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JOINT TASK FORCE HEADQUARTERS MASTER TRAINING GUIDE

JOINT STAFF
WASHINGTON, D.C. 20318-0400

CHAIRMAN OF THE JOINT CHIEFS OF STAFF
MANUAL

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JOINT TASK FORCE HEADQUARTERS MASTER TRAINING GUIDE

Reference(s): a. CJCSI 3500.01 Series, "Joint Training Policy of the Armed Forces of the United States."
b. CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of the United States."
c. CJCSM 3500.04 Series, "Universal Joint Task List."

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

2. Cancellation. None.

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

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

5. Additional Copies of Manuals. Joint Staff directorates may obtain a limited number of copies of this instruction from Records Management and Automation Support Branch, Room 2B917. The Services, CINCs, Defense agencies, and all other holders are authorized to reproduce, print, and stock additional copies to meet their internal distribution requirements.

6. Effective Date. This manual is effective upon receipt.

For the Chairman, Joint Chief of Staff

Enclosure(s):
See Table of Contents

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LIST OF EFFECTIVE PAGES

The following is a list of effective pages for CJCSM 3500.05. Use this list to verify the currency and completeness of the document. An "O" indicates a page in the original document.

PAGE	CHANGE	PAGE	CHANGE
i thru xii	O	5-I-D-1 thru 5-I-D-28	O
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5-I-B-1 thru 5-I-B-18	O	6-1 thru 6-10	O
5-I-C-1 thru 5-I-C-40	O	GL-1 thru GL-26	O

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RECORD OF CHANGES

Change No.	Date of Change	Date Entered	Name of Person Entering Change

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PREFACE

1. In December 1993, the US Commander-in-Chief, Atlantic Command (USCINCACOM) proposed to the Joint Staff that a Joint Task Force (JTF) training document be developed to link the Universal Joint Task List to joint doctrine/joint tactics, techniques and procedures (JTTP) (see Figure I-1). The Chairman of the Joint Chiefs of Staff provided funding for this project through the CINC Initiative Fund (CIF) and designated USACOM as the lead agent for its development. The intent is that this publication - named the Joint Task Force Headquarters Master Training Guide (JTF HQ MTG) - will be the first of a series of joint training documents that support the training and operations of all Joint Task Forces. 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 joint tactics, techniques and procedures. However, where joint doctrine is undeveloped, suggestions have been offered as to how this particular task could be accomplished.

4. Since this is the first of a series of Master Training Guides, the authors recognize that some improvement to this concept can be made to make it even more "user friendly." With this in mind, future versions of the MTG could include the following:

IDEAS	*VERSION 4.0 PROPOSALS*
a. "Reduce the size of the Guide."	An attempt will be made to **reduce the verbage** as much as possible without making the MTG overly simplistic. Joint operations are complex and the current version reflects the authors' attempts to balance completeness with brevity. However, it is believed that reduction can be made without violating the intent of the document.
b. "Provide more graphic representations."	The next version will include **more charts and diagrams** to make the "processes" more easily understood. An example of what can be done is provided in TASK 202-00-J5 starting on Page 5-II-6.
c. "Provide some examples of the products that are described."	See Task 202-02-J5/ STAFF Page 5-II-7 as demonstration of what could be included as **examples of products** to further clarity. Caution must be exercised here, though, - so as not to generate even *more* pages.

5. The proponents for this publication are the Joint Staff (J7) and the Joint Warfighting Center (JWFC). The lead agent is the JTF Training Division (J72), Joint Training Directorate (J7), US Atlantic Command. Comments on this publication should be addressed to Headquarters USACOM; Joint Training, Analysis, and Simulation Center (JTASC); ATTN: J724D (LTC Woody Aurentz), 116 Lakeview Parkway, Suite 100, Suffolk, Virginia 23435-2697; Telephone DSN 564-9100-7318/7333; Commercial (804) 686-7318/7333; fax (804) 686-7505. E-mail address through the Internet is **aurentz@jtasc.acom.mil.**

JOINT TASK FORCE

HEADQUARTERS

MASTER TRAINING GUIDE

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CHAPTER 1

INTRODUCTION & OVERVIEW

1-1. Purpose. This Joint Task Force Headquarters Master Training Guide (JTF HQ MTG) is primarily a training document designed to assist probable or designated JTF commanders and staffs in training and assessing the performance of individual and collective command and staff tasks during crisis situations. The JTF HQ MTG serves in:

a. **Planning** for JTF HQ Training/Operations

b. **Conducting** JTF HQ Training/Operations

c. **Assessing** JTF HQ performance in Training/Operations

1-2. Structure.

a. This document is designed to be part of a series of publications that provide joint tasks, conditions and standards for the training of joint organizations. These publications will be specific to the following units:

(1) Commander-in-Chief, Unified (Theater) Command Headquarters (CINC HQ)

(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. An illustration of the relationship between the JTF HQ MTG and other MTGs is depicted in Figure 1-1.

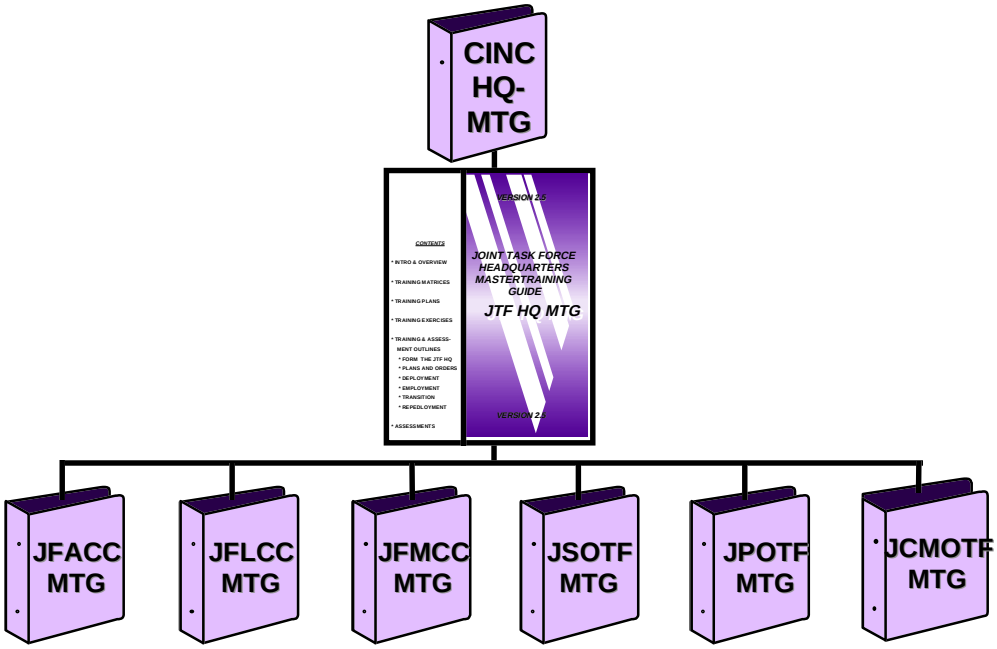


FIGURE 1-1
MTG HIERARCHY

c. 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.

1-3. Contents.

a. The JTF HQ MTG is organized into six chapters. They are:

(1) Chapter 1 - **Introduction & Overview**. This chapter is a general explanation of the JTF HQ MTG's purpose, function, organization and structure.

(2) Chapter 2 - **Task Matrices**. This chapter shows the relationship between the Universal Joint Task List (UJTL) and the command and staff tasks in the MTG. It also provides matrices to show relationships between JTF missions, and the tasks that both the JTF HQ and the JTF units perform to accomplish those missions or tasks, and either what command or staff element is responsible for those missions or tasks or what unit can perform them.

(3) Chapter 3 - **Training Plans**. This chapter provides guidance for the development of training plans to improve JTF HQ training.

(4) Chapter 4 - **Training Exercises**. This chapter consists of information on certain types of joint training exercises and how the JTF HQ MTG can serve in the development of these exercises.

(5) Chapter 5 - **Training & Assessment Outlines**. This chapter first shows the operational level Universal Joint Tasks (UJT), and which MTG tasks relate to them from a command and staff perspective. Where the UJT are specifically component unit tasks, the requirement to develop a unit task description is identified by a “To Be Published (TBP)” entry. The chapter then contains the tasks and task steps for the JTF command and staff elements . These tasks are organized in sections that correspond to the "life-cycle" of a JTF (see Figure 1-3). Chapter 5 also includes JTF boards, centers, etc.

(6) Chapter 6 - **Assessments**. This chapter provides information concerning the assessment of joint training and an example of a methodology for conducting that assessment.

b. The structure of the chapters closely follows the Joint Training Cycle, as defined in the Joint Training Manual (CJCSM 3500.03) . The relationship of the JTF HQ MTG to the Joint Training Cycle is depicted in Figure 1-2 below.

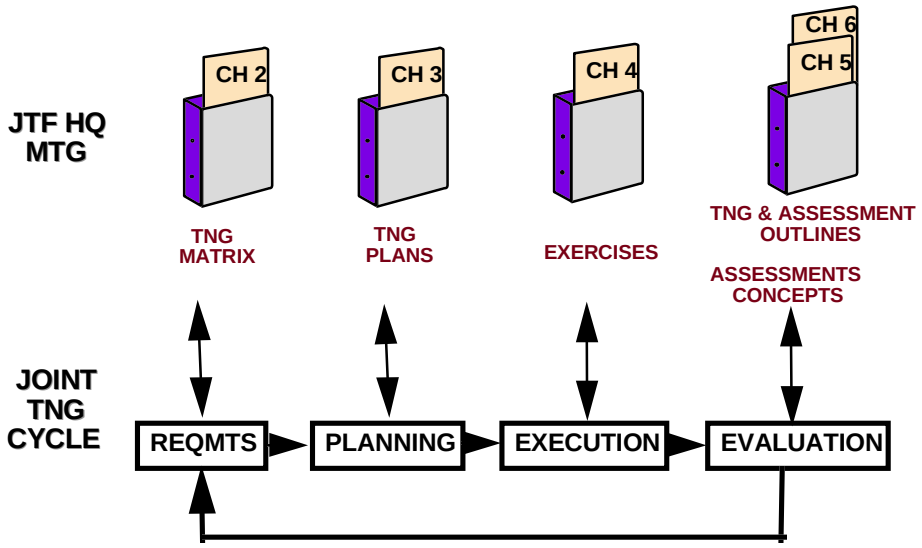
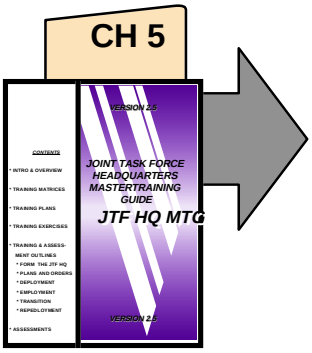


FIGURE 1-2
RELATIONSHIP OF JTF HQ MTG TO THE JOINT TRAINING CYCLE

1-4. Development.

a. The JTF HQ MTG uses the Universal Joint Task List (UJTL) as the basic hierarchy of tasks to be accomplished. However, as stated above, the JTF HQ MTG organizes these tasks somewhat differently than the UJTL. It describes them in groups consistent with the normal sequential nature of a JTF's "life-cycle" (Figure 1-3).

CHAPTER 5 ORGANIZATION - THE JTF "LIFE CYCLE"



- **Form JTF HQ**
- **Plans & Orders**
- **Preparation and Deployment**
- **Employment**
- **Transition**
- **Preparation and Redeployment**

FIGURE 1-3
ARRANGEMENT OF JTF HQ MTG TASKS

b. Additionally, the UJTL does not specify the means for completing or who should complete the task, nor does it distinguish between **unit tasks** (components) and **JTF Commander/staff tasks** (JTF HQ). An example of how the JTF HQ MTG establishes a heirarchy of MTG tasks and MTG task steps (derived from the UJTL) is illustrated in Figure 1-4. This example shows those tasks that should be performed by:

(1) JTF Components (unit tasks): "Support Command and Control Warfare (C2W)."

(2) JTF Hq (staff tasks):

"Form C2W Staff" - Performed during the "Form the JTF HQ" phase of the JTF "life-cycle."

"Plan C2W" - Performed during the "Crisis Action Planning" phase.

"Control C2W" - Performed during the "Execution" phase.

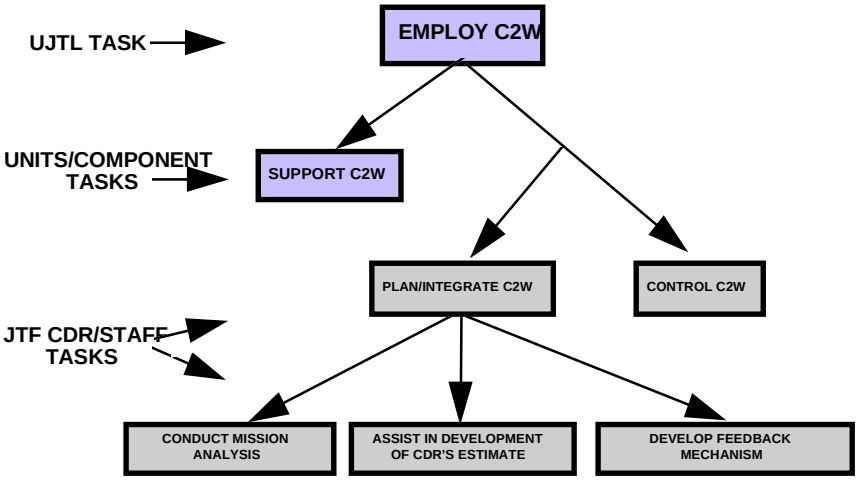


FIGURE 1-4
JTF HQ MTG TASKS DERIVED FROM THE UJTL

1-5. Joint Task Force Organization.

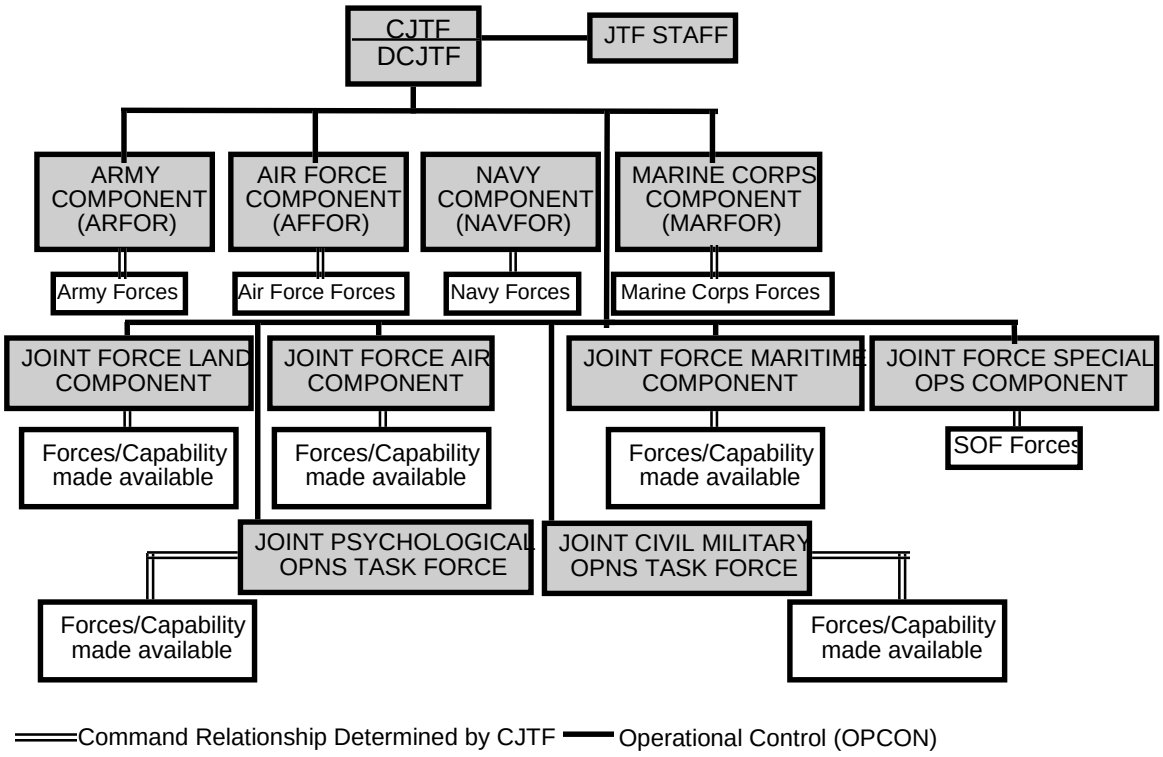
a. JTF Component Structure. In accordance with Joint Pub 0-2, United Action Armed Forces (UNAAF), the Commander of a Joint Task Force (CJTF) has a variety of organizational options for command and control of the JTF. The CJTF can conduct operations through:

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

(2) Functional Components.
- Joint Force Air Component Commander (JFACC)
- Joint Force Land Component Commander (JFLCC)
- Joint Force Maritime Component Commander (JFMCC)
- Joint Force Special Operations Component Commander (JFSOCC); commonly referred to as the Joint Special Operations Task Force (JSOTF)
- Joint Civil-Military Operations Task Force (JCMOTF)
- Joint Psychological Operations Task Force (JPOTF)

(3) Combination. Most often, JTFs are organized with a combination of Service and functional components with operational responsibilities.

b. For the purposes of this publication, the JTF is organized with a combination of components as depicted in Figure 1-5 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 1-5
POSSIBLE COMPONENTS IN A JTF

c. JTF Headquarters.

(1) The CJTF may organize the JTF HQ staff as he determines necessary to carry out his duties and responsibilities. The CINC who establishes the JTF should make provision to furnish the necessary personnel, facilities, and/or equipment. In accordance with Joint Pub 5-00.2, "Joint Task Force Planning Guidance and Procedures," the JTF headquarters force module will contain the following elements at the minimum:

- Command and Staff
- Augmentation Detachments
- Communications Support
- HQ Support and Sustainment
- Security Support

(2) For the purposes of this publication, the Command and Staff, Augmentation Detachments, and the Headquarters Support & Sustainment will be addressed. Figure 1-6 depicts those elements.

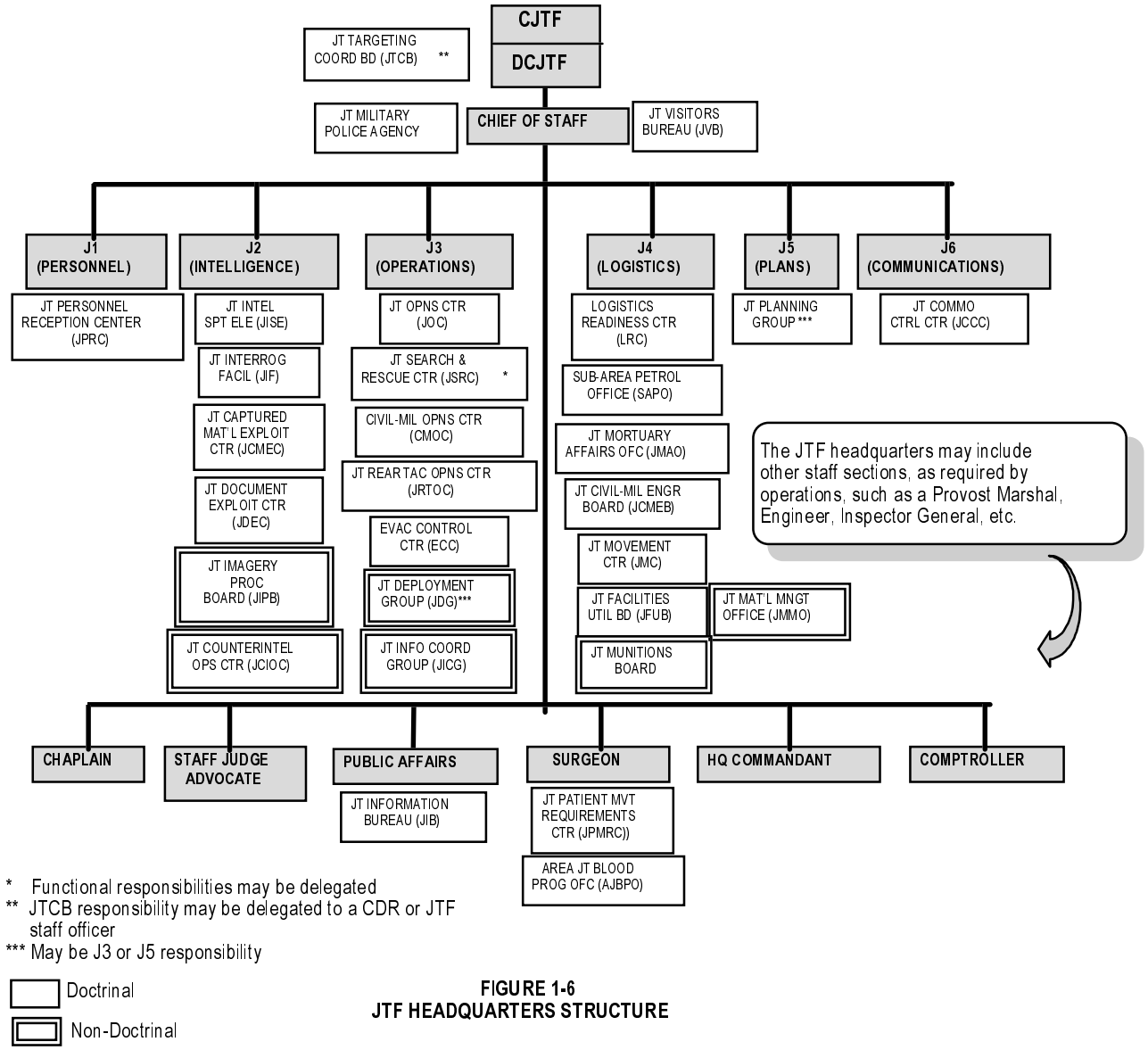


FIGURE 1-6
JTF HEADQUARTERS STRUCTURE

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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. In several cases, there is no MTG task that coincides with or supports a Universal Joint Task. These are noted with a "To Be Published" (TBP) entry in the table.

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

A short example follows:

- UNIVERSAL JOINT TASK MATRIX - Operational Level Tasks

Table 2-1 (Example)

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)	**206A-E -00**-COS (DEVELOP COURSES OF ACTION & PREPARE STAFF ESTIMATES) **206A-00**-J1 (PREPARE PERSONNEL ESTIMATE) **206B-00**-J2 (PREPARE INTELLIGENCE ESTIMATE) **206C-00**-J3 (PREPARE OPERATIONS ESTIMATE) **206D-00**-J4 (PREPARE LOGISTICS ESTIMATE) **206E-00**-J6 (PREPARE COMMAND, CONTROL , COMMUNICATIONS, & COMPUTER (C4) ESTIMATE)	**404-03**-J3 (CONTROL LAND OPS - Prepare plans & orders related to land ops) **405-03**-J3 (CONTROL AIR OPS -Prepare plans & orders related to air ops) **406-03**-J3 (CONTROL MARITIME OPS - Prepare plans & orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS -Prepare plans & orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS -Prepare plans & orders related to space support ops)	TBP

b. Table 2-2 delineates the critical JTF Headquarters Tasks to 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." A short example of this table follows:

- **Critical JTF Headquarters Tasks to JTF Command and Staff Elements.**
  NOTE: The tasks listed in this table are further developed in Chapter 5.

Table 2-2 (Example)

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	Etc
100-00-CJTF ESTABLISH JTF COMMAND GROUP	ST.4.4.4	5-I-2	**X**	X	X				
101-00-J1 ESTABLISH J1 (PERSONNEL) SECTION	ST.4.4.4	5-I-4			X	**X**			
102-00-J2 ESTABLISH J2 (INTELLIGENCE) SECTION	ST.4.4.4	5-I-6			X		**X**		
Etc.	Etc.								

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 to specific staff tasks in the Mission Training Guide.

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 5 of this MTG serve both as simple checklists and as descriptors of task completeness.

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

This table shows the current and future relationship between the Universal Joint Task List, 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 should be used in conjunction with Section 00 of Chapter 5 (Universal Joint Tasks) to relate task numbers to task names. In a future revision, task names will be included in this table.

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. Where the table shows component unit tasks to be developed, the intent is to develop additional sections of the MTG for specific unit tasks.

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.

The tables begin on the next page.

TABLE 2-1
UNIVERSAL JOINT TASK MATRIX

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 1 -- CONDUCT OPERATIONAL MOVEMENT AND MANEUVER			
OP 1.1 (CONDUCT OPERATIONAL MOVEMENT)	**209-02**-J5/J3 (PLAN LAND OPS - Movement) **210-02**-J5/J3 (PLAN AIR OPS - Movement) **211-02**-J5/J3 (PLAN MARITIME OPS - Movement) **212-02**-J5/J3 (PLAN SPECIAL OPS - Movement) **213-02**-J5/J3 (PLAN SPACE OPS - Movement) **234-00**-J3/J5 (PLAN/INTEGRATE PEACE OPS) **301-00**-J3/J5 (PREPARE FOR DEPLOYMENT)	**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) **408-00**-J3 (CONTROL SPACE OPS) **429-00**-J3 (CONTROL PEACE OPS)	TBP
OP 1.1.1 (Formulate request for strategic deployment to theater of operations/JOA)	**129-00**-COS (ESTABLISH THE JOINT DEPLOYMENT GROUP (JDG)) **209-02**-J5/J3 (PLAN LAND OPS - Movement) **210-02**-J5/J3 (PLAN AIR OPS - Movement) **211-02**-J5/J3 (PLAN MARITIME OPS - Movement) **212-02**-J5/J3 (PLAN SPECIAL OPS - Movement) **213-02**-J5/J3 (PLAN SPACE OPS - Movement)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP
OP 1.1.2 (Conduct intra theater deployment of forces within theater of operations/JOA)	**137-00**-J4 (ESTABLISH THE JOINT MOVEMENT CENTER) **301-00**-J5/J3 (PREPARE FOR DEPLOYMENT) **601-00**-J5/J3 (PREPARE FOR REDEPLOYMENT)	**137-00**-J4 (OPERATE THE JOINT MOVEMENT CENTER (JMC)) **302-00**-J3/J5 (CONTROL DEPLOYMENT) **404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops) **602-00**-J3/J5 (CONTROL THE REDEPLOYMENT)	TBP
OP 1.2 (CONDUCT OPERATIONAL	**209-03**-J5/J3 (PLAN LAND OPS - Maneuver)	**404-00**-J3 (CONTROL LAND OPS)	

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
MANEUVER)	**210-03**-J5/J3 (PLAN AIR OPS - Maneuver) **211-03**-J5/J3 (PLAN MARITIME OPS - Maneuver) **212-03**-J5/J3 (PLAN SPECIAL OPS - Maneuver) **213-03**-J5/J3 (PLAN SPACE OPS - Maneuver) **234-00**-J3/J5 (PLAN/INTEGRATE PEACE 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) **429-00**-J3 (CONTROL PEACE OPS)	TBP
OP 1.2.1 (Transition joint forces to and from tactical battle formations)	**209-03**-J5/J3 (PLAN LAND OPS - Maneuver) **210-03**-J5/J3 (PLAN AIR OPS - Maneuver) **211-03**-J5/J3 (PLAN MARITIME OPS - Maneuver) **212-03**-J5/J3 (PLAN SPECIAL OPS - Maneuver) **213-03**-J5/J3 (PLAN SPACE OPS - Maneuver)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP
OP 1.2.2 (Posture joint forces for operational formations)	**209-03**-J5/J3 (PLAN LAND OPS - Maneuver) **210-03**-J5/J3 (PLAN AIR OPS - Maneuver) **211-03**-J5/J3 (PLAN MARITIME OPS - Maneuver) **212-03**-J5/J3 (PLAN SPECIAL OPS - Maneuver) **213-03**-J5/J3 (PLAN SPACE OPS - Maneuver)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP
OP 1.2.3 (Concentrate forces in theater of operations/JOA	**209-03**-J5/J3 (PLAN LAND OPS - Maneuver) **210-03**-J5/J3 (PLAN AIR OPS - Maneuver) **211-03**-J5/J3 (PLAN MARITIME OPS - Maneuver) **212-03**-J5/J3 (PLAN SPECIAL OPS - Maneuver) **213-03**-J5/J3 (PLAN SPACE OPS - Maneuver)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP
OP 1.2.4 (Conduct operations in depth)	**209-03**-J5/J3 (PLAN LAND OPS - Maneuver)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate	

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
	210-03-J5/J3 (PLAN AIR OPS - Maneuver) **211-03**-J5/J3 (PLAN MARITIME OPS - Maneuver) **212-03**-J5/J3 (PLAN SPECIAL OPS - Maneuver) **213-03**-J5/J3 (PLAN SPACE OPS - Maneuver)	operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP
OP 1.2.4.1 (Plan and execute show of force)	**209-03**-J5/J3 (PLAN LAND OPS - Maneuver) **210-03**-J5/J3 (PLAN AIR OPS - Maneuver) **211-03**-J5/J3 (PLAN MARITIME OPS - Maneuver) **212-03**-J5/J3 (PLAN SPECIAL OPS - Maneuver) **213-03**-J5/J3 (PLAN SPACE OPS - Maneuver)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP
OP 1.2.4.2 (Plan and execute demonstration)	**209-03**-J5/J3 (PLAN LAND OPS - Maneuver) **210-03**-J5/J3 (PLAN AIR OPS - Maneuver) **211-03**-J5/J3 (PLAN MARITIME OPS - Maneuver) **212-03**-J5/J3 (PLAN SPECIAL OPS - Maneuver) **213-03**-J5/J3 (PLAN SPACE OPS - Maneuver)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 1.2.4.3 (Conduct forcible entry)	**217-00**-J5/J3 (PLAN FORCIBLE ENTRY OPERATIONS)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops) **412-00**-J3 (CONTROL FORCIBLE ENTRY)	TBP
OP 1.2.4.4 (Seize, hold, and expand lodgment)	**209-03**-J5/J3 (PLAN LAND OPS - Maneuver) **210-03**-J5/J3 (PLAN AIR OPS - Maneuver) **211-03**-J5/J3 (PLAN MARITIME OPS - Maneuver) **212-03**-J5/J3 (PLAN SPECIAL OPS - Maneuver) **213-03**-J5/J3 (PLAN SPACE OPS - Maneuver) **217-00**-J5/J3 (PLAN FORCIBLE ENTRY OPERATIONS)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops) **412-00**-J3 (CONTROL FORCIBLE ENTRY)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 1.3 (PROVIDE OPERATIONAL MOBILITY)	**137-00**-J4 (ESTABLISH THE JOINT MOVEMENT CENTER (JMC)) **209-04**-J5/J3 (PLAN LAND OPS - Mobility) **210-04**-J5/J3 (PLAN AIR OPS - Mobility) **211-04**-J5/J3 (PLAN MARITIME OPS - Mobility) **212-04**-J5/J3 (PLAN SPECIAL OPS - Mobility) **213-04**-J5/J3 (PLAN SPACE OPS - Mobility) **234-00**-J3/J5 (PLAN PEACE OPS)	**137-00**-J4 (ESTABLISH THE JOINT MOVEMENT CENTER (JMC)) **404-00**-J3 (CONTROL LAND OPS) **404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-00**-J3 (CONTROL AIR OPS) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-00**-J3 (CONTROL MARITIME OPS) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-00**-J3 (CONTROL SPECIAL OPS) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-00**-J3 (CONTROL SPACE OPS) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops) **429-00**-J3 (CONTROL PEACE OPS)	TBP
OP 1.3.1 (Overcome operationally significant barriers, obstacles, and mines)	**209-04**-J5/J3 (PLAN LAND OPS - Mobility) **210-04**-J5/J3 (PLAN AIR OPS - Mobility) **211-04**-J5/J3 (PLAN MARITIME OPS - Mobility) **212-04**-J5/J3 (PLAN SPECIAL OPS - Mobility) **213-04**-J5/J3 (PLAN SPACE OPS - Mobility) **238-00**-J3/J5 (PLAN EXPLOSIVE ORDNANCE DISPOSAL (EOD) OPS)	**433-00**-J3 (CONTROL EXPLOSIVE ORDNANCE DISPOSAL (EOD) OPS)	TBP
OP 1.3.2 (Enhance movement of operational forces)	TBP	---	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 1.4 (PROVIDE OPERATIONAL COUNTERMOBILITY)	**209-05**-J5/J3 (PLAN LAND OPS - Countermobility) **210-05**-J5/J3 (PLAN AIR OPS - Countermobility) **211-05**-J5/J3 (PLAN MARITIME OPS - Countermobility) **212-05**-J5/J3 (PLAN SPECIAL OPS - Countermobility) **213-05**-J5/J3 (PLAN SPACE OPS - Countermobility) **234-00**-J3/J5 (PLAN PEACE OPS)	**404-00**-J3 (CONTROL LAND OPS) **404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-00**-J3 (CONTROL AIR OPS) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-00**-J3 (CONTROL MARITIME OPS) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-00**-J3 (CONTROL SPECIAL OPS) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-00**-J3 (CONTROL SPACE OPS) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops) **429-00**-J3 (CONTROL PEACE OPS)	TBP
OP 1.4.1 (Employ operational system of obstacles)	**209-05**-J5/J3 (PLAN LAND OPS - Countermobility) **210-05**-J5/J3 (PLAN AIR OPS - Countermobility) **211-05**-J5/J3 (PLAN MARITIME OPS - Countermobility) **212-05**-J5/J3 (PLAN SPECIAL OPS - Countermobility) **213-05**-J5/J3 (PLAN SPACE OPS - Countermobility)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Directs & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS-Direct & coordinate space ops **433-00**-J3 (CONTROL EXPLOSIVE ORDNANCE DISPOSAL (EOD) OPS))	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 1.4.2 (Plan and execute quarantine/embargo)	**209-05**-J5/J3 (PLAN LAND OPS - Countermobility) **210-05**-J5/J3 (PLAN AIR OPS - Countermobility) **211-05**-J5/J3 (PLAN MARITIME OPS - Countermobility) **212-05**-J5/J3 (PLAN SPECIAL OPS - Countermobility) **213-05**-J5/J3 (PLAN SPACE OPS - Countermobility)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP
OP 1.4.3 (Plan and execute blockade)	**209-05**-J5/J3 (PLAN LAND OPS - Countermobility) **210-05**-J5/J3 (PLAN AIR OPS - Countermobility) **211-05**-J5/J3 (PLAN MARITIME OPS - Countermobility) **212-05**-J5/J3 (PLAN SPECIAL OPS - Countermobility) **213-05**-J5/J3 (PLAN SPACE OPS - Countermobility)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Directs & coordinates space ops)	TBP
OP 1.5 (CONTROL OR DOMINATE OPERATIONALLY SIGNIFICANT AREA)	**209-06**-J5/J3 (PLAN LAND OPS - Control significant areas) **210-06**-J5/J3 (PLAN AIR OPS - Control significant areas) **211-06**-J5/J3 (PLAN MARITIME OPS - Control significant areas) **212-06**-J5/J3 (PLAN SPECIAL OPS - Control significant areas) **213-06**-J5/J3 (PLAN SPACE OPS - Control significant areas) **234-00**-J3/J5 (PLAN PEACE OPS)	**404-00**-J3 (CONTROL LAND OPS) **404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-00**-J3 (CONTROL AIR OPS) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-00**-J3 (CONTROL MARITIME OPS) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-00**-J3 (CONTROL SPECIAL OPS) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-00**-J3 (CONTROL SPACE OPS) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops) **429-00**-J3 (CONTROL PEACE OPS)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 1.5.1 (Control operationally significant land area)	**209-06**-J5/J3 (PLAN LAND OPS - Control significant areas) **210-06**-J5/J3 (PLAN AIR OPS - Control significant areas) **211-06**-J5/J3 (PLAN MARITIME OPS - Control significant areas) **212-06**-J5/J3 (PLAN SPECIAL OPS - Control significant areas) **213-06**-J5/J3 (PLAN SPACE OPS - Control significant areas)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP
OP 1.5.2 (Gain and maintain maritime superiority in theater of operations/JOA)	**209-06**-J5/J3 (PLAN LAND OPS - Control significant areas) **210-06**-J5/J3 (PLAN AIR OPS - Control significant areas) **211-06**-J5/J3 (PLAN MARITIME OPS - Control significant areas) **212-06**-J5/J3 (PLAN SPECIAL OPS - Control significant areas) **213-06**-J5/J3 (PLAN SPACE OPS - Control significant areas)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP
OP 1.5.3 (Gain and maintain air superiority in theater of operations/JOA)	**209-06**-J5/J3 (PLAN LAND OPS - Control significant areas) **210-06**-J5/J3 (PLAN AIR OPS - Control significant areas) **211-06**-J5/J3 (PLAN MARITIME OPS - Control significant areas) **212-06**-J5/J3 (PLAN SPECIAL OPS - Control significant areas) **213-06**-J5/J3 (PLAN SPACE OPS - Control significant areas)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 1.5.4 (Isolate theater of operations/JOA)	**209-06**-J5/J3 (PLAN LAND OPS - Control significant areas) **210-06**-J5/J3 (PLAN AIR OPS - Control significant areas) **211-06**-J5/J3 (PLAN MARITIME OPS - Control significant areas) **212-06**-J5/J3 (PLAN SPECIAL OPS - Control significant areas) **213-06**-J5/J3 (PLAN SPACE OPS - Control significant areas)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP
OP 1.5.5 (Assist host nation in populace and resource control)	**126-00**-J3 (ESTABLISH A CIVIL-MILITARY OPERATIONS CENTER) **209-06**-J5/J3 (PLAN LAND OPS - Control significant areas) **210-06**-J5/J3 (PLAN AIR OPS - Control significant areas) **211-06**-J5/J3 (PLAN MARITIME OPS - Control significant areas) **212-06**-J5/J3 (PLAN SPECIAL OPS - Control significant areas) **213-06**-J5/J3 (PLAN SPACE OPS - Control significant areas)	**126-00**-J3 (OPERATE A CIVIL-MILITARY OPERATIONS CENTER) **404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops)	TBP
OP 2 -- DEVELOP OPERATIONAL INTELLIGENCE			
OP 2.1 (IDENTIFY AND PRIORITIZE OPERATIONAL INTELLIGENCE REQUIREMENTS)	**120-00**-J2 (ESTABLISH JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)) **121-00**-J2 (ESTABLISH JOINT INTERROGATION FACILITIES (JIF)) **208-01**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE-Identify and prioritize operational intelligence requirements) **209-00**-J3/J5 (PLAN LAND OPS) **210-00**-J3/J5 (PLAN AIR OPS) **211-00**-J3/J5 (PLAN MARITIME OPS) **212-00**-J3/J5 (PLAN SPECIAL OPS) **213-00**-J3/J5 (PLAN SPACE SUPPORT OPS)	**403-00**-J2 (CONTROL INTELLIGENCE OPS) **403-03**-J2/JISE (CONTROL INTELLIGENCE OPS- Prepare plans & orders related to intelligence operations) **408-00**-J3 (CONTROL SPACE OPS)	---

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 2.1.1 (Establish commander's critical information requirements)	**208-02**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Establish commander's critical information requirements)	**403-03**-J2/JISE (CONTROL INTELLIGENCE OPS- Prepare plans & orders related to intelligence operations)	---
OP 2.1.2 (Prepare and issue EEI)	**208-03**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Prepare and issue EEI)	**403-03**-J2/JISE (CONTROL INTELLIGENCE OPS- Prepare plans & orders related to intelligence operations)	---
OP 2.1.3 (Develop Intelligence collection plans)	**208-04**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Develop Intelligence collection plans)	**403-03**-J2/JISE (CONTROL INTELLIGENCE OPS- Prepare plans & orders related to intelligence operations)	---
OP 2.1.4 (Issue request for collection and production)	**208-05**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Issue request for collection and production)	**403-03**-J2/JISE (CONTROL INTELLIGENCE OPS- Prepare plans & orders related to intelligence operations)	---
OP 2.1.5 (Integrate operational counterintelligence requirements)	**208-06**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Integrate operational counterintelligence requirements)	**403-03**-J2/JISE (CONTROL INTELLIGENCE OPS- Prepare plans & orders related to intelligence operations)	---
OP 2.2 (COLLECT OPERATIONAL INFORMATION)	**120-00**-J2 (ESTABLISH THE JOINT INTELLIGENCE CENTER) **121-00**-J2 (ESTABLISH THE JOINT INTERROGATION FACILITY) **122-00**-J2 (ESTABLISH THE JOINT CAPTURED MATERIEL EXPLOITATION CENTER)	**120-00**-J2 (OPERATE JOINT INTELLIGENCE CENTER) **121-00**-J2 (OPERATE THE JOINT INTERROGATION FACILITY) **122-00**-J2 (OPERATE THE JOINT CAPTURED MATERIEL EXPLOITATION CENTER) **403-00**-J2 (CONTROL INTELLIGENCE OPS) **403-04**-J2/JISE (CONTROL INTELLIGENCE OPS- Direct and lead subordinate operational intelligence operations) **408-00**-J3 (CONTROL SPACE OPS)	TBP
OP 2.2.1 (Collect information on enemy operational situation and hazards)	---	**403-04**-J2/JISE (CONTROL INTELLIGENCE OPS- Direct and lead subordinate operational intelligence operations)	TBP
OP 2.2.2 (Collect information on operational targets)	---	**403-04**-J2/JISE (CONTROL INTELLIGENCE OPS- Direct and lead subordinate operational intelligence operations)	TBP
OP 2.2.3 (Provide operational reconnaissance and surveillance)	**226-00**-J5/J3 (PLAN RECONNAISSANCE/SURVEILLANCE OPS- Plan reconnaissance / surveillance operations)	**403-04**-J2/JISE (CONTROL INTELLIGENCE OPS- Direct and lead subordinate operational intelligence operations) **421-00**-J3 (CONTROL RECONNAISSANCE OPS)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 2.3 (PROCESS OPERATIONAL INFORMATION)	**120-00**-J2 (ESTABLISH JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)) **208-07**-J2/JISE (Plans the processing of operational information)	**403-00**-J2 (CONTROL INTELLIGENCE OPS) **403-04**-J2/JISE (CONTROL INTELLIGENCE OPS- Direct and lead subordinate operational intelligence operations) **403-05**-J2/JISE (CONTROL INTELLIGENCE OPS- Acquire and communicate operational information about intelligence operations) **408-00**-J3 (CONTROL SPACE OPS)	---
OP 2.3.1 (Evaluate operational threat (and friendly) information)	**208-08**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Evaluate operational threat (and friendly) information)	**403-04**-J2/JISE (CONTROL INTELLIGENCE OPS- Direct and lead subordinate operational intelligence operations)	---
OP 2.3.2 (Analyze and evaluate operational areas)	**208-09**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Analyze and evaluate operational areas)	**403-04**-J2/JISE (CONTROL INTELLIGENCE OPS- Direct and lead subordinate operational intelligence operations) **431-00**-J3 (CONTROL METEOROLOGICAL AND OCEANOGRAPHIC (METOC) OPS)	---
OP 2.3.3 (Integrate operational intelligence)	**208-10**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Integrate operational intelligence)	**403-04**-J2/JISE (CONTROL INTELLIGENCE OPS- Direct and lead subordinate operational intelligence operations)	---
OP 2.3.3.1 (Develop enemy operational intentions)	**208-10**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Integrate operational intelligence)	**403-04**-J2/JISE (CONTROL INTELLIGENCE OPS- Direct and lead subordinate operational intelligence operations)	---
OP 2.3.3.2 (Develop operational target information)	**208-10**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Integrate operational intelligence)	**403-04**-J2/JISE (CONTROL INTELLIGENCE OPS- Direct and lead subordinate operational intelligence operations)	---
OP 2.3.3.3 (Identify enemy vulnerabilities)	**208-10**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Integrate operational intelligence)	**403-04**-J2/JISE (CONTROL INTELLIGENCE OPS- Direct and lead subordinate operational intelligence operations)	---
OP 2.3.4 (Develop indications and warning)	**208-11**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Develop indications and warning)		---
OP 2.4 (PRODUCE OPERATIONAL INTELLIGENCE/REPORTS)	**120-00**-J2 (ESTABLISH/OPERATE JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)) **208-12**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Plan the production of operational intelligence/reports)	**403-00**-J2 (CONTROL INTELLIGENCE OPS) **403-05**-J2/JISE (CONTROL INTELLIGENCE OPS- Acquire and communicate operational information about operational intelligence) **408-00**-J3 (CONTROL SPACE OPS)	---

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 2.5 (DISSEMINATE OPERATIONAL INTELLIGENCE REPORTS)	**120-00**-J2 (ESTABLISH JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)) **208-13**-J2/JISE (DEVELOP OPERATIONAL INTELLIGENCE- Plan the dissemination of operational intelligence reports)	**403-00**-J2 (CONTROL INTELLIGENCE OPS) **403-05**-J2/JISE (CONTROL INTELLIGENCE OPS- Acquire and communicate operational information about operational intelligence) **408-00**-J3 (CONTROL SPACE OPS)	---
OP 3 -- EMPLOY OPERATIONAL FIREPOWER			
OP 3.1 (CONDUCT JOINT FORCE TARGETING)	**115-00**-CJTF (ESTABLISH JOINT TARGETING COORDINATION BOARD (JTCB)) **209-00**-J3/J5 (PLAN LAND OPS) **210-00**-J3/J5 (PLAN AIR OPS) **211-00**-J3/J5 (PLAN MARITIME OPS) **212-00**-J3/J5 (PLAN SPECIAL OPS) **213-00**-J3/J5 (PLAN SPACE SUPPORT OPS) **216-00**-J3/J5 (ESTABLISH THE JOINT VISTORS BUREAU(JCB)) **218-00**-J3/J5/J2 (PLAN TARGETING OPERATIONS) **234-00**-J3/J5 (PLAN PEACE 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) **429-00**-J3 (CONTROL PEACE OPS)	TBP
OP 3.1.1 (Establish joint force targeting strategy) (Establish JFC objectives and guidance)	**115-00**-CJTF (ESTABLISH JOINT TARGETING COORDINATION BOARD (JTCB)) **218-02**-J5/J3 (PLAN TARGETING OPERATIONS- Establish joint force targeting strategy)	**404-00**-J3 (CONTROL LAND OPS)	---
OP 3.1.2 (Allocate joint/multinational operational firepower resources)	**115-00**-CJTF (ESTABLISH JOINT TARGETING COORDINATION BOARD (JTCB)) **218-03**-J5/J3 (PLAN TARGETING OPERATIONS-Allocate joint/multinational operational firepower resources)	**404-00**-J3 (CONTROL LAND OPS)	TBP
OP 3.1.3 (Select operational targets for attack)	**115-00**-CJTF (ESTABLISH JOINT TARGETING COORDINATION BOARD (JTCB)) **218-04**-J5/J3 (PLAN TARGETING OPERATIONS-Select operational targets for attack)	**404-00**-J3 (CONTROL LAND OPS) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 3.1.4 (Prioritize high payoff target)	**115-00**-CJTF (ESTABLISH JOINT TARGETING COORDINATION BOARD (JTCB)) **218-05**-J3/J5 (PLAN TARGETING OPERATIONS-Prioritize high payoff target)	**404-00**-J3 (CONTROL LAND OPS) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	---
OP 3.1.5 (Publish tasking orders for employment of operational firepower)	**115-00**-CJTF (ESTABLISH JOINT TARGETING COORDINATION BOARD (JTCB)) **218-07**-J3/J5 (PLAN TARGETING OPERATIONS-Publish tasking orders for employment of firepower)	**404-00**-J3 (CONTROL LAND OPS) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	TBP
OP 3.1.6 (Conduct operational combat assessment)	**218-09**-J3/J5 (PLAN TARGETING OPERATIONS-Plan for operational combat assessment) **237-00**-J3/J5 (PLAN VISUAL INFORMATION/COMBAT CAMERA DOCUMENTATION (VI/COMCAM) OPS)	**411-00**-J3 (CONTROL FIRE SUPPORT) **432-00**-J3 (CONTROL VISUAL INFORMATION/COMBAT CAMERA DOCUMENTATION (VI/COMCAM) OPS)	TBP
OP 3.1.6.1 (Assess battle damage on operational targets)	**218-09**-J3/J5 (PLAN TARGETING OPERATIONS-Plan for operational combat assessment)	**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) **408-02**-J3 (CONTROL SPACE OPS - Assess space forces and supporting operations)	TBP
OP 3.1.6.2 (Assess munitions effects on operational targets)	**218-09**-J3/J5 (PLAN TARGETING OPERATIONS-Plan for operational combat assessment)	**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) **408-02**-J3 (CONTROL SPACE OPS - Assess space forces and supporting operations)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 3.1.6.3 (Assess reattack requirement)	**218-09**-J3/J5 (PLAN TARGETING OPERATIONS-Plan for operational combat assessment)	**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) **408-02**-J3 (CONTROL SPACE OPS - Assess space forces and supporting operations)	TBP
OP 3.1.7 (Develop fire support coordination measures)	**216-02**-J3/J5 (PLAN JOINT FIRE SUPPORT-Plan for integration/synchronization of joint fire support) **218-09**-J3/J5 (PLAN TARGETING OPERATIONS-Develop & coordinate fire support coordination measures)	**411-01**-J3 (CONTROL JOINT FIRE SUPPORT-Monitor integrated fire support)	TBP
OP 3.2 (ATTACK OPERATIONAL TARGETS)	**209-00**-J3/J5 (PLAN LAND OPS) **216-00**-J3/J5 (PLAN JOINT FIRE SUPPORT)	**411-00**-J3 (CONTROL JOINT FIRE SUPPORT-Control fire support)	TBP
OP 3.2.1 (Attack enemy operational land/air/maritime targets)	---	TBP	TBP
OP 3.2.2 (Conduct nonlethal attack on operational targets)	---	TBP	TBP
OP 3.2.2.1 (Employ PSYOP in theater of operations/JOA)	**222-00**-J5/J3 (PLAN PSYCHOLOGICAL OPERATIONS (PSYOP))	**417-00**-J3 (CONTROL PSYOP)	TBP
OP 3.2.2.2 (Employ electronic attack (EA) in theater of operations/JOA)	**220-00**-J3/J5 (PLAN COMMAND & CONTROL WARFARE (C2W)) **221-00**-J3/J5/JCEWS (PLAN ELECTRONIC WARFARE)	**415-00**-J3 (CONTROL C2W) **416-00**-J3 (CONTROL ELECTRONIC WARFARE)	TBP
OP 3.2.3 (Attack enemy aircraft and missiles (Offensive Counter Air))	---	**401A-00**-CJTF (MONITOR OPERATIONS)	TBP
OP 3.2.4 (Suppress enemy air defenses)	---	**401A-00**-CJTF (MONITOR OPERATIONS)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 3.2.5 (Interdict enemy operational forces/targets)	---	**401A-00**-CJTF (MONITOR OPERATIONS)	TBP
OP 3.2.5.1 (Conduct air interdiction of operational forces/targets)	**210-00**-J3/J5 (PLAN AIR OPERATIONS)	**405-00**-J3 (CONTROL AIR OPERATIONS)	TBP
OP 3.2.5.2 (Conduct surface/subsurface firepower interdiction of operational forces/targets)	**211-00**-J3/J5 (PLAN MARITIME OPERATIONS)	**406-00**-J3 (CONTROL MARITIME OPERATIONS)	TBP
OP 3.2.5.3 (Conduct special operations interdiction of operational forces/targets)	**212-00**-J3/J5 (PLAN SPECIAL OPERATIONS)	**407-00**-J3 (CONTROL SPECIAL OPERATIONS)	TBP
OP 3.2.6 (Provide firepower in support of operational maneuver)	**209-07**-J5/J3 (PLAN LAND OPERATIONS - Plan requirements for joint firepower) **210-03**-J5/J3 (PLAN AIR OPERATIONS - Plan operational maneuver of or supported by joint air forces) **211-07**-J3 (PLAN MARITIME OPERATIONS - Plan requirements for joint firepower) **212-07**-J3 (PLAN SPECIAL OPERATIONS - Plan requirements for joint firepower) **213-07**-J3 (PLAN SPACE OPERATIONS - Plan space-based capabilities & JTF requirements for joint firepower)	**404-04**-J3 (CONTROL LAND OPS - Direct & lead subordinate operational land ops) **405-04**-J3 (CONTROL AIR OPS - Direct & coordinate subordinate air ops) **406-04**-J3 (CONTROL MARITIME OPS - Direct & lead subordinate operational maritime ops) **407-04**-J3 (CONTROL SPECIAL OPS - Direct & control subordinate operational special ops) **408-04**-J3 (CONTROL SPACE OPS - Direct & coordinate space ops) **411-00**-J3 (CONTROL JOINT FIRE SUPPORT)	TBP
OP 3.2.7 (Integrate/synchronize operational firepower)	**115-00**-CJTF (ESTABLISH A JOINT TARGETING COORDINATION BOARD (JTCB)) **209-07**-J5/J3 (PLAN LAND OPERATIONS - Plan requirements for joint firepower) **210-03**-J5/J3 (PLAN AIR OPERATIONS - Plan operational maneuver of or supported by joint air forces) **211-07**-J3 (PLAN MARITIME OPERATIONS - Plan requirements for joint firepower) **212-07**-J3 (PLAN SPECIAL OPERATIONS - Plan requirements for joint firepower) **213-07**-J3 (PLAN SPACE OPERATIONS - Plan space-based capabilities & JTF requirements for joint firepower)	**115-00**-CJTF OPERATE A JOINT TARGETING COORDINATION BOARDS (JTCB)) **411-00**-J3 (CONTROL FIRE SUPPORT)	TBP
OP 4 -- PROVIDE OPERATIONAL SUPPORT			

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 4.1 COORDINATE SUPPLY OF ARMS, AMMUNITION AND EQUIPMENT IN THEATER OF OPERATIONS/JOA)	**133-00**-J4 (ESTABLISH THE LOGISTICS READINESS CENTER (LRC)) **134-00**-J4 (ESTABLISH THE JOINT MUNITIONS BOARD (JMB)) **135-00**-J4 (ESTABLISH THE JOINT MATERIAL MANAGEMENT OFFICE (JMMO)) **234-00**-J3/J5 (PLAN/INTEGRATE PEACE OPS) **238-00**-J3/J5 (PLAN/INTEGRATE EXPLOSIVE ORDNANCE DISPOSAL (EOD) OPERATIONS) **240-04**-J4 (PLAN LOGISTIC SUPPORT-Coordinate supply of arms, ammunition and equipment in theater of operations/JOA	**133-00**-J4 (OPERATE THE LOGISTICS READINESS CENTER (LRC)) **134-00**-J4 (OPERATE THE JOINT MUNITIONS BOARD (JMB)) **135-00**-J4 (OPERATE THE JOINT MATERIAL MANAGEMENT OFFICE (JMMO)) **404-00**-J3 (CONTROL LAND OPS) **404/405/406/407/408-04**-CJTF/J3 (Direct & lead subordinate land, air, maritime, special operations, and supported by space support operations) **429-00**-J3 (CONTROL PEACE OPS) **435-00**-J4 (CONTROL LOGISTICS SUPPORT)	---
OP 4.2 (SYNCHRONIZE SUPPLY OF FUEL IN THEATER OF OPERATIONS/JOA)	**133-00**-J4 (ESTABLISH THE LOGISTICS READINESS CENTER (LRC)) **136-00**-J4 (ESTABLISH THE SUBAREA PETROLEUM OFFICE (SAPO)) **234-00**-J3/J5 (PLAN PEACE OPS) **240-05**-J4 (PLAN LOGISTIC SUPPORT - (Coordinate the supply of fuel in theater of operations/JOA)	**133-00**-J4 (OPERATE THE LOGISTICS READINESS CENTER (LRC)) **136-00**-J4 (OPERATE THE SUBAREA PETROLEUM OFFICE (SAPO)) **404-00**-J3 (CONTROL LAND OPS) **404/405/406/407/408-04**-CJTF/J3 (Direct & lead subordinate land, air, maritime, special operations, and supported by space support operations) **429-00**-J3 (CONTROL PEACE OPS) **435-00**-J4 (CONTROL LOGISTICS SUPPORT)	---
OP 4.3 (PROVIDE FOR MAINTENANCE OF EQUIPMENT IN THEATER OF OPERATIONS/JOA)	**133-00**-J4 (ESTABLISH THE LOGISTICS READINESS CENTER (LRC)) **135-00**-J4 (ESTABLISH THE JOINT MATERIAL MANAGEMENT OFFICE (JMMO)) **234-00**-J3/J5 (PLAN/INTEGRATE PEACE OPS) **240-06**-J4 (PLAN LOGISTIC SUPPORT -Maintain equipment in theater of operations/JOA	**133-00**-J4 (OPERATE THE LOGISTICS READINESS CENTER (LRC)) **135-00**-J4 (OPERATE THE JOINT MATERIAL MANAGEMENT OFFICE (JMMO)) **404-00**-J3 (CONTROL LAND OPS) **404/405/406/407/408-04**-CJTF/J3 (Direct & lead subordinate land, air, maritime, special operations, and supported by space support operations) **429-00**-J3 (CONTROL PEACE OPS) **435-00**-J4 (CONTROL LOGISTICS SUPPORT)	---

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 4.4 (COORDINATE MANNING OF FORCES IN THEATER OF OPERATIONS/JOA)	**118-00**-J1 (ESTABLISH THE JOINT PERSONNEL RECEPTION CENTER (JPRC)) **133-00**-J4 ESTABLISH/OPERATE THE LOGISTICS READINESS CENTER (LRC)) **209-11**-J3/J5 (PLAN LAND OPS-Plan requirements for operational support for land forces) **209-12**-J3/J1 (PLAN LAND OPS-Plan for reconstitution of land forces) **210-11**-J3/J5 (PLAN AIR OPS-Plan requirements for operational support for joint air operations) **210-12**-J3/J1 (PLAN AIR OPS-Plan for reconstitution of air forces) **211-11**-J3/J5 (PLAN MARITIME OPS-Plan requirements for operational support for maritime forces) **211-12**-J3/J1 (PLAN MARITIME OPS-Plan for reconstitution of maritime forces) **212-11**-J3/J5 (PLAN SPECIAL OPS-Plan requirements for operational support for special operations forces) **212-12**-J3/J1 (PLAN SPECIAL OPS-Plan for reconstitution of special operations forces) **213-11**-J3/J5 (PLAN SPACE SUPPORT OPS-Plan requirements for logistics support for space forces to or in support of the JTF) **234-00**-J3/J5 (PLAN/INTEGRATE PEACE OPS) **242-00**-J1 (PLAN PERSONNEL SUPPORT)	**118-00**-J1 (OPERATE THE JOINT PERSONNEL RECEPTION CENTER (JPRC)) **133-00**-J4 (OPERATE THE LOGISTICS READINESS CENTER (LRC)) **404-00**-J3 (CONTROL LAND OPS) **429-00**-J3 (CONTROL PEACE OPS) **435-00**-J4 (CONTROL LOGISTICS SUPPORT) **437-00**-J1(CONTROL PERSONNEL SUPPORT)	---
OP 4.4.1 (Provide field services)	**138-00**-J4 (ESTABLISH THE JOINT MORTUARY AFFAIRS OFFICE or SUBAREA GRAVES REGISTRATION OFFICE (SAGRO))	**138-00**-J4 (OPERATE THE JOINT MORTUARY AFFAIRS OFFICE or SUBAREA GRAVES REGISTRATION OFFICE (SAGRO))	TBP
OP 4.4.2 (Provide personnel services)	**118-00**-J1 (ESTABLISH/OPERATE THE JOINT PERSONNEL RECEPTION CENTER (JPRC)) **242-00**-J1 (PLAN PERSONNEL SUPPORT) **243-00**-SJA (PLAN LEGAL SERVICES SUPPORT) **244-00**-COMPT (PLAN FINANCIAL RESOURCES SUPPORT) **245-00**-CHAP (PLAN/INTEGRATE RELIGIOUS MINISTRY SUPPORT)	**118-00**-J1 (ESTABLISH/OPERATE THE JOINT PERSONNEL RECEPTION CENTER (JPRC)) **437-00**-J1(CONTROL PERSONNEL SUPPORT) **438-00**-SJA (CONTROL LEGAL SERVICES SUPPORT) **439-00**-COMPT (CONTROL FINANCIAL RESOURCES SUPPORT) **440-00**-CHAP (CONTROL RELIGIOUS MINISTRY SUPPORT)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 4.4.3 (Provide health services in theater of operations/JOA)	**142-00**-SURG (ESTABLISH THE JTF PATIENT MOVEMENT REQUIREMENTS CENTER (JPMRC)) **143-00**-SURG (ESTABLISH THE AREA JOINT BLOOD PROGRAM OFFICE (AJBPO) **241-00**-SURG (PLAN/INTEGRATE HEALTH SERVICES SUPPORT)	**142-00**-SURG (OPERATE THE JTF PATIENT MOVEMENT REQUIREMENTS CENTER (JPMRC)) **143-00**-SURG (OPERATE THE AREA JOINT BLOOD PROGRAM OFFICE (AJBPO) **436-00**-SURG (CONTROL HEALTH SERVICES SUPPORT)	TBP
OP 4.4.4 (Reconstitute forces)	**209-12**-J3/J1 (PLAN LAND OPS-Plan for reconstitution of land forces) **210-12**-J3/J1 (PLAN AIR OPS-Plan for reconstitution of air forces) **211-12**-J3/J1 (PLAN MARITIME OPS-Plan for reconstitution of maritime forces) **212-12**-J3/J1 (PLAN SPECIAL OPS-Plan for reconstitution of special operations forces) **242-00**-J1 (PLAN PERSONNEL SUPPORT)	**437-00**-J1 (CONTROL PERSONNEL SUPPORT)	TBP
OP 4.4.5 (Train joint forces and personnel)	TBP	TBP	TBP
OP 4.4.6 (Coordinate theater of operations reception)	**118-00**-J1 (ESTABLISH THE JOINT PERSONNEL RECEPTION CENTER (JPRC)) **237-00**-J3/J5 (PLAN VISUAL INFORMATION/COMBAT CAMERA DOCUMENTATION (VI/COMCAM) OPS) **242-00**-J1 (PLAN PERSONNEL SUPPORT)	**118-00**-J1 (OPERATE THE JOINT PERSONNEL RECEPTION CENTER (JPRC)) **437-00**-J1 (CONTROL PERSONNEL SUPPORT) **432-00**-J3 (CONTROL VISUAL INFORMATION/COMBAT CAMERA DOCUMENTATION (VI/COMCAM) OPS)	---
OP 4.5 (DISTRIBUTE SUPPLIES/MOVEMENT SERVICES FOR CAMPAIGN AND THEATER OF OPERATIONS/JOA)	**133-00**-J4 (ESTABLISH THE LOGISTICS READINESS CENTER (LRC)) **135-00**-J4 (ESTABLISH THE MATERIAL MANAGEMENT OFFICE (JMMO)) **137-00**-J4 (ESTABLISH THE JOINT MOVEMENT CENTER (JMC)) **209-00**-J3/J5 (PLAN LAND OPS) **210-00**-J3/J5 (PLAN AIR OPS) **211-00**-J3/J5 (PLAN MARITIME OPS) **212-00**-J3/J5 (PLAN SPECIAL OPS) **234-00**-J3/J5 (PLAN PEACE OPS) **240-07**-J4 (PLAN LOGISTIC SUPPORT-Distribute supplies/ movement services for campaign and theater of operations/joa))	**133-00**-J4 (OPERATE THE LOGISTICS READINESS CENTER (LRC)) **135-00**-J4 (OPERATE THE MATERIAL MANAGEMENT OFFICE (JMMO)) **137-00**-J4 (OPERATE THE JOINT MOVEMENT CENTER (JMC)) **404-00**-J3 (CONTROL LAND OPS) **429-00**-J3 (CONTROL PEACE OPS) **435-00**-J4 (CONTROL LOGISTICS SUPPORT)	TBP
OP 4.5.1 (Provide for movement services in theater of operations/JOA)	**137-00**-J4 (ESTABLISH THE JOINT MOVEMENT CENTER (JMC))	**137-00**-J4 (OPERATE THE JOINT MOVEMENT CENTER (JMC))	TBP
UJTL Task	**CMD/STAFF**	**CMD/STAFF**	**COMPONENT**

Table 2-1
Universal Joint Task Matrix
(Continued)

	(Plan)	(Control)	UNITS
OP 4.5.2 (Establish priorities and supply operational services)	**206D-00**-J4 (PREPARE LOGISTICS ESTIMATE) **133-00**-J4 (ESTABLISH THE LOGISTICS READINESS CENTER (LRC))	**133-00**-J4 (OPERATE THE LOGISTICS READINESS CENTER (LRC))	---
OP 4.5.3 (Establish evacuation policy procedures for theater of operations/JOA)	**142-00**-SURG (ESTABLISH THE JTF PATIENT MOVEMENT REQUIREMENTS CENTER (JPMRC)) **119-00**-J3 ESTABLISH THE JOINT EVACUATION CONTROL CENTER (JECC)) **227-00**-J3/J5 (PLAN NONCOMBATANT EVACUATION OPERATIONS (NEO)) **241-00**-SURG (PLAN HEALTH SERVICES SUPPORT)	**142-00**-SURG (OPERATE THE JTF PATIENT MOVEMENT REQUIREMENTS CENTER (JPMRC)) **422-00**-J3 (CONTROL NON-COMBATANT EVACUATION OPS) **436-00**-SURG (CONTROL HEALTH SERVICES SUPPORT)	---
OP 4.6 (MAINTAIN SUSTAINMENT BASES)	**133-00**-J4 (ESTABLISH THE LOGISTICS READINESS CENTER (LRC)) **234-00**-J3/J5 (PLAN PEACE OPS)	**133-00**-J4 (OPERATE THE LOGISTICS READINESS CENTER (LRC)) **404-00**-J3 (CONTROL LAND OPS) **429-00**-J3 (CONTROL PEACE OPS) **435-00**-J4 (CONTROL LOGISTICS SUPPORT)	TBP
OP 4.6.1 (Recommend number and location of sustaining bases in theater of operations/JOA)	**140-00**-J4 (ESTABLISH THE JOINT FACILITIES UTILIZATION BOARD (JFUB)) **240-09**-J4 (PLAN LOGISTICS SUPPORT-Recommend number and location of sustaining bases in theater of operations/JOA)	**140-00**-J4 (OPERATE THE JOINT FACILITIES UTILIZATION BOARD (JFUB))	---
OP 4.6.2 (Provide civil-military engineering)	**139-00**-J4 (ESTABLISH THE CIVIL-MILITARY ENGINEERING BOARD)	**139-00**-J4 (OPERATE THE CIVIL-MILITARY ENGINEERING BOARD)	TBP
OP 4.6.3 (Expand capacity of PODs and allocate space in the theater of operations/JOA)	**140-00**-J4 (ESTABLISH THE JOINT FACILITIES UTILIZATION BOARD) **240-00**-J4 (PLAN LOGISTICS SUPPORT-Plan for expansion of PODs & allocation of space in JOA	**140-00**-J4 (OPERATE THE JOINT FACILITIES UTILIZATION BOARD)	---
OP 4.6.4 (Provide law enforcement and prisoner control)	**239-00**-PM (PLAN MILITARY POLICE OPERATIONS) **131-00**-PMO (ESTABLISH JOINT MILITARY POLICE AGENCY (JMPA))	**434-00**-PM (CONTROL MILITARY POLICE OPERATIONS) **131-00**-PMO (OPERATE JOINT MILITARY POLICE AGENCY (JMPA))	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 4.7 (PROVIDE POLITICO-MILITARY SUPPORT TO OTHER NATIONS, GROUPS, AND GOVERNMENT AGENCIES)	**133-00**-J4 (ESTABLISH THE LOGISTICS READINESS CENTER (LRC)) **229-00**-J3/J5 (PLAN CIVIL-MILITARY OPERATIONS) **233-00**-J3/J5 (PLAN INSURGENCY/COUNTERINSURGENCY OPS) **234-00**-J3/J5 (PLAN/INTEGRATE PEACE OPS) **235-00**-J3/J5 (PLAN NATION ASSISTANCE OPERATIONS)	**133-00**-J4 (OPERATE THE LOGISTICS READINESS CENTER (LRC)) **424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **428-00**-J3 (CONTROL INSURGENCY/ COUNTERINSURGENCY OPS) **429-00**-J3 (CONTROL PEACE OPS) **430-00**-J3 (CONTROL NATION ASSISTANCE OPERATIONS)	---
OP 4.7.1 (Provide security assistance in theater of operations/JOA)	**235-00**-J3/J5 (PLAN NATION ASSISTANCE OPERATIONS)	**430-00**-J3 (CONTROL NATION ASSISTANCE OPERATIONS)	---
OP 4.7.2 (Coordinate and provide CMO support in theater of operations/JOA)	**229-00**-J3/J5 (PLAN CIVIL-MILITARY OPERATIONS) 126-00-J3 (ESTABLISH THE CIVIL-MILITARY OPERATIONS CENTER (CMOC))	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) 126-00-J3 (OPERATE THE CIVIL-MILITARY OPERATIONS CENTER (CMOC))	TBP
OP 4.7.3 (Provide support to DOD and other government agencies)	**229-00**-J3/J5 (PLAN CIVIL-MILITARY OPERATIONS) **231-00**-J3/J5 (PLAN SHORT NOTICE COUNTERDRUG OPERATIONS) **232-00**-J3/J5 (PLAN OPERATIONS TO COMBAT TERRORISM) **235-00**-J3/J5 (PLAN NATION ASSISTANCE OPERATIONS)	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **426-00**-J3 (CONTROL SHORT NOTICE COUNTERDRUG OPERATIONS) **427-00**-J3 (CONTROL OPERATIONS TO COMBAT TERRORISM) **430-00**-J3 (CONTROL NATION ASSISTANCE OPERATIONS)	TBP
OP 4.7.4 Plan and transition to civil administration)	**229-00**-J3/J5 (PLAN CIVIL-MILITARY OPERATIONS) **501-00**-J5/J3 (PREPARE FOR TRANSITION)	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **502-00**-J3 (CONDUCT TRANSITION)	---
OP 4.7.5 (Coordinate politico-military support)	**229-00**-J3/J5 (PLAN CIVIL-MILITARY OPERATIONS) **235-00**-J3/J5 (PLAN NATION ASSISTANCE OPERATIONS)	**424-00**-J3 (CONTROL CIVIL-MILITARY OPERATIONS) **430-00**-J3 (CONTROL NATION ASSISTANCE OPERATIONS)	---
OP 5 -- EXERCISE OPERATIONAL COMMAND AND CONTROL			

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 5.1 (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND MAINTAIN STATUS)	**125-00**-J3 (ESTABLISH THE JOINT OPERATIONS CENTER (JOC) **141-00**-J6 (ESTABLISH THE JOINT COMMUNICATIONS CONTROL CENTER (JCCC)) **209-00**-J3/J5 (PLAN LAND OPS) **210-00**-J3/J5 (PLAN AIR OPS) **211-00**-J3/J5 (PLAN MARITIME OPS) **212-00**-J3/J5 (PLAN SPECIAL OPS) **213-00**-J3/J5 (PLAN SPACE SUPPORT OPS) **234-00**-J3/J5 (PLAN PEACE OPS) **246-00**-J6 (PLAN COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER (C4) SUPPORT OPERATIONS)	**125-00**-J3 (OPERATE THE JOINT OPERATIONS CENTER (JOC) **141-00**-J6 (OPERATE THE JOINT COMMUNICATIONS CONTROL CENTER (JCCC)) **401A-00**-CJTF (MONITOR OPS (MAINTAINING STATUS)) **401E-00**-CJTF (ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION) **All staff tasks in Section IV** **408-00**-J3 (CONTROL SPECIAL OPS) **429-00**-J3 (CONTROL PEACE OPS) **441-00**-J6 (CONTROL C4 OPS)	---
OP 5.1.1 (Communicate operational information)	**130-00**-J3/J5 (ESTABLISH THE JOINT INFORMATION COORDINATION GROUP (JISEG)) **201-00**-J5 (PROVIDE COMPONENT PLANNING INPUT TO CINC)	**401E-00**-CJTF **All staff tasks in Section IV**	---
OP 5.1.2 (Manage means of communicating operational information)	---	**401E-02**-J6 (ACQUIRE & COMMUNICATE OPERATIONAL INFORMATION - Manage means of communicating operational information)	---
OP 5.1.3 (Maintain operational information and force status)	---	**401A-00**-CJTF (MONITOR OPERATIONS) **401E-00**-CJTF (ACQUIRE & COMMUNICATE OPERATIONAL INFORMATION) **All staff tasks in Section IV**	---
OP 5.1.4 (Monitor strategic situation)	---	**401A-00**-CJTF (MONITOR OPERATIONS) **All staff tasks in Section IV**	---
OP 5.1.5 (Provide public affairs in theater of operations/JOA)	**109-00**-PAO (ESTABLISH PUBLIC AFFAIRS SECTION) **117-00**-PAO (ESTABLISH JOINT INFORMATION BUREAU) **247-00**-PAO (PLAN PUBLIC AFFAIRS OPERATIONS)	**117-00**-PAO (OPERATE JOINT INFORMATION BUREAU) **442-00**-PAO (CONDUCT PUBLIC AFFAIRS OPERATIONS)	---
OP 5.1.6 (Supervise COMSEC)	**141-00**-J6 (ESTABLISH JOINT COMMUNICATIONS CONTROL CENTER (JCCC)) **246-00**-J6 (PLAN C4 OPERATIONS)	**141-00**-J6 (OPERATE JOINT COMMUNICATIONS CONTROL CENTER (JCCC)) **441-00**-J6 (CONTROL C4 OPERATIONS)	---

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 5.2 (ASSESS OPERATIONAL SITUATION)	**125-00**-J3 (ESTABLISH THE JOINT OPERATIONS CENTER (JOC)) **201-00**-J5 (PROVIDE COMPONENT PLANNING INPUT TO CINC) **213-00**-J3/J5 (PLAN SPACE SUPPORT OPS) **234-00**-J3/J5 (PLAN/INTEGRATE PEACE OPS) **401B-00**-CJTF (ASSESS OPERATIONS) **All staff tasks in Section IV**	**125-00**-J3 (ESTABLISH THE JOINT OPERATIONS CENTER (JOC)) **401B-00**-CJTF (ASSESS OPERATIONS) **All staff tasks in Section IV** **429-00**-J3 (CONTROL PEACE OPS)	---
OP 5.2.1 (Review current situation (Project branches))	**401D-06**-J3 (DIRECT & LEAD SUBORDINATE OPERATIONAL FORCES-Decide on operational actions/directions) **All staff tasks in Section IV**	**401D-06**-J3 (DIRECT & LEAD SUBORDINATE OPERATIONAL FORCES-Decide on operational actions/directions) **All staff tasks in Section IV**	---
OP 5.2.2 (Formulate crisis assessment)	**201-00**-J5 (PROVIDE COMPONENT PLANNING INPUT TO CINC)	---	---
OP 5.2.3 (Project future campaigns or major operations (Project sequels))	---	**445-00**-J5 (PROTECT FUTURE CAMPAIGNS OR MAJOR OPS)	---
OP 5.3 (PREPARE PLANS AND ORDERS)	**125-00**-J3 (ESTABLISH THE JOINT OPERATIONS CENTER (JOC)) **132-00**-J5/DIR JPG (ESTABLISH THE Joint Planning Group) **234-00**-J3/J5 (PLAN PEACE OPS) **251-00**-J5/J3 (PREPARE CAMPAIGN PLAN OR MAJOR OPERATIONS & RELATED PLANS AND ORDERS) **410C-00**-CJTF (PREPARE PLANS AND ORDERS)	**125-00**-J3 (OPERATE THE JOINT OPERATIONS CENTER (JOC)) **132-00**-J5/DIR JPG (OPERATE THE JOINT PLANNING GROUP) **404-03**-J3 (CONTROL LAND OPS - Prepare plans & orders related to land ops) **405-03**-J3 (CONTROL AIR OPS - Prepare plans & orders related to air ops) **406-03**-J3 (CONTROL MARITIME OPS - Prepare plans & orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS - Prepare plans & orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS - Prepare plans & orders related to space support ops) **429-00**-J3 (CONTROL PEACE OPS)	---

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 5.3.1 (Conduct operational mission analysis)	**202-00**-CJTF/STAFF (CONDUCT OPERATIONAL MISSION ANALYSIS)	**404-03**-J3 (CONTROL LAND OPS - Prepare plans & orders related to land ops) **405-03**-J3 (CONTROL AIR OPS - Prepare plans & orders related to air ops) **406-03**-J3 (CONTROL MARITIME OPS - Prepare plans & orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS - Prepare plans & orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS - Prepare plans & orders related to space support ops)	---
OP 5.3.2 (Issue planning guidance)	**204-00**-CJTF (ISSUE PLANNING GUIDANCE)	---	---
OP 5.3.3 (Determine operational end state)	**203-00**-CJTF (DETERMINE OPERATIONAL END STATE)	---	---
OP 5.3.4 (Develop courses of action/prepare staff estimates)	**206A-E -00**-COS (DEVELOP COURSES OF ACTION & PREPARE STAFF ESTIMATES) **206A-00**-J1 (PREPARE PERSONNEL ESTIMATE) **206B-00**-J2 (PREPARE INTELLIGENCE ESTIMATE) **206C-00**-J3 (PREPARE OPERATIONS ESTIMATE) **206D-00**-J4 (PREPARE LOGISTICS ESTIMATE) **206E-00**-J6 (PREPARE COMMAND, CONTROL , COMMUNICATIONS, & COMPUTER (C4) ESTIMATE)	**404-03**-J3 (CONTROL LAND OPS - Prepare plans & orders related to land ops) **405-03**-J3 (CONTROL AIR OPS - Prepare plans & orders related to air ops) **406-03**-J3 (CONTROL MARITIME OPS - Prepare plans & orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS - Prepare plans & orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS - Prepare plans & orders related to space support ops)	---
OP 5.3.5 (Analyze courses of action)	**206F-00**-J5/J3/STAFF (ANALYZE COURSES OF ACTION)	**404-03**-J3 (CONTROL LAND OPS - Prepare plans & orders related to land ops) **405-03**-J3 (CONTROL AIR OPS - Prepare plans & orders related to air ops) **406-03**-J3 (CONTROL MARITIME OPS - Prepare plans & orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS - Prepare plans & orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS - Prepare plans & orders related to space support ops)	---

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 5.3.6 (Compare courses of action)	**206G- 00**-J5/J3 (COMPARE OWN COURSES OF ACTION)	**404-03**-J3 (CONTROL LAND OPS - Prepare plans & orders related to land ops) **405-03**-J3 (CONTROL AIR OPS - Prepare plans & orders related to air ops) **406-03**-J3 (CONTROL MARITIME OPS - Prepare plans & orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS - Prepare plans & orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS - Prepare plans & orders related to space support ops)	---
OP 5.3.7 (Select or modify course of action)	**206H-00**-CJTF (SELECT OR MODIFY COURSES OF ACTION)	**404-03**-J3 (CONTROL LAND OPS - Prepare plans & orders related to land ops) **405-03**-J3 (CONTROL AIR OPS - Prepare plans & orders related to air ops) **406-03**-J3 (CONTROL MARITIME OPS - Prepare plans & orders related to maritime ops) **407-03**-J3 (CONTROL SPECIAL OPS - Prepare plans & orders related to special ops) **408-03**-J3 (CONTROL SPACE OPS - Prepare plans & orders related to space support ops)	---
OP 5.3.8 (Issue commander's estimate)	**207-00**-CJTF (PREPARE COMMANDER'S ESTIMATE)	**207-00**-J3/J5 (ISSUE COMMANDER'S ESTIMATE)	---
OP 5.3.9 (Prepare campaign or major operations and related plans and orders)	**250-00**-J5/J3 (PREPARE CAMPAIGN PLAN OR MAJOR OPERATIONS & RELATED PLANS AND ORDERS)	---	---
OP 5.4 (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES)	**125-00**-J3 (ESTABLISH THE JOINT OPERATIONS CENTER (JOC)) **213-00**-J3/J5 PLAN SPACE SUPPORT OPS **234-00**-J3/J5 (PLAN PEACE OPS)	**125-00**-J3 (OPERATE THE JOINT OPERATIONS CENTER (JOC)) **401D-00**-CJTF (DIRECT & LEAD SUBORDINATE OPERATIONAL FORCES) **All staff tasks in Section IV** **408-00**-J3 (CONTROL SPACE OPS) **429-00**-J3 (CONTROL PEACE OPS)	---

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 5.4.1 (Approve plans and orders)	**251-02**-CJTF (ISSUE CAMPAIGN PLAN OR MAJOR OPERATIONS ORDER-Approve plans or orders)	**401D-01**-CJTF (DIRECT & LEAD SUBORDINATE OPERATIONAL FORCES - Approve plans & orders) **402-04**-CJTF (Approve changes to plans/orders)	---
OP 5.4.2 (Issue plans and orders)	**251-00**-J5/J3 (ISSUE CAMPAIGN PLAN OR MAJOR OPERATIONS ORDER) **205-00**-J3 (ISSUE WARNING ORDERS)	**401D-02**-CJTF (DIRECT & LEAD SUBORDINATE OPERATIONAL FORCES - Issue plans & orders)	---
OP 5.4.3 (Issue rules of engagement)	**251-00**-J5/J3 (ISSUE CAMPAIGN PLAN OR MAJOR OPERATIONS ORDER)	**401D-03**-J3/J5/SJA (DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES - Review/update/incorporate rules of engagement)	---
OP 5.4.4 (Synchronize/integrate operations)	**252-00**-J3/J5/STAFF (COORDINATE & INTEGRATE PLANS & ORDERS)	**401D-05**-CJTF (SYNCHRONIZE/INTEGRATE OPERATIONS)	---
OP 5.4.5 (Coordinate/integrate components, theater and other support)	**252-00**-J3/J5/STAFF (COORDINATE & INTEGRATE PLANS & ORDERS)	**401D-04**-CJTF (DIRECT & LEAD SUBORDINATE OPERATIONAL FORCES - Coordinate & integrate plans & orders) **401D-05**-CJTF (DIRECT & LEAD SUBORDINATE OPERATIONAL FORCES - Synchronize/integrate operations) **429-00**-J3 (CONTROL PEACE OPS)	---
OP 5.5 (ESTABLISH A JOINT FORCE)	**100 to 114 -00**-CJTF/COS/STAFF (ESTABLISH CMD/STAFF SECTIONS) **115 to 143 -00**-COS/STAFF (ESTABLISH JOINT BOARDS, ETC.) **234-00**-J3/J5 (PLAN PEACE OPS) **249-00**-HQ COMDT (PLAN HEADQUARTERS SUPPORT)	**100 to 114 -00**-CJTF/COS/STAFF (OPERATE CMD/STAFF SECTIONS) **115 to 143 -00**-COS/STAFF (OPERATE JOINT BOARDS, ETC.) **429-00**-J3 (CONTROL PEACE OPS) **444-00**-HQ COMDT (PROVIDE HQ SUPPORT)	---

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 5.5.1 (Develop a joint force command and control structure)	**106-00**-J6 (ESTABLISH J6 COMMAND, CONTROL, COMMUNICATIONS AND COMPUTER (C4) SECTION) **201-02**-J5/STAFF (PROVIDE COMPONENT PLANNING INPUT TO CINC - Describe known facts) **204-12**-CJTF/J5 (ISSUE PLANNING GUIDANCE - Describe command relationships) **205-10**-J3/CJTF/J5 (ISSUE WARNING ORDER - Describe command relationships) **206-01**-J5/J3 (DEVELOP COAs & PREPARE STAFF ESTIMATES - Develop COAs) **250-01**-J5 (PREPARE CAMPAIGN PLANS OR MAJOR OPERATIONS & RELATED PLANS & ORDERS - Develop campaign plan) **250-02**-J5 (PREPARE CAMPAIGN PLANS OR MAJOR OPERATIONS & RELATED PLANS & ORDERS - Develop campaign plan for Operations Other Than War) **250-03**-J5 (PREPARE CAMPAIGN PLANS OR MAJOR OPERATIONS & RELATED PLANS & ORDERS - Prepare operation plan - Annex J - Command Relationships)	---	---
OP 5.5.2 (Develop joint force liaison structure)	**108-00**-COS (ESTABLISH LIAISON ACTIVITY) **248-00**-COS (PLAN LIAISON OPERATIONS)	**443-00**-COS (CONTROL LIAISON OPERATIONS)	---
OP 5.5.3 (Augment joint force staff)	**100-03**-CJTF (ESTABLISH COMMAND GROUP - Provides guidance on JTF HQ organizational structure) **100-06**-COS (ESTABLISH COMMAND GROUP - Coordinates overall formation/organization of JTF staff) **101 to 114 -01**-STAFF (ESTABLISH ALL STAFF SECTIONS) **115 to 143**-Centers/Boards, etc. (ESTABLISH ALL CENTERS, BOARDS, AGENCIES)	---	---
OP 5.5.4 (Deploy joint force headquarters advance element)	**301-03**-COS/HQ COMDT (PREPARE FOR DEPLOYMENT - Coordinates JTF HQ advanced echelon requirements)	**302-03**-COS/HQ COMDT (CONTROL DEPLOYMENT - Deploy JTF HQ advanced echelon)	---
OP 5.5.5 (Establish command transition criteria and procedures)	**501-00**-J5/J3 (PREPARE FOR TRANSITION)	**502-00**-J3/J5 (CONDUCT TRANSITION)	

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 5.6 (EMPLOY OPERATIONAL COMMAND AND CONTROL WARFARE (C2W))	**220-00**-J5/J3 (PLAN COMMAND & CONTROL WARFARE OPERATIONS) 234-00-J3/J5 (PLAN PEACE OPS)	**415-00**-J5/J3 (CONTROL COMMAND & CONTROL WARFARE OPERATIONS) **429-00**-J3 (CONTROL PEACE OPS)	---
OP 5.6.1 (Plan and integrate operational C2W)	**220-00**-J5/J3 (PLAN COMMAND & CONTROL WARFARE OPERATIONS)	---	---
OP 5.6.2 (Control C2W operations)	---	**415-00**-J5/J3 (CONTROL COMMAND & CONTROL WARFARE OPERATIONS)	---
OP 5.7 (COORDINATE AND INTEGRATE JOINT/MULTINATIONAL AND INTERAGENCY SUPPORT)	**126-00**-J3 (ESTABLISH CIVIL-MILITARY OPERATIONS CENTER (CMOC)) **228-00**-J5/J3 (PLAN MULTINATIONAL & INTERAGENCY OPERATIONS) **234-00**-J3/J5 (PLAN/INTEGRATE PEACE OPS)	**429-00**-J3 (CONTROL PEACE OPS)	---
OP 5.7.1 (Ascertain national or agency agenda)	**228-01**-J5/J3 (PLAN MULTINATIONAL & INTERAGENCY OPERATIONS - Conduct mission analysis (for multinational or interagency operations))	TBP	---
OP 5.7.2 (Determine national/agency capabilities and limitations)	**228-02**-J5/J3 (PLAN MULTINATIONAL & INTERAGENCY OPERATIONS - Determine national/agency capabilities and limitations of mutinational forces, and interagency units, organizations, or agencies)	TBP	---
OP 5.7.3 (Develop multinational intelligence/information sharing structure)	**228-03**-J5/J3 (PLAN MULTINATIONAL & INTERAGENCY OPERATIONS - Develop command & control structure/arrangements)	TBP	---
OP 5.7.4 (Coordinate plans with non-DOD organization)	**228-03**-J5/J3 (PLAN MULTINATIONAL & INTERAGENCY OPERATIONS - Develop command & control structure/arrangements)	TBP	---
OP 6 -- PROVIDE OPERATIONAL PROTECTION			

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 6.1 (PROVIDE OPERATIONAL AEROSPACE AND MISSILE DEFENSE)	**209-00**-J3/J5 (PLAN LAND OPS) **210-00**-J3/J5 (PLAN AIR OPS) **211-00**-J3/J5 (PLAN MARITIME OPS) **212-00**-J3/J5 (PLAN SPECIAL OPS) **214-00**-J3/J5 (PLAN AIR DEFENSE 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) **408-00**-J3 (CONTROL SPACE OPS) **409-00**-J3 (CONTROL AIR DEFENSE OPS)	TBP
OP 6.1.1 Process/allocate operational aerospace targets)	TBP	TBP	AADC Task TBP
OP 6.1.2 (Integrate joint/multinational operational aerospace defenses)	TBP	TBP	AADC Task TBP
OP 6.1.3 (Provide aerospace control)	**215-00**-J5/J3 (PLAN AIRSPACE CONTROL)	**410-00**-J3 (CONTROL AIRSPACE)	ACA Task TBP
OP 6.1.3.1 (Employ positive control measures)	---	---	ACA Task TBP
OP 6.1.3.2 (Employ procedural control measures)	---	---	ACA Task TBP
OP 6.1.4 (Counter enemy air attack in theater of operations/JOA)	**214-00**-J3/J5 (PLAN AIR DEFENSE OPERATIONS)	**409-00**-J3 (CONTROL AIR DEFENSE OPERATIONS)	AADC and Unit Tasks TBP
OP 6.1.5 (Conduct operational area missile defense)	**214-00**-J3/J5 (PLAN AIR DEFENSE OPERATIONS)	**409-00**-J3 (CONTROL AIR DEFENSE OPERATIONS)	AADC and Unit Tasks TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 6.2 (PROVIDE PROTECTION FOR OPERATIONAL FORCES, MEANS AND NONCOMBATANTS)	**119-00**-J3 (ESTABLISH THE JOINT EVACUATION CONTROL CENTER (JECC)) **127-00**-J3 (ESTABLISH A JOINT SEARCH AND RESCUE CENTER (JSRC)) **139-00**-J4 (ESTABLISH THE JOINT CIVIL-MILITARY ENGINEERING BOARD (JCMEB)) **209-08**-J5/J3 (PLAN LAND OPS-Plan for operational protection of land operations) **210-08**-J5/J3 (PLAN AIR OPS-Plan for operational protection of joint air operations) **211-08**-J5/J3 (PLAN MARITIME OPS-Consider requirements for operational protection of maritime forces) **212-08**-J5/J3 (PLAN SPECIAL OPS-Consider requirements for operational protection of special forces) **213-08**-J5/J3 (PLAN SPACE SUPPORT OPS-Consider requirements for operational protection involving space operations forces) **219-00**-J3/J5 (PLAN NUCLEAR, BIOLOGICAL, CHEMICAL (NBC) DEFENSE) **223-00**-J5/J3 (PLAN OPERATIONS SECURITY) **225-00**-J5/J3 (PLAN SEARCH & RESCUE/COMBAT SEARCH & RESCUE SUPPORT) **227-00**-J5/J3 (PLAN NONCOMBATANT OPERATIONS) **234-00**-J3/J5 (PLAN/INTEGRATE PEACE OPS)	**119-00**-J3 (OPERATE THE JOINT EVACUATION CONTROL CENTER (JECC)) **127-00**-J3 (OPERATE A JOINT SEARCH AND RESCUE CENTER (JSRC)) **404-00**-J3 (CONTROL LAND OPS) **404-04**-CJTF/J3 (CONTROL LAND OPS- Direct & lead operational land forces) **405-00**-J3 (CONTROL AIR OPS) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-00**-J3 (CONTROL MARITIME OPS) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-00**-J3 (CONTROL SPECIAL OPS) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS- Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces) **414-00**-J3 (CONTROL NUCLEAR, BIOLOGICAL, CHEMICAL (NBC) DEFENSE OPS) **418-00**-CJTF/J3 (CONTROL OPERATIONS SECURITY) **420-00**-J3 (CONTROL SEARCH & RESCUE/COMBAT SEARCH & RESCUE SUPPORT) **422-00**-J3 (CONTROL NONCOMBATANT OPERATIONS) **429-00**-J3 (CONTROL PEACE OPS)	---
OP 6.2.1 (Prepare operationally significant defenses)	TBP	**139-00**-J4 (ESTABLISH THE JOINT CIVIL-MILITARY ENGINEERING BOARD (JCMEB)) **404-04**-CJTF/J3 (CONTROL LAND OPS-Directs & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 6.2.2 (Remove operationally significant hazards)	TBP	**404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces)	TBP
OP 6.2.3 (Protect use of electromagnetic spectrum in theater of operations/JOA)	TBP	**404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces)	TBP
OP 6.2.4 (Provide positive identification of friendly operational forces)	TBP	**404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 6.2.5 (Conduct evacuation of noncombatants from theater of operations/JOA)	**119-00**-J3 (ESTABLISH THE JOINT EVACUATION CONTROL CENTER (JECC)) **227-00**-J5/J3 (PLAN NONCOMBATANT OPERATIONS)	**119-00**-J3 (OPERATE THE JOINT EVACUATION CONTROL CENTER (JECC)) **404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces) **422-00**-J3 (CONTROLS NONCOMBATANT OPERATIONS)	TBP
OP 6.2.6 (Establish disaster control measures)	TBP	**404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces)	TBP
OP 6.2.7 (Establish NBC protection in theater of operations/JOA)	**219-00**-J5/J3 (PLAN NBC OPERATIONS)	**404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces) **414-00**-J3 (CONTROL NBC OPERATIONS)	---

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 6.2.8 (Coordinate survival, evasion, resistance and escape (SERE) support)	TBP	**404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces)	---
OP 6.2.x (Coordinate SAR/CSAR) (Version 3.0 of UJTL - TBP)	**127-00**-J3 (ESTABLISH A JOINT SEARCH AND RESCUE CENTER (JSRC)) **225-00**-J5/J3 (PLAN SEARCH & RESCUE/COMBAT SEARCH & RESCUE SUPPORT)	**127-00**-J3 (OPERATE A JOINT SEARCH AND RESCUE CENTER (JSRC)) **404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces) **420-00**-J3 (CONTROL SEARCH & RESCUE/COMBAT SEARCH & RESCUE SUPPORT)	---
OP 6.3 (EMPLOY OPERATIONS SECURITY IN THEATER OF OPERATIONS/JOA)	**209-00**-J3/J5 (PLAN LAND OPS) **210-00**-J3/J5 (PLAN AIR OPS) **211-00**-J3/J5 (PLAN MARITIME OPS) **212-00**-J3/J5 (PLAN SPECIAL OPS) **213-00**-J3/J5 (PLAN SPACE SUPPORT OPS) **223-00**-J5/J3 (PLAN OPERATIONS SECURITY) **234-00**-J3/J5 (PLAN PEACE OPS)	**404-00**-J3 (CONTROL LAND OPS) **404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces) **418-00**-CJTF/J3 (CONTROLS OPERATIONS SECURITY) **429-00**-J3 (CONTROL PEACE OPS)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 6.3.1 (Determine essential elements of friendly information (EEFI))	**208-02**-CJTF (DEVELOP OPERATIONAL INTELLIGENCE-Establish Commander's Critical Information Requirements)	---	---
OP 6.3.2 (Employ SIGSEC for operational forces)	TBP	**401E-04**-J6 (Supervise COMSEC, COMPUSEC, SIGSEC)	TBP
OP 6.3.3 (Avoid operational patterns)	TBP	TBP	TBP
OP 6.3.4 (Assess the effect of operations security in theater of operations/JOA)	**223-00**-J5/J3 (PLAN OPERATIONS SECURITY)	**404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces) **418-00**-J3 (CONTROL OPERATIONS SECURITY)	---
OP 6.4 (CONDUCT DECEPTION IN SUPPORT OF SUBORDINATE CAMPAIGNS AND MAJOR OPERATIONS)	**209-00**-J3/J5 (PLAN LAND OPS) **210-00**-J3/J5 (PLAN AIR OPS) **211-00**-J3/J5 (PLAN MARITIME OPS) **212-00**-J3/J5 (PLAN SPECIAL OPS) **213-00**-J3/J5 (PLAN SPACE SUPPORT OPS) **224-00**-J5/J3 (PLAN DECEPTION OPERATIONS) **234-00**-J3/J5 (PLAN PEACE OPS)	**404-00**-J3 (CONTROL LAND OPS) **404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces) **419-00**-J3 (CONTROL DECEPTION OPERATIONS) **429-00**-J3 (CONTROL PEACE OPS)	TBP
OP 6.4.1 (Develop operational deception plan)	**224-00**-J5/J3 (PLAN DECEPTION OPERATIONS)	---	TBP
OP 6.4.2 (Conduct operational deception)	---	**419-00**-J3 (CONTROL DECEPTION OPERATIONS)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 6.4.3 (Assess effect of operational deception plan)	---	**419-02**-J2/J3/J4/J6 (CONTROL DECEPTION OPERATIONS - Assess effectiveness of deception operations)	---
OP 6.5 (PROVIDE SECURITY FOR OPERATIONAL FORCES AND MEANS)	**128-00**-CJTF (ESTABLISH THE JOINT REAR TACTICAL OPERATIONS CENTER (JRTOC)) **209-00**-J3/J5 (PLAN LAND OPS) **210-00**-J3/J5 (PLAN AIR OPS) **211-00**-J3/J5 (PLAN MARITIME OPS) **212-00**-J3/J5 (PLAN SPECIAL OPS) **232-00**-J3/J5 (PLAN OPERATIONS TO COMBAT TERRORISM) **234-00**-J3/J5 (PLAN PEACE OPS)	**128-00**-CJTF (ESTABLISH THE JOINT REAR TACTICAL OPERATIONS CENTER (JRTOC)) **404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces) **427-00**-J3 (CONTROL OPERATIONS TO COMBAT TERRORISM) **429-00**-J3 (CONTROL PEACE OPS)	TBP
OP 6.5.1 (Provide counter reconnaissance in theater of operations/JOA)	TBP	**404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 6.5.2 (Protect and secure flanks, rear areas, and COMMZ in theater of operations/JOA)	TBP	**404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces)	TBP
OP 6.5.3 (Protect/secure operationally critical installations, facilities and systems)	TBP	**404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces)	TBP
OP 6.5.4 (Protect and secure air, land and sea LOCs in theater of operations/JOA)	TBP	**404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces)	TBP

Table 2-1
Universal Joint Task Matrix
(Continued)

UJTL Task	CMD/STAFF (Plan)	CMD/STAFF (Control)	COMPONENT UNITS
OP 6.5.5 (Integrate host-nation security forces and means)	TBP	**404-04**-CJTF/J3 (CONTROL LAND OPS-Direct & lead operational land forces) **405-04**-CJTF/J3 (CONTROL AIR OPS-Direct & lead operational air forces) **406-04**-CJTF/J3 (CONTROL MARITIME OPS-Direct & lead operational maritime forces) **407-04**-CJTF/J3 (CONTROL SPECIAL OPS-Direct & lead operational special forces) **408-04**-CJTF/J3 (CONTROL SPACE SUPPORT OPS-Direct or coordinate space support forces)	---

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

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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.

The Task and Number column depicts critical tasks for a JTF Headquarters. The tasks are organized, as they are in Chapter 5 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 5.

Command and 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 CJTFs are responsible for everything the JTF does. For the purpose of this document, however, the CJTF involvement is indicated for only 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.

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**
FORM THE JTF HEADQUARTERS																			
100-00-CJTF ESTABLISH JTF COMMAND GROUP	OP 5.5	5-I-2	X	X	X														
101-00-J1 ESTABLISH J1 (PERSONNEL) SECTION	OP 5.5	5-I-5			X	X													
102-00-J2 ESTABLISH J2 (INTELLIGENCE) SECTION	OP 5.5	5-I-7			X		X												
103-00-J3 ESTABLISH J3 (OPERATIONS) SECTION	OP 5.5	5-I-10			X			X											

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND STAFF ELEMENTS
(Continued)

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
104-00-J4 ESTABLISH J4 (LOGISTICS) SECTION	OP 5.5	5-I-12			X				X										
105-00-J5 ESTABLISH J5 (PLANS) SECTION	OP 5.5	5-I-15			X					X									
106-00-J6 ESTABLISH J6 (COMMAND, CONTROL, COMMUNICATIONS, & COMPUTER) SECTION	OP 5.5.1	5-I-17			X						X								
107-00-HQ CMDT ESTABLISH HEADQUARTERS COMMANDANT (HQ CMDT) SECTION/SUPPORT ACTIVITY	OP 5.5	5-I-19			X							X							
108-00-COS ESTABLISH LIAISON ACTIVITY	OP 5.5.2	5-I-21			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
109-00-PAO ESTABLISH PUBLIC AFFAIRS (PA) SECTION	OP 5.5, 5.1.5	5-I-22			X									X					
110-00-SJA ESTABLISH STAFF JUDGE ADVOCATE (SJA) SECTION	OP 5.5	5-I-24			X										X				
111-00-SURG ESTABLISH SURGEON'S SECTION	OP 5.5	5-I-26			X											X			
112-00-PM ESTABLISH PROVOST MARSHAL (PM) SECTION	OP 5.5	5-I-28			X												X		
113-00-COMPT ESTABLISH COMPTROLLER SECTION	OP 5.5	5-I-30			X													X	
114-00-CHAP ESTABLISH CHAPLAIN'S SECTION	OP 5.5	5-I-32			X														X
FORM THE JTF BOARDS, CENTERS, AGENCIES																			
115-00-CJTF ESTABLISH/OPERATE THE JOINT TARGETING COORDINATION BOARD (JTCB)	OP.3.1, 3.1.2-3.1.5, 5.5	5-I-A-2	X	X			X	X		X			X						
116-00-COS ESTABLISH/OPERATE THE JOINT VISITORS BUREAU (JVB)	OP 5.5	5-I-A-5			X														
117-00-PAO ESTABLISH/OPERATE THE JOINT INFORMATION BUREAU (JIB)	OP 5.5, 5.1.5	5-I-A-8			X									X					
118-00-J1 ESTABLISH/OPERATE THE JOINT PERSONNEL RECEPTION CENTER (JPRC)	OP 3.1, 4.4.6, 5.5	5-I-A-12				X						X							

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND STAFF ELEMENTS
(Continued)

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
119-00-J3 ESTABLISH/OPERATE THE EVACUATION CONTROL CENTER (ECC)	OP 4.5.3, 5.5, 6.2, 6.2.5	5-I-A-15			X	X		X	X					X		X			
120-00-J2 ESTABLISH/OPERATE THE JOINT INTELLIGENCE CENTER (JISE)	OP 2.1-2.5, 5.5	5-I-B-2					X												
121-00-J2 ESTABLISH/OPERATE THE JOINT INTERROGATION FACILITY (JIF)	OP 2.1, 2.2, 3.2.2.2, 5.5	5-I-B-10					X												
122-00-J2 ESTABLISH/OPERATE THE JOINT CAPTURED MATERIEL EXPLOITATION CENTER (JCMEC)	OP 2.2, 3.2.2.1, 3.2.2.2, 5.5	5-I-B-13					X												
123-00-J2 ESTABLISH/OPERATE THE JOINT IMAGERY PROCESSING BOARD (JIPB)	OP 5.5	5 - I - B - 16					X												
124-00-J2 ESTABLISH/OPERATE THE JOINT COUNTERINTELLIGENCE OPERATIONS CENTER (JCIOC)	OP 5.5	5 - I - B - 17					X												
124A-00-J2 ESTABLISH/OPERATE TJE JOINT DOCUMENT EXPLOITATION CENTER (JDEC)	OP 2.2, 3.2.2.1, 3.2.2.2, 5.5	5 - I - B - 17					X												
125-00-J3 ESTABLISH/OPERATE THE JOINT OPERATIONS CENTER (JOC)	OP 5.1-5.5	5-I-C-2						X											
126-00-J3 ESTABLISH/OPERATE THE CIVIL-MILITARY OPERATIONS CENTER (CMOC)	OP 1.5.5, 2.3.3, 4.7.2, 5.5, 5.7	5-I-C-7				X	X	X	X	X	X	X	X	X	X	X	X	X	X
127-00-J3 ESTABLISH/OPERATE THE JOINT SEARCH AND RESCUE CENTER (JSRC)	OP 5.5, 6.2, 6.2X	5-I-C-12						X											
128-00-CJTF/JRAC ESTABLISH/OPERATE THE JOINT REAR TACTICAL OPERATIONS CENTER (JRTOC)	OP 5.5, 6.5	5-I-C-17	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X
129-00-COS ESTABLISH/OPERATE THE JOINT DEPLOYMENT GROUP (JDG)	OP 1.1.1, 5.5	5 - I - C - 32			X			X	X	X									
130-00-J3/J5 ESTABLISH/OPERATE THE JOINT INFORMATION COORDINATION GROUP (JISEG)	OP 5.1.1, 5.5	5 - I - C - 33						X		X									

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND STAFF ELEMENTS
(Continued)

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
131-00-PMO ESTABLISH/OPERATE THE JOINT MILITARY POLICE AGENCY (JMPA)	OP 4.6.4, 5.5	5 - I - C - 34						X									X		
132-00-J5/DIR JPG ESTABLISH/OPERATE THE JOINT PLANNING GROUP (JPG)	OP 5.3, 5.5	5 - I - C - 36				X	X	X	X	X	X	X	X	X	X	X	X	X	X
133-00-J4 ESTABLISH/OPERATE THE LOGISTICS READINESS CENTER (LRC)	OP 4.1, 4.2, 4.3, 4.5, 4.6, 4.7, 5.3, 5.5	5-I-D-2							X		X								
134-00-J4 ESTABLISH/OPERATE THE JOINT MUNITIONS BOARD (JMB)	OP 4.1, 5.5	5 - I - D - 6							X										
135-00-J4 ESTABLISH/OPERATE THE JOINT MATERIEL MANAGEMENT OFFICE (JMMO)	OP 4.1, 4.3, 4.5, 5.5	5 - I - D - 9							X										
136-00-J4 ESTABLISH/OPERATE THE SUBAREA PETROLEUM OFFICE (SAPO)	OP 4.2, 5.5	5-I-D-12							X										
137-00-J4 ESTABLISH/OPERATE THE JOINT MOVEMENT CENTER (JMC)	OP 1.1.2, 1.3, 4.5, 4.5.1, 5.5	5-I-D-15							X										
138-00-J4 ESTABLISH/OPERATE THE JOINT MORTUARY AFFAIRS OFFICE (JMAO) AND/OR SUBAREA GRAVES REGISTRATION OFFICE (SAGRO)	OP 4.4.1, 5.5	5-I-D-20				X			X		X								
139-00-J4 ESTABLISH/OPERATE THE JOINT CIVIL-MILITARY ENGINEERING BOARD (JCMEB)	OP 4.6.2, 6.2.1	5-I-D-23							X		X								
140-00-J4 ESTABLISH/OPERATE THE JOINT FACILITIES UTILIZATION BOARD (JFUB)	OP 4.6.1, 4.6.3, 5.5	5-I-D-26							X		X								
141-00-J6 ESTABLISH/OPERATE THE JOINT COMMUNICATIONS CONTROL CENTER (JCCC)	OP 5.1, 5.1.6, 5.5	5-I-E-2									X								
142-00-SURG ESTABLISH/OPERATE THE JOINT PATIENT MOVEMENT REQUIREMENTS CENTER (JPMRC)	OP 4.4.3, 5.5	5-I-F-2									X					X			
143-00-SURG ESTABLISH/OPERATE THE AREA JOINT BLOOD PROGRAM OFFICE (AJBPO)	OP 4.4.3, 5.5	5-I-F-6									X					X			

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND STAFF ELEMENTS
(Continued)

PLANS AND ORDERS																			
TASK AND NUMBER	**RELATED UJTL**	**PAGE**	**CJTF**	**DCJTF**	**COS**	**J1**	**J2**	**J3**	**J4**	**J5**	**J6**	**HQ CMDT**	**LNO**	**PAO**	**SJA**	**SURG**	**PM**	**COMPT**	**CHAP**
201-00-J5 PROVIDE COMPONENT PLANNING INPUT TO CINC	OP 5.1.1, 5.2, 5.2.2	5-II-3	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
202-00-J5 CONDUCT OPERATIONAL MISSION ANALYSIS	OP 5.3.1	5-II-6	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
203-00-CJTF DETERMINE OPERATIONAL END STATE	OP 5.3.3	5-II-12	X					X		X									
204-00-CJTF ISSUE PLANNING GUIDANCE	OP 5.3.2	5-II-14	X					X		X									
205-00-J3 ISSUE WARNING ORDERS	OP 5.4.2	5-II-17	X					X		X									
206-00-COS DEVELOP COURSES OF ACTION AND PREPARE STAFF ESTIMATES	OP 5.3.4	5-II-20			X	X	X	X	X	X	X		X	X	X	X	X	X	X
206A-00-J1 PREPARE PERSONNEL ESTIMATE	OP 5.3.4	5-II-27				X													
206B-00-J2 PREPARE INTELLIGENCE ESTIMATE	OP 5.3.4	5-II-30					X												
206C-00-J3/J5 PREPARE OPERATIONS ESTIMATE	OP 5.3.4	5-II-34						X		X									
206D-00-J4 PREPARE LOGISTICS ESTIMATE	OP 4.5.2, 5.3.4	5-II-36							X										
206E-00-J6 PREPARE COMMAND, CONTROL, COMMUNICATION, & COMPUTERS (C4) ESTIMATE	OP 5.3.4	5-II-40									X								
206F-00-J5/J3/J1/J2/J4/J6 ANALYZE COURSES OF ACTION	OP 5.3.5	5-II-44				X	X	X	X	X	X								

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND STAFF ELEMENTS
(Continued)

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
206G-00-J5/J3/J1/J2/J4/J6 COMPARE OWN COURSES OF ACTION	OP 5.3.6	5-II-50				X	X	X	X	X	X								
206H-00-CJTF SELECT/MODIFY COURSE OF ACTION	OP 5.3.7	5-II-54	X					X		X									
207-00-CJTF/J3/J5/DCJTF/COS PREPARE/ISSUE COMMANDER'S ESTIMATE	OP 5.3.8	5-II-56	X	X	X			X		X									
208-00-J2 DEVELOP OPERATIONAL INTELLIGENCE	OP 2	5-II-61			X		X	X		X									
209-00-J3/J5 PLAN/INTEGRATE LAND OPERATIONS	OP 1.1-1.5, 2.1, 3.1, 3.2, 4.5, 5.1, 6.1-6.5	5-II-65					X	X		X			X						
210-00-J3/J5 PLAN/INTEGRATE AIR OPERATIONS	OP 1.1-1.5, 2.1, 3.1, 3.2, 3.2.5.1, 4.4, 4.5, 5.1, 6.1-6.5	5-II-73					X	X		X			X						
211-00-J3/J5 PLAN/INTEGRATE MARITIME OPERATIONS	OP 1.1-1.5, 2.1, 3.1, 3.2, 3.2.5.2, 4.4, 4.5, 5.1, 6.1-6.5	5-II-84					X	X		X			X						
212-00-J3/J5 PLAN/INTEGRATE SPECIAL OPERATIONS	OP 1.1-1.5, 2.1, 3.1, 3.2, 3.2.5.3, 4.4, 4.5, 5.1, 6.1-6.5	5-II-94					X	X		X			X						
213-00-J3/J5 PLAN/INTEGRATE SPACE SUPPORT OPERATIONS	OP 1.1, 1.3, 2.1, 3.1, 3.2, 4.4, 5.1, 5.4, 6.4	5-II-103					X	X		X			X						
214-00-J3/J5 PLAN/INTEGRATE AIR DEFENSE OPERATIONS	OP 6.1, 6.1.4, 6.1.5	5-II-108					X	X		X			X						
215-00-J3/J5 PLAN/INTEGRATE AIRSPACE MANAGEMENT	OP 6.1.3	5-II-111					X	X		X			X						
216-00-J3/J5 PLAN/INTEGRATE JOINT FIRE SUPPORT	OP 3.1, 3.2	5-II-114					X	X		X			X						
217-00-J3/J5 PLAN/INTEGRATE FORCIBLE ENTRY OPERATIONS	OP 1.2.4.3, 1.2.4.4	5-II-118				X	X	X	X	X	X		X						
218-00-J3/J5/J2 PLAN/INTEGRATE JOINT FORCE TARGETING	OP 3.1.1-3.1.7	5-II-121					X	X		X									
219-00-J3/J5 PLAN/INTEGRATE NBC DEFENSE	OP 6.2, 6.2.7	5-II-126					X	X	X	X		X				X			
220-00-J3/J5 PLAN/INTEGRATE C2W OPERATIONS	OP 5.6, 5.6.1	5-II-132					X	X		X	X								
221-00-J3/J5 PLAN/INTEGRATE EW OPERATIONS	OP 3.2.2.2	5-II-137					X	X		X	X		X						
222-00-J3/J5 PLAN/INTEGRATE PSYOP	OP 3.2.2.1	5-II-139					X	X		X	X		X		X				
223-00-J3/J5 PLAN/INTEGRATE OPSEC	OP 6.2, 6.3, 6.3.4	5-II-141					X	X		X	X								

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND STAFF ELEMENTS
(Continued)

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
224-00-J3/J5 PLAN/INTEGRATE MILITARY DECEPTION OPERATIONS	OP 6.4, 6.4.1	5-II-143					X	X		X	X								
225-00-J3/J5 PLAN/INTEGRATE SAR/CSAR	OP 6.2, 6.2.X	5-II-145					X	X		X			X						
226-00-J3/J5 PLAN/INTEGRATE RECONNAISSANCE/ SURVEILLANCE OPERATIONS	OP 2.2.3	5-II-148					X	X		X									
227-00-J3/J5 PLAN/INTEGRATE NEO	OP 4.5.3, 6.2, 6.2.5	5-II-151				X	X	X		X									
228-00-J3/J5 PLAN/INTEGRATE MULTINATIONAL AND INTERAGENCY OPERATIONS	OP 5.7	5-II-155					X	X		X									
229-00-J3/J5 PLAN/INTEGRATE CMO	OP 4.7.2-4.7.5	5-II-161					X	X		X									
231-00-J3/J5 PLAN/INTEGRATE SHORT NOTICE COUNTERDRUG OPERATIONS	OP 4.7.3	5-II-164					X	X		X									
232-00-J3/J5 PLAN/INTEGRATE OPERATIONS TO COMBAT TERRORISM	OP 4.7.3, 6.5	5-II-168					X	X		X									
233-00-J3/J5 PLAN/INTEGRATE OPERATIONS INSURGENCY/COUNTERINSURGENCY	OP 4.7	5-II-171					X	X		X									
234-00-J3/J5 PLAN/INTEGRATE PEACE OPERATIONS	OP 1.1-1.5; 3.1, 4.1-4.7, 5.1-5.7, 6.2-6.5	5-II-174					X	X		X									
235-00-J3/J5 PLAN/INTEGRATE NATION ASSISTANCE OPERATIONS	OP 4.7, 4.7.1, 4.7.3, 4.7.5	5-II-181					X	X		X									
236-00-J3/J5 PLAN/INTEGRATE METOC SUPPORT	OP.2.3.2	5-II-184					X	X		X									
237-00-J3/J5 PLAN/INTEGRATE VI/COMCAM DOCUMENTATION	OP 3.1.6,4.4.6	5-II-186						X		X									
238-00-J3/J5 PLAN/INTEGRATE EOD OPERATIONS	OP 1.3.1,4.1	5-II-188					X	X		X									
239-00-PM PLAN/INTEGRATE MPO	OP 4.6.4	5-II-190					X	X		X							X		
240-00-J4 PLAN/INTEGRATE LOGISTICS SUPPORT	OP 4.1, 4.2, 4.3, 4.5, 4.6, 4.6.3	5-II-194					X	X	X	X									

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND STAFF ELEMENTS
(Continued)

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
241-00-SURG PLAN/INTEGRATE HEALTH SERVICES SUPPORT	OP 4.4.3, 4.5.3	5-II-199					X	X	X	X						X			
242-00-J1 PLAN/INTEGRATE PERSONNEL SUPPORT	OP 4.4.2, 4.4.4, 4.4.6	5-II-202				X	X	X		X									
243-00-SJA PLAN/INTEGRATE LEGAL SERVICES SUPPORT	OP 4.4.2	5-II-205				X		X		X					X				
244-00-COMPT PLAN/INTEGRATE FINANCIAL RESOURCE SUPPORT	OP 4.4.2	5-II-207				X		X	X	X								X	
245-00-CHAP PLAN/INTEGRATE RELIGIOUS MINISTRY SUPPORT	OP 4.4.2	5-II-209				X		X		X									X
246-00-J6 PLAN/INTEGRATE C4 SUPPORT OPERATIONS	OP 5.1	5-II-212				X		X		X	X								
247-00-PAO PLAN/INTEGRATE PUBLIC AFFAIRS OPERATIONS	OP 5.1.5	5-II-216	X					X		X				X					
248-00-COS PLAN/INTEGRATE LIAISON OPERATIONS	OP 5.5.2	5-II-219			X	X	X	X	X	X	X		X	X	X	X	X	X	X
249-00-HQ COMDT PLAN/INTEGRATE HEADQUARTERS SUPPORT	OP 5.5	5-II-221			X							X							
250-00-J5 PREPARE CAMPAIGN PLANS OR MAJOR OPERATIONS AND RELATED PLANS AND ORDERS	OP 5.3.9	5-II-223	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X
251-00-CJTF/J3 ISSUE CAMPAIGN PLAN/OPERATIONS ORDER	OP 5.3, 5.4.2, 5.4.3	5-II-234	X					X		X									
252-00-J5/J3 COORDINATE AND INTEGRATE PLANS AND ORDERS	OP 5.4.4, 5.4.5	5 II-236	X					X		X									
PREPARATION AND DEPLOYMENT																			
301-00-J3/J5 PREPARE FOR DEPLOYMENT	OP.1.1	5-III-2			X	X	X	X	X	X	X		X	X	X	X	X	X	X
302-00-J3 CONTROL DEPLOYMENT	1.1	5-III-6			X	X	X	X	X	X	X		X	X	X	X	X	X	X
EMPLOYMENT																			
401A-00-CJTF MONITOR OPERATIONS (MAINTAIN STATUS)	OP 3.2, 3.3.2.4, 3.2.5, 5.1, 5.1.3, 5.1.4	5-IV-3	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
401B-00-CJTF ASSESS OPERATIONS	OP 5.2	5-IV-7	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND STAFF ELEMENTS
(Continued)

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
401C-00-CJTF PREPARE PLANS AND ORDERS	OP 5.3	5-IV-13	X					X		X									
401D-00-CJTF DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES	OP 5.4	5-IV-15	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 5.1, 5.1.1, 5.1.3	5-IV-19	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
403-00-J2 CONTROL INTELLIGENCE OPERATIONS	OP 2.1-2.5	5-IV-21					X												
404-00-J3 CONTROL LAND OPERATIONS	OP 1.1-1.5, 3.1.1-3.1.5, 4.1-4.6, 6.1-6.5	5-IV-29					X	X											
405-00-J3 CONTROL AIR OPERATIONS	OP 1.1-1.5, 3.2, 5.1, 6.1, 6.2	5-IV-41					X	X											
406-00-J3 CONTROL MARITIME OPERATIONS	OP 1.1-1.5, 3.2, 5.2, 6.1, 6.2	5-IV-54					X	X											
407-00-J3 CONTROL SPECIAL OPERATIONS	OP 1.1-1.5, 3.2, 5.3, 6.1, 6.2	5-IV-70					X	X											
408-00-J3 CONTROL SPACE SUPPORT OPERATIONS	OP 1.1-1.5, 2.1-2.5, 5.1, 5.4, 6.1	5-IV-83					X	X											
409-00-J3 CONTROL AIR DEFENSE OPERATIONS	OP 6.1, 6.1.4, 6.1.5	5-IV-94					X	X											
410-00-J3 CONTROL AIRSPACE	OP 6.1.3	5-IV-99					X	X											
411-00-J3 CONTROL JOINT FIRE SUPPORT	OP 3.1, 3.1.3, 3.1.4, 3.1.5, 3.1.6, 3.2, 3.2.6, 3.2.7	5-IV-104					X	X											
412-00-J3 CONTROL FORCIBLE ENTRY OPERATIONS	OP 1.2.4.3,1.2.4.4	5-IV-108					X	X											
414-00-J3 CONTROL NBC DEFENSE OPERATIONS	OP 6.2, 6.2.7	5-IV-114					X	X	X			X				X			
415-00-J3 CONTROL C2W OPERATIONS	OP 3.2.2.2, 5.6, 5.6.2	5-IV-118					X	X			X								
416-00-J3 CONTROL EW OPERATIONS	OP 3.2.2.2	5-IV-124					X	X			X								
417-00-J3 CONTROL PSYOP	OP 3.2.2.1	5-IV-128					X	X							X				
418-00-J3 CONTROL OPSEC	OP 6.2, 6.3, 6.3.4	5-IV-131					X	X											

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND STAFF ELEMENTS
(Continued)

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
419-00-J3 CONTROL MILITARY DECEPTION OPERATIONS	OP 6.4, 6.4.2	5-IV-137					X	X											
420-00-J3 CONTROL SAR/CSAR	OP 6.2, 6.2.X	5-IV-141					X	X											
421-00-J3 CONTROL RECONNAISSANCE/SURVEILLANCE OPS	OP 2.2.3	5-IV-145					X	X											
422-00-J3 CONTROL NEO	OP 4.5.3, 6.2, 6.2.5	5-IV-151				X	X	X											
424-00-J3 CONTROL CMO	OP 4.7, 4.7.2-4.7.5	5-IV-156					X	X											
426-00-J3 CONTROL SHORT NOTICE COUNTERDRUG OPERATIONS	OP 4.7.3	5-IV-160					X	X											
427-00-J3 CONTROL OPERATIONS TO COMBAT TERRORISM	OP 4.7.3, 6.5	5-IV-164					X	X											
428-00-J3 CONTROL INSURGENCY/COUNTERINSURGENCY OPERATIONS	OP 4.7	5-IV-168					X	X											
429-00-J3 CONTROL PEACE OPERATIONS	OP 1.1-1.5; 3.1, 4.1-4.7, 5.1-5.7, 6.2-6.5	5-IV-172					X	X											
430-00-J3 CONTROL NATION ASSISTANCE OPERATIONS	OP 4.7, 4.7.1, 4.7.3, 4.7.5	5-IV-176					X	X											
431-00-J3 CONTROL METOC SUPPORT	OP.2.3.2	5-IV-179					X	X											
432-00-J3 CONTROL VI/COMCAM DOCUMENTATION OPERATIONS	OP 3.1.6, 4.4.6	5-IV-183						X						X					
433-00-J3 CONTROL EOD OPERATIONS	OP 1.3.1, 1.4.1	5-IV-187						X											
434-00-PM CONTROL MPO	OP 4.6.4	5-IV-190						X									X		
435-00-J4 CONTROL LOGISTICS SUPPORT	OP 4.1-4.6	5-IV-195							X										
436-00-SURG CONTROL HEALTH SERVICES SUPPORT	OP 4.4.3, 4.5.3	5-IV-200														X			
437-00-J1 CONTROL PERSONNEL SUPPORT	OP 4.4, 4.4.2, 4.4.4, 4.4.6	5-IV-204				X													

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND STAFF ELEMENTS
(Continued)

TASK AND NUMBER	RELATED UJTL	PAGE	CJTF	DCJTF	COS	J1	J2	J3	J4	J5	J6	HQ CMDT	LNO	PAO	SJA	SURG	PM	COMPT	CHAP
438-00-SJA CONTROL LEGAL SERVICES SUPPORT	OP 4.4.2	5-IV-208													X				
439-00-COMPT CONTROL FINANCIAL RESOURCE SUPPORT	OP 4.4.2	5-IV-211																X	
440-00-CHAP CONTROL RELIGIOUS MINISTRY SUPPORT	OP 4.4.2	5-IV-214																	X
441-00-J6 CONTROL C4 OPERATIONS	OP 5.1, 5.1.6	5-IV-217									X								
442-00-PAO CONDUCT PUBLIC AFFAIRS OPERATIONS	OP 5.1.5	5-IV-222	X											X					
443-00-COS CONTROL LIAISON OPERATIONS	OP 5.5.2	5-IV-226			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	5-IV-229										X							
445-00-J5 PROJECT FUTURE CAMPAIGNS OR MAJOR OPERATIONS	OP 5.2.3	5-IV-232	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X
TRANSITION																			
501-00-J5 PREPARE FOR TRANSITION	OP 5.5.5	5-V-2	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
502-00-J3 CONDUCT TRANSITION	OP 4.7.4, 5.5.5	5-V-6	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
PREPARATION AND REDEPLOYMENT																			
601-00-J3/J5 PREPARE FOR REDEPLOYMENT	OP 1.1.2	5-VI-2	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
602-00-J3 CONTROL REDEPLOYMENT	OP 1.1.2	5-VI-7	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Table 2-2
JTF HEADQUARTERS TASKS TO COMMAND STAFF ELEMENTS
(Continued)

CHAPTER 3

TRAINING PLANS

3-1. General. This chapter provides guidance for development of training plans to improve joint force readiness training. The Joint Task Force Headquarters Master Training Guide (JTF HQ MTG) is designed to provide JTF commanders and staffs a common basis for planning and conducting joint training, thereby facilitating JTF component interoperability and aiding in development of realistic, relevant and attainable joint training objectives. 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 Commander Joint Task Force (CJTF) and JTF staff to:

a. Increase joint readiness

b. Aid in the achievement of training objectives

c. Assess JTF HQ operations and contingency plans

d. Examine joint doctrine and Joint Tactics, Techniques and Procedures (JTTP)

e. Improve interoperability

3-2. 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 3-1 depicts the components of the Joint Training Planning Process.

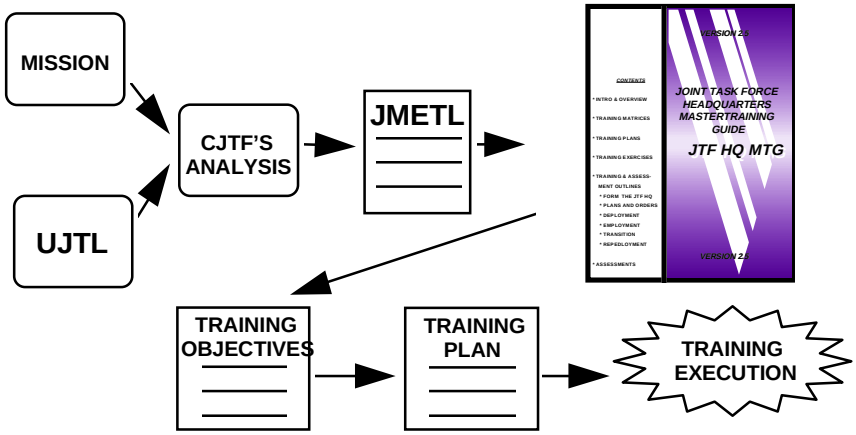

FIGURE 3-1
JOINT TRAINING PLANNING PROCESS

a. Mission. The goal of joint training is to develop and maintain JTFs that are capable of accomplishing assigned missions. The JTF mission is based upon guidance from existing Operation Plans (OPLANS) and Operation Orders (OPORDS) and the Commander-in-Chief's (CINC's) intent. Joint training requirements are derived from those joint tasks essential to the proper execution of campaigns and/or major operations.

b. Universal Joint Task List (UJTL) The UJTL is a Joint Staff document that defines requirements so that training events can be developed, resources applied, and assessments accomplished. It consists of a menu of capabilities (tasks) which may be selected by the CINC to accomplish the assigned mission.

c. CJTF Analysis The CINC 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 Tasks 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 CINC and the CJTF for accomplishment of OPLANs and OPORDs predicated on the mission and forces assigned by the CINC.

e. JTF HQ MTG. The JTF HQ MTG guides the training of the JTF command group and staff. Like the UJTL, it provides a menu of critical tasks and task steps that the JTF command and staff group can use to select mission essential tasks for the command and staff.

f. 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 which the Headquarters must develop in order for the whole joint force to perform its mission essential tasks. The JTF HQ MTG provides the necessary critical task detail for the JTF Headquarters in the Training and Assessment Outlines (T & AOs) in Chapter 5 of the MTG. The resulting training objectives, which the commander and staff develop, each consist of the following:

- Task. A clearly defined and measurable activity accomplished by the responsible individual or staff element.

- Condition(s). The circumstances or environment in which the task is to be performed.

- Standard. The minimum acceptable proficiency required in the performance of a particular task.

3-3. Training Plans. The JTF HQ MTG serves as a tool to assess an existing JTF HQ's ability to perform under combat or simulated combat conditions, or in Military Operations Other Than War (MOOTW). It may also be used to identify critical training task focus for a newly designated JTF HQ. In either case, the JTF HQ MTG helps to project long- and short-range training requirements and assist in developing training strategies necessary to increase proficiency in problem areas. The JTF HQ MTG supports two types of training plans: long- and short-range. Table 3-1 provides a comparison of long-and short-range plans. A detailed explanation of how the JTF HQ MTG helps to assess the capabilities of the JTF HQ (linking executed training to future training) is provided in Chapter 6.

Table 3-1
Comparison of Long-Range and Short-Range 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 Svc components/supporting commands ■ Publish guidance and schedule ■ Provide long-range planning input to CINC staff	■ Refine and expand training objectives ■ Correlate training objectives with training events ■ Identifie/allocate short-lead time resources ■ Coordinate short-range schedule with Svc components/supporting commands ■ Publish guidance and schedule ■ Provide short-range planning input to CINC staff

a. Long-Range Planning. Long-range planning begins with the assessment of the core JTF HQ staff. It also may begin with a training event that offers insight into the status of JTF readiness. Assessments are based upon the JMETL and conducted within the context of tasks and detailed task steps provided in the JTF HQ MTG. This, combined with the CJTF's training strategy and guidance, provides the framework for long-range planning (See Figure 3-2).

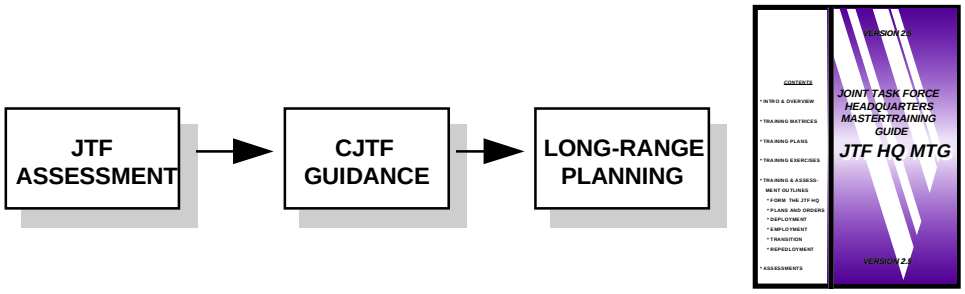

FIGURE 3-2
LONG-RANGE PLANNING

(1) CJTF provides a training strategy and articulates that vision through guidance to the JTF HQ and supporting Service and functional components, commands, agencies and activities. The training strategy:

- Ensures focus remains on JMETL and the training objectives to attain the JMETL
- Ensures joint interoperability is incorporated into all training
- Determines the logical sequence to execute training throughout the long-range planning cycle
- Identifies the type of training to be planned (e.g., field training exercises, command post exercises, computer assisted exercises, etc.)
- Matches available resources to the training requirements
- Results in the CJTF's training guidance

(2) The CJCS Joint Training Master Plan (CJTMP) establishes the strategic setting and direction for training and exercise planning for a six-year period. Based upon the CJTMP, unified commands will generally convene an annual exercise training conference attended by representatives from the Joint Staff, component commands, subunified commands, supporting commands, the Services, and others, as required. The annual training and exercise conference forms the basis for long-range planning in the four out-years and short-range planning in the first two years. Typically, the exercise schedule is deconflicted and general exercise concepts and force levels are discussed. The first fiscal year schedule is then approved for execution. The second fiscal year schedule is approved for continued planning and the remaining four out-years approved for further refinement.

(3) The Service and/or functional components update the unified command and Joint Staff six-year exercise schedule on a quarterly basis to ensure the latest planning data is readily available.

(4) Although the availability of resources shall not affect the development of the JMETL, long-range planning must address critical resources that must be prioritized, allocated and scheduled, and shortfalls identified (e.g., operating budgets, ammunition authorizations, fuel allocations, etc.). 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 JTF JMETL proficiency which impacts on the ability to perform the JTF 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 which impact the JTF's ability to perform the assigned mission. As in long-range planning, the CJTF's guidance is his vision of training strategy that conveys training objectives and priorities, and highlights training events (See Figure 3-3).

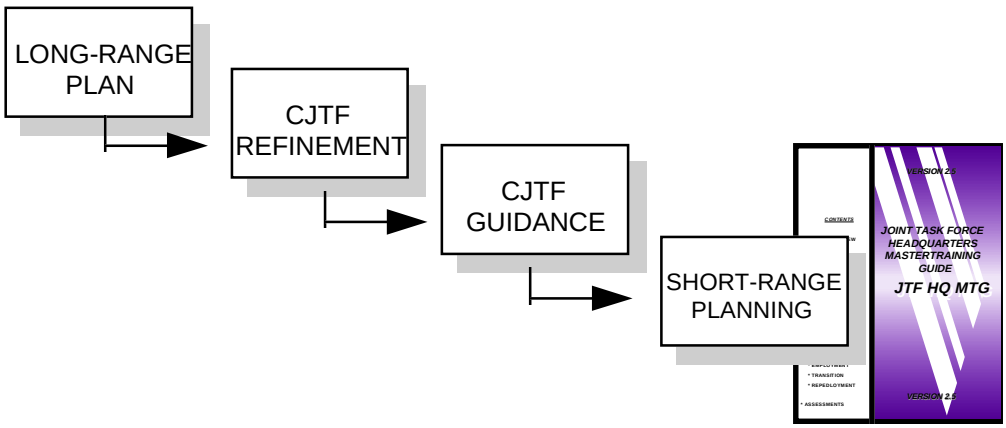

FIGURE 3-3
SHORT-RANGE PLANNING

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CHAPTER 4

TRAINING EXERCISES

4-1. General. The JTF HQ MTG is designed to assist probable and designated JTF commanders and staffs to train and assess the performance of individual and collective command and staff tasks. The MTG serves to assist in planning for, conducting and assessing performance of these tasks in a wide variety of exercises. Three of these exercises (Command Post Exercise (CPX), Field Training Exercise (FTX) and the Simulation-Driven Exercise) are discussed more fully here.

4-2. 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.

a. Resources. CPXs require minimal resources while providing focused training.

(1) Even though minimal compared to field training exercises, CPXs still vary in resource requirements, depending on the format, scope, extent of headquarters and chain of command involvement, and training objectives. They can train all the appropriate headquarters for a particular type mission at realistic operational distances, or they can train a reduced number of headquarters and a smaller slice of the chain of command. The nonplaying headquarters and units can be represented by simulation or by response cells. Higher headquarters may be represented by exercise control groups. Depending on their scope, CPXs may use strategic, operational, and tactical Command, Control, Communications, Computer, and Intelligence (C4I) and logistics networks.

(2) CPXs, like any major joint exercise, require a significant organizational effort. This effort includes, but is not limited to:

(a) Conduct exercise development conferences
  1 Exercise preparation schedule
  2 Scenario development, and related maps, charts, orders, directives, etc.
  3 Coordination for support, to include communications, transportation, personnel augmentation
(b) Establish exercise director's staff
(c) Coordinate Opposing Forces (OPFOR) participation
(d) Identify, survey and prepare training locations
(e) Prepare and publish exercise directive
(f) Develop assessment and After Action Review (AAR) plan and coordinate Observer/Trainer (O/T) role
(g) Maintain cost estimates
(h) Coordinate public affairs

(I) Coordinate distinguished visitor procedures, if required
(j) Prepare training support products

(3) CPXs can be combined with modeling and simulations, although this type of format can require higher costs due to the addition of technical personnel, simulation communications nets, and the preparation and use of simulations themselves. However, this higher cost is still significantly lower than the cost of field training exercises with comparable C2 objectives.

b. Scenario. The CPX involves the development of a scenario that requires the planning and coordination of operations for war or other than war. The scenario is normally presented to the participating units and controlled by an exercise control group through normal message traffic and written products or through simulation. In that case, the CPX will also be a Simulation Driven Exercise.

c. Uses. The CPX is generally used to:

- Plan, establish and employ a C4 architecture appropriate to the scenario
- Identify requirements, exchange information, and coordinate operations in response to the exercise scenario
- Prepare and disseminate estimates, plans and/or orders in response to the exercise scenario
- Integrate and synchronize joint operations, through detailed execution planning and controlling simulated operations
- Build teamwork and cohesion
- Test reaction to simulated friction designed to model friction encountered during actual movement and deployment of forces

4-3. 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.

a. Resources.

(1) Joint FTXs are resource intensive. They require the assembly, transportation and support of large numbers of different Service forces to local or distant training areas. The cost increases as conditions are more realistic, in terms of operational time, distance, locations and number of forces.

(2) In addition to organizational efforts required for CPXs, FTXs also require the coordination and deconfliction of maneuver, air, and sea space, and the consideration of environmental factors.

b. Scenario. Like CPXs, FTXs involve the development of a scenario that requires the planning and coordination of operations for war or other than war. The FTX scenario is normally presented and controlled by an exercise control group.

c. Uses. In addition to all the command and staff functions that the CPX exercises, joint FTXs are generally used to:

- Deploy, move and/or maneuver joint forces over realistic distances
- Plan, synchronize and conduct large scale combat and noncombat joint operations
- Plan, synchronize and conduct supporting fires
- Plan, synchronize and conduct logistic activities to support extensive joint operations; develop and/or exercise interservice support agreements and arrangements
- Promote joint interoperability at task force level
- Exercise joint mission essential tasks at both tactical and operational levels
- Build joint teamwork and cohesion

4-4. Joint Simulation-Driven Exercise. Simulation-Driven Exercises are CPXs that use computers to present a scenario and simulate conditions, environment and 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 may also be used for purposes of research and development. As training tools, they provide commanders and staff with high-quality, cost-effective training alternatives to other, more resource intensive exercise methods.

a. Resources. Simulation-Driven Exercise requirements depend on the scope of the supported exercise, the level of detail required in the information presented, and the complexity of interoperability between the different models used in the exercise. Different models require a wide variety of computer hardware and software, with related numbers of personnel involved in preparing data bases and operating the models during the exercise. Time of preparation is a key factor. Major joint exercises may take up to a year to build data bases, although this time will decrease as valid data bases are constructed.

b. Scenario. Scenarios for Simulation-Driven Exercises are developed much the same as for CPXs and FTXs, although exercise designers must ensure that the Joint Operations Area (JOA) and force structure designated for the exercise can be supported by the desired simulation model and data bases.

c. Uses. Simulation-Driven Exercises place C2 elements in war or other-than-war environments that stimulate decision making, command and staff interaction, and coordination. They assist in the following areas:

- Preparing a joint headquarters and its subordinate units for conducting major operations while minimizing costs and resources
- Rehearsing wartime missions and possible contingency operations using real world operational area and threat data bases
- Exercising and evaluating doctrine and internal training and operating procedures
- Developing awareness of the lethality and awareness of war and operations in other-than-war environments
- Assessing written and verbal communication processes between commanders and staff, different headquarters, and various echelons
- Providing feedback to aid in decision making, such as assessing and wargaming courses of action, measuring the effectiveness of force combinations, and determining transportation feasibility
- Providing feedback to assess the results of situational responses; supporting after action reporting efforts
- Training of new personnel and sustaining the proficiency of command groups and staffs

d. Types of Simulation Models. There is a wide variety of simulations and models that support an equally broad range of exercises. Many are flexible with regard to level of resolution in the information presented and provided. The choice of which to use is based on the training audience and the training objectives. If, for example, the trainer wished to conduct a seminar wargame for commanders and staff in a joint force, he might use a simulation that presents information of operational and strategic importance, and supporting analytical models that do the same. The resolution would be in terms of major results to large units. If the intent is to exercise and assess detailed logistics coordination, a simulation with higher resolution would be required. Generally, the higher the resolution, the more

realistic the training environment and the more stressful the training. Joint CPXs that use computer assistance generally require simulations and models with relatively high resolution.

(1) Aggregate Level Simulation Protocol (ALSP). Currently, there is a multi-service program of conventions that ensures interoperability of simulation models and provides maximum flexibility. Together, these conventions, or protocols, are known as the ALSP; they permit disparate simulations to work together in an integrated whole. An ALSP confederation consists of multiple Service oriented models that share information with each other via ALSP. Before a model can join the ALSP confederation, it must be modified to accommodate the ALSP protocol for both technical and operational functionality. A number of models, used independently by the Services, are in various stages of integration into the ALSP confederation.

- Corps Battle Simulation (**CBS**) is the designated US Army combat simulation model. It is a member of the ALSP confederation, modeling air-ground, ship-ground and cruise missile activities through ALSP. Capabilities for modeling of CA/CMO and PSYOP are being developed and integrated.

- Air Warfare Simulation (**AWSIM**) is the designated US Air Force combat simulation model. It is a member of the ALSP confederation, modeling air-ground, air-air, ship-air and cruise missile activities through ALSP.

- Research, Evaluation and Systems Analysis (**RESA**) is a naval simulation model that has been used in conjunction with exercises in Korea and Germany. Air-ground, air-air, ship-air, ship-ground and cruise missile activities occur via ALSP.

- MAGTF Tactical Warfare System (**MTWS**) is the developing US Marine Corps warfare simulation model. It interacts with AWSIM and RESA for air-to-air, air-to-ground, air-to-ship, and ground-to-air in the ALSP configuration. Future efforts will include the development of a ground-to-ground protocol.

- Combat Service Support Training Simulation System (**CSSTSS**) is a logistic model designed for exercising supply, maintenance, transportation and health services personnel for the US Army and is being adapted and tested for use with the ALSP confederation.

- Joint Electronic Combat Electronic Warfare Simulation (**JECEWSI**) is a member of the ALSP confederation and provides electronic warfare simulation for the Service models. The Joint Command and Control Warfare Center (JC2WC) is expanding the capability of JECEWSI to simulate the other key elements of C2W: PSYOP, OPSEC, EW and destruction.

- Tactical Simulation (**TACSIM**) is a model originally designed to exercise US Army intelligence officers and has been used in conjunction with CBS. It has been configured to supersede the intelligence portion of specified models when used in the ALSP confederation.

(2) Other Key Models. There are literally hundreds of wargame simulation models. Some are used as exercise drivers, others as analytical tools to support military decision making within the context of exercises or actual conflict, or to support research and development efforts. In addition to the ALSP models, the following are a few of the principal models used by Services and unified commands.

- Enhanced Naval Warfare System (**ENWGS**) is a US Navy simulation model.

- Joint Conflict Model (**JCM**) can be used from theater strategic to tactical levels as a wargame driver for joint exercises, as an analytical tool to wargame courses of action, and as a research and evaluation tool to evaluate the effectiveness of new weapons systems and new tactical doctrines. Its domain includes land, with limited air, and naval operations for joint and multinational forces in conventional and unconventional warfare mission areas, including sea control, airlift operations, and air-to-ground and ground-to-air operations.

- Urban Combat Computer Assisted Training System (**UCCATS**) was originally designed as a wargame driver for urban combat scenarios in Europe, but is now used in other regions.

- Joint Theater Level Simulation (**JTLS**) is used primarily to analyze theater level operational plans. It is designed to serve as both an operations support and a force capability tool to assess the value of different mixes of forces or resources. The model has also been used as an exercise driver. Its domain includes land, air and limited naval operations for joint and multinational forces in conventional air, ground and naval missions. The effects of special operations can be modeled. It has full intelligence and logistics modules capability.

- Tactical Warfare (**TACWAR**) is used as an analytical model for the effects of air operations options.

- Integrated Tactical Engagement Model (**ITEM**) is another analytical tool for assistance in developing joint operations courses of action.

4-5. Use of MTG in Developing and Conducting Exercises. Exercise designers, participating commanders and staff, and Observer/Trainers (or Observer/Controllers) can all benefit by referring to the task descriptions in Chapter 5, even if their personal experiences or the particular

JTF mission does not precisely coincide with them. As the critical task descriptions and associated task steps are based on doctrine and tied to the Universal Joint Task List, the exercise designers, participants and Observer/Trainers will find them to be generally applicable to the JTF Headquarters' role in planning and conducting JTF operations.

a. Exercise Development. 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 4-1).

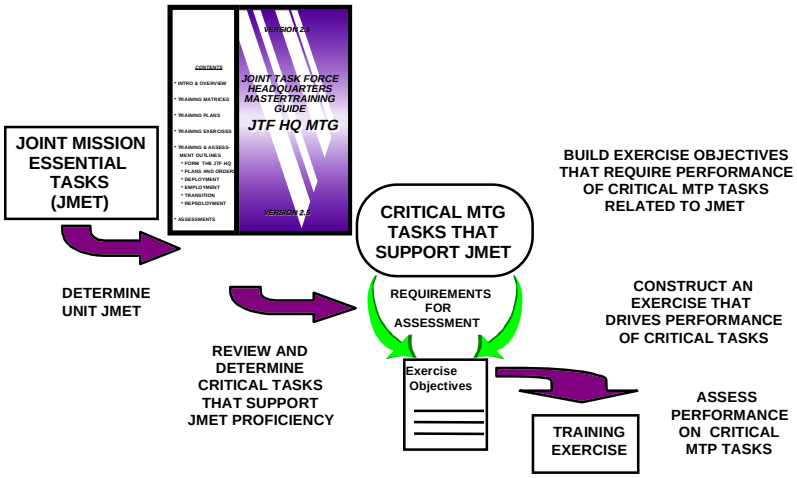


FIGURE 4-1
USE OF THE JTF HQ MTG IN DEVELOPING EXERCISES

(1) Exercises are generally designed to assess a unit's proficiency in performing mission essential tasks. Using the list of critical tasks from Chapter 5 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 (JMET). 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 simulation driven). Available resources will mitigate or even determine these decisions.

(4) Assessment of performance on those tasks provides a clear indication of the JTF Headquarters' proficiency in its Joint Mission Essential Tasks.

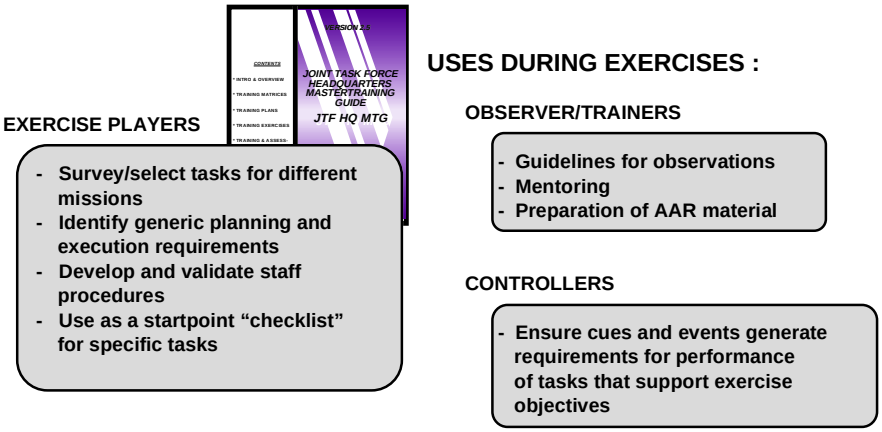


FIGURE 4-2
USE OF THE JTF HQ MTG IN CONDUCTING EXERCISES

b. Conduct of the Exercise. Chapter 6 fully discusses the use of the MTG in external evaluations. Briefly, for both external and internal evaluations, commanders and staff use the task steps and performance measures for the critical tasks in Chapter 5 as memory aids, checklists, or initial or even primary resources for the conduct of JTF Headquarters tasks (Figure 4-2).

More specifically, exercise participants can use these tasks and task steps to survey and select command and staff tasks for assigned missions, identify generic staff requirements for planning and execution of missions, and for the development and/or validation of command and staff procedures. Observer/Trainers use these same tools as sources or guidelines for their observations, mentoring, and preparation of after action review material. Controllers use them to ensure that what needs to be assessed actually gets performed so that it can be assessed.

CHAPTER 5

TRAINING AND ASSESSMENT OUTLINES

(T & AOs)

5-1. 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 5-1). 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.

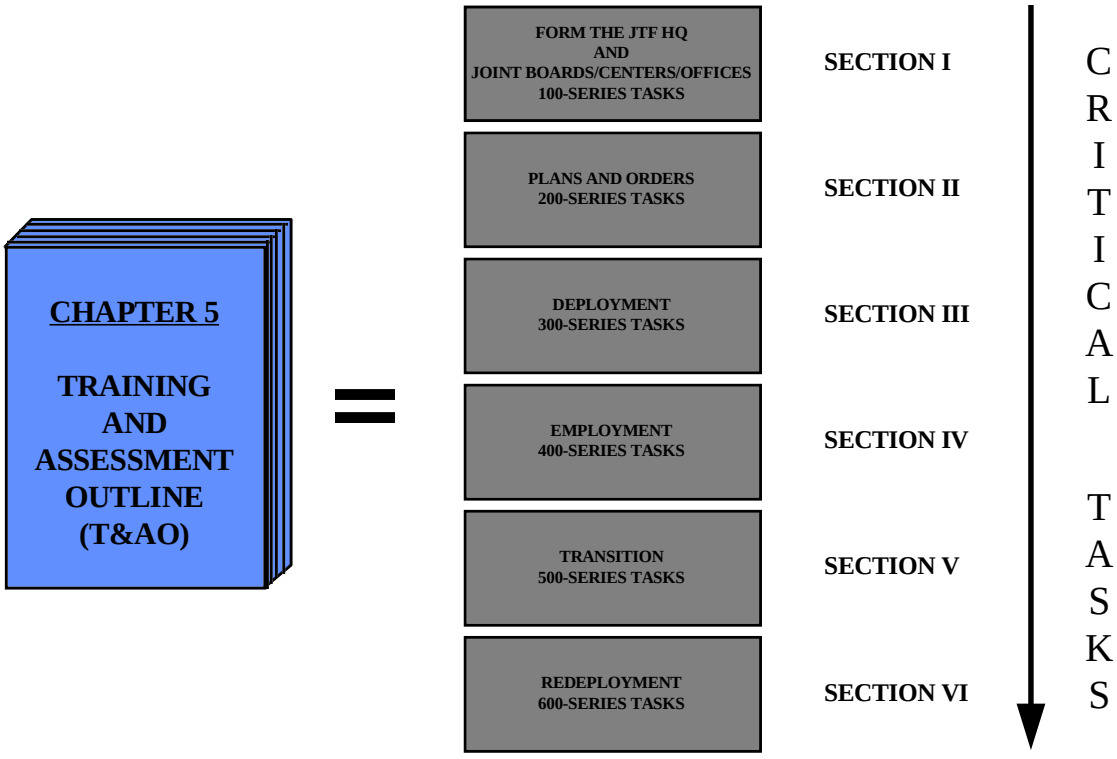


FIGURE 5-1

JTF LIFE-CYCLE

5-2. Crisis Action Procedures. Crisis Action Procedures are used by the Joint Planning and Execution Community (JPEC) 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 (JP 5-03.1).

a. CJCS and CINC 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, the primary action responsibility shifts between the National Command Authorities (NCA) and the CINC. Figure 5-2 depicts the six phases of crisis action 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.

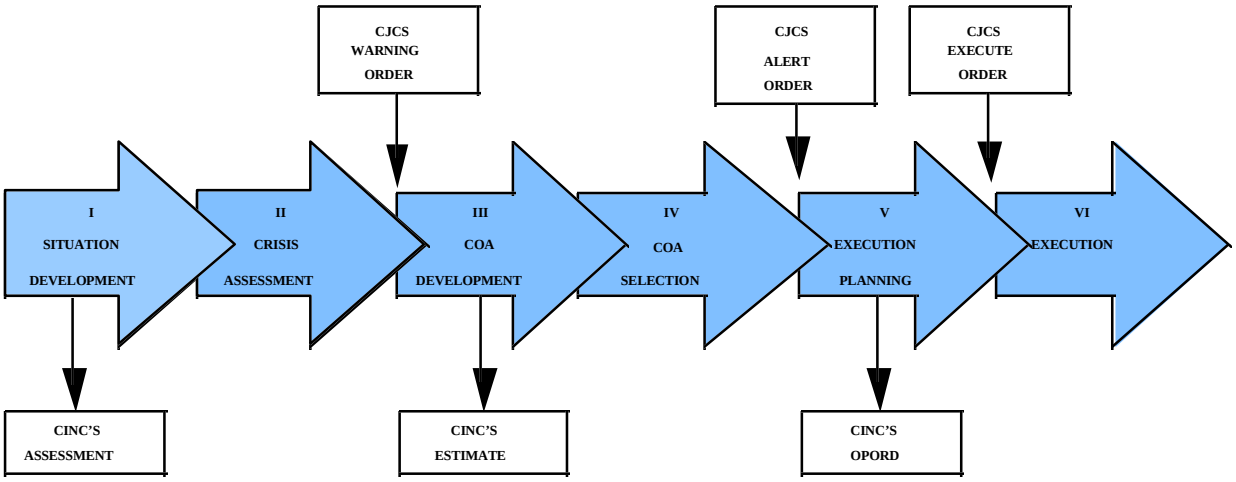


FIGURE 5-2
CRISIS ACTION PROCEDURES
JCS / CINC LEVEL

b. CINC and JTF Level. As a crisis evolves, the CINC 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 NCA. Figure 5-3 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 NCA 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 (IAW the T & AOs in this MTG) coinciding with Phase V, Execution Planning. In Figure 5-4, the CINC 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 CINC and JTF HQ is operationally and situationally dependent.

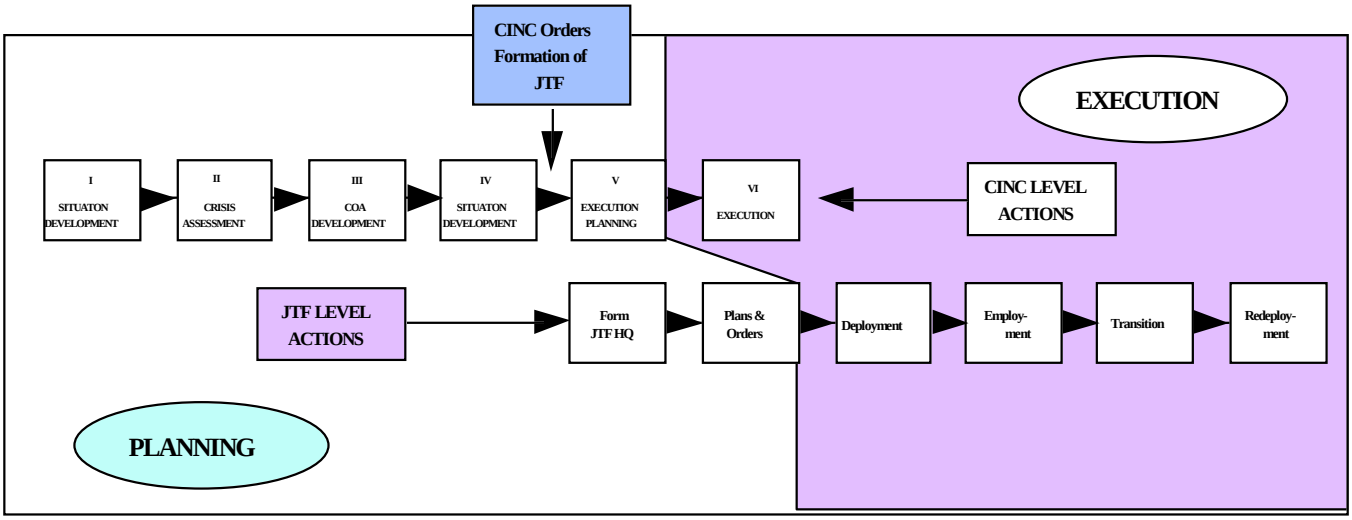


FIGURE 5-3

PLANNING AND EXECUTION

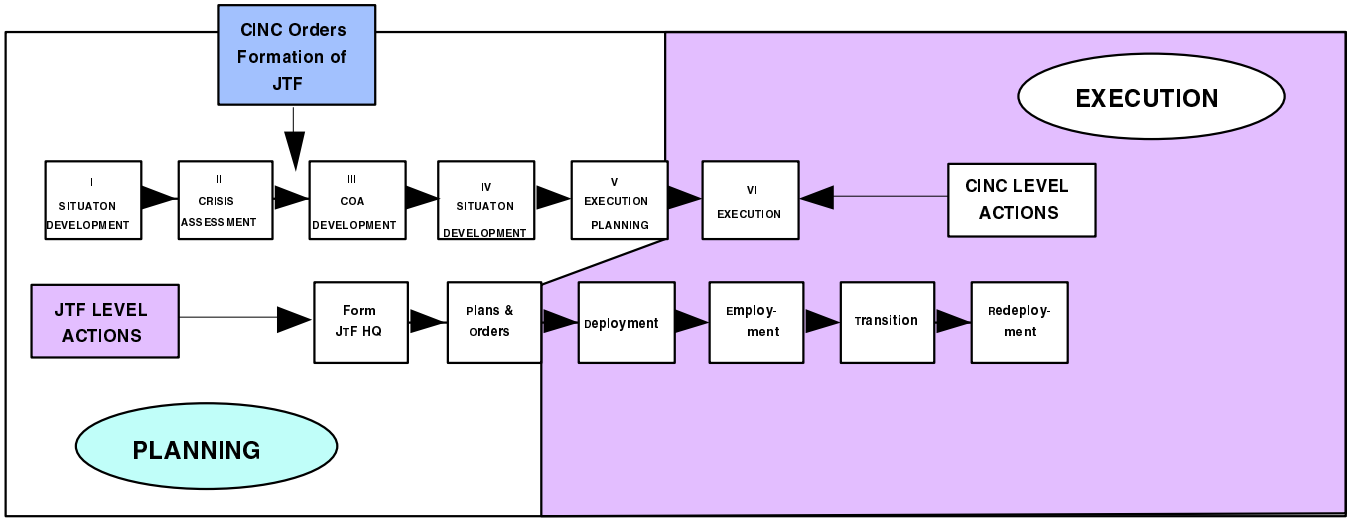


FIGURE 5-4

PLANNING AND EXECUTION

5-3. Format. Each T&AO 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 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. The primary source document is annotated in bold and underlined typeface.

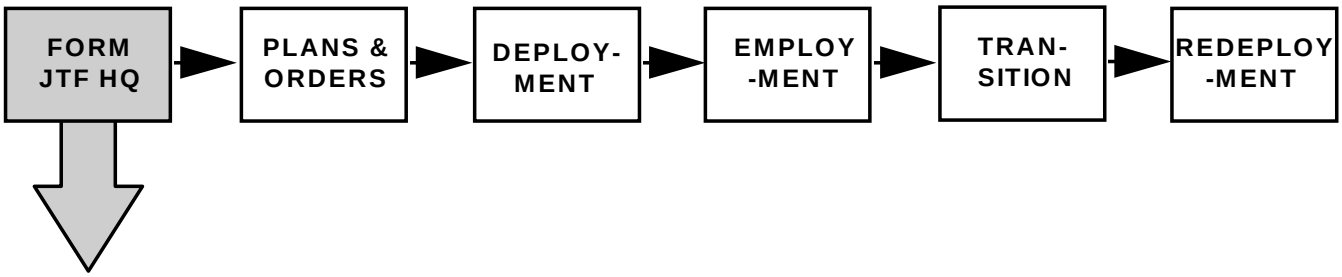
g. MTG Task Steps. A series of steps/actions that must be performed to accomplish the overall task. In most task steps, specific actions have been identified and listed to aid the user in accomplishing the step and subsequently the critical task. The criticality of the task step may vary depending upon 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 is listed immediately after the task step.

5-4. How-to-Use the T & AOs.

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 T & AOs 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? T & AOs may be used individually to train a single task or used in sequence with other T & AOs 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 T & AOs in this chapter. Staff planners may use the T & AOs to form the basis of training plans by matching T & AOs to specific training events. T & AOs 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 T & AOs 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.

5-5. Training and Assessment Outlines (T & AO) Index.



SECTION I - FORM THE JTF HEADQUARTERS .....5 – I – 1

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Identify key staff and command group personnel (Task Number 100-02-CJTF) .....5 – I – 2
Provide guidance on JTF HQ organizational structure
(Task Number 100-03-CJTF).....5 – I – 2
Advise CJTF on organization of JTF HQ (Task Number 100-04-DCJTF/COS) .....5 – I – 3
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(Task Number 100-05-DCJTF/COS).....5 – I – 3
Coordinate overall formation/organization of JTF Staff
(Task Number 100-06-COS).....5 – I – 3

ESTABLISH J1 (PERSONNEL) SECTION (Task Number 101-00-J1).....5 – I – 5
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Establish contact/coordinates requirements with counterpart
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Coordinate JTF HQ manning with other staff planners
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Establish section policies/procedures (Task Number 105-04-J5) ..... 5 – I – 16
Establish contact/coordinate requirements with higher and lower counterparts
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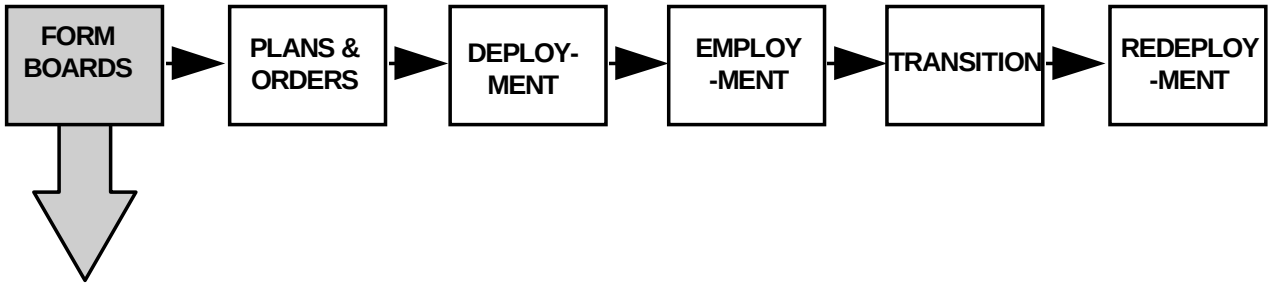
Establish contact/coordinate requirements with higher and lower counterparts (Task Number 114-04-CHAP) ..... 5 – I – 33



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Establish Joint Targeting Coordination Board (Task Number 115-01-CJTF) ..... 5 – I – A – 2
Establish Joint Targeting Coordination Board leadership, membership (Task Number 115-02-CJTF) ..... 5 – I – A – 2
Establish administrative/technical support for the Joint Targeting Coordination Board (Task Number 115-03-CJTF/Dir-JTCB) ..... 5 – I – A – 3
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Identify operations areas/significant subareas represented in the campaign/ operation (Task Number 116-01-COS/Dir-JVB) ..... 5 – I – A – 5
Establish Joint Visitors Bureau leadership, general manning and duties (Task Number 116-02-COS) ..... 5 – I – A – 5
Establish Joint Visitors Bureau procedures (Task Number 116-03-COS/Dir-JVB) ..... 5 – I – A – 6

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Determine/develops concept for Joint Personnel Reception Center operation (Task Number 118-02-J1) ..... 5 – I – A – 13
Determine requirements, organization of the Joint Personnel Reception Center (Task Number 118-03-J1/Dir-JPRC) ..... 5 – I – A – 13
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Identify requirements/establishes Evacuation Control Center manning (Task Number 119-03-J3/Dir-ECC)..... 5 – I – A – 15
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Establish Joint Search and Rescue Center duties, responsibilities
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Plans search and rescue/combat search and rescue
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Operate/convene the Area Joint Blood Program Office
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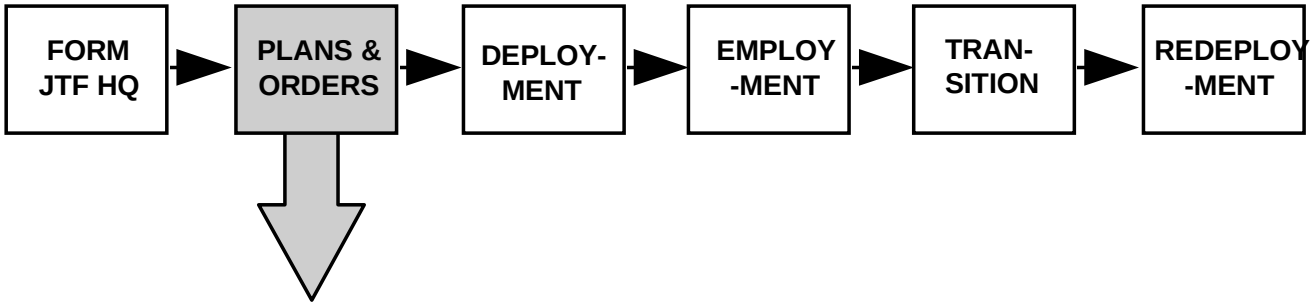

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Develop assumptions to replace missing or unknown facts
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DEVELOP COAs AND PREPARE STAFF ESTIMATES
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Develop courses of action for personnel support (Task Number 206A-02-J1).....5 – II – 27
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PREPARE INTELLIGENCE ESTIMATE (Task Number 206B-00-J2) .....5 – II – 30
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Participate in operations course of action analysis (Task Number 206B-03-J2) .....5 – II – 32
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Recommend concept for intelligence support of JTF operations
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Recommend operations course of action from intelligence perspective
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Develop courses of action for logistics support (Task Number 206D-02-J4).....5 – II – 37
Participate in operations course of action analysis (Task Number 206D-03-J4) .....5 – II – 38
Analyze concepts for logistics support (Task Number 206D-04-J4) .....5 – II – 38
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Recommends concept for logistics support of JTF operations
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Recommends operations course of action from logistics perspective
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PREPARE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS (C4) ESTIMATE (Task Number 206E-00-J6).....5 – II – 40
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Participate in operations course of action analysis (Task Number 206E-03-J6).....5 – II – 42
Analyze concepts for command, control, communications and computers support
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JTF operations (Task Number 206E-06-J6).....5 – II – 43
Compare operations courses of action from command, control, communications,
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ANALYZE COURSES OF ACTION (Task Number 206F-00-J5/J3/Staff) .....5 – II – 44
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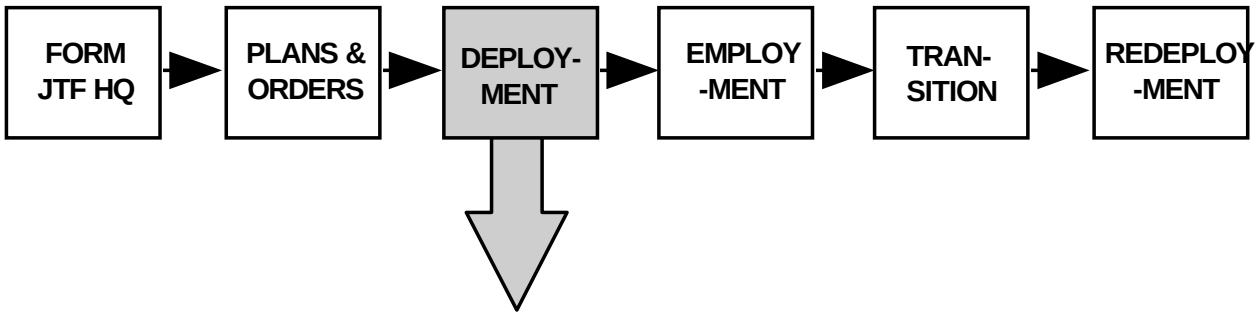

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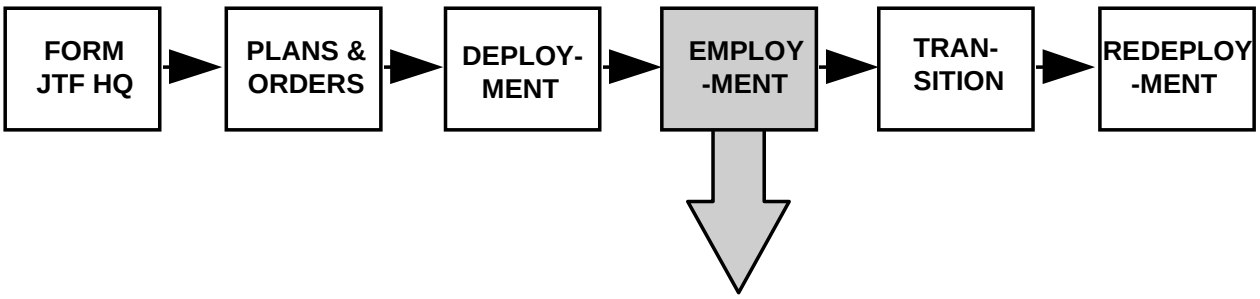

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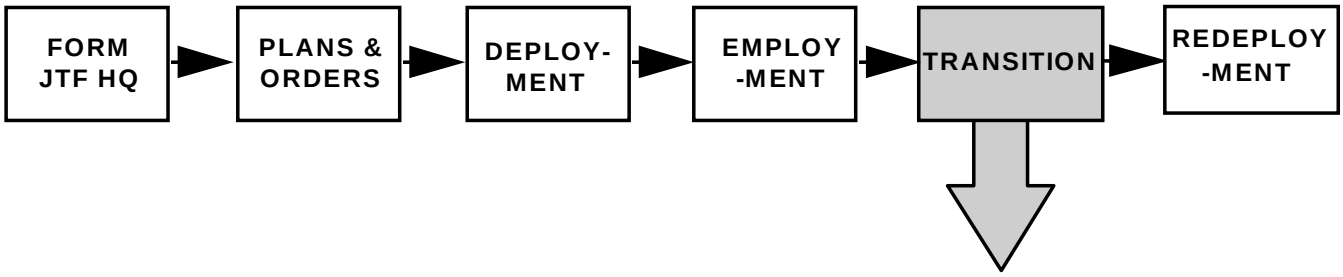

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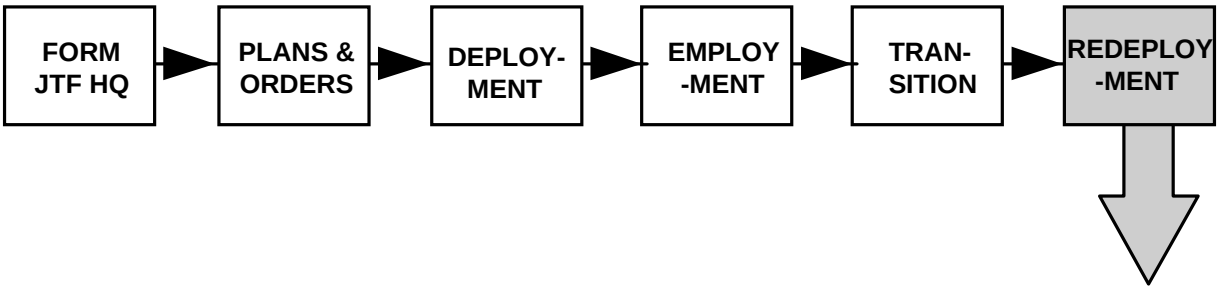

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CHAPTER 5

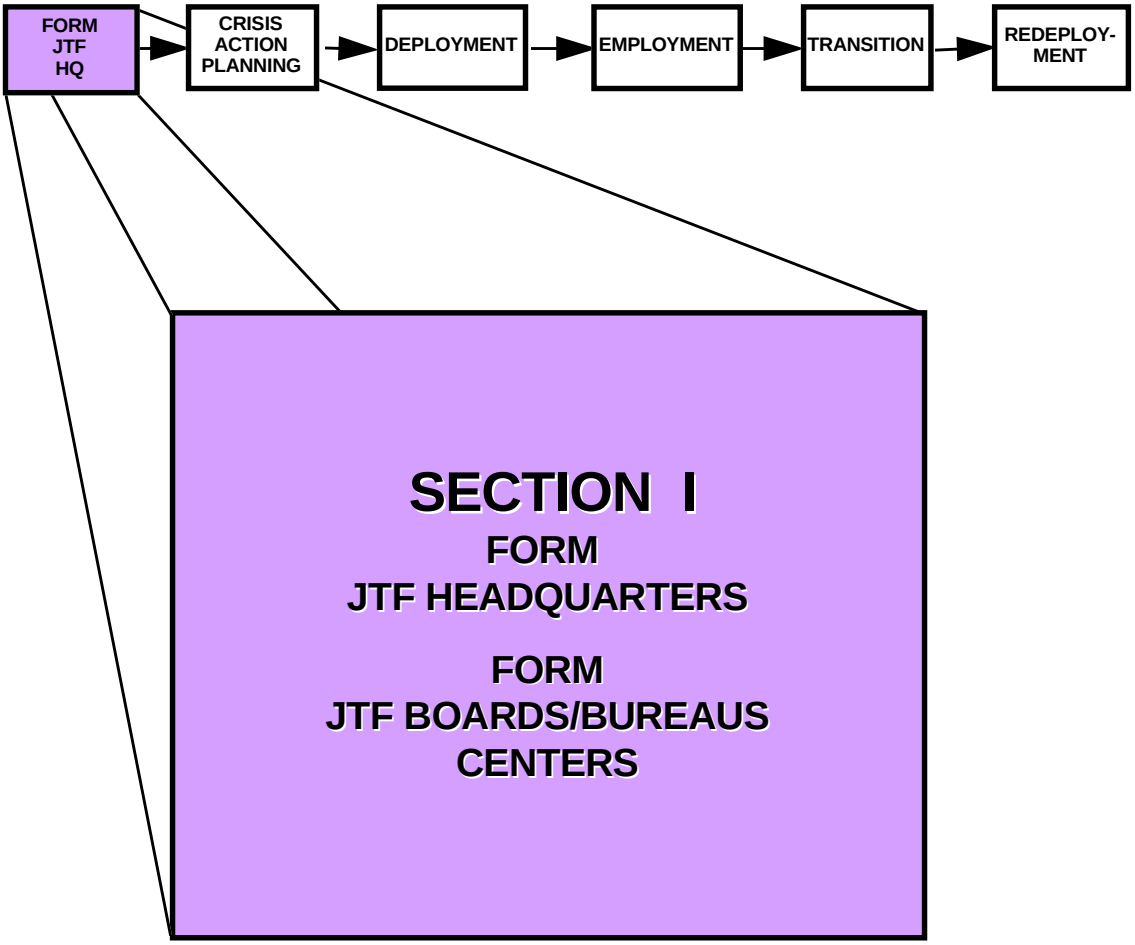

FIGURE 5-I-1
FORM THE JTF HEADQUARTERS
FORM JTF BOARDS/CENTERS

ELEMENT: **CJTF**/DCJTF/COS

MTG TASK: **ESTABLISH JTF COMMAND GROUP** **(Task Number 100-00-CJTF)**
(Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The CINC designates a JTF (for planning purposes) during the Deliberate Planning Process, and 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 wide variety of military operations. Operations may involve ground, maritime, air forces and special operations in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (COA) development in CAP Phase III. CJTF establishes the JTF Command Group to direct and support COA development and prepare appropriate estimates, annexes and/or other planning products.

MTG TASK PURPOSE: To assist the JTF Command Group in developing and issuing guidance for the planning and conduct of joint operations, and directing and supervising JTF staff actions.

REFERENCES: JP 3-0, JP 3-56, **JP 5-00.2**

MTG TASK STEPS

1. Identify the JTF HQ base unit (Task Number 100-01-**CJTF**
   a. Designated base unit functions solely as JTF HQ -- does not function as both JTF and component headquarters base
   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 Number 100-02-**CJTF**)
   a. Exploits existing staff/working relationships during crisis action planning and subsequent operations
   b. Achieves joint perspective and interoperability

3. Provide guidance on JTF HQ organizational structure (Task Number 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, 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) Visitors bureau
(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) COS
(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) METOC

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

5. Represent CJTF (when and how authorized) (Task Number 100-05-**DCJTF/COS**)
a. Identifying JTF HQ requirements
b. Coordinating with supported CINC, JTF components
c. Providing directive guidance
d. Chairing/directing JTF boards/operating centers
e. Other specific functional responsibilities
f. Issuing plans, orders

6. Coordinate overall formation/organization of JTF Staff (Task Number 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 List (TPFDL) 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 Executive/Flag Secretary section for the administrative support of the command group

ELEMENT: J1/COS

MTG TASK: ESTABLISH J1 (PERSONNEL) SECTION (Task Number 101-00-J1)
(Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (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 1-03.17, **JP 5-00.2**

MTG TASK STEPS

1. Identify J1 Section requirements (Task Number 101-01-**J1/COS**)
   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 J1 Section
      (2) Liaison to the JTF J1 Section

2. Develop/verify personnel policies/procedures (Task Number 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
(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 Number 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 Number 101-04-**COS/J1**)
a. Coordinate overall manning/augmentation requirements
b. Coordinate with establishing authority for requisition of necessary augmentation

ELEMENT: J2/COS

MTG TASK: ESTABLISH J2 (INTELLIGENCE) SECTION (Task Number 102-00-J2) (Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, naval, air, and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (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 2-02, **JP 5-00.2**

MTG TASK STEPS

1. Identify J2 Section requirements (Task Number 102-01-**J2/COS**)
   a. Identify personnel manning/augmentation requirements
   b. Identify requirements for equipment, facilities
   c. Identify communications/connectivity requirements [include Global Command and Control System (GCCS) (when operational) connectivity requirements]
   d. Identify section 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 agency requirements
   g. Identify mapping, charting, and geodesy support and products (JP 2-03 TBP)
   h. Identify Meteorological and Oceanographic (METOC) support and products
   i. Identify Space Support Team (SST) requirements
   j. Identify linguistic/interrogator requirements

2. Establish J2 Section (Task Number 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 division and CISO/ TFCICA staff
   f. Administrative division

3. Establish/organize Joint Intelligence Support Element to support intelligence cycle (Task Number 102-03-**J2**)
   a. Composed of:
      (1) Ground, Air and Naval 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, offices (Task Number 102-04-**J2/COS**)
   Include, as required:
   a. Joint Interrogation Facilities (JIF)
   b. Joint Captured Materiel Exploitation Center (JCMEC)
   c. Joint Document Exploitation Center (JDEC)
   d. Joint Interrogation and Debriefing Center (JIDC)
   e. Support other staff sections and organizations

5. Identify/provide intelligence support to JTF boards, operational sections (Task Number 102-05-**J2**)
   Include, as required:
   a. Joint Targeting Coordination Board (JTCB)
   b. Joint Planning Group (JPG)
   c. Command and Control Warfare (C2W) 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

6. Establish JTF intelligence architecture (Task Number 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) Joint Collection Management Tools (JCMT)
      (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

7. Provide intelligence support to JTF planning (Task Number 102-07-**J2**)
   a. Conduct mission analysis.
   b. Perform Intelligence Preparation of the Battlespace (IPB).
   c. Develop intelligence estimate.
   d. Provide input to CJTF estimate.
   e. Assists CJTF in identifying Essential Elements of Information (EEI).
   f. Develop information requirements (IR).
   g. Participate in wargaming.
   h. Prepare intelligence annexes to all plans and orders.

8. Coordinate requirements with higher and lower counterparts (Task Number 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/COS

MTG TASK: ESTABLISH J3 (OPERATIONS) SECTION (Task Number 103-00-J3)
(Relates to UJTL Task OP 55.5)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (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 0-2, **JP 5-00.2**

MTG TASK STEPS

1. Identify J3 Section requirements (Task Number 103-01-**J3/COS**)
   a. Identify personnel manning/augmentation requirements
   b. Identify requirements for equipment, facilities
   c. Identify communications/connectivity requirements. Include:
      (1) WWMCCS Inter-computer Network (WIN) teleconference
      (2) Contingency Theater Automated Planning System (CTAPS)
      (3) Joint Maritime Command Information Strategy (JMCIS)
      (4) Global Command and Control System (GCCS) (when fielded)
      (5) 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 J3 Section/Joint Operations Center to support operational functions (Task Number 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. Command and Control Warfare (C2W) Cell/Officer
g. Joint Commander's Electronic Warfare Staff (JCEWS)
h. Military Deception Planners
i. Psychological Operations (PSYOP) Cell/Officer
j. Operations Security (OPSEC) Cell/Officer
k. Civil Affairs (CA) Cell/Officer
l. Combat Engineer Cell/Officer
m. Operational Firepower/Targeting Cell/Officer
n. Nuclear/Chemical/Biological Cell/Officer
o. Joint Suppression of Enemy Air Defense (JSEAD) Cell/Officer
p. Explosive Ordnance Disposal (EOD) Cell/Officer
q. Joint Meteorological and Oceanographic (METOC) cell/officer/Joint METOC Forecast Unit (JMFU)
r. Air Defense Artillery (ADA) cell/officer (if required)

3. Establish/organize other boards, centers, offices (Task Number 103-03-**J3**)
Include, as required:
a. Joint Planning Group (JPG) -- if not under J5
b. Joint Targeting Coordination Board (JTCB) -- if assigned to J3
c. Joint Search and Rescue Center (JSRC)

4. Develop/verify operational policies/procedures (Task Number 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 Number 103-05-**J3**)
a. Establish basis for concurrent planning.
b. Identify operations-related planning requirements.

ELEMENT: J4/COS

MTG TASK: ESTABLISH J4 (LOGISTICS) SECTION (Task Number 104-00-J4)
(Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (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 4-0 series

MTG TASK STEPS

1. Identify J4 Section requirements (Task Number 104-01-**J4/COS**)
   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
      (2) Liaison to the JTF J4 Section

2. Organize J4 Section/Logistics Readiness Center (LRC) to support logistics functions (Task Number 104-02-**J4**)
   a. Establish concept of integrated logistics support.
   b. Identify current and evolving JTF logistic capabilities.
   c. Recommend to the CJTF to shift logistic support from one geographic area to another in the joint operational area.
   d. Advise CJTF on supportability of proposed operations.
   e. Act as CJTF'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 objective area.
   h. ICW US Mission (if one is present), establishes interior Lines of Communications (LOC) within the JTF operational area.

3. Organize JTF Engineering Cell (Task Number 104-03-**J4**) Includes combat engineering, topographic support, civil engineering support, real estate actions, environmental engineering, fire protection and construction management. (Dependent on the nature of the contingency and magnitude of the engineer effort, the JTF engineer staff may be a separate directorate.)
   a. Provide engineering support to ensure mission success. Exercise staff supervision of engineer units.
   b. Establish JTF engineering policy and guidance.
   c. Determine and integrates 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 Joint Operations Center (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. Establish/organize other boards, centers, offices (Task Number 104-04-**J4**)
   Include, as required:
   a. Logistics Readiness Center (LRC)
   b. Joint Petroleum Office (JPO) and Subarea Petroleum Office (SAPO)
   c. Joint Movement Center (JMC)
   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)
   h. Joint Patients Movements Requirements center (JPMRC)

5. Develop/verify logistics policies/procedures (Task Number 104-05-**J4**)
   a. Establish logistics status reporting requirements/procedures.
   b. Establish joint mortuary affairs policies, including return of remains.
   c. Develop, ICW JTF Surgeon, health services support system that provides preventive medicine, second echelon, hospital care, patient evacuation and Class VIII sustainment.
   d. Develop/confirm internal section operating procedures.

6. Establish contact/coordinate requirements with higher and lower counterparts (Task Number 104-06-**J4**)
   a. Establish basis for concurrent planning
   b. Identify logistics-related planning requirements

ELEMENT: J5/COS

MTG TASK: ESTABLISH J5 (PLANS) SECTION (Task Number 105-00-J5) (Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, air, and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (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 (OPLAN), Operations Orders (OPORD), and other CJTF directed guidance for the planning and conduct of joint task force operations.

REFERENCES: JP 5-00.2, JP 3-0, JP 3-07, JP 3-07.5, JP 3-13, JP 3-56

MTG TASK STEPS

1. Identify J5 Section requirements (Task Number 105-01-**J5/COS**)
   a. Identify personnel manning/augmentation requirements
      (1) Planning expertise
      (2) US Transportation Command (USTRANSCOM) JOPES Support Element
   b. Identify requirements for equipment, facilities
   c. Identify communications/connectivity requirements including Worldwide Military Command and Control System (WWMCCS), WWMCCS Inter-computer Network (WIN) teleconference, and Global Command and Control System (GCCS) (when fielded)
   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 Number 105-02-**J5**) Consider requirement for planning expertise in/from:
   a. Air operations
   b. Ground operations
   c. Maritime operations
   d. Special operations
   e. Space operations
   f. Command and Control Warfare (C2W) Staff
   g. Joint Commander's Electronic Warfare Staff (JCEWS)
   h. Military deception planners
   i. Psychological Operations (PSYOP)

See also Task Number 131-00-J5/Dir JPG (Establish/Operate the Joint Planning Group (JPG))

j. Operations Security (OPSEC)
k. Civil affairs
l. Civil engineering operations
m. Operational firepower/targeting
n. Nuclear/chemical/biological defense operations
o. Joint Suppression of Enemy Air Defense (JSEAD)
p. Explosive Ordnance Disposal (EOD)
q. Joint Search and Rescue Center (JSRC)
r. Air Defense Artillery (ADA) (if required)
s. Operational Law (OPLAW)
t. Meteorology and Oceanography (METOC)
u. Military Police Operations (MPO)
v. Joint Intelligence Support Element (JISE)
w. JAG
x. Chaplain
y. Surgeon
z. Other future planning cells or organizations

3. Establish/organize JOPES Support Element (Task Number 105-03-**J5**)
   a. Coordinate access to WWMCCS teleconference.
   b. Integrate and coordinate Time-Phased Force and Deployment Data (TPFDD) input with the supported CINC.

4. Establish section policies/procedures (Task Number 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
      (4) Work/sleep schedule during planning efforts

5. Establish contact/coordinates requirements with higher and lower counterparts (Task Number 105-05-**J5**)
   a. Establish basis for concurrent planning.
   b. Identify operations-related planning requirements.

ELEMENT: J6/COS

MTG TASK:ESTABLISH J6 (COMMAND, CONTROL, COMMUNICATIONS AND COMPUTER (C4)) SECTION (Task Number 106-00-J6) (Relates to UJTL Task OP 5.5.1)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, air, and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (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, JP 6-02

MTG TASK STEPS

1. Identify J6 Section requirements (Task Number 106-01-**J6/COS)**
   a. Identify personnel manning/augmentation requirements
   b. Identify requirements for equipment, facilities
   c. Identify communications/connectivity requirements
      (1) Establish Defense Information Systems Network (DISN) connectivity for JTF and components
      (2) Coordinates provision for JTF operation in World-wide Military Command and Control System (WWMCCS), WWMCCS Inter-computer Network (WIN) teleconference, Joint Worldwide Intelligence Communications System (JWICS)/Joint Deployable Intelligence Support System (JDISS), and Global Command and Control System (GCCS) (when operational)
      (3) Identify interfaces with Defense Communications System (DCS) and communications systems of multinational commands, components, and US and allied commercial organizations
   d. Identify section operational transportation requirements
   e. Identify liaison requirements
      (1) Liaison from the JTF J6 Section
      (2) Liaison to the JTF J6 Section
   f. Identify requests for Tactical Exploitation of National Capabilities Program (TENCAP) support and other assets outside JTF control
   g. Identify requirement for Joint Communications Support Element (JCSE)

2. Organize J6 Section/Joint Communications Control Center to support C4 functions (Task Number 106-02-**J6**)
   Consider forming/designating sections for:
   a. Current operations
   b. Computer systems support
   c. JTF HQ support -- Automated Data Processing (ADP) and other intra-HQ communications and video support
   d. Future operations and plans
   e. Network management
      (1) Network control
         (a) Circuits
         (b) Circuit switch
         (c) Message switch
         (d) Transmission systems
      (2) Network plans
         (a) Circuit switch
         (b) Message switch
         (c) Transmission systems
         (d) Technical control circuits
      (3) Frequency planning and management -- Develop Joint Restricted Frequency List (JRFL) with J3
      (4) Communications Security (COMSEC) planning and management
      (5) SCIF planning and certification
   f. CINC LNO or supported CINC LNO

3. Develop/verify C4 policies/procedures (Task Number 106-03-**J6**)
   a. Establish C4 status reporting requirements/procedures
   b. Ensures 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

4. Establish contact/coordinates requirements with higher and lower counterparts (Task Number 106-04-**J6**)
   a. Establish basis for concurrent planning
   b. Identify C4-related planning requirements

ELEMENT: HQ COMDT/COS

MTG TASK: ESTABLISH HEADQUARTERS COMMANDANT (HQ COMDT) SECTION/SUPPORT ACTIVITY (Task Number 107-00-HQ COMDT) (Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (COA) development in CAP Phase III. The HQ Comdt/Headquarters Section/Support Activity (HQ Spt Act) is appointed/established to provide support to the JTF HQ and staff.

MTG TASK PURPOSE: HQ Comdt/HQ Spt Act is capable of providing essential administrative and logistic support and sustainment to the JTF HQ and staff.

REFERENCES: JP 5-00.2

MTG TASK STEPS

1. Identify HQ Comdt Sect/HQ Spt Act requirements (Task Number 107-01-**HQ COMDT/COS**)
   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 HQ Comdt Sect/HQ Spt Act to perform support functions (Task Number 107-02-**HQ COMDT**)
   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 Sect/HQ Spt Act policies/procedures (Task Number 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/coordinates requirements with higher and lower counterparts (Task Number 107-04-**HQ COMDT**)
   a. Establish basis for concurrent planning.
   b. Identify HQ Comdt-related planning requirements.

ELEMENT: COS/LNO/Staff

MTG TASK: ESTABLISH LIAISON ACTIVITY (Task Number 108-00-COS) (Relates to UJTL Task OP 5.5.2)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (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 (LNO/TM) should be capable of representing parent or sending unit's capabilities, plans and concerns to the receiving commanders and staff. They may facilitate exchange of information between sending and receiving commanders and staff. Liaison personnel should have sufficient rank, experience and maturity to effectively represent sending unit commander.

REFERENCES: JP 2--0, JP 3-0, **JP 5-00.2**

MTG TASK STEPS

1. Identify liaison activity requirements (Task Number 108-01-**COS**)
   a. Identify liaison required to the JTF HQ
   b. Identify liaison required from the JTF HQ
      (1) Determines appropriate rank, experience, maturity for liaison assignment
      (2) Determines language, interpreter requirements
   c. Identify liaison equipment, facility requirements
   d. Identify liaison communications/connectivity requirements
   e. Identify liaison transportation requirements
   f. Identify liaison personal support requirements -- billeting, messing, etc.
   g. Determines identification, security clearance requirements

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

3. Develop/verify liaison policies/procedures (Task Number 108-03-**COS/LNO**)
   a. Establish status reporting requirements/procedures.
   b. Establish access/availability to key staff/command group.
   c. Identify daily/special briefings to attend.
   d. Identify/establish schedule for reporting information/situation updates.
   e. Establish procedures for sharing intelligence with multinational partners in conjunction with J2.

ELEMENT: PAO/COS

MTG TASK: ESTABLISH PUBLIC AFFAIRS (PA) SECTION (Task Number 109-00-PAO) (Relates to UJTL Task OP 5.1.5, 5.5)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (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 5-00.2, **JP 1-07**

MTG TASK STEPS

1. Identify Public Affairs Section requirements (Task Number 109-01-**PAO/COS**)
   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 Public Affairs Section to support PA functions (Task Number 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 Number 109-03-**PAO**)
   a. Develop procedures for 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) Non-deployed, 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 business around home stations of deploying personnel
(2) Family members of deploying personnel

d. Ensure policies conform with military deception plans

4. Establish contact/coordinate requirements with higher and lower counterparts (Task Number 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 Number 109-05-**PAO**)
a. Administration/operations
b. Media response
c. Media support
d. Liaison

ELEMENT: SJA/COS

MTG TASK: ESTABLISH STAFF JUDGE ADVOCATE (SJA) SECTION (Task Number 110-00-SJA) (Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (COA) development in CAP Phase III. The SJA/SJA Section is appointed/established to conduct planning to support COA development and prepare appropriate estimates, annexes and/or other planning products.

MTG TASK PURPOSE: SJA Section is capable of providing essential legal services and support to JTF operations. The SJA acts as a special adviser to CJTF.

REFERENCES: JP 5-00.2

MTG TASK STEPS

1. Identify SJA Section requirements (Task Number 110-01-**SJA/COS**)
   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 SJA Section to perform legal support functions (Task Number 110-02-**SJA**)
   Consider operational requirements concerning issues such as:
   a. Rules of Engagement (ROE)
   b. International law
   c. Military justice
   d. Legal assistance
   e. Claims
   f. War Crimes/Law of Armed Conflict (LOAC) violations
   g. Funding and procurement; for example, impact of international laws/DOD legal regulations related to contracts, hiring of foreign nationals, acquisition of materials/services, etc.

3. Develop/verify appropriate policies/procedures (Task Number 110-03-**SJA**)
   Consider:
   a. Status reporting requirements/procedures
   b. ICW CJTF/J3, advise on ROE
   c. Legal assistance support procedures

d. Claims procedures
   (1) Domestic law
   (2) International agreements
   (3) Service directives
e. Target nominations and joint target lists review procedures
f. ROE and LOAC training procedures
g. JTF funding and procurement operations review procedures
h. Refugees, displaced and detained civilians procedures
i. Interface with the International Committee of the Red Cross (ICRC) and other international organizations
j EPW handling procedures

4. Establish contact/coordinate requirements with higher and lower counterparts (Task Number 110-04-**SJA**)
   a. Establish basis for concurrent planning
   b. Identify legal-related planning requirements

ELEMENT: SURG/COS

MTG TASK: ESTABLISH SURGEON'S SECTION (Task Number 111-00-SURG)
(Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, aerospace and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (COA) development in CAP Phase III. The Surgeon/Surgeon's Section is appointed/established to conduct joint medical services support 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 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 Surgeon's Section requirements (Task Number 111-01-**SURG/COS**)
   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 Surgeon's Section to provide medical services support (Task Number 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 Number 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 Number 111-04-**SURG**)
a. Establish medical services support status reporting requirements/procedures
b. Establish medical threat procedures. Consider:
(1) Disease/non-battle 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 JTF Patient Movement Requirements Center (JPMRC) and ensure procedures are established to provide patient in-transit visibility information to the J1

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

ELEMENT: PM/COS

MTG TASK: ESTABLISH PROVOST MARSHAL (PM) SECTION (Task Number 112-00-PM) (Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (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 Provost Marshal Section requirements (Task Number 112-01-**COS/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 Provost Marshal Section to plan and control/monitor military police operations (Task Number 112-02-**PM**)
   Consider operational requirements for:
   a. Battlefield Circulation and Control (BCC)
   b. Area security operations
   c. Enemy Prisoner of War (EPW) operations
   d. Law enforcement operations
   e. Antiterrorism procedures/operations
   f. Counter-drug (CD) operations
   g. Peacekeeping operations
   h. Disaster relief operations
   i. Population and resource control

3. Develop/verify policies/procedures (Task Number 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/coordinates requirements with higher and lower counterparts (Task Number 112-04-**PM**)
   a. Establish basis for concurrent planning
   b. Identify PM-related planning requirements

ELEMENT: COMPT/COS

MTG TASK: ESTABLISH COMPTROLLER SECTION (Task Number 113-00-COMPT) (Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (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 5-00.2

MTG TASK STEPS

1. Identify Comptroller Section requirements (Task Number 113-01-**COS/COMPT**)
   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 Comptroller Section to plan and control/monitor JTF financial management operations (Task Number 113-02-**COMPT**)
   Consider operational requirements for:
   a. Financial services
   b. Budget administration
   c. Accounting services
   d. Contracting services/management

3. Develop/verify policies/procedures (Task Number 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 Number 113-04-**COMPT**)
   a. Establish 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: CHAP/COS

MTG TASK: ESTABLISH CHAPLAIN SECTION (Task Number 114-00-CHAP) (Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The CINC 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 wide variety of military operations. Operations may involve ground, maritime, air and special operations forces in any combination executed unilaterally or in cooperation with other nations. The CINC develops the concept and issues the warning order to the JTF commencing Course of Action (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: 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 Number 114-01-**COS/CHAP**)
   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 Chaplain Section to plan and control/monitor JTF religious support operations (Task Number 114-02-**CHAP**)
   Consider operational requirements for:
   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 humanitarian/religious organizations
   g. Coordinate appropriate religious training for component Chaplains and their religious support personnel

3. Develop/verify policies/procedures (Task Number 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 Number 114-04-**CHAP**)
   a. Establish basis for concurrent planning
   b. Identify religious planning requirements

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CHAPTER 5

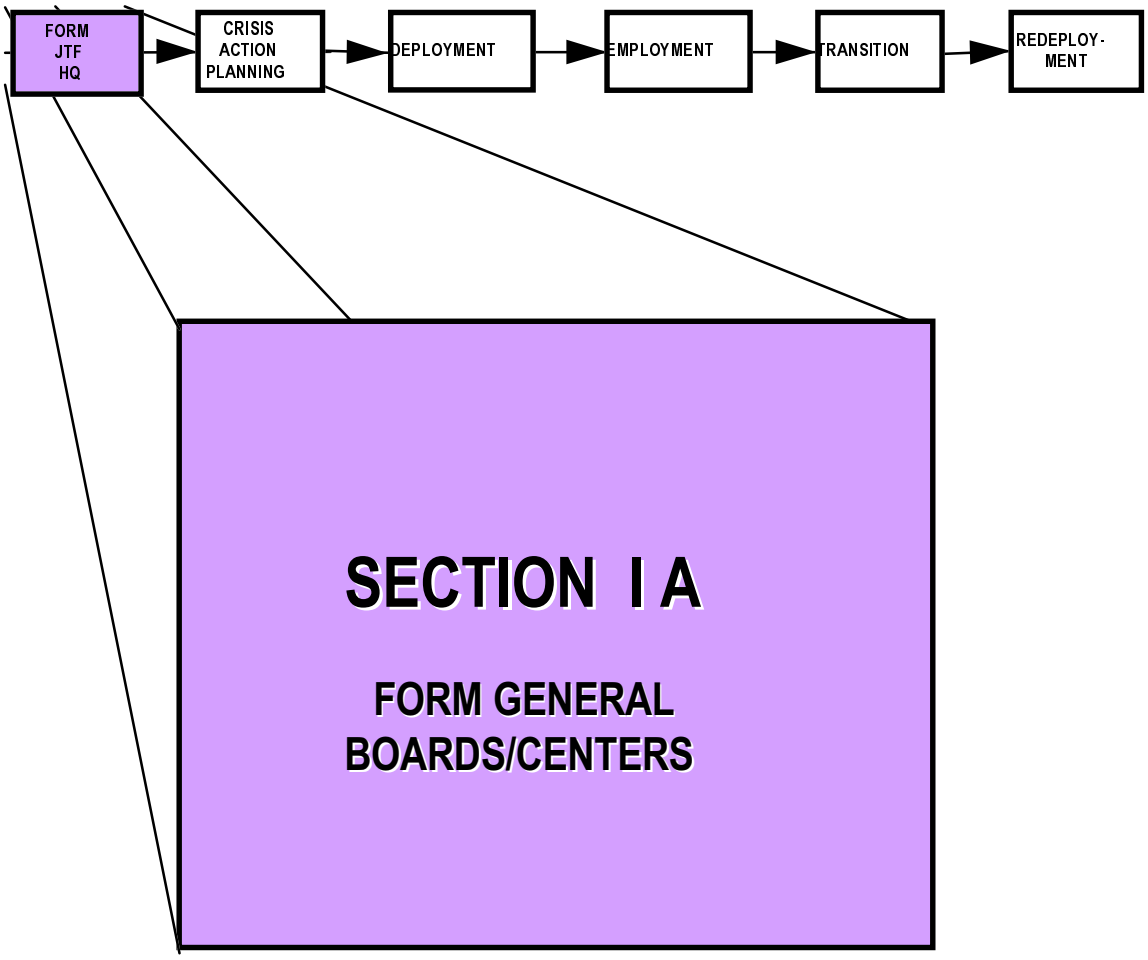

FIGURE 5-I-A-1
FORM GENERAL BOARDS/CENTERS

ELEMENT: CJTF/DCJTF/J2/J3/J5/LNO

MTG TASK: ESTABLISH/OPERATE JOINT TARGETING COORDINATION BOARD (JTCB) (Task Number 115-00-CJTF) (Relates to UJTL Task OP 3.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5, 5.5)

MTG TASK SITUATION: A JTF Joint Targeting Coordination Board (JTCB) is formed at the discretion of CJTF.

MTG TASK PURPOSE: JTCB standards of success are defined by the CJTF in his establishing instructions. Generally, CJTF wants the JTCB to ensure that targeting efforts meet his guidance and priorities, that conflicting component requirements are addressed in the prioritization process, and that components are adequately represented in targeting deliberations. The CJTF may establish and task an organization within their staff with this responsibility or may delegate the responsibility to a subordinate commander.

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

MTG TASK STEPS

1. Establish Joint Targeting Coordination Board (Task Number 115-01-**CJTF**)
   a. Determine need for JTCB, based on scope of joint force targeting effort
   b. Determine role of JTCB. Consider:
      (1) The following potential JTCB roles:
         (a) Development, review, dissemination of targeting guidance and priorities - for CJTF approval
         (b) Review target information, develop targeting guidance and priorities, and may prepare and refine joint target lists
         (c) Maintain a complete list of restricted targets and areas where special operations forces are operating
         (d) Review of apportionment recommendation
         (e) Development, review of restricted fire zones, areas, targets
      (2) Relationship to Joint Force Air Component Commander (JFACC)/Joint Guidance, Apportionment (what does the JFACC does versus what the JTCB does; roles should not overlap or conflict)
      (3) Relationship to component targeting efforts

2. Establish Joint Targeting Coordination Board leadership, membership (Task Number 115-02-**CJTF**)
   Consider:
   a. Scope of targeting effort/requirements
   b. Tension between competing Service component requirements versus available resources
   c. Requirement for joint service, component representation. Include:
      (1) Appropriate staff representatives -- e.g., J2, J3, J5/Legal

      (2) JTF components

(3) Appropriate subordinate JTF components/subordinate JTFs

d. Relative experience, expertise, situational awareness; consider the following as potential directors:
   (1) Deputy CJTF
   (2) CJTF
   (3) J3
   (4) Subordinate Commander

3. Establish administrative/technical support for the Joint Targeting Coordination Board (Task Number 115-03-**CJTF/Dir-JTCB**)
(Depending on the nature of support required, CJTF/COS may task the requirement to a staff section 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.)

4. Operate the Joint Targeting Coordination Board (Task Number 115-04-**Dir-JTCB**)
Specific tasks, assigned by CJTF in his establishing guidance, may include:
   a. Review/integrate operational-level targeting planning efforts
      (1) Advise CJTF on target prioritization, Battle Damage Assessment (BDA), Rules of Engagement (ROE), Law of Armed Conflict (LOAC)
      (2) JTCB may accomplish broad targeting oversight functions -- may review target information, develop targeting guidance and priorities, and may prepare and refine joint target lists
      (3) Review JFACC apportionment recommendation
      (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
      (6) Review target information
      (7) Coordination/deconfliction of targeting
         (a) Interdiction
         (b) Special Operations (SO)
         (c) Electronic Warfare (EW)
         (d) Military deception
         (e) Rear area operations
         (f) Command and Control Warfare (C2W)
            1 EW
            2 PSYOP
            3 OPSEC
            4 Military deception
      (8) May prepare and refine joint target lists-Joint Integrated Prioritized Target List (JIPTL)

(9) Develop/maintain restricted target lists/no fire areas

b. Review current situation

(1) Assess adherence to CJTF priorities and guidance

(2) Monitor BDA for operational, strategic effects -- output

c. Recommend targeting action or change in action -- output

ELEMENT: COS

MTG TASK: ESTABLISH/OPERATE THE JOINT VISITORS BUREAU (JVB) (Task Number 116-00-COS) (Relates to UJTL Task OP 5.5)

MTG TASK SITUATION: The Chief of Staff (COS), with concurrence of the CJTF, Establish and Operate a 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 (DV), usually in the grade of 0-7/civilian equivalent and higher. CJTF provides guidance for the functions and responsibilities of the JVB.

MTG TASK PURPOSE: IAW JTF mission and commander's intent, the COS forms the JVB. The size and composition of the JVB is 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 Joint Operations Area (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 operations areas/significant subareas represented in the campaign/operation (Task Number 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. JVB technical/logistic support -- Automated Data Processing (ADP) support, communications equipment, transportation , drivers, office space, billeting, budgeting, maintenance, minor construction, administration and supply, security, and interpreters

2. Establish Joint Visitors Bureau leadership, general manning, and duties (Task Number 116-02-**COS**)
   a. Integrate joint service representation into the JVB. Consider:
      (1) Nature of projected operations
      (2) Key leadership positions from Service component protocol offices/sections
      (3) Balance of service representation
   b. Designate 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 overview of joint operations
(7) Maintain understanding of 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 activities of operations watch officer/desks
(3) Ensure adequacy of coordination and information flow IAW information exchange requirements/procedures
(4) Ensure accuracy, clarity of displayed JVB information
(5) Prepare, coordinate daily briefings, as required -- decision cycle, shift change briefing, etc.
(6) Prepare plans, as required
(7) Maintain overview of joint operations
(8) Exchange information IAW 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, organizations

3. Establish Joint Visitors Bureau procedures (Task Number 116-03-**COS/Dir-JVB**)
a. Information displays, briefing topics
b. Standard DV concept of operations. Consider:
(1) Who accompanies DV
(2) Time of arrival -- CJTF authorizes visit days
(3) Office call with appropriate officer/official
(4) Command brief/Operations brief/Logistic brief
(5) Visit to site/unit/activity -- CJTF Determine authorized sites
(6) Out call/departure
c. Establish relationship with AMEMB and host nation
d. Delegation of authority -- to JVB Director, Assistant Director, Shift Leaders, 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 supported CINCs JVB

(b) Inform/coordinate with Service components, other supporting forces, agencies, organizations
(c) Establish JVB status reporting/schedule
(d) Access/analyze/disseminate status reports

f. Record/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/COS

MTG TASK: ESTABLISH/OPERATE THE JOINT INFORMATION BUREAU (JIB) (Task Number 117-00-PAO) (Relates to UJTL Task OP 5.1.5, 5.5)

MTG TASK SITUATION: The JTF Public Affairs Officer (PAO), with the concurrence of the CJTF, Establish and Operate 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. CJTF provides guidance for the functions and responsibilities of the JIB.

MTG TASK PURPOSE: IAW JTF mission and commander's intent, the PAO forms the JIB. Although the size and composition of the JIB will vary depending upon mission(s), 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 1-07, **JP 5-00.2**

MTG TASK STEPS

1. Identify operations areas and significant subareas represented in the campaign/operation (Task Number 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 -- Automated Data Processing (ADP), communications, map assembly/overlay preparation and maintenance, graphic illustrations, minor construction, administration and supply
   f. OPSEC, PSYOP and Military Deception

2. Establish Joint Information Bureau leadership, general manning, and duties (Task Number 117-02-**COS**)
   a. Integrate joint service representation in the JIB. Consider:
      (1) Nature of projected operations
      (2) Existing leadership of headquarters base unit staff -- filling key leadership positions from the PAO staff may enhance cohesion
      (3) 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 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
   (5) Provide broad guidance and supervision to JIB section chiefs
   (6) Coordinate transition from planning of media relations management programs to execution
   (7) Maintain overview of joint operations--recommend changes in action or operations, as required
   (8) Maintain understanding of future planning direction -- from CJTF, COS, and J3
c. Designate Operations Officer. Consider the following duties/responsibilities:
   (1) Assume duties of Director, when designated, during periods of JIB Director/Deputy Director's absence
   (2) Supervise activities of JIB to ensure integration of media relations functions
   (3) Ensure adequacy of coordination and information flow IAW information exchange requirements/procedures
   (4) Ensure accuracy, clarity of displayed information
   (5) Prepare, 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 assessment of available published media products
   (9) Maintain overview of joint operations -- recommend changes in action or operations, as required
   (10) Provide liaison to Joint Operations Center (JOC) to advise operational planners on current media relations
d. Designate 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 Operations Officer. Consider:
(a) News media analysis
(b) Arrange/prepare JTF operational briefers
(c) Assist senior commanders in encountering with news media
(d) Maintain liaison with 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) Logistical support
(d) Escorts
(e) Security review
(2) Perform media registration and accreditation
(3) Coordinate with Operations Officer

g. Establish Liaison Cells, as required. Liaison Cells vary in size and composition and depending upon 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 same capabilities and functions as a JIB:
(1) Size of the Joint Operations Area (JOA)
(2) Dispersion of the joint force
(3) Diversity of Service components
(4) Concurrent missions

3. Establish Joint Information Bureau procedures (Task Number 117-03-**COS/Dir-JIB**)
a. Information displays, briefing topics
b. Information/reports/briefing schedule
c. Delegation of authority -- to 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 supported CINCs JIB; Allied Press Information Center

(b) Provide JIB daily situation report
(c) Inform/coordinate with Service components, other supporting forces, agencies, organizations
(d) Identify POCs at component PAO(s)
(e) Coordinate PA activities with AMEMB country team
(f) Coordinate Public Affairs 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**/HQ CMDT

MTG TASK: **ESTABLISH/OPERATE THE JOINT PERSONNEL RECEPTION CENTER (JPRC)** **(Task Number 118-00-J1) (Relates to UJTL Task OP 3.1, 4.4.6, 5.5)**

MTG TASK SITUATION: The JTF mission includes extended duration operations in a Joint Operations Area (JOA) with entry/departure points for personnel, or other conditions that require significant personnel replacement operations, both for Service components of the JTF and for the JTF HQ and staff. CJTF Determine that there are efficiencies to be gained with the consolidation of personnel replacement and/or departure operations.

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

REFERENCES: JP 1-03, **JP 5-00.2**

MTG TASK STEPS

1. Identify replacement functions required of the Joint Personnel Reception Center (Task Number 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 JOA
      (1) Briefing on the operational area -- geography and weather, demographics, culture, guidelines for positive interaction with 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 concept for Joint Personnel Reception Center operation (Task Number 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 Joint Personnel Reception Center (Task Number 118-03-J1/**Dir-JPRC**)
   a. Assign 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(ies) 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 Automated Data Processing (ADP) requirements
   (1) Access to/development of personnel date bases
   (2) Reproduction equipment requirements
   (3) Message preparation
   (4) Briefing preparation, possibly including multi-media capability
h. Identify transportation requirements. Consider:
   (1) To/from POE/POD in the JOA
   (2) To/from JTF HQ, Service components
   (3) Local support requirements
i. Identify security requirements

4. Develop Joint Personnel Reception Center operating policies, procedures (Task Number 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, infant supplies
      (2) Sanitation facilities
      (3) Chaplains and assistants for counseling
      (4) Male and female personal items

ELEMENT: J3/COS/J4/PAO/SURG/J1

MTG TASK: ESTABLISH/OPERATE THE EVACUATION CONTROL CENTER (ECC) (Task Number 119-00-J3) (Relates to UJTL Task OP 4.5.3, 5.5, 6.2, 6.2.5)

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

MTG TASK PURPOSE: ECC receives and assists Department of State (DOS) in screening and processing of noncombatants in an expeditious and orderly manner. ECC provides noncombatants with emergency medical, comfort, welfare items and service, and moves them to evacuation site. ECC site is secure.

REFERENCES: JP 3-07.5, DOS Emergency Planning Handbook

MTG TASK STEPS

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

2. Identify Evacuation Control Center functions (Task Number 119-02-**J3/**J1)
   Consider:
   a. Screening
   b. Registration
   c. Emergency medical care
   d. Security
   e. Transportation

3. Identify requirements/establish Evacuation Control Center manning (Task Number 119-03-**J3/Dir-ECC**)
   Consider the following categories of manning requirements:
   a. Director/Officer-in-Charge (OIC)
   b. Operation/administration/ECC headquarters
   c. Security
   d. Interpreters

e. Local immigration
f. Dept of State (DOS)/ AMEMB/Consular affairs
g. Liaison, to include liaison from US Government (USG) departments -- other than DOS, agencies, international agencies, other foreign governments (under control of DOS/AMEMB representatives)
h. Health services
i. Intelligence personnel
j. Chaplain

4. Identify processing equipment/facilities (Task Number 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. (IAW J6)
d. Computer support for evacuee rosters, data bases, etc.
e. Administrative materials -- e.g., information forms, office supplies, etc.
f. Station setup materials -- e.g., tables, chairs, briefing posters, etc.
g. Detainment cells/section/facility

5. Identify/establish/staff processing stations and assigns duties (Task Number 119-05-**Dir-ECC**)
a. Headquarters section
(1) Plan, organize, supervises operations
(2) Maintain liaison with DOS/AMEMB, local government, other agencies involved in the evacuation
(3) Maintain/report status of evacuation operations
b. Reception/search station
(1) Receive information from marshaling/transportation teams
(2) Receive, search, segregate, briefs incoming evacuees. Briefing includes, as a minimum:
(a) Summary of reasons for evacuation
(b) Processing stations
(c) Requirement for inspection/search of personnel and baggage -- amnesty opportunity for contraband
(d) What to expect at safe haven
(e) What to expect on arrival in US
(f) What repatriation center will provide
(3) Organize evacuees into groups
(a) Maintain family integrity where possible

(b) Maintain roster of evacuees, noting nationality, date of birth, evacuation classification, profession, destination
(c) Provide escort for groups during processing; individually escort Very Important Persons (VIPs), emergency medical cases, if possible

(4) Inspect for contraband -- personnel and baggage (illegal/unapproved drugs, weapons, agricultural items)
(a) Provide same sex searchers for personnel
(b) Provide receipts for withheld items from search

(5) Segregate suspected enemy agents, criminals -- escort to screening and interrogation station. Determine if 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 effort required to leave country/participate in evacuation:
(1) Verification of identity/US citizenship
(a) Passport
(b) Dependent identification card
(c) Seaman's papers
(d) Anything that unquestionably establish US citizenship

(2) Verification of authorization for foreign nationals to participate in evacuation (DOS/AMEMB authorization required)

(3) Evacuee documentation card (OF-28) -- from DOS Emergency Planning Handbook
(a) Include personal data, health, citizenship status
(b) Original remains at ECC
(c) Copy can function as boarding pass for evacuation transportation
(d) Evacuation information card -- next of kin, unusual medical problems
(e) Provide DD Form 2585, Repatriation Processing Center Processing Sheet -- for completion before arrival at repatriation center

d. Debriefing Station -- (obtain information that may affect evacuation force, its mission evacuees or other USG activities in the country)
(1) Optional station, depending on threat, time available
(2) Manned by counterintelligence or civil affairs personnel
(3) Areas of interest include:
(a) Locations of other potential evacuees
(b) Changes in political situation
(c) Movements and activities of indigenous groups/entities/parties that might oppose the evacuation
(d) True intent, capabilities of, 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, verify baggage tags
   (3) Maintain manifest showing all embarked personnel, identifying information, destination
   (4) Chaplain provide presence
g. Comfort Station -- temporary waiting area for evacuees until they board evacuation aircraft. Consider:
   (1) Shelter, cots, blankets, food, water, infant supplies
   (2) Sanitation facilities
   (3) Chaplains and assistants for counseling
   (4) Male and female personal items

6. Establish evacuation center policies, procedures (Task Number 119-06-**Dir-ECC**)
   a. Evacuation center Standard Operating Procedures (SOP)
   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-Americans -- 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, other contraband
(6) In consonance with DOS, determine policy on pets
(7) Do not accept gifts, bribes, tips -- brief all personnel on this prohibition
(8) Refer all questions about an evacuee to a DOS/AMEMB 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) ECC Director/OIC Determine measures that can be taken to provide temporary refuge--safety/security of other evacuees is considered
(2) DOS representative decides between temporary refuge and political asylum
(3) Notify theater commander of requests for/action taken in response to requests for asylum, refuge
(4) Release no information to media until cleared by Assistant Secretary of Defense for Public Affairs
(5) Forward foreign government requests for return of an individual to DOS/AMEMB representative; until determination, safeguard personnel requesting asylum/refuge

f. Press requests to interview/photograph evacuees

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CHAPTER 5

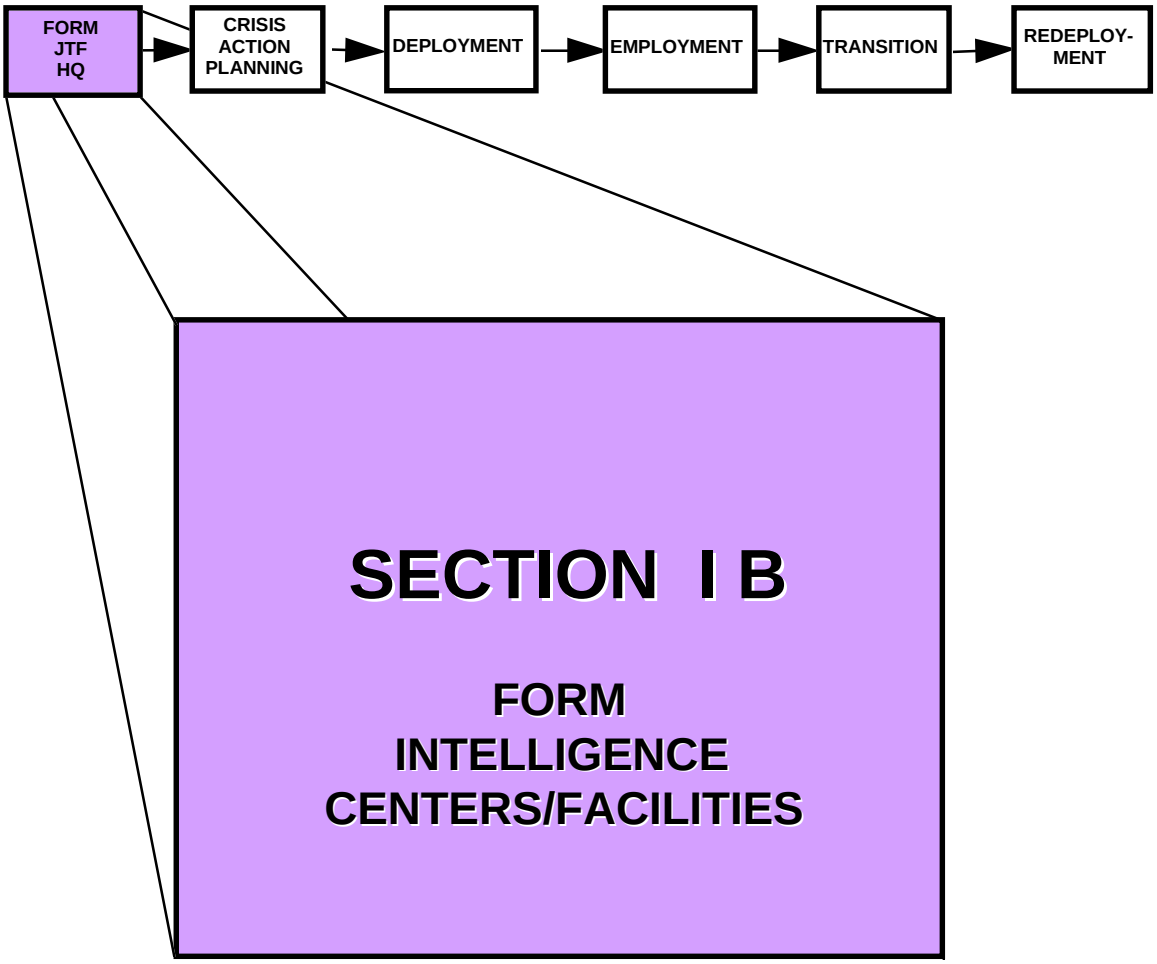

FIGURE 5-I-B-1
FORM INTELLIGENCE BOARDS/CENTERS

ELEMENT: **J2**/DIR JISE

MTG TASK: **ESTABLISH/OPERATE JOINT INTELLIGENCE SUPPORT ELEMENT (JISE)** **(Task Number 120-00-J2) (Relates to UJTL Tasks OP 2.1, 2.2, 2.3, 2.4, 2.5, 5.5**

MTG TASK SITUATION: JTF Joint Intelligence Support Element (JISE) is formed at the discretion of the CJTF.

MTG TASK PURPOSE: The JISE, through the J2, serves as the focal point in the JTF HQ for intelligence planning and its 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 2-02, JP 2-03, JP 5-00.2

MTG TASK STEPS

1. Identify intelligence functions required to support the scope of potential operations (Task Number 120-01-**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 Requests for Information (RFI)
         (b) Coordinate production and dissemination requirements and responsibilities
         (c) Coordinate data base management
      (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
         (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 de-conflict Command and Control Warfare C2W 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, orders

(a) Conduct mission analysis
(b) Develop intelligence estimate
(c) Provide input to CJTF's estimate
(d) Assist in developing Essential Elements of Information (EEI) for the mission and operations
(e) Air and ground Intelligence Preparation of the Battlespace (IPB)

(7) Provide intelligence support to operational efforts -- C2W, military deception, Electronic Warfare (EW), Operations Security (OPSEC), targeting, etc.
(a) Tailored support
(b) Nodal analysis
(c) High Value Targets (HVT)/High Priority Targets (HPT) recommendations
(d) Military deception objectives, target analysis
(e) Feedback on results of friendly operational efforts
(f) Indications and Warning (I&W)
(g) Battle Damage Assessment (BDA)

(8) Provide intelligence support to logistic planning/operations

(9) Coordinate intelligence planning efforts with higher, lower, adjacent and combined headquarters, and supporting or associated intelligence agencies and organizations
(a) Coordinate receipt, answers to Request for Information/Intelligence (RFI)
(b) Coordinate tailored intelligence summaries, matters of general military interest
(c) Coordinate data base feeds
(d) Brief/review intelligence plans

(10) Coordinate intelligence infrastructure support
(a) Mapping, Charting, Geodesy (JP 2-03 TBP)
(b) Communications architecture, to include Global Command and Control System (GCCS) (when fielded)
(c) Automated intelligence data bases, information systems, support tools
1 Joint Worldwide Intelligence Communications System (JWICS)
2 Joint Deployable Intelligence Support System (JDISS) -- provides JTFs with work stations 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 Community On-Line Intelligence System (COINS) -- secure operational network that enables analysts at remote terminals to access various intelligence files
4 Military Intelligence Integrated Data System/Integrated Data base (MIIDS/IDB) -- provides capability to relate items of intelligence information with other items in a large intelligence data base

5 Joint Collection Management tools (JCMT) -- provides an automated means of tasking national, theater, and organic collection assets in support of operations

6 Requirements Management System (RMS) -- to manage imagery collection requirements

7 Command Intelligence Architecture Plan (CIAP) -- help plan for JTF and component interface to national and combatant command intelligence systems

(11) Determine collection requirements
  (a) Identify intelligence shortfalls based on EEI
  (b) Receive component and staff RFI

(12) Plan for redundancy in collections systems -- provides means of validation; protects against loss or failure

(13) Coordinate collection operations among sources -- integrate information for cross validation, completeness

(14) Identify intelligence targets for exploitation
  (a) Nominate exploitation targets for "no-strike" status
  (b) Coordinate with J3 to deconflict JTF treatment of intelligence targets (GUARDED frequency nominations), with regard to operational efforts -- C2W, PSYOP, EW, military deception, etc.

(15) Coordinate the direction and tasking of technical sensors and other intelligence sensor, e.g., Signals Intelligence (SIGINT), Imagery Intelligence (IMINT), Measurement and Signature Intelligence (MASINT) Human Intelligence (HUMINT), Electronic Intelligence (ELINT), operations 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 user/customer's mission, 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, coordinate production requirements
(a) Determine the intelligence producer, schedule and specific tasks
(b) Edit the draft intelligence product
(c) Control Automated Data Processing (ADP) online updates -- designate approving authority for each category/item

(3) Develop Indications and Warning (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) 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, strategy
4 Area and terrain intelligence
5 Meteorological, oceanographic, geological intelligence
6 Transportation infrastructure
7 Agriculture
8 Military-political-sociological-religious intelligence
9 Military and civilian systems
10 Demographics
11 Installation/facilities of military interest
12 Energy related facilities
13 Escape and evasion
14 Threats and forecasts
15 Doctrinal, situational and event templating input to decision support template

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

d. Dissemination--conveys intelligence to users in a usable form -- verbal reports, documents, graphic products, automated data bases
  (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 deliverables matrix

2. Organize functional area intelligence operations cells to accomplish area requirements (Task Number 120-02-**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) Counterintelligence operations, to include organizing a Joint Counterintelligence Operations Center, if required
    (6) Targeting support
    (7) Others, as required
  b. Organize watch teams/shifts
  c. Establish interface with supported CINC and component counterparts
  d. Establish interface with US Government (USG) agencies, nongovernmental organizations, private relief organizations, as required
  e. Develop list and schedule for receiving section inputs, producing outputs
  f. Integrate National Intelligence Support Team (NIST)

3. Organize Joint Intelligence Center leadership, general manning and duties (Task Number 120-03-**Dir-JISE**)
   a. Integrate joint service representation in the Joint Operations Center (JOC). Consider:
      (1) 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 multi-discipline approach
      (2) Ensure integration of intelligence from tactical to strategic
      (3) Ensure collection strategy is properly executed
      (4) Assume duties of J2 during periods of J2's absence
      (5) Maintain thorough knowledge, understanding of JTF plans, orders, and component and supporting forces concepts of operations and intelligence
      (6) Maintain thorough knowledge of JTF and component intelligence requirements
      (7) Provide broad guidance and supervision to Joint Intelligence Support Element shift leaders; assign tasks/projects (messages, reports, special briefings, etc.) to shifts
      (8) Coordinate transition from planning of operations to execution
      (9) Maintain overview of joint intelligence operations -- recommend changes in action or intelligence operations, as required
      (10) Maintain understanding of future planning direction -- from CJTF, COS, J3, and J5; attend, participate in, or be represented at J5/Joint Planning Group (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 JISE Director during periods of JISE Director's absence
      (2) Maintain thorough knowledge, understanding of JTF plans, orders, and component and 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 IAW information exchange requirements/procedures
      (6) Ensure accuracy, clarity of displayed information
      (7) Prepare, coordinate daily briefing requirements, IAW 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 intel centers are fully cognizant of Service plans in order to optimize collection effort

e Designate functional area watch officers/team chiefs significant subarea action officers/teams. Consider the following duties/responsibilities:
   (1) Advise the JISE Director and J2 concerning intelligence operations in functional area; participate in planning deliberations concerning assigned operations area.
   (2) Maintain thorough knowledge, understanding of JTF plans, orders, and component and supporting forces concepts of intelligence operations
   (3) ICW ADP support, establish/maintain Command and Control (C2) communications architecture appropriate to functional area -- e.g., JWICS/JDISS, etc.
   (4) Execute intelligence function IAW section and JISE Standard Operating Procedures (SOP)
   (5) Monitor/maintain status of joint force intelligence requirements in functional area; display status IAW JISE policy/procedures
   (6) Exchange information IAW information exchange criteria established in JISE policy/procedures
   (7) Coordinate joint intelligence 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, organizations.

4. Establish Joint Intelligence Support Element procedures (Task Number 120-04-**Dir-JISE**)
   a. Information displays, 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 cells -- C2W, JCEWS, Military deception Planners, 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 supported CINC's JISE
         (b) Inform/coordinate with components, other supporting forces, agencies, 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 Global Command and Control System (GCCS) (when certified) and other C4I systems support procedures

ELEMENT: J2 /DIR JIF

MTG TASK: **ESTABLISH/OPERATE JOINT INTERROGATION FACILITIES (JIF)** **(Task Number 121-00-J2) (Relates to UJTL Task OP 2.1, 2.2, 3.2.2.2, 5.5)**

MTG TASK SITUATION: JTF is or will conduct operations that may result in the capture of enemy personnel, or the internment of foreign civilians. The J2 Establish and Operate a Joint Interrogation Facility (JIF) for the initial examination of these prisoner/detainees by trained personnel to obtain information of intelligence value.

MTG TASK PURPOSE: The JIF 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 priority, reports information gained to the JISE, and releases prisoners/detainees for movement to EPW or other designated holding areas. Further, the JIF may 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 Joint Interrogation Facility (Task Number 121-01-**J2/Dir-JIF**
   a. Identify, task personnel requirements
      (1) Designate Joint Interrogation Facility (JIF) commander
      (2) Form appropriate sections. Consider:
         (a) Operations
         (b) Interrogation
         (c) Document exploitation
         (d) Liaison
   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 data bases, 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, interoperable data base software
         (e) Materials, equipment related to the examination of documents
   c. Training/preparation
      (1) Training in language, interrogation techniques, processing of EPW/detainees

(2) Training/review of intelligence related to the nature of enemy documents
(3) Establishing links with intelligence sources, counterpart component interrogation facilities
(4) Understanding CJTF intent, Priority Intelligence Requirements (PIR), Essential Elements of Information (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 Standard Operating Procedures (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 Joint Interrogation Facility duties, responsibilities (Task Number 121-02-**Dir-JIF**)
a. Prepare, disseminate JTF IPW SOP
b. Prepare JIF communications plan/architecture, ICW J6
c. Maintain data base 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 JIF; coordinate/monitor such training for augmentees to component interrogation facilities
j. Coordinate for/with security forces for JIF operations

3. Develop/disseminate Interrogation Prisoners of War/Captured Enemy Documents policies, procedures (Task Number 121-03-**Dir-JIF**)
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 JIF and component interrogation facilities
(3) Between JIF and external agencies -- allied, coalition, etc.
(4) Liaison, as required, from/to JTF and component collection points and interrogation facilities

4. Plan Interrogation Prisoners of War/Captured Enemy Documents operations (Task Number 121-04-**Dir-JIF**)

a. Conduct IPW/CED planning concurrently with operational planning
b. Provide interrogation input to intelligence estimate. Include:
   (1) Analysis of operations for potential interrogation requirements
   (2) Recommendation for location of 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 Interrogation Prisoners of War/Captured Enemy Documents operations (Task Number 121-05-**Dir-JIF**)
   a. Obtain current Intelligence Summaries ((INTSUMs), Intelligence Reports (INTREPs), Daily Intelligence Summaries (DISUMs)
      (1) 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 conduct of 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, document examination assistance
g. Direct the disposition of high value prisoners/detainees, CED

ELEMENT: J2

MTG TASK: **ESTABLISH/OPERATE THE JOINT CAPTURED MATERIEL EXPLOITATION CENTER (JCMEC)** **(Task Number 122-00-J2) (Relates to UJTL OP 2.1, 2.2, 3.2.2.1, 3.2.2.2, 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 Joint Captured Materiel Exploitation Center (JCMEC) for the examination and exploitation of the materiel, and reporting of intelligence resulting from this effort.

MTG TASK PURPOSE: The JCMEC will coordinate 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 Priority Intelligence Requirements (PIR), Essential Elements of Intelligence (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 Joint Captured Materiel Exploitation Center (Task Number 122-01-**J2/Dir-JCMEC**)
   a. Identify task personnel requirements
      (1) Designate JCMEC Commander
      (2) Form appropriate sections. Consider:
         (a) Plans/operations
         (b) Explosive Ordnance Disposal (EOD) team(s)
         (c) Technical intelligence team(s), to include language capability appropriate to the region
         (d) Administration
   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 data bases, 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 data base 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 JISE
   (2) Responsibilities include--
      (a) Develop JTF SOP for screening, exploitation, disposition of CED/CEE
      (b) Coordinate screening, exploitation, disposition of CED/CEE with components
      (c) Develop, submit reports of intelligence, recommendations for action based on analysis of CED/CEE
      (d) Assist components with screening, exploitation, disposition of CED/CEE, as required
      (e) Coordinate screening, exploitation, disposition of CED/CEE with allies, coalition partners

2. Establish Joint Captured Materiel Exploitation Center duties, responsibilities (Task Number 122-02-**Dir-JCMEC**)
   a. Prepare, disseminate JCMEC Standard Operating Procedures (SOP) for CED/CEE
   b. Prepare JCMEC communications plan/architecture, ICW J6
   c. Maintain data base file on all CED/CEE
   d. Coordinate CED/CEE screening, exploitation, disposition requirements beyond component capability
   e. Prepare CED/CEE instructions, appendix/input to Annex B to plans, orders
   f. Review component CED/CEE instructions, plans, orders
   g. Coordinate CED/CEE with allied CED/CEE organizations -- coordinate/deconflict mutual requirements
   h. Establish reporting requirements for component CED/CEE facilities
   i. Conduct on the job/informal training for augmentees to the JCMEC; Coordinate/monitors such training for augmentees to component facilities
   j. Coordinate for/with security forces for JCMEC operations

3. Develop/disseminates captured enemy documents/captured enemy equipment policies, procedures (Task Number 122-03-**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, JIF

(2) Between JCMEC and component CED/CEE facilities
(3) Between JCMEC and external agencies -- allied, coalition, etc.
(4) Liaison, as required, from/to JTF JISE/JIF and component collection points

4. Plan captured enemy documents/captured enemy equipment operations (Task Number 122-04-**Dir-JCMEC**)
   a. Conduct CED/CEE planning concurrently with operational planning
   b. Provide CED/CEE input to intelligence estimate. Include:
      (1) Analysis of operations for potential CED/CEE requirements
      (2) Recommendation for location of JCMEC -- close to evacuation routes, collection facilities, but separate
      (3) Identification of 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 -- plans for screening, exploitation, disposition of CED/CEE that focus on those requirements

5. Conduct captured enemy documents/captured enemy equipment operations (Task Number 122-05-**Dir-JCMEC**)
   a. Obtain current intelligence -- Intelligence Summaries (INTSUMs), Intelligence Reports (INTREPs), Daily Intelligence Summaries (DISUMs)
      (1) Current enemy activities in objective areas that could result in CED/CEE
      (2) Understand enemy order of battle, command structure
      (3) Coordinate/confirms access to intelligence data bases, to use in analysis or planning for exploitation of CED/CEE
      (4) Coordinate/confirms access to other national intelligence sources pertinent to conduct of CED/CEE operations
   b. Receive/Review reports of component screening, exploitation, disposition of CED/CEE
   c. Receive CED/CEE from component collection facilities
   d. Screens CED/CEE for exploitation value
   e. Report information or intelligence to the JISE/JIF
   f. Recommend actions to exploit the intelligence gained from CED/CEE
   g. Respond to requests for assistance in the screening, exploitation, disposition of CED/CEE
   h. Direct the disposition of high value CED/CEE

ELEMENT: J2

MTG TASK: **ESTABLISH/OPERATE THE JOINT IMAGERY PROCESSING BOARD (JIPB)** **(Task Number 123-00-J2) (Relates to UJTL OP 5.5)**

MTG TASK SITUATION: JTF is or will conduct operations that may result in the requirement to receive and process imagery. The J2 will establish and operate a Joint Imagery Processing Board (JIPB) for the processing and analysis of imagery products.

MTG TASK PURPOSE: The JIPB will receive raw imagery and processes it for analysis.

REFERENCES: **JP 2-01**, JP 5-00.2

MTG TASK STEPS

TO BE PUBLISHED

ELEMENT: J2

MTG TASK: **ESTABLISH/OPERATE THE JOINT COUNTERINTELLIGENCE OPERATIONS CENTER (JCIOC)**
(Task Number 124-00-J2) (Relates to UJTL OP 5.5)

MTG TASK SITUATION: JTF is or will conduct operations that may result in the requirement to conduct counterintelligence operations.

MTG TASK PURPOSE: The J2 will establish and operate a Joint Counterintelligence Center (JCIOC) to assess the counterintelligence threat and plan and conduct counterintelligence operations.

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

MTG TASK STEPS

TO BE PUBLISHED

ELEMENT: J2

MTG TASK: **ESTABLISH/OPERATE THE JOINT DOCUMENT EXPLOITATION CENTER (JDEC)** **(Task Number 124A-00-J2) (Relates to UJTL OP 2.2, 3.2.2.1, 3.3.3.3, 5.5)**

MTG TASK SITUATION: JTF is or will conduct operations that may result in the capture of enemy documents.

MTG TASK PURPOSE: The J2 will establish and operate a Joint Document Exploitation Center (JDEC) to assess the value of captured documents, fuse the information with other intelligence, and provide the CJTF with a more complete picture of an unfolding operation and enemy capabilities.

REFERENCES: **JP 2-01**, JP 5-00.2

MTG TASK STEPS

TO BE PUBLISHED

CHAPTER 5

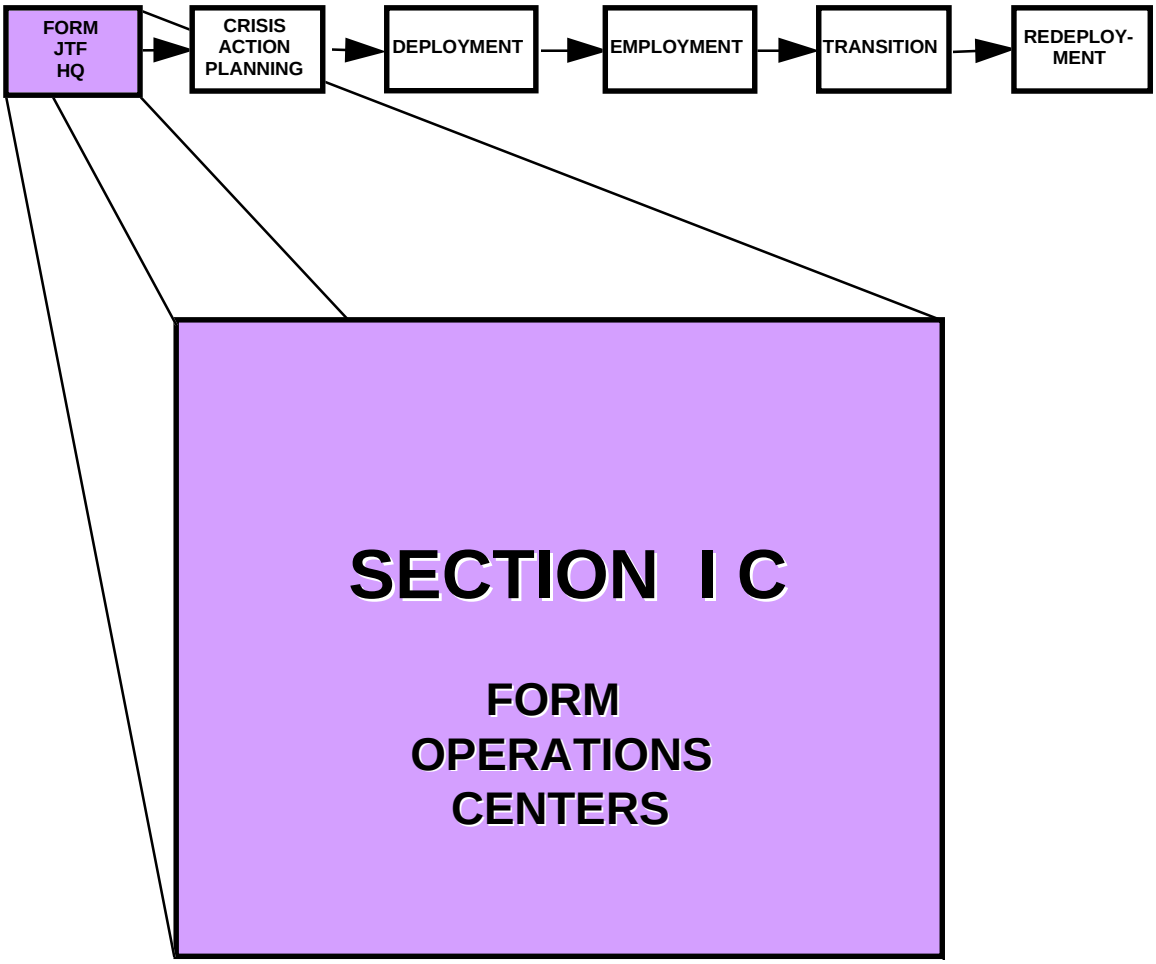

FIGURE 5-I-C-1
FORM OPERATIONS CENTERS

ELEMENT: J3/ Dir JOC

MTG TASK: ESTABLISH/OPERATE JOINT OPERATIONS CENTER (JOC) (Task Number 125-00-J3) (Relates to UJTL Tasks OP 5.1 - 5.5)

MTG TASK SITUATION: JTF Joint Operations Center (JOC) should be formed whenever a JTF is formed.

MTG TASK PURPOSE: The JOC serves as the focal point in the JTF HQ for all operational and intelligence matters. A JOC may performs the following functions as examples:

a. Monitor/manage status of joint forces and their resources. Monitors current status of assigned forces and their resources; Provide information to assist in allocating /moving forces and materiels.
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 CJTF.
d. Monitor implementation of operation orders to ensure CJTF objectives are being met. Relay orders/guidance from CJTF to components.
e. Monitor situation. Monitor/displays situation in operational areas represented in the operation -- e.g., in an operation involving air, ground, space, special operations and an enemy threat, monitors progress or activities in each of those functional areas and significant subareas, in addition to supporting logistic, communications, civil affairs, and other operations. Continuously review enemy threat, if applicable. Maintain information relevant to progress of the operation/campaign.
f. Prepare, submit, operational reports as required, IAW JP 3-56.24, "Message Text Formats." Maintain chronological record of JTF operational issues and events.

REFERENCES: JP 5-00.2

MTG TASK STEPS

1. Identify operations areas and significant subareas represented in the campaign/operations plan (Task Number 125-01-**J3**)
   a. Air operations
      (1) Airstrike operations -- strategic attack, offensive counter-air (OCA), interdiction, Close Air Support (CAS), etc., IAW CJTF's apportionment decision and Joint Integrated Prioritized Target List (JIPTL)
      (2) Airspace control
      (3) Air defense
      (4) Theater airlift
      (5) Aerial reconnaissance
      (6) Electronic warfare
      (7) Aerial refueling
   b. Land operations
      (1) Amphibious operations
      (2) Ground/land maneuver operations
      (3) Aviation operations/airspace Command and Control (C2)
      (4) Fire support operations
      (5) Air defense operations

(6) Combat engineer operations
(7) Chemical 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) Command and Control (C2)

e. Special operations
(1) Special reconnaissance
(2) Direct action
(3) Unconventional warfare
(4) Foreign internal defense
(5) Counterterrorism
(6) Collateral activities

f. Command and Control Warfare (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, Joint Targeting Coordination Board (JTCB) support

h. Civil affairs
(1) Support for conventional operations
(2) Support for special operations
(3) Support for civil administration
(4) Other civil-military operations

i. Psychological operations

j. Intelligence operations

k. Logistic operations

l. Communications operations
m. Current plans requirements -- adaptation of future plans coordination to current operations
n. Meteorological and Oceanographic (METOC) operations/support
o. Reports preparation/distribution
p. JOC technical support -- Automated Data Processing (ADP), communications, map assembly/overlay preparation and maintenance, graphics illustrations, minor construction, administration and supply, procurement, etc.
q. Navigation
r. Environmental monitoring
s. Mapping, charting and geodesy

2. Establish Joint Operations Center leadership, general manning and duties (Task Number 125-02-**J3**)
   a. Integrate joint service representation in the JOC. Consider:
      (1) 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 efficiency
      (3) Appropriate balance of Service representation
   b. Designate a JOC Director. Consider the following duties/responsibilities:
      (1) Assume duties of J3 during periods of 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 shifts
      (4) Coordinate transition from planning of operations to execution
      (5) Maintain overview of joint operations -- recommend changes in action or operations, as required
      (6) Maintain understanding of future planning direction -- from CJTF, COS, J3, and J5; attends, participates in, or is familiar with J5/Joint Planning Group (JPG) future planning efforts
   c. Designate shift leaders. Consider the following duties/responsibilities:
      (1) Assume duties of JOC Director during periods of JOC Director's absence
      (2) Maintain thorough knowledge, understanding of JTF plans, orders, and component and supporting forces concepts of operations; conduct continual crosswalk between JTF components' and supporting forces' plans, orders
      (3) Supervise 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 IAW information exchange requirements/procedures
(6) Ensure accuracy, clarity of displayed information
(7) Prepare, coordinate daily briefings as required -- decision cycle, shift change briefings, etc.
(8) Prepare plans, orders as required in absence of a J3 Current Plans Section
(9) Maintain overview of joint operations -- recommend changes in action or operations, as required

d. Designate operations area watch officers/team leaders, significant subarea 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 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) ICW ADP support, establish/maintain C2 communications architecture appropriate to assigned operations area -- e.g., Maneuver Control System (MCS), Contingency Theater Automated Planning System (CTAPS), Joint Operational Tactical System - 2 (JOTS-2), Naval Tactical Command System - Afloat (NTCS-A), Joint Worldwide Intelligence Communications System (JWICS)/Joint Deployable Intelligence Support System (JDISS), management of Global Command and Control System (GCCS) (when fielded) common picture, etc.
(4) Direct/control assigned operations, within authority delegated to JOC by CJTF
(5) Monitor/maintain status of joint forces, resources, progress of operations; display status IAW JOC policy/procedures
(6) Exchange information IAW 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, organizations

3. <u>Establish Joint Operations Center procedures</u> (Task Number 125-03-**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-- regarding 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 supported CINC's JOC
      (b) Inform/coordinate with components, other supporting forces, agencies, 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: J3/ STAFF

MTG TASK: ESTABLISH/OPERATE CIVIL-MILITARY OPERATIONS CENTER (CMOC) (Task Number 126-00-J3) (Relates to UJTL Task OP 1.5.3, 2.2.3, 4.7.2, 5.5, 5.7)

MTG TASK SITUATION: A Civil-Military Operations Center (CMOC) is formed when the JTF is involved in operations that require significant interaction with the civilian populace, the 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 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, the host nation 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 Command and Control (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 host nation agencies, the US country team, UN, other US Government (USG) agencies, and deployed US, allied, and HN military forces and supporting logistics organizations.
d. Plan and conduct civil information programs, in coordination with psychological operations 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. Allocates resources and sustains 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 assists in strengthening or stabilizing civil infrastructures and services and otherwise facilitates transition to peacekeeping or consolidation operations and associated hand-off to other USG agency, international organization, or HN responsibility.
h. Assesses/identify HN civil support, relief or funding requirements to CJTF for transmission to the supported CINC, other supporting CINCs, military services or other responsible USG agencies.
i. Advise CJTF on policy, funding, allied/foreign or HN sensitivities, and their effects 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 Number 126-01-**J3/J5**)
   Consider:

a. Applicable Civil Affairs (CA) functions
   (1) Supporting US forces in minimizing noncombatant interference with operations
   (2) Assisting US forces, agencies, 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 National Command Authority) 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. Psychological operations 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 Civil-Military Operations Center leadership, general manning, organization, and duties (Task Number 126-02-**J3**)
   a. Identify necessary CA assets
   b. Identify necessary functional area representation
   c. Designate a CMOC Director. Consider the following duties/responsibilities:
      (1) Has, or can rapidly develop a 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 transition from planning of operations to execution
      (5) Maintain overview of both overall JTF operations and civil-military operations -- recommend changes in action or operations, as required
      (6) Maintain understanding of future planning direction -- from CJTF, COS, J3, and J5; attend, participate in, or be familiar with J5/Joint Planning Group (JPG) future planning efforts
   d. Designate shift or functional area leaders. Consider the following duties/responsibilities:
      (1) Assume duties of CMOC Director during periods of 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 activities of functional area experts; assign/supervise task/project to functional area experts or teams
      (4) Ensure adequacy of coordination and information flow IAW information exchange requirements/procedures
      (5) Ensure accuracy, clarity of displayed information
      (6) Prepare, coordinate daily briefings, as required -- decision cycle, shift change briefings, etc.
      (7) Prepare civil-military plans, orders, annexes as required
   e. ICW Automated Data Processing (ADP) support, Establish/Maintain C2 communications architecture appropriate to civil-military mission requirements
   f. Identify/establish CMOC organization, based on functional area requirements. Generally, organization include:
      (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 -- Ports of Debarkation (POD)
(6) Other sections as identified and required by the Director

3. Establish Civil-Military Operations Center procedures (Task Number 126-03-**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-- regarding supervision/control of operations
   d. Interaction with, support of, and integration of plans/information from related operations cells -- Joint Operations Center (JOC), Joint Intelligence Support Element (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 CMOC Director
      (2) External to the CMOC
         (a) Receive/process Nongovernmental Organizations (NGOs), agencies, Private Voluntary Organizations (PVO), International organizations/agencies, etc.
         (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 CINC's CA assets/advisors
         (e) Inform/coordinate with components, other supporting forces, agencies, organizations
         (f) Coordination/information exchange with higher level civil-military organizations -- e.g., Office of Foreign Disaster Assistance (OFDA), a CINC's Humanitarian Operations Center (HOC), etc.
   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 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/PVOs, others
(4) Serve as focal point for weapons policies for NGO/PVOs
(5) Administer/issue identification cards for NGO/PVOs
(6) Validate NGO/PVO requirements for tarmac space, spaces on military transportation, and related access issues
(7) Facilitate resource distribution systems for relief efforts

ELEMENT: J3

MTG TASK: ESTABLISH/OPERATE THE JOINT SEARCH AND RESCUE CENTER (JSRC) (Task Number 127-00-J3) (Relates to UJTL Task OP 5.5, 6.2, 6.2.x)

MTG TASK SITUATION: 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, Establish and Operate a Joint Search and Rescue Center (JSRC) to monitor and, when required, manage and coordinate Search and Rescue (SAR) and Combat Search and Rescue (CSAR) in the JTF Joint Operations Area (JOA).

MTG TASK PURPOSE: JTF forms and tailors the JSRC to the operational environment. The JSRC monitors and, when required, Coordinate and manages rescue of isolated personnel in both benign and combat situations in the JOA.

REFERENCES: JP 3-50.2, JP 5-00.2

MTG TASK STEPS

1. Establish, organize Joint Search and Rescue Center (at JTF or component level) (Task Number 127-01-**J3**)
   a. Identify, task personnel requirements
      (1) Designate CSAR Mission Coordinator
      (2) Form team -- include air, maritime, ground component representation
   b. Identify, make available equipment, facilities
      (1) Communications equipment, systems
         (a) Primarily secure voice -- radios, Satellite Communications (SATCOM), land line
         (b) Dedicated lines, 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
         (c) Templates appropriate to the environment, other graphics producing materials
         (d) Computers, interoperable data base software
   c. Training/preparation
      (1) Coordinate/conduct training
      (2) Establish links with intelligence sources, counterparts, component Rescue Coordination Centers (RCC)
      (3) Ensure knowledge of SAR/CSAR resources/assets available

         (a) Service/component assets

(b) Dedicated, collateral assets
(c) Tasking lead times for non-dedicated assets
(4) Develop/disseminate policies, procedures

d. Command relationships
(1) SAR/CSAR Command and Control (C2) normally exercised through JTF components
(2) A component doing its own SAR/CSAR has Operational Control (OPCON) of forces conducting the SAR/CSAR mission
(3) Forces tasked to augment a component for the conduct of SAR/CSAR are under Tactical Control (TACON) to that component for the duration of the SAR/CSAR mission
(4) JSRC normally given authority to:
(a) Develop JTF SAR/CSAR Standard Operating Procedures (SOP)
(b) Coordinate SAR/CSAR communications arrangements
(c) Define SAR/CSAR reporting requirements
(d) Review SAR/CSAR, escape and evasion plans
(e) Coordinate SAR/CSAR with allies, coalition partners

2. Establish Joint Search and Rescue Center duties, responsibilities (Task Number 127-02-**J3**)
a. Prepare, disseminate SAR/CSAR Standard Operating Procedures (SOP)
b. Prepare CSAR communications plan/architecture -- ICW J6
c. Monitor, maintain mission profile on SAR/CSAR incidents
d. Maintain data base file on each isolated person until recovery is complete
e. Coordinate SAR/CSAR requirements beyond component capability
f. Prepare SAR/CSAR appendix to Annex C to plans, orders
g. Review component SAR/CSAR plans, orders
h. Review evasion and recovery plans
i. Coordinate SAR/CSAR with allied SAR/CSAR organizations -- coordinate/deconflict mutual SAR/CSAR support operations by JTF components
j. Establish reporting requirements for the JSRC and component RCCs
k. Coordinate with Psychological Operations (PSYOP) Officer on ways to favorably influence local population regarding SAR/CSAR efforts
l. Conduct on the job/informal training for augmentees to the JSRC; coordinate/monitor such training for augmentees to component RCCs
m. Organize, Conduct SAR/CSAR training exercises for the JTF
n. Maintain listing of current selected areas for evasion (SAFE)
o. Establish/monitor blood-chit program
p. Coordinate notification of evasion and escape nets and indigenous assistance groups

3. Develop/disseminate search and rescue/combat search and rescue policies, procedures (Task Number 127-03-**J3/Dir-JSRC**)

a. SAR/CSAR SOP
b. Establish coordination links/requirements -- both vertical and horizontal
   (1) Within the JOC
   (2) Between JSRC and components
   (3) Between JSRC and external agencies -- allied, coalition, etc.
   (4) Use liaison, as required, from component RCCs
c. Understand, incorporates theater commander's policy guidance on SAR/CSAR
   (1) Conditions that warrant/permit SAR/CSAR effort
   (2) Level of effort for SAR/CSAR balanced with operational missions
d. Develop/recommend JTF SAR/CSAR mission policies
   (1) Go/no go criteria for SAR/CSAR effort
   (2) Conditions that warrant/permit use of external resources -- external to a component and external to the JTF

4. Plans search and rescue/combat search and rescue (Task Number 127-04-**J3/Dir-JSRC**)
   a. Conduct SAR/CSAR planning concurrently with operational planning
   b. Develop SAR/CSAR estimate. Include:
      (1) Analysis of operations for SAR/CSAR potential
      (2) Analysis of enemy/environmental threat for likely SAR/CSAR mission areas
         (a) Enemy policy, practices, intentions
         (b) Location, strength, capabilities, activities of enemy units that could effect operations in the objective area. adjacent areas, and along Lines of Communications (LOCs) and infiltration/exfiltration routes
         (c) Identification, capabilities of 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) Radar sites
         (g) Threats to primary rescue vehicles -- Air Defense Artillery (ADA), small arms fire, armed enemy helicopters, fixed wing aircraft
         (h) Threat to SAR/CSAR support aircraft -- Electronic Warfare (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 SAR/CSAR assets, by component -- capabilities of each

      (4) Analysis of extent to which current operations will/can divert assets from SAR/CSAR operations

c. Understand current airspace control measures; develop procedures to input SAR/CSAR missions
d. Coordinate for on-call supporting arms support
e. Plan for precautionary SAR/CSAR
f. Understand, adjust to operational restraints
   (1) Limitation imposed by medium to high threat environment
   (2) Possible scarcity of SAR/CSAR assets
   (3) Possible shortage of SAR/CSAR controllers
g. Plan for/position precautionary SAR/CSAR assets
   (1) Prepositioning of assets
   (2) As corollary to operational mission
   (3) Consider:
      (a) Lifeguard
      (b) Duckbutts
      (c) Airborne orbit
      (d) Strip alert

5. Coordinate search and rescue/combat search and rescue operations (Task Number 127-05-**J3/Dir-JSRC**)
   a. Control SAR/CSAR assets, operations, when required
   b. Obtain current intelligence -- Intelligence Summaries (INTSUM), Intelligence Reports (INTREP), Defense Intelligence Summaries (DISUMS)
      (1) Current enemy activities in objective areas that could result in isolated friendly personnel
      (2) Update on enemy capabilities to interfere with SAR/CSAR operations
      (3) Coordinate/confirm access to time-sensitive imagery
      (4) Coordinate/confirm access to other national intelligence sources pertinent to conduct of SAR/CSAR operations
   c. Obtain current list of Standard Use Army Aircraft Flight Route(SAAFR), contact points, identification codes, designated Helicopter Landing Zone (HLZ)
   d. Receive/report distress indicators; may come from components, AWACs, allies/coalition partners
   e. Monitor component conducted operation
   f. Respond to requests for additional recovery resources/assets
      (1) Evaluate according to established criteria
      (2) Analyze situation -- determine availability of recovery assets
      (3) Task/coordinate component(s) to assist in recovery/provide augmentation of recovery assets
      (4) Alert forces of SAR/CSAR mission
      (5) Coordinate for tasking of Special Operations Forces (SOF), if required
      (6) Designate/form Combat Search and Rescue Task Force (CSARTF) from components, as required

(7) Designate SAR/CSAR mission coordinator -- could be from JSRC or from component RCCs
   (a) Confirm distress call
   (b) Confirm isolated person authentication data
   (c) Assist in planning SAR/CSAR mission
      1 Tailor to each incident
      2 Coordinate search method based on maritime, coastal, or inland environment
      3 Consider weather, time of day, enemy activity, available resources, basic environment
   (d) Assist recovery force in evaluating 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 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: CJTF/ STAFF

MTG TASK: **ESTABLISH/OPERATE THE JOINT REAR TACTICAL OPERATIONS CENTER (JRTOC)** **(Task Number 128-00-CJTF/JRAC)**
(Relates to UJTL Task OP 5.5, 6.5)

MTG TASK SITUATION: The Joint Rear Area (JRA) will typically evolve and expand as a theater Develop in accordance with requirements to support and defend the JTF. A lodgment would normally be expanded to an area including existing ports and air strips from which bare base operations could be conducted and then eventually evolve to areas including multiple countries and sea boundaries. 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 lines of communication can be established.

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 upon the level of threat. CJTF Designate a Joint Rear Area Coordinator (JRAC). The CJTF may designate a subordinate commander or a member of the JTF's headquarters as the JRAC. The JRAC forms and tailors the Joint Rear Area Tactical Operations Center (JRTOC) to the operational environment. 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 Joint Rear Tactical Operations Center (Task Number 128-01-**CJTF/JRAC**)
   a. Identify, task personnel requirements
      (1) CJTF may designate Joint Rear Area Coordinator (JRAC)
      (2) JRAC forms JRTOC -- use elements from JRAC's staff and representatives from components operating in the JRA; include:
         (a) Air
         (b) Maritime
         (c) Ground components
         (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 joint rear area operations
         (a) Ensure that component representation, and representation on 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) Interoperable, secure, reliable, flexible and survivable communications network to accomplish the mission.
    1 Primarily secure voice -- radios, Satellite Communications (SATCOM), land line
    2 Dedicated lines, 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 Designate 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) Computer, interoperable data base software

c. Training/preparation
  (1) Coordinate/conduct prior to start of operations
  (2) Establish links with intelligence sources, counterparts, 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, 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, responsibilities (Task Number 128-02-**JRAC**)

a. Coordinate with appropriate JRA commanders to ensure they maintain the security of their respective Areas of Operation (AO) 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 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) ICU with the JTF J6/JRACO, designate units to establish HN connectivity
   (2) Provide overall management of organic communications systems supporting the JRAC and coordination with the appropriate system manager for nonorganic C3 systems supporting the JRAC
   (3) Publish C3 plans, annexes, directory 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 Communications Security (COMSEC) materials
   (6) Coordinate with HN agencies for communications support
f. Intelligence/Counterintelligence
   (1) ICW 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 Joint Rear Tactical Operation Center (JRTOC)
   (2) Ensure adequate liaison is established with 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 Civil Affairs (CA) efforts
(2) Enemy Prisoner of War (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) Noncombatant Evacuation Operations (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 Coordinate
  (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 Determine 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 Determine when and under what conditions the TCF may be used.
    4 Establish Rules of Engagement (ROE) for the TCF
  (b) JRAC
    1 In coordination with the component commanders, Advise the CJTF, who designates the AO for the TCF and provides mission guidance

2 Effect 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 Establish liaison and communications with TCF, normally through the JRTOC.
5 Coordinate 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 Operational Control (OPCON) or Tactical Control (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, logistic, 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 joint rear area policies, procedures (Task Number 128-03-**JRAC**)
   a. Prepare, disseminate JRA Standing Operating Procedures (SOP)
   b. Establish coordination links/requirements -- both vertical and horizontal
      (1) Within the JRTOC
      (2) Between JRTOC and components
      (3) Between JRTOC and external agencies -- HN, multinational, etc.
      (4) Use liaison, as required
   c. Understand, incorporate CJTF's policy guidance on JRA
      (1) Conditions that warrant/permit JRA effort
      (2) Level of effort for 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 joint rear area operations (Task Number 128-04-**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 effects 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 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 sea ports

(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 5-I-C-3) 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)

Figure 5-I-C-3
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, 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 Command, Control, Communications, and Intelligence (C4I)
      (c) Protect personnel and facilities
      (d) Protect JRA lines of communication
      (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) Enemy Prisoner of War (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) Operations Security (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 communication, 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 for the rear area intelligence activity are met
(6) Publishing C3 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 Communications Security (COMSEC) materials
(9) Coordinating with HN agencies for communications support
(10) IAW joint procedures, each component is responsible for its own internal C3 systems
(11) Each component command should be prepared to support establishing communications with the JRAC

(12) Deficiencies in communications assets should be identified and 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 Joint Intelligence Support Element (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, coordinate 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 Combat Support (CS)/Combat Service Support (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 logistic 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 logistic 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 either 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 logistic operations within his Area of Responsibility (AOR). The CINC's directive authority over logistic 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 logistic process, this authority is expanded to authorize combatant commanders to use all necessary facilities and logistic 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 logistic 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 JRA
(d) Reconstitution

g. Area management
   (1) Effective area management is critical to the success of joint rear area operations because of the security implications of positioning assets that may provide protection for the JRA 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 and 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 transhipment points, and obtaining HNS are critical requirements in preserving freedom of movement throughout the JRA
   (3) JRAC is responsible for coordinating the overall security of the JRA so that all movements can take place. 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) 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) HN support in manpower, support, 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) 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) JRAC Coordinate 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. Host-Nation Support (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) Effects of HNS on morale
      (d) Effects of HNS on the political structure within the HN
      (e) Effects 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 civil affairs personnel in HNS
(s) Public Affairs (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 that 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 Advise the CJTF, who Designate 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, combat support, combat service support, 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 effects
4 Enhanced facility construction or expedient hardening to reduce attack damage

5. Coordinate/monitor joint rear area operations (Task Number 128-05-**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 rules of engagement (ROE)) are disseminated to appropriate command levels

(12) Civil Affairs 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 tactical combat force (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 area damage control (ADC) assets
(20) Liaison is established with the Naval Coastal Warfare Commander (NCWC) to coordinate security operations

ELEMENT: COS /J3/J4/J5

MTG TASK: **ESTABLISH/OPERATE THE JOINT DEPLOYMENT GROUP (JDG)** **(Task Number 129-00-COS) (Relates to UJTL OP 1.1.1, 5.5)**

MTG TASK SITUATION: JTF is or will conduct operations that require the deployment of joint forces.

MTG TASK PURPOSE: The Joint Deployment Group assembles and coordinates the deployment requirements for the joint force to support the CJTF's priorities and concept of operations. It develops and conveys these requirements to the CINC in the form of TPFDD input and if authorized, may coordinate directly with USTRANSCOM. It coordinates the availability of deployment transportation, provides alert information through the J3 to the joint force and monitors deployment status. It is the JTF focal point for deployment status.

REFERENCES: JP 3-0, **JP 5-00.2.**

MTG TASK STEPS

TO BE PUBLISHED

ELEMENT: J3/J5

TASK: **ESTABLISH/OPERATE THE JOINT INFORMATION COORDINATION GROUP (JISEG)** **(Task Number 130-00-J3/J5 (Relates to UJTL Task OP 5.1.1, 5.5)**

MTG TASK SITUATION:

MTG TASK PURPOSE:

REFERENCES:

MTG TASK STEPS

TO BE PUBLISHED

ELEMENT: PMO/ Cmdr JMPA

MTG TASK: **ESTABLISH/OPERATE JOINT MILITARY POLICE AGENCY (JMPA)** **(Task Number 131-00-PMO/Cmdr JMPA) (Relates to UJTL Tasks OP 4.6.4)**

MTG TASK SITUATION: The JTF is or will conduct operations in which military police activities are required, and the mission and COA analysis reveals that these activities can best be planned and controlled by the formation of a joint military police agency.

MTG TASK PURPOSE: The JMPA plans and controls the activities of assigned military police forces. It Ensure consistent enforcement of military discipline within the joint force commander's area of responsibility or JOA. 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.

REFERENCES: JP 0-2

MTG TASK STEPS

1. Establish leadership duties of the JMPA. (Task Number 131-01-**PMO/Cmdr JMPA**)
   a. Depending on 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.
   b. Duties are identified in a specific mission analysis for the agency. May include any or all of the traditional MP responsibilities. See Task Number 239-00-PMO (Plan/Integrate Military Police Operations (MPO)).
   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 JFC'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 Joint Force Commander.

2. Organize the Joint Military Police Agency (JMPA). (Task Number 131-02-**PMO/Cmdr JMPA**).
   a. Assignment of forces are based on requirements identified during mission and COA analysis.
   b. Normally includes members of all Services constituting the joint force.
   c. Staff structure, internal C2 structure are determined by the Commander, JMPA.

3. Determine nature and concept of joint military police operations. (Task Number 131-03-**PMO/Cmdr JMPA**).
   a. See Task Number 239-01-PM/J5 (Develop a Concept for Military Police Operations).
   b. See Task Number 239-02-PM (Considers Operations in Military Police Mission Areas).
   c. Determine requirements in joint functional areas that support or must be supported by joint MP operations. See Task Numbers 239-03 to 08-PM.

4. Provide input to PMO's staff estimate and staff COA development process. (Task Number 131-04-**Cmdr JMPA**).
   a. Conduct supporting MP operations estimate.
   b. Conduct COA development (analysis, comparison, and recommendation/decision) for MP operations.
   c. Provide appropriate input to J5/J3/JPG's operational level analyses.

5. Coordinate with Service MP forces, and host nation police forces. (Task Number 131-05-**PMO/Cmdr 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. Promotes concurrent planning efforts.
   d. Conduct full horizontal and vertical coordination during employment phases.

ELEMENT: **J5/Dir JPG**/ STAFF

MTG TASK: **ESTABLISH/OPERATE THE JOINT PLANNING GROUP (JPG)** **(Task Number 132-00-J5/Dir JPG) (Relates to UJTL Task OP 5.3, 5.5)**

MTG TASK SITUATION: The JTF has been formed and must engage in the planning process.

MTG TASK PURPOSE: The Joint Planning Group serves as a staff focal point for deliberate planning, initial crisis action planning, and future campaign and major operations planning for the JTF. Depending on organization of the JTF staff, the JPG may also conduct short term planning for JTF current operations.

REFERENCES: JP 5-00.2

MTG TASK STEPS

1. Establish Joint Planning Group leadership, general manning and duties (Task Number 132-01-**J5/Dir JPG**)
   a. Designate an JPG Director, normally directed by the J3 or J5, or a senior staff officer from one of those staff sections. Duties include:
      (1) Understanding, perhaps even helping to define, the scope and nature of potential JTF operations
      (2) Organizing the JPG
      (3) Directing the overall planning effort
      (4) Coordinating horizontally and vertically to help the JTF staff, subordinate units, higher headquarters, supporting and supported government departments and agencies, nongovernment organizations, and allied and coalition partners, anticipate operations and conduct concurrent planning
   b. Organize the JPG
      (1) Ensure appropriate representation from the staff, subordinate units and supporting/supported units or headquarters. Principal staff members are charter members, but may delegate workgroup participation to key subordinates
      (2) Designate specific planning cells, as a minimum representative of joint functional areas
      (3) Incorporate special domain expertise, such as C2W, deception, Civil affairs, etc.
      (4) Establish the planning cycle to best support CJTF decision making. Normally includes preparation of briefings for mission analysis, COA development and selection, proposed concept of operations, and other decision briefings as required
      (5) Designate shift leaders as necessary to support planning cycles

2. Establish Joint Planning Group procedures (Task Number 132-02-**J5/Dir JPG**)
   a. Basic procedures include:
      (1) Following planning steps for mission analysis and COA development.

(2) Preparing or coordinating warning or planning orders for the staff and subordinate joint forces
(3) Providing input, as required, for the CJTF's guidance and priorities.

b. Normally, a small executive cell (perhaps the J5, J3 rep, J2 rep, J4 rep, J6 rep, special operations rep, civil affairs rep, and other representatives appropriate to the potential mission) Develop initial "starting point" for mission analysis COA development, and other key planning steps.
c. Wargaming may be accomplished by the entire JPG or, if time is short, the executive cell may accomplish it.
d. COA comparison is based, in large part, on staff estimates. The JPG incorporates staff estimate information into its deliberations.
e. Special assignments, such as planning for contingencies or specific branches or sequels, may be accomplished by specially organized and assigned groups within the JPG.
f. Routine and special briefings may also be assigned to specific subgroups within the JPG.
g. Identification of information exchange requirements and routing/information flow:
   (1) Internal to the JPG. Consider requirements to:
      (a) Verify/confirm information
      (b) Inform/coordinate with adjacent/related operations area watch officers
      (c) Inform subgroup/cell leaders/JPG Director
   (2) External to the JPG
      (a) Inform/request support from supported CINC's JPG
      (b) Inform/coordinate with components, other supporting forces, agencies, organizations
h. 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

3. <u>Identify operations areas and significant subareas represented in the campaign/operations plan</u> (Task Number 132-03-**J5/Dir JPG**)
   a. Air operations
      (1) Airstrike operations -- strategic attack, offensive counter-air (OCA), interdiction, Close Air Support (CAS), etc., IAW CJTF's apportionment decision and Joint Integrated Prioritized Target List (JIPTL)
      (2) Airspace control
      (3) Air defense
      (4) Theater airlift

(5) Aerial reconnaissance
(6) Electronic warfare
(7) Aerial refueling

b. Land/ground operations
(1) Amphibious operations
(2) Ground/land maneuver operations
(3) Aviation operations/airspace Command and Control (C2)
(4) Fire support operations
(5) Air defense operations
(6) Combat engineer operations
(7) Chemical 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) Command and Control (C2)

e. Special operations
(1) Special reconnaissance
(2) Direct action
(3) Unconventional warfare
(4) Foreign internal defense
(5) Counterterrorism
(6) Collateral activities

f Command and Control Warfare (C2W)
(1) EW
(2) PSYOP
(3) OPSEC
(4) Military deception

g. Operational fire support coordination
(1) CJTF/strategic level target nominations
(2) JIPTL review
(3) Joint Targeting Coordination Board (JTCB) support

h. Civil affairs

(1) Support for conventional operations
(2) Support for special operations
(3) Support for civil administration
(4) Other civil-military operations

i. Psychological operations
j. Intelligence operations
k. Logistic operations
l. Communications operations
m. Current plans requirements -- adaptation of future plans coordination to current operations
n. Meteorological and Oceanographic (METOC) operations/support
o. Reports preparation/distribution
p. JOC technical support -- Automated Data Processing (ADP), communications, map assembly/overlay preparation and maintenance, graphics illustrations, minor construction, administration and supply, procurement, etc.
q. Navigation
r. Environmental monitoring
s. Mapping, charting and geodesy

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CHAPTER 5

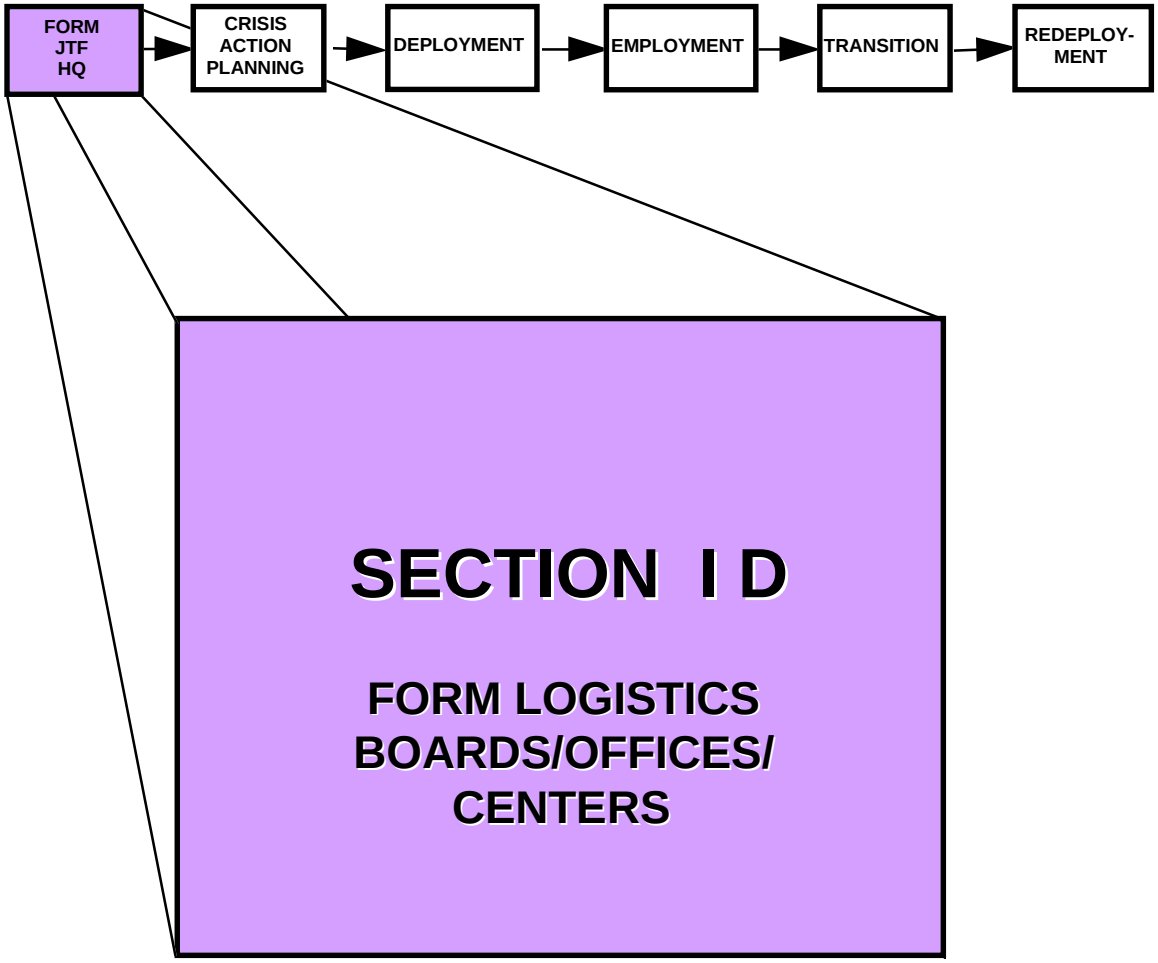

FIGURE 5-I-D-1
FORM LOGISTICS BOARDS/OFFICES/CENTERS

ELEMENT: J4/ J6/Dir LRC

MTG TASK: ESTABLISH/OPERATE THE LOGISTICS READINESS CENTER (LRC) (Task Number 133-00-J4) (Relates to UJTL Tasks OP 4.1, 4.2, 4.3, 4.5, 4.6, 4.7, 5.3, 5.5)

MTG TASK SITUATION: A Logistics Readiness Center (LRC) is normally formed at the unified command level; however, when operations and support require intensive logistics management in the Joint Operations Area (JOA), the CJTF may establish a LRC or direct those responsibilities and duties be performed by the JTF J4 and integrated as part of the Joint Operations Center (JOC). Upon establishment, the LRC exercises responsibility as the point of contact for all logistic and mobility matters in the JOA. Through the LRC, CJTF exercises authority, sets priorities, and apportions resources to allow timely action to support the concept of operations.

MTG TASK PURPOSE: The CJTF forms, organizes, and Operate the LRC to coordinate and manage logistics requirements, identify and resolve problems, and monitor logistics readiness and sustainability. LRC plans, allocates, Coordinate and deconflicts common-use critical resources to optimize their use in support of the commander's intent and JTF Operations Plan (OPLAN)/Operations Order (OPORD).

REFERENCES: JP 4-0, JP 4-01, **JP 5-00.2**

MTG TASK STEPS

1. Establish and organize the Logistics Readiness Center (Task Number 133-01-**J4**)
   a. Determine the need and role of a LRC in the JOA. Consider:
      (1) Mission, threat, duration support and size of the JTF
      (2) JTF requirements -- troop strength, tactical objectives, available resources, etc.
      (3) Relationship with Service components, CINC's staff and other joint boards
      (4) Availability of Host Nation (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 mission analysis
      (3) Monitor logistics information/data and force status
      (4) Advise JTF JOC and Service components on 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 appropriate balance of service and staff representation
(c) Define operational tasks and LRC structure to aid in rapid expansion

(2) Designate LRC Director. Consider the following duties/responsibilities:
(a) Supervise and coordinate all activities of the LRC
(b) Advise CJTF on allocation/reallocation of selected critical/common-use resources based upon 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 CINC 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 logistic 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 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 concept of support, etc.
(f) Prepare plans, orders as required
(g) Advise CJTF and staff, to include J5 Joint Planning Group (JPG), concerning critical resources and participate in planning deliberations concerning assigned areas

d. Identify and make available administrative and logistic 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 logistic support for the LRC. Consider:
(a) Operating center/facility

(b) Automated Data Processing (ADP) equipment

(c) Communications equipment and message access

2. Operate the Logistics Readiness Center (Task Number 133-02-**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 CINC's LRC
   c. Coordinate/disseminate policies and procedures to Service components, commands, activities, and agencies. Consider:
      (1) Establish allocation priorities and adjust IAW 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, availabilities, 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 host nation support, as available
      (5) Cross level critical materials between Services IAW 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 .Insure 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 LRC Director
      (2) External to the LRC. Consider requirements to:

         (a) Inform/request status reports from supported CINC's and Service component logistics managers
         (b) Inform/coordinate with other supporting forces, agencies, organizations
         (c) Coordinate logistics support with upcoming operations

         (d) Advise CJTF on 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

MTG TASK: ESTABLISH/OPERATE THE JOINT MUNITIONS BOARD
(Task Number 134-00-J4) (Relates to UJTL Task OP 4.1, 5.5)

MTG SITUATION: A JTF Joint Munitions Board (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 Joint Operations Area (JOA). Through the JMB, CJTF exercises authority, sets priorities, and provide planning and policy guidance.

MTG TASK PURPOSE: The CJTF forms, organizes, and operates the JMB to coordinate and manage the acquisition and management of critical munitions. JMB develops policies and plans, allocates, coordinates and deconflicts common-use critical materials in support of the JTF Operations Plan (OPLAN)/Operations Order (OPORD).

REFERENCES: JP 3-0, JP 3-56.24, JP 4-0, JP 4-01, **JP 4-01.3**, JP 5-00.2

MTG TASK STEPS

1. Establish and organize the Joint Munitions Board (Task Number 134-01-**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 CINC's JMB
      (4) Availability of Host Nation (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 acquisition and transportation of critical munitions
      (4) Coordinate 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 JTF HQ (J4). Include representation from Service components, unified command staff, HN, allies
         (c) Select appropriate balance of service and staff representation
      (2) Designate JMB Director. Consider the following duties/responsibilities:

(a) Advise 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 CINC and Service component munitions managers
(e) Conduct HN/allied liaison to assess 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 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 CJTF and staff, to include 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) Automated Data Processing (ADP) equipment
(c) Communications equipment and message access

2. Operate/convene the Joint Munitions Board (Task Number 134-02-**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 CINC's JMB
c. Develop/coordinate/disseminate policies and procedures to Service components, commands, activities, and agencies. Consider:
(1) Establish allocation priorities and adjust IAW commander's intent
(2) Monitor consumption rates of critical materials
(3) Ensure critical materials are positioned to best support the JTF
(4) Incorporate host nation support , as available
(5) Cross level critical materials between Services IAW 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 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 JMB Director
   (2) External to the JMB. Consider requirements to:
      (a) Inform/request support from supported CINC's and Service component material managers
      (b) Inform/coordinate with other supporting forces, agencies, 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

MTG TASK: ESTABLISH/OPERATE THE JOINT MATERIEL MANAGEMENT OFFICE (JMMO) (Task Number 135-00-J4) (Relates to UJTL Task OP 4.1, 4.3, 4.5, 5.5)

MTG TASK SITUATION: A JTF Joint Material Management Office (JMMO) is formed at the discretion of the CJTF, 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. Through the JMMO, CJTF exercises authority, sets priorities, and apportions resources to permit timely reallocation to support the concept of operations.

MTG TASK PURPOSE: The CJTF forms, organizes and operates the JMMO to coordinate the acquisition and management of critical materials. JMMO plans, allocates, coordinates and deconflicts common-use critical materials in support of the JTF Operations Plan (OPLAN)/Operations Order (OPORD).

REFERENCES: JP 3-0, JP 3-56.24, JP 4-0, JP 4-01, **JP 4-01.3**, JP 5-00.2

MTG TASK STEPS

1. Establish and organize the Joint Materiel Management Office (Task Number 135-01-**J4**)
   a. Determine the need for and role of a JMMO in the Joint Operations Area (JOA). Consider:
      (1) Mission, threat, duration support
      (2) JTF scope and mission requirements -- troop strength, tactical objectives, etc.
      (3) Relationship with Service components and CINC's staff
      (4) Availability of Host Nation (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 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 JTF HQ (J4). Include representation from Service components, unified command staff, HN, allies, contracting teams.
  (c) Select appropriate balance of service and staff representation
(2) Designate JMMO Director. Consider the following duties/responsibilities:
  (a) Advise 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 CINC 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 accuracy and clarity of status reports, information, and statistical data
  (d) Prepare, coordinate, and presents briefings, as required -- decision cycle, situation changes, changes in concept of support, etc.
  (e) Prepare plans, orders as required
  (f) Advise CJTF and staff, to include J5 Joint Planning Group (JPG), concerning critical materials/items and participate in planning deliberations concerning assigned areas

d. Identify and make available administrative and logistic 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 logistic support for the JMMO. Consider:
    (a) Meeting/deliberation facility
    (b) Automated Data Processing (ADP) equipment
    (c) Communications equipment and message access

2. <u>Operate/convene the Joint Materiel Management Office</u> (Task Number 135-02-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 CINC's JMMO
c. Develop/coordinate/disseminate policies and procedures to Service components, commands, activities, and agencies. Consider:
   (1) Establish allocation priorities and adjust IAW commander's intent
   (2) Monitor consumption rates of critical materials
   (3) Ensure critical materials are positioned to best support the JTF
   (4) Incorporate host nation support , as available
   (5) Cross level critical materials between Services IAW 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
   (2) Implement required reports and briefing schedule
e. Establish delegation of authority -- to 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 JMMO Director
   (2) External to the JMMO. Consider requirements to:
      (a) Inform/request support from supported CINC's and Service component material managers
      (b) Inform/coordinate with other supporting forces, agencies, 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

MTG TASK: ESTABLISH/OPERATE THE SUBAREA PETROLEUM OFFICE (SAPO) (Task Number 136-00-J4) (Relates to UJTL Task OP 4.2, 5.5)

MTG TASK SITUATION: A JTF will normally rely on the unified command Joint Petroleum Office (JPO) for wholesale bulk petroleum management support which is staffed by personnel from each Military Department having a mission in the theater. The JPO interfaces with the Defense Fuel Supply Center and the Service theater petroleum managers. The Subarea Petroleum Office (SAPO) is formed at the discretion of the CJTF, when operations require joint management of bulk petroleum in the Joint Operations Area (JOA) to meet mission requirements and when interservice support, rather than Service component management, offers distinct advantages/benefits for the JTF. The JTF's SAPO is established and operated in coordination with the unified command's JPO.

MTG TASK PURPOSE: The CJTF forms, organizes and operates the SAPO to plan and execute management of joint bulk petroleum support operations in the JOA. Policies, procedures, priorities and oversight are established in the JOA by the SAPO to optimize use of critical petroleum, oil, and lubricants (POL) to support the JTF Operations Plan (OPLAN)/Operations Order (OPORD).

REFERENCES: JP 4-0, **JP 4-03**, JP 5-00.2

MTG TASK STEPS

1. Establish the Subarea Petroleum Office (Task Number 136-01-**J4**)
   a. Determine the need and role of a SAPO in the JOA. Consider:
      (1) Mission, threat, duration of support, size and composition of JTF
      (2) JTF requirements -- troop strength, types of fuel-consuming equipment and vehicles, tactical objectives, etc.
      (3) Relationship with CINC's JPO and service control points
      (4) Requirements for terminals, offshore unloading facilities and distribution points
      (5) Availability of Host Nation (HN) support -- facilities, real estate, petroleum, transportation, etc.
      (6) Compatibility of fuel transfer systems between Services
      (7) Construction time lines for pipelines and hoselines
      (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, OPLAN, 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 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 JTF HQ (J4) may enhance effectiveness
(c) Select appropriate balance of service and staff representation
(2) Designate SAPO Director. Consider the following duties/responsibilities:
(a) Advise 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 CINC's JPO and Defense Fuel Supply Center (DFSC) for construction projects, maintenance and repair projects for petroleum facilities
(d) Establish requirements/coordination with JPO and DFSC for leased storage and related activities in the JOA
(e) Identify/submit requirements to host nation for the performance of host nation petroleum support
(f) Supervise bulk petroleum operations
(g) Coordinate with DFSC, CINC'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 to DFSC
(j) Coordinate quality surveillance and procurement inspection programs
(k) Advise CJTF, under emergency conditions, on 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 J4 and CINC's JPO when PWRMS will be penetrated and provide a plan for reconstitution of levels including 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 SAPO members
(3) Designate 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 adequacy of coordination and information flow IAW information exchange requirements and procedures
(c) Ensure accuracy and clarity of displayed information
(d) Prepare, coordinate, and presents briefings, as required -- decision cycle, situation changes, changes in concept of support, etc.
(e) Prepare plans, orders as required
(f) Maintain overview of current and future joint operations -- provide inputs, as required
(g) Coordinate joint activities -- relay requests for information/resources, answers to request, status of resources/units
(h) Advise CJTF and staff, to include J5 JPG, concerning petroleum management issues; participate in planning deliberations concerning assigned areas
(i) Monitor and maintain status of joint forces, resources, progress of operations; display status IAW SAPO policies/procedures
(j) Exchange information IAW information exchange criteria established in SAPO policies/procedures

2. Operate/convene the Subarea Petroleum Office (Task Number 136-02-**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 briefing schedule
      (3) Implement and disseminate delegation of authority -- to SAPO Director, 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 SAPO Director
         (b) External to the SAPO. Consider requirements to:
            1 Inform/request support from supported CINC's and Service component construction managers
            2 Inform/coordinate with other supporting forces, agencies, 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) Data bases/information charts, statistical displays
         (e) Maps/overlays
         (f) After action notes/input

ELEMENT: J4

MTG TASK: ESTABLISH/OPERATE THE JOINT MOVEMENT CENTER (JMC) (Task Number: 137-00-J4) (Relates to UJTL Task OP 1.1.2, 1.3, 4.5, 4.5.1, 5.5)

MTG TASK SITUATION: CJTF has determined that joint operations require the integration, management, and utilization of common-user air, sea and land transportation. The CJTF exercises authority, through the JMC, over transportation assets, sets priorities, and apportions resources to support the concept of operations.

MTG TASK PURPOSE: The CJTF forms, organizes, and operates the JMC to implement movement control element of Joint Operations Area (JOA) transportation systems including coordinating transportation assets of all modes, terminals, Services, commands and Host Nation (HN) during deployment, sustainment, and redeployment. JMC plans, allocates, coordinates and deconflicts transportation, and establishes and operates an in-transit visibility system to track movement of units, personnel, unit equipment and materiel.

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 Joint Movement Center (Task Number 137-01-**J4**)
   a. Determine 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 CINC's Joint Transportation Board (JTB)
      (4) Availability of HN and allied support -- facilities, transportation, labor, etc.
   b. Identify the primary Task of the JMC. Consider:
      (1) Serve as primary advisor to JTF J4 and CJTF on JTF transportation support systems
      (2) Apportion transportation resources to support CJTF's priorities and concept of operations
      (3) Assign specific transportation resources against specific movement missions
      (4) Coordinate all common-user air, land, and sea transportation
      (5) Deconflict transportation requirements and manages the transportation request system
      (6) Monitor status/location of units as they move into, within, and out of the JOA
   c. Establish JMC leadership, general manning, and duties
      (1) Integrate joint service representation in the JMC. Consider:
         (a) Current and future operations and primary users/operators -- Service components, commands, activities and agencies supporting JTF operations
         (b) Fill key leadership positions from 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) Select appropriate balance of service and staff representation
(d) Organizational structure -- expand in proportion to JTF size. Consider:
1 Administration division
2 Plans and programs division
3 Operations division
4 Service component capabilities/organizations

(2) Designate JMC chief. Consider the following duties/responsibilities:
(a) Act as primary advisor in transportation apportionment process for the JTF
(b) Manage movement control element of transportation system
(c) Maintain thorough knowledge and understanding of JTF Operations Plans (OPLANS), Operations Order (OPORDS), and component and supporting forces concepts of operations/support
(d) Recommend JTF joint transportation policies and procedures for common-user transportation
(e) Coordinate JMC activities with CINC and Service component transportation managers
(f) Conduct HN liaison to assess capabilities and availability

(3) Designate Chief of the Administration Division. Consider the following duties/responsibilities:
(a) Provide administrative support to JMC -- includes physical security and classified document control (with J1/J2/J4/Svc components)
(b) Coordinate JMC communications requirements -- with J6/Service components

(4) Designate Chief of the Plans and Program Division. Consider the following duties/responsibilities:
(a) Develop/coordinate/publish/distribute movement plans. Consider:
1 Cargo throughput capabilities -- Ports of Debarkation (POD), transportation routes (with J4/Service components/J3/J5/Joint Petroleum Office)
2 Time-Phased Force and Deployment Data (TPFDD) -- flow of forces/sustainment (with J3/J4/J5/Service components)
3 Resource protection requirements -- with J2/J3/J5/Service components
4 Medical evacuation -- with Surgeon
5 Retrograde operations -- with J3
6 Enemy prisoners of war -- with J1/J4/Provost Marshal (PM)
7 Refugees -- with J3/Civil Affairs (CA)/PM
8 Humanitarian missions -- with J3/CA
(b) Establish cycles, recommend, and review transportation apportionment decisions -- with Operations Division. Consider:
1 JTF mission -- with J3
2 Transportation resources
3 Threat -- with J2

4 Geography of JOA -- with J2

(c) Monitor, analyzes, and adjust transportation systems
(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) Receive/evaluate/maintain transportation intelligence
(g) Coordinate strategic moves with supported CINC and Service components

(5) Designate Chief of the Operations Division. Consider the following duties/responsibilities:
(a) Oversee daily operations of JMC and execution of transportation priorities
(b) Coordinate for immediate movement requirements to ensure effective and efficient use of transportation resources
(c) Establish Airlift Movement Branch
1 Receive/validate airlift requests from Service components and forwards requests to Director of Mobility Forces (DIRMOBFOR) at CINC level for action -- via Joint Interoperability of Tactical Command and Control Systems (JINTACCS) standard message format
2 Coordinate with DIRMOBFOR for theater airlift schedule
3 Monitor airlift deployment of forces and adjust via Joint Operations Planning and Execution System (JOPES) data base
4 Monitor POD to determine capabilities/limitations
5 Review/validate scheduled airlift for adequacy
6 Monitor air deployment of major forces and adjusts via JOPES data base
7 Alert Chief, Operations Division when forecasted airlift requirements exceed airlift capability
(d) Establish Sealift Movement Branch
1 Monitor Sealift deployment of forces and adjusts via JOPES data base
2 Coordinate with USTRANSCOM via the supported CINC for seaport 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
6 Maintain data on Sealift transportation infrastructure
7 Alert Chief, Operations Division when forecasted Sealift requirements exceed Sealift capability
(e) Establish Inland Surface Transportation Branch
1 Arbitrate conflicting land transportation requirements
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 military and HN surface transportation network. Include data on obstructions, detours, capabilities, critical choke points, surface conditions, etc.
5 Develop plans for repair priorities for surface transportation network
6 Monitor inland container management program
7 Monitor effectiveness of negotiation 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 policy/procedures of JOA commercial surface transportation
11 Alert Chief, Operations Division when forecasted land transportation requirements exceed land capabilities

(f) Assign transportation resources to specific mission needs -- with Plans and Program Division
(g) Deconflict requirements for common-user transportation assets. Consider:
1 Establish/manage JTF transportation request system
2 Validate request and task transportation assets
(h) Recommend resolutions to JMC Chief for requirements that cannot be deconflicted
(i) Coordinate with the following:
1 Components to optimize daily movements and reconcile unfulfilled requirements (with Service components)
2 Movement Control Centers (MCC), Airlift Control Center (ALCC), and Water Terminal Clearance Authority (WTCA) for common-user air, land, and sea transportation
3 CINC 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 engineers for repair of surface transportation

2. Operate/convene the Joint Movement Center (Task Number 137-02-**J4/Dir-JMC**
a. Conduct briefings of the JMC on a regular, cyclic basis and as required
b. Develop/coordinate/disseminate transportation policies and procedures to Service components, commands, activities and agencies
c. Develop standardized procedures. Consider the following:
(1) Develop information displays, formats, briefing slides and topics
(2) Implement reports and briefing schedule
d. Establish delegation of authority -- to JMC chief and members regarding deliberations, products, and operations
e. Ensure the adequacy of information exchange and flow

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

(a) Verify/confirm information
(b) Inform/coordinate with adjacent/related boards
(c) Inform JMC chief

(2) External to the JMC. Consider requirements to:
(a) Inform/request support from supported CINC's and Service component transportation managers
(b) Inform/coordinate with other supporting forces, agencies, organizations

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**/J1/J6

MTG TASK: **ESTABLISH/OPERATE THE JOINT MORTUARY AFFAIRS OFFICE (JMAO) AND SUBAREA GRAVES REGISTRATION OFFICE (SAGRO)** **(Task Number 138-00-J4) (Relates to UJTL Task OP 4.4.1, 5.5)**

MTG TASK SITUATION: The unified command will establish and operate a Joint Mortuary Affairs Office (JMAO) which includes responsibility 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 CINC, 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: JMAO/ SAGRO is formed and organized to plan and execute 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. The JTF J4 has staff supervision responsibility for the JMAO and/or SAGRO.

REFERENCES: JP 4-0, **JP 4-06,** JP 5-00.2

MTG TASK STEPS

1. Establish and organize the Joint Mortuary Affairs Office/Subarea Graves Registration Office (Task Number 138-01-**J4**)
   a. Determine the need and role of a JMAO/SAGRO. Consider:
      (1) Mission, threat, duration of support, and size of JTF
      (2) JTF requirements -- troop strength, tactical objectives, etc.
      (3) Relationships of SAGRO with JMAO, if established at CINC level
      (4) Availability of Host Nation (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 Joint Operations Area (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) 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 appropriate balance of service and staff representation

(2) Designate JMAO/SAGRO Director. Consider the following duties/responsibilities:
(a) Advise CJTF on joint mortuary affairs
(b) Plan and execute joint mortuary affairs programs in the JOA
(c) Maintain thorough knowledge and understanding of JTF Operations Plans (OPLANS), Operations Order (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 CINC and Service components
(g) Direct identification and submission of JTF requirements to Host Nation (HN) for joint mortuary affairs requirements

(3) Designate shift leaders, as required. Consider the following duties/responsibilities:
(a) Assume duties of Director during periods of JMAO/SAGRO Director's absence
(b) Supervise activities of JMAO/SAGRO watch
(c) Monitor adequacy of coordination and information flow IAW information exchange requirements/procedures
(d) Ensure 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 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 logistic support of the JMAO/SAGRO

2. <u>Operate the Joint Mortuary Affairs Office/Subarea Graves Registration Office</u> (Task Number 138-02-**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 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 missions analyses, estimates, plans, and orders
e. Advise the JTF Command Group and staff, to include J5 Joint Planning Group (JPG)/J4, concerning joint mortuary affairs and participate in planning deliberations
f. Monitor/maintain status of joint forces, resources, progress of operations; display status IAW 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 schedule
h. Establish the delegation of authority -- to JMAO/SAGRO Director, 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 JMAO/SAGRO Director
   (2) External to the JMAO/SAGRO. Consider requirements to:
      (a) Inform/request support from supported CINC's and Service components
      (b) Inform/coordinate with other supporting forces, agencies, 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**/J6

MTG TASK: **ESTABLISH/OPERATE THE JOINT CIVIL-MILITARY ENGINEERING BOARD (JCMEB)** **(Task Number 139-00-J4) (Relates to UJTL Task OP 4.6.2, 6.2.1)**

MTG TASK SITUATION: A JTF Joint Civil-Military Engineering Board (JCMEB) is formed at the discretion of the CJTF, 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 CJTF forms, organizes and operates the JCMEB to plan and execute management of civil-military construction and engineering projects. Policies, procedures, priorities and oversight are established in the Joint Operations Area (JOA) by the JCMEB to coordinate efficient use of limited construction and engineering resources in support of the JTF Operations Plan (OPLAN)/Operations Order (OPORD).

REFERENCES: JP 4-0, **JP 4-04**, JP 5-00.2

MTG TASK STEPS

1. Establish the Joint Civil-Military Engineering Board (Task Number 139-01-**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 CINC's JFUB and JCMEB
      (4) Availability of Host Nation (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 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 CINC 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) Integrates joint service representation in the JCMEB. Consider the following:
      (a) Identify 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 JTF HQ (J4/Engineer); may enhance cohesion -- consider J4 or JTF Engineer as Director, JCMEB
      (c) Select appropriate balance of service and staff representation
   (2) Designate JCMEB Director. Consider the following duties/responsibilities:
      (a) Advise 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 CINC and Service component construction managers
      (g) Direct identification and submission of JTF requirements to 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 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 request, status of resources/units
      (g) Advise CJTF and staff, to include J5 Joint Planning Group (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 logistic support for the JCMEB. Consider:
  (a) Meeting/deliberation facility
  (b) Automated Data Processing (ADP) equipment
  (c) Communications equipment and message access

2. Operate/Convene the Joint Civil-Military Engineering Board (Task Number 139-02-**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 CINC'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 schedule
   f. Establish the delegation of authority -- to JCMEB Director, 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 JCMEB Director
      (2) External to the JCMEB. Consider requirements to:
         (a) Inform/request support from supported CINC's and Service component construction managers
         (b) Inform/coordinate with other supporting forces, agencies, organizations
   h. Recording/maintenance/storage of information
         (a) Duty logs and journals
         (b) Minutes of JCMEB meetings/briefings
         (c) Message/communication logs
         (d) Data bases
         (e) Information charts
         (f) Statistical displays
         (g) Maps/overlays
         (h) After action notes/input

ELEMENT: **J4**/J6

MTG TASK: **ESTABLISH/OPERATE THE JOINT FACILITIES UTILIZATION BOARD (JFUB)** **(Task Number 140-00-J4 (Relates to UJTL Task OP 4.6.1, 4.6.3, 5.5)**

MTG TASK SITUATION: A Joint Facilities Utilization Board (JFUB) is formed at the discretion of CJTF, 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 CJTF forms, organizes and operates the JFUB to evaluate and reconcile Service components requests for real estate, facilities, inter-Service support, and construction within the JOA. Policies, procedures, priorities and oversight are established in the JOA by the JFUB in support of the commander's intent and JTF Operations Plan (OPLAN)/Operations Order (OPORD).

REFERENCES: JP 4-0, **JP 4-04**, JP 5-00.2

MTG TASK STEPS

1. Establish and organize the Joint Facilities Utilization Board (Task Number 140-01-**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 Joint Civil-Military Engineering Board (JCMEB), Service components and CINC's JFUB/JCMEB
      (4) Availability of host nation support -- 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 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 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, or J4 as JFUB Director

(c) Select appropriate balance of service and staff representation -- consider legal, civil affairs, engineer and surgeon representation

(2) Designate JFUB Director. Consider the following duties/responsibilities:
- (a) Advise 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 Host Nation (HN) for real estate, facilities and construction
- (f) Coordinate with CINC 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 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 CJTF and staff (include 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 logistic 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 logistic support for the JFUB. Consider:
- (a) Meeting/deliberation facility
- (b) Automated Data Processing (ADP) equipment
- (c) Communications equipment and message access

2. <u>Operate/Convene the Joint Facilities Utilization Board</u> (Task Number 140-02-**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. Refers 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 JFUB Director, 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
      (a) Inform/request support from JCMEB and supported CINC'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

CHAPTER 5

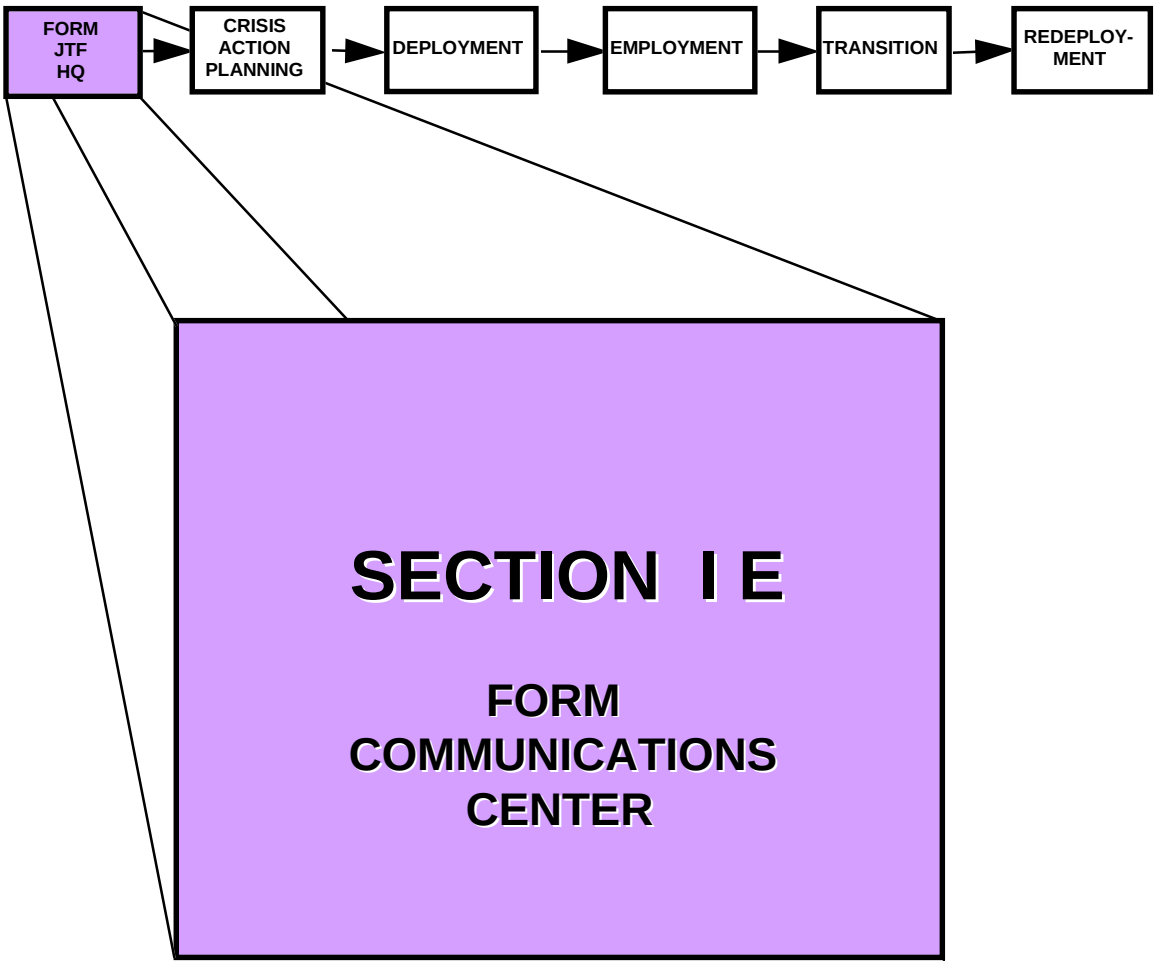

FIGURE 5-I-E-1
FORM COMMUNICATIONS CENTER

ELEMENT: J6

MTG TASK: ESTABLISH/OPERATE THE JOINT COMMUNICATIONS CONTROL CENTER (JCCC) (Task Number 141-00-J6) (Relates to UJTL Task OP 5.1, 5.1.6, 5.5)

MTG TASK SITUATION: The JTF J6, with the concurrence of the CJTF, establishes and operates a JCCC to manage and coordinate all JTF communications systems during joint operations and exercises. CJTF provides guidance for the functions and responsibilities of the JCCC as part of the J6.

MTG TASK PURPOSE: IAW JTF mission and commander's intent, the J6 forms JCCC. Service components and subordinate joint commanders establish Command, Control, Communications and Computer (C4) systems control centers to serve as single points of contact and responsibility for joint C4 matters. The JCCC is part of the joint force J6 and performs the following functions:

a. Exercise operational control and technical management over communications control centers belonging to deployed components and subordinate commands.
b. Serve as the single control agency for management and operational direction of the joint communications network and infrastructure.
c. Perform planning, execution, and technical and management functions.
d. Develop/disseminate standards/procedures and collect/present 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 Number 141-01-**J6**)
   (highlight the operational control and technical management of JTF C4 network)
   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 -- Automated Data Processing (ADP), C4 modular packages, communications, map assembly/overlay preparation and maintenance, graphic illustrations, minor construction, administration and supply

2. Establish Joint Communications Control Center leadership, general manning, and duties (Task Number 141-02-**J6**)
   a. Integrate joint service representation in the JCCC. Consider:
      (1) 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
(4) Plans and Operations, Administration, System Control and Frequency Management sections

b. Designate JCCC Director. Consider the following duties/responsibilities:
(1) Advise CJTF on C4 network
(2) Recommend policies and procedures for operational control and technical direction of C4 network
(3) Compile the Joint Restricted Frequency List (JRFL)
(4) Perform spectrum management and frequency deconfliction
(5) Receive/evaluate communications intelligence as it relates to C4
(6) Establish procedures for network reconfiguration, as required
(7) Oversee development of C4 management plans
(8) Provide broad guidance and supervision to JCCC Branch Chiefs
(9) Coordinate transition from planning of the C4 management programs to execution
(10) Maintain overview of joint operations -- recommend changes in action or operations, as required
(11) Maintain understanding of future planning direction

c. Designate Chief of the Headquarters Support Branch. Provide communications support for JTF HQ. Include operations of telecommunications centers, data systems, and maintenance and operations of various terminals, radios and other communications equipment within the HQ

d. Designate Chief of the JCCC Current Operations Branch. Consider the following duties/responsibilities:
(1) Assume duties of Director, when designated, during periods of JCCC Director's absence
(2) Supervise activities of operations watch officer/desks
(3) Ensure adequacy of coordination and information flow IAW information exchange requirements/procedures
(4) Ensure accuracy, clarity of displayed information
(5) Prepare, coordinate daily briefings, as required -- decision cycle, shift change briefing, etc.
(6) Prepare estimates, plans, and orders, as required
(7) Maintain overview of joint operations -- recommend changes in action or operations, as required
(8) Provide liaison to Joint Operations Center (JOC) to advise operational planners on current C4 status
(9) Monitor status of designated joint systems/circuits and coordinate/deconflict scheduled outages with JOC Director

(10) Reconfigure network, as required, and coordinate with Defense Communications System (DCS) and commercial networks

e. Designate Chief of the JCCC Future Operations and Plans Branch. Consider the following roles and responsibilities:
   (1) Support the JCCC Current Operations Branch
   (2) Interface with J5 operational planners and advise them on C4 matters pertaining to future operations
   (3) Coordinate/develop/prepare C4 annex to plans and orders
   (4) Coordinate plans/orders with component/allied commands

f. Designate Chief of the JCCC Computer System Support Branch. Consider the following duties/responsibilities:
   (1) Manage ADP support provided to the JTF
   (2) Plan/coordinate Defense Data Network (DDN) connectivity for JTF and components
   (3) Coordinate/monitor Worldwide Military Command and Control System (WWMCCS) and WWMCCS Intercomputer Network (WIN) connectivity to the JTF and components
   (4) Coordinate/monitor Global Command and Control System (GCCS) (when declared operational)
   (5) Interface JTF and component ADP systems

g. Designate Chief of the JCCC Networks Branch. Consider the following roles and responsibilities:
   (1) Manage/control joint communications circuits and systems
   (2) Plan/engineer/coordinate joint communications systems, satellite accesses, networks, and circuits
   (3) Identify problems with communications systems and circuits. Take appropriate action for system restoration, reconstruction, or alternate routing
   (4) Manage/plan/allocate/deconflict usage of all JTF frequencies
   (5) Manage use of Communications Security (COMSEC) assets and monitor employment procedures
   (6) Interface/coordinate with DCS and communications systems of allied commands, other US commands, and US and allied commercial organizations

3. <u>Establish Joint Communications Control Center procedures</u> (Task Number 141-03-**J6/Dir-JCCC**)
   a. Information displays, briefing topics
   b. Information/reports/briefing schedule
   c. Delegation of authority -- to JCCC Director, Branch Chiefs, team members (regarding supervision/control of operations)
   d. C4 automated planning tools -- Joint Decision Support System (JDSS), Joint/ Communications Link Interface Planning System (J/CLIPS), Automated Planning and Management Tools (APMT)

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
      (a) Inform/request support from supported CINCs JCCC
      (b) Inform/coordinate with Service components, other supporting forces, agencies, organizations -- Defense Information Systems Agency (DISA) LNO located at JCCC
      (c) Identify Points of Contact (POC) at component Systems Control (SYSCON) -- Army, Air Force, Marine, and Joint Special Operations Task Force (JSOTF), Technical Control (TECHCONS) -- Navy, and Technical Control Facilities (TCF) and establish a reporting system to ensure the JCCC is continually updated on network status
      (d) Access/analyze/disseminate status reports of C4 network operational profiles to identify problem areas/solutions and reconfigure C4 network to maintain connectivity
f. Recording/maintenance/storage of information
   (1) Duty logs
   (2) Order logs
   (3) Message/communication logs
   (4) Data bases -- Joint Operations Planning and Execution System (JOPES)
   (5) Information charts/briefings
   (6) Statistical displays
   (7) Maps/overlays
   (8) After action notes/input

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CHAPTER 5

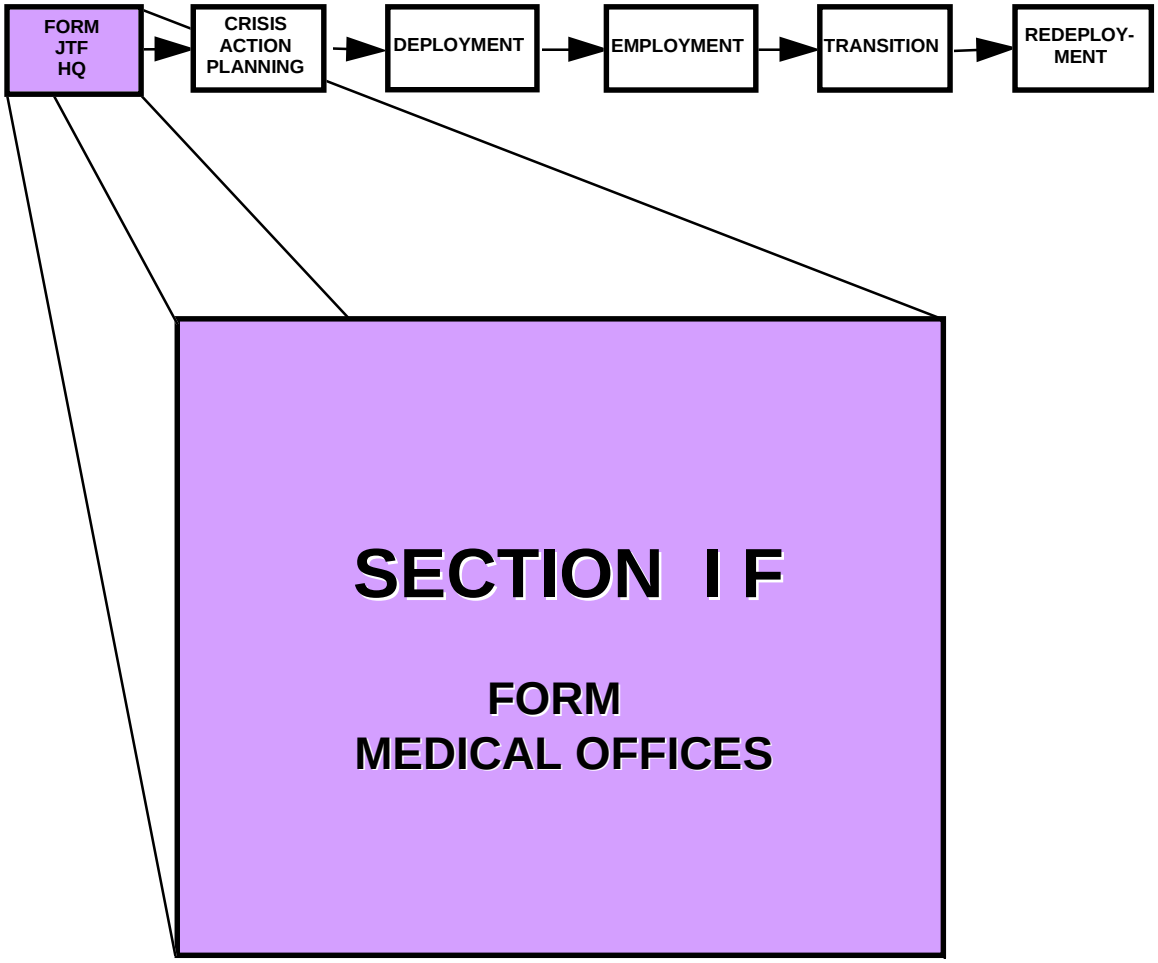

FIGURE 5-I-F-1
FORM MEDICAL OFFICES

ELEMENT: SURG/J6

MTG TASK: ESTABLISH/OPERATE THE JOINT PATIENT MOVEMENT REQUIREMENTS CENTER (JPMRC) (Task Number 142-00-SURG)
(Relates to UJTL Task OP 4.4.3, 5.5)

MTG TASK SITUATION: Patient movement is a function for which the unified command Surgeon' Office Maintain visibility. A Joint Patient Movement Requirements Center (JPMRC) may be established to manage the regulation of patients to medical facilities within and out of the theater of operations and to coordinate with the Theater/Global Patient Movement Requirements Center (TPMRC/GPMRC).

TASK STANDARDS: IAW JTF mission and commander's intent, the Surgeon Coordinate the establishment of a JPMRC to facilitate medical regulating in the JOA as part of medical support of the joint force. 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 4-02.2**; JP 5-00.2

MTG TASK STEPS

1. Establish and organize the Joint Patient Movement Requirements Center (JPMRC) (Task Number 142-01-**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 medical regulating offices and Service Component Evacuation Systems/Assets
      (4) Availability of Host Nation (HN) support -- facilities, transportation, etc.
   b. Identify the primary Task of the JPMRC . Consider:
      (1) Receive and validates 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 modifies existing patient movement reporting and tracking procedures for elements operating within the JTF area of operations, in coordination with the TPMRC/GPMRC. Procedure should address as a minimum:
         (a) Reporting of available assets, both lift and bed

(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 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 procedure with the J1 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) Selects appropriate balance of service and staff representation

(2) Designate JPMRC OIC. Consider the following duties/responsibilities:
(a) Advise the JTF Surgeon and CJTF on JOA medical support system and medical regulating
(b) Maintain thorough knowledge and understanding of JTF Operations Plan (OPLAN), Operations Order (OPORD), and component and supporting forces concepts of operations
(c) Recommend policies and procedures for medical regulating
(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 medical regulating plans
(g) Provide guidance and supervision to JPMRC members
(h) Coordinate transition from planning of medical regulating to execution

(3) Designate JPMRC members. Considers 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 adequacy of coordination and information flow IAW information exchange requirements/procedures
(d) Ensure 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 and staff, and J5/Joint Planning Group (JPG), concerning medical regulating and participates in planning deliberations
(h) Monitor/maintain status of joint forces, resources, progress of operations; display status IAW JPMRC policy/procedures
(i) Exchange information IAW 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, organizations

2. Identify and makes available administrative and logistic support for the Joint Patient Movement Requirements Center (Task Number 142-02-**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 establishment and operation of the JPMRC
   c. Ensure (through coordination with J6) that JPMRC has sufficient communications connectivity to accomplish required Task.

3. Operate/convene the Joint Patient Movement Requirements Center (JPMRC) (Task Number 142-03-**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 medical regulating requirements that cannot be satisfied with JTF resources to CINC's Surgeon's office
   d. Develop/coordinate/disseminate medical regulating plans and policies to Service components, commands, activities and agencies
   e. Develop/disseminate standards/procedures for collection/presentation of medical regulating statistical data
   f. Develop standardized procedures. Consider the following:
      (1) Develop information displays, formats, briefing slides and topics
      (2) Implement reports and briefing schedule
   g. Joint Patient Movement Requirements Coordination -- Purpose is to functionally integrate medical regulation responsibilities, AE mission requirements determination, coordination, and related activities supporting JTF patient movement requirements identification and data collection. 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 which 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 co-located, 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 -- formerly known as Defense Medical Regulating Teams (DMRT) in DODI 6000.11, May 21, 1993. 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 need, 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 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) Data bases -- Joint Operations Planning and execution System (JOPES) - Medical Planning Module
   (5) Information charts/briefings
   (6) Statistical displays
   (7) Maps/overlays
   (8) After action notes/input

ELEMENT: SURG/J6

MTG TASK: ESTABLISH/OPERATE THE AREA JOINT BLOOD PROGRAM OFFICE (AJBPO) (Task Number 143-00-SURG) (Relates to UJTL Task OP 4.4.3, 5.5)

MTG TASK SITUATION: Blood management is a function for which the unified command surgeon's office Maintain viability. The Area Joint Blood program Office(s) (AJBPO) is/are activated to manage the joint blood program in the Joint Operations Area (JOA).

MTG TASK PURPOSE: The JTF Surgeon forms, organizes and operates AJPBOs to plan, coordinate and direct the handling, storage, and distribution of blood and blood products in the JOA. Policies, procedures, priorities, and oversight are established by the AJBPO, in conjunction with the CINC's Joint Blood Program Office (JPBO), 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 Area Joint Blood Program Office (s) (Task Number 143-01-**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 --include environmental conditions that may effect JTF; casualty estimates, storage facilities/units and their availability
      (3) JTF requirements -- troop strength, tactical objectives., etc.
      (4) Relationship with Unified Command Surgeon's JBPO
      (5) Availability of Host Nation (HN) support -- facilities, transportation, etc.
   b. Identify the primary Task of the AJBPO(s). Task will vary depending upon whether the supported CINC'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 Department of Defense (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, consolidates, and disseminate current and projected estimates of blood and blood products needs
      (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 nature of current and future JTF operations and primary users/operators (Service components, commands, activities and agencies supporting JTF operations)
      (b) Requests sufficient staff to maintain 24-hour operations, if required
      (c) Select appropriate balance of service and staff representation
      (d) Requirement for several AJBPOs
   (2) Designate Area Joint Blood Program Officer (AJBPO). 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 Operations Plan (OPLAN), Operations Order (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 Joint Blood Program Offices (JBPOs) to provide regional blood management, as required -- must involve CINC'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 CINC 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
      (c) Ensure accuracy and clarity of blood program 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 request, status of resources/units)

(g) Advise CJTF and staff, to include J5 Joint Planning Group (JPG), concerning joint blood program management, and participate in planning deliberations concerning assigned areas
(h) Additional personnel may be required to maintain 24 hour operations

d. Identify and make available administrative and logistic 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 logistic 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 Area Joint Blood Program Office (Task Number 143-02-**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 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 schedule
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 supported CINC'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

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CHAPTER 5

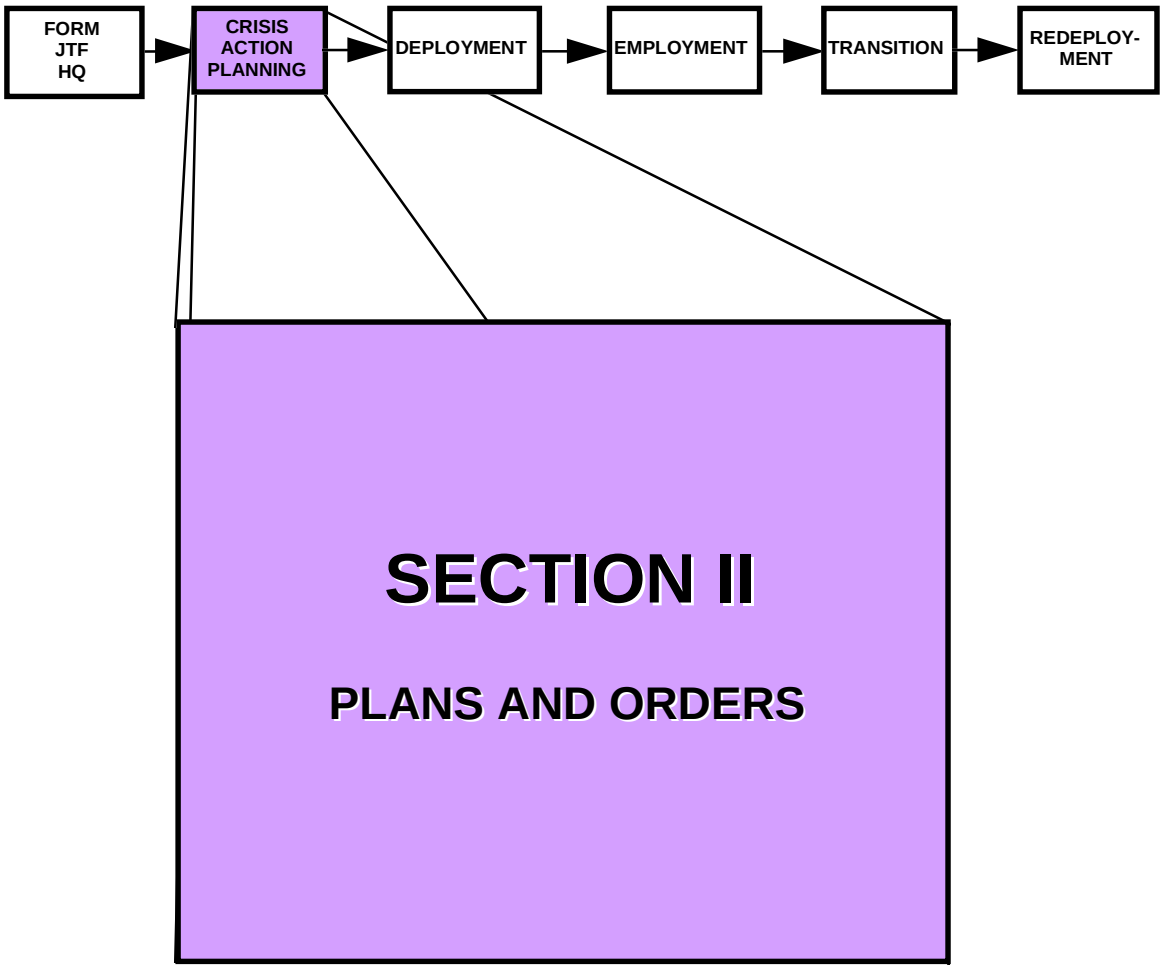
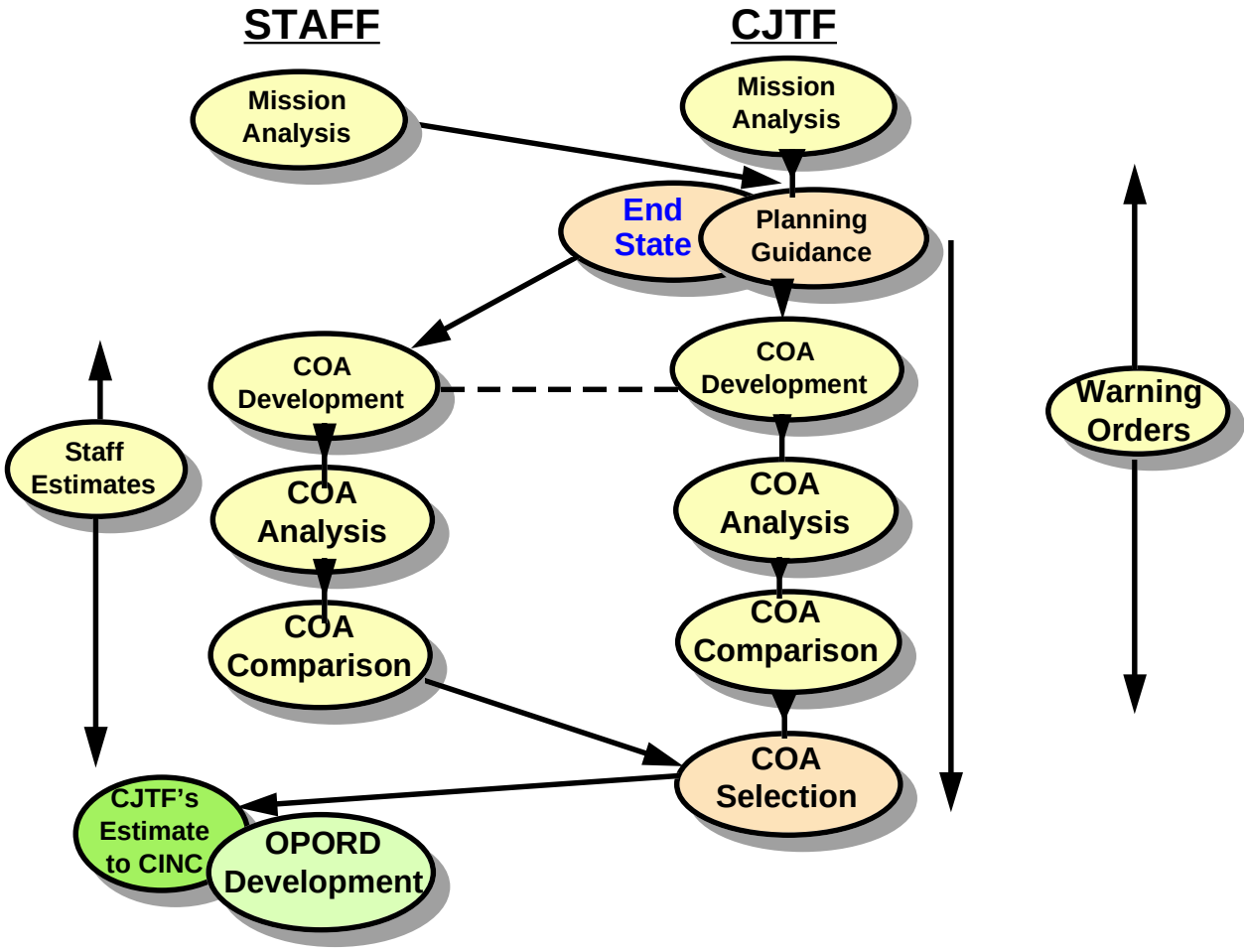


FIGURE 5-II-1
CRISIS ACTION PLANNING

Operational Planning Process



This section describes an operational planning process in which the JTF Headquarters Staff and Commander interact to analyze the situation, build a plan, provide input to the CINC, and prepare orders. The process is a guide that applies to both deliberate and time sensitive planning. It can be abbreviated or adjusted to meet time available.

ELEMENT: **J5**/CJTF/STAFF

MTG TASK: **PROVIDE COMPONENT PLANNING INPUT TO CINC** **(Task Number 201-00-J5) (Relates to UJTL Tasks OP 5.1.1, 5.2, 5.2.2)**

MTG TASK SITUATION: A crisis has been identified for which military planning is required. A JTF has **NOT** been formed. The CINC has issued an evaluation request message, asking for input to his CINC's commander's estimate from designated Service components. The Service components have solicited input from prospective JTF commands.

MTG TASK PURPOSE: Service components addressed in the evaluation request message prepare and provide input that relates their analysis of CINC's proposed Courses of Action (COA), or to other analyses of the situation that the CINC may require.

REFERENCES: JP 3-0, JP 5-0, **JP 5-03.1**

MTG TASK STEPS

1. Determine evaluation requirements (Task 201-01- **J5/CJTF/STAFF**)
   a. Conduct mission analysis
   b. Evaluate CINC's tentative or proposed COA(s).
   c. Propose COA(s) for CINC's consideration.
   d. Submit force and support requirements.

2. Determine known facts (Task 201-02- **J5/STAFF**)
   a. Personnel readiness of available forces (Personnel Officer)
   b. Intelligence-related facts -- Intelligence Officer
      (1) Characteristics of operational area -- e.g., terrain, infrastructure, hydrography, demographics, METOC, etc.
      (2) Enemy forces and capabilities
      (3) Status of friendly intelligence support
   c. Operational facts -- Operations/Plans Officers
      (1) CINC's mission, intent, concept
      (2) Proposed missions/tasks to components
      (3) Command relationships in CINC's concept
      (4) Forces available, readiness status/current JTF task organization
      (5) Other forces available/organizations -- multinational
      (6) Host Nation (HN), friendly/foreign government political situation
      (7) Time available
   d. Logistics-related facts -- Logistics Officer
      (1) Logistic readiness of available forces
      (2) Logistic impact of available infrastructure in operational area
      (3) Acquisition plan for extraordinary material and services
      (4) Apportioned strategic lift and aerial refueling

e. Communications and computer-related facts -- Communications-Electronics (C-E) Officer
   (1) Topography in operational area
   (2) Available communications resources
   (3) Communications readiness of available forces

3. Develop assumptions to replace missing or unknown facts (Task 201-03- **J5/STAFF**)
NOTE: *Assumption is valid - is likely to occur; assumption is necessary - essential for continued planning. Example -- Department of State (DOS) will coordinate necessary overflight/basing rights.*
   a. Personnel-related assumptions -- Personnel Officer
      (1) Personnel readiness at probable execution
      (2) Replacement requirements/flow
      (3) Medical evacuation support requirements/capability
      (4) Health services support requirements/capability
   b. Intelligence-related assumptions -- Intelligence Officer
      (1) Effects of characteristics of operational area
      (2) Enemy intentions, probable COAs, vulnerabilities
      (3) Status of friendly support
   c. Operationally-related assumptions -- Operations/Plans Officers
      (1) Status of forces at probable execution
      (2) Probability of success after force ratio analysis
      (3) Available time
   d. Logistics-related assumptions -- Logistics Officer
      (1) Logistic status of forces at probable execution
      (2) Logistic impact of characteristics of operational area
      (3) Acquisition plan for extraordinary material and services
   e. Communications/computer-related assumptions -- C-E Officer
      (1) Communications status at probable execution
      (2) National/theater level communications support
4. Analyze higher mission and intent (Task 201-04-**J5/STAFF***)*
   a. Understand purpose (Why) of mission assigned to CINC, proposed mission/tasks to components
   b. Understand intent (What) of CINC's mission.
      (1) Tasks assigned to CINC
      (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
   c. Understand deception guidance -- objective, target, story, if any.
   d. Understand guidance on risk, if any.
   e. Understand desired end state.

5. Develop evaluation response, as directed in CINC's Evaluation Request Message (Task 201-05-**J5**)
   a. Use Operational Report -1 (OPREP-1) format as described in JP 1-03.8, "JRS Situation Monitoring" -- format is flexible; listed section can be omitted or other paragraphs can be added to meet the situation.
   b. Review mission and situation.
   c. Analyze and compare CINC's tentative/proposed COA(s).
   d. Recommend COA, concept of operations, command relationships.
   e. Identify force and support requirements.

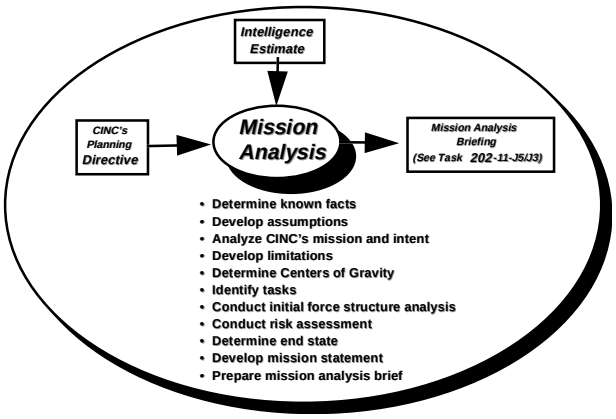
ELEMENT: J5/ CJTF/STAFF

MTG TASK: **CONDUCT OPERATIONAL MISSION ANALYSIS (Task Number 202-00-J5) (Relates to UJTL Task OP 5.3.1)**

MTG TASK SITUATION: The CJTF has provided input to the CINC's mission analysis and COA development, and has now received some type of planning directive (e.g., warning order, planning order, etc.).

MTG TASK PURPOSE: CJTF/Staff conduct an operational mission analysis to understand strategic, operational situations, CINC's intent and concept, and develop essential tasks and a clear JTF mission statement.

REFERENCES: JP 3-0, JP 5-0, **JP 5-03.1**



MTG TASK STEPS

1. Determine known facts, current status, or conditions (Task 202-01-**J5/CJTF/STAFF**)
   a. J1 determines personnel status of available forces
   b. J2/Joint Intelligence Support Element (JISE) (see Task Number 207B-01-J2):
      (1) Conduct Intelligence Preparation of the Battlespace.
      (2) Determine status of friendly intelligence support
   c. J3/Joint Planning Group (JPG)/J5 provide:
      (1) CINC's mission, intent, concept
      (2) Forces available, readiness status of JTF structure
      (3) Other forces available/organizations -- multinational
      (4) Host Nation (HN), friendly/foreign government political situation
      (5) Time analysis -- Balance the desire for detailed planning against the need for speed and surprise in executing the mission.
         (a) Determine the time available.
         (b) Understand the required time from when the CJTF makes a decision, issues orders, and subordinates execute the operation.
         (c) Allocate the time necessary. Consider a technique whereby each headquarters limits itself to 1/3 of the available time and allocates 2/3 of the available time to subordinates. Consider parallel planning.
   d. J4/Logistics Readiness Center (LRC) provide:
      (1) Logistic readiness of available forces
      (2) Logistic impact of available infrastructure in operational area
      (3) Status of hard to obtain materials and services
   e. J6/Joint Communications Control Center (JCCC) provide factors affecting communication.

> ***Determine Facts***
> *What does the JTF know about the current status and conditions?*

(1) Topography in operational area
(2) Available communications resources
(3) Communications readiness of available forces

f. CJTF/DCJTF determine required/priority information, constraints, restraints

2. Develop assumptions to replace missing or unknown facts (Task 202-02-**J5/ STAFF**)
Assumptions must be logical, realistic, essential for planning to continue. Planners must not assume away enemy capabilities.

a. J1 considers:
(1) Personnel readiness at probable execution
(2) Replacement requirements/flow
(3) Medical evacuation requirements/capability

b. J2/JISE consider:
(1) Effects of characteristics of operational area
(2) Enemy-- intentions, probable COAs, vulnerabilities
(3) Status of friendly intelligence support

Develop Assumptions
- Replaces missing or unknown facts in planning
- Must be logical, realistic, and essential for planning
- Never assume away enemy capabilities

c. J3/Joint Planning Group/J5 consider:
(1) Status of forces at probable execution
(2) Probability of success after conducting a force ratio analysis (friendly vs. enemy combat power)
(3) Availability of and support requirements for host nation or multinational forces.
(4) Projection of end state (consistent with available guidance from CJTF)
(5) Impact of constraints/restraints
(6) Available time

d. J4/JLRC consider:
(1) Logistic status of forces at probable time of execution
(2) Logistic impact of characteristics of operational area
(3) Health services support requirements/capability (in conjunction with the Surgeon)
(4) Available transportation for inter and intra-theater deployments
(5) Availability of supplies and services to support projected operations

e. J6/JCCC consider:
(1) Communications status at probable execution
(2) Availability of National/Theater level communications support

3. Analyze CINC's mission and intent (Task 202-03-**J3/J5/STAFF**)

a. Understand the CINC's mission (understand the WHY of the mission).
b. Understand the CINC's intent.
c. Knows the operations area (JOA, etc.).
d. Understand the CINC's military deception plan, if there is one -- objective, targets story, plan and activities.

Analyze Mission & Intent
Do you understand all the information within the CINC's planning directive?

4. Determine limitations (Task 202-04-**J3/J5/Staff**)

a. Restrictions placed on the JTF:
   (1) *Constraints* -- required actions that limit freedom of action (e.g., conduct air strikes within a specific period of time).
   (2) *Restraints* -- actions the JTF is prohibited from taking (e.g., cannot pursue enemy across an international border)
b. Imposed by higher headquarters
c. Implied by conditions, circumstances -- may be described as assumptions

> ***Determine Limitations***
> *- Constraints - Things the JTF must do*
> *- Restraints - Things the JTF can not do*

5. Determine enemy and own center(s) of gravity (COG)/decisive points (Task 202-05-**J3/J5/STAFF**) -- "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.
   a. Enemy centers of gravity - Key factor in development and analysis of friendly courses of action (Example: Iraqi Republican Guards units was determined as an enemy COG during the Persian Gulf War. Destroying them was a way to reduce the Iraqi Army's freedom of action, physical strength, and will to fight.)
   b. Friendly centers of gravity - Key factor in projecting enemy courses of action against the JTF. (e.g., Is US national will a friendly COG that could be "attacked" by the enemy? This factor could affect our own development and analysis of friendly COAs.)
   c. Decisive points are "usually geographic in nature... are the keys attacking protected COGs" (See page III-21, JP 3-0).

> ***Determine Centers of Gravity***
> *- Both enemy and friendly are analyzed .*
> *- Used as a tool to help determine strengths & weaknesses*

6. Identify the tasks to be performed (Task 202-06-**J3/J5/STAFF**)
   a. List *specified tasks* (stated in CINC's order, usually in paragraph 2, 3,
   b. Develop *implied tasks* -- not specifically assigned, but must be accomplished to perform the mission.
   c. Determine *essential tasks* -- those required to achieve the conditions that define success.

> ***Identify Tasks***
> *- Specified - Stated in the CINC's directive*
> *- Implied - Not stated, but necessary to do the mission*
> *- Essential - Of the above - which must be done to achieve success*

7. Conduct Initial JTF Force Structure Analysis (Task 202-07-**J3/J5/STAFF**)
   a. Determine what broad force structure is necessary to accomplish the essential tasks (i.e., Does the JTF need a Carrier Battle Group, or forcible entry capabilities?).
   b. Of those required - what does the JTF currently have for planning (see CINC's planning directive).

> ***Initial JTF Force Structure Analysis***
> *What do we need to do the essential tasks?*
> *What do we have already?*
> *What is the difference?*

c. What is the difference between paragraphs a. & b. above?

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!*

Conduct Risk Analysis
- What are the risks associated with mission assigned by the CINC?
- What are the risks associated with the essential tasks?

8. Conduct an initial risk assessment (Task 202-08-**J3/J5/STAFF**)
a. Staff determines the initially broad risks associated with the mission (Ex. High risk of significant casualties; medium risk of fratricide; low risk of terrorist activities in the JOA; etc.
b. CINC's intent might state or imply acceptable risk in his commander's intent.

9. Determine end state (conditions that define success/termination of operations) (Task 202-09-**3/J5/STAFF**). Go to Task 203-00-CJTF - Determine Operational End State, for more details.

Determine End State
See next task - Task 203-00-CJTF

10. Develop mission statement (Task 202-10-**J5/J3**)
    a. Incorporate essential tasks.
    b. Include brief statement of WHO, WHAT, WHEN, WHERE, & WHY.

11. Prepare mission analysis brief (Task 202-11-**J5/J3**)

MISSION ANALYSIS BRIEFING **SAMPLE FORMAT**

Briefer	**Subject**
COS or J5/J3	**- Purpose and agenda** **- Area of operations (Joint Operations Area)**
J2	**- Initial intelligence estimate (including Intelligence Preparation of the Battlespace)**

***MISSION ANALYSIS BRIEFING* (Cont)**

J5/J3	**- CINC's mission, intent & concept of operations** **- Forces currently available (US & multinational)** **- Assumptions** **- Limitations - Must do & can not do** **- Centers of gravity/decisive points - Enemy & 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**
J1	**- Facts, assumptions, conclusions** **-- Personnel actions** **-- Personnel Services** **-- Other personnel related support**
J4	**- Facts, assumptions, conclusions** **-- Supply** **-- Services** **-- Health services** **-- Transportation** **-- Others**
Others	**- Others as appropriate to the mission**

If time does not permit a "normal" mission analysis, the following can be accomplished:

12. Conduct hasty mission analysis (Task 202-12-**CJTF**) -- CJTF uses "brainstorming" method with key staff, or conducts personal mission analysis:
    a. Review known facts.
    b. Review CINC *mission and intent* or new instructions.
    c. Determine whether there are any *new limitations.*

d. Determine *specified, implied tasks from higher mission, essential tasks* for the JTF.
e. Determine whether any *force structure or command relationships* need to be changed.
f. Determine any *unacceptable risks.*
g. Develop/update *JTF mission statement* - includes WHO, WHAT, WHEN, WHERE and WHY, if necessary.
h. Develop/update *Commander's Intent*, if known.

Lessons Learned

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 .

Make sure that the entire staff and components are involved in mission analysis. However, do not get so many people involved that too much time is taken up with "another good idea."

Up front - brief all involved in planning about the "process" and end products of planning and specifically - mission analysis. In many cases this will be the first time they will have been exposed to this methodology.

ELEMENT: CJTF/J3/J5

MTG TASK: DETERMINE OPERATIONAL END STATE (Task Number 203-00-CJTF) (Relates to UJTL Task OP 5.3.3)

MTG TASK SITUATION: The CJTF has provided input to the CINC's mission analysis and COA development, and has now received some type of planning directive (e.g., warning order, planning order, etc.). CJTF has Conducted an *operational mission analysis* and developed a JTF mission statement.

MTG TASK PURPOSE: The CJTF determines the operational end state to provide focus for all else that the JTF does. The end state describes the set of required conditions that achieve operational objectives. It is the focus of his Commander's intent.

REFERENCES: JP 1, **JP 3-0**, JP 5-00.2

MTG TASK STEPS

1. Review higher commander's guidance (Task 203-01-**CJTF/J5/J3**)
   a. Establishing authority may have provided guidance and focus for JTF operations in an intent statement, which may include strategic or operational implications, or both.
   b. Limitations (constraints, restraints) influence the end state.
   c. Understand the difference between *preliminary* end state conditions, often described as a *military end state*, and a broader set of end state conditions, when military force is no longer the principal means to the strategic aim. 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.
   d. Based on the JTF mission statement, CJTF orients his understanding of conditions that comprise an operational end state on the results of an application of military combat power, or on the employment of military forces in operations other than war, such as in military support to the other instruments of national power

2. Consider basic principles (Task 203-02-**CJTF/J5/J3**)
   a. Consider that end state conditions must contribute to the end of combat operations on terms favorable to the **US** and its multinational partners.
   b. Consider that the basic element of this goal is gaining control over an enemy in the final stages of combat.
   c. This control is defined by the friendly forces' ability to freely impose its will on the enemy.
   d. A key part of that control is the ability to prevent an enemy from renewing the conflict.

3. Consider conditions that may be necessary to end armed conflict (Task 203-03-**CJTF/J5/J3**)
   a. Consider conditions that apply to an enemy force, such as:
      (1) Ability to continue aggressive operations

(2) Ability to command and control certain sized operations
(3) Ability to function cohesively at certain force levels
(4) Ability to support or reinforce operations
(5) Ability to reconstitute forces

b. Consider conditions that apply to a hostile nation:
(1) Ability of the infrastructure to support aggressive operations
(2) Ability of the industrial base to generate warmaking materials

4. Consider conditions that may be necessary to support the population of a previously hostile government (Task 203-04-**CJTF/J5/J3**)
a. Necessary preservation of infrastructure and industrial base to support the populace after hostilities are concluded and/or the hostile government is replaced
b. Necessary attitude of a surviving populace toward a victorious military force and/or sponsoring nation or multinational effort

5. Specifically describe and record end state conditions (Task 203-05-**CJTF/J5/J3**)
a. Describe conditions in terms of continuing enemy and hostile (or formerly hostile) nation's capabilities, consistent with the assigned JTF mission.
b. Describe conditions in terms of continuing friendly force capabilities.

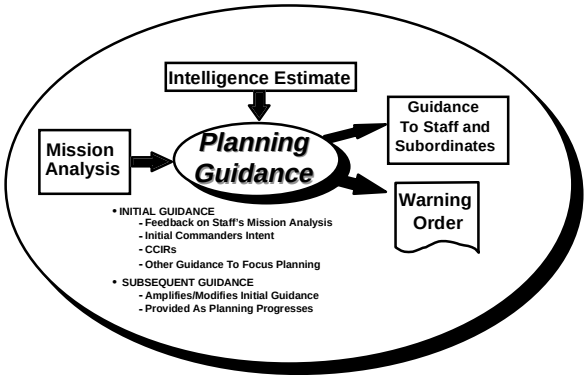
ELEMENT: CJTF/J3/J5

MTG TASK: **ISSUE PLANNING GUIDANCE** **(Task Number 204-00-CJTF) (Relates to UJTL Task OP 5.3.2)**

MTG TASK SITUATION: The CJTF has provided input to the CINC's mission analysis and COA development, and has now received some type of planning directive (e.g., warning order, planning order, etc.). CJTF has:

a. Conducted an *operational mission analysis* and developed a JTF mission statement.

b. Determined and articulated an operational end state.



MTG TASK PURPOSE: 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 achieve the JTF mission (s) consistent with his intent and the intent of the authority establishing the JTF. The degree of specificity depends on time available, the staff's level of proficiency, and the inherent flexibility the next higher commander provides.

REFERENCES: JP 5-0, **CJCSM 3122.03**

NOTE: Commander'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 204-01-**CJTF/J5/J3**) - The following is suggested guidance the CJTF could provide to assist the staff/components in crisis action planning:
   a. Provide comments (approves/additions/deletions/etc.) concerning the staff's *mission analysis briefing* (in comparison to own mission analysis) in reference to:
      (1) Facts as known about the enemy & friendly situations
      (2) Assumptions
      (3) Limitations - What the JTF must do and cannot do
      (4) Centers of gravity/decisive points
      (5) Tasks - Specified, implied, essential
      (6) *Initial* force structure
      (7) Risk assessments - How much is acceptable
      (8) End state - Conditions that describe achievement of the end state
      (9) Proposed mission statement
      (10) Time analysis/milestones

> ***Initial Guidance***
> *- Provide feedback to the staff's mission analysis & end state briefing*
> *- Provide initial CJTF intent statement*
> *-- Purpose*
> *-- Method*
> *-- End State*
> *- Provide any CCIRs*
> *- Provide any other guidance that will help focus & guide the staff's planning efforts*

   b. Provide *initial commander's intent* - Clear statement of CJTF's view of desired effects/results of JTF operations. Can consist of the following:

(1) Operation's purpose (PURPOSE)
(2) In broad term, how the end state will be achieved (METHOD)
(3) Defines the desired end state (END STATE)

c. Provide *Commander's Critical Information Requirements (CCIR)* - Priority items for CJTF immediate knowledge or decision-making. Updated almost daily.

d. Provide *additional guidance* concerning the following:
(1) Priority of the planning effort.
(2) If known, describe most probable or dangerous enemy COAs/other conditions -- e.g. environmental, humanitarian, etc.
(3) Describe/specify range of friendly COAs to be developed, or not developed, in response to enemy COAs/other conditions
(4) Describe sequencing (simultaneous/sequential/combination) of the operation
(5) Describe command and control relationships**.**
(a) JTF's task organization - Service/functional/multinational component structure
(b) JTF's command relationships & authorities - OPCON/TACON/Support by phase or major operation
(c) Relationships to/with **US** Government (USG) departments, organizations, agencies & multinational forces (as appropriate)

2. Subsequent Guidance (Task Number 204-02-**CJTF/J5/J3**) -- As planning progresses, the staff could 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.
Example of subsequent guidance includes the following.

Subsequent Guidance
- Amplifies initial guidance and/or
- Provides guidance for later phases of the operation (branches and sequels), etc.

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
(d) Tasks for the components
(e) Designation of TPFDD priorities of lift assets
(f) Size, location or use of the JTF reserve
(g) C2W guidance - Deception, OPSEC, EW, and PSYOP
(h) Rules of engagement guidance
(I) Other guidance as appropriate

b. 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)

c. Guidance on the termination of operations. Conditions that describe the end state.

Lessons Learned

Commander's intent gives the JTF direction in the absence of specific orders. The best Commander's intents are written by ***Commander****.*

Nothing provides focus to the planning effort better than Commander's guidance. This is especially true for crisis action planning

Staff planners need frequent guidance from the Commander, even after the initial OPORD is published. Daily planning updates are recommended.

ELEMENT: J3/CJTF/J5

MTG TASK: **ISSUE WARNING ORDERS** **(Task Number 205-00-J3)(Relates to UJTL Tasks OP 5.4.2)**

MTG TASK SITUATION: The CJTF has received some type of planning directive (e.g., CINC warning order, planning order, etc.). The CJTF has:

a. Conducted a *mission analysis*.
b. Provided *initial planning guidance* which includes an
c. *Operational end state* to the JTF staff.

MTG TASK PURPOSE: The *initial* warning order contains the best available data about the operation, thus enabling early and parallel planning efforts of subordinates. There can be many warning orders. *Subsequent* warning orders provide additional significant information, as that information becomes available. Other kinds of orders (such as planning orders) can substitute for a warning order. The warning (or planning) order focuses planning efforts. The end product of this task is a finished warning order (paper or electronic) that is conveyed/transmitted to components.

REFERENCES: JP 3-0, JP 5-0, **JP 5-03.1**

MTG TASK STEPS

1. Issue Warning Order as required (Task 205-01-**J3/CJTF/J5**)
   a. *Initial warning order* is issued as soon as mission information is available.
      (1) Typically NLT after mission analysis so that a clear JTF mission statement can generate planning efforts by components. However, it may be issued sooner if mission analysis is a formal process and would cause undue delay in alerting components to the prospect of joint operations.
      (2) Available information is provided; warning order is not withheld for lack of complete information to fit a prescribed format.
      (3) Format varies to fit the situation, but generally follows General Text (GENTEXT) format for CJCS Warning Order in JP 5-03.1.
   b. *Subsequent* warning orders are issued as often as there is a substantive increase in information that would provide substantive additional focus to component planning efforts. Typically, subsequent warning orders are issued when courses of action are identified, and when a course of action is selected and concept statement is available.

> ***Warning Order***
> *Initial - Soon as possible after CJTF's guidance is received*
> *Subsequent - As often as necessary to provide information to subordinates about future operations*

2. Warning Order describes current situation (Task 205-02-**J3/CJTF/J5**)
   a. Enemy or environmental, humanitarian, or civil situation
   b. Friendly situation -- actions, planning considerations to date
   c. Assumptions

d. Refers to specific Operation Plans (OPLAN), Concept Plans (CONPLAN), or Functional Plan as a basis for planning

3. Warning Order states mission (Task 205-03-**J3/CJTF/J5**)
   a. Mission statement from mission analysis effort
   b. Clear statement of objectives of operation(s)

4. Describe tentative or proposed courses of action, or concept(s) of operations (Task 205-04-**J3/CJTF/J5**)
   a. May describe options under consideration
   b. May include specific preparatory and/or planning tasks to components
   c. May include specific preparatory or planning guidance for:
      (1) Command and Control Warfare (C2W)
      (2) Military deception
      (3) Psychological Operations (PSYOP)
      (4) Targeting guidance and priorities
      (5) Special operations
      (6) Other operations, as required by situation

5. Warning Order provides coordinating instructions (Task 205-05-**J3/CJTF/J5**) Consider:
   a. Tentative timing factors (M-Day, F-Hour; C-Day, L-Hour; D-Day, H-Hour)
   b. Anticipated length of operation
   c. Defense Readiness Condition (DEFCON) and deployability posture
   d. Known operational constraints
   e. Rules of Engagement (ROE)
   f. Mission Oriented Protective Posture (MOPP)
   g. Direct Liaison Authorized (DIRLAUTH) All Concerned (ALCON), if appropriate

6. Warning Order provides intelligence/counterintelligence guidance (Task 205-06-**J3/CJTF/J5**)
   a. May include collection priorities
   b. May include collection tasks
   c. May describe intelligence concept
   d. May refer to OPLAN data bases or intelligence estimate or Intelligence Preparation of the Battlespace (IPB) products

7. Warning Order provides civil affairs guidance (Task Number 205-07-**J3/CJTF/J5**)
   a. CA mission statement, objectives
   b. CA operations considerations -- e.g.,
      (1) Constraints
      (2) Transportation priorities
      (3) Coordination requirements
      (4) Command and Control (C2) arrangements

8. Warning Order provides logistic guidance (Task 205-08-**J3/CJTF/J5**)
   a. Logistic concept, priorities
   b. May refer to OPLAN guidance
   c. May refer to existing or developing logistic estimate
   d. Time-Phased Force and Deployment Data (TPFDD) development
   e. Transportation guidance
   f. Status and implications of CJTF directive authority
   g. Known logistic constraints/restraints

9. Warning Order provides transportation instructions (Task 205-09-**J3/CJTF/J5**)
   a. Allocation of strategic lift
   b. Mobilization information
   c. Airlift information/instructions
   d. Sealift information/instructions
   e. Air refueling information/instructions
   f. Joint Transportation Board (JTB)/Joint Movement Center (JMC) instructions, if applicable

10. Warning Order describes JTF command relationships (Task Number 205-10-**J3/CJTF/J5**)
    a. Service/functional multinational component structure
    b. Supporting/supported relationships among components, by phase or major operation
    c. Relationship to/with US Government (USG) departments, organizations, agencies

11. Warning Order provides other information/instructions (Task 205-11-**J3/CJTF/J5**)
    Consider (as available):
    a. JOPES coordination instructions
    b. Force Activity Designator (FAD) information/instructions, if applicable
    c. Personnel deployment criteria
    d. Operation codeword
    e. Reporting instructions
    f. Classification guidance
    g. Public affairs guidance
    h. Combat camera information/instructions, if applicable

Do not delay publishing a warning order in order to "fill in all the blanks." Get the information out as soon as possible

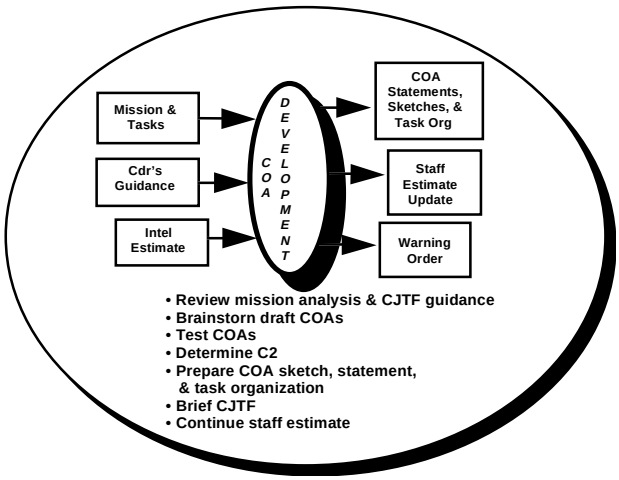
Lessons Learned

ELEMENT: COS/STAFF

MTG TASK: DEVELOP COURSES OF ACTION (COAs) AND PREPARE STAFF ESTIMATES (Task Number 206-00-COS) (relates to UJTL Task OP 5.3.4)

MTG SITUATION: CJTF has received some type of planning directive (e.g., CINC's warning order, planning order, etc.). CJTF has:

a. Conducted an operational *mission analysis*.
b. Provided *initial planning guidance* which includes an
c. *Operational end state*.
d. Issued an *initial warning order*



MTG TASK PURPOSE: A COA is a broad statement of possible ways the JTF can accomplish its mission. COAs should include these five elements:

a. WHAT - the type of operation(s) to be conducted (see essential tasks)
b. WHEN - times the operation(s) will begin or must be completed
c. WHERE - the assigned areas of operation (AOs) within the JOA
d. WHY - purpose of the operation
e. HOW - the method of conducting the operations(s) using major available resources. The end product of this task is a set of COAs, approved by the CJTF, and available for further analysis and comparison. COAs need not be overly detailed, but should be developed to a level sufficient to allow for proper analysis (wargaming).

REFERENCES: JP 5-0, JP 5-00.2, JP 5-03.1

MTG TASK STEPS

1. Develop *initial* courses of action (Task 206-01-**JPG**) Brainstorming technique is preferred to generate possibilities of ways the JTF can accomplish its mission.

> ***Initial COAs***
> *Ways the JTF can accomplish the "essential tasks" associated with the mission*

a. Review information contained in the mission analysis, CJTF's guidance.
b. Technique: Think at two levels down from the JTF HQ. Develop plans to integrate/synchronize the joint environments of *land, maritime, air, special operations, and space* operations within the operational areas of *maneuver, firepower, protection, support, and command & control*. Have land, air, maritime, special operations and space planners think of:

> ***Technique***
> *Joint environments (Land, air, etc.) planners develop how they would perform maneuver, firepower, protection, support, and C2*

(1) Land - What are the major ways that *land* forces can conduct maneuver, firepower, protection, support and establishment of command & control? (See Task 209-00-JPG)

(2) Air - What are the major ways that *air* forces can conduct maneuver, firepower, protection, support and establishment of command & control? (See Task 210-00-JPG)

(3) Maritime - What are the major ways that *maritime* forces can conduct maneuver, firepower, protection, support and establishment of command & control? (See Task 211-00-JPG)

(4) Special Operations - What are the major ways that *special operations* forces can conduct maneuver, firepower, protection, support and establishment of command & control? (See Task 212-00-JPG)

(5) Space Operations - What are the major ways that *space operations* can support maneuver, firepower, protection, support and establishment of command & control? (See Task 213-00-JPG)

c. The concepts should focus on where *COGs and decisive points* (or vulnerabilities (i.e., "keys to attacking protected centers of gravity" JP 3-0) may occur.

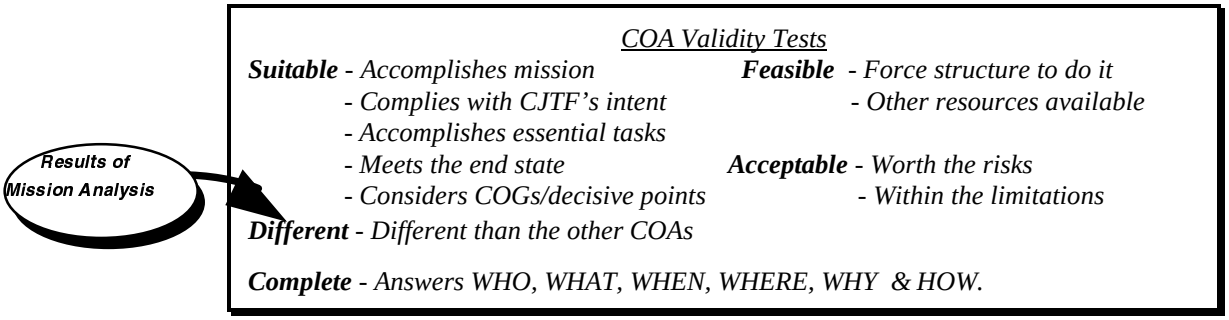
d. Identify *sequencing (simultaneous/sequential/or combination) and phasing* of the operation for each COA.

e. Identify *main and supporting efforts*, by phase, purposes of those efforts, and key supporting/supported relationships within phases.

f. Identify *component level mission/tasks* (who & what) that will accomplish the stated purposes of main and supporting efforts.

g. Develop a *deception objective*, target, and story. Since results of deception operations may influence the positioning of units, planners should conceive major elements of the story before developing any COAs.

2. Test the validity of each COA (Task 206-02-**J5/J3**)



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 Centers of Gravity?

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 expected enemy opposition.
(2) Although this process occurs during COA analysis (see Task 206A-00-J5/J3) 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 CINC 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 restriction = can not do)? 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 CJTF's superior, by review of the JTF's contribution to the superior's objective.
(4) COA are reconciled with external constraints, particularly ROE.
(5) Requires visualization of execution of the COA against each enemy capability. Although this process occurs during COA analysis (see Task 206A-00-J5/J3) 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 COA? They can be different when considering:
(1) Focus or direction of main effort
(2) Scheme of maneuver (land, air, maritime, and special operation)
(3) Primary mechanism for mission accomplishment
(4) Task organization
(5) Use of reserves

> ***Technique***
> *Joint environments (Land, air, etc.) planners develop how they would perform maneuver, firepower, protection, support, and C2. Then fit all the environments together.*

e. Preliminary test for *completeness*. Does it answer the questions WHO, WHAT, WHEN, WHERE, WHY and HOW?

3. Determine command and control means (Task 206-03-JPG)
a. Determine command relationships and organizational options
(1) Command relationships:
(a) Operational Control (OPCON)
(b) Tactical Control (TACON)
(c) Support (General, Mutual, Direct, or Close)

(d) Others (Administrative Control, Coordinating Authority, or Direct Liaison)

(2) Organizational options

(a) Service components

(b) Functional Components

(c) Subordinate JTF

(d) Combination of above. Examples are the OPCON relationship of the Army's Tiger Brigade to the COMMARFOR 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.

b. Determine control measures. Include boundaries and fire control measures that are evident at this stage of planning.

4. Prepare course of action statement(s), sketch & task organization (Task 206-04-**JPG**)

(1) COA answers WHO, WHAT, WHERE, WHEN, HOW, WHY.

(2) Develop COA sketch.

(3) Task organization.

Examples: See Page 5-II-25

5. Brief recommended COAs to CJTF for approval (Task 206-05-**JPG**)

a. Following is a suggested format:

Sample Format

RECOMMENDING COAs to the CJTF

Briefer	**Subject**
J2	**a. Updated intelligence estimate**
	(1) Terrain analysis
	(2) METOC analysis (or J3 METOC Officer)
	(3) Threat integration (capabilities and weaknesses)
	b. Possible enemy COA(s). Situation template(s), if available
J5/J3	**c. JTF mission statement**
	d. Higher and own commander's intent
	e. COA statement and sketch (if applicable and available)
	(1) Sketch includes array of forces and control measures for entire operation (may be on VGT or "butcher" paper, or other digital representation)

RECOMMENDING COAs to the CJTF (Cont)

Briefer	**Subject**
	(2) Statement includes scheme of land, air, and sea maneuver and addresses --
	(a) Joint functional areas
	(b) The main effort
	(c) Any significant risk accepted
	(3) Task Organization
	f. COA rationale for each COA
	(1) Considerations affected by possible enemy COA(s) to be wargamed
	(2) Deductions resulting from relative combat power analysis
	(3) Why units are arrayed as shown on sketch (if applicable and available)
	(4) Why selected control measures are used
J1/J4/J6	**g. Updated facts and assumptions, if available**
	h. Recommended COA(s) in priority for wargaming

b. Briefing includes key elements of each COA and the primary means by which it will accomplish mission. For example, "Mission will be accomplished by degradation of enemy forces and C2 by sustained strategic strikes and interdiction operations, followed by penetration of ground defenses at Location ABC and destruction of main enemy forces (operational COG) at Location XYZ by means of massed armored and air attacks."

6. CJTF Approves COAs (Task 206-06-**CJTF**)
   a. Review and approve COAs for further analysis
   b. Direct revisions to COAs, combinations of COAs, or development of additional COAs

7. Conduct staff estimates (Task 206-07-**STAFF**)
   a. This is where each staff addresses each COA from its own perspective
   b. It is essentially where the staff does its homework in preparation for an integrated staff effort of:
      (1) COA analysis
      (2) COA comparison
      (3) COA recommendation and selection

8. Conduct vertical and horizontal concurrent (or parallel) planning (Task 206-08-**J5/J3/STAFF**)
   a. Discuss planning status of staff counterparts with both higher and lower.

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 permits lower echelons to begin planning efforts and generate questions (Requests for Information/Intelligence) that result.

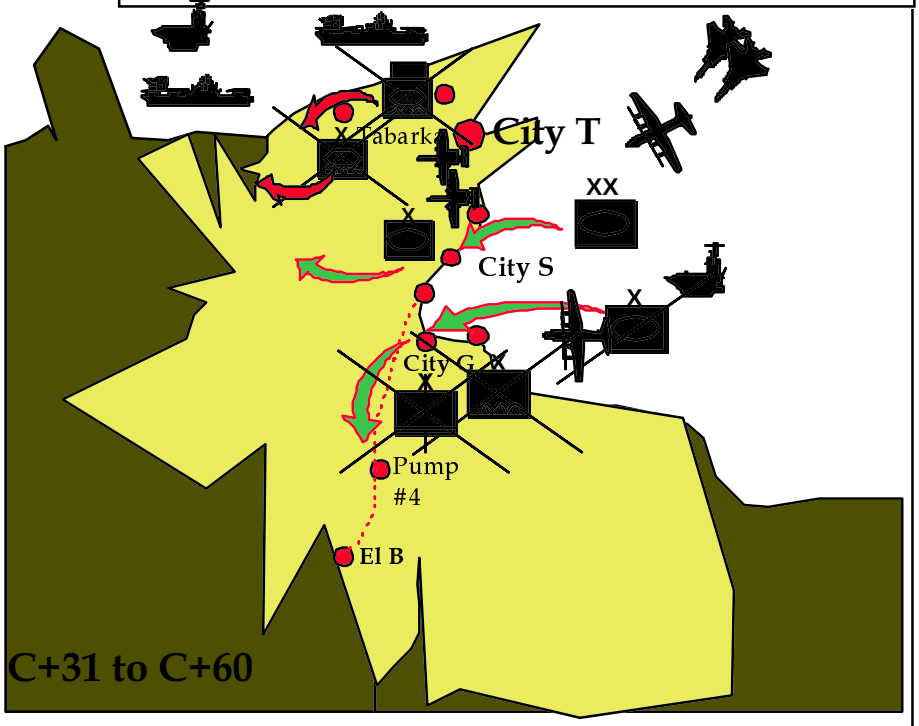
SAMPLE COA STATEMENT

<u>COA PHASE 3 DECISIVE OPERATIONS</u> - Beginning on C+31 offensive operations commence to evict all aggressors from Country X. Heavy ground forces offload at City "G" and City "S" to complete buildup. Ground forces conduct operations along three axis: the northern approach to City "T", the central approach to the eastern ports, and the southern approaches from the El B oil fields along the pipeline. Air assets continue provide air defense and conduct interdiction and strategic attack missions to maintain air superiority. Naval forces maintain SLOC and provide naval surface fire support to ground forces along northern approaches. Special operations forces continue to conduct reconnaissance and direct action in country. Logistics operations focus on establishing supply base and transportation infrastructure improvement.

SAMPLE COA SKETCH AND TASK ORGANIZATION

MARFOR:
O/O conduct offensive operations to secure northern approaches to City T
ARFOR:
Deploy ACR to forward AA. O/O conduct offensive operations to clear central and southern approaches. Air Aslt/Abn Bde est. opnl reserve and rear area defense.
AFFOR:
Maintain air superty. Conduct AI and strat attack ops
NAVFOR:
No change
SOF:
No change

PHASE THREE: Decisive Action



This phase completes the introduction of combat forces and begins offensive operations to evict all aggressors from the sovereign territory of Country X . Operations will be conducted along three axes. Phase is complete upon restoration of territorial integrity of Country X.

ELEMENT: J1

MTG TASK: PREPARE PERSONNEL ESTIMATE (Task Number 206A-00-J1) (Relates to UJTL Task OP 5.3.4)

MTG TASK SITUATION: CJTF has received some type of planning directive (e.g., CINC's warning order, planning order, etc.). CJTF has:

a. Conducted an operational mission analysis.
b. Provided *initial planning guidance* which includes an
c. *Operational end state*.
d. Issued an *initial warning order*.

MTG TASK PURPOSE: The personnel estimate develops and/or analyzes, and compares COAs, and then recommends a COA from the personnel perspective.

REFERENCES: JP 5-00.1, **JP 5-00.2,** JP 5-03.1

MTG TASK STEPS

1. Review personnel situation (Task 206A-01-**J1**)
   a. Review restated mission
   b. Review situation and personnel considerations
      (1) Characteristics of the area of operations -- emphasize factors effecting personnel activities
      (2) Enemy capabilities -- specific emphasis on personnel matters
      (3) Friendly forces
         (a) Disposition of major elements
         (b) Own COAs -- state proposed COAs under consideration
         (c) Probable operations/tactical developments -- reviews major deployments and personnel preparations necessary in all phases of the proposed campaign/major operation
      (4) Logistic situation -- known logistic problems, if any, that may effect the personnel situation
      (5) Command, Control, and Communications (C3) situation -- summarizes C3 situation, as known, emphasizing any problems effecting personnel situation
      (6) Assumptions -- do not repeat assumptions from basic guidance; focus on additional assumptions regarding the personnel situation
      (7) Special features -- special aspects not covered elsewhere that may effect personnel support situation
      (8) Personnel situation -- known or anticipated personnel problems that may influence selection of a specific COA

2. Develop courses of action for personnel support (Task 206A-02-**J1**)
   a. For combat operations

(1) Develop concept of personnel support for each COA.
  (a) State clearly of what is to be accomplished -- including phasing of the campaign or major operation.
  (b) Personnel support to military deception objective, story.
  (c) Specify ways (operations), means (forces) to provide personnel support for attack of enemy centers of gravity.
  (d) Outline major personnel tasks to be performed by major joint forces -- including supporting, supported relationships, by phase -- and tasks to be requested of supporting organizations, agencies.
  (e) Outline deployment scheme for personnel resources.
(2) Project personnel casualties, based on level of combat expected; use available analytical models or data bases for casualty estimate.
(3) Identify force requirements for personnel support.
(4) Describe Command and Control (C2) means, relationships for personnel support.

b. For noncombat operations
  (1) Develops concept of personnel support for each COA
    (a) Clear statement of what is to be accomplished.
    (b) Specify ways (operations), means (forces) to provide personnel support for accomplishment of objectives.
    (c) Outlines major personnel tasks to be performed by major joint forces -- including supporting, supported relationships, by phase -- and tasks to be requested of supporting organizations, agencies.
  (2) Identifies force requirements for personnel resources.
  (3) Describes C2 means, relationships for personnel support.

3. <u>Participate in course of action analysis</u> (Task 206A-03-**J1**)
(Wargaming - if required)
a. Gather tools.
  (1) Identify enemy, friendly COA to analyze.
  (2) Prepare maps of operational area with personnel information, if applicable.
  (3) Join wargaming team -- normally representatives from J3 functional areas, J4, J1.
  (4) Depict current enemy dispositions.
b. Identify available joint forces.
c. List assumptions related to personnel.
d. Review and/or contribute to 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/ contribute to selection of wargame method -- generally allows action/reaction/counteraction sequence and assessment; includes method for recording results.
f. Participate in wargame.
  (1) Provide perspective on personnel requirements related to friendly operations

(2) Combine/integrate (synchronize) joint force personnel operations to best accomplish personnel objectives, within context of COA under consideration.
(3) Identify/adjust friendly force deployment requirements for personnel resources for COA under consideration.
(4) Contribute refinements or modifications to the operations COAs and develop refinements to concepts for personnel 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 associated military deception plan.
(8) Identify major personnel tasks to JTF components.
(9) Estimate duration of personnel operation(s).
(10) Identify major requirements for logistics support to personnel operations.
(11) Develop personnel input/information for synchronization matrix, decision support template(s).
(12) Identify advantages, disadvantages of friendly COAs from personnel perspective.

g. Repeat for all combinations of enemy, friendly COAs.

4. Compare courses of action for personnel support (Task 206A-04-**J1**)
   a. Compares relative success in accomplishing personnel objectives.
   b. Note forces, deployment requirements -- provide to **US** Transportation Command (USTRANSCOM) through Joint Operations Planning and Execution System (JOPES) Support Element (JSE) assigned to JTF.

5. Recommend course of action for personnel support of JTF operations (Task 206A-05-**J1**)

6. Compare operations courses of action from personnel perspective (Task 206A-06-**J1**)
   a. Note advantages, disadvantages of each proposed COA; may develop matrix using most important personnel assessment criteria.
   b. Note forces, deployment requirements -- provide to USTRANSCOM through JSE assigned to JTF.
   c. Provide conclusions.
      (1) State whether JTF mission is supportable from personnel perspective.
      (2) State which COA can best be supported from a personnel standpoint
      (3) Identify major personnel deficiencies, including recommendations to reduce or eliminate deficiencies.

7. Recommend operations course of action from personnel perspective (Task 206A-07-**J1**)

ELEMENT: J2

MTG TASK: PREPARE INTELLIGENCE ESTIMATE (Task Number 206B-00-J2)
(Relates to UJTL Task OP 5.3.4)

MTG TASK SITUATION: CJTF has received some type of planning directive (e.g., CINC's warning order, planning order, etc.). CJTF has:

a. Conducted an operational mission analysis.
b. Provided *initial planning guidance* which includes an
c. *Operational end state*.
d. Issued an *initial warning order*.

MTG TASK PURPOSE: The intelligence estimate develops, analyzes, and compares potential enemy COAs, and then recommends a friendly COA from the intelligence perspective. The estimate must be continuously revised as new intelligence is developed or as the friendly situation changes.

REFERENCES: JP 2-0, JP 2-02, **JP 5-00.2,** JP 5-03.1

MTG TASK STEPS

1. Prepare intelligence estimate using IPB process (Task 206B-01-**J2**)
   a. Describe enemy situation -- conditions that exist and effects of these conditions on enemy capabilities and assigned mission.
      (1) Characteristics of area of operations and effect on military operations -- (may refer to an Intelligence Preparation of the Battlespace (IPB))
         (a) Military geography -- topography, hydrography, METOC
         (b) Transportation
         (c) Telecommunications
         (d) Politics
         (e) Economics
         (f) Sociology
         (g) Science and technology
      (2) Enemy military situation
         (a) Strength
         (b) Composition
         (c) Location and disposition
         (d) Availability of reinforcements
         (e) Movements and activities
         (f) Logistic situation
         (g) Operational capability to launch missiles
         (h) Serviceability and operational rates of aircraft
         (i) Operational capabilities of combatant vessels
         (j) Technical characteristics of equipment
         (k) Electronics intelligence
         (l) Nuclear, Biological, and Chemical (NBC) weapons

(m) Significant strengths and weaknesses
(n) Doctrine and tactics
(o) Reliance on space

(3) Enemy Unconventional Warfare (UW) and Psychological Warfare (PSYWAR) situation
(a) Guerrilla
(b) Psychological
(c) Subversion
(d) Sabotage

b. Enemy capabilities
(1) Ground capabilities
(2) Air capabilities
(3) Naval capabilities
(4) Nuclear capabilities
(5) Chemical capabilities
(6) UW capability
(7) Joint capabilities

c. Analysis of enemy capabilities
(1) For combat operations, participate in wargaming effort.
(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 ability/likelihood of attack.
(3) Determine ability/likelihood of delay/defense.
(4) Determine ability/likelihood of UW.
(5) Determine ability/likelihood of NBC warfare.
(6) Determine high value/high payoff targets.

d. Conclusions
(1) Enemy capabilities in relative probability of adoption
(2) Vulnerabilities

e. Potential third party nation involvement

2. <u>Develop concepts for intelligence support</u> (Task 206B-02-**J2**)
a. For combat operations
(1) Develop concept of intelligence support for each COA.
(a) Clear statement of what is to be accomplished -- including phasing of the campaign or major operation.
(b) Provide intelligence support to military deception plan.
(c) Specify ways (operations), means (forces) to provide intelligence support for attack of enemy centers of gravity.

(d) Outline major intelligence tasks to be performed by major joint forces -- including supporting, supported relationships, by phase -- and tasks to be requested of supporting organizations, agencies.
(e) Outlines deployment scheme for intelligence resources.
(2) Identify force requirements for intelligence support.
(3) Describe Command and Control (C2) means, relationships for intelligence support.

b. For noncombat operations
(1) Develops concept of intelligence support for each COA.
(a) State clearly what is to be accomplished.
(b) Specify ways (operations), means (forces) to provide intelligence support for accomplishment of objectives.
(c) Outline major intelligence tasks to be performed by major joint forces -- including supporting, supported relationships, by phase -- and tasks to be requested of supporting organizations, agencies.
(2) Identify force requirements for intelligence resources.
(3) Describe C2 means, relationships for intelligence support.

3. Participate in operations course of action analysis (Task 206B-03-**J2**) (Wargaming)
a. Gather tools
(1) Identify enemy, friendly COA to analyze.
(2) Prepare maps of operational area with intelligence information.
(3) Join wargaming team -- normally representatives from J3 functional areas, J4, J2.
(4) Depict current enemy dispositions.
b. Identify available joint forces.
c. List assumptions related to intelligence.
d. Review and/or contribute to 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 contributes to selection of wargame method -- generally allow action/reaction/counteraction sequence and assessment; include method for recording results.
f. Participate in wargame.
(1) Project enemy reactions to friendly operations.
(2) Combine/integrate (synchronize) joint force intelligence operations to best accomplish intelligence objectives, within context of COA under consideration.
(3) Identify/adjust friendly force deployment requirements for intelligence resources for COA under consideration.
(4) Contribute refinements or modifications to the operations COAs and develop refinements to concepts for intelligence 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 COAs for associated military deception plan.
(8) Identify major intelligence tasks to JTF components.
(9) Estimate duration of intelligence operation(s).
(10) Identify major requirements for logistics support to intelligence operations.
(11) Develop intelligence input/information for synchronization matrix, decision. support template(s).
(12) Identify advantages, disadvantages of friendly COAs from intelligence perspective.

g. Repeat for all combinations of enemy, friendly COAs.

4. Compare concepts for intelligence support (Task 206B-04-**J2)**
   a. Compare relative success in accomplishing intelligence objectives.
   b. Note forces, deployment requirements -- provide to **US** Transportation Command (USTRANSCOM) through Joint Operations Planning and Execution System (JOPES) Support Element (JSE) assigned to JTF.

5. Recommend concept for intelligence support of JTF operations (Task 206B-05-**J2**)

6. Compare operations courses of action from intelligence perspective (Task 206B-06-**J2**)
   a. Compares relative success in accomplishing mission.
   b. Note forces, deployment requirements -- provide to USTRANSCOM through JSE assigned to JTF.

7. Recommend operations course of action from intelligence perspective (Task 206B-07-**J2**)

ELEMENT: J3/J5

MTG TASK: PREPARE OPERATIONS ESTIMATE (Task 206C-00-J3/J5) (Relates to UJTL Task OP 5.3.4)

MTG TASK SITUATION: CJTF has received some type of planning directive (e.g., CINC's warning order, planning order, etc.). CJTF has:

a. Conducted an operational mission analysis.
b. Provided *initial planning guidance* which includes an
c. *Operational end state*.
d. Issued an *initial warning order*.

MTG TASK PURPOSE: The operations estimate develops and/or analyzes, and compares COAs, and then recommends a COA from the operations perspective.

REFERENCES: JP 3-0, **JP 5-03.1**, JP 5-00.2, CJCSI 3122.03

MTG TASK STEPS

1. Analyze opposing courses of action for combat operations (Task 206C-01-**J3/J5**) (Wargaming)
   a. Gather tools.
      (1) Identify enemy, friendly COA to analyze
      (2) Prepare maps of operational area.
      (3) Assemble wargaming team -- normally representatives from J3 functional areas, J4, J2.
      (4) Depicts current enemy and friendly dispositions.
   b. Identify available joint forces.
   c. List assumptions.
   d. List 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. Select wargame method -- generally allows action/reaction/counteraction sequence and assessment; includes method for recording results.
   f. Conduct wargame.
      (1) Combine/integrate (synchronize) joint force operations to best accomplish objectives, within context of COA under consideration.
      (2) Identify/adjust friendly force/deployment requirements for COA under consideration.
      (3) Identify refinements or modifications to the COA.
      (4) Identify branches, sequels, or additional critical events -- additional operations that might be required as a result of enemy actions not previously anticipated.
      (5) Identify Essential Elements of Friendly Information (EEFI).
      (6) Broadly develops COAs for associated military deception plan.
      (7) Identify major tasks to JTF components.

(8) Estimate duration of operation(s).
(9) Identify major requirements for operational support.
(10) Develop input/information for operations synchronization matrix, decision support template(s).
(11) Identify advantages, disadvantages of friendly COAs.

g. Repeats for all combinations of enemy, friendly COAs.

2. Compare own courses of action (Task 206C-02-**J3/J5**)
(same as collective task)
   a. Compares relative success in accomplishing mission.
   b. Note forces, deployment requirements -- provide to **US** Transportation Command (USTRANSCOM) through Joint Operations Planning and Execution System (JOPES) Support Element (JSE) assigned to JTF.

3. Recommend course of action (Task 206C-03-**J3/J5**)

Compare own COAs → ***Recommend a COA***

ELEMENT: J4

MTG TASK: **PREPARE LOGISTICS ESTIMATE** **(Task 206D-00-J4) (Relates to UJTL Task OP 4.5.2, 5.3.4)**

MTG TASK SITUATION: CJTF has received some type of planning directive (e.g., CINC's warning order, planning order, etc.). CJTF has:

a. Conducted an operational mission analysis.
b. Provided *initial planning guidance* which includes an
c. *Operational end state*.
d. Issued an *initial warning order*.

MTG TASK PURPOSE: The logistics estimate develops and/or analyzes, and compares COAs, and then recommends a COA from the logistics perspective.

REFERENCES: JP 4-0, **JP 5-00.1,** JP 5-03.1

MTG TASK STEPS

1. Review logistics situation (Task 206D-01-**J4**)
   a. Describe situation and logistic considerations.
      (1) Characteristics of the area of operations -- summarize data about the area with specific emphasis on factors affecting logistic activities.
      (2) Enemy forces -- summarizes data from intelligence estimate or area study, with specific emphasis on enemy capability to affect friendly logistic situation.
      (3) Friendly forces
         (a) Present disposition of major elements.
         (b) Own COAs
         (c) Probable operations/tactical developments -- review major deployments and logistic preparations necessary in all phases of the proposed campaign/major operation.
      (4) Command, Control, Communications (C3) situation -- summarize situation as known, emphasizing factors/problems that may affect the logistic situation.
      (5) Assumptions -- do not repeat assumptions from basic guidance; focus on additional assumptions regarding the logistic situation
      (6) Special features -- special aspects not covered elsewhere that may effect logistic situation.
      (7) Logistic situation
         (a) Supply and service installations/arrangements -- describe and provide location of key installations/arrangements that will support JTF operations.
         (b) Supply -- availability of Pre-positioned War Reserve Materiel Stocks (PWRMS), authorized levels of supply, known deficiencies in stocks/systems, responsibilities and policies regarding supply; discuss by class of supply.

(c) Transportation -- air, sea, surface transportation availability, coordination, regulations, lift capability, APOD/E and SPOD/E capability (including throughput, location, availability, limiting factors), responsibilities and policies regarding transportation.
(d) Maintenance/salvage facilities/resources -- describe and provide location of key maintenance facilities and resources, known deficiencies, responsibilities, and policies regarding maintenance and salvage
(e) Civil engineering support -- responsibilities for civil engineering support, limiting factors, other appropriate considerations
(f) Miscellaneous -- other logistic matters not considered elsewhere; include civil and indigenous materiel resources available or essential to support JTF operations; consider requirements to support civil population, fuel, and environment.

2. Develop courses of action for logistics support (Task 206D-02-**J4**)
   a. For combat operations
      (1) Develops concept of logistics support for each COA.
         (a) Clear statement of what is to be accomplished -- including phasing of the campaign or major operation.
         (b) Logistics support to military deception objective, story.
         (c) Specify ways (operations), means (forces) to provide logistics support for attack of enemy centers of gravity.
         (d) Outline major logistics tasks to be performed by major joint forces -- including supporting, supported relationships, by phase -- and tasks to be requested of supporting organizations, agencies.
         (e) Outline deployment scheme for logistics resources.
      (2) Identify force requirements for logistics support.
      (3) Describe Command and Control (C2) means, relationships for logistics support.
      (4) Identify any limiting logistics factors which may disrupt logistics support.
      (5) Identify critical logistics functions which may impact logistics support.
   b. For noncombat operations
      (1) Develops concept of logistics support for each COA.
         (a) State clearly what is to be accomplished.
         (b) Specify ways (operations), means (forces) to provide logistics support for accomplishment of objectives.
         (c) Outlines major logistics tasks to be performed by major joint forces -- including supporting, supported relationships, by phase -- and tasks to be requested of supporting organizations, agencies.
      (2) Identify force requirements for logistics resources.
      (3) Describes C2 means, relationships for logistics support.
      (4) Identify any limiting logistics factors which may disrupt logistics support.
      (5) Identify critical logistics functions which may impact logistics support.
   c. In conjunction with the comptroller, develop plan for JTF financing and procurement.

3. Participate in operations course of action analysis (Task 206D-03-**J4**) (Wargaming)
   a. Gather tools.
      (1) Identify enemy, friendly COA to analyze.
      (2) Prepare maps of operational area with logistics information..
      (3) Join wargaming team -- normally representatives from J3 functional areas, J4, J2.
      (4) Depict current enemy dispositions.
   b. Identify available joint forces.
   c. List assumptions related to logistics.
   d. Review and/or contribute to 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 contributes to selection of wargame method -- generally allow action/reaction/counteraction sequence and assessment; include method for recording results.
   f. Participate in wargame.
      (1) Provides perspective on logistics requirements related to friendly operations.
      (2) Combines/integrate (synchronizes) joint force logistics operations to best accomplish logistics objectives, within context of COA under consideration.
      (3) Identify/adjust friendly force deployment requirements for logistics resources for COA under consideration.
      (4) Contribute refinements or modifications to the operations COAs and develops refinements to concepts for logistics 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 associated military deception plan.
      (8) Identify major logistics tasks to JTF components.
      (9) Estimate duration of logistics operation(s).
      (10) Identify major requirements for logistics support to logistics operations.
      (11) Develops logistics input/information for synchronization matrix, decision support template(s).
      (12) Identify advantages, disadvantages of friendly COAs from logistics perspective
   g. Repeat for all combinations of enemy, friendly COAs

4. Analyze concepts for logistics support (Task 206D-04-**J4**)
   a. Determines if logistics requirements can be met.
   b. Isolates logistics implications that CJTF should consider in his commander's estimate.

5. Compare concepts for logistics support (Task 206D-05-**J4**)
   a. Compare relative success in accomplishing logistics objectives.

b. Note forces, deployment requirements -- provide to US Transportation Command. (USTRANSCOM) through Joint Operations Planning and Execution System (JOPES) Support Element (JSE) assigned to JTF.

6. Recommend concept for logistics support of JTF operations (Task 206D-06-**J4**)

7. Compare operations courses of action from logistics perspective (Task 206D-07-**J4)**
   a. Note advantages, disadvantages of each proposed COA; may develop matrix using most important logistic assessment criteria.
   b. Note forces, deployment requirements -- provide to USTRANSCOM through JSE assigned to JTF.
   c. Provide conclusions.
      (1) State whether JTF mission is supportable from logistics perspective.
      (2) State which COA can best be supported from a logistic standpoint.
      (3) Identify major logistic deficiencies, including recommendations to reduce or eliminate deficiencies.

8. Recommend operations course of action from logistics perspective (Task 206D-08-**J4)**

ELEMENT: J6

MTG TASK: PREPARE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS (C4) ESTIMATE (Task 206E-00-J6) (Relates to UJTL Task OP 5.3.4)

MTG TASK SITUATION: CJTF has received some type of planning directive (e.g., CINC's warning order, planning order, etc.). CJTF has:

a. Conducted an operational mission analysis.
b. Provided *initial planning guidance* which includes an
c. *Operational end state*.
d. Issued an *initial warning order*.

MTG TASK PURPOSE: The C4 estimate develops and/or analyzes, and compares COAs, and then recommends a COA from the C4 perspective.

REFERENCES: JP 3-0, **JP 5-03.1**, JP 6-0, JP 6-02

MTG TASK STEPS

1. Review Command, Control, Communications, and Computers (C4) situation (Task 206E-01-**J6**)
   a. Review restated mission.
   b. Review situation and C4 considerations.
      (1) Characteristics of the area of operations -- emphasizes factors effecting C4 activities.
      (2) Enemy capabilities -- place specific emphasis on C4 matters.
      (3) Friendly forces
         (a) Disposition of major elements
         (b) Own COAs -- state 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) Logistic situation -- review known logistic problems, if any, that may effect the C4 situation.
      (5) Personnel situation -- known or anticipated C4 problems that may influence selection of a specific COA; consider availability of Joint Communications Support Element (JCSE) augmentation.
      (6) Assumptions -- do not repeat assumptions from basic guidance; focus on additional assumptions regarding the C4 situation.
      (7) Special features -- special aspects not covered elsewhere that may effect C4 situation.

(8) C4 systems situation -- consider line-of-site communications, Satellite Communications (SATCOM), UHF SATCOM, ground mobile command post, Defense Satellite Communications System (DSCS) ground mobile segment, Defense Communications System (DCS) interface.
- (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) Communications control and aids for supporting arms
- (g) Communications connectivity for JTF boards, agencies -- e.g., JPMRC.
- (h) Communications requirements for other activities
- (i) Interoperability of C4 systems, both horizontally and vertically

2. Develop concepts for Command, Control, Communications, and Computers support (Task 206E-02- **J6**)
   a. Use available analytical models or data bases to assist in determining requirements, C4 architecture.
   b. For combat operations
      (1) Develops concept of 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 military deception objective, story.
         - (c) Specify ways (operations), means (forces) to provide C4 support for attack of enemy centers of gravity.
         - (d) Outline major C4 tasks to be performed by major joint forces -- including supporting, supported relationships, by phase -- and tasks to be requested of supporting organizations, agencies.
         - (e) Outline deployment scheme for C4 resources.
      (2) Identify force requirements for C4 support
      (3) Describes Command and Control (C2) means, relationships for C4 support
   c. For noncombat operations
      (1) Develops concept of C4 support for each COA.
         - (a) State clearly what is to be accomplished.
         - (b) Specify ways (operations), means (forces) to provide C4 support for accomplishment of objectives.

(c) Outline major C4 tasks to be performed by major joint forces -- including supporting, supported relationships, by phase -- and tasks to be requested of supporting organizations, agencies.

(2) Identify force requirements for C4 resources.

(3) Describe C2 means, relationships for C4 support.

3. Participate in operations course of action analysis (Task 206E-03-**J6**) (Wargaming)

a. Gather tools.

(1) Identify enemy, friendly COA to analyze.

(2) Prepare maps of operational area with C4 information.

(3) Join wargaming team -- normally representatives from J3 functional areas, J6, J2.

(4) Depict current enemy dispositions.

b. Identify available joint forces.

c. List assumptions related to C4.

d. Review and/or contribute to 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 contributes to selection of wargame method -- generally allow action/reaction/counteraction sequence and assessment; includes method for recording results.

f. Participate in wargame.

(1) Provide perspective on C4 requirements related to friendly operations.

(2) Combine/integrate (synchronize) joint force C4 operations to best accomplish C4 objectives, within context of COA under consideration.

(3) Identify/adjusts friendly force deployment requirements for C4 resources for COA under consideration.

(4) Contribute refinements or modifications to the operations COAs and develop refinements to 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 associated military deception plan.

(8) Identify major C4 tasks to JTF components.

(9) Estimate duration of C4 operation(s).

(10) Identify major requirements for C4 support to C4 operations.

(11) Develop C4 input/information for synchronization matrix, decision support template.

(12) Identify advantages, disadvantages of friendly COAs from C4 perspective.

g. Repeat for all combinations of enemy, friendly COAs.

4. Analyze concepts for Command, Control, Communications, and Computers support (Task 206E-04-**J6**)
   a. Determine if C4 requirements can be met for each COA.
   b. Isolate C4 implications that CJTF should consider in his commander's estimate.

5. Compare concepts for Command, Control, Communications, and Computers support (Task 206E-05-**J6**)
   a. Compare relative success in accomplishing C4 objectives.
   b. Note forces, deployment requirements -- provide to US Transportation Command (USTRANSCOM) through Joint Operations Planning and Execution System (JOPES) Support Element (JSE) assigned to JTF.

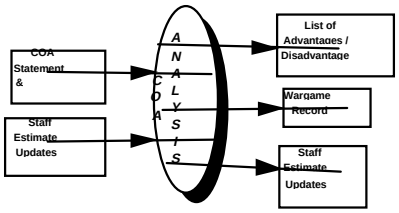
6. Recommend concept for Command, Control, Communications, and Computers support of JTF operations (Task 206E-06-**J6**)

7. Compare operations courses of action from Command, Control, Communications, and Computers perspective (Task 206E-07-**J6**)
   a. Note advantages, disadvantages of each proposed COA; may develop matrix using most important C4 assessment criteria.
   b. Note forces, deployment requirements -- provide to USTRANSCOM through JSE assigned to JTF.
   c. Provides conclusions.
      (1) State whether JTF mission is supportable from C4 perspective.
      (2) State which COA can best be supported from a C4 standpoint.
      (3) Identify major C4 deficiencies, including recommendations to reduce or eliminate deficiencies.

8. Recommend operations course of action from Command, Control, Communications, and Computers perspective (Task 206E-08-**J6)**

ELEMENT: J5/J3/STAFF

MTG TASK: **ANALYZE COURSES OF ACTION (Task 206F-00-J5/J3/Staff) (relates to UJTL Task OP 5.3.5)**



- Gather tools, materials, and data
- List assumptions
- List known critical events and decision points
- Select method of wargame
- Select technique to record and display wargame result
- Conduct wargame
- Conduct risk assessment

MTG SITUATION: CJTF has received some type of planning directive (e.g., CINC's warning order, planning order, etc.). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided *initial planning guidance* which includes an
c. *Operational end state*.
d. Issued an *initial warning order*.
e. Developed *Courses of Action*.
f. Conducted *staff estimates*.

MTG TASK PURPOSE: The analyses of courses of action serves to identify advantages and disadvantages by which the COAs can be compared, and further identify many of the elements of execution planning for each COA. The end product of this task is a list of advantages and disadvantages for each COA and a synchronization matrix for each COA that identify tasks and force requirements by component and joint functional area.

REFERENCES: JP 3-0, JP 5-0, JP 5-00.2, **JP 5-03.1**

MTG TASK STEPS

1. Gather tools, materials, and data for COA analysis (wargaming) (Task 206F-01-**J5/J3**)
   a. Friendly COAs to be analyzed.
   b. Enemy COAs against which friendly COAs are to be analyzed, in order of priority.
   c. Appropriate representations of the operational area (maps/overlays, digital displays, representations of airspace, sea surface/subsurface areas, littoral areas, etc.).
   d. Appropriate representations of friendly/enemy force dispositions/capabilities. Consider all assigned, OPCON, TACON, and supporting forces and assets that are available for direct employment or support of the operation(s).
   e. Appropriate representations of environmental/civil conditions that generate the requirement for military operations.
   f. Identify/review existing/inherent support relationships and any limitations (constraints and restraints) imposed by higher headquarters.

2. List assumptions (Task 206F-02-**J5/J3**) (see Task 202-02-J5/Staff)

3. List known critical events and decision points (Task 206F-03-**J5/J3**)
   a. Critical events are essential tasks that require detailed analysis.
   b. Decision points identify (in time and space) decisions that the commander 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.

c. Time available for analysis effects length of the critical events list.

4. Select method of wargame for analysis (Task 206F-04-**J5/J3**)
   a. Method depends on time and other resources available, staff expertise, degree of desired resolution.
   b. Consider:
      (1) Manual wargaming. Consider using a methodology that permits analysis of JTF actions in time and space from a perspective of operational phases or critical events. While various sources describe techniques for tactical level wargaming, the following frameworks lend themselves to wargaming at the operational level.
         (a) Deliberate time line analysis. Key staff and functional area representatives methodically consider JTF actions day by day or in other discrete blocks of time. This is the most thorough method when time permits detailed analysis.
         (b) Operational phasing. Key staff and other functional area representatives may use operational phasing as a framework for COA analysis. They identify significant actions and requirements by functional area and/or JTF component.
         (c) Critical events. The key staff and functional area representatives focus on specific critical events that encompass the essence of the COA. If time is particularly limited, they may 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 EC for each specific critical event. If necessary, different Measure of Effectiveness should be developed for measuring different type of critical events--e.g., destruction; blockade; air control; neutralization, ensure defense, etc. As with the focus on operational phasing, the critical events discussion identify significant actions and requirements by functional area and/or by JTF component.
      (2) Computer assisted. Note that use of computer assistance currently requires time for set up and data base 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 JTF appointing authority for advice on appropriate models and necessary resources.

5. Select technique to record and display wargame results (Task 206F-05-**J5/J3**)
   a. 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 COA
   b. The following are possible techniques, used individually or in combination:

(1) 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.

(2) 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, they may be related to map locations by sequence numbers.

(3) Wargame worksheets can be constructed to identify all pertinent data for a given critical event. An example follows (other data than that in the example can be developed):

	CRITICAL EVENT:								
Sequence Number	Action	Reaction	Counter-action	Assets	Time	Decision Point	EEI	Procedural & Positive Contols	Remarks

Figure 5-II-2 (Sample Wargame Worksheet)

(4) 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 is being wargamed. The staff can develop remaining entries around joint functional areas or actions of component forces. The following example combines these two frameworks.

	Time-Continuous or Single Event	D-Day, H-Hour (e.g.)	D + 1	D + 2	etc.
	Enemy Action				
	Decision Points				
	Critical Info Rqmts				
JOINT FUNCTIONAL AREAS	Operational Movement and Maneuver				
	Operational Firepower				
	Operational Protection				
	Opereational Information				
	Operational Intelligence				
	Operational Support				
COMPONENTS	ARFOR/Land Component				
	MARFOR/Land Component				
	NAVFOR/Martime Component/JFACC				
	AFFOR/Air Component/JFACC				
	JSOTF				
	Others				

Figure 5-II-3 (Synchronization Matrix Based on a combination of Joint Functional Areas and Component Actions)

(5) 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. These might include C2W and its independent elements, space support, Engineering, Military Police, etc.

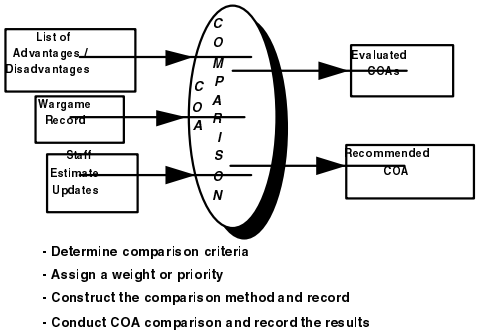
6. Wargame the operation(s) and assess results. (Task 206F-06-**J5/J3**)
   a. Wargaming is a deliberate, methodical effort to describe JTF actions in time and space from a perspective of operational phases or critical events. The CJTF and staff visualize the flow of (an) operation(s), given friendly strengths and dispositions, enemy capabilities and probable COA, and an identified area of operations.
   b. Generally, staffs assess JTF performance by projecting actions two echelons down.
   c. 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(s). These elements include:
      (1) Specific tasks. Certain tasks will be retained at the JTF Headquarters level; others will be assigned to components
      (2) Task Organization. Components must be provided the resources to accomplish assigned tasks
      (3) Command relationships.
      (4) Coincidence of movement and maneuver with operational firepower
      (5) Decision points and intelligence requirements related to major events
      (6) Operational support keyed to major events that permits continuous operations or projects operational pauses
      (7) Identification and prior planning for operational branches and sequels
   d. Action-Reaction-Counteraction. The staff conducts these drills until forces complete the critical event. It notes advantages, weaknesses of, and necessary improvements to the COA.
      (1) Normally, a J5/J3 representative identify the initial friendly action. The staff identify the full range of operations actions, across all joint functional areas and/or by all components, that comprise the initial action
      (2) A J2 representative identify the same scope of enemy reaction enemy reaction
      (3) The staff 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.
   e. The wargame should result in:
      (1) Refinements or modifications to the COA, based on completion of earlier tentative tests of appropriateness (feasibility, acceptability, completeness)
      (2) Identification of component tasks
      (3) Task organization requirements
      (4) Synchronization requirements
      (5) An estimate of the duration of critical events as well as the operation as a whole
      (6) For combat operations, the projected degree of enemy defeat and/or destruction
      (7) Required support from outside the JTF
      (8) Additional critical events
      (9) NBC events or possible events
      (10) Requirements for logistics support
      (11) Opportunities for deception and surprise

(12) Clear picture of command relationships
(13) Branches and sequels
(14) Critical events and decision points
(15) Critical information required to support decision points
(16) COA strengths and weaknesses
(17) Areas of interest for reconnaissance, surveillance
(18) High payoff targets
(19) Priorities and other commander's guidance
(20) TPFDD requirements
(21) Requirements for ROE modifications

7. Conduct risk assessment (Task 206F-07-**J5/J3**)
   a. Purpose is to determine where loss of personnel and equipment might occur in the operation(s) and to manage the loss to minimum levels.
   b. Identify risks and major events. Information should be developed and recorded during the wargame.
   c. Assess risks. Subdivide an operation into its major events and determine where to eliminate or reduce risks.
   d. Examine events by location, conditions, and potential magnitude of risk and prepares risk decision recommendations on acceptability of risk or necessity of risk mitigation.
   e. Identify ways and means of risk mitigation, where required. Consider such actions as:
      (1) Increased mass, surprise, or application of other principles of war
      (2) Extended time of preparatory actions, such as strategic attack and interdiction
      (3) Increased integration of joint fire support
      (4) Application of PSYOP and/or CA
      (5) Different force structure
   f. Allow staff to identify to CJTF the areas of the operation in which there is risk -- risk of failure, risk of high casualties, risk of "winning the battle but losing the war) (such as through civilian casualties or damage to civilian infrastructure), etc. Allow the staff to suggest alternatives or options that would lessen that risk.

ELEMENT: J5/J3/STAFF

MTG TASK: **COMPARE OWN COURSES OF ACTION** **(Task 206G-00-J5/J3/Staff) (relates to UJTL Task 5.3.6)**



MTG TASK SITUATION: CJTF has received some type of planning directive (e.g., CINC's warning order, planning order, etc.). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided *initial planning guidance* which includes an
c. *Operational end state*.
d. Issued an *initial warning order*.
e. Developed *Courses of Action*.
f. Conducted *staff estimates*.

MTG TASK PURPOSE: Comparison of friendly COA reveals which COA has the highest probability of success against the enemy COA that most concerns the CJTF. End product of this task is 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, **JP 5-03.1**

MTG TASK STEPS

1. Determine/review comparison criteria or governing factors (Task 206G-01-**J5/J3/STAFF**)
   a. Criteria are based on the particular circumstances and should be relative to the situation -- there is no standard list of criteria.
   b. Review commander's guidance for relevant criteria.
   c. Identify implicit significant factors relating to the operation.
   d. Each staff identify criteria relating to that staff function.
   e. Other criteria might include:
      (1) Principles of war
      (2) Fundamentals of joint warfare/Military Operations Other Than War (MOOTW)
      (3) Elements of operational art
      (4) Other critical factors -- e.g., political constraints
      (5) Mission accomplishment
      (6) Risks
      (7) Costs

2. Determine the standard for each criterion (Task 206G-02-**J5/J3/STAFF**)
   a. Standard = item or issue to be measured (e.g., adherence to principles of war) + criterion (specific number or percentage of the principles of war that the COA reflects).
   b. Apply standard for each criterion to each COA.

3. Assign weight, or priority, to comparison criteria (if a weighted comparison is indicated) (Task 206G-03-**J5/J3/STAFF**)
   a. One way is to rate each COA on a scale (a scale of 1 to 3 is easiest, but scales of 1 to 5 or 1 to 10 provide greater discrimination) with regard to each criterion.
      (1) Apply each COA to the standard for each criterion.
      (2) Rate COA on the scale according to the degree to which it meets the standard.
      (3) Create greater dispersion in numerical results, and make differentiation of COA more clear.
   b. A second way is to assign a specific weight to each criterion (e.g., a rank order, or a position on one or more weighted scales.
      (1) Accomplished if the commander or staff believes that certain criterion are more or less important than others.
      (2) Rate the COA against the criterion standard:
         (a) May simply assign the COA the same numerical weight that the criterion was given, or --
         (b) May assign the COA an additional rating within a scale assigned to the criterion. In this case, the overall numerical weight given to the COA would be a product of the score of the weight assigned to the criterion itself and the score on the scale within the criterion.
         (c) For example, if the measurement was adherence to the principles of war, and the importance (weight) of that criterion was a weight of six (on a scale of 1 to 10) and a separate scale within the criterion reflected the degree to which the COA satisfied the principles of war (perhaps, on another, separate scale of 1 to 10), then the score for a COA that reflected half of the principles (50%, or a score of 5 of 10 on the scale) would be six + 5 = 11. Shown, graphically, on the next page:

IMPORTANT:

THIS PROCESS DOES NOT COMPARE COA TO EACH OTHER.

RATHER, COA ARE COMPARED TO WEIGHTED CRITERIA

THAT ARE CONSIDERED IMPORTANT TO THE STAFF ANALYSTS.

		Courses of Action					
		COA 1		COA 2		COA 3	
Criteria	WT	Rating	Product	Rating	Product	Rating	Product
Exploits Maneuver	2	4	8	1	2	4	8
Attacks CGs	3	7	21	3	9	6	18
Integrates Maneuver and Interdiction	5	4	20	3	15	5	25
Exploits Deception	1	3	3	2	2	4	4
Exploits C2W	1	6	6	4	4	4	4
CSS (best use of transportation)	2	5	10	2	4	6	12
etc.							
Total		29		15		32	
Weighted total			68		36		71

Figure 5-II-4 (Weighted Comparison)

(3) Permits numerical, rather than wholly subjective assessment of advantages and disadvantages of each COA

(4) Each staff section does this separately, perhaps using different criteria on which to base the COA comparison. Then, the staff (or, the JPG) assembles and arrives at a consensus.

4. <u>Construct comparison method and record</u> (Task 206G-04-**J5/J3**)

a. For comparison method, consider:

(1) Weighted comparison (see description, above) -- provides numerical aid to differentiation.

(2) Descriptive comparison of advantages and disadvantages -- most subjective. Example follows on the next page:

Course of Action	Advantages	Disadvantages
COA 1	Narrative or bulletized discussion of advantages	Narritive or bulletized discussion of disadvantages
COA 2	"	"
COA 3	"	"

Figure 5-II-5 (Descriptive Comparison of COA)

(3) Comparison based on broad degree to which selected criteria support or are reflected in the COA -- typically organized as a table showing (+) for a positive influence, (0) for a neutral influence, and (-) for a negative influence. Example follows:

Factor	COA 1	COA 2
Casualty estimate	+	-
Casualty evac routes	-	+
Suitable medical facilities	0	0
etc.		

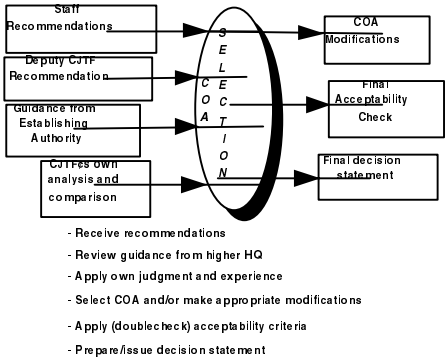
Figure 5-II-6 (Positive, Neutral, Negative COA Comparison)

5. Conduct and record the comparison (Task 206G-05-**J5/J3/STAFF**)
   a. Each staff conducts/compares COA according to the criteria and method selected.
   b. Record comparison and summarize findings.
   c. Prepare separate recommendations.

6. Recommend COA (Task 206G-06-**J5/J3/STAFF**)
   a. J5/J3 reviews and records individual staff recommendations.
   b. Staff determines which COA to recommend -- any CJTF guidance on criteria weighting is reviewed and incorporated.
   c. In the event of indecision:
      (1) Staff determines if COA modification or adjustment would permit a decision.
      (2) J5/J3 consults Chief of Staff for guidance or resolution.

ELEMENT: J5/J3/CJTF//STAFF

MTG TASK: **SELECT/MODIFY COURSE OF ACTION (Task 206H-00-CJTF) (relates to UJTL Task OP 5.3.7)**



MTG TASK SITUATION: CJTF has received some type of planning directive (e.g., CINC's warning order, planning order, etc.). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided *initial planning guidance which includes an*:
c. Operational end state.
d. Issued an initial warning order.
e. Developed *Courses of Action*.
f. Conducted *staff estimates*.
g. Compared COAs.

MTG TASK PURPOSE: COA selection is the end result of the COA comparison process. It gives the staff a concise statement of how the CJTF intends to accomplish the mission, and provides the necessary focus for execution planning and OPLAN/OPORD development.

REFERENCES: JP 3-0, JP 5-0, JP 5-00.2, **JP 5-03.1**

MTG TASK

1. Select Course of Action (Task 206H-01-**CJTF**).
   a. Review staff recommendations.
   b. Apply results of own COA analysis and comparison.
   c. Consider apparent empirical evidence.
   d. Consider any separate recommendations from Deputy CJTF.
   e. Review guidance from JTF establishing authority.
   f. Make decision:
      (1) May concur with staff recommendation, as presented.
      (2) May concur with staff's recommended COA, but with modifications.
      (3) May select a different COA from the staff recommendation.
      (4) May, in light of available analysis, direct use of a COA not formally considered.

2. Refine COA selection into clear decision statement (Task 206H-02-**CJTF**).
   a. Brief statement that clearly and concisely sets forth the COA selected and provides only whatever information is necessary to develop a plan for the operation (no defined format or content).
   b. Describe what the force is to do as a whole, and as much of the elements of when, where, and how as may be appropriate.
   c. Express decision in terms of what is to be accomplished, if possible.
   d. Use simple language so the meaning is unmistakable.
   e. Include statement of what is acceptable risk.

3. Apply final "acceptability" check (Task 206H-03-**CJTF**)
   a. Apply experience and an understanding of the situation.
   b. Consider factors of acceptable risk versus desired outcome consistent with higher commander's intent and concept. Determine if the gains are worth the expenditures.

ELEMENT: CJTF/DCJTF/COS/J3/J5

MTG TASK: PREPARE/ISSUE COMMANDER'S ESTIMATE (Task 207-00-CJTF)
(Relates to UJTL Task OP 5.3.8)

MTG TASK SITUATION: CJTF has received some type of planning directive (e.g., CINC's warning order, planning order, etc.). CJTF and staff have:

a. Conducted an operational mission analysis.
b. Provided *initial planning guidance* which includes an:
c. Operational end state.
d. Issued an initial warning order.
e. Developed *Courses of Action*.
f. Conducted *staff estimates*.
g. Compared COAs.
h. Received the staff's COA recommendation.

MTG TASK PURPOSE: CJTF conducts his own estimate to evaluate alternative COA and to select a course of action (COA) from which the JTF concept of operations can be constructed. CJTF conducts his commander's estimate concurrently with staff estimates. When he receives the staff's COA recommendation and makes a selection or modification, he issues an estimate document. The estimate document formally records the JTF's efforts at COA development, analysis, comparison, and decision. Further, it replies to the establishing authority's requirement, either as an evaluation response message or as the first part of the requirement to develop a plan for execution. In addition, the CJTF's estimate document provides the staff clear focus and guidance for continued planning efforts.

REFERENCES: JP 5-0, JP 5-00.2, **JP 5-03.1**

MTG TASK STEPS

1. Review mission statement (Task 207-01-**CJTF/J3/J5**)
   a. State assigned or deduced task and its purpose.
   b. Determine priorities, if the mission is multiple.
   c. List any intermediate tasks, prescribed or deduced, necessary to accomplishment of the mission.

2. Review situation, COAs, and factors effecting COAs (Task 207-02-**J3/J5**)
   (Consider factors influencing the choice of COA, as well as those affecting the enemy. For each factor, state the fact or assumption under consideration and the expected influence on friendly or enemy actions/capabilities).
   a. Characteristics of the area of operations
      (1) Military geography
         (a) Topography
         (b) Hydrography
         (c) Meteorological and Oceanographic (METOC) conditions
      (2) Transportation infrastructure
      (3) Telecommunications infrastructure
      (4) Politics

(5) Economics
(6) Sociology
(7) Science and technology

b. Relative combat power -- for combat operations
   (1) Enemy
      (a) Strength -- review of enemy forces, both committed/available for reinforcement
      (b) Composition -- order of battle, major weapons systems, operational characteristics
      (c) Location and disposition -- ground combat and fire support forces, air, naval, missile forces, logistic forces and nodes, Command and Control (C2) facilities, other combat power
      (d) Reinforcements -- ground, air, naval, missile, nuclear and Chemical Biological (CB), other advanced weapons systems; capacity for movement of these forces
      (e) Logistics -- summary of enemy ability to support combat operations
      (f) Time and space factors -- capability to move to and reinforce initial positions
      (g) Combat efficiency -- state of training, readiness, battle experience, physical condition, morale, leadership, motivation, tactical doctrine, discipline, significant strengths and weaknesses
   (2) Friendly -- in general, same pattern as for review of enemy forces

c. Environmental, humanitarian, or civil conditions -- for noncombat operations
   (1) Key adversary(ies)/conditions to be overcome or rectified -- may include METOC conditions, failure or damage to public utilities, displaced populace, breakdown in law and order/security, general disaster debris, etc.
   (2) Identify force requirements
   (3) Consider C2 means, requirements
      (a) C2 relationships
      (b) Organization of the operational area
      (c) Boundaries, as required

d. Assumptions
   (1) Enemy capabilities for combat operations -- capabilities that can effect accomplishment of the mission
   (2) Own COAs -- review/restate all practicable COA, with modifications as accepted after the staff estimate process

3. Analyze opposing COAs (Task 207-03-**J3/J5)**
   a. Review staff wargaming efforts.
   b. Add considerations from own experience.

4. Compare own COAs (Task 207-04-**J3/J5**)
   a. Weigh advantages, disadvantages with respect to critical assessment criteria. Consider:
      (1) Principles of war
      (2) Fundamentals of joint warfare/Military Operations Other Than War (MOOTW)
      (3) Elements of operational art
      (4) Other critical factors -- e.g., political constraints
      (5) Mission accomplishment

(6) Risk
(7) Least cost

b. Determine which COA will most rapidly lead to success at least cost.

5. Render decision (Task 207-05-**CJTF**) (See Task 207H-00-**CJTF**)

6. Issue Commander's Estimate Document (Task 207-06-**CJTF**)
   a. Format varies (JP 5-03.1, Annex D). 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, a formal Commander's Estimate document may be initially impractical, and the entire estimate process may be reduced to a commander's conference (see Task 207-07-CJTF/J3/J5/STAFF), with corresponding brevity reflected in the estimate when submitted by record communications to the establishing authority.
   b. In practice, with appropriate horizontal and vertical coordination, the CJTF's COA selection has already been briefed to and approved by the establishing authority. 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 NCA. The Commander's Estimate document, then, becomes a matter of formal record keeping and guidance for component and supporting forces.
   c. JP 3-0 (Appendix C) provides an estimate framework. 5-03.1 (Annex D) both provides a Commander's Estimate format that is "desirable but not mandatory." JP 3-0's framework follows:
      (1) Mission
         (a) Mission analysis
            1 Higher commander's purpose and guidance
            2 Specified, implied tasks
         (b) Mission statement. (Include essential tasks to be accomplished and purpose to be achieved).
      (2) Situation and COAs
         (a) Situation analysis
            1 Geostrategic analysis
            2 Analysis of the enemy
            3 Friendly situation
            4 Restrictions
            5 Assumptions
            6 Deductions
         (b) Courses of action analysis. State all practical COAs open to the JTF. Each should include:
            1 Major strategic and operational tasks to be performed
            2 Forces required
            3 Logistic concept.
            4 Deployment concept
            5 Estimate of time required to reach termination objectives

6 Concept for maintaining a (JTF) reserve

(3) Analysis of opposing courses of action
  (a) Determine effect of possible enemy COAs on the success of each friendly COA.
  (b) Conduct the analysis in an orderly manner (see Task 207A-00-J5/J3).
  (c) Consider conflict termination issues (see Task 203-00-CJTF).
  (d) Conclude with revalidation of COAs and understanding of advantages and disadvantages of each COA.

(4) Comparison of own courses of action (see Task 207B-00-J5/J3/STAFF).
  (a) Evaluate the advantages and disadvantages of each COA.
  (b) Compare with respect to governing factors or criterion for evaluation.

(5) Decision. Translate selected COA into concise statement of what the force, as a whole, is to do and explain, as may be appropriate, the following elements: when, where, how, and why.

MTG TASK SITUATION: The JTF is planning in a time constrained environment or is already conducting operations and must plan continued or future operations in a time constrained environment. CJCS has published the necessary warning order, planning directive, or other initiating instructions, and the CINC has issued an evaluation request message, or his own warning order, planning directive, or other initiating instructions. CJTF and staff have conducted either a deliberate or hasty mission analysis, developed a restated mission, and issued a warning order. Because of time constraints, CJTF now desires to conduct a hasty commander's estimate, with the support of such hasty staff estimates as time permits.

7. Prepare hasty estimate (207-07-**CJTF/J3/J5/STAFF**)

a. The hasty estimate is driven by the CJTF and key operations and planning staff, using their expertise and experience to arrive at a timely, acceptable concept for operations. The CJTF must anticipate the outcome of current operations, and build on them to set conditions for the successful outcome of future operations. If a campaign plan has already been developed, in which a sequence of major operations has been described, the hasty estimate may be used as a decision tool to continue, change, or adjust the concept for major operations, based on the anticipated outcome of current operations. The hasty estimate process permits rapid dissemination of guidance and concurrent planning by the CJTF, staff, and components. It includes most of the steps involved in the formal estimate process, but not necessarily in the same sequence, in the same detail, or with equal formality.

b. Review/understand situation.
  (1) JTF mission statement for mission analysis process
  (2) Enemy, environmental or civil situation necessitating JTF operations
  (3) Characteristics of the operational area
  (4) Joint forces available
  (5) Time available

c. Develop commander's intent and military deception objectives.
  (1) Describe objectives and conditions for success of operations under consideration.
  (2) Describe conditions for initiation of subsequent major operations -- may simply be achievement of objectives for operations under consideration.

d. Issue planning guidance, or other initial controlling instructions.
   (1) Guidance is sufficient to focus staff planning or supporting estimate efforts
   (2) May be verbal, to save time
e. Develop courses of action.
   (1) Consider enemy situation and probable Courses of Action (COA).
   (2) Consider available joint forces and disposition.
   (3) May be accomplished as mental process of CJTF, or from "brainstorming" effort of CJTF and key operations and planning staff..
f. Analyze courses of action.
   (1) May be mental process of CJTF, or result of "brainstorming" effort of CJTF and key operations and planning staff
   (2) May involve analysis of multiple friendly and enemy COAs, or of single friendly COA against most probable enemy COA
   (3) May use reverse planning method:
      (a) Determine principal "war-winning" or mission accomplishing effort.
      (b) Determine reverse sequence of major actions required to position the joint force for principal "war-winning" or mission accomplishing effort -- results in a series of critical or decision points for the major operation under consideration.
      (c) Note requirements for task organization, command relationships, supporting/supported relationships, force dispositions, approach and attack of enemy centers of gravity, integration of maneuver and interdiction, provision of supporting fires, and other information necessary to achieve success at each decision point.
      (d) Recheck reverse planning effort, by reviewing the sequence of and actions related to decision points in the sequence in which they are to be executed.
g. Compare courses of action.
   (1) May be mental process of CJTF, or result of "brainstorming" effort of CJTF and key operations and planning staff.
   (2) Base comparison on flexibility, likelihood of accomplishing operations and military deception objectives, and other criteria determined appropriate.
h. Select course of action and develop tentative concept.
   (1) Tentative concept provides sufficient guidance to focus staff planning efforts.
   (2) May be revised as situation changes or becomes more clear.
i. As time permits or as directed, prepare Commander’s Estimate document and forward to establishing authority.

ELEMENT: J2/COS/J3/J5

MTG TASK: DEVELOP OPERATIONAL INTELLIGENCE (Task 208-00-J2)
(relates to UJTL Task OP 2)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plans. The CJTF's intent and concept of the operation identifies requirements for planning the details of intelligence support, preparatory to completion of the plan.

MTG TASK PURPOSE: Intelligence operations complement the overall JTF campaign plan, or concept of synchronized joint force operations. The concept for intelligence operations results in the availability of all-source intelligence, tailored for the operational mission, and adhering to accepted attributes or principles of intelligence quality. It facilitates operational decision-making by the CJTF and component commanders.

REFERENCES: JP 2-0, JP 2-01, JP 3-55, JP 5-00.2

MTG TASK STEPS

1. Identify and prioritize operational intelligence requirements required to support the scope of potential operations (Task 208-01-**J2/JISE**) Consider general intelligence functions and the intelligence cycle:
   a. Planning and direction:
      (1) Form a JISE or J2 section to manage intelligence operations.
      (2) Identify personnel and C4I equipment augmentation requirements.
      (3) Serve as focal point for requests for intelligence information.
      (4) Establish subordinate joint force intelligence relationships.
      (5) Establish collection and production responsibilities.
      (6) Prepare orders, annexes and reports.
   b. Collection
      (1) Management of activities that collect, process, exploit, and disseminate information.
         (a) Identify, prioritize, and validate requirements.
         (b) Develop collection plan.
         (c) Task components for unique sensor collection efforts.
      (2) Operations
         (a) Development and control collection, processing, exploitation, and reporting requirements
         (b) Tasking of owned assets or requests for employment of higher level assets.
   c. Processing
      (1) Form and operate deployable processing capability.
      (2) Overwatch systems interoperability.
      (3) Manage assignment of joint capabilities as required to support JFC.

d. Production
   (1) Indications and Warning (I&W)
   (2) Current intelligence
   (3) General military intelligence
   (4) Target intelligence
   (5) Scientific and technical intelligence
e. Dissemination
   (1) Tailored intelligence produced at other echelons.
   (2) Receive tailored intelligence support via multimedia.
   (3) Direct intelligence support to components.
f. Infrastructure support
   (1) Mapping, charting, geodesy
   (2) Communications
   (3) Automated intelligence data bases and information systems
   (4) Training and exercises
   (5) Management, plans, special security office, and administration

2. Assist CJTF in identifying Commander's Critical Information Requirements and associated Essential Elements of Information (EEI) (Task 208-02-**J2**)
   a. Identify most critical information requirements regarding enemy and environment (EEI).
   b. Provide this information to subordinates and higher HQ.
   c. Consider information from the range in Task 208-03-J2/JISE, below.

3. Identify Production Requirements (Task 208-03-**J2/JISE**) Consider:
   a. General military intelligence -- information affecting military capabilities and operations
   b. Indications and Warning (I&W) -- assesses probability of hostile actions and provides sufficient warning to preempt, counter, or moderate their outcome
   c. Current intelligence regarding enemy forces and operations, and environment
   d. Enemy military capabilities assessment, including:
      (1) Leadership and Command and Control (C2)
      (2) Orders of battle
      (3) Force readiness and mission
      (4) Force sustainability
      (5) Technical intelligence
      (6) Doctrine and tactics
   e. Military-related subjects assessment, including:
      (1) Command, Control, and Communications (C3) systems
      (2) Defense industries
      (3) Energy
      (4) Military geography
      (5) Demography
      (6) Transportation
      (7) Environmental considerations

(8) Health services
(9) METOC forecasting

f. Enemy COAs estimate
(1) Evaluation of threat capabilities, intentions
(2) Impact of the operational environment
(3) Assessment of enemy strategic and operational centers of gravity
(4) Representation of threat's C2W capabilities, actions, vulnerabilities

4. Develop intelligence collection plans (Task 208-04-**J2/JISE**)
a. Review intelligence requirements.
b. Assess available coverage.
c. Identify requirements and means for additional coverage.
d. Develop collection management plan -- defining, submitting, managing collection requirements designed to satisfy JTF Essential Elements of Information (EEI) and staff and component Request for Information (RFI).
(1) Develop scheme to manage RFIs.
(2) Base collection planning on J3/J5, component requirements.
(3) Task JTF resources.
(4) Request coverage/support from theater and national resources.
(5) Determine user satisfaction.
(6) Identify remaining or new collection gaps -- work to reduce.
(7) Compile GUARDED frequency list for the Joint Restricted Frequency List (JRFL).

5. Issue Request for Collection and Production (Task 208-05-**J2/JISE**)
a. Identify EEI related to specific collection means or sources.
b. Prepare requests for collection to higher HQ.
c. Prepare directions for collection, as part of collection plan, to subordinate forces.

6. Integrate operational counterintelligence requirements (Task 208-06-**J2/JISE**)
Consider:
a. Designation of a Task Force CI Coordinating Authority (TFCICA)
b. Coordination with Defense Intelligence Agency's (DIA) CI support branch
c. Coordination with the supported CINC's CI Support Officer (CISO)
d. Integration with Human Intelligence (HUMINT) requirements/information
e. Collection of information related to :
(1) Enemy espionage, other intelligence activities
(2) Sabotage
(3) Assassinations
(4) Terrorist activity

7. Produce intelligence to satisfy the EEI. (Task 208-07-**J2/JISE**)
a. Indications and Warning Intelligence (I & W)
b. Current Intelligence

c. General Military Intelligence
d. Target Intelligence
e. Scientific and Technical Intelligence

8. Disseminate operational intelligence reports (Task 208-08-**J2/JISE**)
Consider:
a. Electronic means
b. Hard copy means
c. Logistics requirements for dissemination
d. Feedback requirements
(1) Acknowledge of receipt
(2) Fulfillment of the intelligence requirement

9. Prepare intelligence plans, orders, annexes/appendixes (Task 208-09-**J2/JISE**)
a. IAW CJTF guidance, priorities
b. In support of component operations

ELEMENT: J3/J5/J2/LNO

MTG TASK: PLAN/INTEGRATE LAND OPERATIONS (Task 209-00-J3/J5) (Relates to UJTL Tasks OP 1.1-1.5, 2.1, 3.1, 3.2, 4.5, 5.1, 6.1-6.5)

MTG SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plans. The CJTF's intent and concept of the operation identifies requirements for planning land operations, preparatory to completion of the plan.

MTG PURPOSE: Land operations complement the overall campaign plan and concept of synchronized joint force operations. The concept for land operations reflects the application of operational art, and consideration of the principles of war and Military Operations Other Than War (MOOTW), fundamentals of joint operations, key doctrinal planning considerations, and appropriate battlespace functional areas. JTF staff planning for land operations is done in close coordination with the JTF land component and other JTF components.

REFERENCES: JP 1, **JP 3-0**, JP 5-00.1, JP 5-00.2

MTG TASK STEPS

1. Review commander's/operation's estimates (Task 209-01-**J5/J3**)
   a. Consider requirement to destroy enemy forces, to seize and retain land areas from which to conduct subsequent operations, to enhance/facilitate control of populations and national capabilities, and/or to provide various kinds of assistance to populations and civil governments.
   b. Determine type land forces required based on results of wargaming effort or other COA analyses.
   c. Refine task organization for land forces with specific components/units.
   d. Determine land-based approaches to enemy centers of gravity
      (1) Determines land-based decisive points -- usually geographic keys to attacking protected centers of gravity) in approach. Consider:
         (a) Elevated terrain feature, built up area, or key military operational facility
         (b) Enemy command posts, critical boundaries, airspace, communications node
      (2) Plan for/and attacks enemy vulnerabilities. Consider:
         (a) Simultaneous attack throughout depth of battlespace
         (b) Attack from unexpected direction
         (c) Isolation of main enemy forces

2. Plan operational movement (Task 209-02-**J5/J3**)
   a. Formulate request for strategic deployment of land forces to theater of operations.
      (1) Develop/integrate deployment concept, consistent with CJTF's supporting campaign scheme and sequence of operations.

(2) Balance requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations.
(3) Provide Time-Phased Force and Deployment Data (TPFDD) input to the establishing authority.

b. Plan intratheater deployment of forces within theater of operations/JOA.
(1) Identify positions from which joint land forces will initiate major operations.
(2) Coordinate logistics support for the movement of land forces from PODs to initial positions. Consider:
(a) Transportation
(b) Existing transportation infrastructure and required improvements
(c) Available airfields to support movement
(d) Class III, V, and IX support for movement, to include requirements for prepositioned logistics support
(e) Threat and security requirements for movement
(f) Joint movements control (through the Joint Movements Center, if available).
(g) Intermediate staging bases (ISBs)
(h) Forward operating bases (FOBs)

3. Plan operational maneuver (Task 209-03-**J5/J3**).
a. Plans 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. Posture joint forces for operational formations. Consider:
(1) Grouping of forces to achieve operational aims
(2) Effective combined arms combinations
(3) Effective use of all elements of the forces
(4) Forces' capability to maneuver, concentrate and disperse, and reinforce
(5) Agility to transition between formations
(6) Use of posturing of forces for deception
(7) Use of posturing for psychological effect

c. Concentrate forces in theater of operations/JOA
(1) Achieve operational advantage by placing overwhelming force and/or operational fires at enemy decisive points
(2) Achieve either surprise or intended psychological effect.

d. Plan to conduct operations in depth. Consider:
(1) Integration, synchronization, coordination of offensive, defensive, even retrograde operations to permit concentration of operational forces at enemy decisive points.
(2) Simultaneous attack with full joint force capability throughout depth of battlespace.
(3) Attack from unexpected direction
(4) Isolation of main enemy forces

(5) Interdiction of subsequent enemy echelons, LOCs

e. Plan show of force. Consider:
   (1) Exhibition of military power to influence potential belligerents' actions
   (2) Use of assigned or forward presence forces
   (3) Deployment of additional forces
   (4) Training exercises that show capability to deal effectively with potential crises

f. Plan demonstration.
   (1) Employment of forces to warn, divert, or deceive an enemy
   (2) Normally achieved without engagement
   (3) Requires planning for branches and sequels in the event that engagement occurs

g. Plan forcible entry (see Task 217-00-J3/J5).

h. Plan to seize, hold, or expand lodgment, normally as part of forcible entry operations.
   (1) Employment of joint forces to seize and expand a designated land area as a staging base for continued operations
   (2) Requires space to build up forces, posture for movement or transition to operational formations
   (3) Balances requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations

4. Plan operational mobility (Task 209-04-**J5/J3**). 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

5. Plan operational countermobility (Task 209-05-**J5/J3**).
   a. Plan operational system of obstacles. Consider:
      (1) Potential contribution to achievement of operational results in campaigns/major operations
      (2) Creation of friendly force positional advantage
      (3) Exposure of enemy decisive points, centers of gravity, high payoff targets
      (4) Air, land, sea means, including minefields, atomic and conventional demolition munitions, interdiction target sets
      (5) Reinforcement of existing obstacles to create systems of obstacles
   b. Plan quarantine/embargo. Consider:
      (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

(4) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo

c. Plan 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
   (4) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo

6. Plan the control or domination of operationally significant areas (Task 209-06-**J5/J3**).
   a. Plan the control of operationally significant land area. Consider:
      (1) Operational advantage to be gained
      (2) Operations to be conducted, such as attack and occupation, isolation, population and resource control, etc.
      (3) Operational means -- maneuver, firepower, interdiction, special operations, etc.
      (4) Branches and sequels in the event of achievement, maintenance, and/or loss of control
   b. Plan the establishment and maintenance of air superiority in theater of operations/JOA. Consider:
      (1) Extent of airspace to be controlled and degree and timing of superiority required
      (2) Operations to be conducted, such as air defense, strategic attack, interdiction, etc.
      (3) Operational means -- maneuver of land, sea, air forces, operational fires, special operations, etc.
      (4) Branches and sequels in the event of achievement, maintenance, and/or loss of superiority
   c. Plan to assist host nation in populace and resource control. Consider:
      (1) Extent, degree, and timing of population to be controlled
      (2) Coordination with host nation law enforcement and security forces
      (3) 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.
      (4) Means of conducting operations, such as civil affairs, military police, logistics forces, etc.
   d. For Military Operations Other Than War (MOOTW), consider tasks for land forces:
      (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

7. Consider requirements for operational firepower (Task 209-07-**J5/J3**)
   a. Describe 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 that effect 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 plan.
         (a) Identify/integrates lethal means of attack.
         (b) Identify/integrates nonlethal means of attack.

8. Plan for operational protection of land operations (Task 209-08-**J5/J3**)
   a. Plan for operational airspace and missile defense (refers to defensive counterair and antiair activities). Includes the protection of critical facilities and forces. Require:
      (1) Processing and allocation of operational airspace targets (see also Task 214-00-J3/J5).
         (a) Identify and select targets.
         (b) Assign targets to specific systems (air, sea, land, space) for interception or engagement.
      (2) Integration of joint/multinational operational airspace defense (see also Task 214-00-J3/J5)
         (a) Synchronize joint and multinational air defense systems.
         (b) Prioritize coverage between operational facilities, forces.
      (3) Provision of airspace control (see Task 215-00-J3/J5 (Plan/Integrate Airspace)
         (a) Positive control measures
         (b) Procedural control measures
      (4) Counters to enemy air attack in theater of operations/JOA (see also Task 210-00-J3/J5).
         (a) Intercept, engage, destroy, or neutralize enemy air formations in flight.
         (b) Use all available air-, land-, or sea-based air defense, defensive counter air, and antiair capabilities.
      (5) Conduct of operational area missile defense.
         (a) Passive defense measures
         (b) Active defense operations
         (c) Attack operations
         (d) C4I integration, to include early and distributed warning
   b. Provide for protection of operational forces, means, and noncombatants.
      (1) Prepare operationally significant defenses.
      (2) Remove operationally significant hazards.
      (3) Protect use of electromagnetic spectrum in theater of operations/JOA.
      (4) Provide positive identification of friendly operational forces.
      (5) Plan for evacuation of noncombatants from theater of operations/JOA (see also Task 227-00-J3/J5).
      (6) Establish disaster control measures.

(7) Establish NBC protection in theater of operations/JOA (see also Task 219-00-J3/J5).
(8) Coordinate Search and Rescue/Combat Search and Rescue (SAR/CSAR) operations (see also Task 225-00-J3/J5).
(9) Coordinate support to Survival, Escape, Resistance, and Evasion (SERE) actions.

c. Plan Operations Security (OPSEC) in theater of operations/JOA (see also Task 223-00-J3/J5).
(1) Determine Essential Elements of Friendly Information (EEFI).
(2) Plan Signal Security (SIGSEC).
(3) Plan to avoid operational patterns.
(4) Asses the effects of OPSEC.
(5) Plan Communications Security (COMSEC).

d. Plan deception in support of subordinate campaigns and major operations (see also Task 224-00-J3/J5).
(1) Protect details of plans involving land forces.
(2) Spread misinformation regarding land operations.

e. Provide security for operational forces and means.
(1) Identify friendly centers of gravity to be protected.
(2) Assess friendly vulnerabilities.
(3) Provide counterreconnaissance in theater of operations/JOA.
(4) Protect and secure flanks, rear areas, and Communications zone (COMMZ) in theater of operations/JOA.
(5) Protect and secure operationally critical installations, facilities, and systems.
(6) Protect and secure air, land, sea lines of communication (LOCs) in theater of operations/JOA.
(7) Integrate host-nation security forces and means.

f. Plan for morale, welfare programs for land forces.

9. <u>Plan the operational command and control of operational land forces</u> (Task 209-09-**J5/J3**)

a. Incorporate land forces in the JTF information architecture.
(1) Incorporate land force information systems -- e.g., Maneuver Control System (MCS), Mobile Subscriber Equipment (MSE), etc.
(2) Develop operational information and forces status.
(3) Develop procedures for monitoring operational situation involving land forces.

b. Organize operational land forces.
(1) Conducts 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

c. Assigns operational missions to land forces.
(1) Based on commander's estimate, staff's COA analysis and wargaming
(2) Coordinated, integrated -- synchronized with missions assigned to other joint forces

(3) 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

d. Organize operational land area in the JOA.
(1) Establish boundaries, 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), etc.
(3) Establish 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

10. Consider requirements for operational intelligence in support of land operations (Task 209-10-**J5/J3**)
a. Support for targeting efforts
b. Reconnaissance operations, to include special reconnaissance
c. Support for military deception planning and operations
d. Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products -- obstacles/hazards
e. General military intelligence related to land force missions

11. Consider requirements for operational support for land forces (Task 209-11-**J5/J3**)
a. Plan appropriate ISB, operational support bases.
b. Plan/coordinate for necessary munitions stockage levels.
c. Plan/coordinate for necessary fuels stockage levels.
d. Plan/coordinate for necessary maintenance supply stocks and priorities.
e. Plan/coordinate necessary personnel operations.
(1) Establish the necessary deployment priority for field services, health services resources.
(2) Ensure that land forces plan and conduct necessary and appropriate training.
(3) Plan for joint personnel reception operations, if required.
f. Ensure an appropriate priority for CJTF-controlled distribution of stocks and services..
g. Plan establishment and operation of appropriate sustainment bases.
(1) Recommend number and location of sustaining bases.
(2) Provide sustainment engineering.

(3) Coordinate/task law enforcement and prisoner control.

h. Plan/coordinate politico-military support to other nations, groups, **US** Government (USG) agencies.

i. Plan/coordinate land forces politico-military support to other nations, groups, USG agencies.

(1) Plan/coordinate land-based security assistance operations in theater and area of operations.

(2) Plan/coordinate civil-military operations support in theater and area of operations.

(3) Plan/coordinate land based support to Department Of Defense (DOD) and other USG agencies.

(4) Coordinate land-based politico-military support.

j. Plan/coordinate associated METOC operations.

12. Plan for reconstitution of land forces (Task 209-12-**J3/J1/J4**)

a. Plan for reorganization of land forces, as required.

(1) Anticipate actions/operations which might require branches or sequels related to the reorganization of land forces.

(2) Support component requirements for key personnel and equipment.

(3) Plan for reorganization of the joint land forces, as required.

b. Plan for regeneration of land forces.

(1) Anticipate actions/operations which might require branches or sequels related to the regeneration of land forces.

(2) Support component requirements for additional personnel and units.

(3) Request additional joint land forces, as required.

13. Plan/integrate the training of joint land forces and personnel. (Task 209-13-**J5/J3**).

a. Establish training policies, plan for currently assigned and new units, personnel in theater/JOA.

(1) Provide orientation on theater of operations/JOA.

(2) Coordinate new equipment training for joint land forces.

(3) Coordinate/support joint training for land forces.

b. Coordinate multinational training plans and policies for land forces.

ELEMENTS: J3/J5/J2/LNO

MTG TASK: PLAN/INTEGRATE AIR OPERATIONS (Task 210-00-J3/J5) (Relates to UJTL Tasks OP 1.1-1.5, 2.1, 3.1, 3.2, 4.4, 4.5, 5.1, 6.1-6.5)

MTG SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Order (OPORD) or campaign plan and supporting plans. The CJTF's intent and concept of the operation identifies requirements for planning air operations, preparatory to completion of the plan.

MTG PURPOSE: Air operations complement the overall JTF campaign plan and concept of synchronized joint force operations. The concept for joint air operations reflects the application of operational art, and consideration of the principles of war and Military Operations Other Than War (MOOTW), fundamentals of joint operations, key doctrinal planning considerations, and appropriate battlespace functional areas. While the CJTF and JTF staff develop broad concepts and guidance, in concurrent planning efforts with the JFACC and components with air forces capabilities, detailed air operations planning is accomplished by the JFACC, if appointed.

REFERENCES: JP 1, JP 3-0, JP 3-03, **JP 3-56.1**

MTG TASK STEPS

1. Consider requirements for application of airpower (Task 210-01-**J3/J5**)
   a. Operational Environment Research
      (1) Focus -- gain information about friendly and adversary capabilities and intentions, doctrine, and the environment in which operations will take place.
      (2) Goal -- gain an understanding of the theater of operations, the adversary, and the friendly forces available. Includes, but not limited to:
         (a) Available forces, command relationships (**US** and multinational), base-use rights, overflight rights, treaties and agreements
         (b) Appropriate logistic information, such as what is available in theater, what can be provided through existing ports, depots, War Reserve Material (WRM), other logistic pipelines
         (c) Appropriate intelligence data, such as indications and warning, current intelligence, general military intelligence, target intelligence, scientific and technical intelligence; also includes the full range of operational intelligence, not other wise mentioned, for friendly and adversary forces
      (3) Product -- Intelligence preparation of the battlespace as it relates to an in-depth knowledge of the operational environment.
   b. Objectives are defined and measurable and must contribute to the accomplishment of CJTF's operation or campaign objectives. Includes:
      (1) Guidance from CJTF's initial planning guidance, and existing operations or campaign plans

(2) Joint air objectives derived from CJTF's and components objectives (from concurrent planning efforts)
(3) Integrated and coordinated airpower objectives at strategic, operational, and tactical levels

c. Strategy Identification. Product is a clearly defined joint air strategy statement. It is developed by the CJTF and staff, or by the JFACC, if appointed. It states how the JFACC or air forces capable components will exploit joint air capabilities/forces to support CJTF's objectives.

d. Center(s) of Gravity (CG) Determination. Focus and product is the identification of those CGs that could be defeated to satisfy CINC's and CJTF's strategic, operational, and tactical objectives. It also includes identification of friendly (including multinational partners) CGs that must be defended. It is important to note that the type of CG and method of attack may vary widely throughout the range of military operations. A thorough understanding of the AOR JOA and the adversary facilitates identification of correct CGs.
(1) A CG may be attacked directly or indirectly. Nature of the adversary, objectives, restrictions/limitations, and constraints apply.
(2) CG(s) may be represented by a single target, a target system, or multiple, interrelated target systems. Attack of CG(s) may require identification and attack of related decisive points or progressive defeat of enemy protective measures. Simultaneous attack throughout the depth of the enemy's battlespace increases the vulnerability of enemy CG(s).
(3) The process for identifying and planning the attack of enemy CG(s) should be applied in reverse to identify and protect friendly CG(s), and includes a sensitivity to nontraditional CG(s) in the Military Operations Other Than War (MOOTW) environment.

e. Joint Air Operations Plan Development. Focus and product is a plan that details how joint air operations will support the CINC's and CJTF's operation or campaign plan. The Joint Air Operations Plan is prepared by the JFACC, if appointed. Broadly, the plan:
(1) Integrates the efforts of joint air capabilities/forces in achieving CINC/CJTF objectives
(2) Identify objectives and targets by priority order, describing what order they should be attacked and dealt with, and the desired results
(3) Account for current and potential adversary offensive and defensive threats
(4) Conduct target development/system analysis
(5) Indicate phasing of joint air operations
(a) A first phase will normally attain and maintain air superiority
(b) Phases and operations supports, and are supported by, operations conducted by other components or component capabilities
(6) Indicate what capabilities/forces will be required to achieve joint air operations objectives
(7) Include a comprehensive sustainability assessment

f. Determine specific operations/tasks related to

(1) Joint air operations control
  (a) Defensive Counter Air (DCA)
  (b) Offensive Counterair (OCA)
  (c) Theater Missile Defense (TMD)
  (d) Counterspace
  (e) Maritime support - Air operations conducted to attain and maintain a desired degree of maritime superiority
    1 Antisubmarine warfare
    2 Mine warfare
    3 Anti-shipping/protection of shipping
    4 Maritime interception operations
    5 Quarantines and blockades
(2) Joint air operations force application
  (a) Strategic attack
    1 Attack of enemy center (s) of gravity
      - direct
      - indirect
    2 Neutralization or destruction of enemy military power/potential
      - Attack of military production/support capabilities
      - Attack of military support infrastructure
  (b) Interdiction - directs attack of enemy military forces, LOCs, etc. both as part of theater or joint force level operations, and in support of joint force surface operations
  (c) Close Air Support (CAS)
  (d) Counterair - Air operations conducted to attain and maintain a desired degree of air superiority
    1 Offensive counter air
    2 Suppression of enemy air defense
    3 Defensive counter air
(3) Force enhancement applications
  (a) Airlift
  (b) Air refueling
  (c) Spacelift
  (d) Electronic combat
  (e) Surveillance and reconnaissance
  (f) Special operations
(4) Force support applications
  (a) Base operability and defense
  (b) Joint air operations-related and joint force logistic operations
  (c) Combat support, both peacetime operating and wartime unique needs
  (d) On-orbit support

g. For Military Operations Other Than War (MOOTW), consider tasks for land forces:
(1) Advisory assistance

(2) Aircraft visits
(3) Armed escort
(4) Attacks
(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) Antisubmarine warfare
(23) Health service assistance

2. Plan operational movement of, or supported by, joint air forces (Task 210-02-**J5/J3**)
   a. Formulate request for strategic deployment of air forces to theater of operations.
      (1) Develop/integrate deployment concept, consistent with CJTF's supporting campaign scheme and sequence of operations.
      (2) Balance requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations.
      (3) Provide Time-Phased Force and Deployment Data (TPFDD) input to the establishing authority.
   b. Plan intratheater deployment of forces within theater of operations/JOA.
      (1) Identify positions from which joint air forces will initiate major operations.
      (2) Coordinate logistics support for the movement of air forces from PODs to forward air bases. Consider:
         (a) Transportation
         (b) Existing airbase infrastructure and required improvements
         (c) Available airfields to support movement
         (d) Threat and security requirements for movement
         (e) Joint movements control (through the Joint Movements Center, if available)
         (f) Intermediate staging bases (ISBs)

3. Plan operational maneuver of, or supported by, joint air forces (Task 210-03-**J5/J3**).
   a. Plan for the transition of forces to and from tactical air formations. Considers:
      (1) Relation to decisive points from which enemy centers of gravity, or approaches to them, are exposed
      (2) Support for ground passage of lines (forward and rearward)
      (3) Support to penetration and envelopment (vertical and horizontal), turning movement, infiltration, frontal attack
   b. Posture joint forces for operational formations. Consider:
      (1) Grouping of forces to achieve operational aims
      (2) Effective use of all joint air forces
      (3) Joint air forces' capability to rapidly concentrate and disperse, and reinforce
      (4) Use of posturing of joint air forces for deception
      (5) Use of posturing for psychological effect
   c. Concentrate joint air forces in theater of operations/JOA.
      (1) Achieve operational advantage by placing overwhelming force and/or operational air based fires at enemy decisive points.
      (2) Achieve either surprise or intended psychological effect.
   d. Plan to conduct operations in depth. Consider:
      (1) Integration, synchronization, coordination of offensive, defensive, even retrograde operations, either by or supported by joint air forces, to permit concentration of operational forces and fires at enemy decisive points
      (2) Simultaneous attack with full joint force capability throughout depth of battlespace
      (3) Attack from unexpected direction, such as strategic attack or interdiction
      (4) Isolation of main enemy forces by or supported by joint air forces
      (5) Interdiction of subsequent enemy echelons, LOCs
      (6) Requirement for Joint Suppression of Air Defenses (J-SEAD)
   e. Plan show of force. Consider:
      (1) Exhibition of military power to influence potential belligerents' actions
      (2) Use of assigned, forward presence, or rapid deployment forces
      (3) Deployment of additional forces
      (4) Training exercises that show capability to deal effectively with potential crises
   f. Plan demonstration.
      (1) Employment of forces to warn, divert, or deceive an enemy.
      (2) Normally achieved without engagement.
      (3) Requires planning for branches and sequels in the event that engagement occurs.
   g. Plan joint air forces support for forcible entry (see Task 217-00-J3/J5).
   h. Plan joint air forces support to seize, hold, or expand lodgment, normally as part of forcible entry operations.
      (1) Employment of joint forces to seize and expand a designated land area as a staging base for continued operations.
      (2) Require space to build up forces, posture for movement or transition to operational formations. Initial buildup may require rapid offload or airdrop techniques to maximize Maximum-On-Ground (MOG) parameters.

(3) Balance requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations.

4. Plan operational mobility (Task 210-04-**J5/J3**). 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

f. Requirement for Joint Suppression of Enemy Air Defenses (JSEAD)

5. Plan operational countermobility (Task 210-05-**J5/J3**).
   a. Plan joint air forces' support to establishment of operational system of obstacles. Consider:
      (1) Potential contribution to achievement of operational results in campaigns or major operations
      (2) Creation of friendly force positional advantage
      (3) Exposure of enemy decisive points, centers of gravity, high payoff targets
      (4) Air delivered mines
      (5) Identification of targets sets associated with obstacle systems
      (6) Reinforcement of existing obstacles to create systems of obstacles
   b. Plan joint air forces' support to quarantine/embargo. Consider:
      (1) Exclusion of specific items from movement into or our 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
      (4) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo
   c. Plan joint air forces' support to 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
      (4) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo
6. Plan the control or domination of operationally significant areas (Task 210-06-**J5/J3**).
   a. Plan joint air forces' support to control of operationally significant land area. Consider:
      (1) Operational advantage to be gained
      (2) Operations to be conducted, such as attack and occupation, isolation, population and resource control, etc.
      (3) Joint air forces' operations, including strategic attack and interdiction

(4) Branches and sequels in the event of achievement, maintenance, and/or loss of control

b. Plan the establishment and maintenance of air superiority in theater of operations/JOA. Consider:
   (1) Extent of airspace to be controlled and degree and timing of superiority required
   (2) Operations to be conducted, such as air defense, strategic attack, interdiction, etc.
   (3) Joint air forces' operations, including offensive and defensive counterair, strategic attack, and interdiction
   (4) Branches and sequels in the event of achievement, maintenance, and/or loss of superiority

c. Plan joint air forces' support to host nation populace and resource control. Consider:
   (1) Extent, degree, and timing of population to be controlled
   (2) Supporting missions to be conducted, such as transportation of personnel, equipment, and supplies, provision of shelter, medical services, etc.
   (3) Means of conducting operations, such as air transport capability, air police, air forces' logistics forces, etc.

7. Consider joint air forces' requirements in support of operational firepower (Task 210-07-**J3/J5**)
   a. Describe the intent for interdiction operations.
      (1) Broad theater or operational effects
      (2) Effects with immediate operational and tactical concern/benefit to land force operations
      (3) Balance is based on strategic and operational conditions.
   b. Describe the relationship between land-based maneuver and joint air capabilities/forces interdiction.
      (1) Land-based maneuver may support air interdiction.
      (2) Air interdiction operations may support land-based maneuver.
      (3) May be expressed in terms of supporting/supported relationships between land and air forces commanders -- for broad phases or for specific operations.
   c. Identify/nominate, or receive component nominations for operationally significant targets that effect theater or joint force operations.
      (1) Balance targeting requirements in support of maneuver with requirements in support of joint force interdiction requirements.
      (2) Integrate land and sea-based interdiction capability into interdiction plan.
         (a) Identify/integrate lethal means of force application.
         (b) Identify/integrate nonlethal means of force application.
         (c) Identify/integrate sea based air as a means of force application.

8. Plan for operational protection of joint air operations (Task 210-08-**J5/J3**)
   a. Plan for operational airspace and missile defense (refers to defensive counterair and antiair activities). Includes the protection of critical facilities and forces. Require:

(1) Processing and allocation of operational airspace targets (see also Task 214-00-J3/J5).
  (a) Identify and select targets.
  (b) Assign targets to specific systems (air, sea, land, space) for interception or engagement.
(2) Integration of joint/multinational operational airspace defense (see also Task 214-00-J3/J5).
  (a) Synchronize joint and multinational air defense systems.
  (b) Prioritize coverage between operational facilities, forces.
(3) Provision of airspace control (see Task 215-00-J3/J5 (Plan/Integrate Airspace)
  (a) Positive control measures.
  (b) Procedural control measures.
(4) Counter enemy air attack in theater of operations/JOA (see also Task 210-00-J3/J5).
  (a) Intercept, engage, destroy, or neutralize enemy air formations in flight.
  (b) Use all available air-, land-, or sea-based air defense, defensive counter air, and antiair capabilities.
(5) Conduct operational area missile defense.
  (a) Passive defense measures
  (b) Active defense operations
  (c) Attack operation.
  (d) C4I integration, to include early and distributed warning

b. Provide for joint air forces' support to protection of joint operational forces, means, and noncombatants.
(1) Support preparation of operationally significant defenses.
(2) Support removal of operationally significant hazards.
(3) Support protection of electromagnetic spectrum in theater of operations/JOA.
(4) Provide positive identification of friendly operational forces.
(5) Support evacuation of noncombatants from theater of operations/JOA (see also Task 227-00-J3/J5).
(6) Support disaster control measures and operations.
(7) Support NBC protection in theater of operations/JOA (see also Task 219-00-J3/J5).
(8) Support Search and Rescue/Combat Search and Rescue (SAR/CSAR) operations (see also Task 225-00-J3/J5).
(9) Support Survival, Escape, Resistance, and Evasion (SERE) actions.

c. Plan joint air forces' support to Operations Security (OPSEC) in theater of operations/JOA (see also Task 223-00-J3/J5).
(1) Determine air forces' related Essential Elements of Friendly Information (EEFI).
(2) Plan air forces' related Signal Security (SIGSEC).
(3) Plans to avoid operational patterns related to joint air forces' operations.
(4) Asses the effects of OPSEC related to joint air forces' operations.
(5) Plan Communications Security (COMSEC) related to joint air forces' operations.

d. Plan joint air forces' support to deception in support of subordinate campaigns and major operations (see also Task 224-00-J3/J5).

(1) Protect details of plans involving joint air forces.
(2) Spread misinformation regarding joint air operations.

e. Provide security for and by joint air forces and means.
(1) Identify friendly centers of gravity to be protected.
(2) Assess friendly vulnerabilities.
(3) Provide counterreconnaissance in theater of operations/JOA.
(4) Protect and secures flanks, rear areas, and communications zone (COMMZ) in theater of operations/JOA.
(5) Protect and secures operationally critical installations, facilities, and systems.
(6) Protect and secures air, land, sea lines of communication (LOCs) in theater of operations/JOA.
(7) Integrate host-nation security forces and means.

f. Plans for morale, welfare programs for joint air forces.

9. Plan the operational command and control of joint air capabilities/forces (Task 210-09-**J3/J5**)

a. Provide for centralized control, decentralized execution (normally, CJTF may appoint Joint Force Air Component Commander (JFACC).

b. Specify degree of centralization of joint air capabilities/forces control. Consider:
(1) Complexity of synchronizing and executing strategic, operational, tactical joint air capabilities/forces missions
(2) Requirement for flexibility and versatility in the employment of joint air capabilities/forces power
(3) Requirement for rapid concentration of joint air capabilities/forces power
(4) Requirement for supporting operations conducted by other components
(5) Importance of preserving internal synergy of service organizations that include joint air assets/resources

c. Incorporate joint air capabilities/forces/components in JTF information architecture.
(1) Incorporate joint air capabilities/forces information systems -- e.g., Contingency Theater Automated Planning System (CTAPS).
(2) Develop operational information and forces status.
(3) Develop procedures for monitoring operational situation involving joint air capabilities/forces.
(4) Develop procedures to incorporate air defense artillery (ADA) into joint air capabilities/forces information architecture.

d. Assign operational missions to JFACC and components with joint air capabilities/forces.
(1) Based on commander's estimate, staff's COA analysis and wargaming, and resulting operational concept for joint air operations
(2) Coordinated, integrated -- synchronized--with missions assigned to other joint forces.
(3) Supported by sufficient JTF controlled resources -- operational area, apportionment, operational firepower controlled by surface components, etc.

(4) Consider joint air-related conditions for termination of hostile military or noncombat military operations:
  (a) Control of enemy airspace -- ability to freely impose friendly will though enemy airspace
  (b) Other conditions related to basic roles and missions of joint air capabilities/forces power

e. Organize operational area in the JOA
  (1) Recommend boundaries, 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), etc.
  (3) Monitor ACA establishment of airspace control measures.
  (4) Establish fire control measures -- ICW land force commander.
  (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

10. Consider requirements for operational intelligence in support of joint air operations (Task 210-10-**J3/J5**)
  a. Support for targeting efforts -- strategic and operational
  b. Reconnaissance operations, to include special reconnaissance
  c. Support for military deception planning and operations
  d. Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products
  e. General military intelligence related to joint air capabilities/forces operations

11. Consider requirements for operational support for joint air capabilities/forces (Task 210-11-**J3/J5**)
  a. Plan for appropriate ISB, operational support bases.
  b. Plan/coordinate for necessary munitions stockage levels.
  c. Plan/coordinate for necessary fuels stockage levels.
  d. Plan/coordinate for necessary maintenance supply stocks and priorities.
  e. Plan/coordinate necessary personnel operations.
    (1) Establish the necessary deployment priority for field services, health services resources.
    (2) Ensure that joint air capabilities/forces plan and conduct necessary and appropriate training.
    (3) Plan for joint personnel reception operations, if required.
  f. Ensure an appropriate priority for CJTF-controlled distribution of stocks and services.
  g. Plan for establishment and operation of appropriate sustainment bases.
    (1) Recommend number and location of sustaining bases.

(2) Provide sustainment engineering.

h. Plan for joint air related politico-military operations.

(1) Plan/coordinate joint air-related security assistance operations in theater and area of operations.

(2) Plan/coordinate joint air support of civil-military operations in theater and area of operations.

(3) Plan/coordinate joint air related support to Department of Defense (DOD) and other **US** Government (USG) agencies.

i. Plan/coordinate associated METOC operations.

12. Plan for reconstitution of air forces (Task 210-12-**J3/J1/J4**)

a. Plan for reorganization of air forces, as required.

(1) Anticipate actions/operations which might require branches or sequels related to the reorganization of air forces.

(2) Support component requirements for key personnel and equipment.

b. Plan for regeneration of air forces.

(1) Anticipate actions/operations which might require branches or sequels related to the regeneration of air forces.

(2) Support component requirements for additional personnel and units.

(3) Request additional joint air forces, as required.

13. Plan/integrate/support training of joint air forces and personnel (Task 210-13-**J5/J3**).

a. Establish training policies, plans for currently assigned and new units, personnel in theater/JOA.

(1) Provide orientation on theater of operations/JOA.

(2) Coordinate new equipment training for the joint air forces.

(3) Support joint air forces training.

b. Coordinate multinational air forces training plans and policies.

ELEMENT: J3/J5/J2/LNO

MTG TASK: PLAN/INTEGRATE MARITIME OPERATIONS (Task 211-00-J3/J5)
(Relates to UJTL Tasks OP 1.1-1.5, 2.1, 3.1, 3.2, 4.4, 4.5, 5.1, 5.2, 6.1-6.5)

MTG SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plans. The CJTF's intent and concept of the operation identifies requirements for planning maritime operations, preparatory to completion of the plan.

MTG PURPOSE: Maritime operations complement the overall JTF campaign plan and concept of synchronized joint force operations. The concept for maritime operations reflects the application of operational art, and consideration of the principles of war and Military Operations Other Than War (MOOTW), fundamentals of joint operations, key doctrinal planning considerations, and appropriate battlespace functional areas. JTF staff planning for maritime operations is done in close coordination with the JTF naval component and other JTF components.

REFERENCES: JP 3-0, JP 3-04, JP 3-0 Series, JP 4-0 Series, JP 5-03 Series, JP 6-0 Series

MTG TASK STEPS

1. Develop concept for employment of maritime forces (Task 211-01-**J3/J5**)
   (based on commander's estimate and selected COA)
   a. Develop operations concept of maritime operations. Consider:
      (1) Objectives of JTF operations, to include desired end state and conditions for termination of military operations. May involve:
         (a) Control or destruction of enemy maritime forces -- ability to freely impose will over enemy
         (b) Control over enemy sea area or retention of control over friendly sea area
         (c) Effective maritime support of land and/or air operations
      (2) Requirements for sea control
      (3) Requirements for littoral operations
      (4) Requirements for power projection
         (a) Strategic attack of centers of gravity
         (b) Support of land and/or air operations
         (c) Strategic sealift
         (d) Logistic support
      (5) Stated conditions or requirement for transition of JTF Headquarters and redeployment of forces
   b. Determine specific joint force level operations/tasks related to maritime fundamental warfare tasks:
      (1) Destroying or neutralizing enemy aircraft - Antiair Warfare (AAW)
      (2) Destroying or neutralizing enemy submarines - Antisubmarine Warfare (ASW)
      (3) Destroying or neutralizing enemy ships - Antisurface Ship Warfare (ASUW)

(4) Conduct Strike Warfare (STW)
(5) Seizing islands, choke points, peninsulas, and coastal bases, and/or destroying enemy forces along the littorals - Amphibious Warfare (AMW)
(6) Destroying or neutralizing enemy's sea mines or minelaying capability
(7) Disabling or disrupting enemy Command and Control (C2) and Command and Control Warfare (C2W)
(8) Destroying or neutralizing the land-based infrastructure that supports enemy sea control forces -- subset of Strike Warfare
(9) Conducting barrier operations in choke points that prevent enemy surface, subsurface, and air above the sea mobility

c. Consider 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, and Communications (C3) at the joint force or functional component level
(4) Electronic Warfare (EW)
(5) Joint force logistics operations

d. For MOOTW, considers key roles and tasks for naval forces:
(1) C2 platforms
(2) Mobile logistics (warehouses) from expeditionary force stocks.
(3) Safehaven for noncombatants
(4) Sea-based rest areas for shore-based operations personnel
(5) Advisory assistance for maritime related matters
(6) Ship/aircraft visits
(7) Armed escort
(8) Strike operations
(9) Cooperative programs related to maritime matters
(10) Air/ground surveillance or patrols
(11) Support for counterdrug operations
(12) Support for counterterrorism operations
(13) Support for humanitarian/disaster relief operations
(14) Exchange tours
(15) Support for Internal Defense and Development (IDAD)/Foreign Internal Defense (FID)/Security Assistance (SA)
(16) Intelligence collection/coordinate intelligence sharing
(17) Joint and multinational exercises for maritime operations
(18) Show of force/provide naval presence

(19) Noncombatant operations
(20) Support operations to restore order
(21) Peace support operations
(22) Recovery, rescue operations
(23) Security operations
(24) Health services assistance
(25) Construction assistance
(26) Airlift assistance

2. Plan operational movement of and by the maritime force (Task 211-02-**J3/J5**)
   a. Formulate request for strategic deployment of maritime forces to theater of operations.
      (1) Develop/integrate deployment concept, consistent with CJTF's supporting campaign scheme and sequence of operations. Includes time of preparation, transit of task groups/forces.
      (2) Balance requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations.
      (3) Provide Time-Phased Force and Deployment Data (TPFDD) input to the establishing authority.
   b. Plan intratheater deployment of forces within theater of operations/JOA.
      (1) Identify positions from which joint maritime forces will initiate major operations.
      (2) Coordinate shore and sea based logistics support for maritime operations, to include littoral operations. Consider:
         (a) Transportation
         (b) Existing transportation infrastructure and required improvements
         (c) Available airfields to support movement of Marine and maritime logistics forces
         (d) Class III, V, and IX support for movement, to include requirements for prepositioned logistics support
         (e) Threat and security requirements for movement of shore and sea based forces
         (f) Joint movements control (through the Joint Movements Center, if available)
         (g) Intermediate staging bases (ISBs)
         (h) Forward operating bases (FOBs)

3. Plan operational maneuver (Task 211-03-**J5/J3**).
   a. Plan for the transition of shore based 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. Posture joint maritime forces for operational effect. Consider:
      (1) Grouping of forces to achieve operational aims

(2) Effective combined arms combinations
(3) Effective use of all elements of the forces
(4) Forces' capability to maneuver, concentrate and disperse, and reinforce
(5) Agility to transition between formations
(6) Use of posturing of forces for deception
(7) Use of posturing for psychological effect

c. Concentrate forces in theater of operations/JOA
(1) Achieve operational advantage by placing overwhelming force and/or operational fires at enemy decisive points.
(2) Achieve either surprise or intended psychological effect.

d. Plan to conduct operations in depth. Consider:
(1) Integration, synchronization, coordination of offensive, defensive, even retrograde operations to permit concentration of operational forces at enemy decisive points
(2) Simultaneous attack with full joint force capability throughout depth of battlespace
(3) Attack from unexpected direction
(4) Isolation of main enemy forces
(5) Interdiction of subsequent enemy echelons, LOCs

e. Plan maritime show of force. Consider:
(1) Exhibition of military power to influence potential belligerents' actions.
(2) Use of assigned or forward presence forces
(3) Deployment of additional forces
(4) Training exercises that show capability to deal effectively with potential crises

f. Plan maritime demonstration.
(1) Employment of forces to warn, divert, or deceive an enemy
(2) Normally achieved without engagement
(3) Requires planning for branches and sequels in the event that engagement occurs

g. Plan forcible entry (see Task 217-00-J3/J5).

h. Plan to seize, hold, or expand lodgment, normally as part of forcible entry operations.
(1) Employment of joint maritime forces to seize and expand a designated land area as a staging base for continued operations, or to support those actions by land forces.
(2) Require space to build up forces, posture for movement or transition to operational formations.
(3) Balance requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations.

i. Consider maritime applications of other specific operations and actions:
(1) Infiltration
(2) Penetration
(3) Raids
(4) Strikes
(5) Turning movement
(6) Envelopment
(7) Engagement and meeting engagement
(8) Battle

(9) Exploitation
(10) Systemic (routine) actions when otherwise not engaged in (1) - (9) above

4. Plan operational mobility of maritime forces (Task 211-04-**J5/J3**). 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 in shore based littoral areas
   c. Capture or isolation of facilities or infrastructure
   d. Circumvention or transit of natural obstacles
   e. Preparation of routes, operating bases for shore based operations.
   f. Establishment of ports, support bases
   g. Contact with Host Nation (HN) for support, if applicable
   h. Obtain appropriate C2 platform (s) -- flagship
   i. Establishment of logistics ship support
   j. Available air and sea space suitable for anticipated operations
   k. Identification/neutralization of sea obstacles
   l. Suitable hydrography for operations

5. Plan operational countermobility in a maritime or littoral environment (Task 211-05-**J5/J3**)
   a. Plan operational system of maritime obstacles. Consider:
      (1) Potential contribution to achievement of operational results in campaigns or major operations
      (2) Creation of friendly force positional advantage
      (3) Exposure of enemy decisive points, centers of gravity, high payoff targets
      (4) Air, land, sea means, including minefields, atomic and conventional demolition munitions, interdiction target sets
      (5) Reinforcement of existing obstacles to create systems of obstacles
   b. Plan maritime based quarantine/embargo. Consider:
      (1) Exclusion of specific items from movement into or our 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
      (4) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo
   c. Plan maritime based 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
      (4) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo

6. Plan the control or domination of operationally significant areas (Task 211-06-**J5/J3**)
   a. Plan the control of operationally significant sea or littoral area. Consider:
      (1) Operational advantage to be gained
      (2) Operations to be conducted, such as attack and occupation, isolation, population and resource control, etc.
      (3) Operational means -- maritime maneuver, firepower, interdiction, special operations, etc.
      (4) Branches and sequels in the event of achievement, maintenance, and/or loss of control
   b. Plan the establishment and maintenance of maritime superiority in theater of operations/JOA. Consider:
      (1) Extent of sea area to be controlled and degree and timing of superiority required
      (2) Operations to be conducted, such as attack and destruction of enemy forces, denial, blockade, specific surface, subsurface, and maritime air operations, etc.
      (3) Operational means -- maneuver, operational fires, special operations, etc.
      (4) Branches and sequels in the event of achievement, maintenance, and/or loss of superiority
   c. Plan the establishment and maintenance of air superiority in theater of operations/JOA. Consider:
      (1) Extent of airspace to be controlled and degree and timing of superiority required
      (2) Operations to be conducted, such as air defense, strategic attack, interdiction, etc.
      (3) Operational means -- maneuver of land, sea, air forces, operational fires, special operations, etc.
      (4) Branches and sequels in the event of achievement, maintenance, and/or loss of superiority
   d. Plan to assist host nation in populace and resource control in maritime and littoral areas. Consider:
      (1) Extent, degree, and timing of population to be controlled
      (2) Coordination with host nation law enforcement and security forces.
      (3) 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.
      (4) Means of conducting operations, such as civil affairs, military police, logistics forces, etc.

7. Consider requirements for operational firepower (Task 211-07-**J3/J5**)
   a. Describe the intent for interdiction operations.
      (1) Broad theater or operational effects
      (2) Effects with immediate operational and tactical concern/benefit to land force operations
      (3) Effects to secure the operational area of the naval forces
      (4) Effects to secure the lodgement area/ports/logistics centers for the land force
      (5) Balance of priority is based on strategic and operational conditions

b. Consider maritime firepower capabilities.
   (1) Strategic attack of enemy centers of gravity
   (2) Air superiority/supremacy requirements
   (3) Interdict transportation and communications over a broad area
   (4) Protection for the land force
   (5) Isolate/neutralize an outlying or bypassed enemy position.
   (6) Soften/prepare the objective of an amphibious or land force operation.
   (7) Provide electronic warfare support for all joint operations.
   (8) Offensive and defensive mine warfare
   (9) Interdict enemy naval surface, subsurface, and air forces
   (10) Electronic warfare
c. Describes the relationship between land-based maneuver and maritime and joint air interdiction.
   (1) Land-based maneuver may support joint aerospace interdiction.
   (2) Joint force maritime and joint air interdiction operations may support land-based maneuver.
   (3) May be expressed in terms of supporting/supported relationships between land, air, and sea forces commanders -- for broad phases or for specific operations.
d. Identify/nominate, or receive maritime component nominations for operationally significant targets that effect both theater or joint force level (maritime) air operations and (maritime) land force 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 plan.
      (a) Identify/integrate lethal means of force application.
      (b) Identify/integrate nonlethal means of force application, force enhancement.

8. <u>Consider requirements for operational protection of the maritime force and by the maritime force</u> (Task 211-08-**J3/J5**)
   a. Determine/integrate maritime force air defense capabilities into joint force air defense plan.
      (1) Consider maritime force capability to provide air defense C2 for littoral or certain land-based operations.
      (2) Integrate maritime force air defense capabilities into land-based and airborne air defense C2 network.
      (3) Integrate land based and airborne air defense capability into the maritime air defense C2 network.
   b. Determine/integrate maritime protection for friendly operational forces and means.
      (1) Defense of Sea Lines of Communications (SLOCs) and littoral areas from the sea
      (2) Remove or identify operationally significant hazards -- countermine, harbor clearing, clearance of beach approach operations.
      (3) Coordinate and protect friendly use of the electromagnetic spectrum -- C2 protection.

(4) Coordinate positive identification of friendly operational forces.
(5) Ensure separation of subsurface forces.
(6) Ensure separation of towed sonars/arrays.
(7) Plan for integration of sonars.

c. Plan Operations Security (OPSEC) related to maritime operations.
(1) Coordinate Signals Security (SIGSEC) measures.
(2) Plan for/coordinate the direction of attack of maritime forces.
(3) Direct or coordinate the avoidance of operational patterns by maritime forces .

d. Plan operational/tactical military deception to protect operational maritime forces.
(1) Protect details of plans involving maritime forces.
(2) Monitor assigned forces for plans security violations.
(3) Spread misinformation regarding maritime operations.
(4) Use maritime forces/maneuver as part of military deception efforts.

e. Plan/coordinate security for maritime forces and means.
(1) Assess likelihood of enemy discovery of friendly maritime operations .
(2) Develop measures to counteract, protect friendly maritime operations from discovery.
(3) Plan for Port Security and Harbor Defense (PSHD) operations.
(4) Plan for security of sealift terminal transfer operations (JLOTS, terminal transfer in port, or both).
(5) Plan for/coordinates SIGSEC measures.
(6) Plan for maritime support of land force security operations and requirements.

f. Plan for morale and welfare programs for maritime forces.

9. <u>Plan the operational command and control of joint maritime forces</u> (Task 211-09-**J3/J5**)

a. Organize operational maritime forces with respect to JTF.
(1) Establish Service components (Navy, Marine) , generally when missions of major maritime forces are dissimilar or will diverge as joint operations progress -- e.g., an amphibious operation with extended shore/land operations.
(2) Establish functional maritime components, generally when missions of major maritime forces are closely associated, and will remain so as the joint operation(s) progresses.

b. Assign operational missions to maritime forces.
(1) Based on commander's estimate, staff's COA analysis and wargaming.
(2) Coordinated, integrated -- synchronized--with missions assigned to other joint forces.
(3) Supported by sufficient JTF controlled resources -- operational/sea area, ports/support facilities, allocation of operational firepower, etc.
(4) Based on forces made available and their capabilities.

c. Organize Joint Operations Area (JOA) with respect to maritime operations.
(1) Establish boundaries, 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), Joint Special Operations Areas (JSOAs), etc.
(3) Establish air, surface, and subsurface control and identification procedures
(4) Establish fire control measures, ICW land force commander
(5) When warranted, establish other operational areas:
(a) Force surveillance zone
(b) Inner, outer defense zones
(c) Joint Rear Area
(d) Subordinate areas of operations
(e) Areas of interest
(f) Combat zone
(g) Maritime Control Area or Defensive Sea Area
(h) Communications zone

d. Determine/integrate maritime force airspace into joint force airspace control plan.
(1) Consider maritime force capability to provide airspace control for littoral or certain land based operations.
(2) Integrate maritime force airspace into land-based airspace control network.
(3) Integrate land-based airspace control into the maritime airspace control network.

e. Incorporate maritime forces in the JTF information architecture.
(1) Incorporate maritime force information systems -- e.g., Naval Tactical Command System-Afloat (NTCS-A), Link 11, Outboard (SIGINT/COMINT system), organic sensors and assets, and the Tactical Air Reconnaissance Pod System (TARPS).
(2) Develop operational information and maritime forces status.
(3) Develop procedures for monitoring operational situation involving maritime forces.
(4) Utilize/integrate Video teleconferencing (VTC) capabilities.

10. Consider requirements for operational intelligence in support of maritime operations (Task 211-10-**J3/J5**)
a. Enemy capabilities/intent to defend or attack against friendly maritime operations
b. Support for targeting efforts -- strategic and operational
c. Reconnaissance operations, to include special reconnaissance
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 maritime force missions

11. Consider requirements for operational support for maritime forces (Task 211-11-**J3/J5**)
a. Plan for appropriate ports, operational support bases.
(1) Recommend number and location of bases.
(2) Provide sustainment engineering.

b. Plan/coordinate munitions stockage levels.
c. Plan/coordinate fuels stockage levels.
d. Plan/coordinate maintenance supply stocks and priorities.
e. Plan/coordinate personnel operations.
(1) Establish deployment priority for field services, health services resources.

(2) Ensure that maritime forces plan and conduct appropriate training.
(3) Plan for joint personnel reception operations, if required.

f. Ensure an appropriate priority for CJTF-controlled distribution of stocks and service.

g. Plan for maritime force-related politico-military operations.
(1) Plan/coordinate maritime force-related security assistance operations in theater and JOA.
(2) Plan/coordinate maritime force support of civil-military operations in theater and JOA.
(3) Plan/coordinate maritime related support to Department of Defense (DOD) and other **US** Government (USG) agencies.

h. Plan/coordinate associated METOC operations.

12. Plan for Reconstitution of Maritime Forces (Task 211-12-**J3/J1/J4**)
a. Plan for reorganization of maritime forces, as required.
(1) Anticipate actions/operations which might require branches or sequels related to the reorganization of maritime forces.
(2) Support component requirements for key personnel and equipment.
(3) Plan for reorganization of the joint maritime force, as required.

b. Plan for regeneration of maritime forces.
(1) Anticipate actions/operations which might require branches or sequels related to the regeneration of maritime forces.
(2) Support component requirements for additional personnel and units.
(3) Request additional joint maritime forces, as required.

13. Plan/Integrate/Suppors the Training of Joint Maritime Forces and Personnel. (Task 211-13-**J5/J3**).

a. Establish training policies, plans for currently assigned and new units, personnel in theater/JOA.
(1) Provide orientation on theater of operations/JOA.
(2) Coordinate new equipment training for joint maritime forces.
(3) Coordinate/supports joint maritime training.
b. Coordinate multinational training plans and policies for maritime forces.

ELEMENT: J3/J5/J2/LNO

MTG TASK: PLAN/INTEGRATE SPECIAL OPERATIONS (Task 212-00-J3/J5)
(Relates to UJTL Tasks OP 1.1-1.5, 3.1, 3.2, 3.2.5.3, 4.4, 4.5, 5.1, 6.1-6.5)

MTG SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plans. The CJTF's intent and concept of the operation identifies requirements for planning special operations, preparatory to completion of the plan.

MTG PURPOSE: Special operations complement the overall JTF campaign plan and concept of synchronized joint force operations. The concept for special operations reflects the application of operational art, and consideration of the principles of war and Military Operations Other Than War (MOOTW), fundamentals of joint operations, key doctrinal planning considerations, and appropriate battlespace functional areas. JTF staff planning for special operations is done in close coordination with the JTF special operations component and other JTF components.

REFERENCES: JP 1, JP 3-0, **JP 3-05**, JP 3-05.3, JP 3-05.5

MTG TASK STEPS

1. Develop concept for the employment of special operations forces (Task 212-01-**J5/J3**) (based on commander's estimate and selected COA)
   a. Develops concept of special operations. Consider:
      (1) Requirement for Unconventional Warfare (UW)
      (2) Direct Action (DA)
      (3) Special Reconnaissance (SR)
      (4) Foreign Internal Defense (FID)
      (5) Counterterrorism (CT)
      (6) Psychological Operations (PSYOP)
      (7) Civil Affairs (CA)
      (8) Collateral special operations 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) Multinational warfare
   b. For Military Operations Other Than War (MOOTW), consider tasks for special operations forces:
      (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. Plan operational movement (Task 212-02-**J5/J3)**
   a. Formulate request for strategic deployment of land forces to theater of operations.
      (1) Develop/integrate deployment concept, consistent with CJTF's supporting campaign scheme and sequence of operations.
      (2) Balance requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations.
      (3) Provide Time-Phased Force and Deployment Data (TPFDD) input to the establishing authority.
      (4) Consistent with covert or clandestine requirements.
      (5) Consistent with requirement for expeditious relief of special operations forces, if required.
   b. Plan intratheater deployment of joint special operations forces within theater of operations/JOA.
      (1) Identify positions from which special operations forces will initiate major operations.
      (2) Coordinate logistics support for the movement of special operations forces from PODs to initial positions. Consider:
         (a) Special transportation requirements
         (b) Existing transportation infrastructure and required improvements
         (c) Available airfields to support movement
         (d) Class III, V, and IX support for movement, to include requirements for prepositioned logistics support
         (e) Threat and security requirements for movement
         (f) Joint movements control (through the Joint Movements Center, if available).
         (h) Forward operating bases (FOBs)
      (3) Additional considerations:
         (a) Consistency with covert or clandestine requirements
         (b) Alert, planning, rehearsal times

3. Plan operational maneuver (Task 212-03-**J5/J3**).
   a. Consider operational maneuver of Special Operations Forces (SOF), either at sea or on land:
      (1) Infiltration/penetration
      (2) Exfiltration/recovery
      (3) Expeditious relief of special operations forces by conventional forces, if required
   b. 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) Special operations roles in penetration and envelopment (vertical and horizontal), turning movement, infiltration, even frontal attack

c. Postures joint special operations forces for operational formations. Consider:
(1) Grouping and positioning of forces to achieve operational aims
(2) Effective use of all elements of the forces
(3) Forces' capability to maneuver, concentrate and disperse, and reinforce
(4) Agility to transition between formations
(5) Use of posturing of forces for deception
(6) Use of posturing for psychological effect

d. Concentrate forces in theater of operations/JOA.
(1) Determine special operations roles in achieving overwhelming force at decisive points.
(2) Determine special operations roles in achieving either surprise or intended psychological effect.

e. Plan to conduct operations in depth. Consider:
(1) Special operations roles in the integration, synchronization, coordination of offensive, defensive, even retrograde operations to permit concentration of operational forces at enemy decisive points
(2) Special operations capabilities in achieving simultaneous attack with the full joint force throughout depth of battlespace
(3) Attack from unexpected direction
(4) Isolation of main enemy forces
(5) Interdiction of subsequent enemy echelons, LOCs.

f. Plan show of force. Consider:
(1) Exhibition of special operations capabilities, or special operations support to exhibition of conventional capabilities to influence potential belligerents' actions.
(2) Use of assigned or forward presence, special operations forces.
(3) Deployment of additional forces.
(4) Training exercises that show capability to deal effectively with potential crises.

g. Plan demonstration.
(1) Employment of special operations forces to warn, divert, or deceive an enemy
(2) Normally achieved without engagement
(3) Requires planning for branches and sequels in the event that engagement occurs

h. Plan special operations roles in forcible entry (see Task 217-00-J3/J5).

i. Plan to seize, hold, or expand lodgment, normally as part of forcible entry operations.
(1) Plan use of joint special operations forces to seize and expand a designated land area as a staging base for continued operations.
(2) Consider space to build up forces, posture for movement or transition to operational formations.

(3) Balance requirements for initial combat and noncombat operations, force reception and buildup, timing of required follow-on operations.
(4) Plan the expeditious relief of special operations forces with conventional forces.

4. Plan operational mobility (Task 212-04-**J5/J3**). Consider:
   a. Consistency with covert or clandestine requirements
   b. Access to, 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 METOC conditions on operations
   g. Avoidance, neutralization, clearing, breakthrough of natural (existing) or other (reinforcing) barriers in both land and sea approaches
   h. Effective use of existing facilities or infrastructure
   i. Capture or isolation of facilities or infrastructure
   j. Circumvention or transit of natural obstacles
   k. Preparation of routes, operating bases

5. Plan operational countermobility (Task 212-05-**J5/J3**).
   a. Plan special operations roles in emplacement of operational system of obstacles. Consider:
      (1) Potential contribution to achievement of operational results in campaigns or major operations
      (2) Creation of friendly force positional advantage
      (3) Exposure of enemy decisive points, centers of gravity, high payoff targets
      (4) Air, land, sea means, including minefields, atomic and conventional demolition munitions, interdiction target sets
      (5) Reinforcement of existing obstacles to create systems of obstacles
   b. Plan special operations role in establishment of quarantine/embargo. Considers:
      (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
      (4) Branches and sequels required of actions result in expansion of operations beyond quarantine/embargo
   c. Plan special operations role in establishment of 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
      (4) Branches and sequels required if actions result in expansion of operations beyond quarantine/embargo

6. Plan special operations role in the control or domination of operationally significant areas (Task 212-06-**J5/J3**).
   a. Plan the control of operationally significant land area. Consider:
      (1) Operational advantage to be gained
      (2) Operations to be conducted, such as attack and occupation, isolation, population and resource control, etc.
      (3) Special operations missions -- special reconnaissance, direct action, etc.
      (4) Branches and sequels in the event of achievement, maintenance, and/or loss of control
   b. Plan special operations roles in the establishment and maintenance of air superiority in theater of operations/JOA. Consider:
      (1) Extent of airspace to be controlled and degree and timing of superiority required
      (2) Special operations to be conducted, such as air defense, reconnaissance, strategic attack, interdiction, etc.
      (3) Operational means -- maneuver of joint special operations land, sea, air forces, operational fires, etc.
      (4) Branches and sequels in the event of achievement, maintenance, and/or loss of superiority
   c. Plan to assist host nation in populace and resource control. Consider:
      (1) Extent, degree, and timing of population to be controlled
      (2) Coordination with host nation law enforcement and security forces
      (3) 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.
      (4) Means of conducting operations, such as civil affairs, military police, logistics forces, etc.

7. Consider requirements for operational firepower (Task 212-07-**J5/J3**)
   a. Provide support for targeting requirements.
   b. Consider special operations capabilities.
      (1) Attack on critical targets -- materiel or personnel
      (2) Interdiction of critical Lines of Communication (LOC) or other target systems
      (3) Location, capture, or recovery of designated personnel or materiel
      (4) Seizure, destruction, or neutralization of critical facilities in support of conventional forces or in advance of their arrival
      (5) Psychological Operations (PSYOP) directed at specific targets
   c. Describe the relationship between conventional fire support and special operations.
      (1) Special operations may support conventional operations.
      (2) Special operations may be conducted apart from conventional operations, within the context of the same campaign.
      (3) Special operations may be conducted apart from conventional operations, in support of strategic objectives in the theater campaign.

d. Identify/nominates, or receive nominations for special operations targets.
   (1) Nominates or receives targets for conduct by SOF.
   (2) Nominates or receives targets for execution in support of special operations.

8. Consider requirements for operational protection of and by special operations forces (Task 212-08-**J5/J3**)
   a. Air defense of and by special operations forces.
   b. Determine Operations Security (OPSEC) requirements for special operations.
   c. Determine requirements for military deception in support of special operations.
   d. Determine potential special operations role in Joint Suppression of Enemy Air Defenses (JSEAD).
   e. Determine fire control measures required for special operations.
   f. Determine physical security requirements for special operations bases.
   g. Provide operationally significant defenses for special operations forces.
   h. Remove or identify operationally significant hazards -- such as in countermine operations, harbor clearing, clearance of beach approach operations.
   i. Special operations support to Survival, Escape, Resistance, and Evasion (SERE), and Search and Rescue and Combat Search and Rescue (SAR/CSAR).
   j. Protects friendly use of the electromagnetic spectrum -- protective Command and Control (C2).
   k. Coordinate positive identification of friendly operational forces.
      (1) Of SOF conducting mission.
      (2) By SOF as liaison to multinational forces.
   l. Counterintelligence support.
   m. Plan for morale, welfare programs for SOF.

9. Plan the operational command and control of special operations forces (Task 212-09-**J5/J3**)a. Organize joint SOF with respect to JTF.
      (1) Establish appropriate Joint Force Special Operations Component Commander (JFSOCC) and/or Joint Special Operations Task Force (JSOTF), subordinate to JTF.
      (2) Establish command relationships between JFSOCC/JSOTF and other components -- Operational Control (OPCON) to CJTF/Tactical Control (TACON) to a JTF component .
      (3) SOF conducting Foreign Internal Defense (FID) or Security Assistance (SA) normally report to a Military Assistance Group (MAG) which, in turn, reports to the US Ambassador.
   b. Assign operational missions to JFSOC/JSOTF -- following principles/considerations apply:
      (1) Should contribute substantially to attainment of strategic or operational objectives.
      (2) Missions should be planned and resourced as complete packages, to include means for insertion, resupply, fire and maneuver support, extraction.

(3) Special operations rarely can be repeated if unsuccessful, due to (normally) perishable nature of target(s), either from a military or political standpoint.
(4) Should be appropriate.
(a) Suitable for SOF capabilities
(b) Compatible with national policy
(5) Should be feasible.
(6) Should be supportable with required resources.
(7) Expected outcome should justify risk.

c. Deconflict SOF operations with conventional operations, especially with regard to:
(1) Target nominations/targeting efforts
(2) Command, Control, Communications, and Computers (C4) interoperability (if SOF elements are expected to come under OPCON or TACON of a conventional headquarters at some point during the operation, plan for the establishment of a Special
Operations Command and Control Element (SOCCE) at the affected conventional headquarters.)
(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

d. Organize Joint Operations Area (JOA) with respect to special operations.
(1) Establish boundaries, maneuver control measures, and/or joint Special Operations Areas (JSOAs) that provide SOF commanders with sufficient space to accomplish assigned missions.
(2) Establish/integrate operations schedules or execution checklists to monitor conduct of special operations.
(3) Establish airspace control measures.
(4) Establish fire control measures, ICW effected component commander.

e. Determine/integrate SOF airspace into joint force airspace control plan.
f. Incorporate JFSOC/JSOTF requirements in the JTF information architecture.

10. <u>Consider requirements for operational intelligence by and in support of special operations</u> (Task 212-10-**J5/J3**)
a. Enemy capabilities/intent to defend or attack against friendly SOF
b. Support for targeting efforts -- strategic and operational.
c. 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 SOF missions -- 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) PSYOP Automation System (POAS).

11. Consider requirements for operational support for special operations forces (Task 212-11-**J5/J3**)

a. Plan for appropriate operations and support bases.
   (1) Recommends number and location of bases.
   (2) Provides sustainment engineering.
b. Plan/coordinate for necessary munitions stockage levels/resupply.
c. Plan/coordinate for necessary petroleum, oils, lubricants (POL) stockage levels/resupply.
d. Plan/coordinate for necessary maintenance supply stocks and priorities.
e. C4 requirements -- interoperable, reliable, secure, redundant, lightweight, flexible, mobile, Low Probability of Intercept/Detection (LPI/D). Means may include:
   (1) 112th (or other units as designated) Signal Battalion 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)
f. Plan/coordinate necessary personnel operations.
   (1) Establish the necessary deployment priority for SOF personnel, units, equipment.
   (2) Ensure that SOF plan and conduct necessary and appropriate training.
   (3) Plan for or ensure joint and/or personnel replacement and reception operations, as related to SOF.
g. Provide Public Affairs (PA) guidance regarding special operations.
h. Plan legal support of special operations -- analyze often complex legal instructions related to special operations; provide appropriate guidance.
i. Provide environmental support services for special operations.
j. Provide 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 support
   (6) Imagery for mapping and targeting
   (7) Electronic Warfare (EW)

12. Plan for Reconstitution of Special Operations Forces (Task 212-12-**J3/J1/J4**)
    a. Plan for reorganization of special operations forces, as required.
        (1) Anticipate actions/operations which might require branches or sequels related to the reorganization of special operations forces.
        (2) Support component requirements for key personnel and equipment.
        (3) Plan for reorganization of joint special forces, as required.
    b. Plan for regeneration of special operations +forces.
        (1) Anticipate actions/operations which might require branches or sequels related to the regeneration of forces.
        (2) Support component requirements for additional personnel and units.
        (3) Request additional special operations forces, as required.

13. Plan/Integrate/Support the training of Special Operations Forces and Personnel (Task 212-13-**J5/J3**).
    a. Establish training policies, plans for currently assigned and new units, personnel in theater/JOA.
        (1) Provide orientation on theater of operations/JOA.
        (2) Coordinate new equipment training for the special operations forces.
        (3) Coordinate/support joint training for special operations forces.
    b. Coordinate multinational training plans and policies.

ELEMENT: J3/J5/J2/LNO

MTG TASK: PLAN/INTEGRATE SPACE SUPPORT OPERATIONS (Task 213-00-J3/J5) (Relates to UJTL Tasks OP 1.1, 1.3, 2.1, 3.1, 3.2, 4.4, 5.1, 5.2, 5.4, 6.4)

MTG SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plans. The CJTF's intent and concept of the operation identifies requirements for planning space operations, preparatory to completion of the plan

MTG PURPOSE: Space operations support the operations of joint forces that comprise the JTF. Correctly employed and integrated, they leverage special characteristics and capabilities in support of land, sea, and air operations to gain and maintain combat advantages and other enhancements in noncombat operations. These advantages and enhancements accrue across the full range of military operations.

REFERENCES: JP 1, JP 3-0, **JP 3-14**

MTG TASK STEPS

1. Develop concept for employment of space capabilities (Task 213-01-**J5/J3**) (based on commander's estimate and selected COA)
   a. Determine specific military space operations/tasks related to support of JTF operations. Consider:
      (1) Space combat support. Includes:
         (a) Communications
         (b) Navigation and positioning
         (c) Intelligence and surveillance
         (d) Environmental monitoring
         (e) Mapping, charting, geodesy
         (f) Warning, processing, and dissemination
      (2) Space fire support. Includes:
         (a) Ballistic missile defense
         (b) Aerospace defense
         (c) Power projection
      (3) Counterspace operations. Includes:
         (a) Protection
         (b) Negation
         (c) Space surveillance
      (4) Space operations mission support. Includes:
         (a) Launch
         (b) Satellite control
         (c) Ground control logistics
2. Plan space support of operational movement (Task 213-02-**J5/J3**)

a. Formulate request for strategic deployment of space support forces and surface assets to theater of operations.
b. Plan intratheater deployment of space support forces and surface assets within theater of operations/JOA.
c. Coordinate logistics support for the movement of land forces from PODs to initial positions. Consider:
   (1) Transportation
   (2) Existing transportation infrastructure and required improvements
   (3) Available airfields to support movement
   (4) Class III, V, and IX support for movement, to include requirements for prepositioned logistics support
   (5) Threat and security requirements for movement
   (6) Joint movements control (through the Joint Movements Center, if available)
   (7) Intermediate staging bases (ISBs)
   (8) Forward operating bases (FOBs)

3. Plan space support of operational maneuver (Task 213-03-**J5/J3**)
   a. Plan for the space support to enable transition of forces to and from tactical battle formations. Consider communications and reconnaissance to support:
      (1) Relationship of forces to decisive points from which enemy centers of gravity, or approaches to them, are exposed
      (2) Passage of lines (forward and rearward)
      (3) Relationship of forces to enemy during such maneuvers as penetration and envelopment (vertical and horizontal), turning movement, infiltration, frontal attack
   b. Plan space support to enable posturing of joint forces in operational formations. Consider communications and reconnaissance to support:
      (1) Grouping of forces to achieve operational aims
      (2) Effective combined arms combinations
      (3) Effective use of all elements of the forces
      (4) Forces' capability to maneuver, concentrate and disperse, and reinforce
      (5) Agility to transition between formations
      (6) Use of posturing of forces for deception
      (7) Use of posturing for psychological effect
   c. Plan space support for the concentrates of forces in theater of operations/JOA
      (1) Achieve operational advantage by placing overwhelming force and/or operational fires at enemy decisive points
      (2) Achieve either surprise or intended psychological effect.
      d. Plan space support to the conduct of operations in depth. Considers:
      (1) Integration, synchronization, coordination of offensive, defensive, even retrograde operations to permit concentration of operational forces at enemy decisive points
      (2) Simultaneous attack with full joint force capability throughout depth of battlespace
      (3) Attack from unexpected direction
      (4) Isolation of main enemy forces

(5) Interdiction of subsequent enemy echelons, LOCs

e. Plan space support for show of force operations.
f. Plan space support for demonstration operations.
g. Plan space support for forcible entry operations (see Task 217-00-J3/J5).
h. Plan space support for operations to seize, hold, or expand lodgment, normally as part of forcible entry operations.

4. Plan space support to operational mobility (Task 213-04-**J5/J3**). Consider support for:
   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

5. Plan space support for operational countermobility (Task 213-05-**J5/J3**)
   a. Plan space support to development of operational system of obstacles.
   b. Plan space support to quarantine/embargo operations.
   c. Plan space support to blockade operations.

6. Plan space support to control or domination of operationally significant areas (Task 213-06-**J5/J3**)
   a. Plan space support to the control of operationally significant land area. Consider:
      (1) Operational advantage to be gained
      (2) Operations to be conducted, such as attack and occupation, isolation, population and resource control, etc.
      (3) Operational means -- maneuver, firepower, interdiction, special operations, etc.
      (4) Branches and sequels in the event of achievement, maintenance, and/or loss of control
   b. Plan space support to the establishment and maintenance of air superiority in theater of operations/JOA. Consider:
      (1) Extent of airspace to be controlled and degree and timing of superiority required
      (2) Operations to be conducted, such as air defense, strategic attack, interdiction, etc.
      (3) Operational means -- maneuver of land, sea, air forces, operational fires, special operations, etc.
      (4) Branches and sequels in the event of achievement, maintenance, and/or loss of superiority
   c. Plan space support for Military Operations Other Than War (MOOTW). Consider tasks for land, sea, air, and special operations.

7. Consider space-based capabilities and JTF requirements for operational firepower (Task 213-07-**J5/J3**)
   a. Space fire support

(1) Offensive capability -- no current or planned capability.
(2) Defensive capability -- currently, the Ballistic Missile Defense (BMD), formerly referred to as 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.
(3) Currently, the Ballistic Missile Defense (BMD) architecture consists of three separate systems: National Missile Defense (NMD), a system designed to protect the United States; Global Missile Defense (GMD), a system oriented on missile defense from space based weapons; and Theater Ballistic Missile Defense (TBMD) focused on defending against shorter range ballistic missiles in regional conflicts.

b. 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 (tested but not currently deployed capability).

c. Targeting support -- detection, observation, surveillance, including Joint Tactical Air Ground System (JTAGS) support.

8. <u>Consider requirements for operational protection involving space operations/forces</u> (Task 213-08-**J5/J3**)
a. Determine capabilities/contribution space forces can make in protection of the JTF. May include:
(1) Counterspace operations
(2) Warning -- Integrated Tactical Warning and Attack Assessment (ITW/AA) and surveillance
(3) Theater Ballistic Missile Defense (TBMD) cueing

b. Determine requirements for space force protection.
(1) Operations Security (OPSEC).
(2) Plan for use of operational/tactical military deception to protect space operations/ forces.
(a) Protect details of plans involving space operations/forces.
(b) Spread misinformation regarding space operations/forces.
(3) Avoid unnecessary exposure to enemy counterspace, space control operations.

9. <u>Plan command and control of space support of the JTF</u> (Task 213-09-**J5/J3**)
a. Request Annex N Support Team.
(1) Provide planning expertise to help identify current and projected needs from space.
(2) Help write Annex N (Space Support) and supporting appendices to related annexes.

b. Request Joint Space Support Team and/or space liaison from US Space Command (USSPACECOM). These assist in operational planning and execution and provide:
(1) Roles and missions of space forces
(2) Capabilities of space systems

(3) Tasking direction
(4) Space system limitations

c. Based on space support requirements, determine/establish space support structure within JTF.
   (1) HQ support teams only, or
   (2) HQ support teams with component support teams

d. ICW supported and supporting CINCs complete space support request processes.

e. Assign missions to space support forces assigned to or in support of the JTF.
   (1) Based on commander's estimate, staff's COA analysis and wargaming, and resulting operational concept for space operations.
   (2) Must be supportable within parameters of availability of assets and national priorities.

10. Consider requirements for operational intelligence in support of or to be supported by space operations (Task 213-10-**J5/J3**)
    a. Support for targeting efforts -- strategic and operational
    b. Reconnaissance and surveillance operations
    c. Bomb/Battle Damage Assessment (BDA)
    d. Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products

11. Consider requirements for logistics support for space forces assigned to or in support of the JTF (Task 213-11-**J5/J3**)
    a. Plan for appropriate operating facilities/spaces.
       (1) Recommend number and location of operating facilities/spaces.
       (2) Provide sustainment engineering.
    b. Plan/provide appropriate public affairs guidance related to space support operations.
    c. Plan/coordinate associated METOC operations.

ELEMENT: J3/J5/J2/LNO

MTG TASK: PLAN/INTEGRATE AIR DEFENSE OPERATIONS (Task 214-00-J3/J5) (Relates to UJTL Task OP 6.1, 6.1.4, 6.1.5)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plans. The CJTF's intent and concept of the operation identifies requirements for planning air defense operations, preparatory to completion of the plan.

MTG TASK PURPOSE: Air defense operations provide for the protection of joint forces from air and Theater Missile (TM) attack through passive defense; active defense; Command, Control, Communications, Computers, and Intelligence (C4I); and attack operations. Air defense encompasses the employment of aircraft (including helicopters), missiles, air defense artillery systems, weapons not used primarily in an air defense role, and electronic countermeasures. Effective planning will facilitate the coordinated employment of air, land, space, and maritime air defense systems against the threat. If assigned and appointed as the Area Air Defense Commander (AADC), the JFACC conducts detailed air defense planning.

REFERENCES: JP 3-01.2, JP 3-01.3, JP 3-01.5, JP 3-52, JP 3-56.1, 3-56.20, JP 3-56.21, JP 3-56.23

MTG TASK STEPS

1. Develop concept for employment of air defense resources (Task 214-01-**J3/J5**) (based on commander's estimate and selected COA)
   a. Determine facts related to air defense operations
   b. Develop assumptions related to air defense operations
   c. Analyze higher mission and JTF mission for basis of air defense prioritization recommendations
   d. Identify air defense tasks -- specified, implied, essential

2. Designate and assign authority, objectives, priorities, and tasks to the Area Air Defense Commander (AADC) (Task 214-02-**CJTF**)
   a. Area Air Defense Commander (AADC) may be the Joint Force Air Component Commander (JFACC) and the Airspace Control Authority (ACA). The AADC is generally the component commander with the preponderance of air defense assets and the C4 capability to plan and integrate Air Defense operations. Criteria for determining preponderance of air defense assets can be based on number of systems or number of similar sized units. The CJTF's AADC determination can also be based on scope of air defense mission. Consider the following functions:
      (1) Establish broad policies and procedures for employment and coordination of air defense resources in the Joint Operations Area (JOA).
      (2) Divide and establishes air defense regions and commanders, as required.
      (3) Report deviations from operating procedures to the Service components.

(4) Establish and disseminates warning conditions to subordinate air defense commanders via joint tactical data link.
(5) Designate the Interface Control Officer (ICO). Consider:
(a) Plan and operates the Joint Tactical Air Operations (JTAO) interface.
(b) Perform as net control of Interface Coordination Net (ICN).
(c) Appoint a Track Data Coordinator (TDC) responsible for maintaining clarity of the tactical picture within the interface and net control for the Track Supervision Net (TSN).
(6) Provide oversight for development and coordination of the area air defense plan with the airspace control and fire support plans

b. Define the roles and relationships of the AADC, ACA, and JFACC in regards to air defense operations in the JOA.
c. Prioritize critical assets for protection by air and Theater Missile Defense (TMD) forces.
d. Identify capabilities/forces made available to functional components.

3. Monitor AADC development of the Area Air Defense Plan/Tactical Operations Data for CJTF approval (Task 214-03-**J3/J5**)
a. Plan active air defense operations to detect, identify, intercept, engage, and destroy or track hostile or potentially hostile airborne vehicles. Consider:
(1) Identify friendly and enemy force locations.
(2) Describe the geography of the JOA.
(3) Disposition of air defense systems -- air defense fighters, air defense artillery systems, naval air defense systems, and air defense Command and Control (C2) operations
(4) Identify enemy air defense, electronic countermeasures, and military deception capabilities.
(5) Phase air defense operations IAW the operation/campaign plan. Consider the transfer of AADC responsibility -- afloat to ashore, etc.
(6) Assess capabilities and procedures of military and Host Nation (HN) civil air traffic control systems.

b. Plan passive air defense operations to improve JTF survivability.
(1) Identify enemy offensive air and TM capabilities.
(2) Analyze JTF vulnerabilities to air interdiction and TM attack.
(3) Identify passive air defense measures for JTF employment. Consider:
(a) Dispersal
(b) Hardening
(c) Capability of rapid repair
(d) Alert, manning, and all clear systems
(e) Nuclear, Biological, and Chemical (NBC) equipment/facilities
(f) Electromagnetic emissions policy
(g) Camouflage, cover, and military deception
(h) Use of limited visibility
(4) Establish operating procedures for TM defense. Consider:

(a) Theater support team from US Space Command for TMD
(b) Launch warning information to the JTF, allies, and HN military and civil authorities
(c) Launch warning and cuing information for active TM engagement
(d) Restrictions placed on TMD weapon systems
(e) TMD is integrated with air defense and airspace control plans/orders

c. Recommend air defense priorities to CJTF IAW concept of operations
   (1) Plan the allocation of air defense resources based upon CJTF priorities
   (2) Identify shortfalls in air defense resources to the unified command
d. Monitor the AADC to ensure he develops/disseminates, ICW ACA, detailed engagement and decentralized control procedures for air defense operations
   (1) Rules of Engagement (ROE)
   (2) Air defense warnings and weapon control orders
   (3) HN and multinational political constraints -- overflight rights
   (4) Restricted areas
   (5) IFF procedures
   (6) Identification of friendly aircraft
   (7) Operations in degraded Command, Control, and Communications (C3) environment
   (8) Emergency procedures for aircraft experiencing difficulties -- IFF, METOC, etc.
   (9) Transiting aircraft
e. Establish commonality of air defense and airspace control terminology.
f. Ensure coordination with overall airspace plans, theater air-ground system, etc.

4. <u>Monitor AADC establishment of liaison between JTF staff and components to integrate and facilitate information flow to air defense commanders</u> (Task 214-04-**J3/J5**)
   a. Interface with JFACC, ACA, and fire support coordinators.
   b. Coordinate/deconflict air defense boundaries with airspace control areas.
   c. Interface with Theater Air Control System (TACS).
   d. Plans/coordinates associated METOC operations.

5. <u>Monitor AADC dissemination of air defense plans</u> (Task 214-05-**J3/J5**)
   a. Establish broad air defense policy -- Area Air Defense Plan.
   b. Establish air defense and air warfare responsibilities in the JOA Tactical Operations Data (TACOPDAT).
   c. Define the Tactical Digital Information Link (TADIL) architecture and responsibilities Operational Tasking Data Link (OPTASK LINK).

d Develop procedures to incorporate Air Defense Artillery (ADA) into joint air information architecture.

ELEMENT: J3/J5/J2/LNO

MTG TASK: PLAN/INTEGRATE AIRSPACE (Task 215-00-J3/J5) (Relates to UJTL Task OP 6.1.3)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Order (OPORD) or campaign plan and supporting plans. The CJTF's intent and concept of the operation identifies requirements for planning airspace control, preparatory to completion of the plan.

MTG TASK PURPOSE: Joint Operations Area (JOA) airspace control includes coordinating, integrating , and regulating airspace to provide the CJTF the operational flexibility to effectively employ forces in a joint or multinational campaign without adding undue restrictions and with minimal adverse impact on Service or functional component capabilities. Effective and efficient management of airspace increases combat effectiveness by promoting the safe, efficient, and flexible use of airspace. If assigned and appointed as the Airspace Control Authority (ACA), the JFACC conducts detailed airspace control planning.

REFERENCES: JP 3-01.2, **JP 3-52**, JP 3-56.1

MTG TASK STEPS

1. Develop concept for employment and regulation of Joint Operations Area airspace (Task 215-01-**J3/J5**)
   (based on commander's estimate and selected COA)
   a. Determine facts related to airspace control.
   b. Develop assumptions related to airspace control.
   c. Analyze higher mission and JTF mission for basis of airspace prioritization recommendations.
   d. Identify airspace control tasks -- specified, implied, essential.
   e. Coordinate and integrate the airspace control system among the users to insure interoperability.

2. Designate and assigns authority, objectives, priorities, and tasks to the Airspace Control Authority (Task 215-02-**J3/J5**)
   a. Joint Force Air Component Commander (JFACC) may be designated as the Airspace Control Authority (ACA) and the Area Air Defense Commander (AADC). Consider the following functions:
      (1) Establish broad policies and procedures for airspace control.
      (2) Establish an airspace control system responsive to CJTF's needs.
      (3) Integrate the airspace control system with that of the Host Nation (HN).
      (4) Coordinate and deconflicts user requirements.
      (5) Designate airspace control sectors and assigns control authority for specified missions.

(6) Provide oversight for development and coordination of the Airspace Control Plan (ACP) with the area air defense and fire support plans.
(7) Establish Theater Air-Ground System (TAGS).

b. Defines roles and relationships of the ACA and AADC

3. Monitor Airspace Control Authority development of the Airspace Control Plan for CJTF approval (Task 215-03-**J3/J5**)
(includes topics IAW Appendix A to JP 3-52, as required)

a. Plan for airspace control in the combat zone. Consider:
(1) HN military and civil authorities and planning for offensive and defensive US and multinational weapons systems
(2) Lateral and vertical dimensions of AOA for efficient use of airspace
(3) HN and multinational political constraints and capabilities
(4) Transition procedures from peacetime to wartime operations
(5) Service and functional component fire support coordination and airspace control measures and terms, as required
(6) Resources of the military Air Traffic Control (ATC) facility
(7) ACP tied to the Area Air Defense Plan and CINC's OPLAN via detailed engagement and decentralized control procedures. Consider:
(a) Rules of Engagement (ROE)
(b) Disposition of air defense systems -- air defense fighters, air defense artillery systems, naval air defense systems, and air defense Command and Control (C2) operations
(c) Equipment limitations, Electronic Warfare (EW), and Command, Control, Communications, and Computers (C4) requirements that may affect compliance with the ACP
(d) Air traffic control areas, base defense zones, controlled and uncontrolled airspace, and overflight rights
(e) Mission profiles, combat radii, and aircraft identification capability operating in the JOA
(f) Enemy air defense weapons capabilities, deployment, and electronic attack and military deception capabilities
(g) Emergency procedures for aircraft in trouble
(h) Day/night and adverse weather procedures
(i) ATC procedures for aircraft transitioning to and from the battle area
(j) Procedures to support surge operations
(k) IFF/SIF procedures
(8) Reliable, jam resistant, and secure Command, Control, and Communications (C3) network servicing the airspace control system
(a) Voice communications avoidance
(b) Durable and redundant C3 systems to reduce vulnerability
(9) Incorporate aeromedical evacuation (MEDEVAC) procedures

b. Plan for combat zone airspace control in amphibious operations. Consider:

(1) Assign Commander, Amphibious Task Force (CATF) control of airspace in Amphibious Objective Area (AOA) until termination of operation.
(2) CATF coordinates with adjacent airspace control areas.
(3) Airspace control passes from CATF to Commander, Landing Force (CLF).
(4) AOA disestablished and airspace control passes to ACA.

c. Plan for airspace control in the combat zone during Military Operations Other Than War (MOOTW). Consider:
   (1) Foreign Internal Defense (FID)
      (a) Control based upon air traffic regulations for civil-military airspace users
      (b) HN provides control framework
      (c) Restrictions based on bilateral and international agreements
      (d) Procedural controls may or may not be required
      (e) Focus on air traffic control services
      (f) Developing letters of agreement/memorandum of understanding
   (2) Peacekeeping Operations
      (a) Based upon terms of reference between belligerents
      (b) Activities largely related to air traffic regulation and control
   (3) Combating Terrorism
      (a) Protection of personnel, units, and facilities
      (b) Air terminal, aerial ports, airfields, and heliports operations
   (4) Contingency Operations
      (a) Deconflict military mission with other air traffic.
      (b) Implement control measures should hostilities commence.

4. <u>Monitor Airspace Control Authority establishment of liaison/coordination between JTF staff and components to integrate and facilitate information flow to airspace control managers</u> (Task 215-04-**J3/J5**)
   a. Interface with Airspace, Air Defense, and fire support coordinators.
   b. Coordinate with Federal Aviation Administration (FAA), HN air traffic control system, and/or International Civil Aviation Organization (ICAO).
   c. Interface with Theater Air Control System(s) (TACS).
   d. Plan/coordinate associated METOC operations.

5. <u>Monitor establishment of the means for implementing the Airspace Control Plan</u> (Task 215-05-**J3/J5**)
   a. Implement the ACP via the Airspace Control Order (ACO).
   b. Identify procedural airspace control measures IAW Appendix B to JP 3-52, as required.
   c. Ensure ACO distribution throughout the JOA.

ELEMENT: J3/J5/J2/LNO

MTG TASK: PLAN/INTEGRATE JOINT FIRE SUPPORT (Task 216-00-J3/J5)
(Relates to UJTL Task OP 3.1, 3.2)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Order (OPORD) or campaign plan and supporting plans. The CJTF's intent and concept of the operation identifies requirements for joint fire support planning, preparatory to completion of the plan.

MTG TASK PURPOSE: Fire support must be considered during the surface commander's planning and decision making process, and coordination is required with all components. The planning process determines what type of targets will be attacked, when, and with what means. The hierarchy of fire support coordinators at all echelons is responsible for advising commanders on the best use of available fire support resources, developing fire support plans, issuing necessary orders in the name of appropriate commanders, and implementing approved fire support plans.

REFERENCES: JP 3-0, **JP 3-09**

MTG TASK STEPS

1. Develop the concept for employment of Joint Fire Support (Task 216-01-**J3/J5**) (See Task 204-00-CJTF) (based on commander's estimate and selected COA).
   a. Consider:
      (1) JTF restated mission
      (2) Threat analysis
      (3) Terrain and METOC
      (4) Forces available
      (5) Time available
   b. Plan for four basic fire support tasks:
      (1) Support forces in contact
      (2) Support the concept of the operation
      (3) Synchronize fire support
      (4) Sustain fire support operations
   c. Establish command and control of the fire support hierarchy:
      (1) Ensure vertical and horizontal coordination.
      (2) Integrate fire support systems, personnel, equipment, and a variety of related procedures.
      (3) Incorporate the following operational aspects of fire support:
         (a) Apportionment
         (b) Allocation
         (c) Logistics considerations

(d) Conventional and nuclear fire planning
(e) Target acquisition
(f) Meteorology and survey

(4) Integrate joint force and service organizations:
(a) JTCB
(b) J3/JOC fire support and/or targeting cell (if established)
(c) J2/JISE targeting cell
(d) Army/Marine/land forces fire support elements
1 Fire Support Coordinators (FSCOORD)
2 Fire Support Elements (FSE)
3 Battlefield Coordination Element (BCE)
4 Supporting Arms Coordination Center (SACC)
5 Marine Air Command and Control System (MACCS)
6 Air Naval Liaison Company (ANGLICO)
7 Marine Corps Tactical Air Control Party (TACP)
8 Direct Air Support Center (DASC)
(e) Air Force Systems:
1 Theater Air Control System (TACS) and Air Support Operations Center (ASOC)
2 Tactical Air Control Party (TACP)
3 Airborne Battlefield Command and Control Center (ABCCC)
4 Airborne Warning and Control System (AWACS)
5 Joint Surveillance and Target Acquisition System (JSTARS)
(f) Special Operations Liaison Element (SOLE)

d. Coordinate and integrate available attack systems (air delivery of fires and surface to surface and subsurface delivery of fires):
(1) Lethal systems
(a) Mortars
(b) Field artillery
(c) Rockets
(d) Missiles
(e) Close Air support (fixed and rotary wing aircraft)
(f) Naval gunfire
(g) Torpedoes
(h) Depth Charges
(2) Non-lethal systems
(a) Offensive EW
(b) Reflected energy emitters
(c) Smoke and illumination munitions and delivery systems

2. Plan for integration/synchronization of joint fire support (Task 216-02-**J3/J5**)
a. Establish internal policies, procedures, and planning cycles for fire support
b. Review and integrate methodologies:

(1) Decide-Detect-Deliver-Assess (D3A) sequence.
(2) Wargaming

c. Review, adjust, and integrate a fire support planning process:
(1) Receive mission.
(2) Prepare fire support estimate.
(3) Provide input to and reviews commander's estimate. Include guidance and priorities.
(4) Initiate actions, to include:
(a) Refine Named Areas of Interest (NAI), decision points, High Pay-off Targets (HPT).
(b) With the intelligence coordinator, develop collection and target acquisition plans; task collection assets.
(c) Develop procedures for target analysis.
(d) Develop fire support tasks, responsibilities, requirements.
(e) Write concept for the employment of operational firepower and the fire support plan.

d. Include the following planning activities in the process:
(1) Issue warning order to subordinate commanders during initiation phase.
(a) Identify fire support assets for planning.
(b) Allocate fire support assets for planning.
(2) Issue guidance for pre-deployment fire support planning during concept development phase.
(a) Priority of fire support for friendly forces
(b) Areas which require fires to support operational maneuver
(c) High value targets or enemy functions for acquisition and attack. Identify:
1 Locations of specific enemy forces, nodes, facilities, etc.
2 Enemy air defense, electronic countermeasures, and military deception capabilities
3 Avenues of approach and supply routes
(d) Sequencing of fire support activities
(e) Desired effects of fire support
(f) Assigned areas of operation
(g) Rules of Engagement (ROE)
(3) Forward plan to unified command headquarters for review and approval -- guidance for joint fire support may be contained in the body of the OPLAN, and detailed instructions could be added as an appendix to the operations annex (usually APPENDIX 18 to ANNEX C).
(4) Review subordinate and supporting plans, as they are prepared.

e. Identify Time-Phased Force and Deployment List (TPFDL) flow of fire support resources for early deployers, reinforcing, and follow-on forces.

f. Identify systems that may require close fire support coordination.
(1) Unmanned aerial vehicles
(2) Aerial reconnaissance

(3) Sensor systems

g. Develop feedback mechanisms for fire support effectiveness.
   (1) ICW J2, determine the criteria for analysis of effectiveness.
   (2) Incorporate feedback into continuous planning cycle to modify or continue JTF fire support efforts, as required.

3. Plan and establish fire support coordination measures (Task 216-03-**J3/J5)** (may assign fire support tasks to the J3, as required)
   a. Monitor/advise CJTF on synchronization of fire support.
   b. Establish commonality and interoperability of control measures and terminology to facilitate coordination. Consider:
      (1) Maneuver control measures
         (a) Boundaries defining areas of responsibility
         (b) Hand over lines for passing conduct of operations from one force to another
         (c) Phase lines identifying limits of advance, control fires, or areas of responsibility
      (2) Fire support coordination measures
         (a) Coordinated Fire Line (CFL)
         (b) Fire Support Coordination Line (FSCL) to coordinate fires within an assigned area of operation
         (c) Free Fire Area (FFA) in which any weapon system may fire without prior coordination
         (d) Restrictive Fire Line (RFL) to prevent interference between converging friendly forces
         (e) No Fire Area (NFA) to prohibit fires into an area

ELEMENT: J3/J5/STAFF

MTG TASK: PLAN/INTEGRATE FORCIBLE ENTRY OPERATIONS (Task 217-00-J3/J5) (Relates to UJTL Task OP 1.2.4.3, 1.2.4.4)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plans. The CJTF's intent and concept of the operation identify requirements for planning Forcible Entry Operations (FEO), preparatory to completion of the plan.

MTG TASK PURPOSE: FEOs require detailed integration and coordination. The JTF must be prepared to seize a military lodgment to create maneuver space and provide for continuous entry of forces and material for follow-on operations. Planning must be accomplished in a manner that supports the campaign or major operation by preparing the JTF to achieve forcible entry as the initial phase of a contingency or campaign.

REFERENCES: JP 3-0, JP 3-02, **JP 3-18**, JP 3-18.1

MTG TASK

1. Develop the requirements for forcible entry operations (Task 217-01-**J5/STAFF**) (based on commander's estimate and selected COA)
   a. JTF restated mission
   b. Threat
   c. Geography and METOC
   d. Forces available
   e. Time available

2. Review and disseminate CJTF's operational objectives and intent (Task 217-02-**J5/STAFF**) Consider:
   a. Strategic and operational results -- desired end state
   b. Planning assumptions
   c. Operational restrictions that may inhibit subordinate commanders
   d. End state in relation to friendly and enemy forces

3. Plan forcible entry operations (Task 217-03-**J5/STAFF**)
   a. Establish internal policies, procedures, and cycles for planning FEO.
   b. Initiate FEO planning during CAP Phase III, COA development.
      (1) Coordinate planning activities among unified command staff, Service components, Department of Defense (DOD) agencies, designated forces, and members of the Joint Planning and Execution Community (JPEC) after NCA has selected COA (CAP Phase IV).
      (2) Conduct detailed , execution planning (CAP Phase V).

c. Request personnel and equipment augmentation from unified command staff -- Joint Operation Planning and Execution System (JOPES) trained personnel.
d. Establish connectivity -- access to Worldwide Military Command and Control System (WWMCCS) with US Transportation Command (USTRANSCOM) for deployment planning, as required.
e. Plan FEO by phases. Consider:
   (1) Planning, preparation, and deployment (Phase I - Detailed planning)
      (a) Identify command relationships -- unity of command.
      (b) Establish forcible entry organizational structure.
      (c) Determine type of forcible entry.
         1 Airborne operation
         2 Amphibious assault
         3 Simultaneous airborne and amphibious operation
         4 Multinational operation
      (d) Establish connectivity horizontally and vertically through the JTF functional areas.
      (e) Exchange liaison officers/teams, as required.
      (f) Identify missions for Special Operations Forces (SOF)
      (g) Determine requirements for airspace control .
         1 Designate Joint Force Air Component Commander (JFACC), Airspace Control Authority (ACA), and Area Air Defense Commander (AADC)
         2 Amphibious operation: Joint Maritime Command Information System (JMCIS) to Marine Corps Air Command and Control System (MACCS) (ashore)
         3 Airborne operation: Theater Air Control System (TACS)/Army Air-Ground System (AAGS)
      (h) Establish Joint Targeting Coordination Board (JTCB).
      (i) Assign Joint Suppression of Enemy Air Defenses (JSEAD) mission to JFACC or Service component.
      (j) Determine logistics factors and establishes airhead and beachhead resupply responsibility.
         1 Amphibious operation: 30-60 days of supply afloat
         2 Airborne operation: 3 days of supply
      (k) Develop Rules of Engagement (ROE).
      (l) Develop control measures.
      (m) Ensure military deception operations support campaign plan.
      (n) Request communications augmentation, as required.
      (o) Ensure complementary use of Electronic Warfare (EW).
      (p) Integrate and jointly considers available intelligence.
      (q) Implement Operations Security (OPSEC) procedures to prevent disclosure of future operations.
      (r) Identify and completes special training requirements, time permitting.
      (s) Conduct rehearsals.

(2) Assault (Phase II - Detailed planning)
  (a) Analyze potential lodgment area. Consider:
    1 Support the ground tactical plan
    2 Insurance of continuous, sufficient air and sea landing of personnel and equipment
    3 Providing maneuver space for future operations
    4 Vulnerability to interdiction
    5 Operating facilities
  (b) Identify forces securing lodgment airhead and/or beachhead. Consider advance, pre-assault, and landing forces.
  (c) Prepare assault forces to receive reinforcing forces.
(3) Force buildup (Phase III - Initial planning)
  (a) Identify reinforcing forces and order of flow. Consider:
    1 Cross loading among lift assets
    2 Task-organized by arrival sequence
  (b) Identify potential restrictions/limitations in force flow and eliminates/reduces.
  (c) Establish some redundancy of force capability in flow for added flexibility.
  (d) Establish call-forward procedures for reinforcing forces.
  (e) Determine means of delivery and capacities to maximize combat power.
  (f) Calculate throughput capability of Ports of Debarkation (POD).
  (g) Develop provisions to clear reinforcing supplies and equipment from off-load points.
  (h) Prepare reinforcing forces for combat on arrival.
(4) Stabilization of the lodgement (Phase IV -- Initial planning)
  (a) Plan expansion of the lodgment.
  (b) Develop the sequencing of combat, Combat Support (CS), and Combat Service Support (CSS).
  (c) Develop force link-up procedures.
  (d) Plan for casualty evacuation.
(5) Follow-on forces (Phase V - Initial planning)
  (a) Prepare for concurrent arrival of force buildup and follow-on forces or as separate phases.
  (b) Identify mission for follow-on forces.
(6) Transition (Phase VI - Initial planning)
  (a) Continue actions initiated in early phases.
  (b) Plan for reconstitution and redeployment of the assault force.
  (c) Plan for termination of the JTF.
  (d) Plan for transition to another JTF HQ.

4. Develop/disseminate operations plan for initial phases of campaign plan or major operation (Task 217-04-**J5**)

ELEMENT: J3/J5/J2

MTG TASK: PLAN/INTEGRATE JOINT FORCE TARGETING (Task 218-00-J3/J5/J2) (Relates to UJTL Task OP 3.1.1, to 3.1.7)

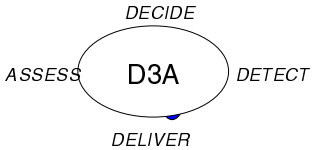
MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Order (OPORD) or campaign plan and supporting plans. The CJTF's intent and concept of the operation identifies requirements for joint targeting planning, preparatory to completion of the plan.

MTG TASK PURPOSE: Identify and select land, sea, and air targets:
(1) That decisively impact campaigns and major operations
(2) That match the targets to appropriate joint or multinational forces
(3) Includes targets in Military Operations Other than War.

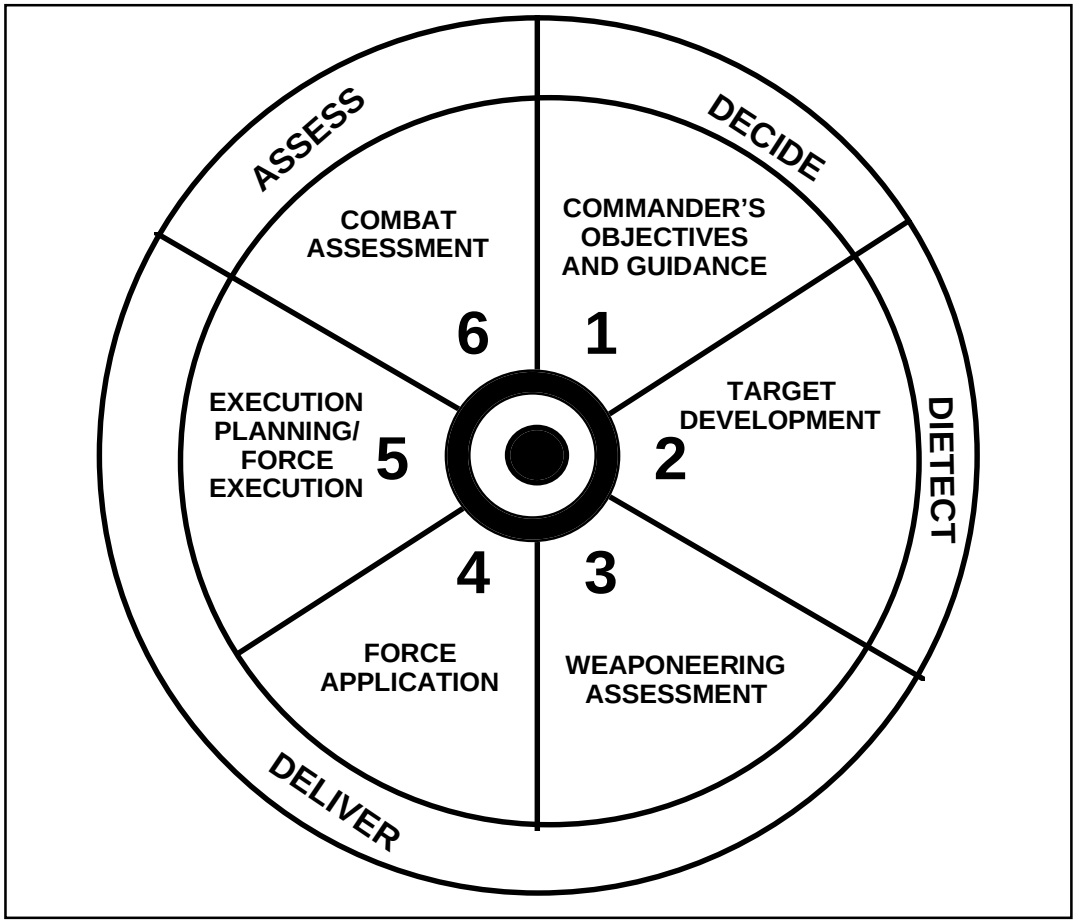
REFERENCES: JP 2-01.1, JP 3-0, **JP 3-09**, JP3-56.1

MTG TASK STEPS

1. Establish Joint Force Targeting Concept (Task Number 218-01-**J3/J5**)
   a. Meld existing Service component targeting architecture into an effective joint targeting team. Consider:
      (1) Components need to support their own units in combat.
      (2) Targeting is a process that occurs at all levels of a joint force.
      (3) Four stage Methodology of Decide, Detect, Deliver, and Assess (D3A):
         (a) Decide in advance what is to be targeted.
         (b) Detect the target.
         (c) Deliver an attack against the target.
         (d) Assess the results of the attack.
      (4) Requirement for deconfliction of redundant target acquisition
      (5) Requirement for synchronization



   b. The targeting process applies at strategic, operational, tactical levels, in war and MOOTW.
   c. The targeting process is cyclical with six phases (Figure 5-II-2 below).
      (1) Guidance and priorities issued by the CJTF
      (2) Identification of requirements by components
      (3) Prioritization of requirements
      (4) Acquisition of targets or target sets
      (5) Attack of targets by components
      (6) Assessment of effects of attacks



PHASES OF TARGETING

FIGURE 5-II-7

d. The targeting cycle:
   (1) Is not tied to any particular weapon system, theater of operations, level of conflict or automated operational support system.
   (2) Does not exist in any tangible sense other than as an approach to assist individuals responsible for targeting.
   (3) Phases mirror the four steps of the D3A methodology.
   (4) Phases are not segments occurring separately but blend into each other.
   (5) Are continually updated and adjusted.
   (6) In support of the targeting cycle the CJTF normally:
      (a) Request non-organic intelligence support through the J2.

(b) Uses the J3 to direct JTF reconnaissance and target acquisition assets to support the ongoing operation.

2. Establish Joint Force Targeting Strategy (Task Number 218-02-**J3/J5**)
   a. Provide JFC's guidance and priorities (via the JTCB, or J3 targeting cell):
      (1) for targeting and identification of requirements by components.
      (2) for prioritization of requirements
      (3) for acquisition of targets or target sets
      (4) for attack of targets by components
   b. Establish targeting process and structure within the joint force. Integrate and coordinate:
      (1) Joint Targeting Coordination Board (see Task 702-00-CJTF)
      (2) J3 Targeting Cell or other augmentation for joint fires planning
      (3) JFACC targeting responsibilities (see JP 3-56.1)
      (4) Intelligence support to targeting (see JP 2-01.1)
      (5) Formulation, approval, dissemination of JFC's targeting guidance, priorities
      (6) Development, approval, dissemination of Joint Target List (JTL) and Joint Integrated Prioritized Target List (JIPTL)
      (7) Synergism of Joint Fire Support Systems:
         (a) Target acquisition
         (b) C4I systems
         (c) Attack resources
      (8) Coordination requirements. Consider:
         (a) Airspace control
         (b) Air defense
         (c) Details of JATT missions
         (d) Restrictions
         (e) Other critical synchronization considerations
      (9) Component preplanned targeting
         (a) Components identify requirements and nominate targets that are outside their boundaries or exceed the capabilities of organic and supporting assets within their boundaries.
         (b) Some of the targets that are submitted to the CJTF are engaged through joint fire support means.
      (10) Target handoff during execution
         (a) Various sources may find unplanned "targets of opportunity" during target acquisition.
         (b) The acquisition system operator passes information on High Payoff Targets (HPT).
            1. Immediately to the shooter (if directed by the coordinating instructions of the order)
            2. To the appropriate intelligence element for further analysis and dissemination

(c) Non-high payoff target are passed as order-of-battle information for further analysis and dissemination.

3. Allocate Joint/Multinational Operational Firepower Resources (Task Number 218-03-**J3/J5**)
   a. Allocate operational means to operational targets.
   b. Identify weight of effort by percentage or priority, over time, to various air operations and/or geographic areas.
   c. Disseminate information through JTCB, through the J3, or directly to JFACC for execution.

4. Select operational targets for attack (Task Number 218-04-**J3/J5**)
   a. Evaluate operational level targets for attack.
   b. Select or identify specific targets for attack.

5. Prioritize High Payoff Targets (Task Number 218-05-**J3/J5**)
   a. Identify high payoff targets -- targets related to decisive points or enemy centers of gravity, whose destruction or influence would have a significant impact on a campaign or major operation.
   b. Rank order HPT in order of importance

6. Develop or review the Joint Target List (JTL) (Task Number 218-06-**J3/J5**)
   a. Results from JFC and staff targeting deliberations.
   b. Identify specific targets or target categories.
   c. Identify targets to be attacked and timing.
   d. Specify desired effects.

7. Publish Tasking Order(s) for Employment of Operational Firepower (Task Number 218-07-**J3/J5**)
   a. Task subordinate commands with requirement to service specific targets.
   b. Taskings reflect air or other firepower means allocation and distribution decisions.
   c. Normally developed as the Air Tasking Order (ATO).

8. Plan for Operational Combat Assessment (Task Number 218-08-**J3/J5**)
   a. Plan for assessment of battle damage on operational targets.
      (1) Identify and task national, theater, and component systems.
      (2) Integrate information from available systems.
      (3) Insert information into targeting cycle.
   b. Direct the assessment of munitions effects on operational targets.
      (1) Require the comparison of target damage with munitions used.
      (2) Require the adjustment of munitions for desired effect.
   c. Plan for timely assessment of reattack requirement.
      (1) Compare desired results with actual results of operations.
      (2) Employ branches or sequels, as required, to reattack targets.

9. Develop and coordinate Fire Support Coordination Measures. (Task Number 218-09-**J3/J5**) (See Task Number 216-03-**J3/J5**)
   a. Consider:
      (1) Coordinated Fire Line (CFL) to expedite target attack beyond the CFL
      (2) Fire Support Coordination Line (FSCL) to coordinate fires within an assigned area of responsibility
      (3) Free Fire Area (FFA) in which any weapon system may fire without prior coordination
      (4) Restrictive Fire Line (RFL) to prevent interference between converging friendly forces
      (5) No Fire Area (NFA) to prohibit fires into an area
   b. Identify operational level requirements.
   c. Incorporate component requirements that effect JFC operations.
   d. Protect forces, populations, critical infrastructure, and sites of religious significance.
   e. Set stage for future operations by designing flexible processes for adjustment.

ELEMENT: J3/J5/STAFF

MTG TASK: PLAN/INTEGRATE NUCLEAR, BIOLOGICAL, CHEMICAL (NBC) DEFENSE (Task Number 219-00-J3/J5) (Relates to UJTL Task OP 6.2, 6.2.7)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plans. The CJTF's intent and concept of the operation identifies requirements for planning NBC defense, preparatory to completion of the plan

MTG TASK PURPOSE: In addition to force survival, an effective NBC defense results in distinct advantages for friendly forces. If an enemy uses NBC weapons, an effective NBC defense program gives friendly forces an advantage in operational tempo, and the further advantage of surprise against an enemy expecting reduced friendly force effectiveness. That advantage in operational tempo causes the enemy to cease NBC warfare or continue the conflict on less favorable terms. Finally, 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**, JP 3-12

MTG TASK STEPS

1. Assess the enemy's capability/intent for use of NBC weapons (Task Number 219-01-**J2**/**J3/J5**)
   a. Nuclear weapons, resulting in:
      (1) Thermal radiation
      (2) Blast effects
      (3) Nuclear radiation
      (4) Electromagnetic Pulse (EMP)
      (5) Psychological effect
   b. Biological weapons, including:
      (1) Microorganisms
      (2) Toxins and venoms
      (3) Different/multiple systems, including terrorist operations
   c. Chemical weapons
      (1) Persistent agents
      (2) Nonpersistent agents
      (3) Semi-persistent agents
      (4) Bioregulators/modulators
      (5) Incapacitating agents
      (6) Antimateriel agents
      (7) Antiplant agents

d. Smoke/obscurants (used against electro-optical systems, targeting Sensors, thermal viewers, missile guidance systems, radars and millimeter wave sensors, and directed energy devices)
   (1) Visible
   (2) Infrared
   (3) Millimeter wave

2. Consider likely targets (Task Number 219-02-**J2/J3**)
   a. Key command and communications nodes, including rear area nodes
   b. Force assembly areas
   c. Logistic nodes -- Ports of Debarkation (POD), supply points, airfields, industrial centers, MSRs
   d. Naval operations near land
   e. Forward land combat areas -- breaches, obstacle plans, river crossing sites
   f. Any target or area vulnerable to exploitation by a terrorist or insurgent group

3. Consider the principles/measures for NBC defense (Task Number 219-03-**J3**)
   a. Avoidance
      (1) Passive measures -- training, camouflage, concealment, and military deception, hardened positions, dispersal, smoke operations
      (2) Active measures -- reconnaissance, contamination detection, marking, alarms, warning, reporting, control measures
   b. Protection
      (1) Hardening
      (2) Protecting personnel
      (3) Mission-Oriented Protective Posture (MOPP)
      (4) Physical defense measures
   c. Decontamination -- scope of effort based on tactical situation, mission, degree of contamination, weather effects, other available alternatives, such as deferring use of equipment

4. Consider factors related to force readiness (Task Number 219-04-**J3/J5**)
   a. Force readiness posture
   b. Risks associated with operating in an NBC environment -- deliberate process of calculating possible loss of manpower and materiel
   c. Stress of operating under NBC defensive measures

5. Consider requirement for NBC defense forces (Task Number 219-05-**J2/J3**)
   a. Biological use verification labs
   b. NBC decontamination and reconnaissance units
   c. NBC reconnaissance units

   d. Multi spectral smoke capability

e. NBC control centers -- JA, JB Teams

6. Consider readiness measures (Task Number 219-06-**J3**)
   a. Include appropriate NBC defense guidance in plans and orders.
   b. Provide guidance to component commanders to assess requirements and procedures for automatic masking.
   c. Determine available warning means and associated dissemination channels.
   d. Assess/determine Host Nation (HN)/multinational partners needs for NBC defense assistance
      (1) Effective warning systems -- must transcend communications interoperability and language barriers
      (2) Potential for transfer of equipment and/or liaison personnel
   e. Determine means to sustain operations under NBC attack conditions
   f. Assess 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) Maximize digital data systems to facilitate warning
         (b) Linkages to array of warning systems
      (3) Computers -- require protection from effects of weapons of mass destruction
      (4) Intelligence -- all source involvement in determination of enemy's intentions, capabilities, vulnerabilities
   g. Assess host nation NBC defense assistance capability.
      (1) Decon site clearance
      (2) Water haul capability
      (3) Decontamination supplements
      (4) Fog oil production and haul capability
      (5) Decon labor
   h. Include effective task organization of NBC defense units.
   i. Adjust TPFDD for additional NBC units when operating in an NBC environment.
   j. Plan/coordinate associated METOC operations including RADFO and dispersion forecasts.

7. Consider requirements for protection of US civilian personnel and enemy prisoners of war in the operations (Task Number 219-07-**J3**/**J2**)
   a. Issue of protective equipment/training
   b. Instructions/warning
   c. Noncombatant Evacuation Operations (NEO)

8. Consider additional logistics requirements in an NBC environment (Task Number 219-08-**J3**)

a. Support for readiness
   (1) Sustainability -- consider following logistics imperatives:
   (2) Prioritizing transport of NBC logistics materiels
      (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 effects of contamination on Main Supply Routes (MSR), 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
   (2) Stocks of NBC equipment
      (a) Logistic support for NBC defense of all units
      (b) Sustainment of chemical organizations with mission essential items
      (c) Theater stockage levels for NBC defense items
      (d) Interservice NBC defense support requirements
b. Reconstitution -- Services restore debilitated or destroyed units from available assets
   (1) Based on assessment of criticality of function
   (2) Based on assessment of remaining capability
c. 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
d. 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
e. Transportation
   (1) Monitoring, redirecting from MSRs
   (2) Prioritizing transport of NBC logistics materiels

   (3) Fog oil resupply

9. Consider health services support requirements in an NBC environment (Task Number 219-09-**J3/J5**)
   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) Provision of uncontaminated food/water
         (e) Requirement for health services in neighboring civilian populations
         (f) Health services facility security
         (g) 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 need for relocation of Medical Treatment Facilities
   b. Medical intelligence
      (1) Armed Forces Medical Intelligence Center support
      (2) Tactical medical intelligence unit support
   c. Preventive medicine principles
      (1) Reinforcement of sanitation, general hygiene
      (2) Inspection of uncanned food and food handlers
      (3) Strict adherence to waste treatment (to include disposition of hazardous waste) and sewage policies, or development of effective programs
      (4) Adherence to water purification procedures
      (5) Washing with soap and water
      (6) Countermeasures to prevent heat stress and heat-related illness
   d. Patient evacuation
      (1) Determination of priority in committing evacuation assets to a contaminated area
      (2) Adherence to Operational Exposure Guide (OEG) for evacuation personnel
      (3) Efforts to limit evacuation assets that would become contaminated; prioritization for decontamination of evacuation assets

      (4) Decontamination of patients before evacuation
   e. Consider effects of NBC environment on decontamination, triage, and treatment.
      (1) Primary decontamination responsibility belongs to appropriate unit commander.

(2) Establish decontamination area at each Medical Treatment Facility (MTF).
  (a) Requirement for additional manpower -- augmentation
  (b) 95% of all decontamination is accomplished by removing outer clothing and boots
  (c) For patients suspected of biological contamination, clean to keep free of disease producing organisms
(3) On arrival at MTF, determine if requirement for decontamination overrides requirement for treatment or vice versa
(4) Consider MTF shelter requirements in an NBC environment, and 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 HSS assets
(7) Limited/interrupted production of liquid and gaseous oxygen

10. Adjust Time-Phased Force and Deployment Data (Task Number 219-10-**J3/J5**)
  a. Provide input for additional forces, equipment requirements for operating in an NBC environment.
  b. Coordinate the TPFDD changes with the supported CINC.

ELEMENT: J3/J5/J2/J6

MTG TASK: PLAN/INTEGRATE COMMAND AND CONTROL WARFARE (C2W) OPERATIONS (Task Number 220-00-J3/J5) (Relates to UJTL Task OP 5.6, 5.6.1)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plans. The CJTF's intent and concept of the operation identifies requirements for planning C2W operations, preparatory to completion of the plan.

MTG TASK PURPOSE: C2W plans integrate aspects of Operations Security (OPSEC), military deception, Psychological Operations (PSYOP), Electronic Warfare (EW), and destruction to deny enemy information it needs to make operational decisions, influence operational decisions the enemy can make, and degrade or destroy enemy's Command, Control, Communications, Computers, and Intelligence (C4I) systems. C2W plans also protect friendly Command and Control (C2) systems and processes. Integration of these C2W elements is sufficient to preclude disruption or contradiction of each tool's operations. Planning and integration is normally conducted by a C2W cell, consisting of representatives from planning cells for each of the C2W elements -- OPSEC, military deception, EW, PSYOP -- in addition to representatives from Joint Special Operations Task Force (JSOTF), the Joint Targeting Coordination Board (JTCB), the components, and J2, J3, J5, and J6.

REFERENCES: JP 3-0, **JP 3-13**, JP 3-13.1, JP 3-51, JP 3-58

NOTE: C2W doctrine is currently undergoing revision, to include it as part of the lager category of Information Warfare

MTG TASK STEPS

1. Conduct mission analysis (Task Number 220-01-**J3/J2/J5/C2W Cell**) (See Task Number 202-00)
   a. Determine known facts related to C2W.
   b. Develop assumptions related to C2W.
   c. Analyze higher mission and JTF mission for JTF C2W implications.
   d. Identify/determine C2W tasks -- specified, implied, essential.
      (1) Establish counter-C2 goals.
      (2) Establish C2-protection goals.

2. Conduct command and control warfare estimate (Task Number 220-02-**J3/C2W Cell**) (See Task Number 204-00)
   a. Conduct analysis for counter-C2 -- seek to increase JTF initiative in time and space by disrupting enemy decision making capability.
      (1) Identify enemy C2 systems that enable enemy to react to JTF initiatives.

(2) ICW J2, conduct nodal analysis for those systems -- identify critical and vulnerable nodes.

b. Conduct analysis of friendly C2 for C2-protection considerations
   (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 tools of C2W against friendly C2
   (3) ICW J2, conducts nodal analysis for those systems -- identify critical and vulnerable nodes

c. Develop consolidated list of counter-C2 and C2-protection critical and vulnerable enemy C2 system nodes.

d. Prioritize consolidated list of critical and vulnerable enemy C2 system nodes.
   (1) Reflect priority on counter or protection C2 requirements.
   (2) Determines desired effect on each node -- deny information to the node, influence the node, disrupt or destroy the node.

e. Develop C2W Plan.
   (1) Identify options (use of specific tools) for accomplishment of counter-C2 goals.
   (2) Identify options for accomplishment of C2-protection goals.
   (3) ICW J3/J5/Joint Planning Group (JPG), integrate C2W Plan with other operations.

f. Compare C2W Plan -- wargame.
   (1) ICW J3/J5/JPG, analyzes C2W Plan impact on JTF operations.
   (2) Modify, adjust C2W Plan, as required.
   (3) Determine C2W support requirements.
      (a) Plan intelligence support for C2W.
         1 Provide information in support of OPSEC, EW and destruction operations for C2W -- information on enemy counter-C2 systems and associated nodes.
         2 Provide information in support of military deception for C2W -- information to identify/develop appropriate objective, target, and story.
         3 Provide information in support of PSYOP for C2W -- C2 system vulnerabilities to PSYOP/Psychological Warfare (PSYWAR) methods.
      (b) Plan communications support for C2W.
         1 Provide secure communications and data transfer capability for C2W planning.
         2 Provide joint spectrum management to avoid interference and/or electronic fratricide.
         3 Provide Automatic Data Processing (ADP) support for C2W planning:

            - from intelligence data bases for counter-C2

- from communications data bases for C2-protection

g. Conclude/recommend C2W Plan

3. Assist in development of commander's estimate (Task Number 220-03-**J3/C2W Cell**) (See Task Number 206-00-J5/J3/STAFF))

4. Develop command and control warfare concept (Task Number 220-04-**J3/C2W Cell**)
   a. Plan OPSEC in support of C2W.
      (1) Plan OPSEC for counter-C2
         (a) Plan OPSEC against enemy operational level commander(s).
         (b) Plan OPSEC against enemy control systems.
      (2) Plan OPSEC for friendly C2 protection
         (a) Plan offensive OPSEC -- attack enemy collection systems and intelligence mechanisms using destruction or Electronic Attack (EA) means.
         (b) Plan defensive OPSEC -- hide friendly critical information from enemy view using effective Electronic Protection (EP), cover, camouflage, concealment, decoys, cover stories, media censorship, etc.
   b. Plan PSYOP and PSYWAR in support of C2W.
      (1) Plan PSYOP/PSYWAR for counter-C2.
         (a) Plan PSYOP against enemy operational level commander(s) -- convey selected truth.
            1 Convey threat, and/or
            2 Convey bluff.
            3 Use mass media, diplomatic means to convey threat/bluff.
         (b) Plan 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.
      (2) Plan PSYOP/PSYWAR for protection of friendly C2 -- means apply to both enemy C2.
         (a) Use PSYOP to discourage enemy from intelligence collection related to friendly C2.
         (b) Use PSYOP to discourage enemy from using enemy C2W elements -- e.g., EW against friendly C2.
   c. Plan military deception in support of C2W
      (1) Plan military deception in support of counter-C2
         (a) Cause enemy operational commander to employ enemy forces in ways advantageous to friendly forces.
         (b) Cause enemy commander to reveal strengths, dispositions, future intentions.

         (c) Overload enemy intelligence and analysis capability to create confusion over friendly intentions and achieve surprise.

(d) Condition enemy to friendly patterns of behavior that can be exploited.
(e) Cause enemy to waste combat power with inappropriate or delayed actions.

(2) Plan military deception for protection of friendly C2.
(a) Use military deception to degrade enemy C2 -- offensive use of deception.
(b) Use military deception in support of OPSEC to help neutralize enemy Reconnaissance, Surveillance, and Target Acquisition (RSTA) efforts and feed enemy incorrect combat information -- defensive use of military deception.

(3) Do not portray different military deception stories for counter-C2 and protection C2 -- same story should accomplish both objectives.

d. Plan EW in support of C2W.

(1) Plan Electronic Warfare Support (ES) in support of EW.
(a) Plan 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 SIGINT
(b) Plan ES for protection of friendly C2.
1 Develop combat information for immediate targeting of enemy counter-C2 means.
2 Use ES to support Indications and Warning (I&W) of enemy attack and threat avoidance.

(2) Plan EA in support of C2W.
(a) Plan aggressive tactical jamming operations to cumulatively degrade enemy RSTA capability and other use of the Electromagnetic Spectrum (EMS) (counter-C2) to prevent enemy interference of friendly use of the EMS (C2-protection)
(b) Plan electromagnetic deception in support of military deception operations to confuse enemy RSTA efforts -- for both counter and protection C2.
(c) Plan EA, using 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) Plan Electronic Protection (EP) in support of C2W.
(a) Plan EP for counter-C2 to include Signals Security (SIGSEC) to prevent enemy exploitation of friendly use of the EMS.

(b) Plan EP for C2 protection.

1 Use equipment that maximizes efficiency of friendly use of the EMS.

2 Develop and implement procedures that promote operational efficiency in use of the EMS.

3 Coordinate with the J6/frequency manager for development of the Joint Restricted Frequency List (JRFL).

e. Plan destruction operations in support of C2W.

(1) Plan destruction operations for counter-C2.

(a) Plan 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) Plan 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) Plan to monitor destroyed/degraded C2 for evidence of reconstitution.

(2) Plan destruction operations for protection of friendly C2 -- integrate destruction with other C2W elements to preclude disruption or contradiction of other operations.

5. Develop command and control warfare appendix to operations annex to OPLAN/OPORD (Task Number 220-05-**J3/C2W Cell**)

a. Task components to conduct C2W..

b. Use specific tools of C2W to achieve desired effect.

c. Seek to achieve synergy in combining tools and avoid interference by using tools with conflicting effects on same target.

d.. Coordinate plan with METOC observations.

6. Develop feedback mechanisms for command and control warfare effectiveness (Task Number 220-06- **J3/C2W Cell**)

a. ICW J2, determine criteria for analysis of effectiveness.

b. Incorporate feedback into continuous planning cycle to modify or continue JTF C2W efforts, as required.

ELEMENT: J3/J5/J2/J6/LNO

MTG TASK: PLAN/INTEGRATE ELECTRONIC WARFARE (EW) (Task Number 221-00-J3/J5/JCEWS, if formed) (Relates to UJTL Task OP 3.2.2.2)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning Electronic Warfare (EW), preparatory to completion of the plan.

MTG TASK PURPOSE: The EW plan is developed in conjunction with other JTF operational concepts; 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. EW planning and integration is normally accomplished by a Joint Commander's Electronic Warfare Staff (JCEWS), led by a J3 staff EW officer with representatives from J2, J6, and all components.

REFERENCES: JP 3-0, JP 3-13, **JP 3-51**

MTG TASK STEPS

1. Conduct mission analysis (Task Number 221-01-**J3/J2/J5/JCEWS**) (See Task Number 202-00)
   a. Determine known facts related to EW.
      (1) Determine enemy dependence on use of the electromagnetic spectrum.
      (2) Determine enemy EW capability.
      (3) Determine Hostile Intelligence System (HOIS) collection capability.
      (4) Determine enemy vulnerabilities related to use of the electromagnetic spectrum.
      (5) Determine friendly vulnerabilities related to use of the electromagnetic spectrum.
   b. Develop assumptions related to EW.
   c. Analyze requirements for EW in JTF operations.
      (1) Determine objectives for Electronic Warfare Support (ES).
      (2) Determine objectives for Electronic Attack (EA).
      (3) Determine objectives for Electronic Protection (EP).
   d. Conclude/recommend EW mission in support of JTF mission.
2. Conduct electronic warfare estimate (Task Number 221-02-**J3/JCEWS**) (See Task Number 204-00)
   a. Develop EW COA in support of JTF COA.
      (1) ICW J2, develop ES COA.
         (a) Integrate ES into JTF targeting cycles.
         (b) Integrate ES into JTF intelligence cycle.
         (c) Plan for dissemination of ES to support EA and EP missions.
      (2) Develop EA COA for electromagnetic deception and cumulative (operational) effects. of tactical jamming and destructive EA.

(a) Integrate EA into JTF targeting cycles.
(b) Integrate EA into joint fire support plan.
(c) Integrate EA with Command and Control Warfare (C2W).
(d) Integrate/deconflicts EA with Signals Intelligence (SIGINT) efforts.

(3) Develop EP COA.
(a) Integrate EP requirements into Operations Security (OPSEC)/SIGINT efforts.
(b) Coordinate with J6/Frequency Management Officer for Joint Restricted Frequency List (JRFL).

b. Compare EW concepts -- wargame within context of operations COAs.
c. Conclude/recommend EW concept in support of JTF operations concept.
d. Coordinate plan with METOC observations

3. Assist in development of commander's estimate (Task Number 221-03-**J3**) (See Task Number 206-00-**J5/J3/STAFF**)

4. Develop/coordinate electronic warfare concept (Task Number 221-04-**J3/JCEWS**)
a. Coordinate EW measures -- tasks to components.
b Coordinate EW in support of other operations -- special operations, Command and Control Warfare (C2W), Psychological Operations (PSYOP), SIGINT, etc.
c. ICW J2/J3, develop feedback mechanisms for EW effectiveness.

5. Develop electronic warfare appendix to operations annex for OPLAN/OPORD (Task Number 221-05-**J3/JCEWS**)

ELEMENT: J3/J5/J2/J6/LNO/SJA

MTG TASK: PLAN/INTEGRATE PSYCHOLOGICAL OPERATIONS (PSYOP) (Task Number 222-00-J3/J5) (Relates to UJTL Task OP.3.2.2.1)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the COA and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning Psychological Operations (PSYOP), preparatory to completion of the plan

MTG TASK PURPOSE: J3/PSYOP Officer understands the strategic, operational situation, CINC's intent and concept, and can articulate clear PSYOP tasks.

REFERENCES: JP 3-0, JP 3-13, **JP 3-53**

MTG TASK STEPS

1. Conduct mission analysis (Task Number 222-01- **J3/J2/J5**) (See Task Number 202-00)
   a. Determine known facts related to PSYOP.
      (1) Identify PSYOP forces available.
      (2) Identify approved PSYOP themes, policies.
   b. Develop assumptions related to PSYOP.
   c. Analyze higher mission and requirements for PSYOP tasks in JTF mission.
      (1) Appropriate PSYOP target(s).
      (2) Desired reaction from PSYOP target(s).
   d. Determine PSYOP mission/tasks.

2. Conduct psychological operations estimate (Task Number 222-02-**J3)** (See Task Number 204-00)
   a. ICW J2, conduct target analysis.
      (1) Determine vulnerabilities to PSYOP.
      (2) Determine target's perceptions/preconceived notions about friendly operations
   b. Develop PSYOP concept.
      (1) Selects appropriate themes and symbols.
         (a) Themes to be applied
         (b) Themes to be avoided
      (2) Select means of delivery.
   c. Compare concepts -- wargame within context of operation's COAs.
   d. Conclude/recommend PSYOP concept -- obtain PSYOP campaign approval.
3. Assist in development of commander's estimate (Task Number 222-03-**J3/J2/J5**) (as required) (See Task Number 206-00-J5/J3/STAFF))

4. Coordinate psychological operations concept (Task Number 222-04-**J3**)
   a. Coordinate media delivery.
   b. Coordinate PSYOP message with PAO.
   c Coordinate logistics support.
   d. Coordinate PSYOP in support of other operations -- special operations, C2W, civil affairs, etc.
   e. Determine implementation schedule.
   f. ICW J2, develop feedback mechanisms for PSYOP effectiveness.
   g. Coordinate plan with METOC observations.

5. Develop psychological operations appendix to operations annex for OPLAN/OPORD (Task Number 222-05-**J3**)

ELEMENT: J3/J5/J2/J6

MTG TASK: PLAN/INTEGRATE OPERATIONS SECURITY (OPSEC) (Task Number 223-00-J3/J5) (Relates to UJTL Task OP 6.2, 6.3, 6.3.4)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the COA and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for ensuring operations are planned in a manner to prevent disclosure to the enemy.

MTG TASK PURPOSE: J3/Operations Security (OPSEC) Officer understand the critical elements of information to be protected; 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. Conduct mission analysis (Task Number 223-01-**J3/J2/J5**) (See Task Number 202-00)
   a. Determine known facts related to OPSEC.
      (1) Determine Essential Elements of Friendly Information (EEFI).
      (2) Determine OPSEC vulnerabilities -- friendly indicators of EEFI.
         (a) Signatures
         (b) Associations
         (c) Profiles
         (d) Contrasts
         (e) Exposure
      (3) Determine Hostile Intelligence System (HOIS) collection capability
   b. Develop assumptions related to OPSEC.
   c. Analyze requirements for OPSEC in JTF operations -- analyze OPSEC threats.
   d. Determine OPSEC mission/tasks.

2. Conduct operations security estimate (Task Number 223-02-**J3**) (See Task Number 204-00)
   a. Determine available OPSEC countermeasures.
   b. Develop OPSEC concepts.
      (1) Modify profiles
      (2) Other countermeasures
   c. Compare concepts -- wargame within context of operations COAs
   d. Assess OPSEC risks.
   e. Conclude/recommend OPSEC concept.
3. Assist in development of commander's estimate (Task Number 223-03-**J3/J2/J5**)

4. Develop operations security concept (Task Number 223-04-**J3**)

a. Coordinate OPSEC measures -- tasks to components.
b Coordinate OPSEC in support of other operations -- special operations, Command and Control Warfare (C2W), civil affairs, etc.
c. ICW J3, develop feedback mechanisms for OPSEC effectiveness.

5. Develop operations security appendix to operations annex for OPLAN/OPORD (Task Number 223-05-**J3**)

ELEMENT: J3/J5/J2

MTG TASK: PLAN/INTEGRATE MILITARY DECEPTION OPERATIONS
(Task Number 224-00-J3/J5) (Relates to UJTL Task OP 6.4, 6.4.1)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Order (OPORD) or campaign plan and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning military deception operations, preparatory to completion of the plan.

MTG TASK PURPOSE: The military deception plan is developed in conjunction with other JTF operational concepts. It assist 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 3-58**, CJCSM 3122.03

MTG TASK STEPS

1. Conduct military deception mission analysis (Task Number 224-01-**J3/J2/J5**) (See Task Number 202-00)
   a. Determine known facts related to military deception.
      (1) Determine Hostile Intelligence System (HOIS) collection capability.
      (2) Determine indicators of Essential Elements of Friendly Information (EEFI).
   b. Develop assumptions related to military deception.
   c. Analyze requirements for military deception in JTF operations.
      (1) Provide guidance for planning/execution of military deception operations.
         (a) Target the adversary decision maker.
         (b) Determine military deception objectives.
         (c) Use centralized control of military deception operation.
         (d) Identify enemy action/inaction required.
         (e) Employ active Operations Security (OPSEC) efforts.
         (f) Determine duration of military deception effort
         (g) Support the basic operation.
      (2) Determine enemy capability to perform action/reaction desired.
   d. Provide military deception planning guidance.

2. Conduct staff military deception estimate (Task Number 224-02-**J3**) (See Task Number 204-00) (as part of operations estimate)
   a. Determine desired perception.
      (1) Reinforce existing belief/establish new belief.
      (2) Create perception of favorable opportunity.

(3) Identify observables that create perception.

b. Develop military deception COAs in support of JTF COA.
   (1) Meet criteria of suitability, feasibility, acceptability, distinguishability (or separateness), and completeness.
   (2) Develop military deception story -- believable/verifiable/consistent.
   (3) Determine actions to support story -- observable/believable.
   (4) Determine means to support story.
      (a) Physical
      (b) Technical
      (c) Administrative

c. Analyze COA -- wargame within context of operations COAs (actual COAs developed by operational planners may provide basis for military deception COAs)
   (1) Determine forces required.
   (2) Determine assets/resources required.
   (3) Determine possible branches and sequels to military deception requirements.
   (4) Assess military deception risks.
      (a) Deception failure
      (b) Exposure of means or feedback channels
   (5) Unintended effects.

d. Compare COA, using best available information.

e. Provide input to Time-Phased Force and Deployment Data (TPFDD) development by the supported CINC.

f. Conclude/recommend military deception concept as basis for military deception plan.

3. <u>Assist in development of commander's military deception estimate</u> (Task Number 224-03-**J3/J2/J5**) (See Task Number 206-00-J5/J3/STAFF)

4. <u>Develop military deception plan in support of OPLAN/OPORD</u> (Task Number 224-04-**J3**
   a. Completing the military deception story.
   b. Identify the military deception means.
   c. Develop the military deception event schedule.
   d. Identify the military deception feedback channels
   e. Develop the termination concept

5. <u>Coordinate military deception plan</u> (Task Number 224-05-**J3**) (after review and approval)
   a. Coordinate military deception measures -- tasks to components, Civil Affairs (CA) and Public Affairs (PA).
   b. Coordinate military deception in support of other operations -- special operations, Command and Control Warfare (C2W), Psychological Operations (PSYOP), OPSEC, Electronic Warfare (EW), etc.
   c. Coordinate plan with METOC observations.

ELEMENT: J3/J5/J2/LNO

MTG TASK: PLAN/INTEGRATE SEARCH AND RESCUE/COMBAT SEARCH AND RESCUE (SAR/CSAR) OPERATIONS (Task Number 225-00-J3/J5) (Relates to UJTL Tasks OP 6.2, 6.2.x)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning search and rescue (SAR)/combat search and rescue (CSAR), preparatory to completion of the plan.

MTG TASK PURPOSE: Plan for SAR/CSAR establish policies and procedures appropriate to anticipated operations, related operating cells at the JTF and component headquarters, provision for command and control (C2) of SAR/CSAR operations, and appropriate communications means for SAR/CSAR operations. SAR/CSAR plan are in sufficient detail to inspire confidence in joint force crews/teams that may be vulnerable to loss.

REFERENCES: JP 3-50.2, CJCSM 3122.03

MTG TASK STEPS

1. Conduct SAR/CSAR planning/develop concept concurrently with operational planning (Task Number 225-01-**J3/J5**)

2. Develop SAR/CSAR estimate (Task Number 225-02-**J3**) Include:
   a. Analysis of operations for SAR/CSAR potential
   b. Analysis of enemy/environmental threat for likely SAR/CSAR mission areas
      (1) Enemy policy, practices, intentions
      (2) Location, strength, capabilities, activities of enemy units that could effect operations in the objective area, adjacent areas, and along Lines of Communications (LOCs) and infiltration/exfiltration routes
      (3) Identification, capabilities of enemy early warning system
      (4) Current enemy air, ground, naval order of battle, including capabilities against helicopters
      (5) Attitude of populace toward isolated enemy personnel
      (6) Radar sites
      (7) Threat to primary rescue vehicles -- Air Defense Artillery (ADA), small arms fire, armed enemy helicopters, fixed wing aircraft
      (8) Threat to SAR/CSAR support aircraft -- Electronic Warfare, etc.
      (9) METOC
      (10) Astronomical conditions

(11) Terrain information and analysis
(12) Number and location of SAFEs
(13) Location of friendly force areas of operation and evasion escape nets

c. Identify SAR/CSAR assets, by component or command.
(1) Assess capabilities of each
(2) Assign role and responsibilities.

d. Analysis of extent to which current operations will/can divert threat SAR/CSAR operations

3. Review current airspace control measures; develop procedures to input SAR/CSAR missions (Task Number 225-03-**J3**)

4. Coordinate for on-call supporting arms (Task Number 225-04-**J3**)
a. Close air support (conventional and special operations)
b. Naval Surface Fire Support (NSFS)
c. Indirect fire support

5. Coordinate command and control of SAR/CSAR (Task Number 225-05-**J3**)
a. Confirm established policies, procedures.
b. Confirm establishment of component SAR/CSAR coordinating cells/centers.
c. Establish Joint Search and Rescue Center (JSRC), or direct a component to establish a JSRC.
d. Confirm establishment of component SAR/CSAR liaison/augmentation to JSRC, as required.
e. Confirm command relationships.
(1) SAR/CSAR C2 is normally exercised through JTF components.
(2) A component doing its own SAR/CSAR has Operational Control (OPCON) of forces conducting the SAR/CSAR mission.
(3) Forces tasked to augment a component for the conduct of SAR/CSAR are Tactical Control (TACON) to that component for the duration of the SAR/CSAR mission.
(4) Joint Search and Rescue Center (JSRC) normally given authority to --
(a) Develop JTF SAR/CSAR Standard Operating Procedures (SOP)
(b) Coordinate SAR/CSAR communications arrangements
(c) Define SAR/CSAR reporting requirements
(d) Review SAR/CSAR, escape and evasion plan
(e) Coordinate SAR/CSAR with allies, multinational partners
(f) Conduct Joint Search and Rescue (JSAR)/Joint Combat Search and Rescue (JCSAR)
(g) Task components to support SAR/CSAR missions

f. Install, Operate, Maintain (IOM) communications equipment, systems
(1) Primarily secure voice -- radios (especially Satellite Communications) and land line

(2) Dedicated lines, circuits, with planned backup

(3) Authentication systems (for isolated personnel) in place -- radio, Downed Aviator Locator System (DALS), Personal Locator System (PLS), visual signals
(4) Computer support -- including access to local and wide area networks
(5) Message support -- timely; backup required

g. Understand and adjust to operational restraints.
(1) Limitations imposed by medium to high threat environment
(2) Possible scarcity of SAR/CSAR assets to include controllers

6. Plan for precautionary SAR/CSAR assets (Task Number 225-06-**J3**)
a. Prepositioning of assets
b. As corollary to operational mission
c. Consider:
(1) Lifeguard
(2) Duckbutts
(3) Airborne orbit
(4) Strip alert

ELEMENT: J3/J5/J2

MTG TASK: PLAN/INTEGRATE RECONNAISSANCE/SURVEILLANCE OPERATIONS (Task Number 226-00-J3/J5) (Relates to UJTL Task OP 2.2.3)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning reconnaissance operations, preparatory to completion of the plan

MTG TASK PURPOSE: Planning reconnaissance operations in support of the concept of operation requires detailed integration and coordination. JTF planning must define 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 be accomplished in a manner that supports the campaign or major operation by enabling the JTF to exploit reconnaissance assets.

REFERENCES: JP 2-01, JP 3-04, JP 3-05 Series, **JP 3-55**

MTG TASK STEPS

1. Review commander's estimate, selected course of action and considers requirements for employment of reconnaissance assets (Task Number 226-01-**J3/J2/J5**)
   a. JTF restated mission
   b. Strategic and operational results -- desired end state
   c. Operational restrictions that may inhibit subordinate commanders
   d. Planning assumptions
   e. Threat
   f. Area of operations
   g. Forces available
   h. Time available

2. Develop the reconnaissance concept of support (Task Number 226-02-**J3/J2**)
   a. Ensure mission supports the CJTF concept of operation.
   b. Accomplish collection tasks outlined in Annex B, Intelligence to OPLAN.
   c. Position reconnaissance assets to support Command and Control (C2) and Indications and Warning (I&W) needs.

3. Establish oversight for reconnaissance planning (Task Number 226-03-**J3**) Consider:
   a. Assign responsibility for review, validation, and prioritization of intelligence collection requirements to J2.
   b. Assign responsibility for coordination and tasking of assets to J3.

c. Utilize CINC's Joint Reconnaissance Center (JRC) within the J3 with responsibility for:
   (1) Monitoring assigned assets
   (2) Establishing priorities to support current and future requirements
   (3) Assigning missions to reconnaissance assets
   (4) Coordinating with the Joint Staff for access to reconnaissance resources
   (5) Coordinating and deconflicting reconnaissance missions with other operations
   (6) Assessing the risk versus intelligence benefit
   (7) Monitoring ongoing operations
d. Coordinate, as required, with the Joint Targeting Coordination Board (JTCB).
e. Establish, as necessary, a Daily Reconnaissance priorities meeting or equivalent forum to review and prioritize aerial reconnaissance requirements.
   (1) Participation in such forum should include J2/JISE, J3/JOC, JRC, JFACC, and JTF components.
   (2) JFC, or designated representative, approves reconnaissance priorities.

4. Plan reconnaissance operations (Task Number 226-04-**J3/J2/J5/J6**)
   a. Initiate reconnaissance operations planning. Consider:
      (1) Determine efforts required to support the CJTF's concept of operations.
         (a) Identify Essential Elements of Information (EEI).
         (b) Assign priorities.
         (c) Validate reconnaissance requirements.
         (d) Establish collection requirements.
      (2) Analyze available capabilities. Consider:
         (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 non-military
            1 Detection and warning systems
            2 METOC, communications, and multispectral satellites
            3 National systems -- assets available through Tactical Exploitation of National Capabilities Program (TENCAP)
      (3) Assess operational parameters of available assets. Consider:
         (a) Range

         (b) Endurance

(c) Survivability
(d) Collection, processing, and dissemination capabilities
(4) Identify enemy capabilities that may interfere with reconnaissance operations.
(5) List assumptions not reflected in basic plan applicable to reconnaissance.

b. Establish internal policies, procedures, and cycles for planning reconnaissance operations. Consider:
(1) Targeting procedures
(a) Identify and submit reconnaissance requirements. Consider:
1 Environment -- terrain, METOC, etc.
2 Organizations
3 Infrastructure
4 Centers of gravity
5 Order of battle
6 Offensive and defensive capabilities, and locations
(b) Establish targeting priorities.
(c) Sensor employment limitations.
(2) Assessment procedures
(3) Operations Security (OPSEC)/military deception planning guidance
(4) Mission information/data reporting procedures
(5) Administration and logistics
(a) Supply
(b) Mobile Processing Centers
(c) Transportation of reconnaissance data

c. Establish special constraints. Consider:
(1) Overflight restrictions
(2) Closest point of approach
(3) Weather minimums
(4) C2 requirements
(5) Protection of reconnaissance assets

d. Request personnel and equipment augmentation from unified command staff, as required

5. Develop and disseminate reconnaissance appendix to operations annex to JTF OPLAN/OPORDS (Task Number 226-05-**J3**)

ELEMENT: J3/J5/J1/J2

MTG TASK: PLAN/INTEGRATE NONCOMBATANT EVACUATION OPERATIONS (NEO) (Task Number 227-00-J3/J5) (Relates to UJTL Task OP 4.5.3, 6.2, 6.2.5)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning non combatant evacuation operations (NEO) in permissive, uncertain, and hostile environments, preparatory to completion of the plan.

MTG TASK PURPOSE: NEO(s) require detailed integration and coordination with the Department of State (DOS), are politically sensitive, and will be monitored by the highest level of government. When executed, the NEO must evacuate US citizens and selected citizens of the Host Nation (HN) and/or third country nationals whose lives are in danger from a hostile environment to a safe haven, preferably the US The JTF is prepared to support NEO on short notice and concurrently with military operations. Planning is accomplished in a manner that supports the campaign or major operation and prepares the JTF to support and achieve NEO objectives.

REFERENCES: JP 0-2, JP 3-07, **JP 3-07.5**, JP 5-00.2

MTG TASK STEPS

1. Review the commander's estimate, selected course of action, and US policy for the protection and evacuation of US citizens and property abroad (Task Number 227-01-**J5**) (based on Executive order 12656) Consider:
   a. Protect US citizens.
   b. Evacuate US citizens to a safe haven.
   c. Reduce risk of capture as hostages.
   d. Reduce to a minimum the number of US citizens in probable combat areas.

2. Establish liaison links (Task Number 227-02-**J5**)
   Between JTF and:
   a. CINC
   b. Adjacent, supporting, or assigned forces
   c. US Embassy/DOS
   d. HN/other foreign governments, as required

3. Establish dialogue with US Embassy/Department of State for NEO planning (Task Number 227-03-**J5**) Consider:
   a. Political constraints on introduction of forces prior to NEO. Include:

(1) Insertion of special operations forces (SOF)
(2) Sensor employment

b. Key personnel positions in the US Embassy -- senior US official in charge of NEO
c. DOS notification procedures and plan for movement of evacuees to assembly areas
d. Documentation of evacuees -- screening procedures
e. Assembly area operations
f. Evacuation site operations
g. US Embassy security and operations
h. Required health services support
i. HN support
j. Intermediate Staging Base (ISB) operations
k. Safe haven repatriation operations
l. Embassy/DOS assessment of local situation
m. Review US Embassy's Emergency Action Plan (EAP) for NEO. Assess/survey:
(1) Evacuation sites -- landing zones, ports, and beaches
(2) Number of evacuees -- total and by area
(3) Assembly areas
(4) Command posts
(5) Most recent F-77 report -- list of potential evacuees
(a) Personnel that can be ordered to depart
(b) Personnel that cannot be ordered to depart
(6) Procedures for individuals not on list
n. Food service requirements

4. Identify non-US Department of Defense and Department of State agencies supporting/impacting NEO (Task Number 227-04-**J5**)
Consider:
a. Department of Health and Human Services -- at 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 Societies
g. World Health Organization
h. UN Disaster Relief Coordinator
i. UN High Commission for Refugees (UNHCR)
j. Various Non-Governmental Organizations (NGOs)/Private Volunteer Organizations (PVOs)

5. Review the rules of engagement/legal considerations (Task Number 227-05-**J5**)
a. Assess the impact on concept of operations.

b. Identify potential problems and requests modification of Rules of Engagement (ROE) to CINC including the use of riot control agents and methods of non-lethal crowd control
c. Ensure compliance with legal requirements, including the Law of the Sea and Airspace, applicable norms of the Law of War, and international agreements such as Status of Forces Agreements.

6. Appraise, understand, and determine the types of NEO the JTF may conduct (Task Number 227-06-**J5**) (based on political-military environment)
a. Plan NEO -- permissive environment. Consider:
(1) No resistance to NEO -- requires little or no combat forces ashore.
(2) Evacuees may or may not have been processed and assembled at designated assembly areas, evacuation points, and sites
(3) HN concurs and supports
(4) Transportation, emergency medical treatment, administrative processing and coordination with DOS and other supporting agencies -- primary JTF focus
(5) Evacuee security requires minimum forces.
b. Plan NEO -- uncertain environment. Consider:
(1) HN forces do not have total control of the territory and population.
(2) JTF evacuation force reinforced with additional security units.
(3) ROE developed/ disseminated early for rehearsal purposes to avoid potential for escalation of hostilities.
c. Plan NEO -- hostile environment. Consider:
(1) Civil disorder/terrorist actions up to full scale combat expected
(2) JTF evacuation force reinforced with sizable security forces or large reaction force positioned at an ISB
(3) Amphibious landing, defensive perimeters, convoy escorts, personnel recovery operations and screening of evacuees

7. Organize JTF assigned/attached forces and conduct NEO planning (Task Number 227-07-**J5**) Consider:
a. Conduct initial planning.
(1) Identify JTF HQ composition. Includes:
(a) Command and joint staff -- may require Service component augmentation
(b) Augmentation detachments -- civil affairs, Psychological Operations (PSYOP), mortuary affairs
(c) Communication support -- Joint Communications Support Element (JCSE)
(d) HQ support and sustainment -- administrative/logistics support
(e) Security support -- for all JTF elements
(2) Identify forces for self-defense, extraction, and protection of evacuees.
(3) Develop force sequencing.
(4) Employ multinational forces in planning, if possible.

(5) Identify composition and duties of JTF Advanced Echelon (ADVON).

(a) Forward command element
(b) Evacuation site party
(6) Deploy JTF ADVON to NEO site, on approval

b. Plan deployment to ISB.
(1) Identify/designates the ISB.
(2) Advise DOS of ISB requirements.

c. Plan conduct of evacuation.
(1) Identify composition and duties of JTF main body evacuation force. Consider:
(a) Command and Control (C2)
(b) Marshaling element
(c) Security element
(d) Logistics element
(2) Other considerations:
(a) Medical/dental
(b) Joint rescue
(c) Graves registration
(d) Public affairs
(e) METOC

d. Plan for evacuee processing.
(1) Identify location and role of the Evacuation Control Center (ECC).
(2) Establish functions of ECC. Consider:
(a) HQ, ECC
(b) Reception/search station
(c) Registration station
(d) Debriefing station
(e) Medical station
(f) Transportation station
(g) Comfort station
(3) Establish procedures for classification and prioritization of evacuees.
(4) Coordinate with DOS for guidelines on requests for asylum/temporary refuge.

e. Plan for safe haven operations
(1) Coordinate with DOS for designation of safe haven
(2) Organize the safe haven force -- patterned after ECC's processing section Consider:
(a) Command group
(b) Reception team
(c) Processing team
(d) Comfort team
(e) Scheduling team
(3) Establish provisions for closure of the safe haven.

f. Plan for transition/termination activities.

ELEMENT: J5/J3

MTG TASK: PLAN/INTEGRATE MULTINATIONAL AND INTERAGENCY OPERATIONS (Task Number 228-00-J5/J3) (Relates to UJTL Task OP 5.7)

MTG TASK SITUATION: CJTF's selected COA requires coordination and integration of multinational and interagency operations and efforts.

MTG TASK PURPOSE: Purpose of this task is to identify, coordinate, and integrate multinational and interagency operations and efforts into JTF operations. Product of the task is a clear understanding of multinational and interagency agendas, capabilities and limitations, a mechanism for information sharing, and the establishment of command and control procedures and command relationships that promote synchronization of all operations and efforts. This understanding should be reflected in the JTF OPLAN/OPORD.

REFERENCES: JP 3-0, JP 3-08, **JP 3-16,** JP 5-00.2

MTG TASK STEPS

1. Conduct mission analysis (Task Number 228-01-**J5/J3**)
   a. Establishes initial communications and liaison with multinational and interagency units, organizations, and agencies.
   b. Exchange understanding of mission and supporting/supported, or associate or partnership relationships.
   c. Resolve conflicts in JTF mission and real or perceived multinational or interagency agendas.
      (1) Resolve through communication at lowest level possible, consistent with available guidance and multinational or interagency sensitivities.
      (2) If required, identify conflicts to establishing headquarters for resolution or assistance at the national level.
      (3) Coordinate with Department of State and available US Mission or Country Team
   d. Develop, publishes multinational force mission statement.

2. Determine capabilities and limitations of multinational forces, and interagency units, organizations, or agencies (Task Number 228-02-**J5/J3**)
   a. Consider:
      (1) Command and control and decision making
      (2) Force projection and capabilities for operational movement and maneuver
      (3) Communications capabilities
      (4) Protection capabilities and requirements
      (5) Logistics capabilities and requirements
      (6) Intelligence resources
   b. Identify potential contributions to coordinated operations

(1) Seek to accentuate positive aspects.
(2) Promote most appropriate role(s) for multinational and interagency partners, commensurate with capabilities and limitations.

c. Identify requirements for JTF support of multinational and/or interagency operations, consistent with JTF mission requirements.

3. Develop command and control structure/arrangements (Task Number 228-03-**J5/J3**)

a. Identify multinational force commander (MFC) and degree of authority.
(1) Normally accomplished at the strategic national level
(2) May be based on relative contribution to 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, standardization
(5) Whether alliance (preexisting) or coalition (formed for specific actions) conditions exist
(6) Role of US forces or extent of US involvement. While committed to unity of command and effort, the following conditions always apply:
(a) 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 capability and authority to report to higher US authorities, as required
(d) US reserves the right to terminate participation at any time and to take necessary actions to protect US forces

c. Structure provides for an information and intelligence sharing mechanism.
(1) Preserve national resources, as necessary; security measures may preclude open sharing.
(2) Treat all partners as equal team members.
(3) Provide a mechanism for identification and validation of intelligence and information requirements.
(4) To extent possible, provides for interoperability of intelligence equipment/communications.
(5) Provides framework of Liaison Officers.

d. Develop or participate in 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) Integrated command structure is based on a supreme commander from a member nation, on integrated commands and staff at several tiers of subordinate levels, and multinational operational forces.

(b) Lead nation structure exists when all member nations place their forces under the control of one nation.

1 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) Coalition command structure is typically characterized by one of three basic structures: parallel, lead nation, or a combination of the two.

(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) 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. Develop command relationships for interagency and Non-Governmental (NGO) and Private Volunteer Organizations (PVO).

(1) Depending on operation, JTF may function in support of or be assisted by US Government interagencies.

(2) Relationship to NGO/PVO may be on an association or partnership basis

(3) Include considerations for DOD, DISA, DLA, DNA, DOS, USAID, USIA, DEA, other government agencies.

4. Develop operational plan(s) (Task Number 228-04-**J5/J3**) Consider:

a. Intelligence requirements/operations

(1) Security measures may preclude open sharing.

(2) Require agreement on procedures for identification/validation of requirements, collection, production, analysis, dissemination.

(3) Consider use of in-country sources.

(4) Consider interoperability of systems.

b. Logistic support

(1) Should be collective responsibility of multinational partners -- should complement partners capabilities and minimize weaknesses
(2) Require appropriate mix and balance of support units
(3) Accommodate differences in logistics doctrine, organizational capabilities, SOPs, terminology and definitions, methods for computing requirements, ADP support systems
(4) May require directive logistics authority for the multinational force commander
(5) Logistics planning includes:
  (a) Provision of common supplies and services
  (b) Transfer of logistics assets to the multinational force
  (c) Accounting for and reimbursement of supplies and services
  (d) Release of national assets and maintenance of national asset visibility
  (e) Compatibility of logistics equipment and systems
  (f) Integration of NGO/PVO resources
  (g) Command and control of logistics: lead nation concept; role specialization; pooled assets and resources
  (h) Health services, including preventive medicine and a phased health care system

c. Communications, including:
(1) Frequency management
(2) Equipment compatibility
(3) Procedural compatibility
(4) Cryptographic and communications security
(5) Identification Friend or Foe (IFF) procedures
(6) Data-link protocols

d. Command and Control Warfare (C2W) planning and coordination
e. Differences in doctrine and training
f. Search and rescue procedures and resources
g. Media integration
h. Interagency and nongovernmental interactions
i. Space support for multinational operations, including:
(1) Tactical warning
(2) Environmental monitoring
(3) Surveillance and reconnaissance
(4) Navigation and positioning
(5) Communications

j. Standardization -- a four level process beginning with efforts for compatibility, continuing with interoperability and interchangeability measures, and leading to commonality
k. Rules of Engagement (ROE)

l. Unity of effort and communication of Commander's (MFC's) intent. Includes:
   (1) Assignment of appropriate missions to multinational partners
   (2) Criteria for or definition of success
   (3) Identification of conditions for termination

5. Consider factors related to land operations (Task Number 228-05-**J5/J3**) Consider requirements and capabilities for:
   a. Movement and maneuver
   b. Multinational fire support
   c. Intelligence
   d. Operational and tactical support
   e. Command and control
   f. Protection

6. Consider additional, special factors related to maritime operations (Task Number 228-06-**J5/J3**)
   Consider requirements and capabilities for:
   a. Gaining sea and/or littoral area control
   b. Projecting power from the sea
   c. Denying an enemy use of the sea
   d. Maritime policing missions
   e. Enforcement of the law of the sea
   f. Interoperability in such operations as:
      (1) Replenishment-at-sea
      (2) Helicopter operations
      (3) Weapons safety regulations
      (4) Naval composite warfare concepts and operations
      (5) Interoperations with Marine Air-Ground Task Forces (MAGTFs)
      (6) Prevention of close quarters situations
      (7) Waterspace management
      (8) Rescue at sea

7. Consider specific factors related to air operations (Task Number 228-07-**J5/J3**)
   a. Designation and role and authority of a multinational force JFACC
   b. Development of a multinational force level concept of air operations and supporting air operations plan and Air Tasking Order (ATO)

   c. Airspace control plan and procedures. Includes designation of an Airspace Control Authority (ACA).
   d. Air defense control plan and procedures. Includes designation of an Area Air Defense Commander (AADC).

8. Consider specific factors related to special operations (Task Number 228-08-**J5/J3**)
   a. Possible missions include:
      (1) Direct action
      (2) Special reconnaissance
      (3) C3I support of multinational units
      (4) Assessment of multinational units
      (5) Psychological operations support
      (6) Civil affairs operations support
   b. Considerations include:
      (1) Appropriate missions
      (2) Necessary combat and service support
      (3) Intelligence requirements
      (4) Command and control arrangements
      (5) Special protection requirements, including fire control measures
      (6) Insertion and extraction requirements

ELEMENT: J3/J5/J2

MTG TASK: **PLAN/INTEGRATE CIVIL-MILITARY OPERATIONS (CMO)**
(Task Number 229-00-J3/J5) (Relates to UJTL Tasks OP 4.7.2 - 4.7.5)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning CMOs in support of Foreign Internal Defense (FID) programs, preparatory to completion of the plan.

MTG TASK PURPOSE: Assistance to the Host Nation (HN) may include 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. Planning efforts must address the scope and types of services to be provided; the forces, systems and resources to be employed; and the concept for the conduct and control of CMOs. CMO planning must be accomplished in a manner that supports the campaign or major operation by enabling the JTF to exploit available resources.

REFERENCES: JP 3-07.1, **JP 3-57**, CJCSM 3122.03

MTG TASK STEPS

1. Review commander's estimate, selected course of action and consider requirements for employment of US forces in civil-military operations (Task Number 229-01-**J5**)
   a. JTF restated mission
   b. Strategic and operational results -- desired end state
   c. Operational restrictions that may inhibit subordinate commanders
   d. Planning assumptions
   e. Threat
   f. Area of operations
   g. Forces available
   h. Resources available
   i. Time available
   j. METOC

2. Determine the intent and objectives of planned civil-military operations (Task Number 229-02-**J5**) (as they relate to JTF operations) Consider:
   a. Develop favorable emotions, attitudes, or behavior in neutral, friendly, or hostile groups.
   b. Support an on-going FID program.
   c. Address causes of instability (preventive) and post-conflict instability.
   d. Support disaster relief, civil defense, counterdrug, and anti-terrorist activities.

3. Consider establishment of foreign internal defense advisory committee for coordination of military and non-military civil-military operations (Task Number 229-03-**J5**) Members may include:
   a. Interagency representatives
   b. Military staff from Country Team
   c. JTF staff
   d. Legal advisor
   e. Public Affairs (PA)
   f. Political Advisor (POLAD)
   g. PSYOPS advisor

4. Plan civil-military operations based upon analyses of assigned mission (Task Number 229-04-**J5**)
   a. Match mission requirements against available resources.
   b. Integrate US military support into HN Internal Defense and Development (IDAD) programs -- Civil Affairs. Consider assistance in areas of:
      (1) Labor
      (2) Legal
      (3) Public administration, safety, welfare, education, finance, works, and health
      (4) Civilian supply
      (5) Economics and commerce
      (6) Property control
      (7) Dislocated civilians
      (8) Arts, monuments, and archives
   c. Communicate US intentions and goals to prevent misinterpretation of US action -- Psychological Operations. Consider:
      (1) Building favorable attitudes toward the US
      (2) Building favorable attitudes toward the HN government
      (3) Counter anti-US and anti-HN propaganda
      (4) Discrediting the opposition
   d. Address needs of HN populace -- Humanitarian Assistance. Consider:
      (1) Disaster relief
      (2) Health services assistance programs
      (3) Transportation assistance
   e. Assist HN populace in conjunction with JTF military operations -- Humanitarian and Civic Assistance. Consider:
      (1) Engineer construction projects

      (2) Health services support programs
   f. Employ HN military personnel (under JTF supervision) -- Military Civic Action Consider:

      (1) Construction of surface transportation systems

(2) Well drilling
(3) Basic sanitation facilities

5. Integrate civil-military operations into civil affairs annex to JTF OPLAN (Task Number 229-05-**J5**) Consider:
   a. Determine concept of CMO support based upon mission, COA selected, and desired civil-military relationship desired.
   b. Provide estimates of availability, extent, and capabilities of HN civil resources -- facilities, communications, public utilities, etc.
   c. Identify legal basis and authorizations and restrictions -- pertinent civil-military agreements.
      (1) Rules of Engagement (ROE)
      (2) Use of force
   d. Identify CMO measures of success.
   e. Conduct periodic CMO assessments to determine achievement of strategic and operational objectives.

ELEMENT: J3/J5/J2

MTG TASK: PLAN/INTEGRATE SHORT NOTICE COUNTERDRUG OPERATIONS (Task Number 231-00-J3/J5) (Relates to UJTL Task OP 4.7.3)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning short notice Counterdrug (CD) operations in support of designated US Law Enforcement Agencies (LEA), preparatory to completion of the plan.

MTG TASK PURPOSE: CD operations require detailed integration and coordination with the supported LEA and Host Nation (HN). The JTF is prepared to support CD operations on short notice and concurrently with military operations. Planning is accomplished in a manner that supports the campaign or major operation and prepares the JTF to support and achieve CD objectives.

REFERENCES: JP 3-07.4

MTG TASK STEPS

1. Review the commander's estimate, selected courses of action, and consider requirements to conduct short notice counterdrug operations (Task Number 231-01-**J5**) (in support of US LEAs and HN) Consider:
   a. LEA
      (1) LEA requirements
      (2) Control measures
      (3) Operations deconfliction
      (4) Handover procedures
      (5) Rules of Engagement(ROE)/Use of force
      (6) Command, Control, Communications, Computers, and Intelligence (C4I) capabilities
      (7) Security arrangements
      (8) Communications compatibility
      (9) Terminology differences
      (10) Intelligence requirements
      (11) Regulatory/legal constraints
      (12) Measure of effectiveness
   b. HN
      (1) Capabilities and attitudes
      (2) HN requirements
      (3) C4I capabilities

(4) Cultural differences/perceptions
(5) Historical perspectives
(6) Economic conditions
(7) Political climate

2. Consider issues/factors in counterdrug planning (Task Number 231-02-**J5**)
   a. Develop plan for intelligence collection and dissemination.
   b. Determine what constitutes the CD target -- IAW LEA.
   c. Develop and agree upon measures of effectiveness.
   d. Determine applicable CD legal constraints so as to not violate legal and policy restrictions on use of military support.
   e. Understand ROE/use of force procedures in effect. Consider:
      (1) Additional or pending ROE
      (2) Methods of requesting changes to ROE
   f. Determine if Status of Forces Agreement (SOFA) is in effect.
   g. Ensure alternate communications are in place to avoid interoperability problems.
   h. Maintain Operations Security (OPSEC) while conducting CD operations.
   i. Establish command lines and relationships between:
      (1) US military forces deployed
      (2) Diplomatic agencies
      (3) Other US agencies -- Department of State (DOS), Customs, Drug Enforcement Agency (DEA), etc.
      (4) Other HN forces and agencies
   j. Develop public affairs plan IAW other agencies.

3. Identify types of counterdrug support that may be required by US law enforcement agencies (Task Number 231-03-**J5**)
   a. Intelligence support
      (1) Understand LEA's definitions of strategic, operational, and tactical intelligence.
      (2) Advise LEA in use of COMINT, ELINT, HUMINT, and IMINT in support CD operations.
      (3) Integrate national foreign intelligence into CD effort -- Central Intelligence Agency (CIA), National Security Agency (NSA), Defense Intelligence Agency (DIA), Service intelligence components, DOS, and other government agencies.
      (4) Support/disseminate intelligence information to HN via Tactical Analysis Teams (TAT).
      (5) Exploit Department of Defense (DOD) counterintelligence resources to enhance CD operations.
         (a) Personal protection
         (b) Countersurveillance
         (c) Protective equipment

         (d) Intelligence briefings

b. Planning support
   (1) Assist LEA and/or HN develop CD strategy and plan.
      (a) Determine organization/structure of the JTF.
      (b) Determine team members and relationships.
      (c) Integrate military planning process with supported LEA/HN
      (d) Defines and agrees upon team member responsibilities/tasks.
      (e) Develop and submits CD mission statement.
      (f) Describe the operating environment and METOC.
      (g) Define main avenues of effort.
      (h) Set operational and support priorities for short-, mid-, and long-term.
      (i) Develop the CD plan.
      (J) Integrate CD efforts with ongoing or planned PSYOPS.
      (k) Evaluate training and infrastructure to enable HN to better conduct and sustain CD operations.
   (2) Evaluate and adjust CD strategy through feedback.
c. Logistics support
   (1) Provide transportation support to LEA and HN -- IAW legal restrictions
      (a) Vehicles and operators
      (b) Rotary and fixed wing assets
      (c) Maritime transportation -- USTRANSCOM, US Navy, or commercial shipping
   (2) Provide maintenance support (include operators) when training of non-DOD personnel is not feasible.
   (3) Provide engineer support -- IAW legal stipulations.
   (4) Provide facilities to LEA for training purposes.
   (5) Coordinate the loan of equipment to the LEA through the unified command.
d. Manpower support
   (1) Assist LEAs in eradication of growing plants, mediums, and infrastructures.
   (2) Provide administrative support to LEAs -- includes legal, clerical, accounting, and management support.
   (3) Provide specialized skills to LEAs -- includes divers, linguists, criminal investigative, military police, and intelligence analyst.
   (4) Provide inspection support at border points of entry/exit -- IAW legal stipulations.
e. Health service support

4. <u>Plan counterdrug operations</u> (Task Number 231-04-**J5**)
   a. Establish internal policies, procedures, and cycles for CD planning.
   b. Initiate CD planning using the Joint Operation Planning and Execution System (JOPES) for conducting the analysis required to build the CD plan. Modify, as required, by time constraints. Consider:

      (1) Initiation
      (2) Concept development

(3) Plan development
(4) Plan review
(5) Supporting plan

c. Use and modify the format for CD plan in Appendix C, JP Pub 3-07.4 (Final Draft), as required.

ELEMENT: J3/J5/J2

MTG TASK: PLAN/INTEGRATE OPERATIONS TO COMBAT TERRORISM (Task Number 232-00-J3/J5) (Relates to UJTL Task OP 4.7.3, 6.5)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning operations combating terrorism, preparatory to completion of the plan

MTG TASK PURPOSE: JTF planning must define the level of terrorism expected. Planners must understand basic US military counterterrorism capabilities, and how to organize and plan for the employment of JTF forces in interagency and multinational antiterrorism programs and counterterrorism operations. Operations to combat terrorism must be accomplished in a manner that supports the campaign or major operation.

REFERENCES: JP 3-07, **JP 3-07.2**

MTG TASK STEPS

1. Review commander's estimate, selected course of action, and requirements for combating terrorism (Task Number 232-01-**J5**)
   a. JTF restated mission
   b. Strategic and operational results -- desired end state
   c. Operational restrictions that may inhibit subordinate commanders
   d. Planning assumptions
   e. Area of operations
   f. Forces available
   g. Time available
   h. METOC

2. Analyze and conduct threat assessment (Task Number 232-02-**J5**)
   a. Analyze existence and capabilities of terrorist groups that may target JTF forces. Consider:
      (1) Affiliation and history
         (a) Non-state supported
         (b) State-supported
         (c) State-directed
      (2) Level of training
      (3) Organization
      (4) Sophistication
   b. 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

c. Assess JTF installation/facility criticality and vulnerabilities. Identify and prioritize:
   (1) Key personnel
   (2) Critical facilities
   (3) Critical equipment

d. Examine the internal political and security considerations that may impact terrorists activities.

3. Disseminate input from JTF Staff Judge Advocate regarding legal considerations during planning (Task Number 232-03-**J5**)

a. Summarize US policy and strategy on terrorism. Consider:
   (1) Domestic terrorism -- Department of Justice - lead agency
   (2) Foreign incidents -- Department of State - lead agency
   (3) In-flight (within US) -- Department of Transportation - lead agency
   (4) Department of Defense (DOD) personnel and installations -- DOD - lead agency/supports other agencies with forces and technical support

b. Advise CJTF on extent of authority to combat terrorism. Consider:
   (1) Restrictions on use of military personnel for enforcement of US civil law
   (2) 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 - status of forces agreement and/or memorandums of agreement with Host Nation (HN)
   (4) Relationship between the JTF and Federal Law Enforcement Agencies (LEA)

4. Integrate active and passive antiterrorism measures into JTF planning (Task Number 232-04-**J5**)

Consider:

a. Coordinate the collection and dissemination threat information to JTF components.

b. Integrate Operations Security (OPSEC) considerations into planning. Consider:

(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. Consider:
(1) Key personnel
(2) Personal protection training to reduce vulnerability training

d. Identify physical vulnerabilities of installations, personnel, and materiel and reduce vulnerabilities -- physical security. Consider:
(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

5. Integrate the employment of forces for counterterrorism into JTF planning (Task Number 232-05-**J5**)

a. Identify forces to provide initial response to terrorist incident. Consider type of operation:
(1) Preemptive
(2) Retaliatory
(3) Rescue

b. Identify types of forces and Command and Control (C2) relationships. Consider:
(1) Political constraints
(2) Location of incident
(3) Type of incident
(4) Degree of force required
(5) Rules of Engagement (ROE)

c. Identify reinforcing forces should the incident escalate.

d. Develop procedures/techniques to handle terrorist incidents. Consider:
(1) Secure communications in incident area
(2) Chain of custody for evidence seized in an incident
(3) Logistic requirements -- communications equipment, photographic supplies, etc.
(4) Disposition of apprehended individuals
(5) Terrorist incident reporting procedures
(6) Public affairs guidance/objectives

ELEMENT: J3/J5/J2

MTG TASK: PLAN/INTEGRATE INSURGENCY/COUNTERINSURGENCY OPERATIONS (Task Number 233-00-J3/J5) (Relates to UJTL Task OP 4.7)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning insurgency/counterinsurgency operations, preparatory to completion of the plan.

MTG TASK PURPOSE: Planning insurgency/counterinsurgency operations requires detailed integration and coordination. JTF planning must identify the root causes of the insurgency, assess the situation, estimate both its near- and long-term intentions, and implement measures to either support or counter the insurgent movement. Operations to support insurgency or counterinsurgency must be accomplished in a manner that supports the campaign or major operation.

REFERENCES: JP 3-07

MTG TASK STEPS

1. Review commander's estimate, selected courses of action, and requirements for insurgency/ counterinsurgency operations (Task Number 233-01-**J5**)
   a. JTF restated mission
   b. Strategic and operational results -- desired end state
   c. Operational restrictions that may inhibit subordinate commanders
   d. Planning assumptions
   e. Area of operations -- cultural and geographic
   f. Forces available
   g. Time available
   h. METOC

2. Apply the principles for military operations other than war in planning and conducting insurgency and/or counterinsurgency operations (Task Number 233-02-**J5**)
   a. Establish clearly defined objectives, define measures of success, and identify the conditions that may result in mission termination.
   b. Establish unity of effort by coordinating with the supported political/diplomatic agencies.
   c. Plan for force protection and protection of civilians.
   d. Develop/disseminates Rules of Engagement (ROE) and rules for use of force and forces.
   e. Plan for protracted operations and prepares for changing conditions.

f. Avoid legitimizing individuals and organizations in situations where a Host Nation (HN) government does not exist.

3. Identify the root causes of the insurgency movement (Task Number 233-03-**J5**)
Consider:
   a. Dissatisfaction with political, social, economic, and/or ethnic conditions
   b. Governmental weaknesses including:.
      (1) Failure to maintain law and order
      (2) Inability to respond to disasters with humanitarian assistance
      (3) Overreaction to civil disturbances
      (4) Failure to meet economic or social expectations
   c. Complexities of the ethnic-based insurgency
      (1) Roots may be obscure and irrational
      (2) Preempting the causes may not be possible

4. Plan JTF support of insurgent movements (Task Number 233-04-**J5**)
   a. Establish support characteristics. Consider:
      (1) Overt
      (2) Low visibility
      (3) Clandestine
      (4) Covert
   b. Identify the non-Department of Defense (DOD) manager of the insurgent program.
   c. Identify the Congressional mandates/restrictions for the insurgent program.
   d. Determine the type of JTF support required.
      (1) Advise, trains, and assist indigenous forces in Tactics, Techniques, and Procedures (TTP). Consider:
         (a) Guerrilla warfare
         (b) Escape and evasion
         (c) Subversion
         (d) Psychological Operations (PSYOP) and Civil Affairs (CA)
      (2) Provide intelligence support for the insurgent movement.
      (3) Assist in establishing a logistics support network.
      (4) Employ Command, Control, and Communications (C3) systems to enhance information collection and communications.

5. Plan JTF support of counterinsurgency operations (Task Number 233-05-**J5**)
   a. Coordinate with US Chief of Diplomatic Mission to determine level of JTF involvement.
   b. Determine the type of JTF support required for Foreign Internal Defense (FID) programs.
      (1) Train in areas related to foreign military sales cases.
      (2) Provide intelligence support and training to HN personnel.

      (3) Advise/assist in development of HN production, maintenance, storage, distribution, control, and flow of US materiel assistance.

(4) Plan Civil-Military Operations (CMO) in support of disaster relief, civil defense, counterdrug operations, and counterterrorism.
(5) Employ C3 systems to support counterinsurgency operations.
(6) Plan JTF tactical operations as security component of FID programs.

6. Integrate JTF support with political, diplomatic, economic, and information programs (Task Number 233-06-**J5**)

ELEMENT: J3/J5/J2

MTG TASK: PLAN/INTEGRATE PEACE OPERATIONS (Task Number 234-00-J3/J5) (Relates to UJTL Tasks OP 1.1-1.5, 3.1, 4.1-4.7, 5.1-5.7, 6.2-6.5)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning peace operations, preparatory to completion of the plan

MTG TASK PURPOSE: Peace operations complement the subordinate JTF campaign or major operations. Properly developed and integrated, they support diplomatic, peacemaking actions, and promote regional stability. Specifically, they support the achievement of a peaceful settlement among belligerent parties. To do this, they leverage 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**, 3-07.5

MTG TASK STEPS

1. Develop concept for military support of diplomatic actions (Task Number 234-01-**J5**)
   a. Missions to deter aggression, encourage participation
   b. Logistic support of diplomatic efforts
      (1) Transportation
      (2) Communications
      (3) Humanitarian/civic action
   c. Preventive/deterrent deployment
   d. Military to military contacts
   e. Reconstruction
   f. Security assistance
   g. Applicable ROE
   h. Requirement for conducting or facilitating negotiations

2. Develop concept for peacekeeping operations (Task Number 234-02-**J5**)
   a. Nature of the mandate and definition of success, or end state
   b. Requirements for specific operations:
      (1) Observation and monitoring. May include:
         (a) Observation and maintenance of a cease fire
         (b) Investigation and reporting of incidents
         (c) Inspections
         (d) Patrolling
         (e) Witness the transfer of personnel or equipment
         (f) Search operations

(g) Evacuation and convoy escort
(h) Negotiations and mediating
(i) Liaison visits

(2) Supervision and assistance. May include:
(a) Supervision of elections
(b) Transfer of authority
(c) Partition of territory
(d) Evacuation and convoy escort
(e) Temporary administration of civil functions
(f) Supervision of free territories
(g) Supervision of cease fires
(h) Supervision of withdrawals and/or disengagements
(i) Supervision of Enemy Prisoners of War (EPW) exchanges
(j) Supervision of demilitarization and demobilization
(k) Maintenance of law and order

(3) Peacekeeping support. May include:
(a) Logistics support -- equipment, supplies, air/sealift, etc.
(b) Delivery of financial support

(4) Specific forces. Consider:
(a) Psychological Operations (PSYOP)
(b) Civil affairs
(c) Military police
(d) Engineer
(e) Signal
(f) Judge advocate
(g) Health services
(h) Target acquisition
(i) Intelligence
(j) Explosive Ordnance Disposal (EOD)
(k) METOC
(i) Linguists
(m) Special operations forces
(n) Sniper teams

c. Applicable ROE

3. Develop concept for peace enforcement operations (Task Number 234-03-**J5**)
Consider:
a. Understanding of nature and purpose of peace enforcement operations -- use or threatened use of combat power to force compliance with resolutions or sanctions designed to maintain or restore peace
b. Understanding of political goals
c. Nature of mandate and definition of military success, or end state of joint force operations. May involve, for example:

(1) Security of Lines of Communication (LOC)
(2) Separation of combatants
(3) Implementation of a cease fire
(4) Transition to a peacekeeping force
(5) Initiation/adequate progress of humanitarian assistance
(6) Potential requirement for conducting or facilitating negotiations

d. Nature of the threat
   (1) Prospect of success of show/demonstration
   (2) Prospect of required coercion

e. Requirement to keep incidental injury and collateral damage to the minimum consistent with mission accomplishment and the security of the force

f. Prospect of requirement for follow-on peacekeeping force

g. Requirement for rapid transition from deterrence to use of overwhelming force -- avoid gradual escalation in use of force

h. Requirement for specific, peace enforcement operations:
   (1) Operations to restore order and/or intervention operations
   (2) Enforcement of sanctions
   (3) Forcible separation of belligerents
   (4) Establishment and supervision of protected zones
   (5) Restoration of borders
   (6) Protection of humanitarian assistance

i. Requirement for civil affairs/civil-military operations, to include assistance in the pre-deployment training of peace operations forces, liaison with local authorities, assisting in the preparation of area information, assisting with dislocated civilians and refugee camp operations, providing assistance with procuring humanitarian relief supplies and essential supplies from host nation sources, and assistance in maintaining cognizance of civilian movements in and out of disputed areas

j. Potential requirement for rapid strategic deployment of peace enforcement forces

k. Multinational partnership requirements

l. Natural phasing of peace enforcement operations:
   (1) Introduction of forces
   (2) Establishment of a lodgment
   (3) Establishment of conditions to stop hostilities
   (4) Establishment of conditions for the exit of peace enforcement forces
   (5) Relief by peacekeeping forces or Host Nation (HN) civil governments
   (6) Redeployment
   (7) Initiation/adequate progress of humanitarian assistance

m. Deployment concepts to support concept of peace enforcement operations
   (1) Deploys peace enforcement forces, equipment, as required, in support of JTF HQ, component operations
   (2) Provision Time-Phased Force and Deployment Data (TPFDD) input to the supported CINC

n. Applicable ROE

o. Special requirements for public affairs, to include responsibilities to higher commanders, the CJTF and JTF forces, and to the world media
p. Special Military Police operations, to include POW exchange, staffing checkpoints, traffic control, and force protection operations

4. Consider requirements for operational movement and maneuver (Task Number 234-04-**J5**)
   a. Positioning of peace assets for operations
   b. Strategic, operational transportation of peace forces, expertise
   c. Operational mobility
      (1) Freedom of movement of peace forces
      (2) Navigation assistance
      (3) Identification, removal of major obstacles
      (4) Operating bases/basing operations

5. Consider requirements for fires (Task Number 234-05-**J5**)
   a. Strategic attack
   b. Interdiction
   c. Close air support
   d. Joint fire support
   e. Targeting support -- detection, observation, surveillance
   f. Special operations support
      (1) Direct action
      (2) PSYOP, to include tactical persuasive measures, local information programs, amplification of humanitarian assistance and civil affairs programs, the promotion of acceptance of cease-fires, withdrawal of troops, , and compliance with security agreements. Operational and strategic operations can help project to regional participants and the world community a favorable image of impartial and capable peace operations forces.
   g. Electronic Warfare (EW)

6. Consider requirements for operational protection of peace operations forces (Task Number 234-06-**J5**)
   a. Theater Ballistic Missile Defense (TBMD)
   b. Air defense
   c. Counter air operations
   d. Physical security
   e. Operations Security (OPSEC)
   f. Military deception

7. Plan the operational command and control of peace operations forces (Task Number 234-07-**J5**)
   a. For US, unilateral operations, base Command and Control (C2) arrangements on previous JTF tasks for land, air, maritime, space, special operations.

b. For multinational operations, determine C2 scheme:
   (1) Lead nation (one nation leads/directs others in the accomplishment of a peace operations mandate)
      (a) Lead nation provides dominant forces, commander, basic staff to control operations.
      (b) Multinational partners place forces under control of lead nation's military commander.
      (c) Integrate multinational staff augmentation into controlling headquarters.
      (d) A US CJTF may function as commander of the multinational force, when US is the lead nation.
   (2) Parallel command
      (a) Commander selected by international sponsor
      (b) Staff, proportionally representing all contributing nations, formed ad hoc
      (c) Operational Control (OPCON) of multinational forces provided to designated force commander -- however, degree of control generally less than that exercised in lead nation mode
   (3) When US is not the lead nation, or under the parallel command scheme, a US CJTF supports the effort IAW guidelines provided by the supported CINC.
   (4) US national contingent commander is the senior US military officer in the operation.
   (5) Commanders of US forces under a non-US peace operations commander retain command of subordinate and attached elements.
c. Plan/coordinate communications support/operations, to include use of civil communications facilities and interoperability of communications equipment between national contingents
d. Coordinate liaison support/operations
e. Training of peace operations forces in the specific tasks for and under specific conditions (unique stresses, for example) of specific missions assigned. CJTF may provide or coordinate training resources for component forces, if required, especially if limited pre-deployment training was conducted. (Note: While training is normally a component responsibility, the CJTF verifies with component commanders that mission specific training is conducted, especially if the mission tasks are different from the main thrust of the forces' training history.) Leader training may include the art of negotiations. In addition to other combat skills, specific common military skills include:
   (1) Counterintelligence
   (2) Observation and reporting
   (3) Communications
   (4) Patrolling
   (5) Explosive Ordnance
   (6) Nuclear, Biological, Chemical (NBC) protection
f. Understand and integrate special considerations for peace operations, as they apply to the specific mission assigned. These may include:
   (1) Resolution of disputes at the lowest level possible

(2) Acceptance of UN or HN supplies
(3) Judgment in assigning individuals to sensitive peace operations roles
(4) Understanding the differences among national contingents in world view, cultural norms, work ethic, and standards of professionalism
(5) Understanding the effect of the force's presence on the local economy
(6) Understanding ROE by all involved
(7) Centralizing control to ensure uniform reaction to incidents and precluding hasty actions by inexperienced forces
(8) Necessity to anticipate situations that require intervention or other action

8. Consider requirements for operational intelligence in support of peace operations (Task Number 234-08-**J5**)
   a. Opposing force perspectives, commanders' personality profiles, probable actions
   b. Analysis of area of operations/Intelligence Preparation of the Battlespace (IPB) products.
   c. I&W product support
   d. Reconnaissance and surveillance operations
   e. Battle Damage Assessment (BDA)
   f. Nontraditional intelligence sources and/or reemphasis from technical, enemy oriented means to human, cultural oriented means. Includes, for example:
      (1) Local merchants, vendors, service industry employees
      (2) PSYOP, Civil Affairs assets
      (3) Nongovernmental/Private Volunteer Organizations (NGO/PVO)
   g. Counterintelligence (CI) requirements in the areas of military security, civil security, embarkation security, and CI operations
   h. Note: Peace operations normally require strict adherence to standards of impartiality. Intelligence operations must be conducted in such a manner as to maintain that standard.

9. Consider requirements for operational support for peace operations forces (Task Number 234-09-**J5**)
   a. Plan for appropriate Intermediate Staging Bases (ISB), operational support bases.
   b. Plan/coordinate for necessary munitions stockage levels.
   c. Plan/coordinate for necessary fuels stockage levels.
   d. Plan/coordinate for necessary maintenance supply stocks and priorities.
   e. Plan/coordinate necessary personnel operations.
      (1) Establish the necessary deployment priority for field services, health services support resources.
      (2) Ensure the land forces plan and conduct necessary and appropriate training.
      (3) Plan for joint personnel reception operations, if required.
   f. Ensure establishment and operation of appropriate sustainment bases.
      (1) Recommend number and location of sustaining bases.
      (2) Provide sustainment engineering.
      (3) Coordinate/task law enforcement and prisoner control.

g. Plan for/coordinate politico-military support to other nations, groups, US Government (USG) agencies.
h. Plan for/coordinate land forces politico-military support to other nations, groups, USG agencies.
   (1) Plan/coordinate land based security assistance operations in theater and area of operations.
   (2) Plan/coordinate civil-military operations support in theater and area of operations.
   (3) Plan/coordinate land-based support to DOD and other USG agencies.
   (4) Coordinate land based politico-military support.
i. Plan for/coordinate matters of necessary and appropriate compatibility and interoperability of equipment, transportation, maintenance, repair parts, etc.
j. Plan for/coordinate movement of heavy equipment into and around the area of operations.
k. Plan for/coordinate unique aspects of procuring food and essential supplies that might precede full establishment of US resupply actions. These include a capability for:
   (1) Local acquisition and contracting
   (2) Finance and exchange of foreign currency
   (3) Receipt, storage and issue of all classes of supply
   (4) Transportation
   (5) Maintenance
   (6) Mortuary affairs
   (7) Food Services
   (8) Water processing, storage, and issue
l. Plan for/coordinate or review existing Status of Forces Agreements (SOFAs) or Host Nation Support (HNS) agreements.
m. Plan for/coordinate Health Service Support (HSS) for peace operations forces and in support of humanitarian assistance operations.
n. Plan for/coordinate humanitarian assistance in support of peace operations, to include:
   (1) Investigating reports of missing persons
   (2) Providing emergency medical treatment and assistance
   (3) Coordinating medical education and disease prevention programs
   (4) Resupplying minority communities, if these have been disadvantaged
   (5) Transporting minority populations, under appropriate and necessary conditions
   (6) Providing or contributing to goodwill
   (7) Repatriating POWs and returning human remains, mail, or property

10. Consider requirements for transition or termination of the peace operation (Task Number 234-10-**J5**)

ELEMENT: J3/J5/J2

MTG TASK: **PLAN/INTEGRATE NATION ASSISTANCE OPERATIONS**
(Task Number 235-00-J3/J5) (Relates to UJTL Tasks OP 4.7, 4.7.1, 4.7.3, 4.7.5)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning nation assistance operations, preparatory to completion of the plan.

MTG TASK PURPOSE: Military nation assistance operations support US Government (USG) efforts to assist the Host Nation (HN) with internal programs to promote stability, develop sustainability, and establish institutions responsive to the needs of the populace. They complement the HN's Internal Defense and Development (IDAD) programs. They 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 3122.03

MTG TASK STEPS

1. Develop concept for nation assistance operations (Task Number 235-01-**J5**) (based on the commander's and staff estimates) Consider:
   a. Role of nation assistance operations in achieving the desired military end state --purpose of nation assistance operations
   b. Forces required to accomplish nation assistance operations

2. Determine specific operations to be conducted to accomplish the desired purpose (Task Number 235-02-**J5**)
   a. Indirect support
      (1) Security assistance operations -- the provision of defense articles, military training, and other defense related services and the role of joint forces in implementing them. Includes:
         (a) Foreign military sales -- delivery of defense articles, training in their use and defense related services in related areas by grant, loan, credit, or cash sales, in furtherance of national policies and objectives
         (b) Peace support operations (See Task Number 234-00-J3)
         (c) Antiterrorism assistance (See Task Number 232-00-J3)
      (2) Joint and multinational exercises
      (3) Exchange programs
   b. Direct support not involving combat operations
      (1) Civil-Military Operations (CMO)
         (a) Civil affairs

(b) Psychological Operations (PSYOP)
(c) Humanitarian assistance
(d) Humanitarian and civic assistance
(e) Military civic action
(2) Intelligence and communications sharing
(3) Logistics support
(4) Health services support

c. Combat operations
(1) Provides only a temporary solution, until HN forces can stabilize the situation and provide security for the populace
(2) Strategically defensive in nature
(3) US forces support, advise, assist HN forces through logistics, intelligence, other combat support
(4) For direct involvement of US combat forces, primary role is to stabilize HN's political, economic, and social institutions until HN can reestablish control
(5) Strategic initiative, and responsibility, remains with HN
(6) Complex and innovative Command and Control (C2) relationships may be required
(7) Requires judicious ROE and guidelines for application of force

3. Conduct estimate for nation assistance operations (Task Number 235-03-**J5**)
a. Review/understand mission statement.
b. Describe/understand situation requiring nation assistance.
c. Receive/understand CJTF's guidance regarding nation assistance.
d. Coordinate plan with METOC observations.
e. Develop COA for nation assistance in support of JTF COA -- meet criteria of suitability, feasibility, acceptability, distinguishability (or separateness), and completeness.
f. Analyze COA -- wargame within context of operations COA.
(1) Determine forces/resources required.
(2) Determine possible branches and sequels to nation assistance requirements.
(3) Assess risks for each COA.
(a) Failure
(b) Exposure
(c) Unintended effects
(4) Identify support requirements--intelligence, fire support, logistics, communications
g. Compare COA, using best available information.
h. Provide input to Time-Phased Force and Deployment Data (TPFDD) development by the supported CINC.
i. Conclude/recommend nation assistance COA/concept.

4. Integrate/coordinate concept for nation assistance operations with other JTF operations (Task Number 235-04-**J5**)

a. Develop/coordinate specific nation assistance tasks

b. Conduct concurrent planning with components to be tasked
c. Deconflict nation assistance operations with other IDAD operations

5. Prepare nation assistance input to JTF OPLAN/OPORDs (Task Number 235-05-**J5**)

ELEMENT: J3/J5/J2

MTG TASK: PLAN/INTEGRATE METEOROLOGICAL AND OCEANOGRAPHIC (METOC) OPERATIONS (Task Number 236-00-J3/J5) (Relates to UJTL Task OP 2.3.2)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning METOC operations, preparatory to completion of the plan.

MTG TASK PURPOSE: METOC incorporates all facets of the Services' meteorological, oceanographic, and space environmental phenomena from the bottom of the earth's oceans into the space environment (space METOC). The JTF use of Service component METOC assets, as well as Service-unique assets that support the components, must enhance joint planning and execution of operations. Climatology, real-time data, and accurate forecasts are considered in a manner that supports the campaign or major operation and prepares the JTF to exploit environmental windows of opportunity.

REFERENCES: JP 3-0, **JP 3-59**

MTG TASK STEPS

1. Review CINC's apportionment of METOC assets and resources (Task Number 236-01-**J3/J5**)
   a. Identify forces and data requirements for METOC support.
   b. Appoint the JTF METOC officer (JMO).
   c. Direct/coordinate activities of METOC assets in Joint Operations Area (JOA).
   d. Identify METOC shortfalls to CINC. Include:
      (1) Manning
      (2) Communications
      (3) Information requirements
      (4) Service requirements

2. Plan establishment of the JTF METOC staff and equipment (Task Number 236-02-**J3/J5**)
   a. Establish and tailor Joint Force METOC Forecast Unit (JMFU) to concept of operations and composition of assigned forces
   b. Coordinate structuring METOC resources in JOA. Consider:
      (1) METOC Forecast Centers (MFC)
      (2) Component level assets
      (3) Tactical operations

c. Provide past, present, and future states of space, air, and ocean environments to subordinate joint forces and components. Consider:
   (1) Climatology of region
   (2) Observations
      (a) Land and ship reports
      (b) Upper air soundings
      (c) Satellite earth sensors
      (d) Weather radars
      (e) Lightning detection systems
      (f) Profilers
      (g) Solar telescopes
      (h) Ionosphere sensors
      (i) Buoys
      (j) Aircraft
   (3) Forecasts
      (a) Global
      (b) Regional
      (c) Tactical
d. Integrate components and worldwide METOC data for exploitation.
e. Develop operational support plan and procedures, including METOC requirements for inclusion in Annex H of JTF OPLAN
f. Establish product requirements and coordinate support services for the JTF.
g. Ensure compatibility of information exchange among METOC assets and resources.

3. Identify METOC initial and sustaining communications requirements for inclusion in Annex K of JTF OPlan (Task Number 236-03-**J3/J5**)

4. Identify transportation and logistic requirements for METOC support (Task Number 236-04-**J3/J5**)

ELEMENT: J3/J5

MTG TASK: PLAN/INTEGRATE VISUAL INFORMATION/COMBAT CAMERA DOCUMENTATION (VI/COMCAM) OPERATIONS
(Task Number 237-00-J3/J5) (Relates to UJTL Task OP 3.1.6, 4.4.6)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning VI and COMCAM operations, preparatory to completion of the plan.

MTG TASK PURPOSE: VI and COMCAM, in support of the concept of operation, requires detailed integration and coordination. The planning effort 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, **JP 5-03.1**, DODI 5040.4

MTG TASK STEPS

1. Review commander's estimate, selected course of action, and integrate VI and COMCAM programs/activities into operations planning (Task Number 237-01-**J3/J5**)
   Consider:
   a. JTF restated mission
   b. Strategic and operational results -- desired end state
   c. Planning assumptions
   d. Threat
   e. Area of operations
   f. Forces available
   g. Time available
   h. METOC

2. Designate an officer within J3 as the COMCAM representative and request augmentation of a special staff VI officer for liaison with J3 to plan employment of COMCAM assets (Task Number 237-02-**J3**)

3. Plan VI/COMCAM programs/activities (Task Number 237-03-**J3/J5**)
   a. Initiate VI/COMCAM planning concurrently with operations planning.
      (1) Determine efforts required to support the CJTF's concept of operations.
         (2) Establish OPSEC planning guidance to ensure VI/COMCAM preparation, deployment, and activities do not reveal operational indicators.

b. Establish internal policies, procedures, and cycles for planning programs/activities.
c. Include specific objectives and purposes of VI/COMCAM support in the JTF OPLAN.
(1) Gun Camera collection/processing
(2) Visual SITREPS for CJTF, JTF staff, CINC, and CJCS review. Includes:
(a) Runway conditions/MOG, port facilities, infrastructure conditions
(b) Battle damage of multinational and enemy weapons systems, facilities/infrastructure, and the effects of unique munitions trauma on personnel
(c) Ground and aerial hand-held tactical reconnaissance of multinational and enemy positions
(d) Significant US military accomplishments/campaigns
(3) Historical record requirements for:
(a) After action reports
(b) Legal proofs against law of armed conflict accusations and war damage claims substantiation
(c) Lessons learned evidence and training materials
(d) Medical technique development and training
(e) Public policy review and assessment
d. Understand support requirements and limitations. Consider:
(1) Task VI/COMCAM forces -- for planning.
(2) Task Service components to support VI/COMCAM forces -- for planning.
e. Provide guidance for the acquisition of VI/COMCAM products for operational briefings, reports, historical records, and Public Affairs (PA) support.
f. Develop/disseminate administrative procedures. Consider:
(1) Command and control procedures for COMCAM while the Joint COMCAM Management Team (JCCMT) is in transition from planning to AOR arrival
(2) Plan for field application of Visual Information Reference/Identification Numbers (VIRIN) until the JCCMT can assume responsibility for receiving and cataloging imagery
(3) Product distribution
(4) Disposition instructions
(5) Classification and sensitivity guidelines

4. <u>Develop/disseminate the VI/COMCAM appendixes to operations annex (planning guidance) to JTF OPLAN</u> (Task Number 237-04-**J3**)
a. Ensure planned/proposed VI/COMCAM programs/activities support the CJTF concept of operation
b. Review the CINC's PA plan and assesses impact on VI/COMCAM programs/activities

ELEMENT: J3/J5/J2

MTG TASK: PLAN/INTEGRATE EXPLOSIVE ORDNANCE DISPOSAL (EOD) OPERATIONS (Task Number 238-00-J3/J5) (Relates to UJTL Task OP.1.3.1, 4.1)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning EOD support, preparatory to completion of the plan.

MTG TASK PURPOSE: EOD support includes detection, identification, field evacuation, safe rendering, and disposal of unexploded ordnance as well as biological and chemical agents. Support is integrated into the concepts of operations such that combat power is protected from unexploded ordnance . The result is enhanced maneuverability, survivability, and supportability in the Joint Operations Area (JOA).

REFERENCES: JP3-07.2, JP 3-10.1, JP 3-15, **CJCSM 3122.03**

MTG TASK STEPS

1. Review the commander's estimate, selected course of action, and consider requirements for EOD (Task Number 238-01-**J3/J5**)
   a. JTF restated mission
   b. Threat
   c. Geography
   d. Forces available
   e. Time available
   f. METOC

2. Review CINC's/CJTF's operational objectives and intent (Task Number 238-02-**J3/J5**)
   Consider:
   a. Strategic and operational results -- desired end state
   b. Planning assumptions impacting EOD support
   c. Operational restrictions that may inhibit EOD support
   d. End state in relation to friendly and enemy forces

3. Plan and refine requirements for providing EOD to support the OPLAN and concept of operations (Task Number 238-03-**J3/J5**)
   a. Provide a clear, concise statement of EOD operations in support of the OPLAN.
   b. Exercise Operational Control (OPCON) over assigned and attached EOD units.
   c. Summarize capabilities of US, Host Nation (HN), and other friendly nations possessing EOD capabilities.

d. Provide assumptions applicable to EOD but not listed in basic plan.
e. Identify limiting factors for EOD in the following operations:
   (1) Counterterrorists operations
   (2) Mine countermeasures operations
   (3) Combat operations
   (4) Ordnance movements
   (5) Dignitary security support
   (6) Salvage operations
   (7) Intelligence and collection
   (8) Airport security, port security, harbor defense
f. Assigns tasks to subordinate EOD resources.
g. Establish EOD-incident reporting system.
h. Monitor the supply status and/or request expedited development of special EOD tools and equipment.

4. Develop and disseminates the EOD appendix to the JTF OPLAN (Task Number 238-04-**J3**/**J5**) (See format in CJCSI 3122.03)

ELEMENT: PMO/J3/J5/J2

MTG TASK: PLAN/INTEGRATE MILITARY POLICE OPERATIONS (MPO) (Task Number 239-00-PMO) (Relates to UJTL Tasks OP 4.6.4)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning Military Police Operations (MPO), preparatory to completion of the plan.

MTG TASK PURPOSE: MPOs support JTF operations in war and Military Operations Other Than War (MOOTW), in both combat and non-combat situations. During operations in war they provide combat power for rear operations and they facilitate operations of forward, conventional, combat forces. In MOOTW, MPOs facilitate conventional force operations and conduct certain, primary joint force operations in the areas of Security Assistance (SA) and Foreign Internal Defense (FID). The use of Military Police (MP) in MOOTW may send a less combative diplomatic signal than would the deployment and employment of conventional combat forces.

REFERENCES: JP 3-07.3, JP 3-10, JP 3-10.1

MTG TASK STEPS

1. Based on the commander's and staff estimates, develop a concept for military police operations (Task Number 239-01-**PM/J5**)
   Consider:
   a. Nature of the operation(s) -- combat/noncombat; unilateral/multinational
   b. Size and complexity of the Joint Operation Area (JOA)
   c. Size and nature of any designated rear area -- hostile/non-hostile
   d. Capability of the Host Nation (HN) to provide MP-related support
   e. Enemy Prisoners of War (EPW) evacuation and internment policy
   f. Complexity of and threat to the logistics infrastructure -- critical facilities, Lines of Communication (LOC), Main Supply Routes (MSR), movement control requirements, sensitivity of logistics operations
   g. Security requirements for key personnel
   h. HN ability to control populace from interference with military operations
   i. Resupply strategy -- by ground, sea, or air
   j. Anti-terrorism
   k. Water terminal operations

2. Consider operations in military police mission areas (Task Number 239-02-**PM**)
   a. Area security
      (1) Area reconnaissance and surveillance

(2) Protection of designated critical facilities and resources, MSR critical points, 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, 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) Developing procedures to detect terrorist activities before 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) ICW Civil Affairs (CA) forces, control of civilian populations

3. Provide military police capability for movement and maneuver (Task Number 239-03-**PM**)
a. Strategic deployment -- tailor and provide Time-Phased Force and Deployment Data (TPFDD) input
b. In-theater transportation commensurate with assigned tasks

4. Determine fire support requirements (Task Number 239-04-**PM**)
a. Integrate MP forces into fire support request nets
b. Receive/nominate targets related to MP operations
c. Psychological Operations (PSYOP) support

5. Determine military police protection requirements (Task Number 239-05-**PM**)
a. Apply Operations Security (OPSEC) to MPO
b. Determine if MPO should be integrated into military deception operations
c. Provide for appropriate identification of MP forces

6. Determine intelligence requirements for military police operations (Task Number 239-06-**PM**)
a. Intelligence Preparation of the Battlespace (IPB) products, especially related to rear area threat
b. CA intelligence products
c. Terrorist information/intelligence
d. Indications and Warning (I&W) related to rear area threats

7. Determine command and control requirements, measures for military police operations (Task Number 239-07-**PM**)
a. Organization of the supporting MP forces

b. Organization, interrelationships of supporting Criminal Investigation Division Command (CIDC) forces

c. Command and Control (C2) arrangements with multinational/HN counterparts, to include establishment of appropriate liaison
d. Interservice responsibilities

8. Determine operational support requirements (Task Number 239-08-**PM**)
   a. Communications
   b. Public affairs
   c. Transportation
   d. Provision of appropriate Rules of Engagement (ROE) and policies on use of force
   e. Supporting personnel operations
   f. METOC

ELEMENT: J4/J2/J3/J5

MTG TASK: PLAN/INTEGRATE LOGISTICS SUPPORT (Task Number 240-00-J4)
(Relates to UJTL Task OP 4.1, 4.2, 4.3, 4.5, 4.6, 4.6.3)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning logistic support, preparatory to completion of the plan.

MTG TASK PURPOSE: Logistic support requires detailed integration and coordination and must take into account the responsibilities of the Services, component commands, and commands providing augmentation forces for logistic support assigned to the JTF. Planning must be accomplished in a manner that supports the campaign or major operation by achieving the proper balance between centralized planning and decentralized execution of logistics functions and responsibilities.

REFERENCES: JP 4-0, JP 4-0 Series, JP 5-00.2, CJCSM 3122.03

MTG TASK STEPS

1. Review the commander's estimate, selected course of action, and concept of support (Task Number 240-01-**J4**)
   a. JTF restated mission
   b. Threat
   c. Geography
   d. Forces available
   e. Time available
   f. METOC

2. Review CINC's/CJTF's operational objectives and intent (Task Number 240-02-**J4**)
   Consider:
   a. Strategic and operational results -- desired end state
   b. Planning assumptions
   c. Operational restrictions that may inhibit logistics support
   d. End state in relation to friendly and enemy forces

3. Plan/develop concept of support (Task Number 240-03-**J4**) (supports of the OPLAN and concept of operations)
   a. Identify time-phased materiel requirements, facilities, and other resources to support the OPLAN.
   b. Identify transportation requirements to support the movement of prioritized personnel, equipment, and supplies.

c. Identify capabilities, vulnerabilities, and limitations of Ports of Embarkation (POE), Ports of Debarkation (POD), and Joint Logistics Over-the-Shore (JLOTS) to support normal and expanded requirements.
d. Identify support methods and procedures to meet needs of air, sea, and land Lines of Communications (LOC).
e. Coordinate and controls onward movement of forces into the Joint Operations Area (JOA).
f. Identify and coordinate levels of Host Nation (HN) and third country support.
g. Identify sustainment capabilities and requirements.
h. Identify, quantifies, and provides cost estimates for advance (long lead time) and extraordinary material procurement.
i. Identify material for JTF, as well as component.
j. Assess the impact of assumptions on logistics support of CONOPs
k. Uses joint and Service planning factors and formulas.
l. Assign support responsibilities to the Service components.
m. Define support required from other commands for preparation of supporting plan.
n. Assign support responsibilities to joint boards, as required -- e.g., Joint Movement Center (JMC), Joint Petroleum Office (JPO), Subarea Petroleum office (SAPO), etc.

4. Coordinate the Supply of Arms, Ammunition, and Equipment in Theater of Operations/JOA. (Task Number 240-04-**J4**)
   a. In conjunction with components, identify and coordinate required level of supply for arms, ammunition, and equipment to support operational tempo in the campaign/major operation.
   b. Coordinate transportation and distribution of arms, ammunition, and equipment.
   c. Coordinate distribution to support or sustaining bases, to include the COMMZ.
   d. Coordinate distribution to agencies, forces of friendly countries, or groups being supported by US forces.
   e. Include coordination with a Joint Munitions Board, if established.
   f. Coordinate appropriate Inter-service Support Agreements.

5. Coordinate the Supply of Fuel in Theater of Operations/JOA. (Task Number 240-05-**J4**).
   a. In conjunction with components, identify and coordinate required level of supply for fuel (Class III).
   b. Include inland, offshore, or other distribution systems.
   c. Coordinate transportation of fuels to distribution points.
   d. Coordinate appropriate Inter-service Support Agreements.
   e. Include operations of the Subarea Petroleum Office (SAPO).

6. Coordinate Maintenance of Equipment in Theater of Operations.(Task Number 240-06-**J4**).
   a. Establish necessary repair, replacement and evacuation policies.
   b. Establish facilities to supports component requirements for organizational and intermediate level maintenance.

c. In conjunction with components, identify requirement for and establish facilities to support depot level maintenance in theater of operations/JOA, or requirement for movement of equipment to depot sources outside the JOA.
d. Coordinate necessary support for recovery battle damage assessment and repair.
e. Support component requirements for Class IX stockages.
f. Coordinate appropriate Inter-Service Support Agreements.
g. Salvage:
   (1) Logistic impact for collection, classification, and disposition of salvage
   (2) Guidance for disposition of salvage

7. Plan/Integrate the Distribution of Supplies and Movement Services for Campaigns and Theater of Operations/JOA. (Task Number 240-07-**J4**).
   a. Plan supply and distribution in coordination with Service components and commands. Consider:
      (1) Distribution and allocation
         (a) Main and alternate supply depots or points and supporting terminals
         (b) Allocation of pre-positioned logistic resources
         (c) Estimated throughput capability of terminals and LOCs
      (2) Level of supply
         (a) Time-phased operating and safety levels required
         (b) Pre-positioned war reserve requirements to support deployment pending re-supply
         (c) Materiel support beyond normal supply procedures
         (d) Supply shortfalls
      (3) Local acquisition of supplies and services
         (a) Availability of materiel and services
         (b) Dependability of local acquisition
         (c) Assigns Service responsibility for managing sources
         (d) Contracts that are essential to plan execution
      (4) Inter-Service logistic support
         (a) Inter-Service arrangements for common supply and service support
         (b) Major inter-Service support arrangements in effect
   b. Plan for maintenance and modification facilities. Consider:
      (1) Level of maintenance and location of facilities
      (2) Contractor and HN support

8. Plan/Integrate the Sustainment of Bases. (Task Number 240-08-**J4**) TBP.

9. Recommend Number and Location of Sustaining Bases in Theater of Operations/JOA. (Task Number 240-09-**J4**)
   a. Review CJTF's guidance, concept of operations.
   b. Determine, as part of logistics concept, the number and location of sustainment bases required to support operational concept of operations.

c. Identify force structure required to construct/modify/maintain sustainment of bases.
d. Identify host nation agreements, existing or required, related to sustainment bases.
e. Identify transportation resources required to support sustainment bases.
f. Provide TPFDD input related to sustainment of bases.
g. See Task Number 726-00-J4, Establish/Operate the Joint Facilities Utilization Board (JFUB).

10. Plan for Expansion of Capacity of PODs and Allocation of Space in the Theater of Operations/JOA. (Task Number 240-10-**J4**)
    a. Review CJTF's guidance, concept of operations.
    b. Review available intelligence on POD capacities.
    c. Calculate requirement for expanded capabilities.
    d. Identify resources required for expansion operations -- force structure, equipment, other materiel, transportation, time.
    e. Identify host nation agreements, existing or required, related to sustainment bases.
    f. Provide TPFDD input related to expansion of bases.
    g. See Task Number 726-00-J4, Establish/Operate the Joint Facilities Utilization Board (JFUB).

11. Develop/disseminate the logistics annex and appendixes to the JTF OPLAN (Task Number 240-11-**J4**)
    (See format in CJCSI 3122.03) Consider:
    a. Plan supply and distribution in coordination with Service components and commands. Consider:
        (1) Distribution and allocation
        (2) Level of supply
        (3) Salvage
        (4) Captured enemy materiel
        (5) Local acquisition of supplies and services
        (6) Inter-Service logistic support
    b. Plan for maintenance and modification facilities. Consider:
        (1) Repair, replacement, and evacuation policies
        (2) Requirements for organizational and intermediate level maintenance facilities
        (3) Depot level maintenance in and out of the JOA
        (4) Battle damage assessment and repair
        (5) Class IX requirements
        (6) Inter-Service support agreements
    c. Plan for security assistance. Consider:
        (1) Critical materials allocated/reallocated based on situation/mission
        (2) Allies to be supported
        (3) Prioritize fill requirements for US and allies
        (4) Transportation mode and source for security assistance materiel
        (5) Emergency logistic assistance

(6) Retrograde operations

d. Develop separate appendixes for logistics annex for following areas -- as a minimum:
   (1) Petroleum, Oils, and Lubricants (POL) supply
   (2) Mortuary affairs
   (3) Sustainability analysis
   (4) Mobility and transportation
   (5) Civil engineering support plan
   (6) Non-nuclear ammunition

12. Implement JTF reporting/data requirements on a cyclic basis (Task Number 240-12-**J4**)
Consider:
   a. Daily resupply requirements
   b. Availability of indigenous supplies
   c. POL storage and distribution
   d. Interservice support agreements in effect
   e. Status of JTF airlift resources and other transportation modes
   f. Location of major logistic units
   g. Supply distribution system
   h. Material readiness
   i. Logistic requirements of multinational military forces
   j. LOC capabilities and constraints
   k. Unit Tables of Organization/Equipment (TOE) for all forces
   l. Base development capabilities

13. Monitor the Joint Logistics Readiness Center and other logistic boards (Task Number 240-13-**J4**)
Consider:
   a. Monitors current and evolving theater logistic capabilities.
   b. Coordinate logistic support with upcoming operations.
   c. Advise CJTF on the supportability of proposed operations or COAs.
   d. Act as the CJTF's agent and advocate to non-JTF logistic organizations.

ELEMENT: SURG/J2/J3/J4/J5

MTG TASK: PLAN/INTEGRATE HEALTH SERVICES SUPPORT (Task Number 241-00-SURG) (Relates to UJTL Task OP 4.4.3, 4.5.3)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning health services, preparatory to completion of the plan.

MTG TASK PURPOSE: Planning health services for the JTF requires detailed integration and coordination. Planning must address how the OPLAN will be medically supported and how resources and the concept of health services support will support the accomplishment of the overall mission.

REFERENCES: JP 4-02, JP 4-02.2, CJCSM 3122.03

MTG TASK STEPS

1. Review commander's estimate, selected course of action, and requirements for health services support (Task Number 241-01-SURG/J5)
   a. JTF restated mission
   b. Strategic and operational results -- desired end state
   c. Operational restrictions that may inhibit subordinate commanders
   d. Planning assumptions affecting health services planning. Consider:
      (1) Host Nation (HN) support
      (2) Levels of combat intensity
      (3) Lift availability
   e. Area of operations
   f. Forces available and weapon systems that affect health services support
   g. Time available
   h. Time-Phased Force and Deployment Data (TPFDD) for health services requirements and flow
   i. Limitations affecting health services capability. Consider:
      (1) Deployable Medical Systems (DEPMEDS)
      (2) Site availability
      (3) Transportation resources
      (4) Class VIII sustainability
      (5) Availability of medical units
      (6) Unit readiness deficiencies
      (7) Movement priorities on TPFDD
      (8) Medical or dental staffing
      (9) Communications
      (10) Base Operating Support

(11) Host Nation Medical Treatment Facilities
(12) Availability of Reserve Component Volunteers

j. METOC

2. Assign responsibilities/tasks for health services support (Task Number 241-02-**SURG**)
   a. Identify and assigns inter-Service responsibilities for JTF and components.
   b. Assign Surgeons of JTF and components responsibility for indigenous populations.
   c. Assign responsibilities to forces for care and treatment of combatants.
   d. Define component-specific taskings -- e.g., medical evacuation, veterinary support, etc.
   e. Define scope and responsibilities of Joint Patient Movements Regulating Center (JPMRC) -- See Task Number 142-00-SURG.
   f. Define scope and responsibilities of the Joint Blood Program Office (JBPO) and Area Joint Blood Program Offices (AJBPOs) -- See Task Number 143-00-SURG.
   g. Coordinate relief agencies (civilian organizations and governmental organizations) activities with the JTF commander's program.

3. Plan for the overall concept of health services support for JTF operations (Task Number 241-03-**SURG**) Consider:
   a. Transition from peacetime to wartime posture
      (1) Status of Pre-Positioned War Reserve Materiel Stock (PWRMS)
      (2) Operations Security (OPSEC) planning guidance for health services activities
      (3) Health services planning factors reviewed and adjusted, as required
   b. Develop/describe the health services concept of support for the following:
      (1) Hospitalization
      (2) Patient evacuation and regulating
      (3) Enemy Prisoners of War (EPW), civilian internees, and detainees
      (4) Formerly captured US military personnel
      (5) Personnel and material to support search and rescue
      (6) Noncombatants Evacuation Operations (NEO)
      (7) Identification and assessment of host nation resources
      (8) Blood support and resupply
      (9) Preventive medicine and veterinary service support
      (10) Dental services
      (11) Supply and re-supply support
      (12) Occupational and environmental surveillance
      (13) Waste disposal and treatment
      (14) Combat stress control
   c. Develop/describe the health services concept of support for the following, as required:
      (1) Special Operations Forces (SOF)
      (2) Chemical casualties
      (3) HN civilians supporting US forces
   d. Assess HN health services availability.

4. Develop/disseminates the health services annex (planning guidance) to JTF OPLAN (Task Number 241-04-**SURG**)
   a. Ensure planned/proposed health services support the CJTF concept of operation.
   b. Assess relationship with CINC-level Joint Patient Movement Requirements Center (JPMRC) and JBPO.
   c. Assess relationship with JPMRC and evacuation system

ELEMENT: J1/J2/J3/J5

MTG TASK: PLAN/INTEGRATE PERSONNEL SUPPORT (Task Number 242-00-J1) (Relates to UJTL Task OP 4.4.2, 4.4.4, 4.4.6)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Authority (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning personnel support, preparatory to completion of the plan.

MTG TASK PURPOSE: Personnel support requires detailed integration and coordination and must take into account the responsibilities of the Services, component commands, and commands providing augmentation support to the JTF. Planning must be accomplished in a manner that supports the campaign or major operation by ensuring that personnel actions promote the essential secrecy of the CJTF's intent, JTF military capabilities, and current operations.

REFERENCES: JP 5-00.2, CJCSM 3122.03

MTG TASK STEPS

1. Review the commander's estimate, selected course of action, and concept of personnel support (Task Number 242-01-**J1**)
   a. JTF restated mission
   b. Threat
   c. Geography
   d. Forces available
   e. Time available
   f. METOC

2. Review CINC's/CJTF's operational objectives and intent (Task Number 242-02-**J1**)
   Consider:
   a. Strategic and operational results -- desired end state
   b. Planning assumptions impacting personnel support feasibility
   c. Operational restrictions that may inhibit personnel support
   d. End state in relation to friendly and enemy forces

3. Plan/develop centralized, comprehensive, tailorable, flexible, and continuous personnel plan in support of the concept of operations (Task Number 242-03-**J1**)
   a. Review the following personnel support policies and procedures to ensure OPLAN supportability:
      (1) Administration of the JTF HQ -- includes postal services, Morale, Welfare, and Recreation (MWR), and preparation of fitness reports
      (2) Administration of JTF personnel matters IAW directives

(3) Awards and decorations program
(4) Operations Security (OPSEC) and military deception planning
(5) Current and projected unit strengths
(6) Administration of law, discipline, and order
(7) Use of local civilian labor
(8) Noncombatant Evacuation Operations (NEO) planning
(9) Enemy Prisoners of War (EPW), civilian internees, and detainees

b. Identify and re-assesse personnel support tasks assigned to Service components.
c. Review component requirements and coordinate inter-Service agreements.
d. Assess the Time-Phased Force and Deployment Data (TPFDD) to ensure personnel support and transportation requirements are documented.
e. Assess adequacy of joint/Service planning factors and formulas used in the OPLAN.
f. Provide control and standardization of procedures within the JTF HQ.

4. Develop and disseminate the personnel annex and appendixes to the JTF OPLAN (Task Number 242-04-**J1**) (See format in CJCSI 3122.03) Consider:
   a. Coordinate, assign responsibilities, and develop inter-Service support agreements and policies for the following, as required:
      (1) Reporting procedures
      (2) Replacement and filler policies
      (3) Personnel readiness center operations
      (4) Rotation policies
      (5) Critical skill personnel, female personnel, and specialists
      (6) NEO policies
      (7) US-citizen civilian personnel
      (8) Non-US-citizen labor
         (a) Estimates of availability
         (b) Responsibility for procurement and administration
         (c) Host Nation (HN) contracting and support agreements
      (9) EPW, civilian internees, and other detainees
      (10) MWR
      (11) Casualty reporting
      (12) Decorations and awards
      (13) Hostile fire pay
      (14) Travel procedures
      (15) Military law, discipline, and order
      (16) Medical returnees to duty
      (17) Spot and field promotions
      (18) Single and married Service parents
      (19) Leave accumulation
      (20) War zone benefits
      (21) Temporary Additional Duty (TAD)/Temporary Duty (TDY) pay
   b. Develop separate appendices for personnel annex for following areas -- as a minimum:

(1) EPWs, civilian internees, and detainees
(2) Processing of formerly captured, missing, or detained US personnel
(3) Finance and disbursing
(4) Legal
(5) Military postal services

5. Exercise staff supervision of the Surgeon, Chaplain, and Staff Judge Advocate (Task Number 242-05-**J1**) (when not organized as special staff sections)

ELEMENT: SJA/J1/J3/J5

MTG TASK: PLAN/INTEGRATE LEGAL SERVICES SUPPORT (Task Number 243-00-SJA) (Relates to UJTL Task OP 4.4.2)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning legal services support, preparatory to completion of the plan.

MTG TASK PURPOSE: Legal services support are supervised by the JTF Staff Judge Advocate (SJA) and provides 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 5-00.2, CJCSM 3122.03

MTG TASK STEPS

1. Review the commander's estimate, selected course of action, administrative operations, and requirements for JTF legal services support (Task Number 243-01-**SJA**)
   Consider:
   a. JTF restated mission
   b. Threat
   c. Geography
   d. Forces available
   e. Time available

2. Plan legal services support and advise on legal matters of JTF operations (Task Number 243-02-**SJA**)
   a. Assist the CJTF/J3 in developing Rules of Engagement (ROE) for the selected COA. Consider:
      (1) International law
      (2) US domestic law and policy
      (3) Host Nation (HN) law and agreements with the US and United Nations Charter
      (4) CINC and CJTF guidance
   b. Advise the CJTF on applicable laws and agreements affecting JTF operations. Consider:
      (1) Matters pertaining to the law of war and the law of the sea and airspace
      (2) Status of Forces Agreements (SOFA)
      (3) Negotiation and modification of international agreements affecting JTF operations
   c. Administer military justice per the Uniform Code of Military Justice (UCMJ). Consider:
      (1) Exercised through the military department to which the JTF member is assigned.
      (2) Request court martial convening authority for CJTF, as required.

(3) Consult service directives for non-judicial punishment authority of CJTF over members of other services.

d. Arrange legal assistance for JTF members and coordinate inter-Service support.

e. Prepare to process claims from JTF members. Consider:

(1) Process IAW Service directives and forwards to Services for adjudication.

(2) Process foreign claims against the US IAW applicable domestic law, international agreements, and Service directives.

f. Monitor and review investigations of alleged criminal violations of international law, both against and by US forces.

g. Advise CJTF and JTF Comptroller on funding and procurement. Consider:

(1) Statutory and regulatory procedures for and restrictions on local procurement of supplies and services

(2) Legal basis for and limitations on JTF funding and contracting authority

3. Ensure resources/procedures are available to review JTF OPlan for consistency with US law of war obligations (Task Number 243-03-**SJA**)

Consider:

a. Coordinate with supporting commanders and Service components with special areas of legal expertise.

b. Provide the legal basis and guidelines for handling the following:

(1) Captured weapons, war trophies, documents, equipment

(2) HN support

(3) Acquisitions during combat or military operations

(4) Nuclear, biological, chemical weapons

(5) Targeting, collateral damage, civilian casualties

(6) Enemy Prisoners of War (EPW) and detainees

(7) Interaction with the International Committee of the Red Cross and other relief agencies

(8) Sites, monuments, or buildings of cultural/religious significance

ELEMENT: COMPT/J1/J3/J4/J5

MTG TASK: PLAN/INTEGRATE FINANCIAL RESOURCE SUPPORT (Task Number 244-00-Compt) (Relates to UJTL Task OP 4.4.2)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning financial resource support, preparatory to completion of the plan.

MTG TASK PURPOSE: Financial resource support in peacetime is greatly expanded to provide the full range of financial services. During the transition from peace to war, these services may be modified as support by the procurement process becomes more critical for the JTF. Financial resource support requires detailed coordination and must take into account the responsibilities of the Services, component commands, and commands providing augmentation to the JTF. Planning must be accomplished in a manner that supports the campaign or major operation by ensuring that financial resource support provides timely commercial vendor and contractor payments, various pay and disbursing services, and limited accounting.

REFERENCES: JP 5-00.2, CJCSM 3122.03

MTG TASK STEPS

1. Review the commander's estimate, selected course of action, and concept of financial resource support (Task Number 244-01-**COMPT**)
   a. JTF restated mission
   b. Threat
   c. Geography
   d. Forces available
   e. Time available

2. Review CINC's/CJTF's operational objectives and intent (Task Number 244-02-**J4/COMPT**)
   Consider:
   a. Strategic and operational results -- desired end state
   b. Planning assumptions impacting financial resource support feasibility
   c. Operational restrictions that may inhibit financial resource support
   d. End state in relation to friendly and enemy forces

3. Plan/develop financial resource support for the concept of operations (Task Number 244-03-**COMPT**)
   a. Review the following financial resource support policies and procedures to ensure OPLAN supportability:

(1) Separate obligation authority for supplies and services is not available through component and military department channels
  (a) Approved by the CINC level comptroller
  (b) Informal records established to prevent over-obligation
  (c) Plan for pre-approved Joint Force Contingency Account (JFCA) to provide finance and procurement of joint-user material and services which are not available through Service components. Plan for establishment of formal JFCA records.
(2) Class A agents appointed, funded, and in place
  (a) Currency conversion
  (b) Check cashing
(3) Imprest fund cashier available
  (a) Administrative instructions for use of fund
  (b) Inspection procedures in place
(4) Military pay responsibility tasked to Service components
(5) Per diem rates established and disseminated
(6) Foreign government billing procedures for reimbursable expenses -- e.g. transportation, meals, and fuel established
(7) Local currency procurement coordinated
  (a) Source of local currency
  (b) Central funding officer appointed

b. Review estimates of resource requirements provided to the Service components and CINC.
c. Review plan, policies, and procedures for implementing the JTF budget.
d. Assist the JTF staff and components during the transition from peace to war.
e. Review the OPLAN and supporting financial resource plan for compliance with applicable laws and regulation.
f. Ensure appointed contracting/ordering officers are trained and in place to support the OPLAN.
g. Develop plan for JTF financing and procurement.

ELEMENT: CHAP/J1/J3/J5

MTG TASK: PLAN/INTEGRATE RELIGIOUS MINISTRY SUPPORT (Task Number 245-00-CHAP) (Relates to UJTL Tasks OP 4.4.2)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning religious ministry support, preparatory to completion of the plan.

MTG TASK PURPOSE: Planning for religious ministry support results in the presence and availability of religious, ethical, and moral advice, support, coordination, analysis, planning, writing, training, supervision, and evaluation related to the joint force and proposed joint force operations.

REFERENCES: JP 1-05, JP 5-00.2

MTG TASK STEPS

1. Identify religious ministry support requirements for proposed operations (Task Number 245-01-**CHAP**)
   a. Conventional operations
   b. Special operations
   c. Noncombatant Evacuation Operations (NEO)
   d. Peacekeeping operations
   e. Humanitarian or disaster relief operations
   f. Civic assistance operations

2. Consider specific religious ministry support (Task Number 245-02-**CHAP**)
   (in support of operations identified in Task Number 245-01)
   a. Deploying and deployed US forces
   b. Joint medical evacuation systems
   c. Joint mortuary programs
   d. Enemy Prisoners of War (EPW)
   e. Returned US personnel -- formerly Prisoners of War (POW) or hostages
   f. Temporary encampments and transportation hubs
   g. Civil affairs activities

3. Consider specific functions related to applicable operations, locations, or groups of personnel (Task Number 245-03-**CHAP**)
   a. Advising commanders and staff in planning efforts
   b. Providing ministry support sick or wounded, prisoners of war, and honor the dead
      (1) Religious worship services, ministrations
      (2) Counseling

(3) Provision of spiritual comfort, moral support, encouragement. Includes assistance in the areas of:
  (a) Decision making
  (b) Personal integrity and responsibility
  (c) Family issues and responsibility
  (d) Drug and alcohol abuse prevention
  (e) Personal morality
  (f) Moral dimensions of decisions and actions in combat
  (g) Suicide prevention
  (h) Disappointment, grief, injury, illness, and death
  (i) Battle fatigue
  (j) Host Nation (HN) religions and their impact on US operations
(4) Appropriate referrals

c. Coordinate comprehensive religious ministry support plan that makes worship opportunities and pastoral care available to all members of the command.
  (1) With higher, lower, adjacent headquarters to ensure a balance of faith coverage
  (2) Provide for religious ministry support, supplies, equipment.
  (3) Establish requirements for coordination and contact.
  (4) Provide instructions for replacement of religious ministry personnel.
  (5) Outline procedures for responding to crises, disasters, mass casualty situations.
  (6) Provide for coordination with HN civil or military religious representatives.
  (7) Plan/coordinate donations assistance program.

d. Analyze:
  (1) Identify religious, ethical, moral needs of the command.
  (2) Research and interpret cultural and religious factors pertinent to operations.

e. Plan employment of religious ministry support assets

f. Write estimates, assessments, agreements, instructions, plan/annexes, other required documentation

g. Train subordinate chaplains, religious support personnel, lay leaders

h. Manage assets for ministry

i. Evaluate:
  (1) Effectiveness of religious ministry support..
  (2) Moral climate of the command.

4. <u>Determine logistics requirements for religious support ministry</u> (Task Number 245-04-**CHAP**)
  a. Personnel
  b. Material

5. <u>Prepare Annex R (Chap Activities) to JTF OPLAN/OPORD</u> (Task Number 245-05-**CHAP**

ELEMENT: J6/J3/J5/J2

MTG TASK: PLAN/INTEGRATE COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER (C4) SUPPORT OPERATIONS (Task Number 246-00-J6) (Relates to UJTL Task OP 5.1)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning C4 support, preparatory to completion of the plan.

MTG TASK PURPOSE: C4 operations complement the overall JTF campaign plan and concept of synchronized joint force operations. The concept for C4 support will describe a system or body of systems that facilitate the development, use, and exchange of information relevant to the planning and conduct of joint military operations. The body of systems, or architecture, adheres to doctrinal principles or characteristics for effectiveness. Implementation of the concept facilitates operational decision making by the CJTF and component commanders, and planning and implementation of operations by the JTF staff and the JTF components.

REFERENCES: JP 6-0, **JP 6-02**

MTG TASK STEPS

1. Identify C4 functions required to support proposed joint operations (Task Number 246-01-**J6/J2**)
   Consider:
   a. Collecting information based on stated need and converting that information into a suitable format for transmission and use
   b. Transporting information by any means available, from electrical transmission to messenger service
   c. Processing, filtering, fusing, reformatting, and reduction of information to the minimum required for effective conveyance of information
   d. Disseminating essential information to the command, staff, or function requiring it
   e. Use of 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)

2. Identify applicable or relevant planning guidelines/principles for the C4 concept (Task Number 246-02-**J6**)
   Consider:

a. Integration of organic and nonorganic, military and commercial C4 systems, such that the interfaces are transparent to CJTF and staff, and that the integrated systems provide reliable C4 service
b. Horizontal and vertical C2 linkages
c. Balance between "push" and "pull" systems to meet the information needs of CJTF and the JTF staff
d. Planning principles:
   (1) Modular C4 packages to provide CJTF's information requirements
   (2) Interoperabile procedures, training, and communications equipment that permits the internal and external exchange of information throughout the joint force
   (3) Use of liaison officers/teams to provide a means to increase interoperability during different tactical phases of an operation
   (4) Flexibility to allow for changes in mission or to accommodate diversity of communications schemes and equipment
   (5) Balance the need for redundancy and flexibility with available transportation
   (6) Survivabile C4 architecture that includes diversity of communications routes, hardening of equipment and of communications sites, availability of alternate modular C4 packages
   (7) Redundancy that provides diversity of paths over multiple media means, with available replacement systems and repair parts; goal is timely, reliable information flow
   (8) Use of available commercial networks
   (9) Spectrum management to avoid Electromagnetic Interference (EMI) and to protect the most critical communications functions (Joint Restricted Frequency List [JRFL])
   (11) Security -- INFOSEC = COMSEC + COMPUSEC; must be consistent with users' information requirements, the vulnerability of C4 systems to interception, exploitation, disruption, and the nature of the threat to friendly C4 systems

3. <u>Consider equipment and system characteristics necessary for proposed operations</u> (Task Number 246-03-**J6**)
   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 (and their software and protocols) to function in the same communications network or geographical environment without mutual interference
   c. Standardization -- ensures that the C4 planner can combine C4 systems (tactical, multinational, military, commercial, both from JTF components and C4 support organizations/Joint Communications Support Element (JCSE)/Defense Information

Support Agency (DISA) into a cohesive C4 infrastructure; also refers to a common operating environment 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 intratheater transportation
f. Reliability -- requires 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

4. Refine the C4 concept (Task Number 246-04-**J6**)
   a. Determine/refine command information exchange requirements.
      (1) Should be based on commander's, C4, and other estimates
      (2) 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, etc.
   b. Match C4 information exchange requirements with C4 capabilities and assets.
   c. Conduct C4 systems level planning and engineering -- design the C4 architecture.
      (1) Use available automated planning tools -- e.g., the Joint Decision Support System (JDSS), the Joint/multinational Interoperability Planning System (J/CIPS) (when developed), and the family of Joint Communications Automated Planning and Management Tools (APMT)).
      (2) Define the architecture in terms of C4 nodes and associated C4 systems, grouped into modular packages keyed to operational mission phases and deployment schedules.
      (3) Describe 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.
      (4) Include description of supporting Systems Control Centers (SYSCON), Technical Control Centers (TECHCON), and Technical Control Facilities (TCF).
      (5) Upon validation, input information to the Time-Phased Force and Deployment Data (TPFDD) to the supported CINC.
   d. Program the activation of C4 links and networks.
   e. Plan for management of the frequency spectrum
      (1) Use allocations, allotments, and assignments of frequencies and frequency ranges
      (2) Ensure that frequencies have electromagnetic compatibility
      (3) Plan for monitoring of the frequency spectrum

(4) Develop appropriate Joint Communications-Electronics Operating Instructions (JCEOIs)

f. Plan for security of C4 operations -- INFOSEC
   (1) Transmission security
   (2) Cryptographic security
   (3) Emission security

g. Coordinate plan with METOC observations

5. Prepare and submit Annex K (Command, Control, and Communications Systems) to JTF plan/orders (Task Number 246-05-**J6**)
   a. Use available automated planning/annex preparation tools.
   b. Include JCEOIs and related instructions.

ELEMENT: PAO/CJTF/J3/J5

MTG TASK: PLAN/INTEGRATE PUBLIC AFFAIRS (PA) OPERATIONS
(Task Number 247-00-PAO) (Relates to UJTL Task OP 5.1.5)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning PA support, preparatory to completion of the plan.

MTG TASK PURPOSE: PA planning, in support of the concept of operation, requires detailed integration and coordination. The planning effort must define the scope of support which optimizes the employment of PA resources in the Joint Operations Area (JOA). The CJTF may elect to establish a Joint Information Bureau (JIB) or a Public Affairs Team (PAT) to conduct PA support planning. Planning must support the campaign or major operation by enabling the JTF to provide maximum information about operations consistent with Operations Security (OPSEC) guidelines.

REFERENCES: JP 1-07, JP 5-00.2, CJCSM 3122.03

MTG TASK STEPS

1. Review commander's estimate, selected course of action, and integrate public affairs programs/activities into planning (Task Number 247-01-**PAO**)
   Consider:
   a. JTF restated mission
   b. Strategic and operational results -- desired end state
   c. OPSEC constraints that may impact PA support
   d. Planning assumptions
   e. Threat
   f. Area of operations
   g. Forces available
   h. Time available
   i. Commander’s public information objectives
   j. METOC

2. Assign responsibility and review current guidance for public affairs provided to the Joint Information Bureau or JTF PAT (Task Number 247-02-**PAO**)

3. Plan public affairs programs/activities (Task Number 247-03-**PAO**)
   a. Initiate PA planning concurrently with operations planning
      (1) Determine PA efforts required to support the CJTF's concept of operations
      Consider:

(a) Provide maximum information to American people, consistent with OPSEC
(b) Initiates and supports activities that contribute to good public relations

(2) Consider the following planning factors:
(a) Current and proposed PA policies and guidance (PAG) in effect
1 Media access policy to the JOA
2 Pool composition
3 Ground rules and guidelines
4 Briefings
5 Accreditation
6 Security review of media products
(b) Plan for troop and family information, security review, daily unclassified operations briefings, and community relations.
(c) Intratheater media transportation plan
(d) AFRTS support

(3) Identify enemy capabilities that may interfere with planned PA programs/activities.

(4) Identify agencies not under JTF control that contribute to PA effort. Consider:
(a) Assistant Secretary of Defense for Public Affairs (ASDPA)
(b) US Information Agency (USIA)
(c) US ambassadors
(d) Military advisory groups
(e) US defense representatives
(f) Host Nation (HN) PA programs

(5) List assumptions not reflected in basic plan applicable to PA.

(6) Coordinate with deception and PSYOP planners. Avoids PA operations that would inadvertently reveal information that might undermine ongoing or planned military deception or PSYOP operations.

b. Establish internal policies, procedures, and cycles for planning PA programs/ activities

c. Request personnel and equipment augmentation from unified command and Service components, as required.

d. Request delegation of release authority from CINC and consider granting Service components release authority.

e. Plan command and internal information and community relations programs
(1) Command and internal information. Consider:
(a) Command newspaper
(b) Hometown news release guidance on acceptable release categories and procedures for filling out the forms (hometown news releases are a unit responsibility)
(c) Use of Armed Forces Radio and Television Service

(2) Community relations programs. Consider:
(a) Visits by national veterans organizations and community leaders
(b) Request for speeches and appearances by people in the JOA
(c) Exhibits of material and memorabilia

f. Plan for physical security of the JIB.

g. Plan media training for on-scene commanders and staffs, as required.

4. Develop/disseminates the public affairs annex (planning guidance) to JTF OPLAN (Task Number 247-04-**PAO**)
   a. Ensure planned/proposed PA programs/activities support the CJTF concept of operation.
   b. Review the CINC's PA plan and assess impact on JTF PA programs/activities.
   c. Assess relationship with CINC level JIB and/or PAT.
   d. Review Joint Staff and CINC PA initial news releases.
   e. Seek an understanding of HN position regarding intended/potential JTF operations prior to planning and execution of PA programs/activities.
   f. Coordinate PA annex with logistic, communications, OPSEC, PSYOP, military deception, and others as required.

5. Determine deployment/host/escort responsibilities for DOD National Media Pool (Task Number 247-05-**PAO**)
   Consider role of:
   a. ASDPA
   b. Joint Staff PA response cell
   c. CINC level JIB and/or PAT
   d. JTF
   e. Allied Press Information Center

ELEMENT: COS/LNO/STAFF

MTG TASK: PLAN/INTEGRATE LIAISON OPERATIONS (Task Number 248-00-COS) (Relates to UJTL Tasks OP 5.5.2)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning liaison operations, preparatory to completion of the plan.

MTG TASK PURPOSE: Liaison officers/teams represent parent or sending unit's capabilities, plan, and concerns to the receiving commanders and staff. Liaison personnel have sufficient rank, experience, and maturity to effectively represent the sending unit commander. In multinational operations, US liaison officers/teams might perform critical communications, fire support, and/or intelligence dissemination functions for and with multinational partners.

REFERENCES: JP 2-0, JP 3-0, **JP 5-00.2**

MTG TASK STEPS

1. Develop concept for liaison operations (Task Number 248-01-**COS/LNO/STAFF**) (based on the commander's and staff estimates)
   a. Nature of the operation(s) -- scope, complexity
   b. Size and complexity of the Joint Operation Area (JOA)
   c. Military capabilities of multinational partners and requirement for continuing support
   d. Desired role and function of liaison officers/teams
      (1) Information exchange -- operations information, unit positions/intelligence, etc.
      (2) Contribute to receiving unit's planning effort
      (3) Contribute technical expertise to receiving unit

2. Review/confirm requirements for liaison operations in specific operations areas (Task Number 248-02-**COS/STAFF**)
   a. Intelligence
   b. Operations
   c. Communications
   d. Logistics

3. Review/confirm requirements for liaison officer/team skills/capabilities (Task Number 248-03-**COS/STAFF**)
   a. Language capability
   b. Rank
   c. Maturity, interpersonal skills

d. Training, experience, functional expertise

4. Provide Time-Phased Force and Deployment Data (TPFDD) input for deployment of liaison officers/teams to the supported CINC (Task Number 248-04-**STAFF**)

5. Plan to gain confidence of receiving unit (Task Number 248-05-**LNO**)
   a. Avoid creating the perception of "spying" on the receiving unit.
      (1) Clearly inform receiving unit of nature of assigned liaison task.
      (2) Discuss desired relationship with receiving unit commander and staff -- straightforward, with full access is best.
      (3) When possible, discusses reports with the receiving unit before transmission; ensure accuracy.
      (4) Be aware of potential for application of "Heisenberg Syndrome," wherein liaison officer request for nonessential information generates unnecessary additional workload on receiving unit staff.
   b. Plan to remain current on sending unit's situation, requirements for information, operations perspective.
      (1) Plan to revisit sending unit often, if possible -- receive updates on operations, Commander's intent, perspective.
      (2) Be aware of liaison officer's vulnerability to "Stockholm Syndrome," wherein liaison officer assumes the perspective of the receiving unit.
      (3) Coordinate, before departure, a regular liaison reporting schedule.
      (4) Coordinate, before departure, sending unit Points of Contact (POC) for routine contact with the liaison officer/team -- to receive reports, relay operations updates, convey information requirements, and to coordinate support for the liaison officer, including assessment of need for visits to sending/parent unit.
      (5) When required, liaison officer should have access to sending unit key personnel -- commander, COS, staff principals.

ELEMENT: HQ COMDT/COS

MTG TASK: PLAN/INTEGRATE HEADQUARTERS SUPPORT (Task Number 249-00-HQ Comdt) (Relates to UJTL Tasks OP.5.5)

MTG TASK SITUATION: JTF mission analysis and staff and commander's estimates are complete. The establishing authority has directed Phase V (Execution Planning) of Crisis Action Planning (CAP). The National Command Authorities (NCA) selects the Course of Action (COA) and the CJCS has conveyed the decision to the CINC. The CJTF has directed the JTF staff, components, and commands to conduct detailed planning to convert the COA into an Operations Plan (OPLAN) and supporting plan. The CJTF's intent and concept of the operation identifies requirements for planning essential administrative and logistics support for the JTF HQ, preparatory to completion of the plan.

MTG TASK PURPOSE: Headquarters support operations must include sufficient personnel and equipment to support the operations of a JTF HQ plus augmentation detachments. The Headquarters Commandant (HQ COMDT) oversees support of the JTF HQ which is designed to permit rapid deployment into the Joint Operations Area (JOA) where little or no support is initially available. Planning must ensure that resources are available for JTF HQ operations.

REFERENCES: JP 5-00.2, CJCSM 3122.03

MTG TASK STEPS

1. Review the commander's estimate, selected course of action, and concept of administrative and logistics support for the JTF HQ (Task Number 249-01-**HQ COMDT/COS**)
   Consider:
   a. Terrain characteristics
   b. Local enemy activity
   c. Command post security
   d. Location of HQ site
   e. Date and time HQ to open
   f. Requirements for additional site support
   g. Air/surface transportation requirements
   h. Logistics requirements of the JTF HQ
   i. Communications required for the JTF HQ
   j. METOC

2. Review CINC's/CJTF's operational objectives and intent (Task Number 249-02-**HQ COMDT/COS**)
   Consider:
   a. Strategic and operational results -- desired end state
   b. Planning assumptions impacting manning, equipping, and organizing the JTF HQ
   c. Operational restrictions that may inhibit support of the JTF HQ
   d. End state in relation to friendly and enemy forces
3. Plan and defines requirements for manning, equipping, and organizing the JTF HQ to support the concept of operations (Task Number 249-03-**HQ COMDT**)

Consider:

a. Review billeting arrangements for JTF personnel -- 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 Joint Operations Center (JOC) complex
   (4) Organizational maintenance of weapons
d. Task Service components for personnel and vehicles to lift at least one-half of JTF personnel, equipment, and supplies at any given time and includes infrastructure to support:
   (1) Parking areas
   (2) Airstrips
   (3) Helipads
e. Prepare consolidated requisitions from JTF HQ elements and distributes supplies upon receipt.
f. Plan local security for the JTF HQ. Consider:
   (1) Internal security of 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 provides postal services to the JTF HQ.
h. Plan and provides finance support for 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 JTF HQ.

4. <u>Plan for the arrangement and movement of the JTF HQ ICW JTF staff</u> (Task Number 249-04-**HQ COMDT**)

Consider:

a. Organize a reconnaissance party for displacement of the JTF HQ
b. Plan movement and security procedures for use during displacement
c. Organize a rear party to clear previous JTF HQ site

ELEMENT: J5/COS/STAFF

MTG TASK: PREPARE CAMPAIGN PLAN OR MAJOR OPERATIONS AND RELATED PLAN AND ORDERS (Task Number 250-00-J5) (Relates to UJTL Task OP 5.3.9)

MTG TASK SITUATION: A crisis has been identified for which military planning is required. The Joint Planning and Execution Community (JPEC) is in Phase V (Execution Planning) of the JOPES Crisis Action Planning System. A JTF has been formed, through any of several establishing directives. CJCS has published a warning order or planning directive, and the CINC has issued his own warning order or planning directive. CJTF and staff have conducted a mission analysis, developed a restated mission, and issued a warning order. The JTF staff has developed estimates, based on CJTF's restated mission and guidance he issued. CJTF considered the result of staff estimates in the development/finalization of his commander's estimate. CJTF has selected a Course of Action (COA) and has reworded the selected COA into a rough concept of operations. He now directs the staff to prepare a subordinate campaign plan or Operations Order (OPORD), depending on the scope of required operations.

MTG TASK PURPOSE: Campaign plan or operations plan or order clearly conveys purpose of the operation (s), desired end state, CJTF's intent as to what the JTF will do to achieve the end state, and how it will do those things. The subordinate JTF campaign plan describes the relationship or arrangement of major operations that, together, accomplish strategic and operational objectives. The campaign plan or OPORD incorporates appropriate elements of operational art and fundamentals of joint warfare and/or Military Operations Other Than War (MOOTW). Format for the campaign plan generally follows that found in Appendixes B & C., JP 5-00.1 (Revised Working Draft). The OPORD describes the synchronization of specific tasks that result in a synergistic employment of joint force capabilities for a major operation. Format for the OPORD generally follows that found in Annex J, JP 5-03.1.

REFERENCES: JP 3-0, JP 5-00.1, JP 5-03.1, **CJCSM 3122.03**

MTG TASK STEPS

1. Develop campaign plan (Task Number 250-01-**J5/STAFF**)
   a. Cite references to include maps, charts, existing Operations Plan (OPLAN), Time-Phased Force and Deployment Data (TPFDD) files, other relevant documents.
   b. Describe command relationships. (Command relationships should be reviewed with changing priorities throughout the campaign or operation.)
      (1) Depict JTF organization, clearly showing service, functional, or combinations of task forces subordinate to the JTF.
      (2) Depict supporting/supported relationships, by phase.
   c. Review situation.
      (1) Guidance, summary of directives, letters of instruction, memorandums, or theater campaign plan or OPLANs that apply to the JTF subordinate campaign or operation plan
         (a) Relate situation to strategic context within the theater of war, include constraints and restraints
         (b) Relate specific strategic and operational objectives

(2) Enemy forces and summary of pertinent intelligence data (may refer to an intelligence annex). Identify assumptions as such. Include:
  (a) Composition, location, disposition, movements, strengths of major enemy forces that can influence action in the theater of war or Joint Operations Area
  (b) Enemy's perception of friendly vulnerabilities (if known); enemy's intentions regarding those vulnerabilities
  (c) Strategic and operational enemy objectives
  (d) Operational patterns which may include enemy commander's idiosyncracies or employment patterns
  (e) Operations and sustainment capabilities
  (f) Vulnerabilities
  (g) Strategic and operational centers of gravity
(3) Friendly forces information, including organizations, agencies, not assigned to the JTF, that may effect operations. Include:
  (a) Intent of supported CINC, and supporting US commands
  (b) Intent of higher, adjacent, and supporting multinational forces
(4) Assumptions which are applicable to the plan as a whole. Include both specified and implied assumptions

d. Review mission
  (1) State tasks of the command
  (2) Review purpose of operation(s) and relationship(s) to strategic and operational objectives

e. Describe operations
  (1) JTF Commander's intent (see task 204-05-CJTF)
  (2) Concept for deployment, employment, sustainment of major JTF forces. Include concepts for military deception and Command and Control Warfare (C2W) during the campaign as a whole.
    (a) Theater organization
    (b) Theater of war or JOA organization
    (c) Concept of operational movement and maneuver
    (d) Concept of operational fires
    (e) Phases of the campaign or major operation
    (f) Timing
    (g) End state goals; e.g. what the NCA/CINC wants to achieve before hostilities are terminated.
  (3) By phase if applicable (adjust for campaign progression)
    (a) Intelligence requirements
    (b) Objectives, concept of movement and maneuver, timing
    (c) Operational fires -- general missions and guidance to subordinates and components; address complementary relationship of fires
    (d) Integration of maneuver and operational fires -- address supporting/supported relationships, complementary relationship of operations

(e) Forces required, by function or capability -- consider land, air, sea, space, Special Operations Forces (SOF)
(f) Concept for sustainment including key priorities for transportation, sustainment basing support, common use supplies if CJTF has logistic directive authority
(g) Tasks of major subordinate components
(h) Reserve forces location and composition. Assign appropriate "be prepared" missions
(i) Mobility including priorities for transportation, ports, lines of communication, transit and overflight rights, reception and onward movement, Host Nation (HN) support priorities.
(j) Military deception concept.
(k) C2W concept

(4) Coordinating instructions applicable to two or more phases or elements of the JTF

f. Describe logistic operations/concept for the campaign, by phase. Should be concurrent with operations phases. May be issued separately, refer to an annex, or addressed in the main plan. Address, as a minimum:
(1) Assumptions
(2) Supply aspects
(3) Maintenance and modifications to equipment
(4) Health services
(5) Transportation
(6) Base development
(7) Personnel
(8) Foreign military assistance
(9) Administrative management
(10) Line(s) of communication
(11) Reconstitution of forces
(12) Joint and multinational logistic responsibilities
(13) Sustainment priorities and resources
(14) Inter-service responsibilities
(15) HN considerations

g. Describe command and communications arrangements.
(1) Command
(a) Command relationships by phase
(b) Location of CJTF, DCJTF, key component headquarters, by phase
(c) Delegation of authority -- include role of DCJTF
(2) Communications May refer to an annex for more detailed communications architecture, coordination. Include:
(a) Time zone to be used

(b) Specific liaison instructions
(c) Key code words

(d) Joint Communications-Electronics Operating Instructions (JCEOI)

2. Develop campaign plan for Military Operations Other Than War (MOOTW) (Task Number 250-02-**J5/STAFF**)
   a. Cite references, maps, charts, existing OPLAN, TPFDD files, other relevant documents
   b. Describe command relationships. (Command relationships should be reviewed with changing priorities throughout the campaign or operation.)
      (1) Depict JTF organization, clearly showing service, functional, or combinations of task forces subordinate to the JTF.
      (2) Depict supporting/supported relationships, by phase.
   c. Review situation.
      (1) Guidance, summary of directives, LOIs, memorandums, or theater campaign plan or OPLAN that apply to the JTF subordinate campaign plan
         (a) Relate situation to strategic context within the theater of war, include constraints and restraints
         (b) Relate specific strategic and operational objectives
      (2) Environmental, humanitarian, civil conditions that generate requirement for JTF operations
      (3) Threat, if applicable, may refer to civil unrest, breakdown in law and order, etc. May refer to an intelligence annex.
         (a) Location, organization of any resistance
         (b) Intentions, if known
         (c) Capabilities, vulnerabilities
      (4) Friendly forces
         (a) Intent of supported CINC, supporting US Government (USG) organizations, agencies
         (b) Intent, organization of supporting or related foreign agencies
      (5) Assumptions, applicable to the plan as a whole
   d. Review mission
      (1) JTF mission
      (2) Relationship to achieving strategic objectives
   e. Execution
      (1) JTF Commander's intent
      (2) Overall concept for deployment, employment, sustainment
      (3) Organization of the operations area
      (4) Objectives for the overall campaign
      (5) Phasing of major events of the campaign. Consider:
         (a) Operations concept
         (b) Tasks for major components of the JTF
         (c) Forces in reserve -- if appropriate
         (d) Military deception-- if appropriate
         (e) PSYOP -- if appropriate

(f) Civil affairs operations
(g) Timing

f. Coordinating instructions applicable to two or more phases or multiple elements of the JTF

g. Describe logistic operations/concept -- broad statement of the sustainment concept for the campaign, by phase. Should be concurrent with operations phases. May be issued separately, refer to an annex, or addressed in the main plan. Address, as a minimum:
(1) Assumptions
(2) Logistics goals and priorities
(3) Base development
(4) Transportation
(5) Acquisition of special equipment
(a) Quantity and cost estimates for advance (long lead time) and extraordinary material procurement
(b) Material for JTF as well as components
(6) Health services
(7) Personnel policies
(8) Administration -- management procedures which affect the whole campaign

h. Command and communications
(1) Command relationships
(a) Between JTF forces
(b) With outside organizations, agencies
(2) Communications -- plan of communications. May refer to an annex for more detailed communications architecture, coordination. Include here:
(a) Time zone to be used
(b) Specific liaison instructions
(c) Key code words
(d) JCEOI

3. <u>Prepare operations plan</u> (Task Number 250-03-**J5/STAFF**)

a. Cite references.

b. Prepare task organization -- depict JTF task organization, including major subordinate forces of JTF components.

c. Describe situation.
1) Provide general description of politico-military environment.
(2) Describe area of concern.
(a) Describe area of responsibility -- specify theater of operations or JOA.

(b) Describe area of interest -- geographic description of general area of interest; should address all air, ground, and sea areas that directly effect the operation. A map may be included as an attachment.

(c) Describe Area of Operations -- a geographic description of specific areas to be covered in each option in the plan.

(3) Deterrent options. Specify units and resources involved in military operations.

(4) Enemy forces. Identify opposing forces expected on execution. Address capabilities, vulnerabilities, probable intentions/actions in response to US military action.

(5) Friendly forces

(a) List operations of forces, agencies, organizations not assigned to the JTF

(b) List specific tasks of friendly forces, commands, or USG agencies that would support execution of the plan

(6) Assumptions

(a) Necessary assumptions for the completion of the plan

(b) Expected conditions over which CJTF has no control

(c) Assumptions that, should they not occur as expected, would invalidate the concept of operations

(d) Specify degree of mobilizations assumed

(7) Significant legal considerations on which the plan is based

d. State mission

e. Describe execution.

(1) Describe JTF Commander's intent and concept of operations -- may refer to Annex C, if detail is sufficient to warrant separate section

(a) General description of operations -- based on commander's estimate and intent -- describe how CJTF intends to accomplish mission, including forces involved, time phasing, nature and purpose of operations to be conducted, integration of component operations, necessary coordination and cooperation, expected duration of operations. Describe how initiative, security, and surprise will be gained and maintained.

(b) Describe deployment concept -- include deployment requirements for forces which will implement and support the plan when executed, for rapid reaction forces, and for military deception efforts.

(2) List tasks assigned to each element of the supported and supporting commands. Each task should be a concise statement of a mission to be performed, either in future planning, or on execution of the plan.

3) Describe coordinating instructions -- applicable to two or more elements of the command but not appropriate for description in a separate annex. Coordinating instructions establish conditions for execution.

f. Describe administration and logistics concepts.

(1) Describe concept of support -- normally refers to a series of detailed annexes. This section includes broad guidance for logistics support, personnel support and policies, administrative plan.

(2) Describe logistics concept normally refers to Annex D. State policies, guidance, and procedures to support all options for JTF operations. Describe logistic phases;

address sustainment priorities and resources, base development and other civil engineering requirements, HN support, inter-Service responsibilities, strategic and theater of operations/JOA Ports of Debarkation (POD), transportation policies, guidance, and procedures for all options, and logistic and transportation assumptions. Identify detailed planning requirements and subordinate taskings.

(3) Describe personnel support concepts -- normally refers to Annex E. Address policies, guidance, and procedures for personnel support. Identify detailed planning requirements and subordinate taskings. Assign, specifically, tasks for establishing and operating joint personnel facilities, and provisions for staffing them. Address required staff augmentation for joint headquarters.

(4) Public affairs -- refer to Annex F.

(5) Civil affairs -- refer to Annex G.

(6) Environmental services -- refer to Annex H.

(7) Mapping, charting, and geodesy -- refer to Annex M.

(8) Health services -- refer to Annex Q.

g. Describe C2.

(1) Command relationships -- refer to Annex J. Describe JTF organization, structure expected to exist upon and during plan implementation. Address any anticipated changes to major C2.

(2) Command posts -- list designations and locations of each major headquarters involved.

(3) Succession to command -- designate, in order, commanders to assume command of the JTF in specific applicable circumstances.

(4) Command, Control, and Communications (C3) systems -- provide a general statement concerning scope of C3 systems and procedures required to support operations. Refer to Annex K.

h. Develop appropriate annexes (see CJCSI 3122.03). Consider:

(1) A--Task Organization

(a) Appendix 1 - Time-Phased Force and Deployment List

(b) Appendix 2 - Shortfall Identification

(c) Appendix 3 - Force Module Identification

(d) Appendix 4 - Deterrent Options

(e) Appendix 5 - Active and Reserve Component Force Tables

(2) B--Intelligence

(a) Appendix 1 - Essential Elements of Information (EEI)

(b) Appendix 2 - Signals Intelligence

(c) Appendix 3 - Counterintelligence

(d) Appendix 4 - Targeting

(e) Appendix 5 - Human-Resource Intelligence

(f) Appendix 6 - Intelligence Support to C2W

(g) Appendix 7 - Imagery Intelligence

(h) Appendix 8 - Measurement and Signature Intelligence

(i) Appendix 9 - Captured Enemy Equipment
(j) Appendix 10 - National Intelligence Support Team

(3) C--Operations (Change 1)
(a) Appendix 1 - Nuclear Operations
(b) Appendix 2 - Nuclear, Biological, and Chemical Defense Operations; Riot Control Agents and Herbicides
(c) Appendix 3 - Command and Control Warfare (C2W)
(d) Appendix 4 - Psychological Operations (PSYOP)
(e) Appendix 5 - Special Operations
(f) Appendix 6 - Recovery (E & R) Operations
(g) Appendix 7 - Rules of Engagement (ROE)
(h) Appendix 8 - Reconnaissance
(i) Appendix 9 - Air Base Operability
(j) Appendix 10 - Combat Camera
(k) Appendix 11 - Noncombatant Evacuation Operations (NEO)
(l) Appendix 12 - Escape and Evasion Operations
(m) Appendix 13 - Counterattack
(n) Appendix 14 - Explosive Ordnance Disposal
(o) Appendix 15 - Amphibious Operations

(4) D--Logistics
(a) Appendix 1 - Petroleum, Oils, and Lubricants (POL) Supply
(b) Appendix 2 - Mortuary Affairs
(c) Appendix 3 - Sustainability Analysis
(d) Appendix 4 - Mobility and Transportation
(e) Appendix 5 - Civil Engineering Support Plan
(f) Appendix 6 - Non-nuclear Ammunition

(5) E--Personnel
(a) Appendix 1 - Enemy Prisoners of War, Civilian Internees, and Other Detained Persons
(b) Appendix 2 - Processing of Formerly Captured, Missing, or Detained US Personnel
(c) Appendix 3 - Finance and Disbursing
(d) Appendix 4 - Legal
(e) Appendix 5 - Military Postal Service
(f) Appendix 6 - Chaplain Activities

(6) F--Public Affairs
(a) Appendix 1 - Personnel Requirements for JIBs and Sub-JIBs
(b) Appendix 2 - Equipment Requirements for JIBs and Sub-JIBs
(c) Appendix 3 - General Ground Rules for the Media (Change 1)

(7) G--Civil Affairs
(8) H--Meteorological and Oceanographic Services
(9) J--Command Relationships, with Appendix 1 - Command Relationships Diagram

(10) K--Command, Control, and Communications (C3) Systems
  (a) Appendix 1 - Communications Security
  (b) Appendix 2 - C3 Protection
  (c) Appendix 3 - Communications Planning
  (d) Appendix 4 - Satellite Communications Planning
  (e) Appendix 5 - Defense Courier Service
(11) L--Environmental Considerations
  (a) Appendix 1 - Environmental Assessments
  (b) Appendix 2 - Environmental Assessment Exemption
(12) M--Mapping, Charting, Geodesy
  (a) Appendix 1 - Mapping, Charting, and Geodesy Requirements List
  (b) Appendix 2 - Mapping, Charting, and Geodesy Transportation Requirements
  (c) Appendix 3 - Mapping, Charting, and Geodesy Reports (Optional)
(13) N--Space Operations
(14) P--Wartime Host Nation Support (WHNS)
  (a) Appendix 1 - List of WHNS Agreements
  (b) Appendix 2 - WHNS Reliability
  (c) Appendix 3 - Presumed WHNS
(15) Q--Medical Services
  (a) Appendix 1 - Joint Medical Regulating System
  (b) Appendix 2 - Joint Blood Program
  (c) Appendix 3 - Hospitalization
  (d) Appendix 4 - Patient Evacuation
  (e) Appendix 5 - Returns to Duty
  (f) Appendix 6 - Medical Logistics (Class 8A) System
  (g) Appendix 7- Preventive Medicine
  (h) Appendix 8 - Command, Control, and Communications
  (i) Appendix 9 - Host Nation Support
  (j) Appendix 10 - Medical Sustainability Assessment
  (k) Appendix 11 - Medical Intelligence Support to Military Operations
  (l) Appendix 12 - Veterinary Medicine
(16) S-- Special Technical Operations: Provided under separate cover (see CJCSI 3122.03)
(17) X-- Planning Guidance - Execution Checklist
(18) Z-- Distribution

4. Prepare operations order (Task Number 250-04-**J3/J5/STAFF**)
   a. Use General Text (GENTEXT) format (refer to JP 3-56.24 - Tactical Command and Control Planning Guidance and Procedures for Joint Operations - Joint Interface Operational Procedures (JIOP) - Message Text Formats) -- if transmitting order as message.
   b. Cite reference applicable to specific operation(s).
   c. Refine task organization for specific operation(s).

(Change 1)

d. Describe situation -- may refer to an OPLAN. Provide general description of conditions that have necessitated specific operation(s)
   (1) Enemy forces -- may refer to current Situation Report (SITREP) and applicable OPLAN Annex B
   (2) Friendly forces -- describe supporting forces, organizations, agencies not assigned to the JTF
e. Describe mission -- State clearly task and purpose
f. Describe execution -- specific operation(s) to be conducted
   (1) Concept of operations -- how specific type forces accomplish JTF objectives
   (2) Tasking assignments -- first tasking assignment, second tasking assignment, third tasking assignment, etc., to components and supporting forces
   (3) Describe coordinating instructions. Consider:
      (a) Refer to OPLAN, alert, planning orders, etc.
      (b) Time OPORD is effective for planning -- normally, "upon receipt" and time of execution -- frequently, "on order".
      (c) Liaison authorized and directed
      (d) Reports requirements
      (e) Anticipated time of execution
      (f) ROE
      (g) TPFDD update instructions
      (h) Movement schedule
g. Administration and logistics
   (1) Refers to applicable OPLAN
   (2) Address mobility/transportation -- special instructions not in the TPFDD or OPLAN
   (3) Public Affairs guidance -- special instructions not addressed in OPLAN
h. Command and signal -- review of key features of applicable OPLAN
   (1) Command relationships -- update or reiteration of key features
   (2) Communications guidance -- normally refer to applicable OPLAN or separate communications plan/order

(Change 1)

ELEMENT: CJTF/J3/J5

MTG TASK: **ISSUE CAMPAIGN PLAN/OPERATION ORDER** **(Task Number 251-00-CJTF/J3) (Relates to UJTL Task OP 5.3, 5.4.2, 5.4.3)**

MTG TASK SITUATION: Phase V (Execution Planning) of Crisis Action Planning (CAP) Procedures. JTF HQ is formed. CINC has selected the Course of Action (COA), developed the concept, issued the warning order to JTF. CJTF and staff have conducted estimates, refined the concept, and in coordination with components and supporting organizations/agencies identified the required tasks, and developed the details of staff proponent operations. The Operations Plan (OPLAN) or Operations Order (OPORD) must now be issued.

MTG TASK PURPOSE: The OPLAN or OPORD is issued over redundant media means. It is not considered "issued" until all components and essential supporting organizations/agencies have reviewed it and signified receipt and understanding.

REFERENCES: JP 3-0, JP 5-00.2

MTG TASK STEPS

1. Assemble the operations plan/operations order (Task Number 251-01-**J3/J5**)
   a. Assemble and integrate major paragraphs in the basic order.
   b. Assemble and integrate staff annexes.
   c. Review order for consistency of information between and among the basic order and annexes, appendixes, tabs, etc.
   d. Given time, review order for technical correctness -- format, spelling, etc.

2. Approve order (Task Number 251-02-**CJTF**)
   a. Ensure plan/order adheres to guidance from and intent of the JTF establishing authority.
   b. Ensure 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.

3. Brief plan/order to component commanders/ key staffs/organizations/agencies (Task Number 251-03-**J3/J5**)
   a. 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. Staff review pertinent parts of orders with staff counterparts.
   d. Brief liaison officers/teams, both from the JTF Hq and to the JTF HQ.

4. Transmit plan/order (Task Number 251-04-**J3**)

a. Use redundant means -- multiple electronic means, e.g., Worldwide Military Command and Control System (WWMCCS), Contingency Theater Automated Planning System (CTAPS), General Service (GENSER) message; hard copy via courier, standard distribution; other distribution means.
b. Ensure receipt by confirmation/acknowledgment from addressees

5. Ensure understanding (Task Number 251-05-**J3/J5**)
(does not necessarily signify agreement)
   a. Provide feedback mechanism -- e.g., orders brief-back technique, etc.
   b. Work in conjunction with plan/order preparation -- normally by concurrent planning efforts.
   c. Conduct appropriate rehearsals.

ELEMENT: CJTF/J5/J3

MTG TASK: COORDINATE AND INTEGRATE PLAN AND ORDERS (Task Number 252-00-J5/J3) (Relates to UJTL Task OP 5.4.4, 5.4.5)

MTG TASK SITUATION: CJTF has developed and published a plan or order. Supporting forces are developing or completing their own, related plan or orders. Although the staff conducted vertical and horizontal planning efforts throughout the process, it must now ensure that supporting plan and orders are properly coordinated and integrated.

MTG TASK PURPOSE: CJTF and staff ensure that supporting plan and orders reflect an understanding of the CJTF's intent, priorities, and guidance, and sufficiently provide for the accomplishment of assigned tasks.

MTG TASK STEPS

1. Brief order (Task Number 252-01-**CJTF/J5/J3**)
   a. Whenever possible, CJTF and staff brief order to component and supporting commanders and staff
      (1) Briefing can be in-person, or over visual and/or audio communications network.
      (2) Briefing should be collective to maximum extent possible -- i.e., to collected group of component and supporting commanders and staff.
      (3) Visual aids or graphics are useful.
   b. Discuss CJTF's vision of end state.
   c. Discuss intent and vision with regard to supporting/supported relationships in the execution of operations.
   d. Emphasize specific tasks to component commanders, with timing, and how the tasks mesh with overall JTF operations.

2. Conduct orders crosswalk (Task Number 252-02-**J5/J3**)
   a. Typically accomplished between JTF and component and supporting planners.
   b. Purpose is to discuss detailed issues related to either the whole time line or to specific or critical events.
      (1) A technique is to review the JTF level plan, or event, then receive briefing from each component and supporting element that has a role in the plan or specific event
      (2) As each component is briefed, identify, coordinate, and deconflict issues
   c. May be useful to use existing synchronization matrix as a basis for discussion, and annotate it as issues are identified and resolved.
   d. Require a recorder.
   e. After crosswalk of a plan or event in the plan, recorder summarize issues and resolution.
   f. If time permits or additional tasking is required, J5/J3 publishes results of the crosswalk as a memorandum or tasking appropriate order.

3. Conduct orders brief-back. (Task Number 252-03-**CJTF/J5/J3**)
   a. Accomplished if time permits and if CJTF desires.

(1) May be done as a formal briefing, or in a less formal, discussion format.
(2) May be accomplished in person, or over audio and/or visual communications means.
(3) May be accomplished by commanders, deputies, or principal operations or plan officers.

b. Purpose is for components to demonstrate that they understand and are prepared to execute tasks in accordance with CJTF's intent and guidance.
   (1) May focus on specific guidance or issues.
   (2) Provides opportunity for component commanders to explain their understanding of mission type tasks or orders and their own intent for execution.
   (3) Also provides opportunity for the kind of familiarizing interaction between commanders that builds necessary trust and confidence.

4. Provide feedback mechanism (Task Number 252-04-**J5/J3**)
   a. Established for orders briefing, orders crosswalk, orders brief-back, and any other forum for coordination of plan and orders.
   b. Purpose is to provide a mechanism for components and supporting forces to identify and seek rapid resolution of issues related to execution planning.
   c. Techniques include:
      (1) Verbal discussion, such as at the briefing, crosswalk, or brief-back. Emphasize need for a recorder.
      (2) A real time network, such as WWMCCS.
      (3) A bulletin board "chat" setup over a secure computer network (WAN or LAN)

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CHAPTER 5

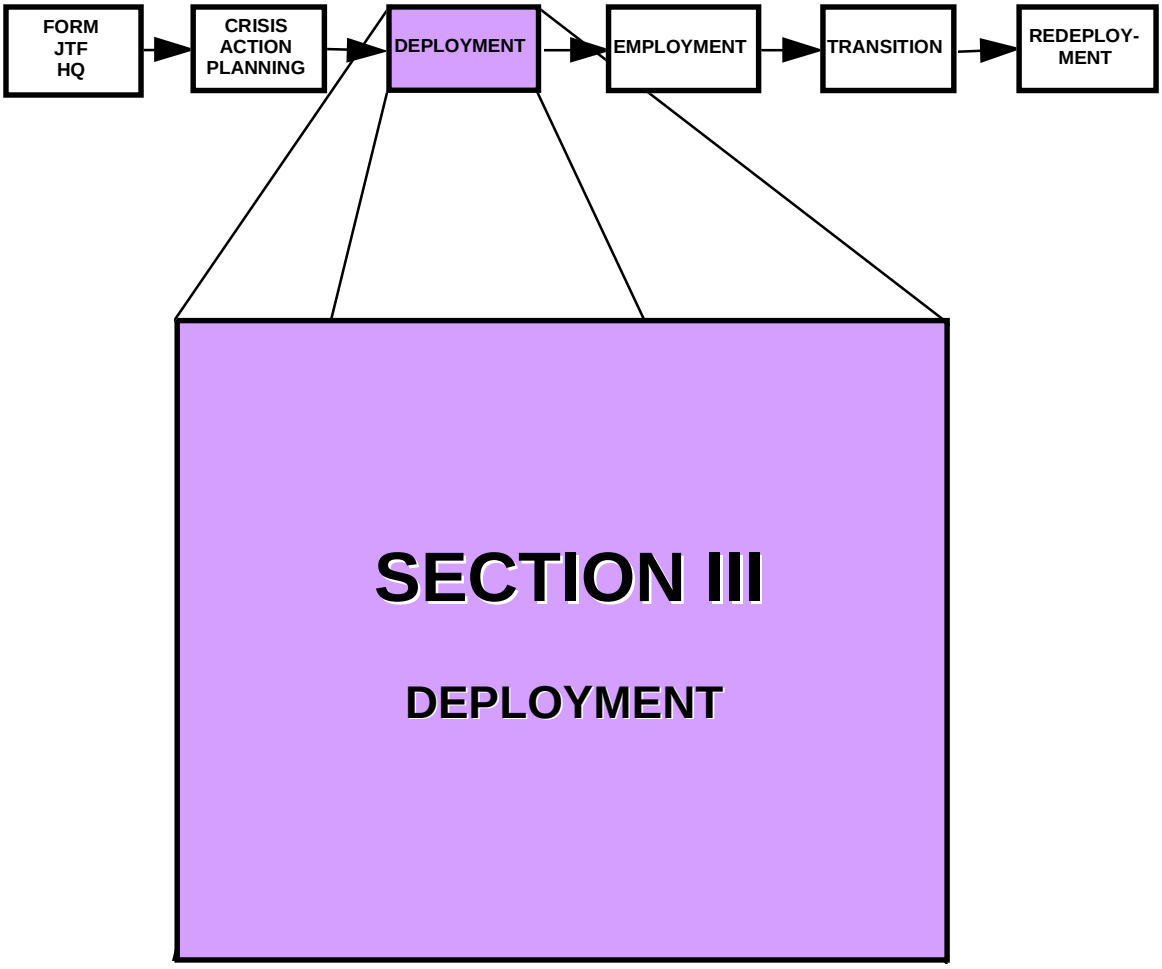

FIGURE 5-III-1
DEPLOYMENT

ELEMENT: J5/STAFF

MTG TASK: PREPARE FOR DEPLOYMENT (Task Number 301-00-J3/J5) (Relates to UJTL Task OP 1.1)

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) near completion, deployment planning continues, and the JTF commences the physical preparations for deployment.
MTG TASK PURPOSE: Deployment preparations by the JTF HQ include the establishment of a Time-Phased Force and Deployment List (TPFDL), designation and confirmation of deployment priorities, guidance for the preparation and support of Ports of Embarkation (POE) and where possible, 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 3-05.3, JP 3-07 Series, JP 3-56, JP 4-0, JP 4-01 Series, JP 4-05, JP 5-0, JP 5-00.2, JP 5-03 Series

MTG TASK STEPS

1. Prepare Time-Phased Force and Deployment List (Task Number 301-01-**J3/J5/STAFF**)
   a. Enter WWMCCS Intercomputer Network (WIN) (GCCS when operational) to access TPFDD file established by the supported CINC
   b. Review Time-Phased Force Deployment Data (TPFDD) from existing operation plan(s), if available
   c. Receive component and staff input for construction or tailoring of TPFDD
   d. Coordinate, through supported CINC, for transportation feasibility analysis by USTRANSCOM
   e. Adjust/tailor TPFDD via the supported CINC based on results of transportation feasibility analysis, or other criteria

2. Exercise operational command and control (Task Number 301-02-**J3/J5/STAFF**)
   a. Issue guidance on deployment. May include:
      (1) Priorities, IAW 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 strategic situation

3. Coordinate JTF HQ advanced echelon requirements (Task Number 301-03-**COS/HQ COMDT**)
   a. Identify/approve Advanced Echelon (ADVON) requirements
   b. Direct the coordination for transportation/movement

c. Direct TPFDL input for ADVON requirements

4. Conduct personnel preparation for deployment (Task Number 301-04-**J1**)
   a. Coordinate command safety program
   b. Support JTF HQ ADVON requirements

5. Conduct intelligence preparation for deployment (Task Number 301-05-**J2**)
   a. Integrate current intelligence
   b. Monitor Indications and Warning (I&W)
   c. Monitor strategic intelligence
   d. Analyze operational information
   e. Maintain enemy Courses of Action (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 requirements

6. Conduct operations preparation for deployment (Task Number 301-06-**J3**)
   a. Review/update employment plans/orders
   b. Exercise operational C2
   c. Support JTF HQ ADVON requirements
   d. Establish JMFU METOC operation

7. Conduct logistics preparation for deployment (Task Number 301-07-**J4**)
   a. Monitor/controls POE, ISB, and POD operations
   b. Coordinate engineer support to deploying forces
   c. Coordinate civil engineering support at POE, ISB and POD
   d. Coordinate real estate requirements
   e. Coordinate environmental protection programs
   f. Monitor component movement to POE
   g. Support JTF HQ ADVON requirements

8. Coordinate JTF HQ planning for deployment (Task Number 301-08-**J5**)
   a. Supervises actions of the JOPES Support Element (JSE)
   b. Monitor force deployment status (inter/intra-theater)
   c. Adjust TPFDL, IAW CJTF direction
   d. Review/updates employment plans/orders
   e. Project future campaigns or operations
   f. Support JTF HQ ADVON requirements

9. Conduct C4 preparation for deployment (Task Number 301-09-**J6**)
   a. Coordinate deployment communications
   b. Support JTF HQ ADVON requirements

10. Provides essential services (Task Number 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 Number 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 Number 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 Number 301-13-**SURG**)
   a Coordinate Health Services Support (HSS) at POE, ISB and POD
   b. Support JTF HQ ADVON requirements
   c. Conduct medical intelligence preparation for deployment

14. Conduct military police support in preparation for deployment (Task Number 301-14-**PM**)
   a. Coordinate military police support to deploying forces
   b. Coordinate law enforcement operations at POE, ISB and POD
   c. Coordinate physical security at POE, ISB and POD
   d. Coordinate anti-terrorism operations
   e. Support JTF HQ ADVON requirements

15. Conduct financial resource preparation for deployment (Task Number 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 Number 301-16-**CHAP**
   a. Coordinate religious services and activities to deploying forces
   b. Support JTF HQ ADVON requirements

17. Conduct civil affairs preparation for deployment (Task Number 301-17-**J3**)
   a. Coordinate civil-military operations at foreign nation POE, ISB and POD

b. ICW JTF engineer, coordinate acquisition/use of Host Nation (HN)/foreign government real estate
c. Coordinate deployment activities with Department of State (DOS)/AMEMB in HN

ELEMENT: J3/STAFF

MTG TASK: **CONTROL DEPLOYMENT (Task Number 302-00-J3) (Relates to UJTL Task OP 1.1)**

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: JTF HQ controls deployment such that transportation and movement of forces to Ports of Embarkation (POE) 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. Command and Control (C2) permits adjustment of 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 3-05.3, JP 3-07 Series, JP 3-56, JP 4-0, JP 4-01 Series, JP 5-0, JP 5-00.2, JP 5-03 Series, JP 6-0

MTG TASK STEPS

1. Monitor/adjust deployment of joint forces (Task Number 302-01-**J3/STAFF**)
   (IAW Time-Phased Force and Deployment List (TPFDL))
   a. Maintain access to WWMCCS Intercomputer Network (WIN)
   b. Receive component and staff changes for continuous refinement or tailoring of Time-Phased Force and Deployment Data (TPFDD), as required
   c. Continuously coordinate, through supported CINC, for transportation arrangements with US Transportation Command (USTRANSCOM)
   d. Adjust/tailor TPFDD via the supported CINC based on variances in transportation, operations requirements, or other criteria
   e. Supervise actions of the 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 (Task Number 302-02-**J3/STAFF**)
   a. Issue continuing guidance on deployment, as required. May include:
      (1) Priorities, IAW 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 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 strategic situation
g. Provide operational command presence

h. Represent CJTF

3. Deploy JTF HQ advanced echelon (Task Number 302-03-**COS/HQ COMDT**)
   a. Maintain liaison with Host Nation (HN) US military advisory group, AMEMB, other previously deployed element
   b. Establish communication with ADVON, upon arrival at deployed headquarters location
   c. Transfer control of arrival, initial operations to ADVON, as required and when possible

4. Monitor personnel programs during deployment (Task Number 302-04-**J1**)
   a. Monitor command safety program
   b. Continue to support JTF HQ ADVON requirements

5. Provide intelligence support during deployment (Task Number 302-05-**J2**)
   a. Integrate current intelligence
   b. Monitor Indications and Warning (I&W)
   c. Monitor strategic intelligence
   d. Analyze operational information
   e. Maintain enemy Courses of Action (COA) 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 Number 302-06-**J3**)
   a. Coordinate force protection operations
   b. Monitor force deployment status -- inter/intra-theater
   c. Monitor current transportation situation
   d. Review/updates employment plans/orders
   e. Exercise operational C2
   f. Continue to support JTF HQ ADVON requirements
   g. Monitor METOC situation

7. Conduct logistics operations related to deployment (Task Number 302-07-**J4**)
   a. Monitor component movement to POE
   b. Monitor/control POE
   c. Monitor/coordinate establishment and operation of ISB
   d. Monitor/coordinate unopposed establishment and operation of POD
   e. Monitor/coordinate issue of pre-positioned equipment
   f. Monitor/coordinate unopposed movement of forces from POD to operating bases/areas

g. Monitor/control engineer support to deploying forces

(1) Monitor/control civil engineering support at POE, ISB and POD
(2) Monitor/control real estate requirements
(3) Monitor/control environmental protection programs

h. Continue to support JTF HQ ADVON requirements

8. C4 operations related to deployment (Task Number 302-08-**J6**)
   a. Monitor/coordinate deployment communications
   b. Continue to support JTF HQ ADVON requirements

9. Deploys the JTF HQ (Task Number 302-09-**HQ COMDT**)
   a. Maintain essential services support for operational predeployment headquarters
   b. Coordinate 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 Number 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 Number 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 Number 302-12-**SURG**)
    a. Coordinate health services support at POE, ISB, and POD
    b. Support JTF HQ ADVON requirements

13. Conduct military police operations in support of deployment (Task Number 302-13-**PM**)
    a. Coordinate military police support to deploying forces
    b. Monitor/control law enforcement operations at POE, ISB and POD
    c. Monitor/control physical security at POE, ISB and POD
    d. Monitor/control anti-terrorism operations
    e. Continue to support JTF HQ ADVON requirements

14. Conduct financial resource activities related to deployment (Task Number 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 Number 302-15-**CHAP**)
    a. Coordinate religious services and activities to deploying forces
    b. Continue to support JTF HQ ADVON requirements

16. Conduct civil affairs activities related to deployment (Task Number 302-16-**J3**)
    a. Coordinate civil-military operations at foreign nation POE, ISB and POD
    b. ICW JTF engineer, coordinate acquisition/use of HN/foreign government real estate
    c. Coordinate deployment activities with Department of State (DOS)/AMEMB in HN

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CHAPTER 5

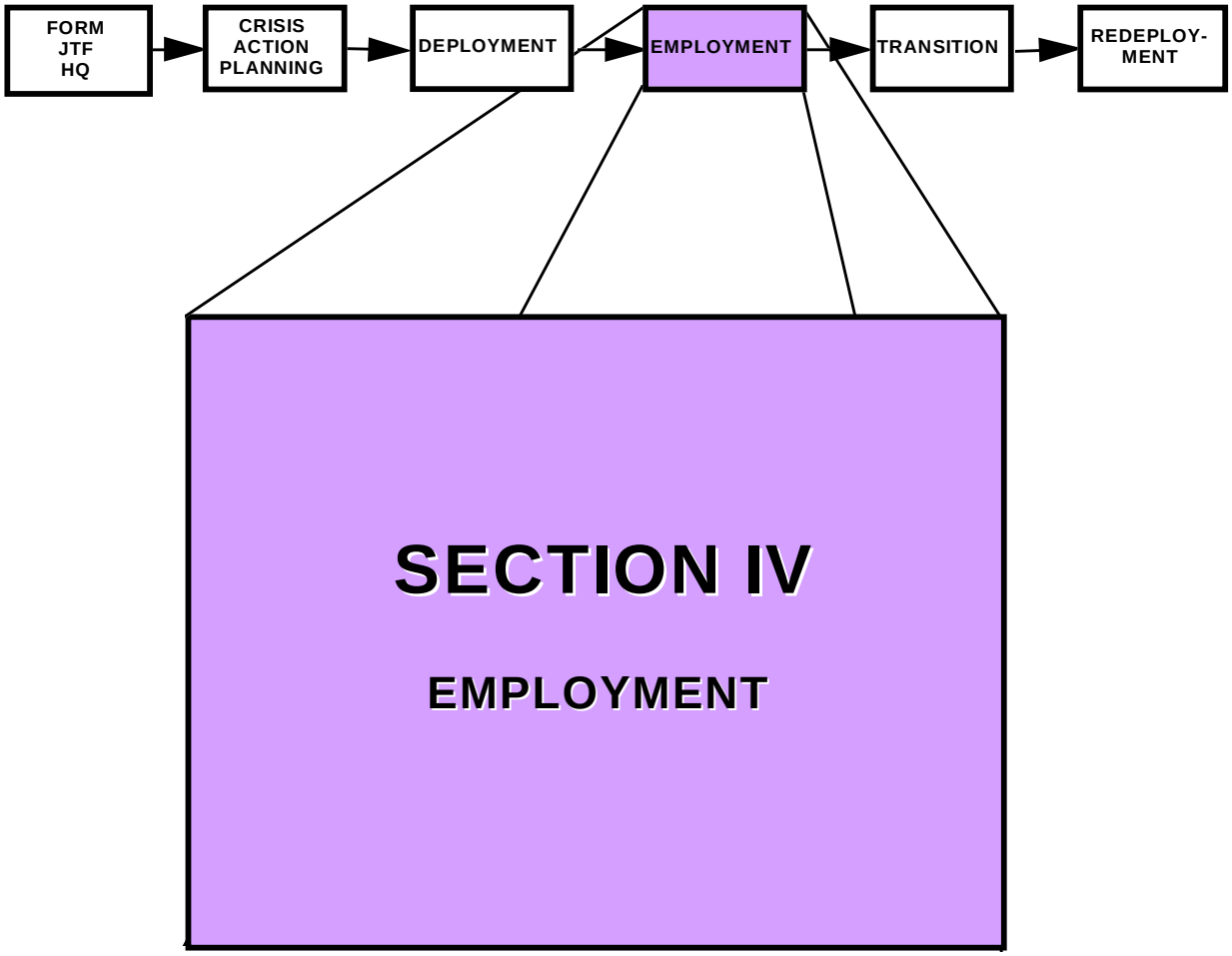

FIGURE 5-IV-1
EMPLOYMENT

Staff Functions During Employment

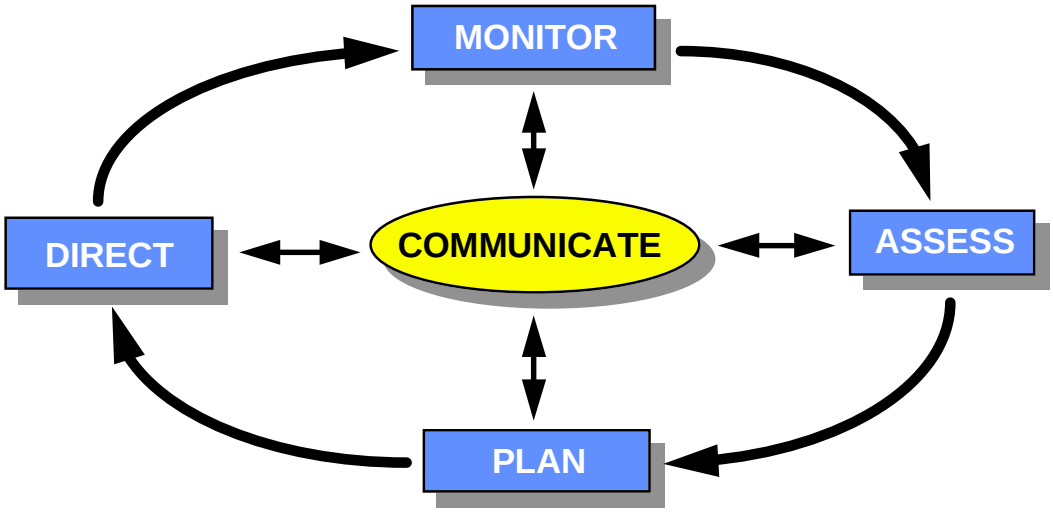

FIGURE 5-IV-2
STAFF FUNCTIONING
(During Employment)

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

MTG TASK: **MONITOR OPERATIONS (MAINTAIN STATUS) (Task Number 401A-00-CJTF) (Related to UJTL Task OP 3.2.3, 3.2.4, 3.2.5, 5.1, 5.1.3, 5.1.4)**

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW 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, IAW 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

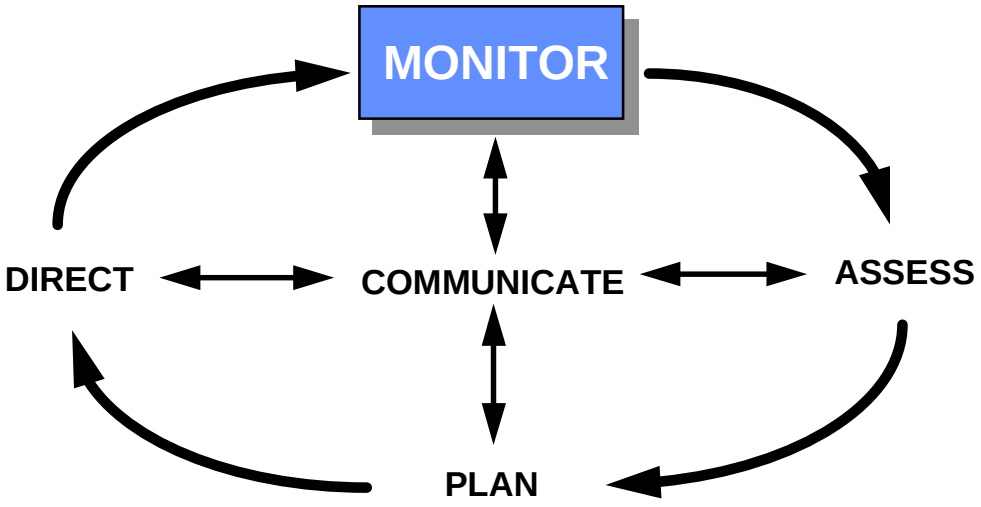

FIGURE 5-IV-3
STAFF MONITORING
(During Execution)

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.

1. Collect information from all sources (Task Number 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)

2. Maintain awareness of operations under other staff proponency (Task Number 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 deployment status of joint forces (Task Number 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 CINC when changes become necessary

4. Monitor operations directed at centers of gravity. (Task Number 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 battle space
      (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 progress of operational movement and maneuver. (Task Number 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 progress or continuing requirements for operational intelligence. (Task Number 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 employment and effectiveness of operational firepower (Task Number 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 provision and effectiveness of operational support (Task Number 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 and private volunteer organizations (NGO/PVO)

(16) Planning for and progress in transition to civil administration

9. Monitor effectiveness of operational command and control (Task Number 401A-09-**CJTF/J3**)

a. Establishment of the joint force.
   (1) Cohesion of the JTF HQ
   (2) Vertical and horizontal coordination
   (3) Establishment/functioning of C4I systems
      (a) Intelligence
      (b) Operational firepower
      (c) Airspace control
      (d) Air defense communications systems
      (e) Operational firepower
      (f) Communications and communications security
      (g) Planning and execution

10. Monitor effectiveness of operational protection (Task Number 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) SAR/CSAR
c. Operations security (OPSEC)
d. Deception operations
e. Security operations

ELEMENT: CJTF/STAFF

MTG TASK: **ASSESS OPERATIONS** **(Task Number 401B-00-CJTF) (Related to UJTL Task OP 5.2)**

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ Assess operations and determines the need for change to meet operations or campaign objectives, IAW 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

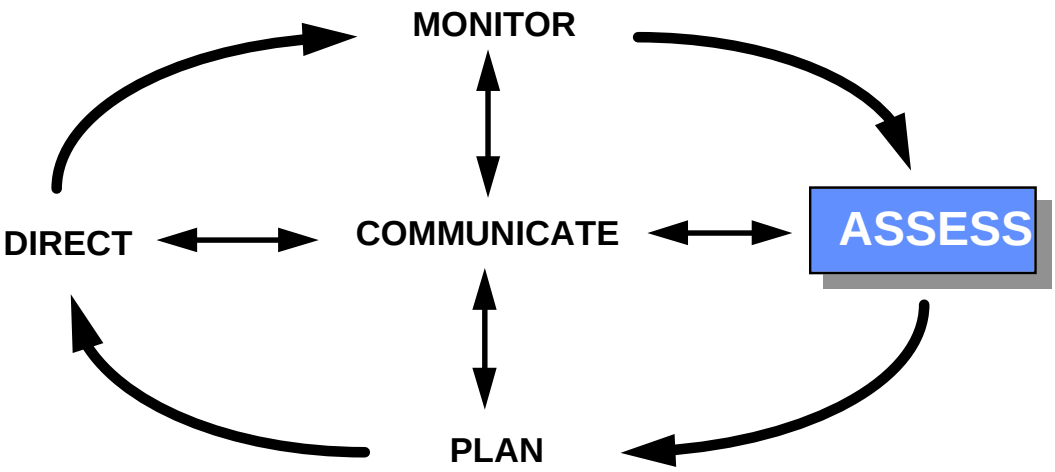

FIGURE 5-IV-4
STAFF ASSESSMENT
(During Execution)

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.

1. Assess progress of operational movement and maneuver toward achievement of operational objectives (Task Number 401B-01-**J3**)

a. Operational movement; progress of strategic and intra theater deployment
b. Operational maneuver

    (1) Transition to and from tactical battle positions
    (2) Position, status, movement, effect 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, 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 effectiveness of and/or continuing requirements for intelligence in support of operations (Task Number 401B-02-**J2/STAFF**) (See Task Number 403-00-J2)
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 operations/Intelligence Preparation of the Battle space (IPB) products
g. General military intelligence related to JTF operations or component missions -- e.g., timely, detailed, tailored/target specific, fused all-source intelligence, etc.
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)

j. Monitoring news media coverage, e.g., CNN

3. Assess effect of and/or additional requirements for operational firepower (Task Number 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 effectiveness of and/or continuing requirements for operational support (Task Number 401B-04-**J4/STAFF**) (See Task Number 435-00-J4)
   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 effects of and/or/continuing requirements for operational command and control of forces and operations (Task Number 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, IAW 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 effects of and/or continuing requirements for operational protection of the joint force (Task Number 401B-06-**STAFF**)
   a. Operational airspace defense. Include:
      (1) Counter air 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. Effects 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 overall operational situation (Task Number 401B-07-**J3**)

a. Review 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 of 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 battle space.

ELEMENT: CJTF/J3/J5

MTG TASK: **PREPARE PLANS AND ORDERS** **(Task Number 401C-00-CJTF) (Related to UJTL Task OP 5.3)**

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW 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 assessment of the direction of current operations and estimates for the need to change or continue that direction. Subsequent planning refines previously identified branches or sequels, or Develop new COA 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

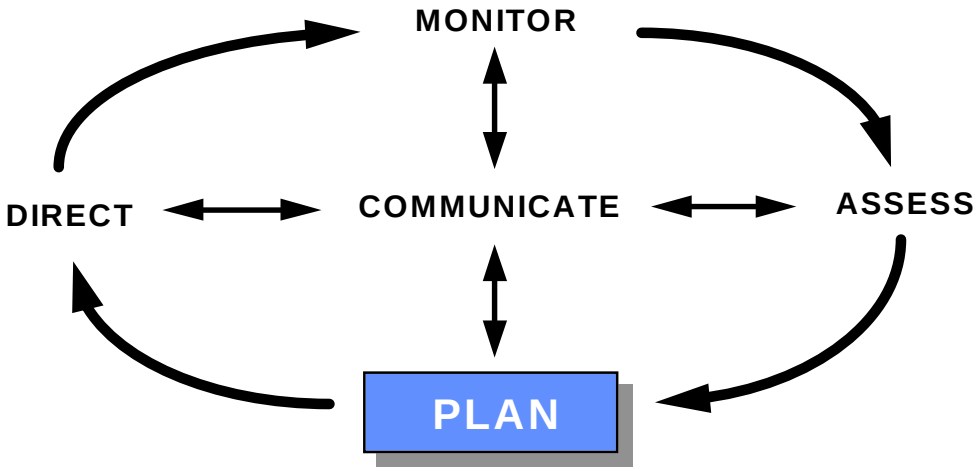

FIGURE 5-IV-5
STAFF PLANNING
(During Execution)

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.

1. Maintain and update command and staff estimates (Task Number 401C-01-**CJTF/STAFF**)
   See Task Number 206-00-COS (Develop and Prepare Staff Estimates)

a. Review/confirm, or revise mission analysis (See Task Number 202-00-J5/CJTF/Staff (Conduct Operational Mission Analysis)).
b. Review/confirm operational end state (See Task Number 203-00-CJTF (Determine Operational End State).
c. Issue new or confirm existing planning guidance (See Task Number 204-00-CJTF (Issue Planning Guidance)).

2. Develop Courses of Action to meet current or new requirements (Task Number 401C-02-**J5/STAFF**) See Task Number 206-00-COS (Develop COAs and Prepare Staff Estimates))
   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 (see Task Number 206F-00-J5/J3/STAFF (Analyze COAs)).
      (1) Wargame against enemy COAs or current and future environmental or civil conditions
      (2) Analyze all feasible alternatives, using best information available
   d. Compare own COAs (see Task Number 206G-00-J5/J3/STAFF (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 (See Task Number 206H-00-CJTF (Select/Modify COAs)).

3. Develop plans and orders (Task Number 401C-03-**J3/J5**)
   See Task Number 250-00-J3/J5/STAFF
   a. Develop COA into concept.
   b. Develop subordinate tasks.
   c. Develop detailed annexes/appendixes.
   d. Assemble 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

MTG TASK: DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES (Task Number 401D-00-CJTF) (Related to UJTL Task OP 5.4)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor and assess operations and determines the need for change to meet operations or campaign objectives, IAW 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, JP 4-0, JP 6-0

MTG TASK STEPS

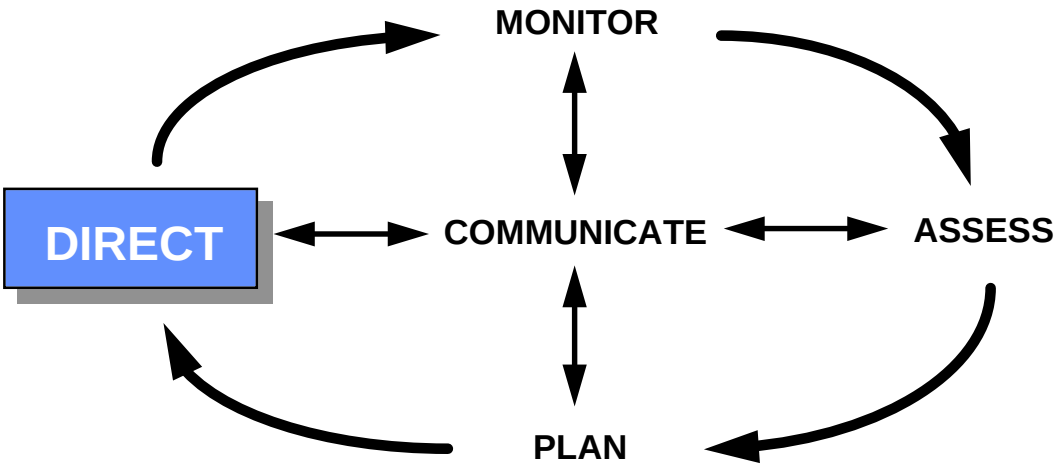

FIGURE 5-IV-6
STAFF DIRECTION
(During Execution)

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.

1. Approve plans and orders (Task Number 401D-01-**J5/J3/CJTF**)
   a. Brief plans/orders, as required, to CJTF, component commanders, higher HQ.
   b. Highlight differences/changes.
   c. Approve for execution or modify as required.

2. Issue plans/orders (Task Number 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 Number 401D-03-**J3/J5/SJA**)
   a. Understand 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 JTF plan/order, or separately.

4. Coordinate and integrate plans and orders (Task Number 401D-04-**J5/J3**)
   See Task Number 252-00-J3/J5 (Coordinate and Integrate Plans/Orders))

5. Synchronize/integrate operations (Task Number 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 effect of operations throughout the joint battle space.
   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 CSAR in support of interdiction and offensive counter air (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 and private volunteer operations (NGO/PVO)
      (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 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 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. <u>Decide on operational actions/direction</u> (Task Number 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 conduct of current operations.
      (3) Understand component plans and roles in achieving operational objectives (see Task 252-00-3/J5/Staff, Coordinate and Integrate Plans/Orders).
      (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

MTG TASK: **ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION** **(Task Number 401E-00-CJTF) (Related to UJTL Task OP 5.1, 5.1.1, 5.1.3)**

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor and assess operations and determines the need for change to meet operations or campaign objectives, IAW 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, JP 4-0, JP 6-0

MTG TASK STEPS

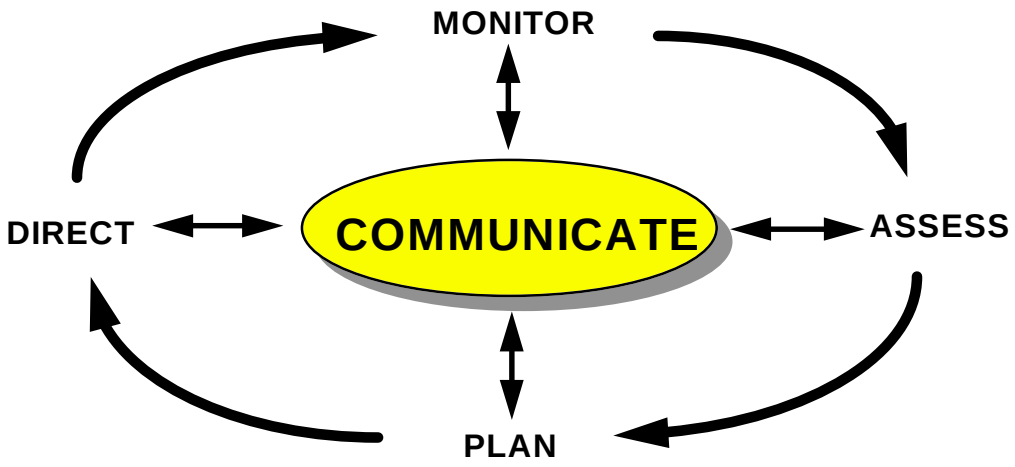

FIGURE 5-IV-7
STAFF COMMUNICATION
(During Execution)

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.

1. Communicate (continuously) during command and staff processes (Task Number 401E-01-**CJTF/STAFF**)

a. Display information/provide briefings.
b. Consult/inform liaison officers.
c. Issue appropriate warning/planning orders.
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 effect 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 Number 401E-02-**J6**)
   See Task Numbers:
   a. 206E-00-J6 (Prepare C4 Estimate)
   b. 246-00-J6 (Plan/Integrate C4 Support Operations) and 441-00-J6 (Control C4 Support Operations)
   c. 141-00-J6 (Establish/Operate the Joint Communications Control Center)

3. Provide Public Affairs in Theater of Operations/JOA (Task Number 401E-03-**PAO**)
   See Task Numbers:
   a. 247-00-PAO and 442-00-PAO (Plan/Integrate and Conduct Public Affairs Operations)
   b. 117-00-PAO (Establish/Operate the Joint Information Bureau (JIB))

4. Supervise Communications Security (COMSEC) and Computer Security (COMPUSEC) and Signal Security (SIGSEC) (Task Number 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

MTG TASK: CONTROL INTELLIGENCE OPERATIONS (Task Number 403-00-J2)
(Relates to UJTL Tasks OP.2.1-2.5)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, and control intelligence operations, and directs changes IAW CJTF's priorities and guidance. The CJTF and his staff control current intelligence operations, and plan and direct future intelligence operations, ensuring the availability of all-source intelligence, tailored for the operational mission, and adherence to accepted attributes or principles of intelligence quality. Intelligence operations continue to facilitate operational decision-making by the CJTF and component commanders.

REFERENCES: JP 2-0, **JP 2-01**, JP 3-55, JP 5-00.2

MTG TASK STEPS

1. Monitor intelligence operations (Task Number 403-01-**J2/JISE**)
   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 intelligence assets and forces.
      (1) Balance requirements for initial combat and noncombat operations, forces reception and buildup, timing of required follow-on operations.
      (2) Recommend changes to Time-Phased Force and Deployment Data (TPFDD) to the supported CINC for intelligence assets and forces, as required.
   d. Monitor intelligence operations relating to attack of enemy centers of gravity.
      (1) Operations directed at decisive points leading to centers of gravity
      (2) Exploitation of enemy vulnerabilities. Consider:
         (a) Unexpected directions of attack
         (b) Seams between dimensions or forces
         (c) Functions supported by lesser technology
         (d) Layering, or over-centralization of Command and Control (C2) and/or decision processes
         (e) Weak or wavering public support
   e. Monitor intelligence operations in support of:
      (1) Command and Control Warfare (C2W)
      (2) Military deception
      (3) Electronic Warfare (EW)
      (4) Psychological Operations (PSYOP)

(5) Operations Security (OPSEC)
(6) Civil Affairs (CA)
(7) Land operations
(8) Maritime operations
(9) Air operations
(10) Space operations
(11) Special operations

f. Monitor intelligence for 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. Assess the effectiveness of operations and/or additional requirements within specific intelligence functions (Task Number 403-02-**J2/JISE**)
a. General intelligence functions. Includes intelligence production -- in response to expressed and anticipated user requirements:
(1) General military intelligence -- information affecting military capabilities and operations)
(2) Indications and Warning (I&W) -- Assess probability of hostile actions and provides sufficient warning to preempt, counter, or moderate their outcome
(3) Current intelligence regarding enemy forces and operations, and environment
(4) Military capabilities assessment, including:
(a) Leadership and C2
(b) Orders of battle
(c) Force readiness and mission
(d) Force sustainability
(e) Technical intelligence
(f) Doctrine and tactics
(5) Military-related subjects assessment, including:
(a) Command, Control and Communications (C3) systems
(b) Defense industries
(c) Energy
(d) Military geography
(e) Demography
(f) Transportation
(g) Environmental considerations
(h) Medical
(i) Meteorological and Oceanographic (METOC) forecasting

(6) Enemy Courses of Action (COA) estimate
(7) Operational intelligence -- fused information/intelligence from all-sources/levels
(8) Supporting intelligence functions, including Mapping, Charting, and Geodesy (MC&G) requirements
(9) Collection management -- defining, submitting, managing collection requirements designed to satisfy JTF Essential Elements of Information (EEI) and staff and component Request for Information (RFI)
  (a) Develop scheme to manage RFIs.
  (b) Base collection planning on J3/J5, component requirements.
  (c) Task JTF resources.
  (d) Request coverage/support from theater and national resources.
  (e) Determine user satisfaction.
  (f) Identify remaining or new collection gaps -- work to reduce.
  (g) Compile guarded frequency list for the Joint Restricted Frequency List (JRFL)

b. Counterintelligence functions, including:
(1) Designate a Task Force Counterintelligence Coordinating Authority (TFCICA).
(2) Coordinate with Defense Intelligence Agency (DIA) Counterintelligence (CI) Support Branch.
(3) Coordinate with the supported CINC's CI Support Officer (CISO).
(4) Integrate with Human Intelligence (HUMINT) requirements/information.

c. Reconnaissance, Surveillance, Target Acquisition (RSTA)
(1) Incorporate Imagery Intelligence (IMINT), Signals Intelligence (SIGINT), HUMINT, and Measurement and Signature Intelligence (MASINT) capabilities.
(2) Ensure interoperability with Service, combatant command, and other JTF assets.

d. Targeting -- process that matches CJTF objectives and guidance with inputs from operations and intelligence to identify opposing force units, installations, and/or facilities as potential targets
(1) Determine/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 Battle Damage Assessment (BDA).
(3) Provide input to development of the prioritized Joint Target List (JTL).

e. Combat assessment.
(1) Relate to targeting objectives.
(2) Develop:
  (a) BDA.
  (b) Munitions effects assessments.
  (c) Re-attack recommendations.

f. Intelligence production -- integrate/fuse products from national, theater, Service and component production sources to provide tailored intelligence products in support of JTF operations.

g. Distribution/dissemination. Consider:
(1) Electronic means
(2) Hard copy means

(3) Logistics requirements for dissemination
(4) Feedback requirements
(a) Acknowledge receipt
(b) Fulfillment of the intelligence requirement

3. Prepare plans and orders related to intelligence operations (Task Number 403-03-**J2/JISE**)
a. Maintain current estimate of intelligence operations.
b. Confirm current mission statement.
c. Describe 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 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 require 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 intelligence operations (Task Number 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, 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 Number 421-00-J3 (Control Reconnaissance Operations)).
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 Battle space (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 JFC's area of interest

(3) Impact of significant regional features, such as 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 command, 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 Battle Damage Assessment (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:

- BDA.
- Munitions effects assessments.
- 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 IAW established timelines and conditions (see Task Number 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/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 plan/order for change.
n. Approve plans and orders.
o. Issue plan/order.

5. Acquire and communicate operational information about intelligence operations (Task Number 403-05-**J2/JISE**)
a. Process operational information.
b. Produce operational intelligence reports. Includes:
(1) Estimates
(2) Annexes
(3) Report on threat operational situation, 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to intelligence operations.
i. Conduct public affairs operations related to intelligence operations, if any.

ELEMENT: J3/J2

MTG TASK: CONTROL LAND OPERATIONS (Task Number 404-00-J3) (Relates to UJTL Tasks OP 1.1-1.5; 3.1.1-3.1.5; 4.1-4.6; 6.1-6.5)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, and control land operations and direct changes IAW 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 Number 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 conduct of show of force operations.
      (7) Monitor conduct of demonstration operations.
      (8) Monitor conduct of forcible entry operations (see Task 217-00-J3/J5).
      (9) Monitor 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 Battle space (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 effect 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 (US) 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 theater of operations/JOA (see also Task 223-00-J3/J5).
(4) Monitor the conduct of deception in support of subordinate campaigns and major operations (see also Task 224-00-J3/J5).
(5) Monitor operations/actions for the security for operational forces and means.
(6) Monitor operations/actions for morale, welfare programs for land forces.

l. Monitor progress in Military Operations Other Than War (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 effects 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 effects 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 effects of and/or continuing requirements for operational protection of the joint force).

3. Prepare plan and order related to land operations (Task Number 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 IAW current concept
(2) Branches and sequels for land operations based on changing situation or additional requirements

d. Develop enemy COAs that impact on or effect 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) Wargames against enemy COAs or current and future environmental or civil conditions
(2) Analyzes 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 Require only CJTF or supervisor's approval
(2) May be formal or informal format, depending on forum and supervisor directions

4. <u>Direct and lead subordinate operational land operations</u> (Task Number 404-04-**CJTF/J3**)

a. Approve Plan 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 CINC for land forces, as required.
(2) Direct intratheater 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 battle space
         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 battle space.
      (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 (see Task 217-00-J3/J5).
(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 Battle space (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 effect 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 the operational support of land 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) 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), etc.
(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 -- 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 (see also Task 214-00-J3/J5).
(b) Integration of joint/multinational operational airspace defense (see also Task 214-00-J3/J5).
(c) Provision of airspace control (see Task 215-00-J3/J5 (Plan/Integrate Airspace)
(d) Counters to enemy air attack in theater of operations/JOA (see also Task 210-00-J3/J5).
(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 (see also Task 227-00-J3/J5).
(f) Establishment of disaster control measures.
(g) Establishment of NBC protection in theater of operations/JOA (see also Task 219-00-J3/J5).
(h) Coordination of Search and Rescue/Combat Search and Rescue (SAR/CSAR) operations (see also Task 225-00-J3/J5).
(i) Support to Survival, Escape, Resistance, and Evasion (SERE) actions.
(3) Direct/control Operations Security (OPSEC) in theater of operations/JOA (see also Task 223-00-J3/J5). Include:
(a) Determination of Essential Elements of Friendly Information (EEFI).
(b) Signal Security (SIGSEC).
(c) Avoidance operational patterns.
(d) Assessment of the effects of OPSEC.
(e) Communications Security (COMSEC).
(4) Direct/control the conduct of deception in support of subordinate campaigns and major operations (see also Task 224-00-J3/J5). 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) Counter reconnaissance 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, 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 IAW established timelines and conditions (see Task Number 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/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 plan/order for change.

q. Approve plan and order.

r. Issue plan/order.

5. Acquire and communicate operational information about land operations (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to land operations.
   g. Conduct public affairs operations related to land operations.

ELEMENT: J3/J2

MTG TASK: CONTROL AIR OPERATIONS (Task Number 405-00-J3) (Relates to UJTL Tasks OP 1.1-1.5, 3.2.5.1, 6.1, 6.2)

MTG TASK SITUATION: The National Command Authorities (NCA) and supporting CINC have issued execution orders for JTF operations involving air operations. Sufficient elements of the joint force have deployed. Operations have begun IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, and control joint air operations and direct changes IAW 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 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 Number 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 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 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 conduct of show of force operations.
      (7) Monitor conduct of demonstration operations.
      (8) Monitor conduct of forcible entry operations (see Task 217-00-J3/J5).
      (9) Monitor 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 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 Battle space (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 theater of operations/JOA (see also Task 223-00-J3/J5).
(4) Monitor the conduct of deception in support of subordinate campaigns and major operations (see also Task 224-00-J3/J5).
(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 Military Operations Other Than War (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 counter terrorism.
(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) Counter air.
(b) Counter space.
(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 effects 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 effects 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., Contingency Theater Automated Planning System (CTAPS), etc.
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 effects of and/or continuing requirements for operational protection of the joint force). Consider:

(a) Operational airspace defense. Include:

1 Counter air 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 plan and order related to air operations (Task Number 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 IAW 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) 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 require only CJTF or supervisor's approval.
(2) May be formal or informal format, depending on forum and supervisor directions.

4. Direct and coordinate subordinate operational air operations (Task Number 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 CINC 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 battle space
    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 battle space.
  (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 conduct of forcible entry operations (see Task 217-00-J3/J5).
(9) Direct/control 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 Battle space (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, US Government (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., CTAPS, etc.

(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 -- ability to freely impose friendly will over 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), 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 air 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 (see also Task 214-00-J3/J5).

(b) Integration of joint/multinational operational airspace defense (see also Task 214-00-J3/J5).

(c) Provision of airspace control (see Task 215-00-J3/J5 (Plan/Integrate Airspace)

(d) Counters to enemy air attack in theater of operations/JOA (see also Task 210-00-J3/J5).
(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 (see also Task 227-00-J3/J5).
(f) Establishment of disaster control measures.
(g) Establishment of NBC protection in theater of operations/JOA (see also Task 219-00-J3/J5).
(h) Coordination of Search and Rescue/Combat Search and Rescue (SAR/CSAR) operations (see also Task 225-00-J3/J5).
(i) Support to Survival, Escape, Resistance, and Evasion (SERE) actions.

(3) Direct/control Operations Security (OPSEC) in theater of operations/JOA (see also Task 223-00-J3/J5). Include:
(a) Determination of Essential Elements of Friendly Information (EEFI).
(b) Signal Security (SIGSEC).
(c) Avoidance operational patterns.
(d) Assessment of the effects of OPSEC.
(e) Communications Security (COMSEC).

(4) Direct/control air operations in the conduct of deception (see also Task 224-00-J3/J5). Include:
(a) Protection of details of Plan 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) Identification of friendly centers of gravity to be protected.
(b) Assessment of friendly vulnerabilities.
(c) Counter reconnaissance 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, welfare programs for air forces.

l. Synchronize actions IAW established timelines and conditions (see Task Number 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 plan/order for change.

q. Approve plan and order.

r. Issue plan/order.

5. Acquire and communicate operational information about air operations. (Task Number 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. Report - formal (required, periodic) and informal (hasty, as required).

e. Develop general military information -- briefings, reports, analyses, etc.

f. Supervise COMSEC, COMPUSEC, SIGSEC related to air operations.

g. Conduct public affairs operations related to air operations.

ELEMENT: J3/J2

MTG TASK: CONTROL MARITIME OPERATIONS (Task Number 406-00-J3)
(Relates to UJTL Tasks OP 1.1-1.5, 3.2.5.2, 6.1, 6.2)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, and control maritime operations, and direct changes IAW 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 Number 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 (FOB)
   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 theater of operations/JOA.
      (5) Monitor the conduct of operations in depth.
      (6) Monitor conduct of show of force operations.
      (7) Monitor conduct of demonstration operations.
      (8) Monitor conduct of forcible entry operations (see Task 217-00-J3/J5).
      (9) Monitor 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 operationally significant sea and littoral areas. Consider:
(2) Monitor operations to assist host nation in populace and resource control. Consider:
(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 Battle space (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 also Task 223-00-J3/J5).
(4) Monitor the conduct of deception in support of subordinate campaigns and major operations (see also Task 224-00-J3/J5).
(5) Monitor operations/actions for the security for operational forces and means.
(6) Monitor operations/actions for morale, welfare programs for maritime forces.

l. Monitor progress in Military Operations Other Than War (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) Counter terrorism.
(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 depth of battle space.

(b) Attack from unexpected direction -- asymmetrical operations.
(c) Isolation of 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 effects of and/or additional requirements for operational firepower). Consider:
(1) Interdiction operations.
(a) Theater or operational effects 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 effects/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 effects 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 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 effects 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 effects of and/or continuing requirements for operational protection of the joint force). Consider:

(1) Maritime forces air defense capabilities integrated into 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 plan and order related to maritime and littoral operations (Task Number 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 IAW current apportionment, guidance, and prioritized targets.
(2) Branches and sequels for maritime and littoral operations based on changing situation or additional requirements.
d. Develop enemy COAs that impact on or effect 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 require 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 maritime and littoral operations (Task Number 406-04-**CJTF/J3**)
a. Approve Plan 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 CINC 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 battle space
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 the 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 battle space.
(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 (see Task 217-00-J3/J5).

(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 Battle space (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 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), etc.
    (c) Establishes airspace control measures.
    (d) Establishes 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. Direct/control operations/actions for operational protection of maritime 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 (see also Task 214-00-J3/J5).
  (b) Integration of joint/multinational operational airspace defense (see also Task 214-00-J3/J5).
  (c) Provision of airspace control (see Task 215-00-J3/J5 (Plan/Integrate Airspace)
  (d) Counters to enemy air attack in theater of operations/JOA (see also Task 210-00-J3/J5).
  (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 theater of operations/JOA (see also Task 227-00-J3/J5).
  (f) Establishment of disaster control measures.
  (g) Establishment of NBC protection in theater of operations/JOA (see also Task 219-00-J3/J5).
  (h) Coordination of Search and Rescue/Combat Search and Rescue (SAR/CSAR) operations (see also Task 225-00-J3/J5).
  (i) Support to Survival, Escape, Resistance, and Evasion (SERE) actions.
(3) Direct/control Operations Security (OPSEC) related to maritime forces and operations (see also Task 223-00-J3/J5). Include:
  (a) Determination of Essential Elements of Friendly Information (EEFI).
  (b) Signal Security (SIGSEC).
  (c) Avoidance operational patterns.
  (d) Assessment of the effects of OPSEC.
  (e) Communications Security (COMSEC).
(4) Direct/control the conduct of maritime operations in operational deception (see also Task 224-00-J3/J5). Include:
  (a) Protection of details of Plan 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) Counter reconnaissance 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, welfare programs for maritime forces.

l. For Military Operations Other Than War (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 IAW established timelines and conditions (see Task Number 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 plan and orders.

r. Issue plans/orders.

5. <u>Acquire and communicate operational information about maritime and littoral operations.</u> (Task Number 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 COMSEC, COMPUSEC, SIGSEC related to maritime and littoral operations.
   g. Conduct public affairs operations related to maritime and littoral operations.

ELEMENT: J3/J2

MTG TASK: CONTROL SPECIAL OPERATIONS (Task Number 407-00-J3) (Relates to UJTL Tasks OP.1.1-1.5, 3.2.5.3, 6.1, 6.2)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, and control special operations, and direct changes IAW 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 3-05.3, JP 3-05.5

MTG TASK STEPS

1. Monitor special operations (Task Number 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, 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 CINC 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 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 conduct of show of force operations.

(7) Monitor conduct of demonstration operations.
(8) Monitor conduct of forcible entry operations (see Task 217-00-J3/J5).
(9) Monitor 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 Battle space (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 also Task 223-00-J3/J5).
(4) Monitor the conduct of deception in support of subordinate campaigns and major operations (see also Task 224-00-J3/J5).
(5) Monitor operations/actions for the security for operational forces and means.
(6) Monitor operations/actions for morale, welfare programs for special operations forces.

l. Monitor progress in Military Operations Other Than War (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 battle space
(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 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).
      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 Battle space (IPB) products
         (f) General military intelligence related to special operations missions -- e.g. timely, detailed, tailored/target specific, fused all-source intelligence, etc.
         (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 effects 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 effects 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 special operations forces
         (b) Organization of SOF
            1 Simple, clear, responsive command lines, IAW 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, etc.
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 effects 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 plan and orders related to special operations (Task Number 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 IAW 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 Require 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 Number 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 CINC 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 depth of battle space
2 Attack from 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 (see Task 217-00-J3/J5).
(6) Direct/control conduct of special operations to seize, hold, or expand 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 Battle space (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 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 special operations forces. Require:
(a) Processing and allocation of operational airspace targets (see also Task 214-00-J3/J5).
(b) Integration of joint/multinational operational airspace defense (see also Task 214-00-J3/J5).
(c) Provision of airspace control (see Task 215-00-J3/J5 (Plan/Integrate Airspace)
(d) Counters to enemy air attack in theater of operations/JOA (see also Task 210-00-J3/J5).
(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 (see also Task 227-00-J3/J5).
(f) Establishment of disaster control measures.
(g) Establishment of NBC protection in theater of operations/JOA (see also Task 219-00-J3/J5).
(h) Coordination of Search and Rescue/Combat Search and Rescue (SAR/CSAR) operations (see also Task 225-00-J3/J5).
(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 also Task 223-00-J3/J5). Include:
(a) Determination of Essential Elements of Friendly Information (EEFI).
(b) Signal Security (SIGSEC).
(c) Avoidance operational patterns.
(d) Assessment of the effects of OPSEC.
(e) Communications Security (COMSEC).

(4) Direct/control the conduct of deception as it relates to special operations (see also Task 224-00-J3/J5). Include:
(a) Protection of details of Plan 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) Counter reconnaissance 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, welfare programs for special operations forces.

l. For Military Operations Other Than War (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 IAW established timelines and conditions (see Task Number 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. <u>Acquire and communicate operational information about special operations.</u> (Task Number 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 COMSEC, COMPUSEC, SIGSEC related to special operations.
   g. Conduct public affairs operations related to special operations.

ELEMENT: J3/J2

MTG TASK: CONTROL SPACE SUPPORT OPERATIONS (Task Number 408-00-J3) (Relates to UJTL Tasks OP.1.1-1.5, 2.1-2.5, 5.1, 5.4, 6.1)

MTG TASK SITUATION: The National Command Authorities (NCA) and supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, control and direct changes in space support operations IAW 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 use and effectiveness of space-based assets or capabilities to support JTF operations (Task Number 408-01-**J3**).
   a. Space combat support. Include:
      (1) Communications
      (2) Navigation and positioning
      (3) Intelligence and surveillance
      (4) Environmental monitoring
      (5) Mapping, charting, geodesy
      (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 transition of forces to and from tactical battle formations
      (3) Monitor space support for posturing of joint forces for operational formations
      (4) Monitor space support for concentration of forces in 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 (see Task 217-00-J3/J5)

(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 effects 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 Battle space (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 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 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 antiair 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 theater of operations/JOA (see also Task 223-00-J3/J5)

(4) Use space support to Monitor the conduct and progress of deception in support of subordinate campaigns and major operations (see also Task 224-00-J3/J5)
(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) Satellite 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) Bomb/Battle Damage Assessment (BDA)
(d) Analysis of area of operations/Intelligence Preparation Battle space (IPB) products
(3) Assess effects 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 related to space support operations

(5) Assess the effects 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 Plan, orders, information briefings, etc

(b) Efficiency of request process for space support

(c) Consistency, reliability of space support to JTF C2

(6) Assess effects 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 Counter air 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 plan and order related to space support operations (Task Number 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 require 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 Number 408-04-**CJTF/J3**).
   a. Approve plan and order 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 battle space
            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 battle space
   (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 (see Task 217-00-J3/J5)
(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 effect 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 Battle space (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), etc
(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 JFACC, ACA, and 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 theater of operations/JOA (see also Task 227-00-J3/J5)
      (f) Establishment of disaster control measures
      (g) Establishment of NBC protection in theater of operations/JOA (see also Task 219-00-J3/J5)
      (h) Coordination of Search and Rescue/Combat Search and Rescue (SAR/CSAR) operations (see also Task 225-00-J3/J5)
      (i) Support to Survival, Escape, Resistance, and Evasion (SERE) actions
   (3) Space support helps to control and assess Operations Security (OPSEC) in theater of operations/JOA (see also Task 223-00-J3/J5)
   (4) Space support assists in the direction/control of the conduct of deception in support of subordinate campaigns and major operations (see also Task 224-00-J3/J5)
l. Approve plan and order related to space support operations.
m. Synchronize actions IAW established timelines and conditions (see Task Number 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/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 plan/order for change
q. Approve plan and orders.
r. Issue plan/order.

5. Acquire and communicate operational information about space support operations (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to space support operations.
g. Conduct public affairs operations related to space support operations.

ELEMENT: J3/J2

MTG TASK: CONTROL AIR DEFENSE OPERATIONS (Task Number 409-00-J3)
(Relates to UJTL Task OP 6.1, 6.1.4, 6.1.5)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor and assess air defense operations conducted by the Area Air Defense Commander (AADC)/components and direct changes IAW CJTF's intent. Air defense results in protection of 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 JFACC normally is tasked AADC responsibilities.

REFERENCES: JP 3-01 Series, **JP 3-01.6,** JP 3-56 Series

MTG TASK STEPS

1. Monitor air defense operations (Task Number 409-01-**J3**).
   a. Monitor deployment status of air defense forces.
      (1) Balances 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 CINC 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) Counter air
         (b) Counterspace
   c. Monitor AADC conduct of air defense operations. Include:
      (1) Coordinate/refines 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 -- supports CJTF concept of operations.
e. Monitor METOC.

2. Assess effectiveness of operational command and control of air defense forces (Task Number 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, IAW 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 effectiveness of joint theater ballistic missile defense (Task Number 409-03-**J3**)
a. Theater Missile Defense TMD assets. Consider:
(1) C4I
(2) Counter air
(3) Strategic attack
(4) Interdiction
(5) SOF

b. Operating procedures for TM defense. 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 effectiveness of active air defense operations (Task Number 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 effectiveness of passive air defense operations to improve JTF survivability (Task Number 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 (ICW) AADC, prepare plan and order related to air defense operations (Task Number 409-06-**J3/J5**).
   a. Maintain current estimate of air defense operations.
   b. Assess 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 IAW 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) Analyze wargames against enemy COAs or current and future environmental or civil conditions
(2) Analyzes 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 Require only CJTF or supervisor's approval
(2) May be formal or informal format, depending on forum and supervisor directions

7. <u>ICW AADC, direct and lead subordinate operational air defense operations</u> (Task Number 409-07-**CJTF/J3**).
a. Approve plan and order related to air defense operations.
b. Synchronize actions IAW established timelines and conditions (see Task Number 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 relays 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 plan and orders.

h. Issue plan/order.

8. Acquire and communicate operational information about air defense operations (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to air defense operations.
   g. Conduct public affairs operations related to air defense operations.

ELEMENT: J3/J2

MTG TASK: CONTROL AIRSPACE (Task Number 410-00-J3) (Relates to UJTL Task OP 6.1.3)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ Monitor and Assess Airspace Control Authority (ACA) management of Joint Operations Area (JOA) airspace and direct changes IAW 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 JFACC normally is tasked ACA responsibilities.

REFERENCES: JP 3-01.2, **JP 3-52**, JP 3-56.1

MTG TASK STEPS

1. Monitor the airspace control system (Task Number 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 CINC for airspace control resources, as required
   d. Monitor operations directed at enemy centers of gravity related to use of airspace
      (1) Integrate/deconflicts 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 (ISB)
   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 effects of and/or additional requirements for operational firepower (Task Number 410-02-**J3**) .
(See Task Number 411-00-J3)

3. Assess the effects of and/or additional requirements for operational protection of airspace (Task Number 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 Plan 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 effects of and/or additional requirements for operational command and control of airspace control system (Task Number 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, IAW 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 effects of and/or additional requirements for operational intelligence in support of airspace control (Task Number 410-05-**J3**).
   (See Task Number 403-00-J2)

6. Assess the effects of and/or continuing requirements for operational support for and by airspace control facilities (Task Number 410-06-**J3**).
(See Task Number 435-00-J4)

7. In conjunction/coordination with (ICW) Airspace Control Authority (ACA), prepare plan and orders related to airspace control operations (Task Number 410-07-**J3/J5**).
   a. Maintain current estimate of airspace control operations.
   b. Assess 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 IAW 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 effect 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) 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 require only CJTF or supervisor's approval
      (2) May be formal or informal format, depending on forum and supervisor directions

8. ICW ACA, direct and lead joint airspace control operations (Task Number 410-08-**CJTF/J3**).
   a. Approve plans and orders related to airspace control operations.
   b. Synchronize actions IAW established timelines and conditions (see Task Number 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. ICW ACA, prepare discussion and/or recommendation for changes to current Airspace Control Plan (ACP) and Airspace Control Order (ACO).
f. Change, recommend changes, or continue airspace control 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 plan/order for change
g. Review Airspace Control Plan and Airspace Control Order.
h. Issue plan/orders that provide guidance and direction to the ACA.

9. Acquire and communicate operational information about airspace control operations (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to airspace control operations.
   g. Conduct public affairs operations related to airspace control operations.

ELEMENT: J3/J2

MTG TASK: CONTROL JOINT FIRE SUPPORT (Task Number 411-00-J3) (Relates to UJTL Task OP 3.1, 3.1.4, 3.1.5, 3.1.6, 3.2, 3.2.6, 3.2.7)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, and controls fire support, and direct changes IAW 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 which 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 Number 411-01-**J3**).
   a. Policies, procedures, and planning cycles for fire support.
   b. Designation of 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) Non-lethal 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 METOC situation.

2. Assess effectiveness of joint fire support coordination products/measures (Task Number 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 plan and order related to joint fire support operations (Task Number 411-03-**J3/J5**).
a. Maintain 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 IAW 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 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) Prepares any recommendations in a manner that require 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 Number 411-04-**CJTF/J3**).
a. Approve plan and order related to joint fire support operations.
b. Synchronize actions IAW established timelines and conditions (see Task Number 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/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 plan/order for change
h. Approve plan and order.
i. Issue plan/order.

5. Acquire and communicate information about joint fire support operations (Task Number 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 COMSEC, COMPUSEC, SIGSEC related to joint fire support operations.
h. Conduct public affairs operations related to joint fire support operations.

ELEMENT: J3/J2

MTG TASK: CONTROL FORCIBLE ENTRY OPERATIONS (Task Number 412-00-J3 (Relates to UJTL Task OP 1.2.4.3, 1.2.4.4)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess and controls FEO, and direct changes IAW CJTF's intent. The CJTF and his staff control current operations, and plan and direct future operations. The JTF must seize a military lodgement 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 Number 412-01-**J3**.
   a. Connectivity -- access to Worldwide Military Command and Control System (WWMCCS) with US Transportation Command (USTRANSCOM) during 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 CINC 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 lodgement 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 effectiveness of operational protection of forcible entry operations (Task Number 412-02-**J3**).
Consider:
a. Operational air defense. Include:
(1) Counter air 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 effectiveness of operational command and control of forcible entry operations (Task Number 412-03-**J3**).
Consider:
a. Information architecture.
(1) Incorporate JTF information systems -- e.g., Maneuver Control System (MCS), Mobile Subscriber Equipment (MSE), WWMCCS, Joint Interoperability of Tactical Command and Control Systems (JINTACCS), etc.
(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 effectiveness of operational intelligence in support of forcible entry operations (Task Number 412-04-**J3**).
   (See Task Number 403-00-J2)

5. Assess effectiveness of operational support for and by forcible entry operations (Task Number 412-05-**J3**).
   (See Task Number 435-00-J4)

6. Prepare plan and order related to forcible entry operations (Task Number 412-06-**J3/J5**).
   a. Maintain current estimate of forcible entry operations.
   b. Assess 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 IAW current apportionment, guidance, and prioritized targets
(2) Branches and sequels for forcible entry operations based on changing situation or additional requirements.

d. Develop enemy COAs that impact on or effect 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) 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 require only CJTF or supervisor's approval
(2) May be formal or informal format, depending on forum and supervisor directions

7. Direct and lead subordinate operational forcible entry operations (Task Number 412-07-**CJTF/J3**).

a. Approve plan and order related to forcible entry operations.

b. Synchronize actions IAW established timelines and conditions (see Task Number 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 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 plan/order for change

g. Approve plan and order.

h. Issue plan/order.

8. Acquire and communicate operational information about forcible entry operations (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to forcible entry operations.

g. Conduct public affairs operations related to forcible entry operations.

ELEMENT: **J3**/J2/J4/HQ COMDT/SURG

MTG TASK: **CONTROL NUCLEAR, BIOLOGICAL, CHEMICAL (NBC) DEFENSE OPERATIONS** **(Task Number 414-00-J3) (Relates to UJTL Task OP 6.2, 6.2.7)**

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess and controls NBC defense operations, and direct changes IAW CJTF's intent. The CJTF and his staff control current NBC defense operations, and plan and direct future operations, ensuring that they 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 Number 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 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 METOC situation including RADFO and dispersion forecasts.

2. Assess effectiveness of NBC defense operations (Task Number 414-02-**J3**).
   a. Readiness of the joint force to continue operations through NBC attack.
      (1) Appropriate NBC defense guidance in Plan and 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 and language barriers, interservice interoperability)
(b) Transfer of equipment and/or liaison personnel

b. NBC defense forces.
(1) Sufficiency
(2) Adequacy of training
(3) TPFDD adjustments required
(4) Host nation supplements required -- PIRs, 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 effects of weapons of mass destruction
(4) Intelligence -- all source involvement in determination of enemy's intentions, capabilities, vulnerabilities

3. Prepare plans and orders related to NBC defense operations (Task Number 414-03-**J3/J5**).

a. Maintain current estimate of NBC defense operations.

b. Assess 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 IAW 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 wargames 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 require 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 NBC defense operations (Task Number 414-04-**CJTF/J3**).
   a. Approve plans and orders related to NBC defense operations.
   b. Synchronize actions IAW established timelines and conditions (see Task Number 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/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 conducts 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 Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to NBC defense operations.
g. Conduct public affairs operations related to NBC defense operations.

ELEMENT: J3/J2/J6

MTG TASK: CONTROL COMMAND AND CONTROL WARFARE (C2W) OPERATIONS (Task Number 415-00-J3) (Related to UJTL Task OP 3.2.2.2, 5.6, 5.6.2)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations that will include C2W 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/C2W staff monitor, assess, and controls C2W operations, and direct changes IAW CJTF's intent. The CJTF and his C2W staff control current C2W operations, and plan and direct future operations. C2W operations contribute to the denial of information the enemy needs to make operational decisions; they influence operational decisions the enemy can make; and they degrade or destroy the enemy's Command, Control, Communications, Computers and Intelligence (C4I) systems. C2W operations also protect friendly Command and Control (C2) systems and processes. Integration of C2W elements is sufficient to preclude disruption or contradiction of each tool's operations

REFERENCES: JP 3-0, JP 3-13, **JP 3-13.1**

NOTES:

- C2W doctrine is currently undergoing revision, to include it as part of the lager category of Information Warfare.
- C2W employment, like many of the employment tasks, may precede employment of main 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 Number 415-01-**J3/C2W STAFF**).
   a. Monitor Operations Security (OPSEC) in support of C2W.
      (1) Monitor OPSEC for counter-C2
         (a) OPSEC against enemy operational level commander(s)
         (b) OPSEC against enemy C2W 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 C2W.
      (1) PSYOP for counter-C2
         (a) PSYOP against enemy operational level commander(s) -- convey selected truth
            1 Convey threat
            2 Convey truth

3 Uses 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 enemy from intelligence collection related to friendly C2

(b) Uses PSYOP to discourage 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 enemy operational commander to employ enemy forces in ways advantageous to friendly forces

(b) Cause enemy commander to reveal strengths, dispositions, future intentions

(c) Overload enemy intelligence and analysis capability to create confusion over friendly intentions and achieve surprise

(d) Condition enemy to friendly patterns of behavior that can be exploited

(e) Cause 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 enemy incorrect combat information -- defensive use of military deception

(3) Do not portray different military deception stories for counter-C2 and protection C2 -- same story should accomplish both objectives

d. Monitor EW in support of C2W.

(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 Uses ES to support I&W of enemy attack and threat avoidance

(2) Electronic Attack (EA) in support of C2W
(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 C2W
(a) EP for counter-C2 -- employs SIGSEC to prevent enemy exploitation of friendly use of the EM spectrum
(b) EP for C2-protection
1 Uses 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 C2W.
(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 C2W elements to preclude disruption or contradiction of other operations

2. Assess effectiveness of command and control warfare operations (Task Number 415-02-**J3/C2W STAFF**).
   a. Counter-C2 efforts.
      (1) Effect on enemy command
      (2) Effect 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 C2W effectiveness (See Task Number 220-00-J3).
      (1) ICW J2, determines criteria for analysis of effectiveness
      (2) Incorporates feedback into continuous planning cycle to modify or continue JTF C2W efforts, as required

3. Prepare plan and order related to C2W operations (Task Number 415-03-**J3/J5**).
   a. Maintain current estimate of C2W operations.
   b. Assess progress of current C2W 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 enemy to react to JTF initiatives
      (2) ICW J2, conducts 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 C2W against friendly C2

(3) ICW J2, conducts nodal analysis for those systems -- identify critical and vulnerable nodes

e. Review/confirm or add to consolidated list of counter-C2 and C2-protection critical and vulnerable enemy C2 system nodes.

f. Prioritize consolidated list of critical and vulnerable enemy C2 system nodes.

g. Develop C2W Course 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) ICW J3/J5/Operations Planning Group (OPG), Integrate C2W COA with other operations

h. Compare C2W COA -- wargame.

(1) ICW J3/J5/OPG, analyzes C2W COA impact on JTF operations

(2) Modify, adjust C2W COA, as required

(3) Determine C2W support requirements

(a) Plan intelligence support for C2W

1 Provide information in support of OPSEC, EW and destruction operations for C2W--information on enemy counter-C2 systems and associated nodes

2 Provide information in support of military deception for C2W--information to identify/develop appropriate objective, target, and story

3 Provide information in support of PSYOP for C2W--command and control system vulnerabilities to PSYOP methods

(b) Plan communications support for C2W

1 Provide secure communications and data transfer capability for C2W planning

2 Provide joint spectrum management to avoid interference and/or electronic fratricide

3 Provide Automated Data Processing (ADP) support for C2W planning:
from intelligence data bases for counter-C2
from communications data bases for C2-protection

i. Prepare conclusion/recommendation for C2W COA.

(1) Prepare any recommendations in a manner that require 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 C2W operations (Task Number 415-04-**CJTF/J3**).

a. Approve plans and orders related to C2W operations.

b. Synchronize actions:

(1) IAW established timelines and conditions (see Task Number 401D-05-J3/STAFF (Synchronize/Integrate Operations)
(2) Among the C2W 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 C2W 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 and NCA guidance of 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 C2W operations (Task Number 415-05-**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 effect 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 COMSEC, COMPUSEC, SIGSEC related to C2W operations.
   g. Conduct public affairs operations related to C2W operations.

ELEMENT: J3/J2/J6

MTG TASK: CONTROL ELECTRONIC WARFARE (EW) OPERATIONS
(Task Number 416-00-J3) (Related to UJTL Task OP 3.2.2.2)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ/Joint Force Commander's Electronics Warfare Staff (JCEWS) monitor, assess, and controls EW operations and direct changes IAW 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 enemy's combat capability, protect friendly combat capability against EW, and for 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 Number 416-01-**J3/JCEWS**)
   a. Monitor Electronic Warfare Support (ES).
      (1) Execution is directly controlled by components.
      (2) Provides information, or feedback, for analysis of 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 components.
      (2) Require integration in the targeting process -- with C2W and Signals Intelligence (SIGINT).
   c. Monitor electronic destruction.
      (1) Operational considerations -- 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 -- equipment design, competency of operator.
   d. Monitor METOC situation.

2. Assess effectiveness of electronic warfare operations (Task Number 416-02-**J3/ JCEWS**)
   a. Electronic Warfare Support (ES).

(1) Searches for, intercepts, Identify, and locates sources of radiated electromagnetic energy.
(2) Near-real-time threat recognition in support of immediate decisions involving EA, EP, avoidance, targeting, or other tactical employment of forces.

b. Electronic Attack (EA).
(1) Focuses on offensive use of the electromagnetic spectrum to attack directly 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 deception story to enemy; must be coordinated with 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) Protects personnel, facilities, equipment from effects of friendly or enemy EW.
(2) Require assessment of both operational and tactical (component) measures.

3. <u>Prepare plan and order related to EW operations</u> (Task Number 416-03-**J3/J5**)

a. Maintain current estimate of EW operations.
(1) ICW J2, Review/revises ES COA.
(a) Integrate ES into JTF targeting cycles.
(b) Integrate ES into JTF intelligence cycle.
(2) Review/revises EA COA for electromagnetic deception and cumulative. (operational) effects of tactical jamming and destructive EA.
(a) Integrate EA into JTF targeting cycles.
(b) Integrate EA into joint fires plan.
(3) Review/revises EP COA.
(a) Integrate EP requirements into OPSEC/SIGINT efforts.
(b) Coordinate with J6/Frequency Management Officer for Joint Restricted Frequency List (JRFL).

b. Assess progress of current EW 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 EW operations .
(1) Continuation of EW operations IAW current apportionment, guidance, and prioritized targets.
(2) Branches and sequels for EW operations based on changing situation or additional requirements.

d. Develop enemy COAs that impact on or effect EW 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 Require 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 EW operations (Task Number 416-04-**CJTF/J3**)
   a. Approve plan and order related to EW operations.
   b. Synchronizes actions IAW established timelines and conditions (see Task Number 401D-05-J3/STAFF (Synchronize/Integrate Operations).
   c. Coordinate 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) 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) Resolves conflicts.
   d. Coordinate logistics and communications support.
   e. Adjusts control measures, as required, or relays 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) 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 conducts appropriate planning for change.
      (4) Write plan/order for change.

   h. Approve Plan and order.

i. Issue plan/order.

5. Acquire and communicate operational information about EW operations. (Task Number 416-05-**J3**)
   a. Display information.
   b. Brief information.
   c. Informs supervisor, decision makers, other JTF staff, and staff counterparts. Based on:
      (1) Preplanned hierarchy of significant information.
      (2) Information that could effect 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 COMSEC, COMPUSEC, SIGSEC related to EW operations.
   g. Conduct public affairs operations related to EW operations.

ELEMENT: **J3**/J2/SJA

MTG TASK: **CONTROL PSYCHOLOGICAL OPERATIONS (PSYOP) (Task Number 417-00-J3) (Related to UJTL Task OP.3.2.2.1)**

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, and controls PSYOP and direct changes IAW 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 such 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 Number 417-01-**J3**).
   a. Transmission of intended information and impressions.
   b. Transmission means and operations -- e.g., actions of forces, direct communications (e.g., loudspeaker, leaflet drop operations).
   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 method for dissemination of PSYOP products.
   g. Enemy's PSYOP efforts.

2. Assess effectiveness of psychological operations (Task Number 417-02-**J3**)
   a. Effectiveness of intelligence support for PSYOP.
   b. ICW J2, collects feedback based on predetermined criteria.
   c. Observe enemy or target actions with respect to PSYOP themes, objectives.
   d. Effectiveness and consistency with which all communications systems convey intended information and impressions.
   e. Effect of enemy's PSYOP efforts.
   f. Effectiveness of PSYOP integration with C2W.
   g. Effectiveness of PSYOP in support of joint warfare operations.
   h. Effectiveness of PSYOP in support of special operations and civil affairs.

3. Prepare plan and order related to PSYOP (Task Number 417-03-**J3/J5**)
   a. Maintain psychological operations estimate (See Task Number 220-00-J3)
      (1) ICW J2, Review/confirm target analysis

(a) Vulnerabilities to PSYOP
(b) Target's perceptions/preconceived notions about friendly operations

b. Assess 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 effect 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 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 require 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 PSYOP (Task Number 417-04-**CJTF/J3**)
a. Approve plan and order related to PSYOP.
b. Synchronize actions IAW established timelines and conditions (see Task Number 401D-05-J3/STAFF (Synchronize/Integrate Operations). Include:
(1) Preparation of PSYOP materials.
(2) Message broadcasts.
(3) Leaflet drops.
(4) Movie, 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) Resolves 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) Counter terrorism (CT)
      (e) Civil Affairs (CA)

g. Decide on operational actions/direction.

h. Change, recommend changes, or Continue PSYOP and priorities.
   (1) Seeks CJTF/supervisors guidance if a change appears necessary.
   (2) Ensures change remains supportive of current mission and intent -- based on continuing estimate of the situation.
   (3) Coordinate and conducts appropriate planning for change.
   (4) Write plan/order for change.

i. Approve plan and orders.

j. Issue plan/order.

5. <u>Acquire and communicate operational information about PSYOP.</u> (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to PSYOP.

g. Conduct public affairs operations related to PSYOP.

ELEMENT: J3/J2

MTG TASK: CONTROL OPERATIONS SECURITY (OPSEC) (Task Number 418-00-J3) (Relates to UJTL Task OP 6.2, 6.3, 6.3.4)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which will include OPSEC. 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 monitor, assess, and control OPSEC and direct changes IAW 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 Number 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 -- ICW 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 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 METOC situation, as it effects OPSEC operations.

2. Assess effectiveness of operations security (Task Number 418-02-**J3/J2**)
   a. Conduct OPSEC surveys
   b. Identify friendly characteristic indicators for 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 establishment of patterns, 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, 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 or infrequently changes 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, 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, sequences associated with test activity
(i) Information indicating special manning requirements for 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) Increase trips and conferences for senior or Plan personnel
(j) Arranging for tugs and pilots
(k) Public notice of impending convoy activity
(l) Abrupt return from leave or liberty
(m) Increase or unusual off limits restrictions
(n) Increase 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. <u>Prepare plan and order related to OPSEC operations</u> (Task Number 418-03-**J3/J5**)
a. Maintain current estimate of OPSEC operations
b. Assess 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 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 effect 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 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) Prepares any recommendations in a manner that Require only CJTF or supervisor's approval.
(2) May be formal or informal format, depending on forum and supervisor directions.

4. <u>Direct and lead subordinate operational OPSEC operations</u> (Task Number 418-04-**CJTF/J3**)
a. Approve plan and order related to OPSEC operations.
b. Direct 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 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 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 sound associated with functions or operations
(e) Use available electronic warfare measures

(3) Employ administrative means
(a) Avoid display of information that reveals or implies time, 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 initiation of operations
(e) Discreetly prepare/sensitize families for personnel departures

(4) Military deception (See Task Number 419-00-J3)

(5) Combat operations -- employ Command and Control Warfare (C2W) (See Task Number 415-00-J3)

c. Control execution of OPSEC in support of other operations -- i.e., special operations, C2W, military deception, etc.

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 IAW established timelines and conditions (see Task Number 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/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 conducts appropriate planning for change.
(4) Write plan/order for change.

i. Approve plan and order.
j. Issue plan/order.

5. Acquire and communicate operational information about OPSEC operations. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to OPSEC operations.
   g. Conduct public affairs operations related to OPSEC operations.

ELEMENT: J3/J2

MTG TASK: CONTROL MILITARY DECEPTION OPERATIONS (Task Number 419-00-J3) (Related to UJTL Task OP 6.4, 6.4.2)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG STANDARDS: The JTF HQ monitor, assess, and control military deception and direct changes IAW 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. Integration of military deception precludes disruption or contradiction of 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 Number 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 (e.g., loudspeaker, leaflet drop operations).
   c. In coordination with J2, actions of enemy receptors and targets.
   d. Integration of PSYOP into counter-C2 Plan and operations.
   e. METOC situation and the effects of terrain, weather, and NBC environment on forces, equipment, and planned method for dissemination of PSYOP products.
   f. Enemy's PSYOP efforts.

2. Assess effectiveness of military deception operations (Task Number 419-02-**J3/J2/J6**)
   a. Evaluate effectiveness of deceptive means
      (1) Determine if enemy is "reading" deception story
      (2) Determine if story is reaching 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 achievement of surprise
      (4) Indications of enemy conditioned to friendly patterns of behavior that can be exploited
      (5) Enemy wastes combat power with inappropriate or delayed actions
   c. Assess effectiveness or adequacy of intelligence support for military deception

3. Prepare plan and order related to military deception operations (Task Number 419-03-**J3/J5**)
   a. Maintain military deception estimate (See Task Number 224-00-J3)
      (1) Review/confirm desired perception
         (a) Reinforcement of existing belief/establishment of new belief
         (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 military deception story--believable/verifiable/consistent
         (b) Review/confirm actions to support story--observable/believable
         (c) Review/confirm means to support story
            1. Physical
            2. Technical
            3. Administrative
         (d) Review/confirm adequacy of targeted enemy receptors to "read" the deception story
         (e) Consider 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 effects
   b. Develop friendly Courses of Action (COA) with regard to military deception operations
      (1) Continuation of military deception operations IAW 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 effect 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 best information available.
   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 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 Require 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 military deception operations (Task Number 419-04-**CJTF/J3**)
   a. Approve plan and order related to military deception operations.
   b. Synchronize actions IAW established timelines and conditions (see Task Number 401D-05-J3/STAFF (Synchronize/Integrate Operations).
      (1) Executed by Service or functional components, IAW tasks in Operations Order (OPORD)
         (a) Task may be part of Military Deception annex
         (b) Task may be part of 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 Command and Control Warfare (C2W), 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) Seeks CJTF/supervisors guidance if a change appears necessary.
   (2) Ensures change remains supportive of current mission and intent -- based on continuing estimate of the situation.
   (3) Coordinate and conducts appropriate planning for change.
   (4) Write plan/order for change.
g. Approve plan and orders.
h. Issue plan/order.

5. Acquire and communicate operational information about military deception operations. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to military deception operations.
   g. Conduct public affairs operations related to military deception operations.

ELEMENT: J3/J2

MTG TASK: CONTROL SEARCH AND RESCUE/COMBAT SEARCH AND RESCUE (SAR/CSAR) (Task Number 420-00-J3) (Relates to UJTL Tasks OP 6.2, 6.2.X)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations that will include SAR/CSAR 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 Joint Search and Rescue Center (JSRC) monitor, assess, and, if required, controls SAR/CSAR operations and direct changes IAW CJTF's intent. The CJTF and his staff control current SAR/CSAR operations and plan and direct future operations through the JSRC. SAR/CSAR operations maintain status of rescue/recovery assets, maintain effective communications with components that control those assets, project the likelihood of requirement for rescue/recovery, position or alert assets for SAR/CSAR, train forces in SAR/CSAR techniques, and conduct operations when required to safely and efficiently recover lost personnel. Effective SAR/CSAR Plan contribute to confidence in joint force crews/teams that may be vulnerable to loss.

REFERENCES: JP 3-50.2, CJCSM 3122.03

MTG TASK STEPS

1. Monitor SAR/CSAR operations. (Task Number 420-01-**J3**).
   a. Formation and organization of the SAR/CSAR team/cell. Include:
      (1) Manning.
      (2) Equipment.
      (3) Available communications.
      (4) Command and control arrangements.
      (5) Coordination with and cooperation of components with SAR/CSAR assets/capability.
   b. Operations in which SAR/CSAR support is anticipated.
   c. Prepositioning/alert of SAR/CSAR assets.

2. Assess effectiveness of SAR/CSAR operations (Task Number 420-02-**J3**)
   a. Coordination, cooperation of units with SAR/CSAR resources
   b. Efficiency in generating SAR/CSAR response
   c. Adequacy of intelligence support
   d. Adequacy of communications dedicated to SAR/CSAR
   e. Effectiveness of SAR/CSAR tactics, techniques, procedures
   f. Adequacy in projecting SAR/CSAR requirements, and positioning or alert of precautionary SAR/CSAR assets

3. Prepare plan and order related to SAR/CSAR operations (Task Number 420-03-**J3/J5**)

a. Maintain current estimate of SAR/CSAR operations.
   (1) Continual analysis of operations for SAR/CSAR potential.
   (2) Analysis of enemy/environmental threat for likely SAR/CSAR mission areas
      (a) Enemy policy, practices, intentions.
      (b) Location, strength, capabilities, activities of enemy units that could effect 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 SAR/CSAR support aircraft -- Electronic Warfare (EW), Airborne Warning and Control System (AWACS), etc.
      (c) Identification, capabilities of 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 SAFEs.
      (j) Location of friendly force areas of operation and evasion escape nets.
   (3) Maintain current list of dedicated SAR/CSAR assets, by component -- capabilities of each.
   (4) Analysis of extent to which current operations will/can divert threat SAR/CSAR operations.
   (5) Where required, development of SAR/CSAR Courses of Action (COA)/options.
      (a) For continued current direction of operations.
      (b) For branches and sequels to current operations.
b. Assess progress of current SAR/CSAR operations.
c. Develop friendly Courses of Action (COA) with regard to SAR/CSAR operations.
   (1) Continuation of currently planned or ongoing SAR/CSAR operations.
   (2) Branches and sequels for SAR/CSAR operations based on changing situation or additional requirements.
d. Develop enemy COAs that impact on or effect SAR/CSAR 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 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 require 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 SAR/CSAR operations (Task Number 420-04-**CJTF/J3**)
a. Approve plan and orders related to SAR/CSAR operations.
b. Synchronize actions IAW established timelines and conditions (see Task Number 401D-05-J3/STAFF (Synchronize/Integrate Operations).
c. Direct actions IAW established plan and procedures
(1) Direct rescue/recovery operations, as required
(a) Monitor SAR/CSAR 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 SAR/CSAR assets
d. Coordinate for on-call supporting arms support
e. Maintain coordination/liaison with components, multinational partners
f. Coordinate maintenance of SAR/CSAR communications network
g. Maintain SAR/CSAR files, data bases, 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) Advises components/units of adjacent or related actions/operations.
(2) Direct supporting operations, as required.
(3) Resolves conflicts.

j. Decide on operational actions/direction.

k. Change, recommend changes, or continue SAR/CSAR operations and priorities.
   (1) Seeks CJTF/supervisors guidance if a change appears necessary.
   (2) Ensures change remains supportive of current mission and intent -- based on continuing estimate of the situation.
   (3) Coordinate and conducts appropriate planning for change.
   (4) Write plan/order for change.
l. Approve plan and order.
m. Issue plan/order.

5. Acquire and communicate operational information about SAR/CSAR operations. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to SAR/CSAR operations.
   g. Conduct public affairs operations related to SAR/CSAR operations.

ELEMENT: J3/J2

MTG TASK: CONTROL RECONNAISSANCE OPERATIONS (Task Number 421-00-J3) (Relates to UJTL Task OP 2.2.3)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, and control reconnaissance operations and direct changes IAW 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 Number 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 CINC 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 CJTF's 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 non-military
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, Meteorological and Oceanographic (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 Number 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, systems
(4) SIGSEC measures
(5) Reconnaissance security operations and requirements

3. Assess effectiveness of operational command and control of reconnaissance operations (Task Number 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, IAW 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. <u>Assess effectiveness of operational intelligence in support of reconnaissance operations</u> (Task Number 421-04-**J3/J2**)
Consider:

a. Availability and reliability of intelligence information to support 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 Battle space (IPB) products

g. General military intelligence related to reconnaissance operations missions -- e.g. timely, detailed, tailored/target specific, fused all-source intelligence, etc.

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 plan and order related to reconnaissance operations (Task Number 421-05-**J3/J5**)
   a. Maintain current estimate of reconnaissance operations
   b. Assess progress of current reconnaissance 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 reconnaissance operations
      (1) Continuation of reconnaissance operations IAW 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 effect 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 require only CJTF or supervisor's approval.
      (2) May be formal or informal format, depending on forum and supervisor directions.

6. Direct and lead subordinate operational reconnaissance operations (Task Number 421-06-**CJTF/ J3**)
   a. Approve plan and order related to reconnaissance operations.
   b. Synchronize actions IAW established timelines and conditions (see Task Number 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) Seeks CJTF/supervisors guidance if a change appears necessary.
   (2) Ensures change remains supportive of current mission and intent -- based on continuing estimate of the situation.
   (3) Coordinate and conducts appropriate planning for change.
   (4) Write plan/order for change.
g. Approve plan and order.
h. Issue plan/order.

7. Acquire and communicate operational information about reconnaissance operations. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to reconnaissance operations.
   g. Conduct public affairs operations related to reconnaissance operations.

ELEMENT: J3/J2/J1

MTG TASK: CONTROL NONCOMBATANT EVACUATION OPERATIONS (NEO) (Task Number 422-00-J3) (Relates to UJTL Task OP 4.5.3, 6.2, 6.2.5)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which may include NEO. 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 monitor, assess, and control NEO and direct changes IAW CJTF's intent. The CJTF and his staff control current NEO and plan and direct future operations. NEO result in the evacuation 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 to a safe haven, preferably the US.

REFERENCES: JP 0-2, JP 3-07, **JP 3-07.5**, JP 5-00.2

MTG TASK STEPS

1. Monitor noncombatant evacuation operations (Task Number 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 awareness of operations under other staff proponency
   c. Monitor 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 Time-Phased Force and Deployment Data (TPFDD) to the supported CINC for NEO support, as required
   d. Monitor 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 JTF ADVON to NEO site

(6) Deployment of NEO force to Intermediate Staging Base (ISB)
(7) Composition and duties of 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 effectiveness of noncombatant evacuation operations (Task Number 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) Host Nation (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) CINC
(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 NGOs/PVOs

3. Prepare plan and order related to NEO (Task Number 422-03-**J3/J5**)
a. Maintain current estimate of NEO
b. Assess progress of current NEO
(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 NEO
(1) Continuation of NEO IAW 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 effect 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 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 Require 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 Number 422-04-**CJTF/J3**)
   a. Approve Plan and orders related to NEO.
   b. Synchronize actions IAW established timelines and conditions (see Task Number 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/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 conducts appropriate planning for change.
      (4) Write plan/order for change.
   g. Approve plan and order.
   h. Issue plan/order.

5. Acquire and communicate operational information about NEO. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to NEO.

g. Conduct public affairs operations related to NEO.

ELEMENT: J3/J2

MTG TASK: CONTROL CIVIL-MILITARY OPERATIONS (CMO) (Task Number 424-00-J3) (Relates to UJTL Tasks OP 4.7, 4.7.2-4.7.5)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ, monitor, assess, and control CMOs and direct changes IAW 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 enhances 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 3122.03

MTG TASK STEPS

1. Monitor civil-military operations (Task Number 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) Balances 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 CINC 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 effectiveness of civil-military operations (Task Number 424-02-**J3**)
   a. Operations/programs directed at decisive points leading to centers of gravity. Supports/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 are relevant and supports JTF operations and CJTF's intent.

b. Effects 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. Effects 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 plan and order related to CMO</u> (Task Number 424-03-**J3/J5**)

a. Maintain current estimate of CMO.

b. Assess 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 effect 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 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 Require 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 CINC, when changes are necessary

4. Direct and lead subordinate operational CMO (Task Number 424-04-**CJTF/J3**)
a. Approve plan and order related to CMO.
b. Synchronize actions IAW established timelines and conditions (see Task Number 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), etc.
f. Decide on operational actions/direction.
g. Change, recommend changes, or Continue CMO and priorities.
(1) Seeks CJTF/supervisors guidance if a change appears necessary.
(2) Ensures change remains supportive of current mission and intent -- based on continuing estimate of the situation.
(3) Coordinate and conducts appropriate planning for change.
(4) Write plan/order for change.
h. Approve plan and order.
i. Issue plan/order.

5. Acquire and communicate operational information about CMO. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to CMO.
g. Conduct public affairs operations related to CMO.

ELEMENT: J3/J2

MTG TASK: **CONTROL SHORT NOTICE COUNTERDRUG OPERATIONS**
(Task Number 426-00-J3) (Relates to UJTL Task OP 4.7.3)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, and control short notice CD operations and direct changes IAW 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 counterdrug operations (Task Number 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 effectiveness of short notice counterdrug operations (Task Number 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 - IAW legal restrictions.
   (2) Maintenance support -- include operators.
   (3) Engineer support -- IAW 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 -- IAW legal stipulations.

3. Prepare plan and order related to counterdrug operations (Task Number 426-03-**J3/J5**)

a. Maintain current estimate of counterdrug operations.

b. Assess 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 IAW 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 effect 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 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 require only CJTF or supervisor's approval.
   (2) May be formal or informal format, depending on forum and supervisor directions.
h. Provides input to Time-Phased Force and Deployment Data (TPFDD) revisions, as required

4. <u>Direct and lead subordinate operational counterdrug operations</u> (Task Number 426-04-**CJTF/J3**)
   a. Approve plan and orders related to counterdrug operations.
   b. Synchronize actions IAW established timelines and conditions (see Task Number 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), etc.
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) Informs liaison of JTF Plan, operations, other information
h. Decide on operational actions/direction.
i. Change, recommend changes, or continue counterdrug 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 conducts appropriate planning for change.
   (4) Write plan/order for change.
j. Approve plan and order.
k. Issue plan/order.

5. Acquire and communicate operational information about counterdrug operations. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to counterdrug operations.
   g. Conduct public affairs operations related to counterdrug operations.

ELEMENT: J3/J2

MTG TASK: CONTROL OPERATIONS TO COMBAT TERRORISM (Task Number 427-00-J3) (Relates to UJTL Task OP 4.7.3, 6.5)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, and control operations to combat terrorism and direct changes IAW CJTF's intent. The CJTF and his staff control current operations to combat terrorism and plan and direct future operations. 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 Number 427-01-**J3**).
   a. Indications and Warning of potential terrorist activity.
   b. Security operations to prevent terrorist attacks.
   c. Preparation of counter terrorist plan.
   d. Conditions of vulnerability to terrorist attack.
   f. 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.
   g. Monitor capabilities of terrorist groups that may target JTF forces
   h.. Monitor METOC situation that affects operations to combat terrorism.

2. Assess effectiveness of operations to combat terrorism (Task Number 427-02-**J3)**
   a. IAW 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. Indications and Warning (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) Logistic 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 plan and order related to operations to combat terrorism (Task Number 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 IAW 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 effect 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 determine 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 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 CINC, when changes are necessary

4. Direct and lead subordinate operations to combat terrorism (Task Number 427-04-**CJTF/J3**)
a. Approve plan and order related to operations to combat terrorism.
b. Synchronize actions IAW established timelines and conditions (see Task Number 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, 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) 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 conducts appropriate planning for change.
(4) Write plan/order for change.

h. Approve plan and order.
i. Issue plan/order.

5. Acquire and communicate information about operations to combat terrorism. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to operations to combat terrorism.
   g. Conduct public affairs operations related to operations to combat terrorism.

ELEMENT: J3/J2

MTG TASK: CONTROL INSURGENCY/COUNTERINSURGENCY OPERATIONS (Task Number 428-00-J3) (Relates to UJTL Task OP 4.7)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations that will include insurgency/counterinsurgency 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 monitor, assess, and control insurgency/counterinsurgency operations and direct changes IAW CJTF's intent. The CJTF and his staff control current insurgency/counterinsurgency operations and plan and direct future operations. Effective insurgency/counterinsurgency operations will identify the root causes of the insurgency and implement measures to either support or counter the insurgency.

REFERENCES: JP 3-07

MTG TASK STEPS

1. Monitor insurgency/counterinsurgency operations (Task Number 428-01-**J3**)
   a. Monitor JTF support of insurgent movements
      (1) Support characteristics -- overt, low visibility, clandestine, and/or covert
      (2) Execution is directly controlled by non-Department of Defense (DOD) manager
      (3) Congressionally imposed mandates/restrictions
      (4) Training of indigenous forces
      (5) Intelligence support
      (6) Logistics support network
      (7) Command, Control, and Communications (C3) systems
   b. Monitor JTF support of counterinsurgency
      (1) JTF level of involvement
      (2) Foreign military sales training
      (3) Intelligence support and training
      (4) Host Nation (HN) production, maintenance, storage, distribution, control, and flow of US materiel assistance
      (5) Disaster relief, civil defense, counterdrug operations, and counter terrorism support
      (6) C3 systems
      (7) JTF tactical operations as component of Foreign Internal Defense (FID) programs
   c. Monitor METOC situation as it affects insurgency/counterinsurgency operations.

2. Assess effectiveness of insurgency/counterinsurgency operations (Task Number 428-02-**J3**)
   a. IAW predetermined criteria. Include conditions as:
      (1) Increased support of HN government by HN populace

(2) Increased stability of HN political climate
(3) Improvement in 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
(7) etc.

b. Maintain awareness of indications and warning of HN government or population activity in contravention to nation assistance objectives

c. Integration of JTF support with political/diplomatic, economic, and informational programs

3. Prepare plan and order related to insurgency/counterinsurgency operations (Task Number 428-03-**J3/J5**)

a. Maintain current estimate of insurgency/counterinsurgency operations

b. Review/confirm mission statement, guidance, priorities related to operations supporting insurgency/counterinsurgency

c. Assess progress of current insurgency/counterinsurgency 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

d. Develop friendly Courses of Action (COA) with regard to insurgency/counterinsurgency operations
(1) Continuation of current insurgency/counterinsurgency operations.
(2) Branches and sequels for insurgency/counterinsurgency operations based on changing situation or additional requirements.

e. Develop enemy COAs that impact on or effect insurgency/counterinsurgency operations, or current and future environmental or civil conditions.
(1) Current, apparent operations/conditions.
(2) Branches to current, apparent operations/conditions.

f. Analyze insurgency/counterinsurgency 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

g. 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.

h. 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 formal or informal format, depending on forum and supervisor directions.

i. Provide input to TPFDD revisions, as required

4. Direct and leads subordinate operational insurgency/counterinsurgency operations (Task Number 428-04-**CJTF/J3**)

a. Approve plan and order related to insurgency/counterinsurgency operations.
b. Synchronizes actions IAW established timelines and conditions (see Task Number 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) Inform liaison of JTF Plan, operations, other information
e. Coordinate support -- intelligence, fire support, logistics, communications
f. Decide on operational actions/direction.
g. Change, recommend changes, or continue insurgency/counterinsurgency 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 conducts appropriate planning for change.
(4) Write plan/order for change.

h. Approve plan and order.
i. Issue plan/order.

5. Acquire and communicate operational information about insurgency/counterinsurgency operations. (Task Number 428-05-**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 effect 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 COMSEC, COMPUSEC, SIGSEC related to insurgency/counterinsurgency operations.
   g. Conduct public affairs operations related to insurgency/counterinsurgency operations.

ELEMENT: J3/J2

MTG TASK: CONTROL PEACE OPERATIONS (Task Number 429-00-J3) (Relates to UJTL Tasks OP 1.1-1.5, 3.1, 4.1-4.7, 5.1-5.7, 6.2-6.5)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 monitor, assess, and control peace operations and direct changes IAW CJTF's intent. The CJTF and his staff control current peace operations and plan and direct future operations. Peace operations result in peaceful settlements among belligerent parties. To do this, they leverage 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**, 3-07.5
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MTG TASK STEPS

1. Monitor peace operations (Task Number 429-01-**J3**)
   a. Monitor Indications and Warning associated with peace operations in progress.
   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 status of peace operations forces -- readiness, training, equipment, morale.
   e. Political situation related to peacekeeping operations.

2. Assess effectiveness of peace operations (Task Number 429-02-**J3**)
   a. IAW 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 plan and order related to peace operations (Task Number 429-03-**J3/J5**)
   a. Maintain 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. Analyzes peace operations COA/options.
(1) Provides 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 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 require only CJTF or supervisor's approval.
(2) May be formal or informal format, depending on forum and supervisor directions.

4. <u>Direct and lead subordinate operational peace operations</u> (Task Number 429-04-**CJTF/J3**)
a. Approve Plan and order related to peace operations.
b. Synchronize actions IAW established timelines and conditions (see Task Number 401D-05-J3/STAFF (Synchronize/Integrate Operations). Within 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) Receives liaison reports of activity
(2) Informs 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/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 conducts appropriate planning for change.
(4) Write plan/order for change.
l. Approve plan and order.
m. Issue plan/order.

5. Acquire and communicate operational information about peace operations. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to peace operations.

g. Conduct public affairs operations related to peace operations.

ELEMENT: J3/J2

MTG TASK: CONTROL NATION ASSISTANCE OPERATIONS (Task Number 430-00-J3) (Relates to UJTL Tasks OP 4.7, 4.7.1, 4.7.3, 4.7.5)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, and control nation assistance operations and direct changes IAW CJTF's intent. The CJTF and his staff control current nation assistance operations and plan and direct future operations. 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 3122.03

MTG TASK STEPS

1. Monitor nation assistance operations. (Task Number 430-01-**J3**).
   a. Monitor host nation 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 host nation 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 host nation government.
      (2) Civilian climate in which terrorism or insurgency might emerge.
      (3) Host nation and population regard for US policies.

2. Assess effectiveness of nation assistance operations (Task Number 430-02-**J3**)
   a. IAW predetermined criteria. May include such conditions as:
      (1) Increased support of HN government by HN populace
      (2) Increased stability of HN political climate
      (3) Improvement in 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 plan and order related to nation assistance operations (Task Number 430-03-**J3/J5**)

a. Maintain current estimate of nation assistance operations
b. Assess progress of current nation assistance 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 nation assistance operations
   (1) Continuation of nation assistance operations IAW current apportionment, guidance, and prioritized targets.
   (2) Branches and sequels for nation assistance operations based on changing situation or additional requirements.
d. Develop enemy COAs that impact on or effect 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 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 require only CJTF or supervisor's approval.
   (2) May be formal or informal format, depending on forum and supervisor directions.

4. <u>Direct and lead subordinate operational nation assistance operations</u> (Task Number 430-04-**CJTF/J3**)
   a. Approve plan and order related to nation assistance operations.
   b. Synchronize actions IAW established timelines and conditions (see Task Number 401D-05-J3/STAFF (Synchronize/Integrate Operations).
      (1) Indirect support
         (a) Security assistance operations -- provision of defense articles, military training, and other defense-related services and 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 JTF Plan, operations, other information

e. Coordinate support -- intelligence, fire support, logistics, communications

f. Decide on operational actions/direction.

g. Changes, recommend changes, or continue nation assistance 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 conducts appropriate planning for change.
(4) Write plan/order for change.

h. Approve plan and order.

i. Issue plan/order.

5. <u>Acquire and communicate operational information about nation assistance operations.</u> (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to nation assistance operations.

g. Conduct public affairs operations related to nation assistance operations.

ELEMENT: J3/J2

MTG TASK: CONTROL METEOROLOGICAL AND OCEANOGRAPHIC (METOC) OPERATIONS (Task Number 431-00-J3) (Relates to UJTL Task OP 2.3.2)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess and control METOC operations and direct changes IAW CJTF's intent. The CJTF and his staff control current METOC operations and plan and direct future operations. METOC operations provide the JTF climatology, real time data and accurate forecasts that may impact the employment of joint forces.

REFERENCES: JP 3-0, **JP 3-59**

MTG TASK STEPS

1. Monitor METOC operations in support of the JTF (Task Number 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 effectiveness of METOC operations (Task Number 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, IAW 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 plan and order related to METOC operations (Task Number 431-03-**J3/J5**)
a. Maintain current estimate of METOC operations
b. Assess 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 IAW 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 effect 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 wargames 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 Require only CJTF or supervisor's approval
   (2) May be formal or informal format, depending on forum and supervisor directions

4. <u>Direct and lead subordinate operational METOC operations</u> (Task Number 431-04-**CJTF/J3**)
   a. Approve plan and order related to METOC operations
   b. Synchronize actions IAW established timelines and conditions (see Task Number 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) 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 plan, order for change

g. Approve plan and order
h. Issue plan/order

5. Acquire and communicate operational information about METOC operations (Task Number 431-05-**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 COMSEC, COMPUSEC, SIGSEC related to METOC operations
   g. Conduct public affairs operations related to METOC operations

ELEMENT: J3/PAO

MTG TASK: CONTROL VISUAL INFORMATION/COMBAT CAMERA DOCUMENTATION (VI/COMCAM) OPERATIONS (Task Number 432-00-J3) (Relates to UJTL Task OP 3.1.6, 4.4.6)

MTG TASK SITUATION: The NCA and the supported CINC have issued orders for JTF operations which 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 IAW 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 3122.03

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 request 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) Counter terrorism (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 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 METOC situation as it affects VI/COMCAM operations.

2. Assess effectiveness of VI/COMCAM documentation operations (Task Number 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, IAW CJTF intent
(2) Unity of effort
c. Operational missions for VI/COMCAM coverage
(1) Missions are appropriate for VI/COMCAM operations
(2) Coverage supports CJTF's intent and concept of operations
d. Deployment priority for VI/COMCAM personnel, units, equipment

3. Prepare plan and order related to VI/COMCAM operations (Task Number 432-03-**J3/J5**)
a. Review/revise VI/COMCAM support of current, future operations
(1) ICW J3, review/revise 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 progress of current VI/COMCAM 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 VI/COMCAM operations
(1) Continuation of VI/COMCAM operations IAW 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 effect 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 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 require only CJTF or supervisor's approval
(2) May be formal or informal format, depending on forum and supervisor directions.
h. Conclude/recommend VI/COMCAM concept in support of JTF operations concept

4. Direct and lead subordinate operational VI/COMCAM operations (Task Number 432-04-**CJTF/J3**)
a. Approve plan and order related to VI/COMCAM operations.
b. Synchronize actions IAW established timelines and conditions (see Task Number 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/supervisors guidance if a change appears necessary

(2) Ensure change remains supportive of current mission and intent -- based on 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), etc.
   (3) Coordinate and conducts appropriate planning for change
   (4) Write plan, order for change
h. Approve plan and order
i. Issue plan/order

5. Acquire and communicate operational information about VI/COMCAM operations. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to VI/COMCAM operations
g. Conduct public affairs operations related to VI/COMCAM operations

ELEMENT: J3

MTG TASK: CONTROL EXPLOSIVE ORDNANCE DISPOSAL (EOD) OPERATIONS (Task Number 433-00-J3) (Relates to UJTL Task OP 1.3.1, OP 1.4.1)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations. EOD operations are required. 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. Operations result in the presence of Unexploded Ordnance (UXO) in the Joint Operations Area (JOA). There is potential for encounters with Improvised Explosive Devices (IED).

MTG TASK PURPOSE: The JTF HQ monitor, assess and control EOD operations, and direct changes IAW 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. EOD operations support the JTF's mobility requirements and protect critical assets through the elimination of UXO hazards. Effective EOD are responsive to requests for support within resource capabilities. They contribute to maneuverability, survivability and supportability within the JOA.

REFERENCES: JP 3-07.2, JP 3-10.1, JP 3-15, **CJCSM 3122.03**

MTG TASK STEPS

1. Monitor explosive ordnance disposal operations (Task Number 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 effectiveness of explosive ordnance disposal operations (Task Number 433-02-**J3**)
   a. Evaluate extent of mobility obstructions due to UXO
   b. Evaluate extent of hazard to critical facilities due to UXO/IED
   c. Evaluate effect of advice on handling or hazards of nuclear/chemical, or other special ordnance
   d. Evaluate responsiveness of EOD Command, Control and Communications (C3)
   e. Evaluate status of EOD training/qualification

3. Prepare plan and order related to EOD operations (Task Number 433-03-**J3/J5**)
   a. Maintain current estimate of EOD operations

b. Review/confirm 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 Courses of Action (COA) with regard to EOD operations
   (1) Continuation of current EOD operations
   (2) Branches and sequels for EOD operations based on changing situation or additional requirements
d. Develop enemy COAs that impact on or effect EOD operations, or current and future environmental or civil conditions
   (1) Current, apparent operations/conditions
   (2) Branches to current, apparent operations/conditions
e. Analyze EOD COA/concept in support of JTF COA/concepts
   (1) Identify additional/change to force structure/resources
   (2) Analyze wargame against enemy COAs or current and future environmental or civil conditions
   (3) 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 require 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) to the supported CINC

4. <u>Direct and lead subordinate operational EOD operations</u> (Task Number 433-04-**CJTF/J3**)
   a. Approve plan and order related to EOD operations.
   b. Synchronize actions IAW established timelines and conditions (see Task Number 401D-05-J3/STAFF (Synchronize/Integrate Operations).
      (1) Advise the command on EOD capabilities.
      (2) Adjust 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 change, or continue EOD 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 conducts appropriate planning for change
   (4) Write plan, order for change
h. Approve plan and order
i. Issue plan/order

5. <u>Acquire and communicate operational information about EOD operations</u> (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to EOD operations

g. Conduct public affairs operations related to EOD operations

ELEMENT: PMO/J3

MTG TASK: CONTROL MILITARY POLICE OPERATIONS (MPO) (Task Number 434-00-PM) (Relates to UJTL Tasks OP 4.6.4)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess and control MPO, and direct changes IAW 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 military police operations (Task Number 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 CINC 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 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 METOC situation as it affects MPO.

2. Assess effectiveness of military police operations in mission areas (Task Number 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) ICW Civil Affairs (CA) forces, control of civilian populations
f. Security of operational MP 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) Signals Security (SIGSEC) measures
(5) MP security operations and requirements

3. Assess the effects of and/or additional requirements for operational command and control of military police operations (Task Number 434-03-**PM/J3**)
a. Information architecture
(1) Incorporates 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) Interservice 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 plan and order related to MPO (Task Number 434-04-**J3/J5**)
a. Maintain current estimate of MPO
b. Assess progress of current MPO
(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) 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 changing situation or additional requirements
d. Develop enemy COAs that impact on or effect 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 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 require only CJTF or supervisor's approval
(2) May be formal or informal format, depending on forum and supervisor directions

5. Direct and lead subordinate operational MPO (Task Number 434-05-**CJTF/J3**)

a. Approve plan and order related to MPO
b. Synchronize actions IAW established timelines and conditions (see Task Number 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/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 conducts appropriate planning for change
   (4) Write plan, order for change
g. Approve plan and order
h. Issue plan/order

6. Acquire and communicate operational information about MPO. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to MPO
   g. Conduct public affairs operations related to MPO

ELEMENT: J4

MTG TASK: **CONTROL LOGISTICS SUPPORT** **(Task Number 435-00-J4) (Relates to UJTL Task OP 4.1-4.6)**

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess and control logistics operations, and direct changes IAW CJTF's intent. The CJTF and his staff control current logistics operations, and plan and direct future operations. Logistics operations support the employment of JTF forces by attaining the proper balance between centralized planning and decentralized execution of logistics functions and responsibilities.

REFERENCES: JP 4-0, JP 4-0 Series, JP 5-00.2, CJCSM 3122.03

MTG TASK STEPS

1. Monitor logistics operations (Task Number 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 (POE), Ports of Debarkation (POD), and Joint Logistics Over-The-Shore (JLOTS), and Offshore Petroleum Discharge System (OPDS)/Inland Petroleum Distribution System (IPDS)
      (4) Movement of forces into the Joint Operations Area (JOA)
   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 Number 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 Number 435-03-**J4**
   a. Supply and distribution -- in coordination with Service components and commands
      Consider:

(1) Distribution and allocation
  (a) Main and alternate supply depots or points and supporting terminals
  (b) Allocation of pre-positioned logistic resources
  (c) Estimated throughput capability of terminals and LOCs
(2) Level of supply
  (a) Time-phased operating and safety levels required to support the plan
  (b) Pre-positioned war reserve requirements to support deployment pending re-supply
  (c) Materiel support beyond normal supply procedures
  (d) Supply shortfalls
(3) Salvage
  (a) Logistic impact for collection, classification, and disposition of salvage
  (b) Guidance for disposition of salvage
(4) Captured enemy materiel
  (a) Guidance for collection, classification, and disposition of enemy materiel
  (b) Guidance for disposition of captured enemy cryptologic and cryptographic materiel and documents
(5) Local acquisition of supplies and services
  (a) Availability of materiel and services
  (b) Dependability of local acquisition
  (c) Assigns Service responsibility for managing sources
  (d) Contracts that are essential to plan execution
(6) Inter-Service logistic support
  (a) Inter-Service arrangements for common supply and service support
  (b) 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 to be supported
  (3) Prioritize fill requirements for US and allies
  (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) Non nuclear ammunition

4. Prepare plan and order related to logistics operations (Task Number 435-04-**J4**)
   a. Maintain current estimate of logistics operations
   b. Assess progress of current logistics 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 logistics operations
      (1) Continuation of logistics operations IAW current apportionment, guidance, and prioritization
      (2) Branches and sequels for logistics operations based on changing situation or additional requirements
   d. Develop enemy COAs that impact on or effect 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 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 require only CJTF or supervisor's approval
      (2) May be formal or informal format, depending on 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 Number 435-05-**J4**)
   a. Approve plan and order related to logistics operations
   b. Synchronize actions IAW established timelines and conditions (see Task Number 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), etc.

e. Decide on operational actions/direction

f. Change, recommend change, or continue logistics 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 plan, order for change

g. Approve plan and order

h. Issue plan/order

6. Acquire and communicate operational information about logistics operations. (Task Number 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 effect 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 indigenous supplies
(4) POL storage and distribution
(5) Interservice 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 COMSEC, COMPUSEC, SIGSEC related to logistics operations

g. Conduct public affairs operations related to logistics operations

ELEMENT: SURG

MTG TASK: **CONTROL HEALTH SERVICES SUPPORT** **(Task Number 436-00-SURG) (Relates to UJTL Task OP 4.4.3, 4.5.3)**

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess, and control health services support and direct changes IAW the CJTF's intent. The CJTF and his staff control current health services support operations and plan and direct future operations. Support will include the resources necessary to medically support JTF operations ensuring accomplishment of the overall mission.

REFERENCES: JP 4-02, JP 4-02.2, CJCSM 3122.03

MTG TASK STEPS

1. Monitor health services support (Task Number 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 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 Time-Phased Force and Deployment List (TPFDL) 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 conduct of health services support within Joint Operations Area (JOA). Include:
      (1) Transition to wartime health services posture
         (a) Issue of Pre-positioned War Reserve Materiel Stock (PWRMS).
         (b) Health services planning factors for adequacy
      (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 search and rescue
      (7) Non-Combatants 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 effectiveness of health services support (Task Number 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
   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) (See Task Number 729-00-Surgeon)

3. Prepare plan and order related to health services support (Task Number 436-03-**SURG**)
   a. Maintain current estimate of health services support
   b. Assess 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 effect 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 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

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 formal or informal format, depending on forum and supervisor directions.

g. Provide input to TPFDD revisions, as required

4. Direct and lead subordinate operational health services support (Task Number 436-04-**SURG**)
   a. Approve plan and order related to health services support.
   b. Synchronize actions IAW established timelines and conditions (see Task Number 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 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 communication 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/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 plan/order for change
   f. Approve plan and order
   g. Issue plan/order

5. Acquire and communicate operational information about health services support. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to health services support
g. Conduct public affairs operations related to health services support

ELEMENT: J1

MTG TASK: **CONTROL PERSONNEL SUPPORT** **(Task Number 437-00-J1) (Relates to UJTL Task OP 4.4, 4.4.2, 4.4.4, 4.4.6)**

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which will include personnel support requirements. Sufficient elements of the joint force have deployed to begin operations, or the e whole joint force has deployed. Operations have begun IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess and control personnel support, and direct changes IAW 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 3122.03

MTG TASK STEPS

1. Monitor personnel support (Task Number 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 Time-Phased Force and Deployment Data (TPFDD) to the supported CINC 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. 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 METOC situation as it affects personnel support operations

2. Assess effectiveness of personnel support (Task Number 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, IAW 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) 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 plan and order related to personnel support (Task Number 437-03-**J1**)
   a. Maintain current estimate of personnel support
   b. Assess progress of current personnel support
   c. Develop friendly Course of Action (COA) with regard to personnel support
      (1) Continuation of personnel support IAW current guidance and prioritizations
      (2) Branches and sequels for personnel support based on 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 best information available
f. Compare friendly COAs
   (1) Personnel support COA/option that best achieves objectives
   (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 require 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 personnel support (Task Number 437-04-**J1**)
   a. Approve plan and order related to personnel support
   b. Synchronize actions IAW established timelines and conditions (see Task Number 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/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 conducts appropriate planning for change
      (4) Write plan/order for change
   g. Approve plan and order
   h. Issue plan/order

5. Acquire and communicate operational information about personnel support. (Task Number 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) and informal (hasty, as required)
e. Develop general military information -- briefings, reports, analyses, etc.
f. Supervise COMSEC, COMPUSEC, SIGSEC related to personnel support
g. Conduct public affairs operations related to personnel support

ELEMENT: SJA

MTG TASK: **CONTROL LEGAL SERVICES SUPPORT** **(Task Number 438-00-SJA)**
(Relates to UJTL Task OP 4.4.2)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess and control legal services support, and direct changes IAW 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: CJCSM 3122.03

MTG TASK STEPS

1. Monitor legal services support and legal basis for operations (Task Number 438-01-**SJA**)
   a. Monitor formation and adequacy of legal services support organization
   b. Monitor nature of operations and legal ramifications
   c. Monitor performance and status of legal services operations, especially high visibility operations such as law enforcement, investigations into Laws of Armed Conflict (LOAC) violations, etc.
   d. Monitor operations for adherence to and potential requirement for changes in ROE
   e. Monitor operations for adherence to LOAC

2. Assess legal services support (Task Number 438-02-**SJA**).
   a. Claims for JTF members
   b. International legal considerations
   c. Legal assistance for JTF members
   d. Violations of the law of war
   e. Captured weapons, war trophies, documents, and equipment
   f. Host Nation (HN) support
   g. Rules of Engagement (ROE). Adherence to:
      (1) International law
      (2) US domestic law and policy
      (3) HN and United Nations Charter
      (4) CINC and CJTF guidance
   h. Law enforcement and regulatory functions
   i. Component, and supporting units tasks

j. Acquisitions during combat or military operations
k. Nuclear, biological, and chemical weapons
l. Targeting
m. Enemy Prisoners of War (EPW) and detainees
n. Interface with International Red Cross
o. Funding and procurement. Include:
(1) Statutory and regulatory procedures for and restrictions on local procurement of supplies and services
(2) Legal basis for and limitations on JTF funding and contracting authority

3. Prepare plan and order related to legal services support (Task Number 438-03-**SJA**)
a. Review/revise legal services support Course of Action (COA) in support of current, future operations
b. Assess progress of current legal services support
c. Develop friendly Courses of Action (COA) with regard to legal services support.
(1) Continuation of current level of legal services support
(2) Branches and sequels for legal services support based on changing situation or additional requirements
e. Analyze friendly COAs
(1) Analyze all feasible alternatives, using best information available.
(2) Contribute legal services input to operations COA analysis
f. Compare friendly COAs
(1) COA that best achieves objectives against most likely or most dangerous/complex operations or 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 Require 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 legal services support (Task Number 438-04-**SJA**)
a. Approve plan and order related to legal services support
b. Synchronize actions IAW established timelines and conditions (see Task Number 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 any logistics or communications support required
e. Decide on operational actions/direction
f. Change, recommend changes, or continue legal services support 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 conducts appropriate planning for change
(4) Coordinate changes in legal services support with other operations -- e.g., Psychological Operations (PSYOP), military deception, Operations Security (OPSEC), Command and Control Warfare (C2W), etc.
(5) Write plan/order for change

g. Approve plan and order
h. Issue plan/order

5. Acquire and communicate operational information about legal services support. (Task Number 438-05-**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 effect 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 COMSEC, COMPUSEC, SIGSEC related to legal services support
g. Conduct public affairs operations related to legal services support
h. Write issue plan/order for change

ELEMENT: COMPT

MTG TASK: **CONTROL FINANCIAL RESOURCE SUPPORT** **(Task Number 439-00-COMPT) (Relates to UJTL Task OP 4.4.2)**

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess and control financial resource support, and direct changes IAW 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, CJCSM 3122.03

MTG TASK STEPS

1. Monitor financial resource support (Task Number 439-01-**COMPT**)
   a. Monitor formation and adequacy of financial resources support organization
   b. Monitor nature of operations and financial resources ramifications
   c. Monitor 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 compiles costs of operations

2. Assess financial resource support (Task Number 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 plan and order related to financial resources support (Task Number 439-03-**COMPT**)
   a. Review/revise financial resource support Course of Action (COA) in support of current, future operations
   b. Assess progress of current financial resources support
   c. Develop friendly Courses of Action (COA) with regard to financial resources support
      (1) Continuation of current financial resources support
      (2) Branches and sequels for financial resources support based on 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 best information available
   e. Compare financial resource support options/COAs-- wargame within context of operations COAs
   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 formal or informal format, depending on forum and supervisor directions.
   g. Conclude/recommend financial resource concept in support of JTF operations concept
   h. Provide additional TPFDD input, if required

4. Direct and lead subordinate operational financial resources support (Task Number 439-04-**COMPT**)
   a. Approve plan and order related to financial resources support.
   b. Synchronize actions IAW established timelines and conditions (see Task Number 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/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 plan, order for change
   g. Approve plan and order
   h. Issue plan/order

5. Acquire and communicate operational information about financial resources support. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to financial resources support.
   g. Conduct public affairs operations related to financial resources support.

ELEMENT: CHAP

MTG TASK: CONTROL RELIGIOUS MINISTRY SUPPORT (Task Number 440-00-CHAP) (Relates to UJTL Tasks OP 4.4.2)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations. Religious ministry support is required for the JTF. 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 monitor, assess and control religious ministry support, operations and direct changes IAW CJTF's intent. The 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, coordination, analysis, planning, writing, training, supervision and evaluation related to the joint force and proposed joint force operations.

REFERENCES: JP 1-05

MTG TASK STEPS

1. Monitor religious ministry support operations (Task Number 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 HN/regional religious cultural matters and impact on JTF operations

2. Assess effectiveness of religious ministry support operations (Task Number 440-02-**CHAP**)
   a. Assess religious, ethical, and moral climate of the command
   b. Assess effect of training, support for religious ministry personnel

3. Prepare plan and order related to religious ministry support (Task Number 440-03-**CHAP**)
   a. Maintain current estimate of religious ministry support
   b. Review/confirm Course of Action (COA)/concept for religious ministry support
   c. Develop friendly Courses of Action (COA) with regard to religious ministry support
      (1) Continuation of current religious ministry support
      (2) Branches and sequels for religious ministry support based on changing situation or additional requirements
   d. Develop enemy COAs that impact on or effect 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 deliberation of operations COAs/options
(2) Analyze all feasible alternatives, using best information available

f. Compare religious ministry support options/COAs-- wargame within context of operations COAs
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 formal or informal format, depending on forum and supervisor directions
h. Conclude/recommend religious ministry support concept in support of JTF operations concept
i. Provide additional TPFDD input, if required

4. Direct and lead subordinate operational religious ministry support (Task Number 440-04-**CHAP**)
a. Approve plan and order related to religious ministry support
b. Synchronize actions IAW established timelines and conditions (see Task Number 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 Host Nation (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/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 conducts appropriate planning for change.
(4) Write plan/order for change

g. Approve plan and order

h. Issue plan/order

5. Acquire and communicate operational information about religious ministry support. (Task Number 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 effect 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 COMSEC, COMPUSEC, SIGSEC related to religious ministry support
g. Conduct public affairs operations related to religious ministry support

ELEMENT: J6

MTG TASK: CONTROL COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS (C4) OPERATIONS (Task Number 441-00-J6)
(Relates to UJTL Task OP 5.1, 5.1.6)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess and control C4 operations and direct changes IAW 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. The body of systems, or architecture, adheres to doctrinal principles or characteristics for effectiveness. Implementation of the concept facilitates operational decision-making by the CJTF and component commanders, and planning and implementation of operations by the JTF staff and the JTF components.

REFERENCES: JP 6-0, **JP 6-02**,

MTG TASK STEPS

1. Monitor C4 operations (Task Number 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 and the Public Switched Network (PSN) to provide an improved worldwide secure voice capability
   c. AUTODIN/Defense Information Systems Network (DISN) -- single, integrated packet switching network designed to meet DOD data requirements
   d. WWMCCS/WIN (GCCS when declared operational) -- 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, WWMCCS (GCCS when declared operational), and the GMF Satellite Communications System (GMFSCS)

(3) Provide service to NCA, 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 Management 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 METOC situation as it affects C4 operations

2. <u>Assess effectiveness of C4 operations</u> (Task Number 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 logistic support

3. Prepare plan and order related to C4 operations (Task Number 441-03-**J6**)
   a. Review/confirm mission statement, guidance, priorities related to C4
   b. Revise or confirm C4 COA in support of JTF COA -- COAs continue to meet criteria of suitability, feasibility, acceptability, distinguishability (or separateness), and completeness
   c. Develop friendly Courses of Action (COA) with regard to C4 operations.
      (1) Continuation of C4 operations IAW 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 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 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 require only CJTF or supervisor's approval
      (2) May be formal or informal format, depending on forum and supervisor directions
   h. Provide input to TPFDD revisions, as required

4. Direct and lead subordinate operational C4 operations (Task Number 441-04-**J6**)

   a. Approve plan and order related to C4 operations

b. Synchronize actions IAW established timelines and conditions (see Task Number 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 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 Worldwide Military Command and Control System (WWMCCS) (GCCS when declared operational) 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)
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) -- 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), 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 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 plan/order for change

i. Approve plan and order

j. Issue plan/order

5. Acquire and communicate operational information about C4 operations (Task Number 441-05-**J6**)

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 effect 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 COMSEC, COMPUSEC, SIGSEC related to C4 operations

g. Conduct public affairs operations related to C4 operations

ELEMENT: PAO/CJTF

MTG TASK: CONDUCT PUBLIC AFFAIRS (PA) OPERATIONS (Task Number 442-00-PAO) (Relates to UJTL Task OP 5.1.5)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations which 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess and control PA operations, and direct changes IAW the CJTF's intent. The CJTF and his staff control current PA operations, and plan and direct future operations. The results of PA operations optimizes JTF employment by providing the media and the American public information consistent with Operations Security (OPSEC) guidelines.

REFERENCES: JP 1-07, CJCSM 3122.03

MTG TASK STEPS

1. Monitor public affairs operations (Task Number 442-01-**PAO**)
   a. Monitor 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 CINC for PA assets, as required
   b. Monitor conduct of PA operations. Include:
      (1) Joint Information Bureau (JIB) or Sub-JIB, as required
      (2) Implementation of current policies
         (a) Releasible 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 Visit by national veterans organizations and community leaders

2 Speech and appearances by people in the JOA

3 Exhibit of material and memorabilia

c. Monitor METOC situation, as it affects PA operations

2. Assess effectiveness of public affairs operations (Task Number 442-02-**PAO**)

a. Information architecture

(1) Incorporates 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, IAW 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 plan and order related to PA operations (Task Number 442-03-**PAO**)

a. Maintain 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 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 best information available

e. Compare PA concepts -- wargame within context of operations COAs

(1) Provide PA input to operations COAs/options

(2) Provide 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 Require only CJTF or supervisor's approval
   (2) May be formal or informal format, depending on forum and supervisor directions.

g. Provide additional TPFDD input, if required

4. Direct and lead subordinate operational PA operations (Task Number 442-04-**PAO**)
   a. Approve plan and order related to PA operations
   b. Synchronize actions IAW established timelines and conditions (see Task Number 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/supervisors guidance if a change appears necessary
      (2) Ensure change remains supportive of current mission and intent -- based on 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), etc.
      (4) Coordinate and conducts appropriate planning for change
      (5) Write plan/order for change
   h. Approve plan and order
   i. Issue plan/order

5. Acquire and communicate operational information about PA operations (Task Number 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 effect 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. Supervises COMSEC, COMPUSEC, SIGSEC related to PA operations

ELEMENT: COS/STAFF

MTG TASK: **CONTROL LIAISON OPERATIONS** **(Task Number 443-00-COS) (Relates to UJTL Tasks OP 5.5.2)**

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC have issued execution orders for JTF operations. Liaison operations are required and 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess and control liaison operations, and direct changes IAW CJTF's intent. The CJTF and his staff control current liaison operations, and plan and direct future operations. Liaison officers/teams effectively represent parent or sending unit's capabilities, plans and concerns to the receiving commanders and staff. Liaison personnel have sufficient personnel, rank, experience and maturity to effectively represent the sending unit commander. They do not become absorbed into the receiving unit's staff such that orientation on the interests of the sending unit is lost. In multinational operations, US liaison officers/teams perform critical additional functions, such as facilitate basic communications, coordinate fire support and/or provide 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 Number 443-01-**COS/STAFF**)
   a. Monitor 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 flow of information through liaison structure
      (1) Sufficiency
      (2) In accordance with sending HQ’s intent

2. Assess effectiveness of liaison operations (Task Number 443-02-**COS/STAFF**)
   a. Evaluate quality and flow of information to/from liaison personnel/teams
   b. Ensure liaison personnel remain oriented on perspective of sending unit's needs, requirements
   c. Evaluate effectiveness of liaison personnel/teams in gaining confidence of receiving unit
   d. Assess support to liaison personnel, both from sending and receiving unit

3. Prepare plan and order related to liaison operations (Task Number 443-03-**J3/J5**)
   a. Review mission and purpose of liaison operations in view of other operations
   b. Assess progress of current liaison operations
   c. Develop friendly Course 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 COA in support of operations or functional COA
   (2) Analyze all feasible alternatives, using best information available

e. Compare friendly COAs
   (1) Provide input to deliberation of operations COAs/options
   (2) Provide 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 require only CJTF or supervisor's approval
   (2) May be formal or informal format, depending on forum and supervisor directions

g. Submit additional TPFDD input, if required

4. Direct and lead subordinate operational liaison operations (Task Number 443-04-**J3**)

a. Approve plan and order related to liaison operations

b. Synchronize actions IAW established timelines and conditions (see Task Number 401D-05-J3/Staff (Synchronize/Integrate Operations)
   (1) Deploy additional liaison, as required
   (2) Replace/rotate liaison personnel, as required
   (3) Provide liaison personnel/teams with information, Plan, 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 receiving unit staff
   (2) Promote liaison personnel/team access to 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 change remains supportive of current mission and intent -- based on continuing estimate of the situation
   (2) Coordinate and conducts appropriate planning for change
   (3) Write plan/order for change

g. Approve plan and order

h. Issue plan/order

5. Acquire and communicate operational information about liaison operations (Task Number 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 COMSEC, COMPUSEC, SIGSEC related to liaison operations
g. Conduct public affairs operations related to liaison operations

ELEMENT: HQ COMDT

MTG TASK: **PROVIDE HEADQUARTERS SUPPORT** **(Task Number 444-00-HQ COMDT) (Relates to UJTL Tasks OP 5.5)**

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW 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 3122.03

MTG TASK STEPS

1. Monitor headquarters support operations (Task Number 444-01-**HQ COMDT**)
   a. Available to respond to staff requirements related to HQ Support Activity
   b. Routinely review/inspects HQ Support Activity operations
   c. Monitor METOC situation as it affects HQ support operations

2. Assess effectiveness of headquarters support operations (Task Number 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 overall effect of headquarters support on function of JTF HQ

3. Prepare plan and order related to headquarters support (Task Number 444-03-**HQ COMDT**)
   a. Maintain current estimate of headquarters support
   b. Develop friendly Courses of Action (COA) 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 best information available.

d. Compare friendly COAs
   (1) Again, provides input to deliberations on operations COAs
   (2) Consider all feasible alternatives, using best information available; determines advantages/disadvantages of each
e. 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 formal or informal format, depending on 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 Number 444-04-**HQ COMDT**)
   a. Approve plan and order related to headquarters support
   b. Synchronize actions IAW established timelines 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 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 ICW 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 previous JTF HQ site

d. Coordinate logistics and communications support
e. Change, recommend changes, or Continue headquarters support 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 conducts appropriate planning for change
   (4) Write plan/order for change
f. Approve plan and order
g. Issue plan/order

5. Acquire and communicate information about headquarters support (Task Number 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 COMSEC, COMPUSEC, SIGSEC related to headquarters support
   g. Conduct public affairs operations related to headquarters support

ELEMENT: J5/CJTF/DCJTF/COS/STAFF

MTG TASK: PROJECT FUTURE CAMPAIGNS OR MAJOR OPERATIONS
(Task Number 445-00-J5) (Relates to UJTL Tasks OP.5.2.3)

MTG TASK SITUATION: The National Command Authorities (NCA) and the supported CINC 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 IAW CJTF's concept and are continuing.

MTG TASK PURPOSE: The JTF HQ monitor, assess and control operations, and direct changes IAW CJTF's intent. The CJTF and his staff control current operations, and plan and direct future operations. 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 Number 445-01-**CJTF/J5**) (sequels to current campaigns or major operations)
   a. Review basic campaign plan
      (1) Review desired or intended sequence of major operations
      (2) Review or projects possible subsequent operations
         (a) Result 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 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 current estimate
      (1) Monitor/review current conditions, or situation
      (2) Develop COA for friendly response to probable outcome of current operations
         (a) IAW 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 Number 445-02-**J5**) (branches to current campaigns or major operations)
   a. Review basic campaign plan
   b. Review options to 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, to current campaigns or major operations.
      (1) Review focused I&W
      (2) Review conditions associated with specific outcomes that were identified 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 current estimate
      (1) Monitor/review current conditions, or situation
      (2) Develop COA for friendly response to probable outcome of current operations
         (a) IAW 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 Number 445-03- **J5**) (See Task Number 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

4. Prepare plan or order for future campaign or major operation (Task Number 445-04- **J5**)
   a. Assign tasks to components
   b. Coordinate/integrate tasks to components
      (1) Achieve synergy by exploiting 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 plan or order for future campaigns or major operations (Task Number 445-05- **J5**) (See Task Number 250-00-CJTF/STAFF)

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CHAPTER 5

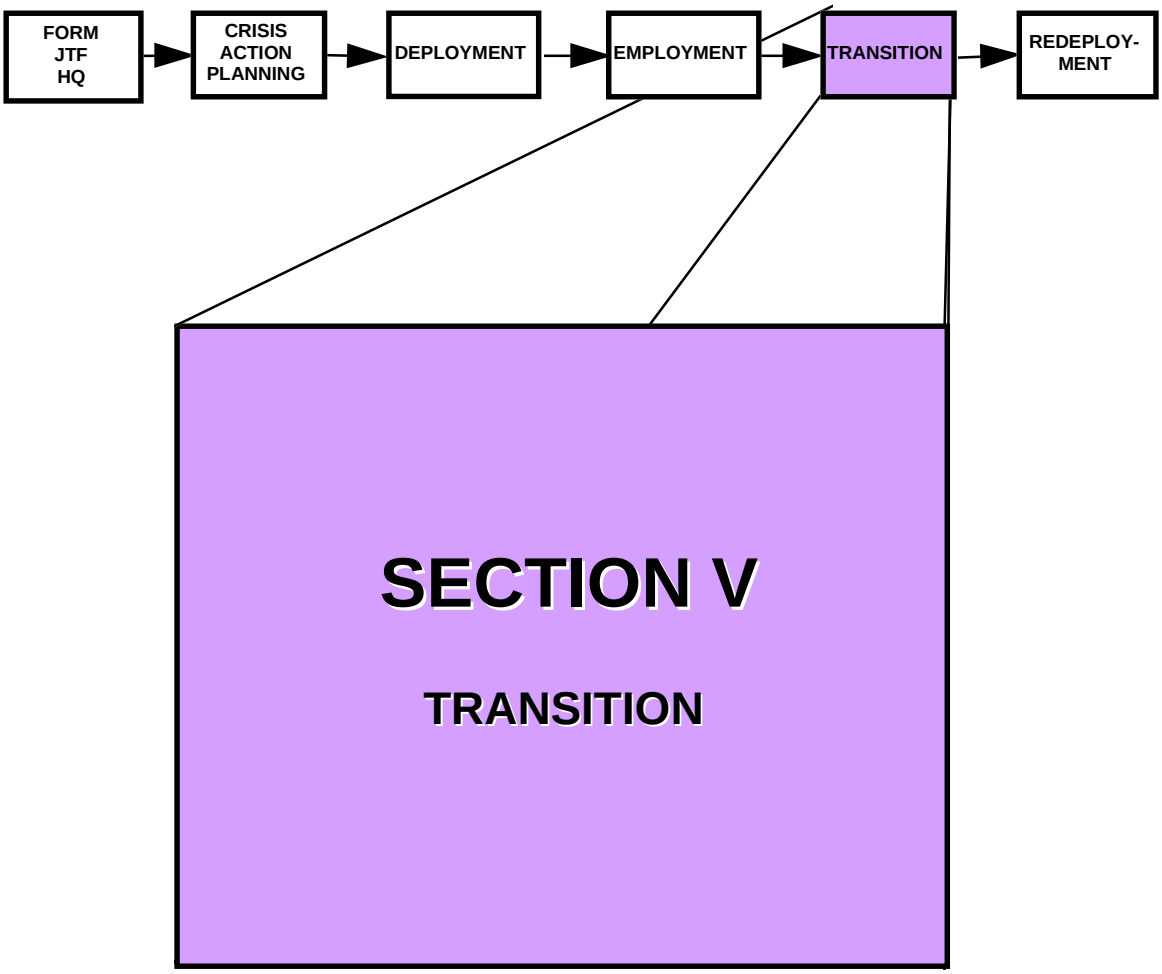

FIGURE 5-V-1
TRANSITION

ELEMENT: J5/CJTF/DCJTF/COS/STAFF

MTG TASK: PREPARE FOR TRANSITION (Task Number 501-00-J5 (Relates to UJTL Task OP 5.5.5)

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, JP 5-03 Series

MTG TASK STEPS

1. Assess the operational situation for transition conditions (Task Number 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 requirement for change/transition in JTF. Consider:
      (1) Requirement 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 Number 501-02-**J5/STAFF**)
   a. Consider base unit/organization best suited to C2 future operations
   b. Coordinate tasking of JTF HQ base unit to prepare for JTF HQ mission

3. Establish transition teams/points of contact (Task Number 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 effected through existing operational liaison

4. Establish detailed conditions for transfer and acceptance of JTF HQ functions (Task Number 501-04-**COS/J5/STAFF**)
   Consider:
   a. Achievement of current operations objectives
   b. Stabilization of 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, counter mobility
  (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 -- includes 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 Number 501-05-**COS/STAFF**)

a. Establish/schedule procedures for interstaff coordination

(1) Informal, ongoing coordination

(2) Development/exchange of interstaff briefings

b. Jointly develop 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 achievement of transition conditions

(4) Assign tasks/responsibilities

c. Plan for joint presentation/approval (current and projected CJTFs) of transition plan

d. Schedule briefings, as required, to US Government (USG) departments/agencies, Host Nation (HN) officials, 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 transition team

g. Provide transition liaison, as required

h. Revise/update staff estimates, based upon identified transition conditions

i. Prepare transition briefings, IAW 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, 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 establishing headquarters

ELEMENT: J3/CJTF/DCJTF/COS/STAFF

MTG TASK: **CONDUCT TRANSITION (Task Number 502-00-J3) (Relates to UJTL Task OP 4.7.4, 5.5.5)**

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 5-03 Series JP 6-0

MTG TASK STEPS

1. Assess the operational situation for transition implementation (Task Number 502-01-**J3/STAFF**)
   a. Review current situation
      (1) Determine if conditions warrant initiation of transition activities
      (2) Determine if new CJTF or head of controlling US Government (USG) agency is prepared to initiate transition
   b. Coordinate transition initiation with incoming JTF Staff or USG agency
   c. Direct initiation of transition activities

2. Direct staff transition activities (Task Number 502-02-**COS**)
   a. Establish transition liaison
   b. Monitor/direct transition coordination
   c. Monitor progress toward achievement of transition objectives/criteria
   d. Coordinate transition of JTF boards, agencies not directly under a subordinate staff section -- e.g. Joint Targeting Coordination Board (JTCB), Joint Visitors Board (JVB), etc.
   e. Coordinate transition of liaison activity
   f. Obtain approval of establishing headquarters

3. Conduct collective staff transition activities (Task Number 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 situation, mission, concepts, logistics, Command, Control, Communications, and Computers (C4) connectivity, status of conditions for

transition
(1) Initial briefing by outgoing staff
(2) Subsequent briefings, as required
(3) Final briefing by incoming staff

4. Coordinate/conduct transition of personnel support (Task Number 502-04-**J1**)
   a. Coordinate personnel support transition activities. Consider briefings, meetings, 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, and Host Nation (HN)/foreign nationals, etc.)
            4 Special category statistics -- returned formerly captured or detained personnel, status and number of potential evacuees
      (2) Mission
         (a) JTF mission -- ICW J3
         (b) Personnel support for 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 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 (ICW 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 effecting JTF personnel support operations
(5) C4 network/architecture
  (a) Provide representation to JTF transition team
  (b) Communications network with CINC, component personnel staff
  (c) Interface with USG, 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 (IAW agreed upon formal/informal mechanisms between staffs)

5. Coordinate/conduct transition of intelligence support (Task Number 502-05-**J2**)
a. Coordinate intelligence support transition activities. Consider briefings, meetings, 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 Center (JIC), other established intelligence boards
    2 JTF, theater, national intelligence assets, resources. Include resources for developing -- Imagery Intelligence (IMINT), including Photographic Intelligence (PHOTINT); Signals Intelligence (SIGINT), including Communications Intelligence (COMINT); Electronics Intelligence (ELINT); Emitter Locating Data (ELD), including Foreign Instrumentation Signals Intelligence (FISINT); Telemetry Intelligence (TELINT); Radar Intelligence (RADINT); 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), including Acoustic Intelligence (ACINT), Optical Intelligence (OPTINT), Electro-Optical Intelligence (ELECTRO-OPTINT), Infrared Intelligence (IRINT), Laser Intelligence (LASINT), Nuclear Intelligence (NUCINT), Unintentional Radiation Intelligence (RINT); Open Source Intelligence (OSINT); and Technical Intelligence (TECHINT)

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/counter mobility aspects, etc.

(2) Mission

(a) JTF mission -- ICW J3

(b) Intelligence support for 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 effecting 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, nongovernmental organizations/agencies

(d) Liaison activity

b. Conduct intelligence support transition

(1) Monitor previously established conditions for transition

(2) Transfer responsibility for intelligence support (IAW 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 Number 502-06-**J3**)

a. Coordinate operations transition activities. Consider briefings, meetings, message exchange:

(1) Situation

(a) Enemy -- order of battle, operations (ICW 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

- C2 relationships -- to include Operational Control (OPCON) of JTF components
- Control of operational firepower/targeting process
- Control of air operations
- 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, etc.

(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 JTF transition team
(b) Communications network with CINC, component operations sections
(c) Interface with USG, 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 (IAW agreed upon formal/informal mechanism between staffs)

7. Coordinate/conduct transition of air operations (Task Number 502-07-**J3**)
a. Coordinate J3 air operations transition activities. Consider briefings, meetings, 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 (ICW J2)
(b) Friendly -- air assets/organization/structure, command relationships

(2) Mission
(a) JTF mission (current/proposed)
(b) Tasks to 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 -- 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 -- Contingency Theater Automated Planning System (CTAPS), etc.

b. Conduct air operations transition

(1) Monitor previously established conditions for transition

(2) Transfer responsibility for air operations (IAW agreed upon formal/informal mechanism between staffs)

8. Coordinate/conduct transition of land operations (Task Number 502-08-**J3**)

a.. Coordinate land operations transition activities. Consider briefings, meetings, message exchange:

(1) Situation

(a) Enemy -- enemy ground forces order of battle, objectives, operations (ICW J2)

(b) Friendly -- ground forces organization/structure, task organizations, 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, centers -- JOC, JTCB

(4) Key land operations-related logistics issues
(5) C4 network/architecture -- include Maneuver Control System (MCS), Mobile Subscriber Equipment (MSE)

b. Conduct land operations transition
(1) Monitor previously established conditions for transition
(2) Transfer responsibility for land operations (IAW agreed upon formal/informal mechanism between staffs)

9. Coordinate/conduct transition of maritime operations (Task Number 502-09-**J3**)
a. Coordinate maritime operations transition activities. Consider briefings, meetings, message exchange:
(1) Situation
(a) Enemy naval order of battle, objectives, operations (IAW 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 -- 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 (IAW agreed upon formal/informal mechanism between staffs)

10. Coordinate/conduct transition of space operations (Task Number 502-10-**J3**)

a. Coordinate space operations transition activities. Consider briefings, meetings, message exchange:

(1) Situation

(a) Enemy -- satellites, other joint air platforms effecting JTF operations (IAW 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 -- IAW agreed upon formal/informal mechanism between staffs

11. Coordinate/conduct transition of special operations (Task Number 502-11-**J3**)

a. Coordinate special operations transition activities. Consider briefings, meetings, message exchange:

(1) Situation

(a) Enemy -- ICW 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 -- IAW agreed upon formal/informal mechanism between staffs

12. Coordinate/conduct transition of joint fire support (Task Number 502-12-**J3**)
a. Coordinate operational firepower transition activities. Consider:
(1) Situation
(a) Enemy -- operational firepower capabilities/forces, to include offensive counter air, TBM, indirect fire support, Electronic Warfare (EW), naval missile/gunfire threat, special operations capabilities (IAW 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 JTCB
(c) Fire support coordination measures
(d) ROE comparison
(e) Targeting. Review:
1 Role of JTCB/interface with components
2 Guidance/priorities
3 Target information
4 Operational targets serviced/BDA/targets remaining
5 High Value/High Priority 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 -- IAW agreed upon formal/informal mechanism between staffs

13. Coordinate/conduct transition of command and control warfare (Task Number 502-13-**J3**)
a. Coordinate C2W Staff/Cell transition activities. Consider briefings, meetings, message exchange:

(1) Situation
  (a) Enemy -- enemy C2W capability/operations (IAW 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 -- IAW agreed upon formal/informal mechanism between staffs

14. Coordinate/conduct transition of electronic warfare (Task Number 502-14-**J3**)
  a. Coordinate electronic warfare transition activities. Consider briefings, meetings, 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 (ARMs)
(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 -- IAW agreed upon formal/informal mechanism between staffs

15. Coordinate/conduct transition of military deception operations (Task Number 502-15-**J3**)
a. Coordinate deception planners transition activities. Consider briefings, meetings, message exchange:
(1) Situation
(a) Enemy -- vulnerabilities, perceptions, preconceived notions
(b) Friendly
1 Vulnerability to enemy deception -- ICW 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 last/next 12 hours
  (i) Proposed military deception activities next 48-72 hours
  (j) Policies/procedures
    1 Related ROE
    2 Integration/deconfliction with 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, etc.
  (c) Liaison activity
  (d) Reports

b. Conduct military deception support transition
  (1) Monitor previously established conditions for transition
  (2) Transfer responsibility for military deception -- IAW agreed upon formal/informal mechanism between staffs

16. Coordinate/conduct transition of civil affairs/civil-military operations (Task Number 502-16-**J3**)
  a. Coordinate CA Staff Element transition activities. Consider briefings, meetings, 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 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, etc.
  (b) Liaison activity
  (c) Reports

b. Conduct CA operations transition
  (1) Monitor previously established conditions for transition
  (2) Transfer responsibility for CA support -- IAW agreed upon formal/informal mechanism between staffs

17. Coordinate/conduct transition of logistics operations (Task Number 502-17-**J4**)
  a. Coordinate logistics transition activities. Consider briefings, meetings, 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, Interservice 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 last/next 12 hours
2 Proposed operations next 48-72 hours
3 Status of 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 support will remain in place
(e) Status of transportation and distribution systems, through-put 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 (ICW 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 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 effecting 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 -- IAW agreed upon formal/informal mechanism between staffs

18. Coordinate/conduct transition of J5/Joint Planning Group activities (Task Number 502-18-**J5**)

a. Coordinate J5/JPG transition activities. Consider briefings, meetings, message exchange:
(1) Situation
(a) Enemy
1 Order of battle, command structure -- ICW 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 -- ICW J3
2 Organization of the J5 Section

(2) Mission -- ICW 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 -- ICW 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 CINC/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, etc.
(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 JTF transition team
  (b) Communications network with CINC, 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 -- IAW agreed upon formal/informal mechanism between staffs

19. <u>Coordinate/conduct transition of JTF communications-electronics and automated systems</u>

(Task Number 502-19-**J6**)

a. Coordinate C-E and automated systems transition activities. Consider briefings, meetings, message exchange:
   (1) Situation
      (a) Enemy -- order of battle; enemy counter-C2 capability, activity -- ICW 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:
            - Interfaces with Defense Communications System (DCS) entry points into JTF tactical C4 systems
            - Mapping, charting, and geodesy
            - Emission control procedures, OPSEC, and mutual interference
            - Military deception
            - IFF and exchange of aircrew data
            - Search and Rescue (SAR) and Medical Evacuation (MEDEVAC)
            - Secure communications for public affairs and media pool
            - 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 Center (JIC), 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 CINC, 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 -- IAW agreed upon formal/informal mechanism between staffs

20. Coordinate/conduct transition of public affairs operations (Task Number 502-20-**PAO**)
a. Coordinate PA transition activities. Consider briefings, meetings, message exchange:
(1) Situation
(a) Enemy -- Enemy situation and intelligence impact on PA issues and effects on transition and after transition activities
(b) Friendly -- Status and disposition of available PA resources. Consider CINC, JTF, Service components, and HN augmentation resources
(2) Mission
(a) JTF mission -- current/proposed
(b) PA support for current JTF mission
(c) PA support for 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 PA concept of support
2 Proposed for next 48-72 hours
- Visits to participating units
- Interviews with senior commanders
- Critical operational events -- cessation of combat operations, transition, redeployment, etc.
- Background and operational briefings and schedule
- 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 -- IAW agreed upon formal/informal mechanism between staffs

21. Coordinate/conduct transition of Staff Judge Advocate support (Task Number 502-21-**SJA**)
a. Coordinate SJA transition activities. Consider briefings, meetings, message exchange:
(1) Situation
(a) Enemy -- enemy situation and intelligence impact on SJA issues and effects on transition and after transition activities
(b) Friendly -- status and disposition of available SJA resources. Consider CINC, JTF, Service components, and HN augmentation resources

(2) Mission
(a) JTF mission -- ICW J1/J3
(b) SJA support for current JTF mission
(c) SJA support for 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 SJA concept of support
2 Proposed for 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 transition team
(b) Communications with SJA counterparts at adjacent, higher, lower, and service components to facilitate concurrent planning.
(c) SJA Section activities with 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 -- IAW agreed upon formal/informal mechanism between staffs

22. Coordinate/conduct transition of Comptroller support (Task Number 502-22-**COMPT**)

a. Coordinate comptroller transition activities. Consider briefings, meetings, 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 CINC, JTF, Service components, and HN augmentation resources
   (2) Mission
      (a) JTF mission -- ICW J3/J4
      (b) Comptroller support for current JTF mission
      (c) Comptroller support for 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 officer
         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 JTF transition team
  (b) Communications with resource management and financial service counterparts at the service components.
  (c) Comptroller Section activities with AMEMB country team.
  (d) Required reports and schedule. 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 -- IAW agreed upon formal/informal mechanism between staffs

23. Coordinate/conduct transition of Chaplain activities (Task Number 502-23-**CHAP**)

a. Coordinate chaplain transition activities. Consider briefings, meetings, 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 CINC, JTF, Service components, and HN augmentation resources.
  (2) Mission
    (a) JTF mission -- ICW J1/J3/J4
    (b) Chaplain support for current JTF mission
    (c) Chaplain support for proposed JTF mission
  (3) Concepts/operations
    (a) Concept for Chaplain Section support.
      1 Religion, ethics, morals, and morale matters within 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 chaplain concept of support
      2 Proposed for 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 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 -- IAW agreed upon formal/informal mechanism between staffs

24. Coordinate/conduct transition of Surgeon support (Task Number 502-24-**SURG**)
a. Coordinate surgeon transition activities. Consider briefings, meetings, 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 CINC, JTF, Service components, other agencies, and HN augmentation resources

(2) Mission
(a) JTF mission -- ICW J1/J2/J3/J5
(b) Surgeon support for current JTF mission
(c) Surgeon support for 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 Medical regulating
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 health services support concept
2 Proposed for next 48-72 hours

(c) Policies/procedures
1 Health threat procedures. Consider:
- Naturally occurring infectious diseases
- Environmental extremes
- Battle injuries
- Nuclear, biological, chemical warfare
- Combat stress
- 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 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 -- IAW agreed upon formal/informal mechanism between staffs

25. Coordinate/conduct transition of Provost Marshal support (Task Number 502-25-**PM**)
a. Coordinate PM transition activities. Consider briefings, meetings, 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 CINC, JTF, Service components, and HN augmentation resources
(2) Mission
  (a) JTF mission -- ICW J1/J2/J3
  (b) PM support for current JTF mission
  (c) PM support for 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 effects on PA concept of support
    2 Proposed for 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 JTF transition team
  (b) Communications with adjacent, higher, and lower PM activities to establish basis for concurrent planning.
  (c) PM activities with AMEMB country team

b. Conduct PM transition
(1) Monitor previously established conditions for transition

(2) Transfer responsibility for PM support -- IAW agreed upon formal/informal mechanism between staffs

26. Coordinate/conduct transition of Headquarters Liaison Activity (Task Number 502-26-**COS/LNO**)

a. Coordinate Headquarters Liaison Activity transition activities. Consider briefings, meetings, 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 CINC, JTF, Service components, and HN augmentation resources

(2) Mission

(a) JTF mission -- ICW J3

(b) Liaison support for current JTF mission

(c) Liaison support for 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 effects on HQ Liaison officers/teams

2 Proposed for 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 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 -- IAW agreed upon formal/informal mechanism between staffs

27. Coordinate/conduct transition of Headquarters Commandant Section/Support Activity (Task Number 502-27-**HQ COMDT**)
a. Coordinate HQ Comdt Section/Support Activity transition activities. Consider briefings, meetings, 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 CINC, JTF, Service components, and HN augmentation resources
(2) Mission
(a) JTF mission -- ICW J3
(b) HQ Comdt Section/Support Activity support for current JTF mission
(c) HQ Comdt Section/Support Activity support for 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
- Parking areas
- Motor pool
- Airstrip
- 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 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 JTF transition team
(b) Communications with adjacent, higher, and lower organizations to establish basis for concurrent planning
(c) JTF staff on matters affecting establishment, deployment and redeployment, support and security of JTF HQ
(d) With AMEMB country team

b. Conduct HQ Comdt/Section/Support Activity transition
(1) Monitor previously established conditions for transition
(2) Transfers responsibility for headquarters support -- IAW agreed upon formal/informal mechanism between staffs

28. Approve/recommend transition (Task Number 502-28-incoming/outgoing **CJTFs**)

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CHAPTER 5

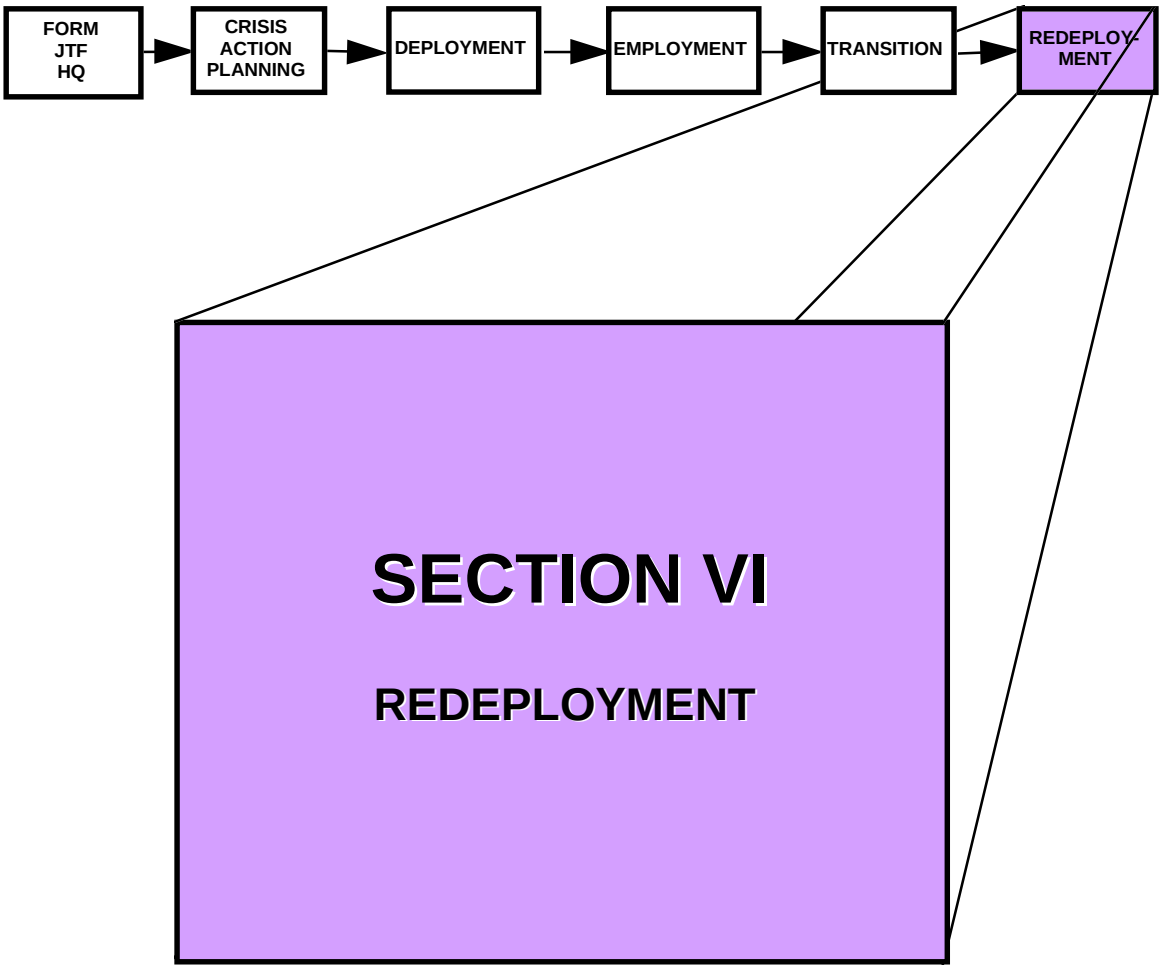

FIGURE 5-VI-1
REDEPLOYMENT

ELEMENT: J5/J3/CJTF/DCJTF/COS/STAFF

MTG TASK: **PREPARE FOR REDEPLOYMENT (Task Number 601-00-J3/J5) (Relates to UJTL Task OP 1.1.2)**

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 3122.03

MTG TASK STEPS

1. Develop redeployment estimate (Task Number 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 redeployment Course of Action (COA)
      (1) Support 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 disposition of joint force equipment -- e.g., redeployment, storage, sale to HN, etc.
      (5) Identify echelonment of redeploying Command, Control, Communications, and Computers (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) Analyze 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 advantages/disadvantages of each COA
   d. Compare redeployment COA
      (1) Identify appropriate criteria for comparison

(2) Use best available information

e. Recommend/select redeployment COA

2. Develop concept and order for redeployment (Task Number 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 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 Meteorological and Oceanographic (METOC) situation for redeployment

3. Prepare redeployment Time-Phased Force and Deployment List (Task Number 601-03-**J4/J5**)
   a. Enter WWMCCS Intercomputer Network (WIN) to access Time-Phased Force and Deployment Data (TPFDD) file established by the supported CINC
   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 CINC, 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 CINC

4. Exercise operational command and control (Task Number 601-04-**J3/STAFF**
   a. Issue guidance on redeployment. May include:
      (1) Priorities, IAW 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 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. Coordinate JTF HQ advanced echelon redeployment requirements (Task Number 601-05-**COS/HQ COMDT**
   a. Identify/approve Advanced Echelon (ADVON) redeployment requirements
   b. Direct the coordination for transportation, movement for ADVON redeployment
   c. Direct TPFDL input for ADVON redeployment requirements
   d. Coordinate for customs inspection

6. Conduct personnel preparation for redeployment (Task Number 601-06-**J1**)
   a. Coordinate personnel service support/personnel actions for redeployment
   b. Coordinate command safety program
   c. Support JTF HQ ADVON redeployment requirements

7. Conduct intelligence preparation for redeployment (Task Number 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 Number 601-08-**J3**)
   a. ICW J5, Review/update employment and redeployment plans/orders
   b. ICW CJTF guidance, exercise operational command and control
   c. Support JTF HQ ADVON redeployment requirements
   d. Support Joint METOC Forecast Unit (JMFU) redeployment plan

9. Conduct logistics preparation for redeployment (Task Number 601-09-**J4**)
   a. Monitor/control POE, ISB, and POD operations

b. Coordinate engineer support to redeploying forces
c. Coordinate civil engineering support at redeployment POE, ISB, and POD
d. Coordinate real estate requirements
e. Coordinate environmental protection programs
f. Monitor component movement to redeployment POE
g. Support JTF HQ ADVON redeployment requirements

10. Coordinate JTF HQ planning for redeployment (Task Number 601-10-**J5**)
    a. Supervise actions of the JOPES Support Element (JSE)
    b. Monitor force redeployment status -- inter/intra-theater
    c. Adjust redeployment TPFDL, IAW CJTF direction
    d. ICW 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 Number 601-11-**J6**)
    a. Coordinate redeployment communications
    b. Support JTF HQ ADVON redeployment requirements

12. Provide essential services (Task Number 601-12-**HQ COMDT**)
    a. Maintain essential services support for remaining JTF HQ
    b. Support JTF HQ ADVON redeployment requirements

13. Conduct public affairs preparation for redeployment (Task Number 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 Number 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 Number 601-15-**SURG**)
    a. Coordinate health services support at redeployment POE, ISB, and POD
    b. Support JTF HQ ADVON redeployment requirements

16. Conduct military police support in preparation for redeployment (Task Number 601-16-**PM**)
    a. Coordinate military police support to redeploying forces
    b. Coordinate law enforcement operations at redeploying POE, ISB, and POD
    c. Coordinate physical security at redeploying POE, ISB, and POD
    d. Coordinate anti-terrorism operations
    e. Support JTF HQ ADVON redeployment requirements

17. Conduct financial resource preparation for redeployment (Task Number 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 Number 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 Number 601-19-**J3**)
    a. Coordinate civil-military operations at foreign nation POE, ISB, and POD
    b. ICW JTF engineer, coordinate 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

MTG TASK: **CONTROL REDEPLOYMENT (Task Number 602-00-J3) (Relates to UJTL Task OP 1.1.2)**

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, JP 5-03.1

MTG TASK STEPS

1. Maintain redeployment estimate (Task Number 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 redeployment Time-Phased Force and Deployment List (Task Number 602-02-**J3/J4**)
   a. Enter WWMCCS Intercomputer Network (WIN) to access TPFDD file established by the supported CINC
   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 CINC, 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 CINC

3. Assess redeployment operations (Task Number 602-03- **J3/STAFF**)
   (IAW 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 Number 602-04-**J3/STAFF**)

a. Review guidance on redeployment. May include:

(1) Priorities, IAW 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 JTF HQ advanced echelon (Task Number 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 Number 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 Number 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 Number 602-08-**J3**)

a. ICW J5, review/update employment and redeployment plans/orders

b. ICW CJTF guidance, exercises operational C2

c. Support JTF HQ ADVON redeployment requirements

9. Direct logistics support for redeployment (Task Number 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 POE, ISB, and POD
d. Direct real estate requirements
e. Direct environmental protection programs
f. Monitor component movement to redeployment POE
g. Support JTF HQ ADVON redeployment requirements

10. Direct continued JTF HQ planning during redeployment (Task Number 602-10-**J5**)
    a. Supervise actions of the JOPES Support Element (JSE)
    b. Monitor force redeployment status -- inter/intra-theater
    c. Adjust redeployment TPFDL, IAW CJTF direction
    d. ICW 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 Number 602-11-**J6**)
    a. Monitor/adjust redeployment communications
    b. Support JTF HQ ADVON redeployment requirements

12. Provide essential services (Task Number 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 Number 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 Number 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 Number 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 Number 602-16-**PM**)
    a. Direct/coordinate military police support to redeploying forces
    b. Direct/coordinate law enforcement operations at redeploying POE, ISB, and POD
    c. Direct/coordinate physical security at redeploying POE, ISB, and POD
    d. Direct/coordinate anti-terrorism operations
    e. Support JTF HQ ADVON redeployment requirements

17. Direct financial resource support for redeployment (Task Number 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 Number 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 Number 602-19-**J3**)
    a. Direct/coordinate civil-military operations at foreign nation POE, ISB, and POD
    b. ICW JTF engineer, directs/coordinate acquisition/use of HN/foreign government real estate
    c. Coordinate redeployment activities with DOS/AMEMB in HN/foreign government

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CHAPTER 6

ASSESSMENT

6-1. General. This chapter provides guidance for assessing the Joint Task Force's (JTF) capability to perform selected tasks from the Commander Joint Task Force's (CJTF) Joint Mission Essential Tasks List (JMETL). The CJTF and staff use the Universal Joint Task List (UJTL) and JMETL, described in Chapter 3, and the Training and Assessment Outlines (T & AOs), described in Chapter 5, 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 training program.

6-2. 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. These events may range from assessments of internal operations of single or multiple staff elements to more complex, planned, and resourced events conducted by the CJTF and the entire JTF HQ.

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 Commander in Chief (CINC), 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.

6-3. Preparing for Assessment. For an assessment of JTF HQ training to accurately measure capabilities, the CINC and CJTF must provide specific training guidance and objectives to focus efforts on those tasks deemed critical. A successful assessment requires careful planning and coordination to provide meaningful feedback to the assessed JTF.

a. Joint Exercise Control Group (JECG). Typically, the unified command staff will form a JECG to plan, direct and control joint exercises. The organization and responsibilities of the JECG may vary from unified command to unified command; however, the JECG will generally be composed of five major parts: Observer/Trainer Group (O/T Group);

Controller Group; Modeling and Simulations Group; Role Players; and the Opposing Force (OPFOR) (See Figure 6-1).

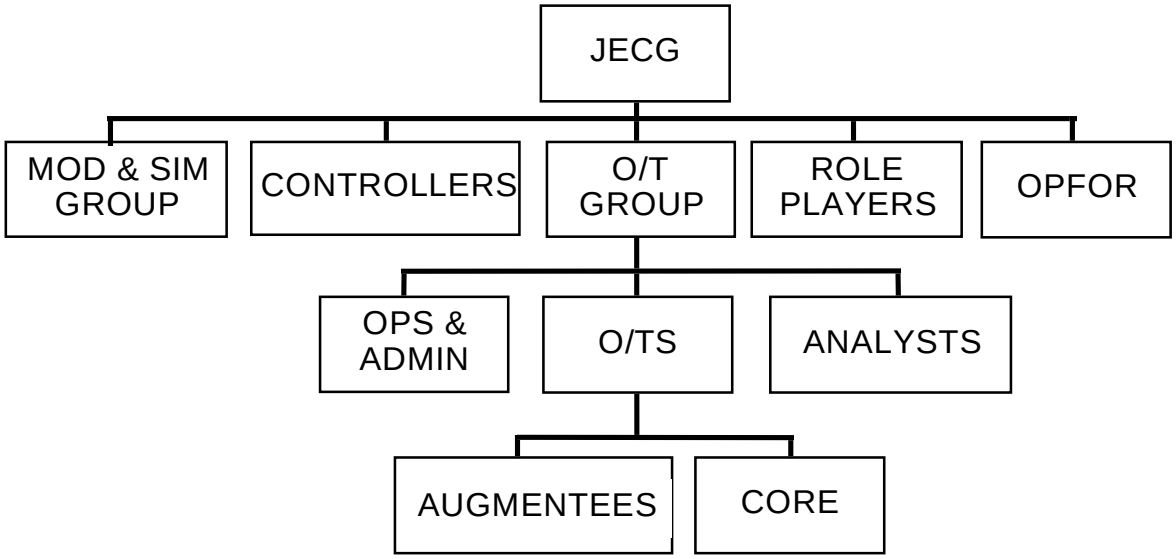

FIGURE 6-1
JOINT EXERCISE CONTROL GROUP

(1) O/T Group. A discussion of this group follows in paragraph 6-4, below.

(2) Controllers. These individuals control the exercise and interact with the simulations driving the exercise to ensure that exercise and training objectives are accomplished.

(3) Modeling and Simulations Group. These individuals develop and modify the Service component, joint and/or confederation of models and simulations supporting the joint exercise.

(4) Role Players. This group provides the JTF with inputs and responses for individuals or organizations not actually playing in the exercise.

(5) OPFOR. This group provides a realistic, thinking OPFOR with a mission and sufficient resources to accomplish it. The OPFOR replicates the threat force structure identified in the scenario and utilizes that threat's real-world doctrine and tactics, techniques, and procedures.

b. Analysis and Assessment ProcessThe assessment process focuses O/Ts attention and begins after the exercise objectives have been developed and approved. It is completed with production of the After Action Report (AAR). During the design and planning phases of an exercise, the exercise designers examine the JMETL, JTF HQ MTG and other doctrinal materials to establish exercise objectives. The JTF HQ MTG is a useful resource in determining specific objectives for the JTF command and staff elements. One analytical approach for this process is depicted in Figure 6-2. The training objectives are reviewed to determine what is to be observed, analyzed and assessed during the exercise. Once the training objectives have been analyzed, the O/Ts select the associated task steps and performance measures from doctrine, JTTP and/or the JTF HQ MTG (JTF HQ only).

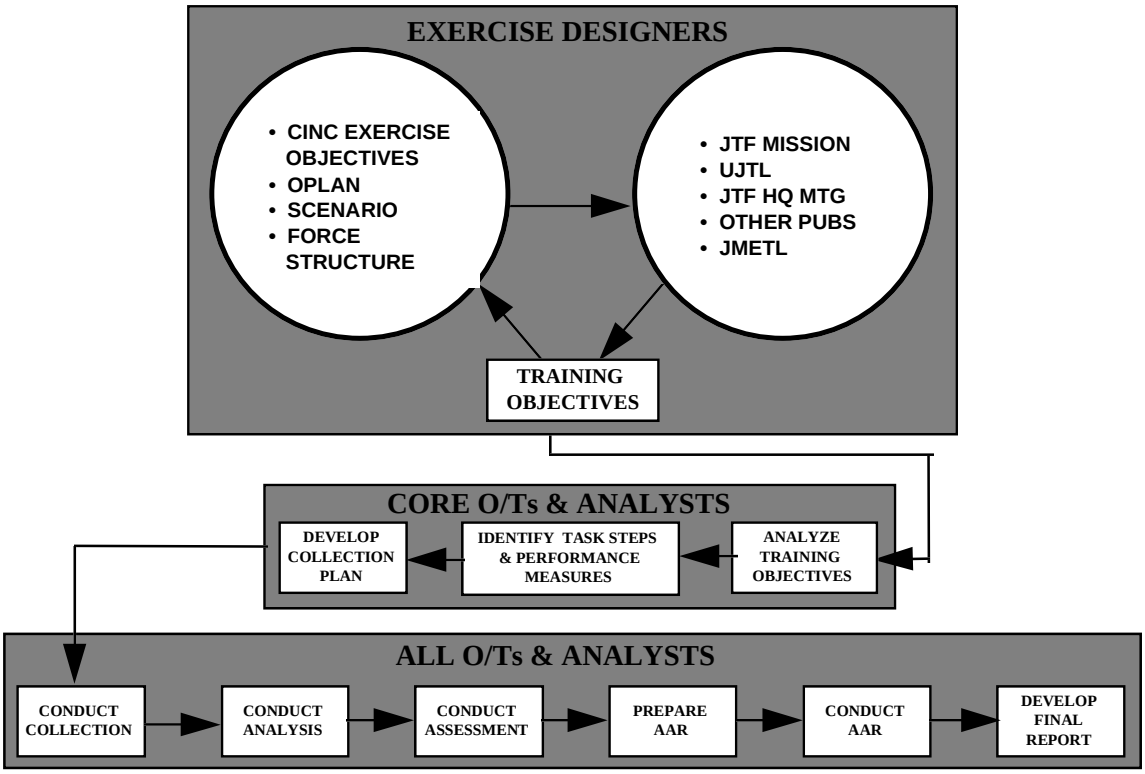

FIGURE 6-2
ANALYSIS AND ASSESSMENT

c. JMETL. The JMETL and resulting training objectives provide the foundation for external assessments and represent the baseline for development of the Analysis and Assessment Plan. All JMETL tasks must be assessed to ensure relevancy to support mission accomplishment.

d. Scenario Development. After the exercise objectives are developed and approved, the unified command prepares a broad exercise scenario or modifies a base-line scenario which establishes a logical sequence for task performance. The scenario should depict general events and time planning factors. The information in Chapter 4 is helpful in determining the type of exercise and supporting scenario to be developed. The following procedures are provided during scenario development:

(1) A master scenario events list depicts the cues or events which will cause the JTF HQ to perform the JMETs. Since most JMETs are directly correlated to the T & AOs in the JTF HQ MTG, cues or events that cause the JTF HQ to perform the tasks are identified in the task purpose statement of the T & AO. The structure of the scenario must provide the selected JTF HQ the opportunity to perform JMETs in accordance with task descriptions (task steps) specified in the MTG. Assessment requirements and responsibilities are determined and materials assisting the O/T Group in the conduct of the assessment are prepared.

(2) To ensure that all selected JMETs are included in the assessment, the scenario may be expanded by adding JMETs under each phase of the JTF HQ life-cycle. This results in development of O/T worksheets which serve to summarize the assessment of each critical task.

e. Collection, Analysis and Assessment Plans. For the assessment to be effective, it must be thoroughly planned and rigorously executed. Planning for major training events must begin as early as possible to ensure the proper data and observations are collected and result in accurate assessments. The Joint Universal Lessons Learned System (JULLS) provides another valuable resource for identifying points of assessment. After selecting the tasks and task steps, the O/Ts and analysts develop collection, analysis and assessment plans to guide the collection and analytical efforts. These plans include the training objectives and task steps laid out in a time-line to assist the observation effort. This timeline identifies when (by phase, activity or event) a specific staff function or task might best be observed. The collection plan ensures all critical tasks will be observed. O/Ts and analysts also use lessons learned from previous exercises/operations to provide additional information and guidance in developing exercise plans. The refinement of collection and assessment plans continues up to execution of the training event. Table 6-1 offers examples of the types of information the JTF chain of command and the JECG require to facilitate long-range assessment planning.

Long-Range Preparation

- Type of Exercise (e.g., FTX, CPX, CAX)
- Exercise Dates
- Type of Assessment (Internal or External)
- Support Requirements (Internal or External)
- Coord for External Assessment Support

Short-Range Preparation

- CJTF's intent and focus for the exercise
- Assessment Level (JTF Staff, Svc Comp, Boards)
- Observer/Trainer Training Dates
- Observer/Trainer Training
- Coordination for External Assessment Support

Unified Cmd Staff/JTF Collection, Analysis and Assessment Plans

- Exercise and Assessment Intent
- Exercise Scenario
- Training Objectives
- After Action Review Guidance
- Resource Guidance
- Required Coordination
- References (e.g., MTG, SOPs)
- T & Aos

Table 6-1
Preparation for Assessment

6-4. Selecting and Training Observer/Trainers (O/T). A successful assessment depends heavily on selecting O/Ts with proper experience, training them to fulfill their responsibilities, and supervising their efforts throughout the conduct of the assessment.

a. Observer/Trainer responsibilitiesO/Ts are required to be thoroughly familiar with the JTF HQ's mission, organization, equipment, and joint doctrine and should be equal in grade to the person in charge of the JTF element they are assessing. The O/T Group must be able to make objective assessments, function effectively as an analysis team, and state their observations and findings concisely in writing and briefings. Key responsibilities are:

- Assist in exercise design

- Compare JTF mission to JMETL and identifies critical tasks

- Identify specific staff functions, critical tasks and task steps (with JMETL and JTF HQ MTG)
- Schedule and direct O/T training
- Produce collection, analysis and assessment plans
- Observe staff performance and records observations
- Conduct analysis and assessment
- Prepare and conduct After Action Reviews (AARs)
- Prepare Final Exercise Reports

b. Observer/Trainer QualificationsO/Ts must be joint Subject Matter Experts (SMEs) from the unified command staff and the supporting components, commands, agencies, and activities.

c. Observer/Trainer TrainingMembers of the O/T Group must be knowledgeable and experienced in their functional areas and well grounded in joint doctrine. In-depth training of O/Ts may include professional reading programs and formal programs requiring the development of curricula and training materials, and attendance at lectures, conferences and classroom seminars. Criterion for certification as an O/T must be established and rigorously supervised.

6-5. Selecting and Training Role Players and OPFORThe selection and training of role players and OPFOR is crucial to the success of a standardized assessment of the exercise. Well trained and enthusiastic role players and OPFOR add to the overall effectiveness and quality of the exercise and result in a meaningful assessment.

a. SelectionThe role players must be representative of the most likely higher, lower, and adjacent friendly forces (DOD, multinational, and non-DOD), commands, agencies and activities the JTF would most likely interact with in its related mission. The OPFOR must be representative of the most likely threat force the JTF will encounter.

b. TrainingThe role players and the OPFOR commander serves as part of the JECG and should participate in planning and training activities. The role players and the OPFOR must receive thorough training and indoctrination in the following areas:

- Friendly and threat rules of engagement

- OPFOR tactics
- Exercise scenario
- OPFOR missions and responsibilities
- Threat weapons, equipment and employment doctrine (OPFOR)
- Command and control relationships (Role Players)
- Functional area expertise (Role Players)

6-6. Conducting the AssessmentThe Chief, O/T Group has overall responsibility for the conduct of the assessment. He orchestrates the assessment and the support provided by various personnel and organizations. Using the collection, analysis and assessment plans as guides, the O/Ts and the analysts perform collection, analysis and assessment functions (See Figure 6-3).

a. CollectionO/Ts observe and collect information on the activities of the JTF staff. They

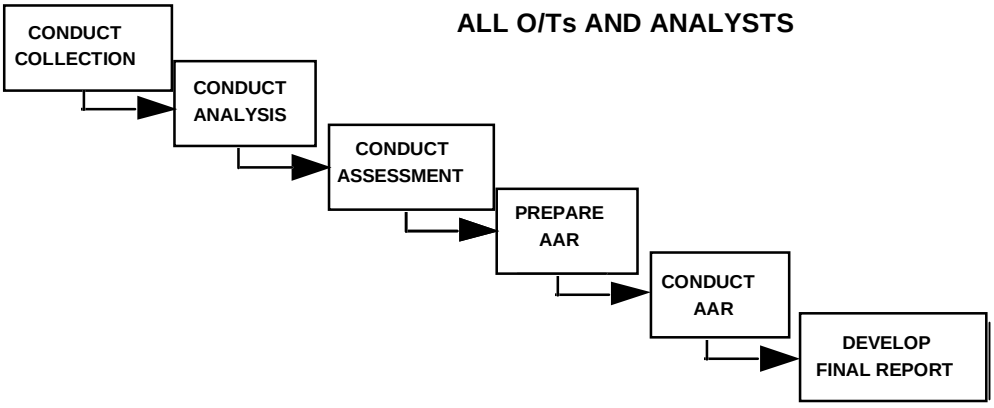

FIGURE 6-3
COLLECTION, ANALYSIS, AND ASSESSMENT

observe and record exactly what occurred, which requires a clear understanding of what happened.

b. AnalysisThe O/Ts provide all information collected on an event or activity to the analysts. The O/Ts and analysts collectively examine all the data and determine conclusively what

happened. This effort involves the interpretation of all objective and subjective data, and represents the professional judgement and shared opinion of all concerned.

c. AssessmentThe O/Ts and analysts determine the significance, importance or value of the results of the analysis against specified standards. The facts are interpreted and doctrinally assessed to identify significant trends and issues. The results of this process are the key issues for the AAR.

6-7. Preparing and Conducting the After Action Review (AAR) The AAR is an on-going process that occurs throughout the assessment of the exercise and provides direct feedback to the JTF commander and staff by involving them in the assessment process. AARs enable the assessed JTF commander and staff to discover for themselves what happened during the exercise and why it happened. The Chief, O/T Group is responsible for the AAR process. He coordinates the AAR program from initial planning through development and delivery of the After Action Report (AAR).

a. AAR planningPlanning for AARs is integrated into the exercise scenario at logical break-points. Qualified O/Ts are selected and trained in the AAR process as part of the O/T training program. This phase also includes the identification of AAR sites and the positioning of equipment and supplies to support the AAR.

b. AAR preparationPreparations for the AAR are concurrent with exercise execution. The Chief, O/T Group reviews all information which has been observed, collected, analyzed and assessed. He determines the order and formats for presentation of assessment results. The products generated in support of the AAR must highlight the key issues in a clear, understandable manner that elicits discussion from the assessed JTF commander and staff.

c. AAR conductThe AAR is an examination of an exercise designed to provide constructive feedback to the CJTF. There are two types of AARs conducted in conjunction with joint exercises: the JTF AAR and the counterpart AAR.

(1) Typically, two JTF AARs may be conducted during each exercise: one at a logical break point at mid-exercise and the second at the end-of-exercise (ENDEX). The following describes the conduct of the JTF AAR:

(a) Principal AAR participants are the CJTF and JTF Staff. The Chief, O/T Group determines which members of the JECG will attend.

(b) The AAR site should be capable of accommodating all participants and include appropriate equipment and supplies.

(c) The AAR facilitator is the Chief, O/T Group and should be an experienced O/T who can effectively lead the discussion.

(d) The AAR format should include as a minimum three major sections: an exercise recap, OPFOR briefing, and key issues discussion period.

(2) The counterpart AAR follows the same basic format as the JTF AAR. It differs from the JTF AAR in that it is:

(a) Usually more informal.

(b) Conducted for individual staff sections by the O/T assigned to observe the section.

(c) Conducted at logical break points in exercise activities (change of mission or phase).

d. After Action Report (AAR) After ENDEX, the O/T Group will complete the FER and provide it to the CJTF. Lessons learned will be submitted as JULLS for incorporation into future exercises and operations. The FER contains the following information as a minimum:

- All JTF AAR discussion issues
- All O/T observations not covered in the JTF AAR
- All products generated for the JTF AAR.

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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
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	Counter Drug
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
CIF	CINC Initiative Fund
CINC	Commander of a Combatant Command; Commander in Chief

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
CMD	Command
CMDT	Commandant
CMO	Civil-Military Operations
CMOC	Civil-Military Operations Center
CMST	Collection Management Support Tools
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
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
DIR	Director
DIRLAUTH	Direct Liaison Authorized
DIRMOBFOR	Director of Mobilization Forces

DISA	Defense Information Systems Agency
DISN	Defense Information Systems Network
DISUM	Defense Intelligence Summary; Daily Intelligence Summary
DLA	Defense Logistics Agency
DMA	Defense Mapping Agency
DMRT	Defense Medical Regulating Teams
DMS	Defense Message System
DNA	Defense Nuclear Agency
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
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
GDSS	Global Decision Support System
GENSER	General Service (message)
GENTEXT	General Text
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 Target(s)
HQ	Headquarters
HQCOMDT	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
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
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 Systems 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
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
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
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

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	Mobilization Day; unnamed day on which mobilization of forces begins
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
MC&G	Mapping, Charting, and Geodesy
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
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	Mission 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
NCA	National Command Authorities
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
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
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
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
PRC	Populace and Resources Control
PSA	Port Support Activity
PSC	Provisional Support Company
PSHD	Port Security and Harbor Defense
PSN	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
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
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
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 Compartmentalized 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	Signals 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	Standard 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
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

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
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
USCINCACOM	United States Commander in Chief, Atlantic Command
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
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
USSPACECOM	United States Space 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 Transpariences
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
WRM	War Reserve Materiel
WTCA	Water Terminal Clearance Authority
WWMCCS	Worldwide Military Command and Control System

WX	Weather

XYZ

YR	Year
Z	Zulu
ZULU	Time Zone Indicator for Universal Time

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