
      (1) Increased support of the HN government by HN populace.
      (2) Increased stability of HN political climate.
      (3) Improvement in the capability of HN armed forces/police to protect populace.
      (4) Reduction in terrorist/insurgent activity.
      (5) Improvement in public infrastructure.
      (6) Improvement in living conditions of populace.
   b. Maintain awareness of indications and warning of HN government or population activity in contravention to nation assistance objectives.

3. **Prepare plans and orders related to nation assistance operations** (Task 430-03-J3/J5).

a. Maintain a current estimate of nation assistance operations.

b. Assess the progress of current nation assistance operations.

(1) Relate information to attainment of desired conditions.

(a) Current operations and phase.

(b) Future operations and phases.

(c) Campaign end state and/or termination conditions.

(2) Relate to decision points for current or future operations.

c. Develop friendly courses of action (COA) with regard to nation assistance operations.

(1) Continuation of nation assistance operations in accordance with the current apportionment, guidance, and prioritized targets.

(2) Branches and sequels for nation assistance operations based on the changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect nation assistance operations, or current and future environmental or civil conditions.

(1) Current, apparent operations/conditions.

(2) Branches to current, apparent operations/conditions.

e. Analyze friendly COAs.

(1) Wargame against enemy COAs or current and future environmental or civil conditions.

(2) Analyze all feasible alternatives, using the best information available.

f. Compare friendly COAs.

(1) COA that best achieves objectives against the most probable and/or most dangerous enemy COA, or against the most likely or most dangerous/complex environmental or civil condition.

(2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.

g. Prepare discussion and/or recommendation for the current estimate.

(1) Prepare any recommendations in a manner that require only CJTF or supervisor's approval.

(2) May be a formal or informal format, depending on the forum and supervisor directions.

h. Determine U.S. and host nation logistics requirements to achieve assistance objectives.

4. **Direct and lead subordinate operational nation assistance operations** (Task 430-04-CJTF/J3).

a. Approve plans and orders related to nation assistance operations.

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).

(1) Indirect support.

(a) Security assistance operations. Provide defense articles, military training, and other defense-related services and the role of joint forces in implementing them.
(b) Joint and multinational exercises.
(c) Exchange programs.
(2) Direct support not involving combat operations.
(a) Civil-Military Operations (CMO).
(b) Intelligence and communications sharing.
(c) Logistics support.
(3) Combat operations.

c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.

d. Conduct liaison activity.
(1) Receive liaison reports of activity.
(2) Inform liaison of the JTF plan, operations, or other information.

e. Coordinate support -- intelligence, fire support, logistics, communications.

f. Decide on operational actions/direction.

g. Change, recommend changes, or continue nation assistance operations and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure changes remain supportive of the current mission and intent, based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans/orders for change.

h. Approve plans and orders.

i. Issue plans/orders.

5. **Acquire and communicate operational information about nation assistance operations** (Task 430-05-J3).

a. Display information.

b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.

d. Report -- formal (required, periodic) and informal (hasty, as required).

e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to nation assistance operations.

g. Conduct public affairs operations related to nation assistance operations.

ELEMENT: J3/J2

TASK 431: CONTROL METEOROLOGICAL AND OCEANOGRAPHIC (METOC) OPERATIONS

(Relates to UJTL Task OP 2.2)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include Meteorological and Oceanographic (METOC) operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses and controls METOC operations and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current METOC operations and plan and direct future operations. METOC operations provide the JTF with real-time climatology data and accurate forecasts.

REFERENCES: JP 3-0, JP 3-59

MTG TASK STEPS

1. **Monitor METOC operations in support of the JTF** (Task 431-01-J3).
   a. Collect information from all sources. Keyed to:
      (1) Predetermined information plan -- requirements, sources, and timing.
      (2) CJTF's information requirements.
   b. Maintain awareness of operations under other staff proponency.
   c. Monitor deployment status of Service component METOC assets.
      (1) Balance requirements for initial METOC operations, reception and buildup, and timing of required follow-on operations.
      (2) Recommend changes to Time-Phased Force and Deployment List (TPFDL) for METOC assets, as required.
   d. Monitor operations directed at enemy centers of gravity and METOC support contributions. Include:
      (1) Task organization of Joint Force METOC Forecast Unit (JMFU).
         (a) METOC Forecast Centers (MFC).
         (b) Service component assets.
      (2) Past, present, and future states of space, air, and ocean environments. Include:
         (a) Climatology of the region.
         (b) Observations.
            1 Land and ship reports.
            2 Upper air soundings.
            3 Satellite earth sensors.
            4 Weather radars.
            5 Lightning detection systems.
            6 Profilers.
            7 Solar telescopes.
            8 Ionosphere sensors.

9 Buoys.
10 Aircraft.
11 Bathythermograph.
12 Refractometers.

(3) Forecasts.
(a) Global.
(b) Regional.
(c) Tactical.

2. **Assess the effectiveness of METOC operations** (Task 431-02-J3).
a. Information architecture.
(1) Incorporate METOC information systems.
(2) Operational information and forces status.
(3) Information exchange.
b. Organization of METOC operations.
(1) Simple, clear, responsive command lines, in accordance with the CJTF intent.
(2) Unity of effort -- Joint Force METOC Officer.
(3) Apportionment of METOC assets.
c. Support missions assigned to METOC assets.
(1) Missions are appropriate for tasked components/units.
(2) Missions are integrated with operational missions.
(3) Missions are supported by sufficient JTF resources.
d. Deconfliction of METOC operations with conventional operations. Consider:
(1) METOC reporting requirements.
(2) Command, Control, Communications, and Computers (C4) interoperability.
(3) Frequency allocation.
(4) Reconnaissance/intelligence collection efforts.
(5) Surface and airspace deconfliction.
(6) Coordination of logistic support.

3. **Prepare plans and orders related to METOC operations** (Task 431-03-J3/J5).
a. Maintain a current estimate of METOC operations.
b. Assess the progress of current METOC operations.
(1) Relate information to attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.
c. Develop friendly Courses of Action (COA) with regard to METOC operations.
(1) Continuation of METOC operations in accordance with the current apportionment, guidance, and prioritized targets.
(2) Branches and sequels for METOC operations based on changing situation or additional requirements.
d. Develop enemy COAs that impact on or affect METOC operations, or current and future environmental or civil conditions.

(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.

e. Analyze friendly COAs.
(1) Analyze wargame results against enemy COAs or current and future environmental or civil conditions.
(2) Analyze all feasible alternatives, using the best information available.

f. Compare friendly COAs.
(1) The COA that best achieves objectives against the most probable and/or most dangerous enemy COA, or against the most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.

g. Prepare a discussion and/or recommendation for the current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

4. **Direct and lead subordinate operational METOC operations** (Task 431-04-CJTF/J3).

a. Approve plans and orders related to METOC operations.

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).

c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.

d. Adjust control measures, as required, or relays component adjustments to adjacent, supported, or supporting units.

e. Decide on operational actions/direction.

f. Change, recommend change, or continue METOC operations and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure changes remain supportive of the current mission and intent, based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans and orders for change.

g. Approve plans and orders.

h. Issue plans/orders.

5. **Acquire and communicate operational information about METOC operations** (Task 431-05-J3).

a. Display the information.

b. Brief the information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
   (1) Preplanned hierarchy of significant information.
   (2) Information that could affect a commander's decision.
   (3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to METOC operations.
g. Conduct public affairs operations related to METOC operations.

ELEMENT: J3/PAO

TASK 432: CONTROL VISUAL INFORMATION/COMBAT CAMERA (VI/COMCAM) DOCUMENTATION OPERATIONS

(Relates to UJTL Tasks OP 3.1, 5.1)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include VI/COMCAM documentation operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The CJTF and his staff monitor and control current VI/COMCAM operations, and plan and direct future operations. VI/COMCAM employment results in sophisticated still and video images offering a balance of useful operational information and products for distribution to the news media.

REFERENCES: JP 1-07, DODI 5040.4, CJCSM 3122.03A

MTG TASK STEPS

1. **Monitor VI/COMCAM operations** (Task Number 432-01-J3).
   a. Monitor deployment status of VI/COMCAM assets.
      (1) Balance requirements for initial combat and noncombat operations and VI/COMCAM reception and buildup.
      (2) Recommend changes to TPFDL to ensure availability of VI/COMCAM assets.
   b Monitor JTF activities and develop a program to document significant and representative events.
      (1) Manage in-theater taskings and requests for visual documentation.
      (2) Manage unified command, JS, OSD and other taskings, and requests for visual documentation.
   c. Monitor conduct of VI/COMCAM documentation operations. Include:
      (1) Unconventional Warfare (UW).
      (2) Direct Action (DA).
      (3) Special Reconnaissance (SR).
      (4) Foreign Internal Defense (FID) programs.
      (5) Counterterrorism (CT) operations.
      (6) Psychological Operations (PSYOP).
      (7) Civil Affairs (CA) activities.
      (8) Collateral JTF activities, to include:
         (a) Security assistance.
         (b) Humanitarian assistance.
         (c) Antiterrorism and other security activities.
         (d) Counterdrug operations.
         (e) Personnel recovery.

(f) Special activities.
(g) Special operations in support of multinational warfare.
(9) Public Affairs (PA) activities.

d. Monitor the use of VI/COMCAM products. Include:
(1) Operational briefings and reports.
(2) Historical records.
(3) Public Affairs (PA) support.

e. Monitor dissemination procedures for VI/COMCAM products. Include:
(1) Product distribution.
(2) Disposition instructions.
(3) Classification and sensitivity guidelines.

f. Monitor the METOC situation as it affects VI/COMCAM operations.

2. **Assess the effectiveness of VI/COMCAM documentation operations** (Task 432-02-J3).

a. Information architecture.
(1) Incorporates VI/COMCAM information systems.
(2) Operational information and forces status.
(3) Procedures for monitoring operational situation involving joint forces.

b. Organization of VI/COMCAM.
(1) Simple, clear, responsive command lines, in accordance with the CJTF intent.
(2) Unity of effort.

c. Operational missions for VI/COMCAM coverage.
(1) Missions are appropriate for VI/COMCAM operations.
(2) Coverage supports the CJTF's intent and concept of operations.

d. Deployment priority for VI/COMCAM personnel, units, equipment.

3. **Prepare plans and orders related to VI/COMCAM operations** (Task 432-03-J3/J5).

a. Review/revise the VI/COMCAM support of current and future operations.
(1) In conjunction with the J3, review/revise the VI/COMCAM concept of support.
(a) Integrate VI/COMCAM into JTF planning cycles.
(b) Integrate VI/COMCAM into JTF intelligence cycle.
(2) Review operational COAs for VI/COMCAM supportability.
(a) Relate information to attainment of desired conditions.
1 Current operations and phase.
2 Future operations and phases.
3 Campaign end state and/or termination conditions.
(b) Relate to decision points for current or future operations.
(3) Integrate VI/COMCAM requirements into PAO efforts.

b. Assess the progress of current VI/COMCAM operations.
(1) Relate information to the attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.

(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operations.
c. Develop friendly courses of action (COA) with regard to VI/COMCAM operations.
(1) Continuation of VI/COMCAM operations in accordance with the current apportionment, guidance, and prioritized targets.
(2) Branches and sequels for VI/COMCAM operations based on changing situation or additional requirements.
d. Develop enemy COAs that impact on or affect VI/COMCAM operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.
e. Analyze friendly COAs.
(1) Wargame against enemy COAs or current and future environmental or civil conditions.
(2) Feasible alternatives, using best information available.
f. Compare friendly COAs.
(1) COA that best achieves objectives against the most probable and/or most dangerous enemy COA, or against the most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.
g. Prepare discussion and/or recommendation for the current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.
h. Conclude/recommend the VI/COMCAM concept in support of JTF operations concept.

4. **Direct and lead subordinate operational VI/COMCAM operations** (Task 432-04-CJTF/J3).
a. Approve plans and orders related to VI/COMCAM operations.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.
d. Adjust control measures, as required, or relay component adjustments to adjacent, supported, or supporting units.
e. Decide on operational actions/direction.
f. Change, recommend changes, or continue VI/COMCAM operations and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.

(2) Ensure changes remain supportive of the current mission and intent, based on a continuing estimate of the situation.

g. Coordinate joint coordination of VI/COMCAM.

(1) Coordinate changes in VI/COMCAM operations with component tactical operations.

(2) Coordinate changes in VI/COMCAM operations with other operations -- e.g., PA, PSYOP, military deception, operations security (OPSEC), command and control warfare (C2W).

(3) Coordinate and conducts appropriate planning for change.

(4) Write plans and orders for change.

h. Approve plans and orders.

i. Issue plans/orders.

5. **Acquire and communicate operational information about VI/COMCAM operations** (Task 432-05-J3).

a. Display information.

b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:

(1) Preplanned hierarchy of significant information.

(2) Information that could affect a commander's decision.

(3) Understanding of information requirements of commanders and other staff.

d. Report -- formal (required, periodic) and informal (hasty, as required).

e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to VI/COMCAM operations.

g. Conduct public affairs operations related to VI/COMCAM operations.

ELEMENT: J3

TASK 433: CONTROL EXPLOSIVE ORDNANCE DISPOSAL (EOD) OPERATIONS

(Relates to UJTL Task OP 1.3, 4.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include EOD operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing. Operations result in the presence of unexploded ordnance (UXO) in the JOA. There is potential for encounters with improvised explosive devices (IED).

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls EOD operations, and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current EOD operations, and plan and direct future operations. EOD eliminates or reduces the hazards of domestic or foreign conventional, nuclear, chemical, and biological munitions and IEDs that threaten personnel, military operations, facilities, and material. They contribute to maneuverability, survivability, and supportability within the JOA.

REFERENCES: JP 3-07.2, JP 3-10.1, JP 3-15, CJCSM 3122.03A

MTG TASK STEPS

1. **Monitor explosive ordnance disposal operations** (Task 433-01-J3).
   a. Reconnaissance.
   b. Identification.
   c. Rendering safe.
   d. Recovery.
   e. Field evaluation.
   f. Final disposal of UXO.
   g. UXO reporting.
   h. Evaluation of unknown ordnance.
   i. METOC situation as it affects EOD operations.

2. **Assess the effectiveness of explosive ordnance disposal operations** (Task 433-02-J3).
   a. Evaluate the extent of mobility obstructions due to UXO.
   b. Evaluate the extent of hazards to critical facilities due to UXO/IED.
   c. Evaluate the result of advice on handling or hazards of nuclear/chemical or other special ordnance.
   d. Evaluate the responsiveness of EOD command, control and communications (C3).
   e. Evaluate the status of EOD training/qualification.

3. **Prepare plans and orders related to EOD operations** (Task 433-03-J3/J5).
   a. Maintain a current estimate of EOD operations.
   b. Review/confirm the EOD course of action (COA)/concept.

(1) For continued direction of current operations.
(2) For branches and sequels to current operations.
(3) For approach of termination conditions.
(4) For post-hostilities operations.

c. Develop friendly COAs with regard to EOD operations.
(1) Continuation of current EOD operations.
(2) Branches and sequels for EOD operations based on the changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect EOD operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.

e. Analyze the EOD COA/concept in support of JTF COA/concepts.
(1) Identify additional changes to force structure/resources.
(2) Analyze the wargame against enemy COAs or current and future environmental or civil conditions.
(3) Analyze all feasible alternatives, using the best information available.

f. Compare friendly COAs.
(1) COA that best achieves objectives against most probable and/or most dangerous enemy COA, or against most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.

g. Prepare discussion and/or recommendation to current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

h. Provide input to Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander.

4. **Direct and lead subordinate operational EOD operations** (Task 433-04-CJTF/J3).

a. Approve plans and orders related to EOD operations.

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
(1) Advise the command on EOD capabilities.
(2) Adjust the EOD units' areas of responsibility, based on workloads and incident priorities.
(3) Alert EOD units of special weapons movements.
(4) Alert EOD units of contaminated areas.
(5) Disseminate EOD render-safe procedures on first-seen ordnance.
(6) Disseminate command UXO workload priorities.
(7) Establish and monitor EOD unit training.
(8) Disseminate technical intelligence information.
(9) Conduct EOD liaison activity.

(10) Direct EOD teams/detachments in responding to UXO/IED incidents, by category (A-D) of potential threat or by command priority.
(11) Coordinate rear area security and damage control for EOD incidents.

c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts, to include classifying incidents by category or priority.

d. Advise components/units of adjacent or related actions/operations.

e. Coordinate support for EOD teams/detachments, as required.
(1) Movement/transportation.
(2) Billeting.
(3) Messing.
(4) Security.
(5) Defense.
(6) Maintenance.
(7) Personnel manning.

f. Decide on operational actions/direction.

g. Change, recommend changes, or continue EOD operations and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure changes remain supportive of current mission and intent, based on continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans and orders for change.

h. Approve plans and orders.

i. Issue plans/orders.

5. **Acquire and communicate operational information about EOD operations** (Task 433-05-J3).

a. Display information.

b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.

d. Report -- formal (required, periodic) and informal (hasty, as required).

e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to EOD operations.

g. Conduct public affairs operations related to EOD operations.

ELEMENT: PMO/J3

TASK 434: CONTROL MILITARY POLICE OPERATIONS (MPO)

(Relates to UJTL Tasks OP 4.6, 4.7)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include Military Police Operations (MPO). Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls MPO, and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current MPO, and plan and direct future operations. MPOs result in combat power for rear operations and facilitate combat operations in the forward area. In Military Operations Other Than War (MOOTW), MPOs facilitate both conventional force application as well as employment of joint forces in security assistance and Foreign Internal Defense (FID) programs.

REFERENCES: JP 3-07, JP 3-10, JP 3-10.1, JP 3-57

MTG TASK STEPS

1. **Monitor MPO** (Task 434-01-PM/J2/J3).
   a. Collect information from all sources. Keyed to:
      (1) Predetermined information plan--requirements, sources, and timing.
      (2) CJTF's information requirements.
   b. Maintain awareness of operations under other staff proponency.
   c. Monitor deployment status of Military Police (MP) resources.
      (1) Balance requirements for initial combat and noncombat operations, MP reception and buildup, timing of required follow-on operations.
      (2) Recommend changes to Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for MPO, as required.
   d. Monitor operations directed at enemy centers of gravity with regard to MP support.
   e. Monitor progress of operational movement of MP forces.
      (1) Positioning of forces for operations.
      (2) Intermediate Staging Bases (ISB).
      (3) Operational reach through inter/intra theater deployment and establishment of Forward Operating Bases (FOB).
   f. Monitor progress or continuing requirements for operational mobility.
      (1) Neutralization, clearing, breakthrough of operationally significant obstacles.
      (2) Preparation of routes, operating bases.
   g. Monitor military operations other than war (MOOTW).
      (1) Arms control and inspection.
      (2) Combating terrorism.
      (3) Counterdrug operations.
      (4) Nation assistance.
      (5) Noncombatant evacuation.
      (6) Civil support operations.

(7) Various peace support operations.
(8) Support to insurgencies.

h. Monitor the meteorological and oceanographic (METOC) situation as it affects MPO.

2. **Assess the effectiveness of military police operations in mission areas** (Task 434-02-PM).

Consider:

a. Area security.
(1) Area reconnaissance and surveillance.
(2) Critical facilities and resources, main supply route (MSR) critical points, key personnel.
(3) Counter-incursion and response force operations.
(4) Terrorism counteraction. Maintain control in areas vulnerable to terrorist actions.
(5) Combat operations in rear areas.
(6) Inland security of key logistics facilities -- ports, railway nodes and lines, airfields.

b. Battlefield Circulation Control (BCC).
(1) Route reconnaissance and surveillance.
(2) MSR regulation and performance.
(3) Straggler and refugee control.
(4) Intelligence collection and reporting.
(5) Information dissemination.
(6) Coordination of activities with Movement Control Teams (MCT).
(7) Coordination with transportation, personnel, engineer, and civil affairs organizations.
(8) Escort for noncombatants in Noncombatant Evacuation Operations (NEO).

c. Enemy prisoner of war (EPW) operations.
(1) Operation of EPW collection points.
(2) Sustainment and field processing of EPW at collection points.
(3) Escort EPW to collection points.
(4) Confinement operations.
(a) Transportation and escort.
(b) Reception and processing.
(c) Provision of EPW information, data, and statistics.

d. Law and order operations.
(1) Liaison with local/host-nation (HN) law enforcement officials.
(2) Offenses against US forces or property, committed by persons subject to military law; apprehension of criminals.
(3) Traffic control.
(4) Operation of confinement facilities.
(5) Operations to prevent or defeat terrorists.
(a) Installation vulnerability assessments.
(b) Procedures to detect terrorist activities before occurrence of major events.

(c) Hardening likely targets.
(d) Offensive action to destroy terrorist elements.
(e) Hostage negotiations when necessary.
(6) Confinement of US military prisoners.
(7) Service component investigation/law enforcement operations.
(a) Investigations.
(b) Sensitive investigations.
(c) Logistics security operations.
(d) Criminal and terrorist-related intelligence.

e. Force projection operations (include MOOTW).
(1) Area security.
(2) EPW operations.
(3) BCC.
(4) Security of key headquarters/facilities.
(5) Provide assistance in the training of HN law enforcement officials/forces.
(6) In conjunction with civil affairs (CA) forces, control of civilian populations.

f. Security of operational MP forces and means.
(1) Enemy options to identify the likelihood of efforts to surprise, observe/detect, or conduct espionage, terrorist, or sabotage operations.
(2) Measures to counteract/protect from such enemy activities.
(3) Physical security of installations, facilities, systems.
(4) Signals security (SIGSEC) measures.
(5) MP security operations and requirements.

3. **Assess the results of and/or additional requirements for operational command and control of MPO** (Task 434-03-PM/J3).

a. Information architecture.
(1) Incorporate MP information systems.
(2) Operational information and forces status.
(3) Procedures for monitoring operational situation involving MPOs.

b. Organization of operational MP forces.
(1) Simple, clear, responsive command lines.
(2) Unity of effort.
(3) Command and Control (C2) arrangements with multinational HN counterparts.
(4) Inter-Service agreements.

c. Operational missions to MP forces. Missions are:
(1) Appropriate for tasked components/units.
(2) Integrated with missions of other components.
(3) Supported by sufficient JTF controlled resources -- operational area, allocation of operational firepower, etc.

d. Organization of operational land area in the Joint Operations Area (JOA).
(1) Maneuver control measures provide MP commanders with sufficient space to accomplish assigned missions.
(2) Airspace control measures support MPO.

(3) Fire control measures support MPO.
(4) Other operational areas support MPOs, as required. Consider:
(a) Joint rear area.
(b) Subordinate areas of operations.
(c) Areas of interest.
(d) Combat zone.
(e) Communications zone.

4. **Prepare plans and orders related to MPO** (Task 434-04-J3/J5).
a. Maintain current estimate of MPO.
b. Assess progress of current MPO.
(1) Relate information to attainment of desired conditions.
(a) Current operations and phase.
(b) Future operations and phases.
(c) Campaign end state and/or termination conditions.
(2) Relate to decision points for current or future operation.
c. Develop friendly Courses of Action (COA) with regard to MPO.
(1) Continuation of MPO.
(2) Branches and sequels for MPO based on the changing situation or additional requirements.
d. Develop enemy COAs that impact on or affect MPO, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.
e. Analyze friendly COAs.
(1) Wargame against enemy COAs or current and future environmental or civil conditions
(2) Analyze all feasible alternatives, using the best information available.
f. Compare friendly COAs.
(1) COA that best achieves objectives against the most probable and/or most dangerous enemy COA, or against the most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using the best information available and determine the advantages/disadvantages of each.
g. Prepare discussion and/or recommendation for the current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

5. **Direct and lead subordinate operational MPO** (Task 434-05-CJTF/J3).
a. Approve plans and orders related to MPO.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).

c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
   (1) Advise components/units of adjacent or related actions/operations.
   (2) Direct supporting operations, as required.
   (3) Resolve conflicts.
d. Coordinate continuing support for MPO:
   (1) Coordinate administrative support.
   (2) Coordinate logistics support.
   (3) Coordinate communications support.
   (4) Coordinate health services support.
   (5) Coordinate engineer support.
   (6) Coordinate PSYOP support.
   (7) Coordinate linguist support.
e. Decide on operational actions/direction.
f. Change, recommend change, or continue MPO and priorities.
   (1) Seek CJTF/supervisor's guidance if a change appears necessary.
   (2) Ensure changes remain supportive of the current mission and intent, based on continuing estimate of the situation.
   (3) Coordinate and conduct appropriate planning for change.
   (4) Write plans and orders for change.
g. Approve plans and orders.
h. Issue plans/orders.

6. **Acquire and communicate operational information about MPO** (Task 434-06-J3).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
   (1) Preplanned hierarchy of significant information.
   (2) Information that could affect a commander's decision.
   (3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to MPO.
g. Conduct public affairs operations related to MPO.

ELEMENT: J4

TASK 435: CONTROL LOGISTICS SUPPORT

(Relates to UJTL Tasks OP 1.3, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 5.1, 5.7, 6.2)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include logistics operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and control logistics operations, and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current logistics operations, and plan and direct future operations to effectively support the employment of JTF forces.

REFERENCES: JP 4-0, JP 4-0 Series, JP 5-00.2, CJCSM 3122.03A

MTG TASK STEPS

1. **Monitor logistics operations** (Task 435-01-J4).
   a. Deployment operations.
      (1) Time-phased materiel requirements, facilities, and other resources.
      (2) Transportation shortfalls and resolutions.
      (3) Capabilities, vulnerabilities, and limitations of ports of embarkation (POEs), ports of debarkation (PODs), joint logistics over-the-shore (JLOTS), and the Offshore Petroleum Discharge System (OPDS)/Inland Petroleum Distribution System (IPDS).
      (4) Movement of forces into the Joint Operations Area (JOA) including possible reprioritization.
   b. Taskings/assignments to Service components.
   c. Air, sea, and land lines of communications (LOC) requirements.
   d. Vulnerabilities of systems and forces to weapons of mass destruction.
   e. Host-nation (HN) and third country support.
   f. Sustainment capabilities and limitations.
   g. Joint and Service planning factors and formulas.
   h. METOC situation as it affects logistics operations.

2. **Monitor the functions of the Joint Logistics Readiness Center and other logistic boards** (Task 435-02-J4) (as required).
   a. Current and evolving theater logistic capabilities.
   b. Logistic supportability of proposed operations or Courses of Action (COA).

3. **Assess the effectiveness of logistics support** (Task 435-03-J4).
   a. Supply and distribution in coordination with Service components and other agencies or commands. Consider:
      (1) Distribution and allocation.

(a) Establish main and alternate supply depots or points and supporting terminals.
(b) Determine the allocation of pre-positioned logistic resources.
(c) Estimate the throughput capability of terminals and LOCs.

(2) Level of supply.
(a) Establish time-phased operating and safety levels required to support the plan.
(b) Pre-position war reserve requirements to support deployment pending re-supply.
(c) Determine materiel support beyond normal supply procedures.
(d) Determine supply shortfalls.

(3) Salvage.
(a) Determine the logistic impact for collection, classification, and disposition of salvage.
(b) Establish guidance for disposition of salvage.

(4) Captured enemy materiel.
(a) Establish guidance for collection, classification, and disposition of enemy materiel.
(b) Establish guidance for disposition of captured enemy cryptologic and cryptographic materiel and documents.

(5) Local acquisition of supplies and services.
(a) Determine availability of materiel and services.
(b) Determine dependability of local acquisition.
(c) Assigns Service responsibility for managing sources.
(d) Establish contracts that are essential to plan execution.
(e) Review existing Status of Forces Agreements (SOFAs) or Acquisition and Cross-Servicing Agreements (ACSAs) for material or service availability requirements.

(6) Inter-Service logistic support.
(a) Arrange inter-Service agreements for common supply and service support.
(b) Review major inter-Service support arrangements in effect.

b. Maintenance and modification facilities. Consider:
(1) Level of maintenance and location of facilities.
(2) Contractor and HN support.

c. Security assistance. Consider:
(1) Critical materials allocated/reallocated based on situation/mission.
(2) Allies/coalition partners to be supported.
(3) Prioritize fill requirements for US and allies/coalition partners.
(4) Transportation mode and source for security assistance materiel.
(5) Emergency logistic assistance.
(6) Retrograde operations.

d. Operations security (OPSEC) measures. Consider:
(1) Bases, facilities, installations.
(2) Logistic stocks.
(3) LOC security.

e. Other areas:
   (1) Petroleum, Oils, and Lubricants (POL) supply.
   (2) Mortuary affairs.
   (3) Sustainability analysis.
   (4) Mobility and transportation.
   (5) Civil engineering support plan.
   (6) Nonnuclear ammunition.

4. **Prepare plans and orders related to logistics operations** (Task 435-04-J4).
   a. Maintain a current estimate of logistics operations.
   b. Assess the progress of current logistics operations.
      (1) Relate information to attainment of desired conditions.
         (a) Current operations and phases.
         (b) Future operations and phases.
         (c) Campaign end state and/or termination conditions.
      (2) Relate to decision points for current or future operations.
   c. Develop friendly courses of action (COA) with regard to logistics operations.
      (1) Continuation of logistics operations in accordance with the current apportionment, guidance, and prioritization.
      (2) Branches and sequels for logistics operations based on the changing situation or additional requirements.
   d. Develop enemy COAs that impact on or affect logistics operations, or current and future environmental or civil conditions.
      (1) Current, apparent operations/conditions.
      (2) Branches to current, apparent operations/conditions.
   e. Analyze friendly COAs.
      (1) Analyze the wargame against enemy COAs or current and future environmental or civil conditions.
      (2) Analyze all feasible alternatives, using the best information available.
   f. Compare friendly COAs.
      (1) COA that best achieves objectives against the most probable and/or most dangerous enemy COA, or against the most likely or most dangerous/complex environmental or civil condition.
      (2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.
   g. Prepare discussion and/or recommendations for the current estimate.
      (1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
      (2) May be a formal or informal format, depending on the forum and supervisor directions.
   h. Submit TPFDD input/changes that support additional force or redeployment requirements.

5. **Direct and lead subordinate operational logistics operations** (Task 435-05-J4).
   a. Approve plans and orders related to logistics operations.
   b. Synchronize actions in accordance with the established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
   c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
      (1) Advise components/units of adjacent or related actions/operations.
      (2) Direct supporting operations, as required.
      (3) Resolve conflicts.
   d. Coordinate joint logistics.
      (1) Recommend changes in logistics operations.
      (2) Coordinate changes in logistics operations with Service components.
      (3) Coordinate changes in logistics operations with other operations -- e.g., psychological operations (PSYOP), military deception, OPSEC, command and control warfare (C2W).
   e. Decide on operational actions/direction.
   f. Change, recommend changes, or continue logistics operations and priorities.
      (1) Seek CJTF/supervisor's guidance if a change appears necessary.
      (2) Ensure changes remain supportive of the current mission and intent, based on a continuing estimate of the situation.
      (3) Coordinate and conduct appropriate planning for change.
      (4) Write plans and orders for change.
   g. Approve plans and orders.
   h. Issue plans/orders.

6. **Acquire and communicate operational information about logistics operations** (Task 435-06-J4).
   a. Display information.
   b. Brief information.
   c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
      (1) Preplanned hierarchy of significant information.
      (2) Information that could affect a commander's decision.
      (3) Understanding of information requirements of commanders and other staff.
   d. Report -- formal (required, periodic) and informal (hasty, as required).
      (1) Status of nuclear weapons.
      (2) Daily resupply requirements.
      (3) Availability of HN supplies.
      (4) POL storage and distribution.
      (5) Inter-Service support agreements in effect.
      (6) Status of JTF airlift resources and other transportation modes.
      (7) Location of major logistic units.
      (8) Supply distribution system.
      (9) Material readiness.
      (10) Logistic requirements of multinational military forces.

(11) LOC capabilities and constraints.
(12) Pertinent health services data.
(13) Unit Tables of Organization and Equipment (TOE) for all forces.
(14) Base development capabilities.
(15) Develop general military information -- briefings, reports, analyses, etc.
(16) Waste disposal and treatment.

e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to logistics operations.
g. Conduct public affairs operations related to logistics operations.

ELEMENT: SURGEON

TASK 436: CONTROL HEALTH SERVICES SUPPORT

(Relates to UJTL Tasks OP 1.6, 4.4, 4.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include providing health services support. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls health services support and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current health services support operations and plan and direct future operations to provide effective medical support to JTF operations.

REFERENCES: JP 4-02, JP 4-02.2, CJCSM 3122.03A

MTG TASK STEPS

1. **Monitor health services support** (Task 436-01-SURG).
   a. Collect information from all sources. Keyed to:
      (1) Predetermined information plan -- requirements, sources, and timing.
      (2) CJTF's information requirements.
   b. Monitor the deployment status of health services support units and equipment.
      (1) Balance requirements for initial combat and noncombat operations, health services support reception and buildup, and timing of required follow-on support.
      (2) Recommend changes to the Time-Phased Force and Deployment Data (TPFDD) for health services units and equipment, as required.
   c. Monitor operations directed at enemy centers of gravity with regard to health services support.
   d. Monitor the conduct of health services support within the Joint Operations Area (JOA). Include:
      (1) Transition to wartime health services posture.
         (a) Issue of Pre-positioned War Reserve Materiel Stock (PWRMS).
         (b) Force health protection.
      (2) Hospitalization.
         (a) Command policy on joint use.
         (b) Current and surge capabilities.
      (3) Patient evacuation.
      (4) Enemy prisoners of war (EPW), civilian internees, and detainees.
      (5) Formerly captured US military personnel.
      (6) Personnel and material to support personnel recovery.
      (7) Noncombatants evacuation operations (NEO).
      (8) Identification and assessment of civil resources.
      (9) Blood components support and resupply.
      (10) Preventive medicine and veterinary service support.

(11) Health services regulating within the JOA.
(12) Dental services.
(13) Supply and re-supply support.
(14) Occupational and Environmental Surveillance.
(15) Waste disposal and treatment.

e. Monitor METOC situation as it affects health services support.

2. **Assess the effectiveness of health services support** (Task 436-02-SURG).
   a. Specialized health services support for:
      (1) Special operations forces (SOF).
      (2) Chemical casualties.
      (3) HN civilians supporting US forces.
      (4) Mortuary affairs (provide Medical Examiner).
   b. Host-nation (HN) health services support availability.
   c. Inter-Service responsibilities for JTF and components.
   d. Responsibility for indigenous populations.
   e. Medical regulating elements.
   f. Joint Blood Program Office (JBPO) and Area Joint Blood Program Offices (AJBPOs).

3. **Prepare plans and orders related to health services support** (Task 436-03-SURG).
   a. Maintain a current estimate of health services support.
   b. Assess the progress of current health services support.
      (1) Relate information to attainment of desired conditions.
         (a) Current operations and phase.
         (b) Future operations and phases.
         (c) Campaign end state and/or termination conditions.
      (2) Relate to decision points for current or future operations.
   c. Develop enemy COAs that impact on or affect health services support, or current and future environmental or civil conditions.
      (1) Current, apparent operations/conditions.
      (2) Branches to current, apparent operations/conditions.
   d. Analyze health services support COA/options.
      (1) Provide wargame input to other operations estimates.
      (2) Identify/confirm force requirements.
      (3) Identify/confirm support requirements -- intelligence, logistics, communications.
      (4) Identify risk/likelihood of success.
   e. Compare friendly COAs.
      (1) COA that best achieves objectives against the most probable and/or most dangerous enemy COA, or against the most likely or most dangerous/complex environmental or civil condition.
      (2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.
   f. Prepare discussion and/or recommendation to current estimate.

(1) Prepare any recommendations in a manner that require only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

g. Provide input to TPFDD revisions, as required.

4. **Direct and lead subordinate operational health services support** (Task 436-04-SURG).

a. Approve plans and orders related to health services support.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
(1) Direct health services support operations, as required.
(a) Monitor health services support services controlled by components.
(b) Assign health services support tasks to appropriate components.
(c) Assign health services supporting tasks.
(2) Maintain an understanding of current operations.
(3) Direct the positioning of health services support assets.
c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.
d. Coordinate logistics and communications requirements for health services support to include special communication needs of Theater Aeromedical Evacuation System.
e. Change, recommend changes, or continue health services support and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure change remains supportive of the current mission and intent, based on continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans and orders for change.
f. Approve plans and orders.
g. Issue plans/orders.

5. **Acquire and communicate operational information about health services support** (Task 436-05-SURG).

a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to health services support.
g. Conduct public affairs operations related to health services support.

ELEMENT: J1

TASK 437: CONTROL PERSONNEL SUPPORT

(Relates to UJTL Tasks OP 4.4, 5.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include personnel support requirements. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls personnel support, and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current personnel support services, and plan and direct future operations. Personnel support require detailed integration and coordination, and must address the responsibilities of the Services, component commands, and other activities/agencies providing forces to the JTF.

REFERENCES: JP 1-0, JP 1-03.17, JP 5-00.2, CJCSM 3122.03A

MTG TASK STEPS

1. **Monitor personnel support** (Task 437-01-J1).
   a. Monitor deployment status of personnel support units and equipment.
      (1) Balance requirements for personnel support services for initial combat and noncombat operations, reception and buildup, and timing of required follow-on operations.
      (2) Recommend changes to the Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for personnel support units, as required.
   b. Monitor conditions and operations that might require reconstitution or regeneration.
   c. Monitor personnel support services. Include:
      (1) Administration of the JTF HQ.
         (a) Military postal services.
         (b) Morale, Welfare, and Recreation (MWR).
         (c) Fitness reports.
      (2) JTF personnel matters.
      (3) Awards and decorations.
      (4) Operations security (OPSEC) and military deception planning.
      (5) Current and projected unit strengths.
      (6) Law, discipline, and order.
      (7) Local civilian labor.
      (8) Noncombatant Evacuation Operation (NEO) planning.
      (9) Enemy Prisoners of War (EPW), civilian internees, and detainees.
      (10) Finance and disbursing.
   d. Personnel support tasks assigned to Service components.
   e. Inter-Service agreements.

f. Time-Phased Force and Deployment List (TPFDL) for documentation of time-phased personnel support and transportation requirements.
g. Joint and Service planning factors and formulas.
h. Standardization of procedures within the JTF HQ.
i. Monitor the meteorological and oceanographic (METOC) situation as it affects personnel support operations.

2. **Assess the effectiveness of personnel support** (Task 437-02-J1).
   a. Information architecture.
      (1) Incorporate personnel support information systems.
      (2) Operational information and forces status.
      (3) Procedure for monitoring operational situation involving joint forces.
   b. Organization of personnel support.
      (1) Simple, clear, responsive command lines, in accordance with the CJTF intent.
      (2) Unity of effort.
      (3) Inter-Service support for the following:
         (a) Replacement and fillers.
         (b) Personnel Reception Coordination Center operations.
         (c) Rotation policy.
         (d) Critical skill personnel, female personnel, and specialist.
         (e) Noncombatant evacuation operations (NEO).
         (f) US-citizen civilian personnel.
         (g) Non-US-citizen labor.
         (h) EPW, civilian internees, and other detainees.
         (i) MWR.
         (j) Casualty reporting.
         (k) Decorations and awards.
         (l) Hostile fire pay.
         (m) Travel procedures.
         (n) Military law, discipline, and order.
         (o) Medical returnees to duty.
         (p) Spot and field promotions.
         (q) Single and married Service parents.
         (r) Leave accumulation.
         (s) War zone benefits.
         (t) Temporary Additional Duty (TAD)/Temporary Duty (TDY) pay.

3. **Prepare plans and orders related to personnel support** (Task 437-03-J1).
   a. Maintain a current estimate of personnel support.
   b. Assess the progress of current personnel support.
   c. Develop a friendly course of action (COA) with regard to personnel support.
      (1) Continuation of personnel support in accordance with the current guidance and prioritizations.
      (2) Branches and sequels for personnel support based on the changing situation or additional requirements.

d. Develop enemy COAs that impact on or affect personnel support, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.
e. Analyze friendly COAs.
(1) Provide personnel support input to operations wargames.
(2) Analyze all feasible alternatives, using the best information available.
f. Compare friendly COAs.
(1) Personnel support COA/option that best achieves objectives.
(2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.
g. Prepare discussions and/or recommendation for the current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

4. **Direct and lead subordinate operational personnel support** (Task 437-04-J1).
a. Approve plans and orders related to personnel support.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D- 05-J3/Staff (Synchronize/Integrate Operations).
(1) Reconstitution.
(2) Regeneration.
c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Direct supporting operations, as required.
(2) Resolve conflicts.
d. Coordinate logistics and communications support for personnel operations, as required.
e. Decide on operational actions/direction.
f. Change, recommend change, or continue personnel support and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure changes remain supportive of the current mission and intent, based on continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans and orders for change.
g. Approve plans and orders.
h. Issue plans/orders.

5. **Acquire and communicate operational information about personnel support** (Task 437-05-J1).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:

(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.

d. Report -- formal (required, periodic), e.g., Joint Personnel Status Report (JPERSTAT), and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to personnel support.
g. Conduct public affairs operations related to personnel support.

ELEMENT: SJA

TASK 438: CONTROL LEGAL SERVICES SUPPORT

(Relates to UJTL Tasks OP 3.1, 3.3, 4.4, 4.6, 4.7, 5.4, 5.7, 6.2)

MTG TASK SITUATION: The President or SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include legal services support. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls legal services support, and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current legal services support, and plan and direct future operations. Legal services support results in providing guidance on matters involving military, domestic and international law, status of forces agreements, and the law of war. Effective legal services support will ensure that JTF operations are conducted in a manner consistent with US law of war obligations and JTF members are afforded the full range of legal assistance.

REFERENCES: JP 3-0, JP 5-00.2, CJCSI 5810.01, CJCSM 3122.03A

MTG TASK STEPS

1. **Monitor legal services support and legal basis for operations** (Task 438-01-SJA).
   a. Collect information from all sources.
   b. Monitor the formation, deployment, employment, transition, and redeployment of legal organizations.
   c. Monitor JTF operations.
   d. Ensure all plans, orders, policies, rules of engagement, and target lists issued by the JTF and its subordinate commands are reviewed by legal advisors for compliance with applicable law and policy as required by DODD 5100.77, "DOD Law of War Program," and CJCSI 5810.01, "Implementation of DOD Law of War Program."

2. **Assess legal support** (Task 438-02-SJA).
   a. Assess the effectiveness of legal support.
   b. Assess JTF operations for compliance with applicable laws, policies, treaties, and agreements.
   c. Assess plans, orders, and target lists for compliance with applicable laws, policies, treaties, and agreements.

3. **Direct and lead subordinate operational legal services support** (Task 438-03-SJA).
   a. Approve plans and orders related to legal services support.
   b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
   c. Coordinate actions and operations where lines of authority and responsibility overlap and/or conflict.
      (1) Advise components/units of adjacent or related actions or operations.
      (2) Direct supporting operations as required.

(3) Resolve conflicts.

d. Coordinate logistics support.

e. Decide on operational actions and direction.

f. Change, recommend changes, or continue legal support.

(1) Seek CJTF/supervisor's guidance if a change appears necessary.

(2) Ensure changes remain supportive of the current mission and intent, based on the continuing estimate of the situation.

(3) Coordinate and conduct appropriate planning for change.

(4) Coordinate changes in legal support with other operations -- e.g., psychological operations (PSYOP), military deception, operations security (OPSEC), command and control warfare (C2W).

(5) Write plans and orders for change.

g. Approve plans and orders.

h. Issue plans/orders.

4. **Acquire and communicate operational information about legal services support** (Task 438-04-SJA).

a. Display information.

b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:

(1) Preplanned hierarchy of significant information.

(2) Information that could affect a commander's decision.

(3) Understanding of information requirements of commanders and other staff.

d. Reports -- formal (required, periodic) and informal (hasty, as required).

e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to legal support.

g. Conduct public affairs operations related to legal support.

h. Write issue plans/orders for change.

ELEMENT: COMPT

TASK 439: CONTROL FINANCIAL RESOURCE SUPPORT

(Relates to UJTL Tasks OP 4.4, 4.6, 4.8)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include financial resource support. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls financial resource support, and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current financial resource support, and plan and direct future operations. Financial resource support ensures timely commercial vendor and contractor payments, various pay and disbursing services, and limited accounting.

REFERENCES: JP 5-00.2, JP 1-06, CJCSM 3122.03A

MTG TASK STEPS

1. **Monitor financial resource support** (Task 439-01-COMPT).
   a. Monitor the formation and adequacy of financial resources support organization.
   b. Monitor the nature of operations and financial resources ramifications.
   c. Monitor the performance and status of financial resources support operations.
   d. Monitor operations for adherence to and potential requirement for changes in financial resources policies and procedures.
   e. Monitor and compile costs of operations.

2. **Assess financial resource support** (Task 439-02-COMPT).
   a. Financial resource support policies and procedures.
      (1) Separate obligation authority for supplies and services not available through component and military department channels.
      (2) Class A agents.
      (3) Imprest fund cashier.
      (4) Military pay.
      (5) Per diem rates.
      (6) Foreign government billing procedures.
      (7) Local currency procurement.
   b. Service components taskings.
   c. JTF budget.
   d. Transition from peace to war.
   e. Training of contracting/ordering officers.
   f. Joint Force Contingency Account (JFCA).

3. **Prepare plans and orders related to financial resources support** (Task 439-03-COMPT).
   a. Review/revise financial resource support courses of action (COAs) in support of current, future operations.

b. Assess the progress of current financial resources support.
c. Develop friendly COAs with regard to financial resources support.
(1) Continuation of current financial resources support.
(2) Branches and sequels for financial resources support based on the changing situation or additional requirements.
d. Analyze friendly COAs.
(1) Provide financial resource support input to operations COAs/options.
(2) Analyze all feasible alternatives, using the best information available.
e. Compare financial resource support options/COAs; wargame within the context of operations COAs.
f. Prepare discussion and/or recommendations for the current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.
g. Conclude/recommend the financial resource concept in support of the JTF operations concept.
h. Provide additional TPFDD input, if required.

4. **Direct and lead subordinate operational financial resources support** (Task 439-04-COMPT).
a. Approve plans and orders related to financial resources support.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
c. Coordinate action and/or operation, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolves conflicts.
d. Coordinate logistics and communications requirements.
e. Decide on operational actions/direction.
f. Change, recommend changes, or continue financial resources support and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure changes remain supportive of the current mission and intent, based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans and orders for change.
g. Approve plans and orders.
h. Issue plans/orders.

5. **Acquire and communicate operational information about financial resources support** (Task 439-05-COMPT).
a. Display information.
b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
   (1) Preplanned hierarchy of significant information.
   (2) Information that could affect a commander's decision.
   (3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to financial resources support.
g. Conduct public affairs operations related to financial resources support.

ELEMENT: CHAPLAIN

TASK 440: CONTROL RELIGIOUS MINISTRY SUPPORT

(Relates to UJTL Task OP 4.4)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include religious ministry support. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls religious ministry support operations and directs changes in accordance with the CJTF's intent. The CJTF and his staff (JTF J1, J3, J4 and Chaplain) control current religious ministry support operations, and plan and direct future operations. Religious ministry support operations result in the presence and availability of religious, ethical, and moral advice, support, and coordination.

REFERENCES: JP 1-05, JP 5-00.2

MTG TASK STEPS

1. **Monitor religious ministry support operations** (Task 440-01-CHAP).
   a. Religious ministry coverage.
   b. Training of religious ministry personnel.
   c. Religious services and activities.
   d. Counseling services.
   e. Religious, ethical advice to staff, decision makers.
   f. Research on host-nation (HN)/regional religious cultural matters and their impact on JTF operations.

2. **Assess the effectiveness of religious ministry support operations** (Task 440-02-CHAP).
   a. Assess religious, ethical, and moral climate of the command.
   b. Assess results of training/support for religious ministry personnel.

3. **Prepare plans and orders related to religious ministry support** (Task 440-03-CHAP).
   a. Maintain current estimate of religious ministry support.
   b. Review/confirm the course of action (COA)/concept for religious ministry support.
   c. Develop friendly COA with regard to religious ministry support.
      (1) Continuation of current religious ministry support.
      (2) Branches and sequels for religious ministry support based on the changing situation or additional requirements.
   d. Develop enemy COAs that impact on or affect religious ministry support, or current and future environmental or civil conditions.
      (1) Current, apparent operations/conditions.
      (2) Branches to current, apparent operations/conditions.
   e. Analyze friendly COAs.

(1) Provide religious ministry input to the deliberation of operations COAs/options.
(2) Analyze all feasible alternatives, using the best information available.

f. Compare religious ministry support options/COAs; wargame them within the context of operations COAs.

g. Prepare discussion and/or recommendations for the current estimate.
(1) Prepare any recommendations in a manner that require only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.

h. Conclude/recommend a religious ministry support concept in support of JTF operations concept.

i. Provide additional Time-Phased Force and Deployment Data (TPFDD) input, if required.

4. **Direct and lead subordinate operational religious ministry support** (Task 440-04-CHAP).

a. Approve plans and orders related to religious ministry support

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
(1) Advising -- commanders and staff in planning efforts.
(2) Supporting -- nurture the living, care for the sick or wounded, minister to prisoners or prisoners of war, and honor the dead.
(a) Religious worship services, ministrations.
(b) Counseling.
(c) Provision of spiritual comfort, moral support, encouragement. Include assistance in the areas of:
1 Decision making.
2 Personal integrity and responsibility.
3 Family issues and responsibility.
4 Drug and alcohol abuse prevention.
5 Personal morality.
6 Moral dimensions of decisions and actions in combat.
7 Suicide prevention.
8 Disappointment, grief, injury, illness, and death.
9 Battle fatigue.
10 HN religions and their impact on US operations.
(d) Appropriate referrals.
(3) Coordinating -- comprehensive religious ministry support plan that makes worship opportunities and pastoral care available to all members of the command.
(a) Coordinate higher, lower, adjacent headquarters to ensure a balance of faith coverage.
(b) Provide for religious ministry support, supplies, equipment.
(c) Establish requirements for coordination and contact.
(d) Provide instructions for replacement of religious ministry personnel.

(e) Outline procedures for responding to crises, disasters, mass casualty situations.
(f) Provide for coordination with HN civil or military religious representatives.
(g) Coordinate donations assistance program.
(4) Analyzing.
(a) Identify religious, ethical, moral needs of the command.
(b) Research and interpret cultural and religious factors pertinent to operations.
(5) Planning -- determine the best methods of employing religious ministry support assets.
(6) Writing -- estimates, assessments, agreements, instructions, plan/annexes, other required documentation.
(7) Training -- for subordinate chaplains, religious support personnel, lay leaders.
(8) Supervising -- manage assets for ministry.

c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.

d. Adjust control measures, as required, or relays component adjustments to adjacent, supported, or supporting units.

e. Decide on operational actions/direction.

f. Change, recommend changes, or continue religious ministry support and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure change remains supportive of current mission and intent, based on continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans and orders for change.

g. Approve plans and orders.

h. Issue plans/orders.

5. **Acquire and communicate operational information about religious ministry support** (Task 440-05-CHAP).

a. Display information.

b. Brief information.

c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander' decision.
(3) Understanding of information requirements of commanders and other staff.

d. Report --formal (required, periodic) and informal (hasty, as required).

e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise SIGSEC and COMPUSEC related to religious ministry support.

g. Conduct public affairs operations related to religious ministry support.

ELEMENT: J6

TASK 441: CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS (C4) OPERATIONS

(Relates to UJTL Tasks OP 2.1, 2.2, 2.3, 3.1, 4.7, 5.1, 6.1, 6.2, 6.3)

MTG TASK SITUATION: The President or SECDEF and the supported Combatant Commander have issued execution orders for JTF operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls C4 operations and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current C4 operations, and plan and direct future operations. C4 operations facilitate the development, use, and exchange of information relevant to the planning and conduct of joint military operations.

REFERENCES: JP 6-0, JP 6-02

MTG TASK STEPS

1. **Monitor C4 operations** (Task 441-01-J6). Include:
   a. Defense Switched Network (DSN) -- long-haul end-to-end common user and dedicated telephone, data, and video service.
   b. Secure Voice System (SVS) -- uses transmission and switching capabilities of the DSN, Defense Red Switch Network (DRSN), and the Public Switched Network (PSN) to provide an improved worldwide secure voice capability.
   c. AUTODIN (Defense Messaging System-when implemented)/Defense Information Systems Network (DISN) -- single, integrated packet switching network designed to meet DOD data requirements.
   d. GCCS -- centrally managed information processing and exchange system for the Joint Planning and Execution Community (JPEC).
   e. Department of Defense Intelligence Information System (DODIIS) -- worldwide computer network linking intelligence data handling systems.
   f. Defense Satellite Communications System (DSCS) -- transmission backbone for high capacity Command and Control (C2), intelligence, and multi-channel communications service.
      (1) Provide vital service through DSCS II and III satellites.
      (2) Provide direct interface with DCS, GCCS, and the GMF Satellite Communications System (GMFSCS).
      (3) Provide service to President/SECDEF, Joint Staff, Unified and Specified Commands, Department of Defense (DOD) agencies, Department of State (DOS), and United Kingdom (UK) and North Atlantic Treaty Organization (NATO).

g. Defense Commercial Telecommunications Network (DCTN) -- leased communications system that provides common user switched voice, dedicated voice/data, and video-teleconferencing services.

h. Defense Message System (DMS).

(1) Current AUTODIN and DDN of the DCS, the Automated Message Processing Exchange (AMPE), Telecommunications Centers (TCC), and Automated Message Handling Systems (AMHS).

(2) Will interface with tactical, commercial and multinational message and data systems.

i. Navy's Fleet Satellite Communications (FLTSATCOM).

(1) Provide a variety of long haul and point-to-point, broadcast, and netted communication links among mobile and shore units.

(2) Virtually worldwide connectivity between 70 degrees North and 70 degrees South.

j. Air Force Satellite Communications System (AFSATCOM) -- worldwide coverage to selected strategic and tactical nuclear forces, special operations users, and other contingency users on an ad hoc basis.

k. Federal Telephone System (FTS) 2000 -- variety of available services.

l. Special Intelligence Communications (SPINTCOM) -- dedicated family of circuits, terminals, and facilities that serve the Special Security Office (SSO) at most major headquarters worldwide.

m. Naval Telecommunications System (NTS) -- provides for the exchange of information between naval forces at sea, in the air, and ashore.

n. Joint Worldwide Intelligence Communications System (JWICS) -- provides secure interactive video-Teleconferencing to 19 members of the DOD Indications and Warning (I&W) System at U&S commands, and to Services within the US and overseas.

o. Joint Worldwide Intelligence Communications System (JWICS) and Joint Deployable Intelligence Support System (JDISS).

p. Monitor the meteorological and oceanographic (METOC) situation as it affects C4 operations.

2. **Assess the effectiveness of C4 operations** (Task 441-02-J6) (based on predetermined characteristics necessary for proposed operations).

a. Interoperability. The technical capability of communications and computer systems to work together; contributes significantly to the notion of seamless, cohesive C4 infrastructure.

b. Compatibility. The capability of two or more items of equipment or protocol to function in the same communications network or geographical environment without mutual interference.

c. Standardization. Ensure that the C4 planner can combine C4 systems--tactical, strategic, multinational, military, commercial, both from JTF components and C4 support organizations (JCSE/DISA) into a cohesive C4 infrastructure; also refers to a Common Operating Environment (COE) of computer and communications protocols and security standards.

d. Mobility. C4 systems must be sufficiently mobile to accompany tactical forces during operations, and to maintain functionality in the process.
e. Transportability. C4 systems should be capable of movement on predominant strategic and intra theater transportation.
f. Reliability. Require design of modular packages with equipment that has low failure rates and error correction techniques, and design of architectures, or infrastructures, with alternate routes, standardization of equipment and procedures, safeguards against viruses, protection against electronic jamming and military deception, and with effective logistics support.

3. **Prepare plans and orders related to C4 operations** (Task 441-03-J6).
a. Review/confirm the mission statement, guidance, and priorities related to C4.
b. Revise or confirm C4 courses of action (COAs) in support of JTF COA; COAs continue to meet criteria of suitability, feasibility, acceptability, distinguishability (or separateness), and completeness.
c. Develop friendly COAs with regard to C4 operations.
(1) Continuation of C4 operations in accordance with the current apportionment, guidance, and prioritized targets.
(2) Branches and sequels for C4 operations based on changing situation or additional requirements.
d. Analyze COA. Wargame within the context of operations COAs.
e. Analyze C4 COA/options.
(1) Provide wargame input to other operations estimates.
(2) Identify/confirm force/resource requirements.
f. Compare friendly COAs.
(1) COA that best achieves objectives against the most probable and/or most dangerous enemy COA, or against the most likely or most dangerous/complex environmental or civil condition.
(2) Feasible alternatives, using the best information available and determining the advantages/disadvantages of each.
g. Prepare discussion and/or recommendations for the current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be formal or informal format, depending on forum and supervisor directions.
h. Provide input to Time-Phased Force and Deployment Data (TPFDD) revisions, as required.

4. **Direct and lead subordinate operational C4 operations** (Task 441-04-J6).
a. Approve plans and orders related to C4 operations.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
(1) The establishing authority.
(2) Components.
(3) The Defense Information Systems Network.

(4) External joint forces.
(5) Multinational forces.

c. Expand capabilities in support of escalating activity.
(1) Initially, C4 capability may be supported primarily by portable Super-High Frequency (SHF) Satellite Communications (SATCOM) multichannel terminals to interface with the Defense Communications System (DCS).
(2) As required, increase C4 capability with the addition of:
(a) Multi-channel HF and Tropospheric Scatter (TROPO) radios.
(b) Higher capacity SHF SATCOM terminals.
(c) Circuit switches to augment growing C4 networks.
(d) Message switches.
(e) Transportable GCCS and Global Broadcast Service (GBS) host.
(f) Defense Information Systems Network (DISN) connectivity.
(g) Local and Wide Area Networks (LAN/WAN).
(h) Connectivity with commercial networks in the Joint Operations Area (JOA).
(i) Conduct information exchanges to support Network Operations.

d. Coordinate continuing C4 support from external sources for possible connections to governments, agencies, and information sources:
(1) JS controlled assets -- governed by CJCS Memorandum of Policy (MOP) 3.
(2) Joint Communications Support Element (JCSE) -- at level I, II, III, or IV, based on scope of JTF mission.
(3) Defense Information Systems Agency, through the Defense Network Systems Organization (DNSO), which manages the Defense Communications System (DCS) and provides Defense Switched Network (DSN), Automatic Digital Network (AUTODIN), and Ground Mobile Forces (GMF) satellite terminals and gateways at Defense Satellite Communications System (DSCS) earth terminals.
(4) National Security Agency (NSA) -- keying material, call sign listings, and Joint Communications-Electronics Operating Instructions (JCEOI), and Information Security (INFOSEC) review.
(5) Joint Spectrum Center (JSC) -- spectrum management support, C-E Engineering/Operational EMC Analysis Support, Joint Spectrum Interference Resolution (JSIR).

e. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.

f. Coordinate logistics support for communications operations.

g. Decide on operational actions/direction.

h. Change, recommend changes, or continue C4 operations and priorities.
(1) Seek CJTF/supervisors guidance if a change appears necessary.
(2) Ensure changes remain supportive of the current mission and intent, based on a continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.

(4) Write plans and orders for change.

i. Approve plans and orders.

j. Issue plans/orders.

5. **Acquire and communicate operational information about C4 operations** (Task 441-05-J6).

a. Conduct information exchanges to support Network Operations.

b. Display information.

c. Brief information.

d. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:

(1) Preplanned hierarchy of significant information.

(2) Information that could affect a commander's decision.

(3) Understanding of information requirements of commanders and other staff.

e. Report -- formal (required, periodic) and informal (hasty, as required).

f. Develop general military information -- briefings, reports, analyses, etc.

g. Supervise SIGSEC and COMPUSEC related to C4 operations.

h. Conduct public affairs operations related to C4 operations.

ELEMENT: PAO/CJTF

TASK 442: CONDUCT PUBLIC AFFAIRS (PA) OPERATIONS

(Relates to UJTL Tasks OP 5.1, 5.8, 6.2)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations that will include PA operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and manages PA operations, and directs changes in accordance with the CJTF's intent. The CJTF and his staff manage current PA operations, and plan and direct future operations. The results of PA operations optimize JTF employment by providing the media and the US public with information consistent with Operations Security (OPSEC) guidelines.

REFERENCES: JP 1-07, JP 5-00.2, CJCSM 3122.03A

MTG TASK STEPS

1. **Monitor public affairs operations** (Task 442-01-PAO).
   a. Monitor the deployment status and priority for movement of PA assets and Department of Defense (DOD) National Media Pool, as required.
      (1) Balance requirements for initial coverage of combat and noncombat operations, reception and buildup, and timing of required follow-on PA affairs operations.
      (2) Recommend changes to Time-Phased Force and Deployment Data (TPFDD) to the supported Combatant Commander for PA assets, as required.
   b. Monitor the conduct of PA operations. Include:
      (1) Joint Information Bureau (JIB) or Sub-JIB, as required.
      (2) Implementation of current policies.
         (a) Releasable information is consistent with OPSEC guidelines.
         (b) Media access to the Joint Operations Area (JOA).
         (c) Pool composition.
         (d) Media ground rules and guidelines.
         (e) Media briefings.
         (f) Accreditation.
         (g) Troop and family information.
         (h) Intra-theater media transportation plan.
         (i) Identify enemy capabilities that may interfere with planned PA programs/activities.
         (j) Command and internal information.
            1 Command newspaper.
            2 Hometown news releases guidance on acceptable release categories and procedures for filling out the forms (hometown news releases are a unit responsibility).
            3 Use of Armed Forces radio and television service.

(k) Community relations programs.
1 Visits by national veterans organizations and community leaders.
2 Speeches and appearances by people in the JOA.
3 Exhibits of material and memorabilia.

c. Monitor meteorological and oceanographic (METOC) situation as it affects PA operations.

2. **Assess the effectiveness of public affairs operations** (Task 442-02-PAO).
a. Information architecture.
(1) Incorporate PA information systems.
(2) Operational information and forces status.
(3) Procedures for monitoring operational situation involving joint forces.
b. Organization of public PA operations.
(1) Simple, clear, responsive command lines, in accordance with the CJTF intent.
(2) Unity of effort.
(3) JIB as interface between JTF and news media.
c. Coordination of logistic support.
d. PA reporting requirements.
e. Access to communications facilities.
f. Deployment priority for PA and DOD National Media Pool personnel, units, equipment.
g. Messing and billeting.
h. Logistic operations.
(1) JTF ground, sea, and air transportation for DOD National Media Pool.
(2) Equipment issues -- e.g., helmets, canteens, cold weather, etc.
i. Legal support of PA operations.

3. **Prepare plans and orders related to PA operations** (Task 442-03-PAO).
a. Maintain the current estimate of PA operations.
b. Assess success and creditability of PA operations.
(1) News media questions and interaction with PA personnel and the JTF -- general tone.
(2) News media products and public opinion polls -- availability and accuracy.
(3) Conclude/recommend PA concepts in support of the JTF operations concept.
c. Analyze enemy COAs that impact on or affect PA operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.
d. Analyze friendly COAs.
(1) Provide PA input to operations COAs/options.
(2) Analyze all feasible alternatives, using the best information available.
e. Compare PA concepts. Wargame within the context of operations COAs.
(1) Provide PA input to operations COAs/options.
(2) Provide feasible alternatives, using the best information available and determining the advantages/disadvantages of each.

f. Prepare discussion and/or recommendations for the current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.
g. Provide additional TPFDD input, if required.

4. **Direct and lead subordinate operational PA operations** (Task 442-04-PAO).
a. Approve plans and orders related to PA operations.
b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).
c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.
(1) Advise components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolve conflicts.
d. Coordinate logistics and communications support, as required.
e. Decide on operational actions/direction.
f. Change, recommend changes, or continue PA operations and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure changes remain supportive of the current mission and intent, based on the continuing estimate of the situation.
g. Coordinate joint coordination of PA concepts.
(1) Recommend changes in PA operations.
(2) Coordinate changes in PA operations with component tactical operations.
(3) Coordinate changes in PA operations with other operations -- e.g., psychological operations (PSYOP), military deception, OPSEC, command and control warfare (C2W).
(4) Coordinate and conduct appropriate planning for change.
(5) Write plans and orders for change.
h. Approve plans and orders.
i. Issue plans/orders.

5. **Acquire and communicate operational information about PA operations** (Task 442-05-PAO).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to PA operations.

ELEMENT: COS/STAFF

TASK 443: CONTROL LIAISON OPERATIONS

(Relates to UJTL Tasks OP 4.7, 5.1, 5.4, 5.5, 5.7, 5.8, 6.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations for which liaison operations are required; liaison activity has been established. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls liaison operations, and directs changes in accordance with the CJTF's intent. The CJTF and his staff control current liaison operations, and plan and direct future operations. Liaison officers/teams effectively represent the parent or sending unit's capabilities, plans, and concerns to the receiving commanders and staff. In multinational operations, US liaison officers/teams perform critical additional functions, such as facilitating basic communications, coordinating fire support and/or providing intelligence dissemination functions for and with multinational partners.

REFERENCES: JP 2-0, JP 3-0, JP 5-00.2

MTG TASK STEPS

1. **Monitor liaison operations** (Task 443-01-COS/STAFF).
   a. Monitor the liaison organization and structure.
      (1) Sufficiently robust to cover the full range of anticipated operations.
      (2) Sufficient functional area expertise.
      (3) Responsiveness.
      (4) Adequacy of communications.
   b. Monitor the flow of information through liaison structure.
      (1) Sufficiency.
      (2) In accordance with the sending HQ's intent.

2. **Assess the effectiveness of liaison operations** (Task 443-02-COS/STAFF).
   a. Evaluate the quality and flow of information to/from liaison personnel/teams.
   b. Ensure liaison personnel remain oriented on the perspective of the sending unit's needs/requirements.
   c. Evaluate the effectiveness of liaison personnel/teams in gaining the confidence of the receiving unit.
   d. Assess support to liaison personnel, both from the sending and receiving units.

3. **Prepare plans and orders related to liaison operations** (Task 443-03-J3/J5).
   a. Review the mission and purpose of liaison operations in view of other operations.
   b. Assess the progress of current liaison operations.
   c. Develop friendly courses of action (COA) with regard to liaison operations.
      (1) Continuation of current liaison operations.

(2) Branches and sequels for liaison operations based on changing situation or additional requirements.

d. Analyze friendly COAs.

(1) Analyze liaison activity COAs in support of operations or functional COAs.

(2) Analyze all feasible alternatives, using the best information available.

e. Compare friendly COAs.

(1) Provide input to deliberation of operations COAs/options.

(2) Provide feasible alternatives, using the best information available and determining the advantages/disadvantages of each.

f. Prepare discussion and/or recommendations for the current estimate.

(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.

(2) May be a formal or informal format, depending on the forum and supervisor directions.

g. Submit additional Time-Phased Force and Deployment Data (TPFDD) input, if required.

4. **Direct and lead subordinate operational liaison operations** (Task 443-04-J3).

a. Approve plans and orders related to liaison operations.

b. Synchronize actions in accordance with established time lines and conditions (see Task 401D-05-J3/Staff (Synchronize/Integrate Operations).

(1) Deploy additional liaison personnel, as required.

(2) Replace/rotate liaison personnel, as required.

(3) Provide liaison personnel/teams with information, plans, orders and requirements, and special instructions.

(4) Receive liaison information, intelligence, reports, requirements.

c. Coordinate actions and/or operations, where lines of authority and responsibility overlap and/or conflict.

(1) Ensure liaison personnel/teams do not become absorbed into the receiving unit staff.

(2) Promote liaison personnel/team access to the receiving unit decision makers.

(3) Coordinate support for liaison personnel/teams.

(4) Resolve conflicts.

d. Coordinate logistics and communications support for liaison operations.

e. Decide on operational actions/direction.

f. Change, recommend changes, or continue liaison operations and priorities.

(1) Ensure changes remain supportive of the current mission and intent, based on the continuing estimate of the situation.

(2) Coordinate and conduct appropriate planning for change.

(3) Write plans/orders for change.

g. Approve plans and orders.

h. Issue plans/orders.

5. **Acquire and communicate operational information about liaison operations** (Task 443-05-J3).

a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
   (1) Preplanned hierarchy of significant information.
   (2) Information that could affect a commander's decision.
   (3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to liaison operations.
g. Conduct public affairs operations related to liaison operations.

ELEMENT: HQ COMDT

TASK 444: PROVIDE HEADQUARTERS SUPPORT

(Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations; JTF Headquarters Support Operations are required. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The Chief of Staff and Headquarters Commandant, or ship's Captain, monitor, assess, and control headquarters support operations, and direct changes as required. The Chief of Staff and Headquarters Commandant, or ship's Captain, control current headquarters support operations, and plan and direct future operations. Headquarters support operations ensure that resources are available for efficient JTF HQ operations.

REFERENCES: JP 5-00.2, CJCSM 3122.03A

MTG TASK STEPS

1. **Monitor headquarters support operations** (Task 444-01-HQ COMDT).
   a. Available to respond to staff requirements related to HQ Support Activity.
   b. Routinely review/inspect HQ Support Activity operations.
   c. Monitor the meteorological and oceanographic (METOC) situation as it affects HQ support operations.

2. **Assess the effectiveness of headquarters support operations** (Task 444-02-HQ COMDT).
   a. Routinely review/inspect operations for specific indicators of effectiveness. May include:
      (1) Staff satisfaction with level of support, given operating conditions.
      (2) Measures of food service effectiveness.
      (3) Adequacy of facilities/environmental control.
      (4) Adequacy/responsiveness of transportation support.
      (5) Adequacy of headquarters supplies.
      (6) Security.
      (7) Sanitation.
   b. Determine the overall results of headquarters support on the functions of the JTF HQ.

3. **Prepare plans and orders related to headquarters support** (Task 444-03-HQ COMDT).
   a. Maintain the current estimate of headquarters support.
   b. Develop friendly courses of action (COAs) with regard to headquarters support.
      (1) Continuation of current level of headquarters support.
      (2) Branches and sequels for headquarters support based on changing situation or additional requirements.

c. Analyze options for the provision of headquarters support.
(1) Provide input to operations COAs.
(2) Analyze all feasible alternatives, using the best information available.
d. Compare friendly COAs.
(1) Again, provide input to deliberations on operations COAs.
(2) Consider all feasible alternatives, using the best information available; determine the advantages/disadvantages of each.
e. Prepare discussion and/or recommendation to the current estimate.
(1) Prepare any recommendations in a manner that requires only CJTF or supervisor's approval.
(2) May be a formal or informal format, depending on the forum and supervisor directions.
f. Provide additional Time-Phased Force and Deployment Data (TPFDD) input, when additions are necessary.

4. **Direct and lead headquarters support operations** (Task 444-04-HQ COMDT).
a. Approve plans and orders related to headquarters support.
b. Synchronize actions in accordance with established time lines and conditions (see Task Number 401D-05-J3/Staff (Synchronize/Integrate Operations).
(1) Billeting arrangements for JTF personnel.
(2) Plan food service for JTF assigned and attached personnel.
(3) Engineer and maintenance for JTF facilities and vehicles. Consider:
(a) Carpentry, electrical, and pioneer support.
(b) Camouflage for tents, vehicles, generators, etc.
(c) Concertina wire barrier around the Joint Operations Center (JOC) complex.
(d) Organizational maintenance of weapons.
(4) Vehicle and transportation support.
(5) Infrastructure support, to include:
(a) Parking areas.
(b) Airstrips.
(c) Helipads.
(6) Requisition and distribution of supplies.
(7) Local security for the JTF HQ. Include:
(a) Internal security of JOC and other facilities.
(b) JTF HQ perimeter defense.
(c) Armed escorts for the JTF command group.
(d) Pass and ID support.
(8) Postal services to the JTF HQ.
(9) Finance support for JTF HQ.
(10) First aid and health service support including routine medical care, preventive medicine, vector control, and sanitation actions for JTF HQ
(11) Legal services support to JTF HQ.
(12) Establish regional contract support for JTF HQ.
c. Direct movement of the JTF HQ in conjunction with the JTF staff. Consider:

(1) Organize a reconnaissance party for displacement of the JTF HQ.
(2) Plan movement and security procedures for use during displacement.
(3) Organize a rear party to clear the previous JTF HQ site.

d. Coordinate logistics and communications support.
e. Change, recommend changes, or continue headquarters support and priorities.
(1) Seek CJTF/supervisor's guidance if a change appears necessary.
(2) Ensure changes remain supportive of the current mission and intent, based on the continuing estimate of the situation.
(3) Coordinate and conduct appropriate planning for change.
(4) Write plans and orders for change.
f. Approve plans and orders.
g. Issue plans/orders.

5. **Acquire and communicate information about headquarters support** (Task 444-05-HQ COMDT).
a. Display information.
b. Brief information.
c. Inform supervisors, decision makers, other JTF staff, and staff counterparts. Based on:
(1) Preplanned hierarchy of significant information.
(2) Information that could affect a commander's decision.
(3) Understanding of information requirements of commanders and other staff.
d. Report -- formal (required, periodic) and informal (hasty, as required).
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise SIGSEC and COMPUSEC related to headquarters support.
g. Conduct public affairs operations related to headquarters support operations.

ELEMENT: J5/CJTF/DCJTF/COS/STAFF

TASK 445: PROJECT FUTURE CAMPAIGNS OR MAJOR OPERATIONS

(Relates to UJTL Tasks OP 5.2, 5.5)

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations. Sufficient elements of the joint force have deployed to begin operations, or the whole joint force has deployed. Operations have begun, in accordance with the CJTF's concept, and are continuing.

MTG TASK PURPOSE: The JTF HQ monitors, assesses, and controls operations, and directs changes in accordance with the CJTF's intent. As current operations are progressing, CJTF and his staff project beyond immediate operations. They anticipate friendly sequels to current operations and estimate an enemy's future actions. They consider changes in the direction of current operations or branches to current operations, including the possibility of local reverses or tactical failures. This projection enables the CJTF and staff to anticipate requirements, and prepare orders and direct components in an orderly manner that best prepares and positions the joint force for continuing operations, maintaining constant tempo and pressure on the enemy.

REFERENCES: JP 1, JP 3-0, JP 5-00.1

MTG TASK STEPS

1. **Identify future campaigns or major operations** (Task 445-01-CJTF/J5). (sequels to current campaigns or major operations).
   a. Review the basic campaign plan.
      (1) Review the desired or intended sequence of major operations.
      (2) Review or project possible subsequent operations.
         (a) Results of earlier course of action (COA) wargaming efforts.
         (b) Based on possible outcomes to current operations.
         (c) Include victory, defeat, or stalemate.
      (3) Identify or review conditions that would be associated with or predictive of possible outcomes.
         (a) Review focused Indications and Warning (I&W).
         (b) Review conditions associated with specific outcomes that were identified in the COA wargaming process.
         (c) Identify/review decision points associated with approaching outcomes.
      (4) Identify/review conditions that would be associated with termination.
         (a) Termination of hostile operations, or
         (b) Termination of military post-hostilities operations.
   b. Maintain a current estimate.
      (1) Monitor/review current conditions, or situation.
      (2) Develop COAs for friendly response to probable outcome of current operations.
         (a) In accordance with the CJTF's intent/guidance.
         (b) Oriented on enemy centers of gravity.

c. Develop concept from COA selection for subsequent operations.

2. **Identify changes in direction or options to current campaigns or major operations** (Task 445-02-J5). (branches to current campaigns or major operations).
   a. Review the basic campaign plan.
   b. Review options for the desired or intended sequence of operations.
      (1) Based on earlier wargaming.
      (2) May include shifting priorities, changing unit organization, changing command relationships, or changing the nature of the joint operation itself.
      (3) May be the result of enemy action, availability of friendly capabilities or resources, or change in meteorological or oceanographic (METOC) conditions or season within the operational area.
   c. Identify or review conditions that might be associated or predictive of changes in direction or options for current campaigns or major operations.
      (1) Review focused I&W.
      (2) Review conditions associated with specific outcomes that were identified in the COA wargaming process.
      (3) Identify/review decision points associated with approaching outcomes.
   d. Identify/review conditions that would be associated with termination.
      (1) Termination of hostile operations, or
      (2) Termination of military post-hostilities operations.
   e. Maintain the current estimate.
      (1) Monitor/review current conditions, or situation.
      (2) Develop COAs for friendly response to probable outcomes of current operations.
         (a) In accordance with the CJTF's intent/guidance.
         (b) Oriented on enemy centers of gravity.
   f. Develop concept from COA selection for subsequent operations.

3. **Refine concept from COA selection for subsequent operations** (Task 445-03-J5). (see Task 207-00-CJTF/Staff).
   a. Consider requirements for operational movement and maneuver.
   b. Consider requirements for operational firepower.
   c. Consider requirements for operational protection.
   d. Consider requirements for operational command and control.
   e. Consider requirements for development of operational intelligence.
   f. Consider requirements for operational support.
   g. Consider requirements for logistics to support future campaigns/operations.

4. **Prepare plans or orders for future campaigns or major operations** (Task 445-04-J5).
   a. Assign tasks to components.
   b. Coordinate/integrate tasks to components.
      (1) Achieve synergy by exploiting the full range of joint force capabilities.

(2) Synchronize operations by constructing supporting/supported relationships to enhance joint force capabilities.
(3) Provide maximum lead-time to components by concurrent planning efforts.

5. **Issue plans or orders for future campaigns or major operations** (Task 445-05-J5). (see Task 250-00-CJTF/Staff)

ELEMENT: J3/SJA

TASK 446: CONTROL RULES OF ENGAGEMENT (ROE)

Relates to UJTL Tasks OP 5.3, OP 5.4.3

MTG TASK SITUATION: The President and SECDEF and the supported Combatant Commander have issued execution orders for JTF operations. Sufficient elements of the joint force have deployed to begin operations. Operations have begun IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: To monitor, assess, and control ROE and recommend changes as appropriate. The CJTF and his staff control current operations and plan and direct future operations ensuring operations are fully integrated, a rapid tempo is maintained, and objectives are met in an expeditious manner.

REFERENCES: JP 3-0, 3-56, 5-00.2, JP 5-03.1, CJCSI 3121.01, CJCSM 3122.03A.

MTG TASK STEPS

1. **Monitor ROE** (Task 446-01-J3/J5/SJA).
   a. Collect information from all sources.
   b. Catalog all ROE request and authorization messages.
   c. Monitor dissemination, training, and interpretation of the ROE.
   d. Ensure that only the most current ROE serial (or profile) is in use throughout the force.

2. **Assess ROE** (Task 446-02-J3/J5/SJA).
   a. Assess the need to change supplemental measures based on the assigned mission, current situation, commander's intent, and other available guidance on the use of force for mission accomplishment; make appropriate recommendations.
   b. Assess the effectiveness of procedures for developing, requesting, authorizing, and disseminating supplemental measures in a timely manner and make appropriate recommendations.

3. **Acquire and communicate operational information about the ROE** (Task 446-03-J3/J5/SJA)
   a. Display information.
   b. Brief information.
   c. Inform supervisors, decision makers, other JTF staff, and counterparts at higher, lower, and supporting headquarters based on the following:
      (1) Preplanned hierarchy of significant information.
      (2) Information that could affect the CJTF's decision.
      (3) Information requirements of the CJTF and staff.
   d. Submit formal reports (required, periodic) and hasty reports (as required, informal).
   e. Develop general military information -- briefings, reports, analyses, etc.
   f. Supervise SIGSEC and COMPUSEC related to the ROE.
   g. Conduct public affairs operations related to the ROE.

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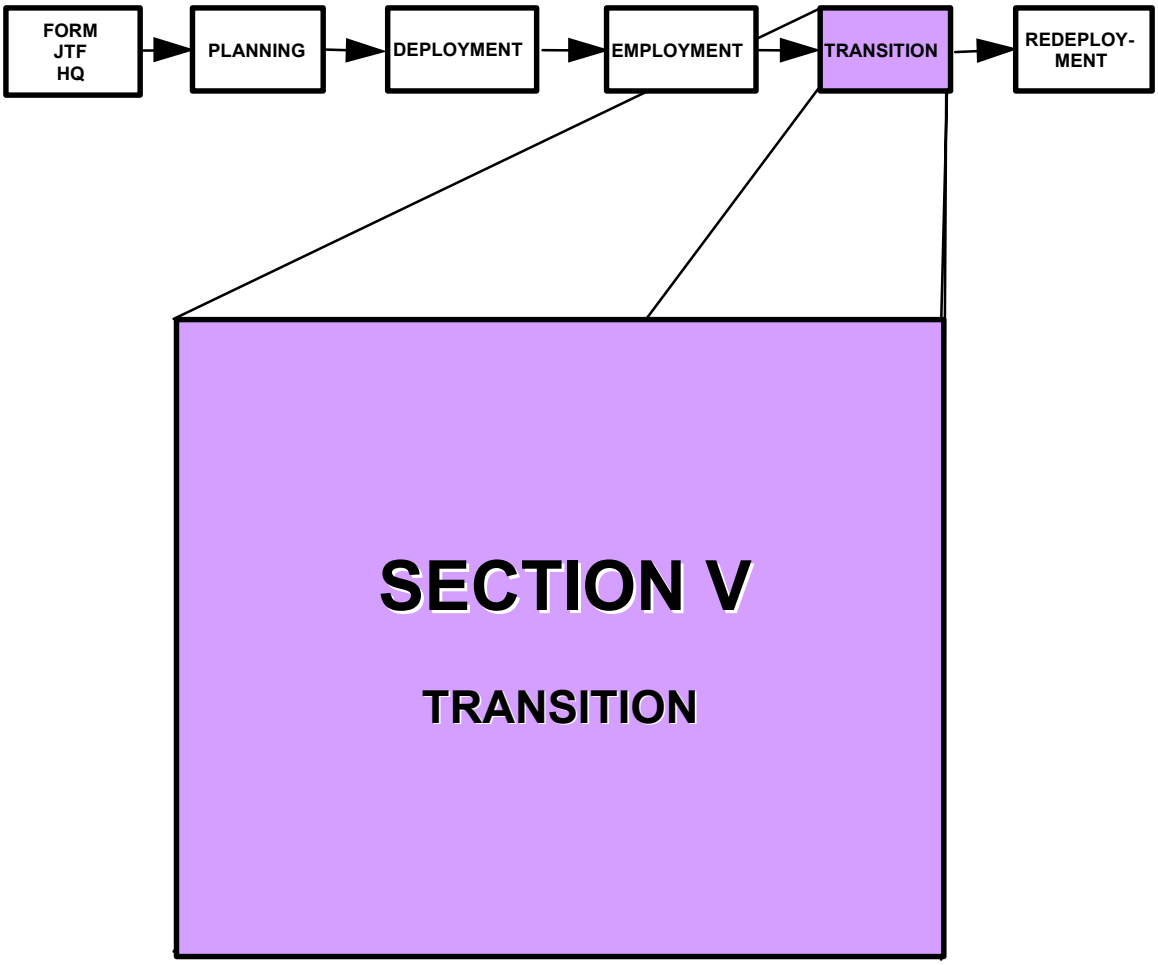
CHAPTER 3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ELEMENT: J5/CJTF/DCJTF/COS/STAFF

TASK 501: PREPARE FOR TRANSITION

(Relates to UJTL Tasks OP 4.7, 5.5)

MTG TASK SITUATION: The JTF is formed, planning for initial operations is complete, and deployment/employment continues. Projected changes in the nature of major operations suggest a change in JTF composition and/or Command and Control (C2) arrangements. Changes may require significant adjustments in the composition of the current JTF HQ, the establishment and transition to a new JTF HQ, or transition of lead authority to a civilian organization/agency.

MTG TASK PURPOSE: The current JTF HQ and the new C2 authority (civilian organization/agency or new JTF HQ) jointly prepare for and coordinate transition to ensure an orderly transition of authority and responsibility, without interference or disruption of current operations.

REFERENCES: JP 0-2, JP 2-0, JP 3-0, JP 3-08, JP 3-56, JP 4-0, JP 5-0, JP 5-00.2, CJCSM 3122 Series

MTG TASK STEPS

1. **Assess the operational situation for transition conditions** (Task 501-01-J5/ Staff).
   a. Project changes in mission/operations. Consider:
      (1) Termination of current operation(s).
      (2) Future campaign(s) or major operations.
   b. Project requirements for change/transition in the JTF. Consider:
      (1) Requirements for change/transition between JTF HQ.
      (2) Department of Defense (DOD)/Department of State (DOS).

2. **Coordinate/recommend base unit/organization as future JTF HQ** (Task 501-02-J5/ Staff).
   a. Consider the base unit/organization best suited to C2 future operations.
   b. Coordinate tasking of the JTF HQ base unit to prepare for the JTF HQ mission.

3. **Establish transition teams/points of contact** (Task 501-03-COS/ Staff) (current and future headquarters base unit).
   a. Teams represent all joint functional areas.
   b. Teams from current and future headquarters exchange liaison; transition liaison can be affected through existing operational liaison.

4. **Establish detailed conditions for transfer and acceptance of JTF HQ functions** (Task 501-04-COS/J5/Staff).
Consider:
   a. Achievement of the current operation's objectives.
   b. Stabilization of the enemy situation.
   c. Current and desired status within joint functional areas.
      (1) Conditions related to operational movement and maneuver. Consider:
         (a) Positioning of forces.

(b) Establishment of operating bases.
(c) Establishment of conditions for operational mobility, countermobility.
(d) Achievement of intermediate, final objectives.

(2) Conditions related to operational firepower. Consider:
(a) Identification of operational targets; preparation of prioritized joint target list.
(b) Achievement of targeting objectives -- destroy, degrade, delay, defend operational targets to designated degree.
(c) Integration of operational targets; status of planning for synchronization of attack ways/means; integration of command and control warfare (C2W), electronic warfare (EW), psychological operations (PSYOP), lethal and nonlethal means against strategic and operational centers of gravity.

(3) Conditions related to operational protection.
(a) Establishment of joint air defense.
1 Transition of related C2 -- Airspace Control Authority (ACA)/Area Air Defense Commander (AADC).
2 Transition of airspace control.
(b) Establishment/transition of force protective measures.
1 Fortifications.
2 Removal of hazards.
3 Protection of the electromagnetic spectrum.
4 Establishment/integration of means to positively identify friendly forces.
(c) Integration of operations security (OPSEC) during transition.
1 Signals security (SIGSEC).
2 Concealment.
3 Variable operational activities to avoid patterns.
(d) Military deception to deny/mislead enemy as to facts of transition.
(e) Provision of security during transition.
1 Physical security.
2 Force security -- reconnaissance; flank, wing, rear area security

(4) Conditions related to operational C2.
(a) Transition of command relationships -- component to JTF HQ/component to component.
(b) Transition of planning responsibility.
(c) Transition of control of joint functional areas.
(d) Transition of responsibility for communications networks/architectures.

(5) Conditions related to operational intelligence.
(a) Transition of responsibility for directing the intelligence cycle.
1 Determining requirements.
2 Collection.
3 Analysis/production.
4 Dissemination.
(b) Transition of responsibility for intelligence networks/architectures.

(6) Conditions related to operational support.
(a) Transition of responsibility for supply.
(b) Transition of responsibility for services.
1 Transportation.
2 Field services.
3 Personnel support.
4 Public affairs support.
5 Medical services.
(c) Transition of responsibility for facilities/bases.
(7) Conditions related to politico-military support.
(a) Transfer of responsibility for security assistance.
(b) Transfer of responsibility for civil-military operations to include civil affairs, military civic action, humanitarian assistance (including disaster relief), civic assistance, and psychological operations.
(c) Transfer of responsibility for support to US government departments, agencies.
(d) Transfer of responsibility for collecting, processing, and evacuating noncombatants.

d. Readiness of future headquarters to assume control of joint functional areas.

5. **Establish transition procedures** (Task 501-05-COS/ Staff).

a. Establish/schedule procedures for interstaff coordination.
(1) Informal, ongoing coordination.
(2) Development/exchange of interstaff briefings.

b. Jointly develop a transition plan. Consider:
(1) Develop tentative time line/milestones, based on established conditions.
(2) Develop concept, including conditions for handover of each joint functional area.
(3) Establish/agree on specific criteria for the achievement of transition conditions.
(4) Assign tasks/responsibilities.

c. Plan for joint presentation/approval (current and projected CJTFs) of the transition plan.

d. Schedule briefings, as required, to US Government (USG) departments/agencies, host-nation (HN) officials, and operationally related US national and international agencies.

e. Jointly develop staff transition checklists, oriented on joint functional areas and transition conditions.

f. Provide representation on the transition team.

g. Provide transition liaison, as required.

h. Revise/update staff estimates, based upon identified transition conditions.

i. Prepare transition briefings, in accordance with the established transition plan/schedule. Consider:
(1) Current situation by staff functional areas.
(2) Current and projected future missions.

(3) Current and future concepts of operations.
(4) Staff functional area organizations, structures, architectures, and procedures.
(5) Resources/forces available; resource shortfalls.
(6) Organization/command relationships of current/projected forces/resources.
(7) Communications networks/architectures.

j. Coordinate approval schedule with/by the establishing headquarters.

ELEMENT: J3/CJTF/DCJTF/COS/STAFF

TASK 502: CONDUCT TRANSITION

(Relates to UJTL Tasks OP 4.7, 5.5)

MTG TASK SITUATION: The JTF is formed, planning for initial operations is complete, and deployment/employment continues. Projected changes in the nature of major operations require a change in JTF composition and/or Command and Control (C2) arrangements. Changes require significant adjustments in the composition of the current JTF HQ, the establishment and transition to a new JTF HQ, or transition of lead authority to a civilian organization/agency.

MTG TASK PURPOSE: The current JTF HQ and the new C2 authority (civilian organization/agency or new JTF HQ) jointly conduct transition activities, such that there is an orderly transition of authority and responsibility, without interference or disruption of current operations.

REFERENCES: JP 2-0, JP 2-01, JP 2-02, JP 3-0, JP 3-56, JP 3-0 Series, JP 4-0, JP 5-00.2, JP 6-0, CJCSM 3122 Series

MTG TASK STEPS

1. **Assess the operational situation for transition implementation** (Task 502-01-J3/ Staff).
   a. Review the current situation.
      (1) Determine if conditions warrant initiation of transition activities.
      (2) Determine if the new CJTF or head of controlling US Government (USG) agency is prepared to initiate transition.
   b. Coordinate transition initiation with the incoming JTF Staff or USG agency.
   c. Direct initiation of transition activities.

2. **Direct staff transition activities** (Task 502-02-COS).
   a. Establish transition liaison.
   b. Monitor/direct transition coordination.
   c. Monitor progress toward the achievement of transition objectives/criteria.
   d. Coordinate transition of JTF boards and agencies not directly under a subordinate staff section -- e.g. Joint Targeting Coordination Board (JTCB), Joint Visitors Board (JVB).
   e. Coordinate transition of liaison activity.
   f. Obtain approval of the establishing headquarters.

3. **Conduct collective staff transition activities** (Task 502-03-COS/ Staff).
   a. Provide representation to JTF transition team.
   b. Coordinate transition activities/issues with staff counterparts.
   c. Review specific staff-related transition conditions with incoming staff counterparts.
      (1) Establish JTF transition schedule/milestones.
      (2) Actions required/remaining to achieve transition conditions.
   d. Conduct interstaff briefings. Review the situation; mission; concepts; logistics; command, control, communications, and computers (C4) connectivity; and the

status of conditions for transition.
(1) Initial briefing by the outgoing staff.
(2) Subsequent briefings, as required.
(3) Final briefing by the incoming staff.

4. **Coordinate/conduct transition of personnel support** (Task 502-04-J1).
a. Coordinate personnel support transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy, enemy prisoners of war (EPW) on hand, by category (officer/enlisted/wounded/hospital, etc.).
(b) Friendly.
1 Personnel strength and casualty figures.
2 Critical shortages.
3 Civilians deployed in support of JTF operations -- technicians, specialists (e.g., guides/translators, host-nation (HN)/foreign nationals).
4 Special category statistics. Returned formerly captured or detained personnel, the status and number of potential evacuees.
(2) Mission.
(a) JTF mission (in conjunction with the J3).
(b) Personnel support for the current/proposed JTF mission.
(3) Concepts/operations.
(a) Concepts for personnel support.
1 Current/proposed personnel services support programs -- postal/mail, finance/military pay, morale and welfare, rest and recreation.
2 Current/proposed personnel actions programs -- evaluation reports, joint awards, promotions for personnel in joint positions, pass/leave, maintenance of personnel records.
3 Concept for the joint current/proposed personnel replacement program - permanently assigned billets, augmentation replacements.
4 Transition of control of personnel support operations.
(b) Personnel support operations.
1 Last/next 12 hours.
2 Proposed for next 48-72 hours.
(c) Policies/procedures.
1 Reporting and monitoring systems -- forms, suspenses, key players.
2 Morale/welfare, rest and recreation, mail/postal, finance/military pay.
3 Joint awards program, promotion/evaluation of joint billeted personnel, pass/leave.
4 Theater tour policy.
5 Theater evacuation policy (in conjunction with the Surgeon).
6 Joint replacement procedures.
(4) Key personnel support-related logistics issues.
(a) Personnel remaining/departing.
(b) Continuing augmentation requirements.
(c) Materiel -- J1 equipment/resources remaining/departing (automated data processing/office equipment, maps, overlays, transportation assets, etc.).

(d) Other key logistics issues affecting JTF personnel support operations.

(5) C4 network/architecture.

(a) Provide representation to the JTF transition team.

(b) Communications network with the Combatant Commander, component personnel staff.

(c) Interface with USG and nongovernmental / international agencies / organizations -- Department of State (DOS), Red Cross, Federal Emergency Management Agency, etc.

(d) Interface with HN/foreign government planners/officials.

(e) Liaison activity.

(f) Reports schedule.

b. Conduct personnel support transition.

(1) Monitor previously established conditions for transition.

(2) Transfer responsibility for personnel services support (in accordance with agreed-upon formal/informal mechanisms between staffs).

5. **Coordinate/conduct transition of intelligence support** (Task 502-05-J2).

a. Coordinate intelligence support transition activities. Consider briefings, meetings, and message exchange:

(1) Situation.

(a) Enemy.

1 Air situation -- order of battle, capabilities/vulnerabilities, probable actions/intent.

2 Maritime situation.

3 Ground situation.

4 Space situation.

5 Special operations situation.

6 Electromagnetic spectrum.

7 Political and economic situation.

(b) Friendly.

1 Function and operation of the Joint Intelligence Support Element (JISE), other established intelligence boards.

2 JTF, theater, national intelligence assets, resources. Include resources for developing -- Imagery Intelligence (IMINT), Signals Intelligence (SIGINT), including Communications Intelligence (COMINT); Electronics Intelligence (ELINT), Human Intelligence (HUMINT), including Named Areas of Interest (NAI), surveillance operations, Civilian Internees (CI)/Interrogation Prisoners of War (IPW) operations, materiel/document exploitation; Measurement and Signature Intelligence (MASINT), and Open-Source Intelligence (OSINT).

3 Presence, activities, composition, and transition of National Intelligence Support Team (NIST).

4 HN intelligence capability, interoperability.

5 Component assets, resources.

6 Characteristics of the operational area -- terrain, airspace, hydrography, meteorological and oceanographic (METOC) conditions, mobility/ countermobility aspects, etc.

(2) Mission.
(a) JTF mission (in conjunction with the J3).
(b) Intelligence support for the current/proposed JTF mission.
(3) Concepts/operations.
(a) Concept of intelligence support.
1 "Push" versus "Pull."
2 Intelligence cycle.
3 Routine products available.
4 Transition of control of intelligence support operations.
(b) Intelligence support operations.
1 Last/next 12 hours.
2 Proposed next 48-72 hours.
3 Map updates and corrections.
4 Black, white, gray lists.
(c) Policies/procedures.
1 Requests for intelligence information.
2 Daily update briefing schedule.
3 Interaction with J5/ Joint Planning Group (JPG) in planning efforts.
4 Operations, transition of related boards, centers, agencies -- JTCB, Command and Control Warfare (C2W) Cell, Joint Force Commander's Electronic Warfare Staff (JCEWS), deception planners.
(4) Key intelligence support-related logistics issues.
(a) Personnel remaining/departing, to include established intelligence boards, NIST.
(b) Continuing augmentation requirements.
(c) Materiel -- J2 equipment/resources remaining/departing (office/ADP equipment, copies of plans, files, reference material, map/overlay products, all source intelligence support, imagery products, weather METOC/light data, etc.); unresourced requirements for proposed operations.
(d) Other key logistics issues affecting JTF intelligence support operations.
(5) C4 network/architecture.
(a) Intelligence architecture, to include underlying communications structure -- Joint Worldwide Intelligence Communications System (JWICS), Joint Deployable Intelligence Support System (JDISS), Automatic Digital Network (AUTODIN), other voice nets.
(b) Interface with HN/foreign government officials/agencies.
(c) Interface with USG and nongovernmental organizations/agencies.
(d) Liaison activity.

b. Conduct intelligence support transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for intelligence support (in accordance with agreed-upon formal/informal mechanisms between staffs).
(3) Conduct exploitation/munition effectiveness assessment of enemy equipment and facilities.

6. **Coordinate/conduct transition of operations overview** (Task 502-06-J3).
a. Coordinate operations transition activities. Consider briefings, meetings, and

message exchange:

(1) Situation.
  (a) Enemy -- order of battle, operations (in conjunction with the J2).
  (b) Friendly.
    1 Current/proposed task organization, component locations.
    2 Organization of the J3 Section/Joint Operations Center (JOC).

(2) Mission.
  (a) Strategic, operational objectives -- campaign objectives.
  (b) Current/proposed JTF mission.
  (c) Current component missions.
  (d) Current/proposed J5 planning requirements, priorities.

(3) Concepts/operations.
  (a) Concepts.
    1 Campaign plan, phases, major operations.
    2 CJTF concept, intent, guidance, priorities.
    3 Concept for current phase, ways and means -- tasks to components.
    4 Proposed or approved concept for subsequent phases.
    5 Concept for transition of operations.
      a C2 relationships, to include operational control (OPCON) of JTF components.
      b Control of the operational firepower/targeting process.
      c Control of air operations.
      d Control of protective measures -- air defense coverage, theater ballistic missile defense (TBMD), airspace control, operations security (OPSEC), military deception, etc.
  (b) Operations.
    1 Last/next 12 hours.
    2 Proposed next 48-72 hours.
    3 Recent J5 planning activity.
    4 Current/pending planning activity.
  (c) Policies/procedures.
    1 Rules of engagement (ROE).
    2 J3/JOC makeup, staff planning support.
    3 JTF decision cycle, daily updates, etc.
    4 Function, composition of related boards, offices, planning cells -- e.g., JTCB, C2W Cell, military deception planners cell, JCEWS, Civil Affairs (CA) Section/Cell.

(4) Key operations-related logistics issues.
  (a) Personnel. J3/JOC personnel remaining/departing.
  (b) Continuing augmentation requirements.
  (c) Materiel. J3/JOC equipment/resources remaining/departing (ADP/office equipment, maps, overlays, etc.); unresourced requirements.

(5) C4 network/architecture.
  (a) Representation to the JTF transition team.
  (b) Communications network with the Combatant Commander/component operations sections.

(c) Interface with USG and nongovernmental/international agencies and organizations.
(d) Interface with HN/foreign government planners/officials.
(e) Liaison activity.
(f) Reports schedule.

b. Conduct operations transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for operations (in accordance with agreed-upon formal/informal mechanism between staffs).

7. **Coordinate/conduct transition of air operations** (Task 502-07-J3).
a. Coordinate J3 air operations transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- air order of battle; threat air objectives, tactics, techniques, and procedures (TTP); tactical ballistic missile (TBM) threat/locations; air defense systems/locations (in conjunction with the J2).
(b) Friendly -- air assets/organization/structure, command relationships.
(2) Mission.
(a) JTF mission (current/proposed).
(b) Tasks to the Joint Force Air Component Commander (JFACC)/ components with air resources; current guidance/priorities.
(3) Concepts/operations.
(a) Current Air Tasking Order (ATO)/Airspace Control Order (ACO) -- apportionment, scheduled operations; airspace control measures; Air Defense Warning (ADW)/Weapons Control Status (WCS) guidance, etc.; operations previous/next 12 hours, next 72 hours; brief concepts for/overview of TBMD.
(b) Conditions for transition. Conditions, specific actions required.
(c) Transition procedures.
1 C2 relationships.
2 Control of operational firepower/targeting process.
3 Control of air operations.
4 Control of protective measures -- air defense coverage, theater missile defense, airspace control, OPSEC, military deception, etc.
5 ROE comparison.
(d) Apportionment decision process; target nomination/prioritization process; JFACC/JTCB roles/interface; airspace control; Pilot Report (PIREP); Battle Damage Assessment (BDA) process; Joint Movement Center (JMC) prioritization of airlift requirements, aeromedical policy, reports to/from the air desk, etc.
(e) Transition of related organizations and boards, centers. For example, JFACC/Air Operations Center (AOC) and representative element within J3, JOC, JTCB.
(4) Key air operations-related logistics issues.
(a) Airlift operations status -- forces/assets; inter/intra theater airlift priorities/status.
(b) Time-Phased Force and Deployment Data (TPFDD) overview.

(c) Ports of debarkation (POD), intermediate staging bases (ISB), forward operations base (FOB) capabilities/operations; current and projected requirements.

(5) C4 network/architecture for control/monitoring of air operations – Theater Battle Management Core System (TBMCS), etc.

b. Conduct air operations transition.

(1) Monitor previously established conditions for transition.

(2) Transfer responsibility for air operations (in accordance with agreed upon formal/informal mechanism between staffs).

8. **Coordinate/conduct transition of land operations** (Task 502-08-J3).

a. Coordinate land operations transition activities. Consider briefings, meetings, and message exchange:

(1) Situation.

(a) Enemy -- enemy ground forces order of battle, objectives, and operations (in conjunction with the J2).

(b) Friendly -- ground forces organization/structure, task organizations, and command relationships.

(2) Mission.

(a) JTF mission -- current/proposed.

(b) Tasks to components; current guidance, priorities.

(3) Concepts/operations.

(a) Current phase, commander's intent, guidance; maneuver control measures in effect/on order; operations previous/next 12 hours; status of amphibious operations; concepts for/overview of TBMD, air defense operations, engineer operations, explosive ordnance disposal (EOD) operations, attack and support aviation operations, etc.

(b) Conditions for transition -- conditions, specific actions required.

1 C2 relationships.

2 Control of operational firepower/targeting process.

3 Control of land operations.

4 Control of protective measures -- air defense coverage, TBMD, airspace control, OPSEC, military deception, etc.

5 ROE comparison.

(c) Procedures -- apportionment decision process; target nomination process; JTCB/JFACC roles/interface; BDA process; reports to/from the ground desk.

(d) Transition of operations boards and centers -- JOC, JTCB.

(4) Key land operations-related logistics issues.

(5) C4 network/architecture, to include Maneuver Control System (MCS), and Mobile Subscriber Equipment (MSE).

b. Conduct land operations transition.

(1) Monitor previously established conditions for transition.

(2) Transfer responsibility for land operations (in accordance with agreed upon formal/informal mechanism between staffs).

9. **Coordinate/conduct transition of maritime operations** (Task 502-09-J3).
a. Coordinate maritime operations transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy naval order of battle, objectives, operations (in accordance with J2).
(b) Friendly -- naval forces organization/structure, task organizations, command relationships (include identification of Composite Warfare Commander (CWC), Commander Amphibious Task Force (CATF), and Commander Landing Forces (CLF), if necessary).
(2) Mission.
(a) JTF mission -- current/proposed.
(b) Tasks to naval forces (NAVFOR)/Movement Control Center (MCC); current guidance, priorities.
(3) Concepts/operations.
(a) Maritime operations for current phase, commander's intent, guidance; control measures in effect/on order; operations previous/next 12 hours; current/proposed Miscellaneous Operating Details, Local Operations (MODLOC), status of amphibious operations; concepts for/overview of Strike Warfare (STW), Antisurface Warfare (ASUW), Command and Control Warfare (C2W), Antisubmarine Warfare (ASW), Antiair Warfare (AAW), Mine Warfare (MIW), TBMD, etc.
(b) Conditions for transition -- conditions, specific actions required.
1 C2 relationships.
2 Control of operational firepower/targeting process.
3 Control of maritime operations.
4 Control of protective measures -- air defense coverage, TBMD, airspace control, sea lines of communications (SLOCs), operationally significant hazards, C2 protection, identification of friendly forces, separation of subsurface forces, separation of towed arrays and sonars, plans for integration of sonars, OPSEC, military deception, etc.
5 ROE comparison.
(c) Procedures – the apportionment decision process; target nomination process; JTCB/JFACC roles/interface; requests for air support from ground commanders; reports to/from the maritime desk.
(d) Transition of related boards, centers -- JOC, JTCB.
(4) Key maritime operations-related logistics issues.
(5) C4 network/architecture -- Joint Operational Tactical System (JOTS-1) and Joint Maritime Command Information System (JMCIS).
b. Conduct maritime operations transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for maritime operations (in accordance with agreed upon formal/informal mechanism between staffs).

10. **Coordinate/conduct transition of space operations** (Task 502-10-J3).
a. Coordinate space operations transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- satellites, other joint air platforms affecting JTF operations (in accordance with J2).
(b) Friendly -- space forces/assets in support of JTF operations, early warning systems in effect, etc.
(2) Mission.
(a) JTF mission -- current/proposed.
(b) Tasks/requests to space forces/assets, current guidance, priorities.
(3) Concepts/operations.
(a) Space-based support; actions last/next 12 hours, products delivered/provided.
(b) Conditions for transition- - conditions, specific actions required.
1 C2 relationships.
2 Control of targeting collection.
3 Control of protective measures -- early warning for air, TBMD, OPSEC, military deception, etc.
(c) Procedures -- requests for space-based support; reports to/from space desk.
(d) Transition of related boards, centers -- JOC, JTCB.
(4) Key space operations-related logistics issues.
(5) C4 network/architecture for controlling/monitoring space support operations.
b. Conduct space operations transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for space operations (in accordance with agreed upon formal/informal mechanism between staffs).

11. **Coordinate/conduct transition of special operations** (Task 502-11-J3).
a. Coordinate special operations transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- (in conjunction with the J2).
(b) Friendly -- special operations forces (SOF)/assets in support of/assigned to JTF operations, to include psychological operations (PSYOP) and CA forces, command relationships.
(2) Mission.
(a) JTF mission -- current/proposed.
(b) Tasks to/requests of SOF components/assets, current guidance, priorities.
(3) Concepts/operations.
(a) Special operations support; actions last 12/next 12 hours, projected operations next 48-120 hours; status of missions/locations and activities of inserted teams, scheduled extractions, associated No-Fire Area (NFA)/Restricted Fire Area (RFA).
(b) Conditions for transition -- conditions, specific actions required.
1 C2 relationships -- transition of C2 of the JTF Joint Special Operations Task Force (JSOTF).

2 Control of operational firepower/targeting process, and fire support for special operations.
3 Control of air operations and air operations support for special operations.
4 ROE comparison.
(c) Procedures -- method of monitoring SOF activities/informing J3, deconflicting and integrating SOF/conventional operations, emergency extraction procedures, requests for fire support, reporting from inserted teams; reports to/from SOF desk.
(d) Transition of related boards, centers -- JOC, JTCB.
(4) Key special operations-related logistics issues -- include concept for logistics support of special operations.
(5) C4 network/architecture for controlling/monitoring special operations.
b. Conduct special operations transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for special operations (in accordance with agreed upon formal/informal mechanism between staffs).

12. **Coordinate/conduct transition of joint fire support** (Task 502-12-J3).
a. Coordinate operational firepower transition activities. Consider:
(1) Situation.
(a) Enemy -- operational firepower capabilities/forces, to include offensive counterair, TBM, indirect fire support, Electronic Warfare (EW), naval missile/gunfire threat, special operations (in accordance with J2)
(b) Friendly -- operational firepower resources/assets, to include PSYOP, EW.
(2) Mission.
(a) JTF mission -- current/proposed.
(b) Tasks to components, current guidance/priorities.
(3) Concepts/operations.
(a) Operational firepower, synchronization of maneuver and interdiction; priority of firepower, operations last/next 12 hours, projected operations next 48-72 hours.
(b) Control of operational firepower -- transition of support for the JTCB.
(c) Fire support coordination measures.
(d) ROE comparison.
(e) Targeting. Review:
1 Role of the JTCB/interface with components.
2 Guidance/priorities.
3 Target information.
4 Operational targets serviced/BDA/targets remaining.
5 High-value/high-payoff targets (HVT/HPT).
6 Target nomination procedures.
7 Target validation times and procedures.
8 Target numbering system.
(f) Brief procedures -- see targeting (para 12c(3)(e); interaction with/support of the JTCB; reports related to operational firepower.

(4) Key operational firepower-related logistics issues -- critical munitions shortages, etc.
(5) C4 network/architecture for supporting/monitoring operational firepower operations.

b. Conduct operational firepower transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for operational firepower (in accordance with agreed upon formal/informal mechanism between staffs).

13. **Coordinate/conduct transition of command and control warfare** (Task 502-13-J3).

a. Coordinate C2W Staff/Cell transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- enemy C2W capability/operations (in accordance with J2).
(b) Friendly -- resources/assets for C2W operations (PSYOP, EW, military deception, OPSEC, strike).
(2) Mission.
(a) JTF mission -- current/proposed.
(b) Current C2W mission/related tasks to components; current guidance/ priorities.
(3) Concepts/operations.
(a) C2-attack.
(b) C2-protection.
1 Offensive operations.
2 Defensive operations.
(c) Operations last/next 12 hours.
(d) Proposed operations next 48-72 hours.
(e) Policies/procedures.
1 Planning/integration of five elements.
2 Deconfliction with other operations.
3 Identification of assets/resources.
4 Component tasking mechanism.
5 Feedback mechanism.
6 C2W-related ROE.
(4) Key C2W-related logistics issues.
(a) Personnel remaining/departing.
(b) Continuing augmentation requirements.
(c) Materiel -- equipment/resources remaining/departing (transportation assets, maps, office equipment, etc.); unresourced requirements.
(5) C4 network/architecture for planning/controlling/monitoring C2W operations.
(a) Communications/connectivity requirements.
(b) Liaison activity.
(c) Reports.

b. Conduct C2W Staff/Cell transition.
(1) Monitor previously established conditions for transition.

(2) Transfer responsibility for C2W operations (in accordance with agreed upon formal/informal mechanism between staffs).

14. **Coordinate/conduct transition of electronic warfare** (Task 502-14-J3).
a. Coordinate electronic warfare transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- enemy EW capability, operations, probable actions, reactions to friendly EW operations.
(b) Friendly -- friendly EW resources/assets, alignment of assets with components.
(2) Mission.
(a) JTF mission -- current/proposed.
(b) Current JTF EW mission/related tasks to components; current guidance/priorities.
(3) Concepts/operations.
(a) Electronic warfare support (ES).
(b) Electronic attack (EA) -- jamming, electromagnetic deception; destructive EA -- directed energy, anti-radiation missiles (ARM).
(c) Electronic protection (EP).
(d) C2W applications/integration.
(e) Military deception applications/integration.
(f) Integration with OPSEC.
(g) Operations last/next 12 hours.
(h) Proposed operations next 48-72 hours.
(i) Policies/procedures.
1 Planning integration/deconfliction with other operations.
2 Component tasking mechanism.
3 Feedback mechanism.
(4) Key EW-related logistics issues.
(a) Personnel remaining/departing.
(b) Continuing augmentee requirements.
(c) Materiel -- remaining/departing; additional requirements.
(5) C4 network/architecture.
(a) Connectivity requirements/shortfalls.
(b) Liaison activity.
(c) Reports.
b. Conduct JCEWS transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for EW support (in accordance with agreed upon formal/informal mechanism between staffs).

15. **Coordinate/conduct transition of military deception operations** (Task 502-15-J3).
a. Coordinate deception planners' transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- vulnerabilities, perceptions, preconceived notions.

(b) Friendly.
1 Vulnerability to enemy deception (in conjunction with the J2/3/5).
2 JTF military deception personnel, resources; component military deception cells.

(2) Mission.
(a) Current military deception mission, guidance, priorities.
(b) Conditions for termination of current military deception mission/activities.
(c) Proposed future mission, if any.

(3) Concepts/operations.
(a) Military deception objective, target, story.
(b) Ways, means to portray deception story.
(c) Integration with strategic/tactical military deception.
(d) Tasks to components.
(e) Integration/deconfliction with C2W.
(f) Integration/deconfliction with OPSEC.
(g) Integration/deconfliction with EW.
(h) Military deception actions during the last/next 12 hours.
(i) Proposed military deception activities during the next 48-72 hours.
(j) Policies/procedures.
1 Related ROE.
2 Integration/deconfliction with the operational planning effort.
3 Component tasking mechanism.
4 Feedback mechanism.

(4) Key military deception-related logistics issues.
(a) Personnel remaining/departing.
(b) Continuing augmentation requirements.
(c) Materiel departing/remaining; unresourced requirements.
(d) Maintenance of military deception equipment.

(5) C4 network/architecture.
(a) Limited distribution (LIMDIS) network.
(b) Communications/electromagnetic spectrum support tools/requirements--e.g., Joint Communications-Electronics Operating Instructions (JCEOI), restricted frequencies. Communications security (COMSEC) materials.
(c) Liaison activity.
(d) Reports.

b. Conduct military deception support transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for military deception (in accordance with agreed upon formal/informal mechanism between staffs).

16. **Coordinate/conduct transition of civil affairs/civil-military operations** (Task 502-16-J3).

a. Coordinate Civil Affairs (CA) Staff Element transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy/environmental/political/demographic (as applicable).
1 Conditions that warrant CA operations.

2 Effect of conditions on HN/foreign government/local populace.

(b) Friendly.

1 CA forces/expertise available.

2 CA/JTF staff interaction -- CA section/cell, or Joint Civil Affairs Task Force (JCATF) liaison.

(2) CA mission.

(a) Current CA mission, guidance, priorities.

1 Support for general purpose or conventional operations -- nation/security assistance, Foreign Internal Defense (FID), civic action; Civil-Military Operations (CMO)/Military Civic Action (MCA), etc.

2 Support for civil administration.

3 Support for special operations -- FID, unconventional warfare (UW), counterinsurgency (COIN), direct action (DA) missions, etc.

4 Support for domestic, civil sector DOD missions.

(b) Conditions for termination of current CA mission/activities.

(c) Proposed future CA mission, if any.

(3) Concepts/operations.

(a) Commander's intent, with regard to the CA mission.

(b) Ways, means to conduct CA.

(c) Integration with operational objectives.

(d) Tasks to components.

(e) Integration with PSYOP.

(f) CA actions last/next 12 hours.

(g) Proposed CA activities next 48-72 hours.

(h) Policies/procedures.

1 ROE/cultural implications/sensitivities.

2 Integration with operational planning effort.

3 Component tasking mechanism.

4 Feedback mechanism.

(4) Key CA-related logistics issues.

(a) Personnel remaining/departing.

(b) Continuing augmentation requirements.

(c) Materiel departing/remaining; unresourced requirements.

(d) Maintenance of CA equipment.

(5) C4 network/architecture.

(a) Communications requirements (e.g., JCEOI).

(b) Liaison activity.

(c) Reports.

b. Conduct CA operations transition.

(1) Monitor previously established conditions for transition.

(2) Transfer responsibility for CA support (in accordance with the agreed upon formal/informal mechanism between staffs).

17. **Coordinate/conduct transition of logistics operations** (Task 502-17-J4).

a. Coordinate logistics transition activities. Consider briefings, meetings, and message exchange:

(1) Situation.
(a) Enemy -- actions against JTF logistics operations/infrastructure.
(b) Friendly -- logistics forces, assets/resources; organization.
(c) Provide locations of fixed facilities (military and HN). Consider: ISB; FOB; caches; airfields; beaches and seaports; warehouses/depots; petroleum, oil, lubricants (POL) points; water points; hospitals; mortuaries.
(2) Mission.
(a) Current JTF mission, guidance, priorities.
(b) Proposed JTF mission, guidance, priorities.
(c) Logistics mission(s) in support of JTF operations.
(3) Concepts/operations.
(a) Logistics support.
1 JTF responsibilities -- by class of supply, or by functional area (supply, maintenance, transportation, engineering, etc.).
2 Component responsibilities, Inter-Service Support Agreements (ISSA) in effect.
3 Tasks to components.
4 Operational support to/from HN/foreign government.
(b) Transition of control of operational support (by class of supply, or functional area, or both).
(c) Operations.
1 Operational support operations during the last/next 12 hours.
2 Proposed operations during the next 48-72 hours.
3 Status of the JTF, component stocks (pre-positioned material stocks, POL resources, etc.).
4 Status of component requests for supplies, services.
(d) Maintenance support status (facilities available, current support available, and duration the support will remain in place).
(e) Status of transportation and distribution systems, throughput capabilities, and movement control. Consider:
1 Beach, airfield and seaport capabilities.
2 Intratheater/intertheater airlift/airdrop capabilities.
3 Rail capabilities.
(f) Status of general engineering. Consider:
1 Construction.
2 Damage repair.
3 Operation and maintenance of facilities.
(g) Status of health services support (in conjunction with the Surgeon). Consider:
1 Evacuation.
2 Hospitalization.
3 Health services logistics.
4 Preventive medicine services.
5 Vector control.
6 Deployable public health laboratory.
7 Blood management.
8 Dental services.

(h) Status of other services. Consider:
1 Laundry and bath support.
2 Joint mortuary affairs.
3 Return of prisoners of war.
4 Graves registration (GRREG) policies and sites.
(i) Current and expected CMO support requirements.
(j) Current noncombatant evacuation operation (NEO) requirements and the expected duration.
(k) Operation of functional boards (JMC, Joint Petroleum Office (JPO), Joint Civil-Military Engineering Board (JCMEB), Joint Facilities Utilization Board (JFUB), Joint Medical Regulating Office (JMRO), etc.).
(l) Availability of HN support.
(m) Policies/procedures.
1 Operations/functions of the Joint Logistics Readiness Center (JLRC), other joint logistics boards.
2 Status of directive logistics authority for CJTF.
3 Mechanism for tasking components.
(4) Key logistics issues affecting JTF operations, by class of supply, functional area, or both.
(a) Personnel departing/remaining.
(b) Continuing augmentation requirements.
(c) Materiel -- equipment departing/remaining (ADP/office equipment, map/overlay products, OPLANs/OPORDs, etc.); unresourced requirements.
b. Conduct logistics support transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for logistics (in accordance with the agreed upon formal/informal mechanism between staffs).

18. **Coordinate/conduct transition of J5/Joint Planning Group activities** (Task 502-18-J5).
a. Coordinate J5/JPG transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy.
1 Order of battle, command structure (in conjunction with the J2).
2 Intelligence preparation of the battlespace (IPB) considerations/ overview.
3 Enemy actions.
4 Indications and warning (I&W) for conditions leading to termination.
(b) Friendly.
1 Current/proposed task organization, component locations (in conjunction with the J3).
2 Organization of the J5 Section.
(2) Mission (in conjunction with the J3).
(a) Strategic, operational objectives -- campaign objectives.
(b) Current/proposed JTF mission.
(c) Current component missions.

(d) Current/proposed J5 planning requirements, priorities.

(3) Concepts/operations.

(a) Concepts.

1 Campaign plan, phases, major operations.

2 CJTF concept, intent, guidance, priorities.

3 Current phase, ways and means -- tasks to components.

4 Subsequent phases.

(b) Operations.

1 JTF operations last/next 12 hours (in conjunction with the J3).

2 Proposed JTF operations next 48-72 hours.

3 Recent J5 planning activity.

4 Current/pending planning activity.

(c) Policies/procedures.

1 Applicable ROE.

2 J5/JPG makeup, staff planning support.

3 JPG planning cycle, daily plans updates, decision cycle/briefing schedule.

4 J5 planning methodology -- JPG procedures, use of decision support templates and synchronization matrices, interface with Combatant Commander/component planners, JTF and component orders crosswalk and backbrief, etc.

5 Function, composition of related boards, offices, planning cells --e.g., JTCB, C2W Cell, military deception cell, JCEWS, CA Section/Cell.

(4) Key J5/JPG-related logistics issues.

(a) Issues affecting JTF planning/operations.

(b) J5/JPG personnel remaining/departing; augmentation required.

(c) J5/JPG equipment/resources remaining/departing -- ADP/office equipment, maps, overlays, etc., unresourced requirements.

(5) C4 network/architecture

(a) Provide representation to the JTF transition team.

(b) Communications network with the Combatant Commander, component planners.

(c) Interface with USG, nongovernmental, international agencies, organizations.

(d) Interface with HN/foreign government planners/officials.

(e) Liaison activity.

(f) Reports schedule.

b. Conduct J5/JPG transition.

(1) Monitor previously established conditions for transition.

(2) Transfer responsibility for planning (in accordance with the agreed upon formal/informal mechanism between staffs).

19. **Coordinate/conduct transition of JTF communications-electronics and automated systems** (Task 502-19-J6).

a. Coordinate C-E and automated systems transition activities. Consider briefings, meetings, and message exchange. For detailed explanation, refer to CJCSM 6231 Series Manual.

(1) Situation.
(a) Enemy -- order of battle; enemy counter-C2 capability, (in conjunction with J2).
(b) Friendly.
1 Signal task organization, locations.
2 Defense Information Systems Agency (DISA), Joint Communications Support Element (JCSE).

(2) Mission.
(a) JTF mission - current/proposed.
(b) Current supporting signal/CE mission.
(c) Proposed signal/CE mission.

(3) Concepts/operations.
(a) Concept of signal/CE support.
1 Strategic, operational, and tactical communications architectures
2 Systems control (SYSCON)/technical control (TECHCON) operations -- JTF and component.
(b) Operations.
1 Signal/CE operations last/next 12 hours.
2 Proposed signal/CE operations next 48-72 hours.
3 Transition impacts on special communications needs. Consider:
a Interfaces with Defense Communications System (DCS) entry points into JTF tactical C4 systems.
b Geospatial Information and Services.
c Emission control procedures, OPSEC, and mutual interference.
d Military deception.
e IFF and exchange of aircrew data.
f Personnel recovery (PR) and medical evacuation (MEDEVAC).
g Secure communications for public affairs and media pool.
h Emergency destruction of classified material.
(c) Policies/procedures.
1 Joint Communications Control Center (JCCC) operating procedures.
2 Joint frequency management policies/procedures.
3 COMSEC procedures.
4 Participation in JPG, JOC, Joint Intelligence Support Element (JISE), JCEWS, C2W Cell, military deception cell, etc., operations/activities.

(4) Key C-E and automated systems-related logistics issues.
(a) J6/JCCC/JCSE/DISA remaining/departing.
(b) Continuing augmentation requirements.
(c) J6/JCCC equipment/resources remaining/departing--ADP/office equipment, maps, overlays, etc.; unresourced requirements.

(5) C4 network/architecture.
(a) Communications with the Combatant Commander, component signal/CE staffs.
(b) Communications interface with USG, nongovernmental, international agencies and organizations.

(c) Communications interface with HN/foreign government planners/officials.
(d) Liaison activity.
(e) Reports.

b. Conduct C-E and automated systems transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for C-E and automated systems (in accordance with the agreed upon formal/informal mechanism between staffs).

20. **Coordinate/conduct transition of public affairs operations** (Task 502-20-PAO).
a. Coordinate PA transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- Enemy situation and intelligence impact on PA issues and results on transition and after transition activities.
(b) Friendly -- Status and disposition of available PA resources. Consider Combatant Commander, JTF, Service components, and HN augmentation resources.
(2) Mission.
(a) JTF mission -- current/proposed.
(b) PA support for the current JTF mission.
(c) PA support for the proposed JTF mission.
(3) Concepts/operations.
(a) Concept for PA Section support.
1 News media relations.
2 Command/internal information.
3 Community relations.
4 Plan/logistic.
(b) PA operations.
1 Last/next 24 hours and effects on the PA concept of support.
2 Proposed for next 48-72 hours.
a Visits to participating units.
b Interviews with senior commanders.
c Critical operational events -- cessation of combat operations, transition, redeployment, etc.
d Background and operational briefings and schedule.
e Combat camera.
(c) Policies/procedures.
1 Response to media inquiries -- clearance and release.
2 Prepared statements.
3 Interviews.
4 Briefings and schedules.
5 Access to key officials/units.
6 Media support -- equipment, transportation, etc.
7 Community relations.
8 Reconcile media demands for information with OPSEC.
9 Media pools -- formation, accommodation, access, transportation,

communications, briefings, etc.

10 Public Affairs Guidance (PAG) -- production, coordination, and approval.

(4) Key PA-related logistics issues.

(a) Personnel departing/remaining.

(b) Continuing augmentation requirements.

(c) Materiel -- equipment remaining, departing, (ADP/office equipment, reference material, copies of plans, files, transportation assets, etc.); unresourced requirements.

(5) C4 network architecture.

(a) Representation to JTF transition team.

(b) Connectivity to adjacent, higher, and lower PA activities.

(c) Coordinate PA activities with AMEMB country team.

(d) Transition team liaison, as required.

(e) Required reports and schedule. Considers Joint Information Bureau (JIB), JIB daily Situation Report (SITREP), activities log, Joint Universal Lessons Learned System (JULLS), JIB plan/annex and Multinational Press Information Center, if established.

b. Conduct PA support transition.

(1) Monitor previously established conditions for transition.

(2) Transfer responsibility for PA support (in accordance with the agreed upon formal/informal mechanism between staffs).

21. **Coordinate/conduct transition of Staff Judge Advocate support** (Task 502-21-SJA).

a. Coordinate SJA transition activities. Consider briefings, meetings, and message exchange:

(1) Situation.

(a) Enemy – the enemy situation and intelligence impact on SJA issues and effects on transition and after transition activities.

(b) Friendly – the status and disposition of available SJA resources. Consider Combatant Commander, JTF, Service components, and HN augmentation resources.

(2) Mission.

(a) JTF mission (in conjunction with the J1/J3).

(b) SJA support for the current JTF mission.

(c) SJA support for the proposed JTF mission.

(3) Concepts/operations.

(a) SJA Section support.

1 ROE and supplemental ROE.

2 International law -- Status of Forces Agreement.

3 Military justice.

4 Legal assistance.

5 Claims.

6 War crimes/Law of Armed Conflict (LOAC) violations.

7 Funding and procurement.

(b) SJA operations.

1 Last/next 24 hours and effects on the SJA concept of support.
2 Proposed for the next 48-72 hours.

(c) Policies/procedures.
1 ROE and target lists for JTF operations.
2 Matters related to compliance with international law and agreements.
3 Guidance to CJTF regarding LOAC violations.
4 Administration of military justice.
5 Legal assistance support.
6 Claims procedures for domestic law, international agreements, and service directives.
7 Legal basis for JTF funding authority and local procurement of supplies and services.
8 Treatment of EPWs and other detainees.
9 Requests for political asylum or temporary refuge to AMEMB.
10 Compliance with legal obligations regarding CA/PSYOP operations.
11 Transition to law and order role.
12 Legal status of JTF forces in country.
13 Status of component forces after transition.

(4) Key Source-related logistics issues.
(a) Personnel departing/remaining.
(b) Continuing augmentation requirements.
(c) Materiel -- equipment remaining, departing (ADP equipment, reference material, copies of plans, files, transportation assets, etc.); unresourced requirements.

(5) C4 network architecture.
(a) Representation to JTF the transition team.
(b) Communications with SJA counterparts at adjacent, higher, lower, and service components to facilitate concurrent planning.
(c) SJA Section activities with the AMEMB country team.
(d) Locations and status of representatives from DOS, Drug Enforcement Agency (DEA), Department of Justice (DOJ), USG, and senior HN decision makers.
(e) Required reports and schedule.

b. Conduct SJA transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for SJA support (in accordance with the agreed upon formal/informal mechanism between staffs).

22. **Coordinate/conduct transition of Comptroller support** (Task 502-22-COMPT).
a. Coordinate comptroller transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- enemy situation and intelligence impact on comptroller issues and effects on transition and after transition activities.
(b) Friendly -- status and disposition of available comptroller resources. Consider Combatant Commander, JTF, Service components, and HN augmentation resources.

(2) Mission.
(a) JTF mission (in conjunction with the J3/J4).
(b) Comptroller support for the current JTF mission.
(c) Comptroller support for the proposed JTF mission.
(3) Concepts/operations.
(a) Concept for Comptroller Section support.
1 Financial services.
2 Budget administration.
3 Accounting services.
4 Contracting services/management.
(b) Comptroller operations.
1 Last/next 24 hours and effects on comptroller concept of support.
2 Proposed for next 48-72 hours.
(c) Policies/procedures.
1 Obligation authority for supplies and services not available through normal military supply channels --e.g., for humanitarian relief operations.
2 Provisions for appointing Class A agents for military pay, currency conversion, and check cashing. Ensure separation of contracting function (J4) and paying function (comptroller).
3 Provisions for appointing an imprest fund cashier for administering fund for small purchases of materials, repair of equipment, non-personal services, or travel and transportation expenses.
4 Routine payment of JTF members.
5 Determination, for purposes of entitlement to per diem allowance, whether JTF operations are considered field duty and arrange for processing advance, partial, and final TDY settlement vouchers.
6 Procedures to bill foreign governments for reimbursable support provided by US forces.
7 Use of local currencies and appointment of single central funding officers.
8 Accounting controls designed to capture reimbursable JTF costs.
9 Positive controls over funding authority.
10 Estimates of resource requirements to service components.
(4) Key comptroller-related logistics issues.
(a) Personnel departing/remaining.
(b) Continuing augmentation requirements.
(c) Materiel -- equipment remaining, departing (ADP/office equipment, reference material, copies of plans, files, transportation asset, etc.); unresourced requirements.
(5) C4 network/architecture.
(a) Representation to the JTF transition team.
(b) Communications with resource management and financial service counterparts at the service components.
(c) Comptroller Section activities with the AMEMB country team.
(d) Required reports and schedules. Consider comptroller daily SITREP, activities log, JULLS list, comptroller plan/annex.
(e) Informal records to preclude overobligation of funds.

b. Conduct comptroller support transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for comptroller support (in accordance with the agreed upon formal/informal mechanism between staffs).

23. **Coordinate/conduct transition of Chaplain activities** (Task 502-23-CHAP).
a. Coordinate chaplain transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- enemy situation and intelligence impact on chaplain issues and effects on transition and after transition activities.
(b) Friendly -- status and disposition of available chaplain assets/resources. Consider Combatant Commander, JTF, Service components, and HN augmentation resources.
(2) Mission.
(a) JTF mission (in conjunction with the J1/J3/J4).
(b) Chaplain support for the current JTF mission.
(c) Chaplain support for the proposed JTF mission.
(3) Concepts/operations.
(a) Concept for Chaplain Section support.
1 Religion, ethics, morals, and morale matters within the JTF.
2 Religious ministry with service component command chaplains.
3 Logistic support for religious ministry.
4 Religious support for EPW.
5 Aspects of joint operations including religious customs, beliefs, shrines, places of worship, in foreign/HN countries.
6 Religious training for component chaplains and religious support personnel.
(b) Chaplain operations.
1 Last/next 24 hours and effects on the chaplain concept of support.
2 Proposed for the next 48-72 hours.
(c) Policies/procedures.
1 Provision of ministry and religious support activities.
2 Schedule of religious activities.
3 JTF Religious Support Plan (Design for Ministry).
4 Component religious support plans as they apply to the JTF.
(4) Key chaplain-related logistics issues.
(a) Personnel departing/remaining.
(b) Continuing augmentation requirements.
(c) Materiel -- equipment remaining/departing (ADP/office equipment, reference material, copies of plans, files, transportation assets, etc.); unresourced requirements.
(5) C4 network/architecture.
(a) Representation to the JTF transition team.
(b) Communications with chaplain counterparts at adjacent, higher, lower, and Service components to facilitate concurrent planning.
(c) Coordinate Chaplain Section activities with chaplains of multinational

forces, appropriate civilian religious leaders, American Red Cross, and other humanitarian organizations.
(d) Transition team liaison, as required.
(e) Required reports and schedule.

b. Conduct chaplain transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for chaplain support (in accordance with the agreed upon formal/informal mechanism between staffs).

24. **Coordinate/conduct transition of Surgeon support** (Task 502-24-SURG).
a. Coordinate surgeon transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- enemy situation and intelligence impact on health services effects on transition and after transition activities.
(b) Friendly -- status and disposition of available health services assets/resources. Consider Combatant Commander, JTF, Service components, other agencies, and HN augmentation resources.
(2) Mission.
(a) JTF mission (in conjunction with the J1/J2/J3/J5).
(b) Surgeon support for the current JTF mission.
(c) Surgeon support for the proposed JTF mission.
(3) Concepts/operations.
(a) Concept for health services support.
1 Health services planning.
2 Hospitalization.
3 Patient evacuation.
4 Preventive medicine services.
5 Health services logistics.
6 Blood management.
7 Patient Movement.
8 Veterinary medicine.
9 Dental services.
10 Medical intelligence.
11 Host-Nation (HN) health services support.
12 Health services humanitarian assistance.
13 Combat stress control.
14 Area health services support.
15 Medical laboratory services.
16 Health services C4I.
(b) Health services support operations.
1 Last/next 24 hours and effects on the health services support concept.
2 Proposed for the next 48-72 hours.
(c) Policies/procedures.
1 Health threat procedures. Consider:
a Naturally occurring infectious diseases.
b Environmental extremes.

c Battle injuries.
d Nuclear, biological, chemical warfare.
e Combat stress.
f Flame and incendiary weapons.
2 Medical intelligence procedures.
3 Theater evacuation policy.
4 Emergency destruction of classified materials.
5 Internal section operating procedures.
(4) Key surgeon-related logistics issues.
(a) Personnel departing/remaining.
(b) Continuing augmentation requirements.
(c) Materiel -- equipment departing/remaining (ADP/office equipment, reference material, copies of plans, files, transportation assets, etc.); unresourced requirements.
(5) C4 network architecture.
(a) Representation to the JTF transition team.
(b) Communications with adjacent, higher, and lower health services support activities to establish basis for concurrent planning.
(c) Health services support activities with AMEMB country team.
b. Conduct surgeon transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for surgeon support (in accordance with the agreed upon formal/informal mechanism between staffs).

25. **Coordinate/conduct transition of Provost Marshal support** (Task 502-25-PM).
a. Coordinate PM transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- enemy situation and intelligence impact on PM issues and effects on transition and after transition activities.
(b) Friendly -- status and disposition of available PM assets/resources. Consider Combatant Commander, JTF, Service components, and HN augmentation resources.
(2) Mission.
(a) JTF mission (in conjunction with the J1/J2/J3).
(b) PM support for the current JTF mission.
(c) PM support for the proposed JTF mission.
(3) Concepts/operations.
(a) Concept for PM Section support.
1 Battlefield circulation control.
2 Area security.
3 EPW.
4 Law and order enforcement operations.
5 Antiterrorism procedures/operations.
6 Counterdrug operations.
7 Peacekeeping operations.
8 Disaster relief operations.

9 Population and resource control.
(b) PM operations.
1 Last/next 24 hours and the effects on the PA concept of support.
2 Proposed for the next 48-72 hours.
(c) Policies/procedures.
1 EPW operations.
2 Battlefield circulation control.
3 Law and order enforcement operations.
4 Antiterrorism procedures.
5 Counterdrug operations.
6 Area security.
(4) Key PM-related logistics issues.
(a) Personnel departing/remaining.
(b) Continuing augmentation requirements.
(c) Materiel -- equipment departing/remaining (ADP/office equipment, flex cuffs, laminating machines, cameras, maps, overlays, reference material, copies of plans, files, transportation assets, etc.); unresourced requirements.
(5) C4 network architecture.
(a) Representation to the JTF transition team.
(b) Communications with adjacent, higher, and lower PM activities to establish a basis for concurrent planning.
(c) PM activities with the AMEMB country team.
b. Conduct PM transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for PM support (in accordance with the agreed upon formal/informal mechanism between staffs).

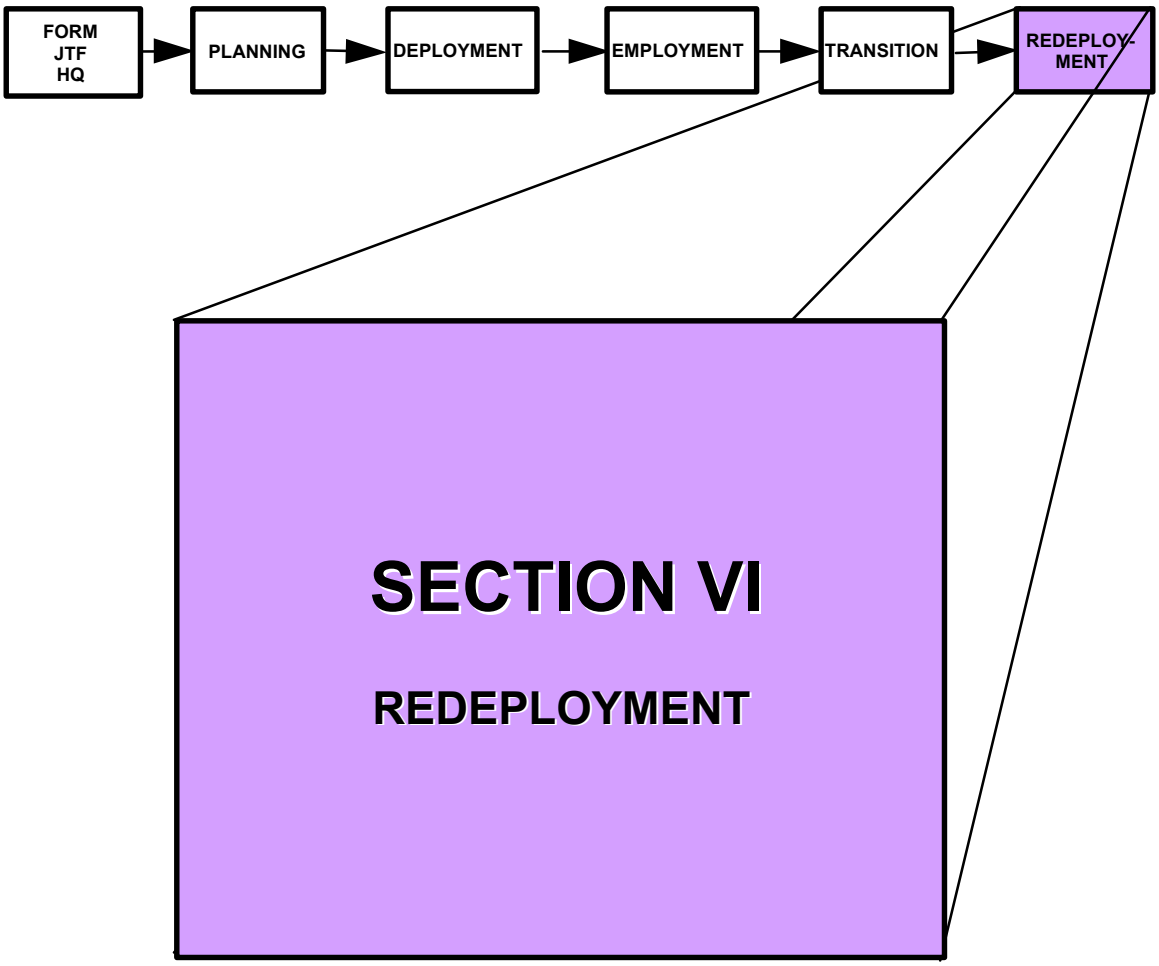
26. **Coordinate/conduct transition of Headquarters Liaison Activity** (Task 502-26-COS/LNO).
a. Coordinate Headquarters Liaison Activity transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- enemy situation and intelligence impact on JTF HQ Liaison activities and after transition activities.
(b) Friendly -- status and disposition of available liaison officers/teams. Consider Combatant Commander, JTF, Service components, and HN augmentation resources.
(2) Mission.
(a) JTF mission (in conjunction with the J3).
(b) Liaison support for the current JTF mission.
(c) Liaison support for the proposed JTF mission.
(3) Concepts/operations.
(a) Concept for HQ liaison officers/teams.
1 Liaison required to JTF HQ.
2 Liaison required from JTF HQ.
3 Equipment/facilities.
4 Communications/connectivity.

5 Transportation.
6 Personal support -- billeting, messing, etc.
7 Identification, security clearance.
(b) HQ liaison officers/teams operations.
1 Last/next 24 hours and the effects on HQ Liaison officers/teams.
2 Proposed for the next 48-72 hours.
(c) Policies/procedures.
1 Access/availability to key staff/command group.
2 Daily/special briefing formats.
(4) Key liaison-related logistics issues.
(a) Personnel departing/remaining, continuing augmentation requirements
(b) Materiel -- equipment departing/remaining -- ADP/office equipment, reference material, copies of plans, files, transportation assets, etc.; unresourced requirements.
(5) C4 network architecture.
(a) Representation to the JTF transition team.
(b) Communications with adjacent, higher, and lower organizations to establish basis for concurrent planning.
(c) Status reporting requirements/procedures.
(d) Schedule for reporting/situation updates.
b. Conduct Headquarters Liaison Activity transition.
(1) Monitor previously established conditions for transition.
(2) Transfer responsibility for liaison support (in accordance with the agreed upon formal/informal mechanism between staffs).

27. **Coordinate/conduct transition of Headquarters Commandant Section/Support Activity** (Task 502-27-HQ COMDT).
a. Coordinate HQ Comdt Section/Support Activity transition activities. Consider briefings, meetings, and message exchange:
(1) Situation.
(a) Enemy -- enemy situation and intelligence impact on HQ COMDT Section/ Support Activity and effects on transition and after transition activities.
(b) Friendly -- status and disposition of available HQ COMDT Section/Support Activity assets/resources. Consider Combatant Commander, JTF, Service components, and HN augmentation resources.
(2) Mission.
(a) JTF mission (in conjunction with the J3).
(b) HQ COMDT Section/Support Activity support for the current JTF mission.
(c) HQ COMDT Section/Support Activity support for the proposed JTF mission.
(3) Concepts/operations.
(a) Concept for HQ COMDT Section/Support Activity.
1 Billeting.
2 Engineer maintenance and support services.
3 Food service.

4 Finance services.
5 Air/surface transportation operations.
a Parking areas.
b Motor pool.
c Airstrip.
d Helipad.
6 Headquarters supply.
7 Pass/identification badges.
8 Security/reaction force (s).
(b) HQ COMDT Section/Support Activity.
1 Last/next 24 hours and effects on HQ COMDT Section/Support Activity concept.
2 Proposed for the next 48-72 hours.
(c) Policies/procedures.
1 Postal procedures.
2 Supply procedures, including laundry and bath.
3 Mess.
4 Finance.
5 Transportation.
6 Emergency destruction of classified material.
7 Security.
8 Active/passive defense measures.
(4) Key HQ COMDT Section/Support Activity-related logistics issues.
(a) Personnel departing/remaining, continuing augmentation requirements.
(b) Installation, maintenance, and displacement of JTF JOC complex facilities.
(c) Materiel -- equipment departing/remaining (ADP/office equipment, reference material, copies of plans, files, transportation assets, etc.); unresourced requirements.
(5) C4 network architecture.
(a) Representation to the JTF transition team.
(b) Communications with adjacent, higher, and lower organizations to establish a basis for concurrent planning.
(c) JTF staff on matters affecting establishment, deployment and redeployment, support and security of the JTF HQ.
(d) With the AMEMB country team.
b. Conduct HQ COMDT /Section/Support Activity transition.
(1) Monitor previously established conditions for transition.
(2) Transfers responsibility for headquarters support (in accordance with the agreed upon formal/informal mechanism between staffs).

CHAPTER 3


FORM JTF HQ
PLANNING
DEPLOYMENT
EMPLOYMENT
TRANSITION
REDEPLOY-MENT
SECTION VI
REDEPLOYMENT

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ELEMENT: J5/J3/CJTF/DCJTF/COS/STAFF

TASK 601: PREPARE FOR REDEPLOYMENT

(Relates to UJTL Tasks OP 1.1, 5.2)

MTG TASK SITUATION: Termination conditions have been or will soon be met, JTF operations are concluded, and the transition of Command and Control (C2) has occurred or will soon be occurring. The JTF HQ must control the redeployment of joint forces.

MTG TASK PURPOSE: To ensure that the JTF HQ preparation for redeployment of the joint force results in an ordered, secure redeployment in which personnel and equipment are prepared for transfer to another area, another location within the area, or for re-entry into the US. Materiel may be prepared for transportation, storage or transfer to the host nation (HN) or other foreign government.

REFERENCES: JP 3-0, JP 3-07 series, JP 3-08, JP 3-56, JP 4-01 series, JP 5-00.2, JP 5-03.1, CJCSM 3122.03A

MTG TASK STEPS

1. **Develop redeployment estimate** (Task 601-01-J5/Staff) (an extension or special focus of continuously maintained operations and functional estimates).
   a. Review/confirm redeployment mission.
      (1) Identify forces/services to be redeployed.
      (2) Identify timing/other constraints for redeployment.
   b. Develop the redeployment course of action (COA).
      (1) Support the continuing mission of the JTF, transition headquarters, or other remaining joint and/or multinational headquarters.
      (2) Identify order/priority for redeployment.
      (3) Assign redeployment ports of embarkation (POE), intermediate staging bases (ISB), and ports of debarkation (POD) to redeploying forces.
      (4) Determine the disposition of joint force equipment -- e.g., redeployment, storage, sale to HN.
      (5) Identify echelonment of redeploying command, control, communications, and computers (C4) to maintain a capability for renewed operations until all designated forces and headquarters are redeployed.
      (6) Provide for the security of redeploying and remaining forces/headquarters.
   c. Analyze the redeployment COA.
      (1) Analyze the wargame COA versus:
         (a) Probable enemy, civil, or environmental conditions.
         (b) Combinations/permutations of redeployment POE capacities.
         (c) Inter and intra-theater transportation requirements/capacities.
         (d) Unit preparation schedules or abilities.
         (e) Security requirements for redeploying/remaining forces.
      (2) Identify forces, other resources required for redeployment preparation.
      (3) Identify transportation requirements, both intra and inter-theater.
      (4) Identify the advantages/disadvantages of each COA.

d. Compare the redeployment COA.
   (1) Identify appropriate criteria for comparison.
   (2) Use the best available information.
e. Recommend/select the redeployment COA.

2. **Develop the concept and order for redeployment** (Task 601-02-J5/Staff).
   a. Describe forces to redeploy, order or priority -- POE, ISB, and POD timing.
   b. Describe preparation of equipment.
      (1) Movement to the POE.
      (2) Repair, cleaning, appropriate certification, and loading of equipment.
      (3) Preparation and movement of equipment pursuant to storage, sale to HN, or other disposition.
   c. Describe preparation/support of personnel.
      (1) Manifesting.
      (2) Health services support.
      (3) Uniform replacement, if required.
      (4) Personal equipment turn-in, preparation for shipment, loading.
      (5) Religious ministry support.
      (6) Legal support.
      (7) Personnel services support.
      (8) Personnel and personal equipment inspections.
   d. Describe operational fire support for redeployment operations.
   e. Describe operational protection for redeployment operations.
      (1) Air defense.
      (2) Removal of obstacles.
      (3) Operations security (OPSEC).
      (4) Military deception.
      (5) Safety.
      (6) Antiterrorism.
      (7) Security.
      (8) Sea lines of communications (SLOCs).
      (9) Operationally significant hazards.
      (10) C2 protection.
      (11) Identification of friendly forces.
      (12) Separation of subsurface forces.
      (13) Separation of towed arrays and sonars.
      (14) Plan for integration of sonars.
   f. Describe operational C2.
      (1) Command relationships.
      (2) Echelonment of redeployment C2.
      (3) Command and control warfare (C2W), if required.
   g. Describe intelligence support for redeployment.
   h. Describe operational support for redeployment.
   i. Describe the meteorological and oceanographic (METOC) situation for redeployment.

3. **Prepare the redeployment Time-Phased Force and Deployment List** (Task 601-03-J4/J5).
   a. Enter the Global Command and Control system (GCCS) to access the Time-Phased Force and Deployment Data (TPFDD) file established by the supported Combatant Commander.
   b. Review the redeployment (TPFDD) from existing operation plan(s), if available.
   c. Receive component and staff input for construction or tailoring of the redeployment TPFDD.
   d. Coordinate, through the supported Combatant Commander, for transportation feasibility analysis by USTRANSCOM.
   e. Adjust/tailor the TPFDD based on the results of the transportation feasibility analysis or other criteria, and coordinate the TPFDD changes with the supported Combatant Commander.

4. **Exercise operational command and control** (Task 601-04-J3/Staff).
   a. Issue guidance on redeployment. May include:
      (1) Priorities, in accordance with the concept of operations.
      (2) Balance support forces with combat forces, as required.
      (3) Echelon C2 capability, ensuring that remaining C2 is capable of adjusting redeployment based on the current situation.
   b. Prepare redeployment orders, based on the concept of operations.
   c. Issue orders.
   d. Maintain operational information and force status.
   e. Monitor the strategic situation.

5. **Coordinate JTF HQ advanced echelon redeployment requirements** (Task 601-05-COS/HQ COMDT).
   a. Identify/approve advanced echelon (ADVON) redeployment requirements.
   b. Direct coordination for transportation, and movement for ADVON redeployment.
   c. Direct TPFDL input for ADVON redeployment requirements.
   d. Coordinate for customs inspection.

6. **Conduct personnel preparation for redeployment** (Task 601-06-J1).
   a. Coordinate personnel service support/personnel actions for redeployment.
   b. Coordinate the command safety program.
   c. Support JTF HQ ADVON redeployment requirements.

7. **Conduct intelligence preparation for redeployment** (Task 601-07-J2).
   a. Integrate current intelligence.
   b. Monitor Indications and Warning (I&W).
   c. Monitor strategic intelligence.
   d. Analyze operational information.
   e. Maintain enemy COA estimate.
   f. Maintain target information.
   g. Process operational information.
   h. Produce current intelligence.
   i. Disseminate current intelligence to preparing forces.

j. Support JTF HQ ADVON redeployment requirements.

8. **Conduct operations preparation for redeployment** (Task 601-08-J3).
   a. In conjunction with the J5, review/update employment and redeployment plans/orders.
   b. In conjunction with CJTF guidance, exercise operational command and control.
   c. Support JTF HQ ADVON redeployment requirements.
   d. Support the Joint METOC Forecast Unit (JMFU) redeployment plan.

9. **Conduct logistics preparation for redeployment** (Task 601-09-J4).
   a. Monitor/control POE, ISB, and POD operations.
   b. Coordinate engineer support to redeploying forces.
   c. Coordinate civil engineering support at the redeployment POEs, ISBs, and PODs.
   d. Coordinate real estate requirements.
   e. Coordinate environmental protection programs.
   f. Monitor component movement to the redeployment POEs.
   g. Support JTF HQ ADVON redeployment requirements.

10. **Coordinate JTF HQ planning for redeployment** (Task 601-10-J5).
    a. Supervise actions of the JOPES Support Element (JSE).
    b. Monitor force redeployment status -- inter/intra-theater.
    c. Adjust the redeployment TPFDL, in accordance with CJTF direction.
    d. In conjunction with the J3, review/update employment and redeployment plans/orders.
    e. Project future campaigns or operations, if JTF operations continue.
    f. Support JTF HQ ADVON redeployment requirements.

11. **Conduct C4 preparation for redeployment** (Task 601-11-J6).
    a. Coordinate redeployment communications.
    b. Support JTF HQ ADVON redeployment requirements.

12. **Provide essential services** (Task 601-12-HQ COMDT).
    a. Maintain essential services support for the remaining JTF HQ.
    b. Support JTF HQ ADVON redeployment requirements.

13. **Conduct public affairs preparation for redeployment** (Task 601-13-PAO).
    a. Provide/coordinate media support.
    b. Support JTF HQ ADVON redeployment requirements.
    c. Provide/coordinate command information support.

14. **Conduct legal affairs preparation for redeployment** (Task 601-14-SJA).
    a. Monitor redeployment activities for legal implications.
    b. Support JTF HQ ADVON redeployment requirements.

15. **Conduct health services support preparation for redeployment** (Task 601-15-SURG).
    a. Coordinate health services support at the redeployment POEs, ISBs, and PODs.
    b. Support JTF HQ ADVON redeployment requirements.

16. **Conduct military police support in preparation for redeployment** (Task 601-16-MP).
    a. Coordinate military police support to redeploying forces.
    b. Coordinate law enforcement operations at the redeploying POEs, ISBs, and PODs.
    c. Coordinate physical security at the redeploying POEs, ISBs, and PODs.
    d. Coordinate antiterrorism operations.
    e. Support JTF HQ ADVON redeployment requirements.

17. **Conduct financial resource preparation for redeployment** (Task 601-17-COMPT).
    a. Monitor/coordinate financial resource management.
    b. Develop/maintain operational costs.
    c. Adjust operational cost estimates.
    d. Support JTF HQ ADVON redeployment requirements.

18. **Conduct religious ministry preparation for redeployment** (Task 601-18-CHAP).
    a. Coordinate religious services and activities to redeploying forces.
    b. Support JTF HQ ADVON redeployment requirements.

19. **Conduct civil affairs preparation for redeployment** (Task 601-19-J3).
    a. Coordinate civil-military operations at the foreign nation POEs, ISBs, and PODs.
    b. In conjunction with the JTF engineer, coordinate the acquisition/use of HN/foreign government real estate.
    c. Coordinate redeployment activities with Department of State (DOS)/AMEMB in HN/foreign government.

ELEMENT: J3/CJTF/DCJTF/COS/STAFF

TASK 602: CONTROL REDEPLOYMENT

(Relates to UJTL Task OP 1.1)

MTG TASK SITUATION: Conditions for redeployment have been or will soon be met, JTF operations are concluded, and the transition of Command and Control (C2) has occurred or will soon be occurring. Redeployment of the joint force has been ordered and the JTF HQ must control the operation.

MTG TASK PURPOSE: To ensure that the JTF HQ controls the redeployment of joint forces in an orderly, secure manner that supports the concept for redeployment and the continuing joint or multinational force mission. C2 of the redeployment is echeloned to provide remaining or not yet redeployed forces the flexibility to adjust the redeployment flow or continue operations, as required.

REFERENCES: JP 3-0, JP 3-07 Series, JP 3-08, JP 3-56, JP 4-01 Series, JP 5-00.2, CJCSM 3122.03A

MTG TASK STEPS

1. **Maintain the redeployment estimate** (Task 602-01-J3/Staff) (an extension or special focus of continuously maintained operations and functional estimates).
   a. Review/confirm redeployment mission.
      (1) Identify forces/services to be redeployed.
      (2) Identify timing, other constraints, for redeployment.
   b. Review/confirm redeployment Course of Action (COA).
      (1) Support continuing mission of the JTF, transition headquarters, or other remaining joint, and/or multinational headquarters.
      (2) Review/confirm order, priority for redeployment.
      (3) Review/confirm redeployment POE, ISB, and POD.
      (4) Review/confirm disposition of joint force equipment -- e.g., redeployment, storage, sale to HN, etc.
      (5) Review/confirm echelonment of redeploying C4 to maintain capability for renewed operations until all designated forces and headquarters are redeployed.
      (6) Provide for security of redeploying and remaining forces, headquarters.
   c. Analyze redeployment COA.
      (1) Review redeployment COA wargame results versus.
         (a) Probable enemy, civil, or environmental conditions.
         (b) Combinations/permutations of redeployment POE capacities.
         (c) Inter- and intra-theater transportation requirements/capacities.
         (d) Unit preparation schedules or abilities.
         (e) Security requirements for redeploying/remaining forces.
      (2) Review/confirm forces, other resources required for redeployment preparation.
      (3) Review/confirm advantages/disadvantages of each COA.
   d. Review/confirm comparison of redeployment COA.
      (1) Review/confirm appropriate criteria for comparison.
      (2) Use best available information.

e. Confirm/revise redeployment COA recommendation.

2. **Monitor the Redeployment Time-Phased Force and Deployment List** (Task 602-02-J3/J4).

a. Enter the Global Command and Control System (GCCS) to access the TPFDD file established by the supported Combatant Commander.

b. Review redeployment TPFDD from existing operation plan(s), if available.

c. Receive component and staff input for construction or tailoring of redeployment TPFDD.

d. Coordinate, through supported Combatant Commander, for transportation feasibility analysis by USTRANSCOM.

e. Adjust/tailor TPFDD based on results of transportation feasibility analysis, or other criteria and coordinate the TPFDD changes with the supported Combatant Commander.

3. **Assess redeployment operations** (Task 602-03- J3/Staff) (in accordance with the redeployment concept).

a. Assess order or priority of redeploying forces -- POE, ISB, and POD timing.

b. Assess preparation of equipment.

(1) Movement to POE.

(2) Repair, cleaning, appropriate certification, and loading of equipment.

(3) Preparation and movement of equipment pursuant to storage, sale to HN or other disposition.

c. Assess preparation, support of personnel.

(1) Manifesting.

(2) Health services support.

(3) Uniform replacement, if required.

(4) Personal equipment turn-in, preparation for shipment, loading.

(5) Religious ministry support.

(6) Legal support.

(7) Personnel services support.

(8) Personnel and personal equipment inspections.

d. Assess operational fire support for redeployment operations.

e. Assess operational protection for redeployment operations.

(1) Air defense.

(2) Removal of obstacles.

(3) OPSEC.

(4) Military deception.

(5) Safety.

(6) Antiterrorism.

(7) Security.

f. Assess operational C2.

(1) Command relationships.

(2) Echelonment of redeployment C2.

(3) Command and Control Warfare (C2W), if required.

g. Assess intelligence support for redeployment.
h. Assess operational support for redeployment.

4. **Exercise operational command and control** (Task 602-04-J3/Staff).
   a. Review guidance on redeployment. May include:
      (1) Priorities, in accordance with the concept of operations.
      (2) Balance of support forces with combat forces, as required.
      (3) Echelonment of C2 capability, ensuring that remaining C2 is capable of adjusting redeployment based on current situation.
   b. Prepare redeployment orders, based on concept of operations.
   c. Issue orders.
   d. Maintain operational information and force status.
   e. Monitor strategic situation.

5. **Redeploy the JTF HQ advanced echelon** (Task 602-05-COS/HQ COMDT).
   a. Confirm ADVON redeployment requirements.
   b. Direct the coordination for transportation, movement for ADVON redeployment
   c. Confirm/adjust TPFDL input for ADVON redeployment requirements.

6. **Direct personnel support for redeployment** (Task 602-06-J1).
   a. Direct personnel service support/personnel actions for redeployment.
   b. Direct/monitor command safety program.
   c. Support JTF HQ ADVON redeployment requirements.

7. **Direct intelligence support for redeployment** (Task 602-07-J2).
   a. Integrate current intelligence.
   b. Monitor I&W.
   c. Monitor strategic intelligence.
   d. Analyze operational information.
   e. Maintain enemy COAs estimate.
   f. Maintain target information.
   g. Process operational information.
   h. Produce current intelligence.
   i. Disseminate current intelligence to preparing forces.
   j. Support JTF HQ ADVON redeployment requirements.

8. **Direct redeployment operations** (Task 602-08-J3).
   a. In conjunction with the J5, review/update employment and redeployment plans/orders.
   b. In conjunction with CJTF guidance, exercises operational C2.
   c. Support JTF HQ ADVON redeployment requirements.

9. **Direct logistics support for redeployment** (Task 602-09-J4).
   a. Monitor/control POE, ISB, and POD operations.
   b. Direct engineer support to redeploying forces.

c. Direct civil engineering support at redeployment POEs, ISBs, and PODs.
d. Direct real estate requirements.
e. Direct environmental protection programs.
f. Monitor component movement to redeployment POEs.
g. Support JTF HQ ADVON redeployment requirements.

10. **Direct continued JTF HQ planning during redeployment** (Task 602-10-J5).
a. Supervise actions of the JOPES Support Element (JSE).
b. Monitor force redeployment status -- inter/intra-theater.
c. Adjust redeployment TPFDL, in accordance with CJTF direction.
d. In conjunction with the J3, review/update employment and redeployment plans/orders.
e. Project future campaigns or operations, if JTF operations continue.
f. Support JTF HQ ADVON redeployment requirements.

11. **Direct command, control, communications, and computers operations and support for redeployment** (Task 602-11-J6).
a. Monitor/adjust redeployment communications.
b. Support JTF HQ ADVON redeployment requirements.

12. **Provide essential services** (Task 602-12-HQ COMDT).
a. Maintain essential services support for remaining JTF HQ.
b. Support JTF HQ ADVON redeployment requirements.

13. **Direct public affairs support for redeployment** (Task 602-13-PAO).
a. Provide/coordinate media support.
b. Support JTF HQ ADVON redeployment requirements.
c. Provide/coordinate command information support.

14. **Direct legal affairs support for redeployment** (Task 602-14-SJA).
a. Monitor redeployment activities for legal implications.
b. Support JTF HQ ADVON redeployment requirements.

15. **Direct health services support for redeployment** (Task 602-15-SURG).
a. Coordinate health services support at redeployment POE, ISB, and POD.
b. Support JTF HQ ADVON redeployment requirements.

16. **Direct military police support for redeployment** (Task 602-16-PM).
a. Direct/coordinate military police support to redeploying forces.
b. Direct/coordinate law enforcement operations at redeploying POEs, ISBs, and PODs.
c. Direct/coordinate physical security at redeploying POEs, ISBs, and PODs.
d. Direct/coordinate anti-terrorism operations.
e. Support JTF HQ ADVON redeployment requirements.

17. **Direct financial resource support for redeployment** (Task 602-17-COMPT).
    a. Monitor/coordinate financial resource management.
    b. Develop/maintain operational costs.
    c. Adjust operational cost estimates.
    d. Support JTF HQ ADVON redeployment requirements.

18. **Direct religious ministry support for redeployment** (Task 602-18-CHAP).
    a. Direct/coordinate religions services and activities to redeploying forces.
    b. Support JTF HQ ADVON redeployment requirements.

19. **Direct civil affairs operations for redeployment** (Task 602-19-J3).
    a. Direct/coordinate civil-military operations at foreign nation POEs, ISBs, and PODs.
    b. In conjunction with the JTF engineer, directs/coordinate acquisition/use of HN/foreign government real estate.
    c. Coordinate redeployment activities with DOS/US Embassy in HN/foreign government.

GLOSSARY

ACRONYMS AND ABBREVIATIONS

A

AA	Attack Assessment
AADC	Area Air Defense Commander
AAGS	Army Air-ground System
AAR	After-Action Report/Review
AAW	Antiair Warfare
ABCCC	Airborne Battlefield Command and Control Center
ABM	Airborne
ACA	Airspace Control Authority
ACINT	Acoustic Intelligence
ACO	Airspace Control Order
ACP	Airspace Control Plan
ACR	Armored Calvary Regiment
ACT	Activity
ADA	Air Defense Artillery
ADC	Air Defense Commander, Area Damage Control
ADMIN	Administration
ADVON	Advanced Echelon
ADP	Automatic Data Process(ing)
ADW	Air Defense Warning
AFCAP	Air Force Contract Augmentation Program
AFIS	Armed Forces Information Service
AFFOR	Air Force Forces
AFM	Air Force Manual
AFSATCOM	Air Force Satellite Communications
AFSC	Armed Forces Staff College
AFRTS	Armed Forces Radio and Television Service
AI	Air Interdiction
AJBPO	Area Joint Blood Program Office/Officer
AJMRO	Area Joint Medical Regulating Office
ALCC	Airlift Control Center
ALCON	All Concerned
ALSP	Aggregate Level Simulations Protocol
AMC	Air Mobility Command; Army Materiel Command
AMCIT	American Citizen
AMEMB	American Embassy
AMHS	Automated Message Handling System
AMPE	Automated Message Processing Exchange

AMW	Amphibious Warfare
ANGLICO	Air Naval Gunfire Liaison Company
AO	Area of Operations
AOA	Amphibious Objective Area
AOC	Air Operations Center (USAF)
AOR	Area of Responsibility
APMT	Automated Planning and Management Tools
APOD	Aerial Port of Debarkation
APOE	Aerial Port of Embarkation
ARFOR	Army Forces
ARM	Anti-Radiation Missiles
ASBPO	Armed Services Blood Program Office
ASD	Assistant Secretary of Defense
ASD (PA)	Assistant Secretary of Defense (Public Affairs)
ASLT	Assault
ASOC	Air Support Operations Center
ASUW	Antisurface Warfare
ASW	Antisubmarine Warfare
ATACMS	Army Tactical Missile System
ATC	Air traffic Control
ATDS	Airborne Tactical Data System
ATO	Air Tasking Order
AUTODIN	Automatic Digital Network
AUTOSEVOCOM	Automatic Secure Voice Communications Network
AWACS	Airborne Warning and Control System
AWSIM	Air Warfare Simulation

B

BCC	Battlefield Circulation Control
BCE	Battlefield Coordination Element
BDA	Bomb or Battle Damage Assessment
BDE	Brigade
BMD	Ballistic Missile Defense
BSA	Beach Support Area

C

C2	Command and Control
C2W	Command and Control Warfare
C2WC	Command and Control Warfare Commander
C3	Command, Control, and Communications
C3I	Command, Control, Communications, and Intelligence

C3IC	Coalition, Coordination, Communications, and Integration Center
C4	Command, Control, Communications, and Computers
C4I	Command, Control, Communications, Computers, and Intelligence
C4S	Command, Control, Communications, and Computer Systems
C-day	Unnamed day on which a deployment operation begins
C-E	Communications-Electronics
CA	Civil Affairs
CAP	Crisis Action Planning; Combat Air Patrol
CAS	Close Air Support
CAT	Crisis Action Team
CATF	Commander Amphibious Task Force
CAX	Computer-Assisted Exercise
CB	Chemical-Biological
CBS	Corps Battle Simulation
CCIR	Commander's Critical Information Requirements
CD	Counterdrug
CDR	Commander
CE	Communications-Electronics; Command Element (MAGTF)
CED	Captured Enemy Documents
CEE	Captured Enemy Equipment
CEOI	Communications-Electronics Operating Instructions
CESP	Civil Engineer Support Plan
CFL	Coordinated Fire Line; Contingency Planning Facilities List
CGFOR	Coast Guard Forces
CHAP	Chaplain
CHATH	Chemically Hardened Air Transportable Clinic
CI	Counterintelligence; Civilian Internees
CIA	Central Intelligence Agency
CIAP	Command Intelligence Architecture Plan
CID	Criminal Investigation Division
CIDC	Criminal Investigation Division Command
CISO	Counterintelligence Support Staff Officer
CJCS	Chairman of the Joint Chiefs of Staff
CJCSM	Chairman of the Joint Chiefs of Staff Memorandum
CJTF	Commander Joint Task Force
CJTMP	CJCS Joint Training Master Plan
CL	Class (of supply)
CLF	Commander Landing Forces; Combat Logistics Force
CLIPS	Communications Link Interface Planning System

CMBT	Combatant
CMD	Command
CMDT	Commandant
CMO	Civil-Military Operations
CMOC	Civil-Military Operations Center
CMST	Collection Management Support Tools
CNA	Computer Network Attack
CNO	Computer Network Operations
COA	Course of Action
COCOM	Combatant Command (Command Authority)
COE	Common Operating Environment
COG	Center of Gravity
COIN	Counterinsurgency
COINS	Community On-Line Intelligence System
COLT	Combat Observation and Lasing Team
COM	Collection Operations Management; Commander
COMARFOR	Commander of Army Forces
COMCAM	Combat Camera
COMDT	Commandant
COMINT	Communications Intelligence
COMMARFOR	Commander of Marine Forces
COMMZ	Communication Zone
COMP	Component
COMPT	Comptroller
COMPUSEC	Computer Security
COMSEC	Communications Security
COMPT/CMPT	Comptroller
CONCAP	Navy Contract Augmentation Program
CONOPS	Concept of Operations
CONPLAN	Operation Plan in Concept Format
CONUS	Continental United States
COORD	Coordination
COS	Critical Occupational Specialty; Chief of Staff
CPG	Contingency Planning Guidance
CPX	Command Post Exercise
CSAR	Combat Search and Rescue
CS	Combat Support; Call Sign; Coastal Station; Creeping Line Single-Unit; Controlled Space; Circuit Switch
CSS	Combat Service Support
CSSA	Combat Service Support Area
CSSE	Combat Service Support Element (MAGTF)
CSSTSS	Combat Service Support Training Simulation System
CT	Counter Terrorism
CTAPS	Contingency Theater Automated Planning System
CWC	Composite Warfare Commander

D

D-day	Unnamed day on which operations commence or are scheduled to commence
D3A	Decide, Detect, Deliver and Assess
DA	Direct Action
DALS	Downed Aviator Locator System
DARS	Daily Aerial Reconnaissance Syndicate
DASC	Direct Air Support Center
DC	Displaced Civilian
DCA	Defensive Counterair
DCJTF	Deputy Commander JTF
DCS	Defense Communications System
DCTN	Defense Commercial Telecommunication Network
DD	Defense Department (administrative form designator)
DDN	Defense Data Network
DE	Directed Energy; Delay Equalizer
DEA	Drug Enforcement Administration
DECEP	Deception
DEFCON	Defense Readiness Condition
DEP	Deputy
DEPMEDS	Deployable Medical Systems
DFSC	Defense Fuel Supply Center
DIA	Defense Intelligence Agency
D-IO	Defensive Information Operations
DIR	Director
DIRLAUTH	Direct Liaison Authorized
DIRMOBFOR	Director of Mobility Forces
DISA	Defense Information Systems Agency
DISN	Defense Information Systems Network
DISUM	Defense Intelligence Summary; Daily Intelligence Summary
DLA	Defense Logistics Agency
DMRT	Defense Medical Regulating Teams
DMS	Defense Message System
DNSO	Defense Network Systems Organization
DOD	Department of Defense
DODD	Department of Defense Directive
DODIIS	Department of Defense Intelligence Information System
DODI	Department of Defense Instruction
DOJ	Department of Justice
DOS	Department of State; Disk Operating System; Day of Supply

DOT	Department of Transportation
DPG	Defense Planning Guidance
DSCS	Defense Satellite Communications System
DSN	Defense Switched Network
DTRA	Defense Threat Reduction Agency
DV	Distinguished Visitor
DZ	Drop Zone

E

EA	Electronic Attack
EAP	Emergency Action Procedures
EC	Electronic Combat
ECC	Evacuation Control Center
EED	Electro-Explosive Device
EEFI	Essential Elements of Friendly Information
EEI	Essential Elements of Information
ELECTRO-OPTINT	Electro-Optical Intelligence
ELD	Emitter Locating Data
ELINT	Electronics Intelligence
EMC	Electromagnetic Compatibility
EMI	Electromagnetic Interface
EMP	Electromagnetic Pulse
EMPINT	Electromagnetic Pulse Intelligence
EMS	Electromagnetic Spectrum
ENDEX	Exercise Termination
ENGR	Engineer
ENWGS	Enhanced Naval Warfare Gaming System
EO	Electro-Optical; Eyes Only
EOD	Explosive Ordnance Disposal
EP	Electronic Protection; Execution Planning
EPW	Enemy Prisoner of War
ES	Electronic Warfare Support
EW	Electronic Warfare
EWO	Electronic Warfare Officer
EZ	Extraction Zone

F

F-hour	Effective time of announcement by the Secretary of Defense to the Military Departments of a decision to mobilize Reserve units
FA	Field Artillery; Feasibility Assessment
FAA	Federal Aviation Administration; Foreign Assistance Act
FAD	Force Activity Designator; Feasible Arrival Date
FASCAM	Family of Scatterable Mines
FEMA	Federal Emergency Management Agency
FEO	Forcible Entry Operations
FER	Final Exercise Report
FFA	Free Fire Area
FID	Foreign Internal Defense
FISINT	Foreign Instrumentation Signals Intelligence
FLTSAT	Fleet Satellite
FLTSATCOM	Fleet Satellite Communications
FM	Frequency Modulation; Field Manual
FMFM	Fleet Marine Force Manual
FMO	Frequency Management Office
FOB	Forward Operations Base
FRAG	Fragmentation Code
FSA	Fire Support Area; Forward Support Area
FSCL	Fire Support Coordination Line
FSCOORD	Fire Support Coordinator
FSE	Fire Support Element
FSN	Foreign Service National
FSSG	Force Service Support Group (Marine Air-Ground Task Force)
FTS	Federal Telecommunications System; Federal Telephone System; File Transfer Service
FTX	Field Training Exercise

G

GAT	Guidance, Apportionment, and Targeting Cell
GCE	Ground Combat Element (MAGTF)
GCI	Ground Control Intercept
GCS	Ground Control Station
GCCS	Global Command and Control System
GCSS	Global Combat Support System
GDSS	Global Decision Support System
GENSER	General Service (message)
GENTEXT	General Text

GI&S	Geospatial Information and Services
GMD	Global Missile Defense
GMF	Ground Mobile Forces
GMFSCS	Ground Mobile Forces Satellite Communications System
GP	Group
GPALS	Global Protection Against Limited Strikes
GPMRC	Global Patient Movement Requirements Center
GRREG	Graves Registration
GSM	Ground Station Module
GTN	Global Transportation Network

H

H-hour	Specific time an operation or exercise begins; seaborne assault landing hour
HA	Humanitarian Assistance
HARM	High-speed Anti-Radiation Missile
HCA	Humanitarian and Civic Assistance
HF	High Frequency
HIV	Human Immunodeficiency Virus
HLZ	Helicopter Landing Zone
HN	Host Nation
HNG	Host-Nation Government
HNS	Host-Nation Support
HOC	Humanitarian Operations Center
HOIS	Hostile Intelligence Service
HPT	High-Priority/Payoff Target(s)
HQ	Headquarters
HQ COMDT	Headquarters Commandant
HSS	Health Service Support
HTLV	Human T-Lymphotropic Virus
HUMINT	Human Intelligence
HVT	High-Value Target(s)

I

I&W	Indication and Warning
IA	Information Assurance
IAW	In Accordance With
ICAO	International Civil Aviation Organization
ICN	Interface Control Network
ICO	Interface Control Officer
ICRC	International Committee of the Red Cross

ICW	In Coordination With
IDAD	Internal Defense and Development
IDB	Integrated Data Base
IDHS	Intelligence Data Handling System
IED	Improved Explosives Devices
IES	Imagery Exploitation System
IEW	Intelligence and Electronic Warfare
IFF	Identification, Friend or Foe
IGPS	Global Positioning System
IMINT	Imagery Intelligence
INFOSEC	Information Security
INSCOM	United States Army Intelligence and Security Command
INTACS	Integrated Tactical Communications System
INTELSITSUM	Daily Intelligence Summary
INTREP	Intelligence Seaport
INTSUM	Intelligence Summary
IO	Information Operations
IOM	Installation, Operation, and Maintenance
IPB	Intelligence Preparation of the Battlespace
IPDS	Inland Petroleum Distribution System; Imagery Processing and Dissemination System
IPL	Integrated Priority List
IPW	Interrogation Prisoners of War
IR	Information Requirements
IRINT	Infrared Intelligence
ISA	Inter-Service Agreement
ISB	Intermediate Staging Base
ISSA	Inter-Service Support Agreement
ITEM	Integrated Tactical Engagement Model
ITW	Integrated Tactical Warning

J

J-1	Manpower and Personnel Directorate of a Joint Staff
J-2	Intelligence Directorate of a Joint Staff
J-3	Operations Directorate of a Joint Staff
J-4	Logistics Directorate of a Joint Staff
J-5	Plans Directorate of a Joint Staff
J-6	Command, Control, Communications, and Computer System Directorate of a Joint Staff
J/CLIPS	Joint/Communications Link Interface Planning System
J-SEAD	Joint Suppression of Enemy Air Defenses
J-STARS	Joint Surveillance Target Attack Radar System
JAAT	Joint Air Attack Team

JACC/CP	Joint Airborne Communications Center/Command Post
JAG	Judge Advocate General
JAO	Joint Area of Operations
JAOC	Joint Air Operations Center
JAPO	Joint Area Petroleum Office
JATF	Joint Amphibious Task Force
JBP	Joint Blood Program
JBPO	Joint Blood Program Office, Joint Blood Program Officer
JC2WC	Joint Command and Control Warfare Center
JCAT	Joint Crisis Action Team
JCATF	Joint Civil Affairs Task Force
JCCC	Joint Communications Control Center; Combat Camera Center
JCCMT	Joint Combat Camera Management Team
JCCP	Joint Casualty Collection Point
JCEOI	Joint Communications-Electronics Operating Instructions
JCEWS	Joint Force Commander's Electronic Warfare Staff
JCGRO	Joint Central Graves Registration Office
JCIOC	Joint Counterintelligence Operations Center
J/CIPS	Joint/Combined Interoperability Planning System
JCM	Joint Conflict Model
JCMEB	Joint Civil-Military Engineering Board
JCMEC	Joint Captured Materiel Exploitation Center
JCMOTF	Joint Civil-Military Operations Task Force
JCMT	Joint Collection Management Tools
JCN	Joint Communications Network
JCSAR	Joint Combat Search and Rescue
JCSC	Joint Communications Satellite Center
JCSE	Joint Communications Support Element
JDB	Joint Deployment Board
JDEC	Joint Document Exploitation Center
JDG	Joint Deployment Group
JDISS	Joint Deployable Intelligence Support System
JDS	Joint Deployment System
JDSS	Joint Decision Support System
JECEWSI	Joint Electronic Combat Electronic Warfare Simulation
JECG	Joint Exercise Control Group
JFACC	Joint Force Air Component Commander
JFAST	Joint Flow and Analysis System for Transportation
JFC	Joint Force Commander
JFCA	Joint Force Contingency Account
JFLCC	Joint Force Land Component Commander
JFMCC	Joint Force Maritime Component Commander
JFSOCC	Joint Force Special Operations Component Commander
JFUB	Joint Facilities Utilization Board

JIB	Joint Information Bureau
JIC	Joint Intelligence Center
JICG	Joint Information Coordination Group
JIDC	Joint Interrogation and Debriefing Operations Center
JIEO	Joint Interoperability Engineering Organization
JIF	Joint Interrogation Facility
JILE	Joint Intelligence Liaison Element (CIA)
JINTACCS	Joint Interoperability of Tactical Command and Control Systems
JIOP	Joint Interface Operational Procedures
JIPB	Joint Imagery Processing Board, Joint Intelligence Preparation of the Battlespace
JIPC	Joint Imagery Production Complex
JIPTL	Joint Integrated Prioritized Target List
JISE	Joint Intelligence Support Element
JLOTS	Joint Logistics Over-the-Shore
JLPSB	Joint Logistics Procurement Support Board
JLRC	Joint Logistics Readiness Center
JMAO	Joint Mortuary Affairs Office or Officer
JMB	Joint Munitions Board
JMC	Joint Movement Center; Joint Military Command
JMCIS	Joint Maritime Command Information System
JMET	Joint Mission Essential Task
JMETL	Joint Mission Essential Task List
JMFU	Joint Force Meteorological and Oceanographic Forecast Unit
JMMO	Joint Materiel Management Office
JMO	Joint Maritime Operations/Joint Meteorological Officer
JMO (AIR)	Joint Maritime Operations (Air)
JMPA	Joint Military Police Agency
JMPAB	Joint Material Priorities and Allocation Board
JMRO	Joint Medical Regulating Office
JOA	Joint Operations Area
JOC	Joint Operations Center
JOPES	Joint Operation Planning and Execution System
JOTS, JOTS-1, JOTS-2	Joint Operational Tactical System
JP	Joint Pub
JPB	Joint Blood Program
JPEC	Joint Planning and Execution Community
JPG	Joint Planning Group
JPMRC	Joint Patient Movement Requirements Center
JPO	Joint Petroleum Office
JPOTF	Joint Psychological Operations Task Force
JPOTG	Joint Psychological Operations Task Group
JPRC	Joint Personnel Reception Center

JRA	Joint Rear Area
JRAC	Joint Rear Area Coordinator
JRACO	Joint Rear Area Communications Officer
JRC	Joint Reconnaissance Center
JRFL	Joint Restricted Frequency List
JRC	Joint Reconnaissance Center
JRD	Joint Reporting Structure
JROC	Joint Rear Area Operations Center
JRSOI	Joint Reception, Staging, Onward Movement, and Integration
JRTOC	Joint Rear Tactical Operations Center
JS	Joint Staff
JSAR	Joint Search and Rescue
JSC	Joint Spectrum Center
JSE	Joint Support Elements
JSCP	Joint Strategic Capabilities Plan
JSIR	Joint Spectrum Interference Resolution
JSOA	Joint Special Operations Area
JSOTF	Joint Special Operations Task Force
JSRC	Joint Search and Rescue Center
JSST	Joint Space Support Team
JSTARS	Joint Surveillance, Target Attack Radar System
JTAGS	Joint Tactical Air Ground System
JTAO	Joint Tactical Air Operations
JTASC	Joint Training, Analysis and Simulations Center
JTB	Joint Transportation Board
JTCB	Joint Targeting Coordination Board
JTF	Joint Task Force
JTFEODO	Joint Task Force Explosive Ordnance Disposal Office(r)
JTF HQ	Joint Task Force Headquarters
JTIDS	Joint Tactical Information Distribution System
JTL	Joint Target List
JTLS	Joint Theater Level Simulation
JTMD	Joint Theater Missile Defense
JTTP	Joint Tactics, Techniques, and Procedures
JULLS	Joint Universal Lessons Learned System
JVB	Joint Visitors Bureau
JVIDS	Joint Visual Integrated Display System
JWFC	Joint Warfighting Center
JWICS	Joint Worldwide Intelligence Communications System

K

KIA	Killed In Action

L

L-hour	Specific hour on C-day at which a deployment operation commences or is to commence
LAN	Local Area Network
LASINT	Laser Intelligence
LDR (S)	Leader(s)
LEA	Law Enforcement Agencies
LIMDIS	Limited Distribution
LNO	Liaison Officer
LOAC	Law of Armed Conflict
LOC	Lines of Communications
LOI	Loss-of-Input / Letter of Instruction
LOTS	Logistics Over-the-Shore
LPI/D	Low Probability of Intercept / Detection
LRC	Logistics Readiness Center
LZ	Landing Zone

M

M-day	Unnamed day on which full mobilization of forces commences or is to commence
MAAG	Military Assistance Advisory Group
MACCS	Marine Air Command and Control System
MACG	Marine Air Control Group
MAG	Marine Aircraft Group
MAGTF	Marine Air-Ground Task Force
MAP	Military Assistance Program
MARFOR	Marine Corps Forces
MASINT	Measurement and Signature Intelligence
MCA	Military Civic Action; Mission Concept Approval
MC	Military Community / Multi-Channel
MCC	Movement Control Center
MCEB	Military Communications-Electronics Board
MCM	Mine Countermeasures / Military Classification Manual
MCS	Maneuver Control System
MCT	Movement Control Team(s)
MEDEVAC	Medical Evacuation
MEDINT	Medical Intelligence
METOC	Meteorological and Oceanographic
METT-T	Mission, Enemy, Terrain, Troops and Time Available
MFC	Meteorological Forecast Centers

MFO	Multinational Force and Observers
MIA	Missing in Action
MIDB	Modernized Integrated Database
MIIDS	Military Intelligence Integrated Data System
MIIDS/IDB	Military Intelligence Integrated Database System / Integrated Database
MILCON	Military Construction
MILGP	Military Group (assigned to American Embassy in host nation)
MIO	Maritime Intercept Operations
MIW	Mine Warfare
MLRS	Multiple Launch Rocket System
MMC	Materiel Management Center
MODLOC	Miscellaneous Operational Details, Local Operations
MOE	Measure of Effectiveness
MOG	Maximum (aircraft) on the Ground
MOOTW	Military Operations Other Than War
MOP	Memorandum of Policy
MOPP	Mission Oriented Protective Posture
MP	Military Police
MPF	Maritime Pre-Positioning Force
MPO	Military Police Operations
MPS	Maritime Prepositioning Ships
MRE	Meal, Ready to Eat
MSC	Military Sealift Command
MSE	Mobile Subscriber Equipment
MSEL	Master Scenario Events List
MSR	Mission Support Request; Main Supply Route
MTF	Message Text Formats; Medical Treatment Facility
MTG	Master Training Guide
MTMC	Military Traffic Management Command
MTT	Mobile Training Team
MTWS	Marine Tactical Warfare System
MWR	Morale, Welfare, and Recreation

N

NAI	Named Area of Interest
NAVAIDS	Navigational Aids
NAVFOR	Navy Forces
NATO	North Atlantic Treaty Organization
NAVATAC	Navy Antiterrorism Analysis Center
NBC	Nuclear, Biological, and Chemical

NCO	Noncommissioned Officer
NCS	National Communications System; Net Control Station
NCSC	National Computer Security Center
NCWC	Naval Coastal Warfare Commander
NDCS	National Drug Control Strategy
NEO	Noncombatant Evacuation Operation
NFA	No-Fire Area
NGFS	Naval Gunfire Support
NIMA	National Imagery and Mapping Agency
NGO	Nongovernmental Organization
NIST	National Intelligence Support Team
NLT	Not Later Than
NMD	National Missile Defense
NMIST	National Military Intelligence Support Team (DIA)
NOK	Next of Kin
NOPLAN	No Operation Plan Available or Prepared
NRO	National Reconnaissance Office
NSA	National Security Agency
NSC	National Security Council
NSFS	Naval Surface Fire Support
NSTL	No-Strike Target List
NTACS	Navy Tactical Air Control System
NTCS-A	Naval Tactical Command System - Afloat
NTDS	Naval Tactical Data System
NTS	Naval Telecommunications System
NUCINT	Nuclear Intelligence
NWP	Naval Warfare Publication
NWS	National Weather Service

O

OB	Order of Battle
OCA	Offensive Counterair
OCONUS	Outside the Continental United States
OEG	Operational Exposure Guide
OFDA	Office of Foreign Disaster Assistance
OIC	Officer In Charge
O-IO	Offensive Information Operations
OIR	Other Intelligence Requirements; Operational Intelligence Requirements
OOB	Order of Battle
OOTW	Operations Other Than War
OP	Operational (level task)
OPCON	Operational Control

OPDEC	Operational Deception
OPDS	Offshore Petroleum Discharge System
OPFOR	Opposing Forces
OPG	Operations Planning Group
OPLAN	Operation Plan
OPLAW	Operational Law
OPORD	Operation Order
OPREP	Operational Report
OPSEC	Operations Security
OPTASKLINK	Operational Tasking Data Link
OPTINT	Optical Intelligence
OSD	Office of the Secretary of Defense
OSINT	Open-Source Intelligence
OT, O/T	Observer/Trainer
OTCIXS	Tactical Command Exchange System

P

PA	Public Affairs; Probability of Arrival; Parent Relay
PAG	Public Affairs Guidance
PAO	Public Affairs Office; Public Affairs Officer
PAT	Public Affairs Team
PEO	Peace Enforcement Operations
PGM	Precision-Guided Munitions
PHIBGRU	Amphibious Group
PHIBRON	Amphibious Squadron
PHOTINT	Photographic Intelligence
PHSD	Port Security and Harbor Defense
PIR	Priority Intelligence Requirements
PIREP	Pilot Report
PKO	Peacekeeping Operations
PLL/ASL	Prescribed Load List/Authorized Stock Level
PLRS	Positioning Location Reporting System
PLS	Personnel Locator System
PM	Provost Marshal
PMO	Provost Marshal Office; Program Management Office
PMIS	Psychological Operations Management Information Subsystem
POV	Privately Owned Vehicle
POADS	Psychological Operations Automated Data System
POAS	Psychological Operations Automated System
POC	Point of Contact
POD	Port of Debarkation
POE	Port of Embarkation

POL	Petroleum, Oil, and Lubricants
POLAD	Political Advisor
POMCUS	Pre-positioning of Material Configured to Unit Sets
POTF	Psychological Operations Task Force
POTG	Psychological Operations Task Group
POW	Prisoner of War
PR	Personnel Recovery
PRC	Populace and Resources Control
PSA	Port Support Activity
PSC	Provisional Support Company
PSHD	Port Security and Harbor Defense
PSN	Packet Switching Note
PSYOP	Psychological Operations
PSYWAR	Psychological Warfare
PVO	Private Volunteer Organizations
PWR	Pre-positioned War Reserves
PWRMS	Pre-positioned War Reserve Materiel Stock
PWRS	Pre-positioned War Reserve Stocks
PZ	Pickup Zone

Q

QRE	Quick Reaction Element
QTY	Quantity

R

R&D	Research and Development
RADFO	Radiation Forecast
RADINT	Radar Intelligence
RAOC	Rear Area Operations Center
RC	River Current; Reserve Component; Receive Clock
RCA	Riot Control Agents
RDA	Requirements Development and Analysis
RCC	Rescue Coordination Center
RDD	Required Delivery Date (at destination)
RECCE	Reconnaissance
RECON	Reconnaissance
RESA	Research, Evaluation, and Systems Analysis (simulation model)
RF	Radio Frequency; Response Force
RFA	Restricted Fire Area
RFI	Request for Information; Ready For Issue

RFID	Radio Frequency Identification
RFL	Restricted Fire Line
RINT	unintentional Radiation Intelligence
RMS	Requirements Management System
ROA	Restricted Operations Area
ROE	Rules of Engagement
ROK	Republic of Korea
ROWPU	Reverse Osmosis Water Purification Unit
ROZ	Restricted Operations Zone
RP	Release Point
RPV	Remotely Piloted Vehicle
RQMT	Requirement
RSSC	Regional Space Support Center; Regional Satellite Support Cell; Regional Signals Intelligence Support Center (NSA)
RSTA	Reconnaissance, Surveillance, and Target Acquisition
RTL	Restricted Target List
RZ	Recovery Zone

S

SA	Security Assistance
SAAFR	Standard use Army Aircraft Flight Zone
SACC	Supporting Arms Coordination Center
SAFE	Selected Area for Evasion
SAGRO	Subarea Graves Registration Office
SALT	Supporting Arms Liaison Team
SAO	Security Assistance Organization
SAPO	Subarea Petroleum Office
SAR	Search and Rescue
SARTF	Search and Rescue Task Force
SAT	Satellite
SATCOM	Satellite Communications
SC	Search and Rescue (SAR) Coordinator/Single Channel
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SDI	Strategic Defense Initiative
SDIO	Strategic Defense Initiative Organization
SEAD	Suppression of Enemy Air Defenses
SECDEF	Secretary of Defense
SERE	Survival, Evasion, Resistance, Escape
SEW	Space and Electronic Warfare
SF	Special Forces
SHF	Super-High Frequency

SHFT	Shift
SI	Special Intelligence
SIF	Selective Identification Feature
SIG	Signal
SIGINT	Signals Intelligence
SIGSEC	Signal Security
SINCGARS	Single-channel and Airborne Radio System
SIR	Serious Incident Report
SITREP	Situation Report
SJA	Staff Judge Advocate
SLC	Satellite Laser Communications
SLOC	Sea Line of Communication
SME	Subject Matter Expert
SMIO	Search and Rescue (SAR) Mission Information Officer
SO	Special Operations
SOC	Special Operations Command
SOCCE	Special Operations Command and Control Element
SOCRATES	Special Operations Command, Research, Analysis, and Threat Evaluation System
SOF	Special Operations Forces
SOFA	Status of Forces Agreement
SOLE	Special Operations Liaison Element
SOP	Standing Operating Procedures
SOSE	Special Operations Staff Element
SP	Security Police
SPECAT	Special Category
SPECOPS	Special Operations
SPOD	Seaport of Debarkation
SPOE	Seaport of Embarkation
SPRINTCOM	Special Intelligence Communication Handling System
SPT	Support
SR	Special Reconnaissance
SRC	Standard Requirements Code; Survival Recovery Center
SRCC	Service Rescue Coordination Center
SSO	Special Security Office(r)
SST	Space Support Team
STW	Strike Warfare
SURG	Surgeon
SVC	Service(s)
SVS	Secure Voice System
SWO	Staff Weather Officer
SYS	System
SYSCON	Systems Control

T

T&AO	Training and Assessment Outlines
TACAIR	Tactical Air
TACC	Tactical Air Command Center (USMC); Tactical Air Control Center (USN); Tanker/Airlift Control Center (USAF)
TACINTEL	Tactical Intelligence
TACON	Tactical Control
TACOPDAT	Tactical Operations Data
TACP	Tactical Air Control Party
TACS	Tactical Air Control System; Theater Air Control System
TACS/AAGS	Theater Air Control System/Army Air-Ground System
TACSAT	Tactical Satellite
TACSIM	Tactical Simulation
TACWAR	Tactical Warfare (simulation model)
TAD	Temporary Additional Duty (non-unit related personnel)
TADC	Tactical Air Direction Center
TADIL	Tactical Digital Information Link
TADS	Tactical Air Defense System
TAGS	Theater Air-Ground System
TAI	Target Area of Interest
TALO	Theater Airlift Liaison Officer
TAOC	Tactical Air Operations Center (USMC)
TAOR	Tactical Area of Responsibility
TARPS	Tactical Air Reconnaissance Pod System
TASIP	Tailored Analytic Intelligence Support to Individual Electronic Warfare and Command and Control Warfare Projects
TAT	Technical Assistance Team
TBD	To Be Determined
TBM	Tactical Ballistic Missile
TBMCS	Theater Battle Management Core System
TBP	To Be Published
TCC	Telecommunication Center
TCF	Technical Control Facilities/Tactical Combat Force
TCN	Third Country National
TDC	Track Data Coordinator
TDY	Temporary Duty
TECH	Technical
TECHCON	Technical Control
TECHDOC	Technical Documentation
TECHINT	Technical Intelligence
TELINT	Telemetry Intelligence
TELNET	Telecommunications Network

TENCAP	Tactical Exploitation of National Capabilities Program
TF	Task Force
TFCICA	Task Force Counterintelligence Coordinating Authority
TLAM	Tomahawk Land-Attack Missile
TLCF	Teleconference (WIN)
TM	Team Member; Tactical Missile; Technical Manual
TMD	Theater Missile Defense
TMIS	Theater Medical Information System
TNAPS	Tactical Network Analysis and Planning System
TNAPS+	Tactical Network Analysis and Planning System Plus
TNG	Training
TO	Task Outline
TOE	Table of Organization and Equipment
TOPINT	Technical Operational Intelligence
TPFDD	Time-Phased Force and Deployment Data
TPFDL	Time-Phased Force and Deployment List
TPMRC	Theater Patient Movement Requirement Center
TR	Tactical Reconnaissance
TROPO	Tropospheric Scatter; Troposphere
TSN	Track Supervision Network
TTP	Tactics, Techniques, and Procedures
TW/AA	Tactical Warning and Attack Assessment
TWDS	Tactical Water Distribution System

U

UAV	Unmanned Aerial Vehicle
UCCATS	Urban Combat Computer Assisted Training System
UCMJ	Uniform Code of Military Justice
UCP	Unified Command Plan
UHF	Ultra High Frequency
UJT	Universal Joint Task
UJTL	Universal Joint Task List
UK	United Kingdom
ULN	Unit Line Number
UN	United Nations
UNAAF	United Action Armed Forces
UNHCR	United Nations High Commission for Refugees
US	United States
USA	United States Army; United States of America
USACIDC	United States Army Criminal Investigations Command
USACOM	United States Atlantic Command
USAF	United States Air Force
USAID	United States Agency for International Development

USCENTCOM	United States Central Command
USCG	United States Coast Guard
USEUCOM	United States European Command
USFJ	United States Forces Japan
USFK	United States Forces Korea
USFORAZORES	United States Forces Azores
USG	United States Government
USIA	United States Information Agency
USJFCOM	United States Joint Forces Command
USMC	United States Marine Corps
USMILGP	United States Military Group
USMTM	United States Military Training Mission
USN	United States Navy
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSS	United States Signals Intelligence (SIGINT) System
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UW	Unconventional Warfare
UXO	Unexploded Ordnance

V

VF	Voice Frequency
VGT	View Graph Transparencies
VHF	Very High Frequency
VI	Visual Information
VI/COMCAM	Visual Information/Combat Camera
VIP	Very Important Person; Visual Information Processor
VTC	Video Teleconferencing

W

WAN	Wide-Area Network
WIA	Wounded in Action
WCS	Weapons Control Status
WHNS	Wartime Host-Nation Support
WIN	Worldwide Military Command and Control System (WWMCCS) Intercomputer Network
WPS	World Port System
WRM	War Reserve Materiel
WTCA	Water Terminal Clearance Authority
WX	Weather

XYZ

YR	Year
Z	Zulu
ZULU	Time Zone Indicator for Universal Time

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