

Figure A-15. Relationships of Air Defense in a Theater.

allied ADA forces. These linkages include interface with intelligence sources, OCA, TMD attack operations, space operations, logistics, and so forth.

- Trains and evaluates all Army ADA organizations assigned to operational-level air defense C<sup>2</sup> according to FM 25-100.
- Transitions all Army ADA organizations assigned to the theater from peacetime, to conflict, to war.
- Recommends priorities for allocation of logistics requirements (manning, arming, fixing/maintaining, moving, fueling, and sustainment of the soldier) for all ADA organizations within the theater.
- Identifies and recommends pre-positioning of war reserve materiel stocks related to air defense missions.

**Special Operations Support**

Each regional CINC establishes a subordinate unified special operations command (SOC) to exercise OPCON of theater-

level SOF. These SOF normally fight as joint entities. The ASCC, in his service component role, must sustain ARSOF in theater. The ASCC, in coordination with the US Army Special Operations Command (USASOC), identifies the support organization to serve as the link between ARSOF in theater, Army and other service support resources, and the CONUS-based USASOC. This support structure is responsible for planning, coordinating, and monitoring the reception, onward movement, basing, and sustainment of ARSOF in a theater of operations. Note that CA and PSYOP units not assigned to the SOC/ JSOTF (joint special operations task force) receive sustainment from the conventional force unit of assignment or attachment.

The SOF support element does not normally support and sustain ARSOF since it has no dedicated support infrastructure that duplicates the capabilities of other ASCC functions. The ARSOF support element mission is ARSOF sustainment, not the conduct of special operations and therefore does not layer itself as a warfighting headquarters between operating forces and

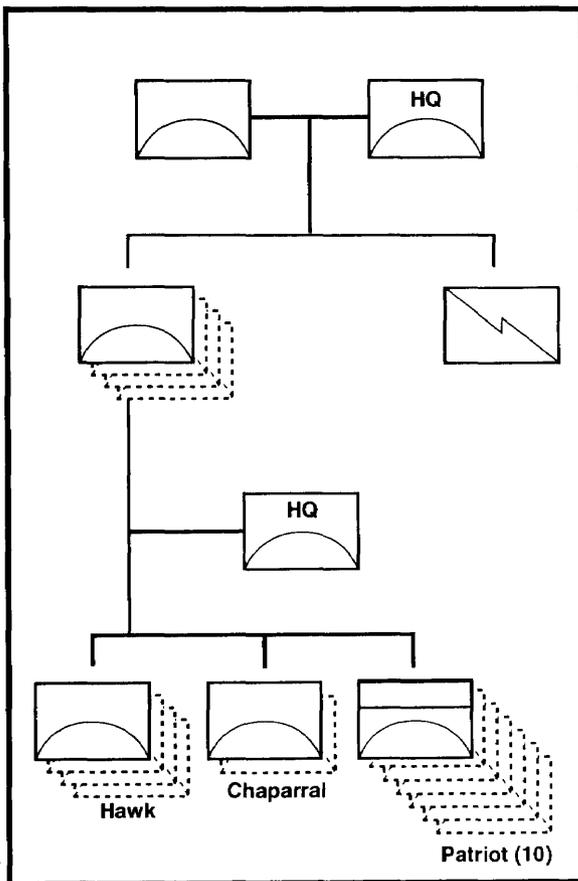


Figure A-16. The Air Defense Function

other higher commands. FM 100-25 discusses ARSOF in detail.

**Civil Affairs**

The senior CA unit in a theater is normally regionally aligned to the ASCC. A CA organization commands attached CA units and provides staff support to an SOC, other component services, and the joint theater staff, as required. The CA organization has organic language team and government economic public facilities in special function teams that coordinate the following CA functions:

- Civil defense.
- Civilian labor.
- Legal services.
- Public administration, education, finance, health, safety, and welfare.
- Civilian supply.
- Economics and food aid.

- Agricultural assistance.
- Property control.
- Public communications and transportation.
- Public works and utilities.
- Civil information.
- Dislocated civilian control.
- Arts, monuments, archives, and cultural affairs.

FM 41-10 describes CA doctrine. The CA function is illustrated in Figure A-17.

**Aviation Support**

Operational-level army aviation support, normally an aviation brigade, provides C and air movement support for the ASCC. SOF rely heavily on this brigade for in-theater support. The brigade has the capability to conduct joint or multinational air maneuver to support theater campaigns and major operations. Aviation support provides combat capabilities to assist in COMMZ rear security operations.

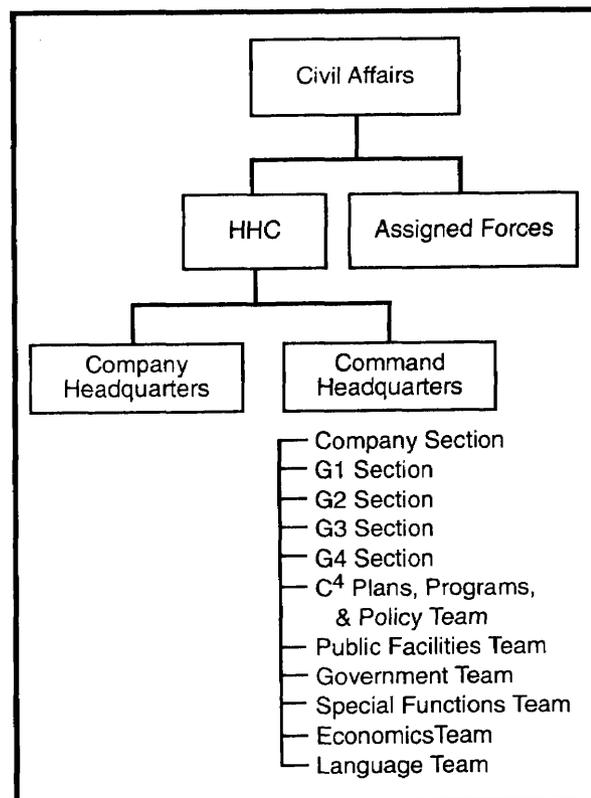


Figure A-17. Operational-Level Civil Affairs Function

The ASCC tailors the aviation support to provide maximum flexibility for his particular theater. However, support normally has a limited organic maintenance capability.

In instances where the ASCC does not have an assigned aviation unit, he may choose to establish that capability using resources and assets available in theater. Once mobilized, Army National Guard maintenance units can be used to provide the required maintenance capability that would not otherwise be available. FM 1-111 provides detailed doctrine for the operational-level army aviation function. Figure A-18 illustrates the operational-level army aviation function.

### Intelligence Structures

The intelligence battlefield operating system architecture provides specific intelligence and communications structures at each echelon, from the national level through the tactical level. These structures include intelligence organizations, systems, and procedures for collecting, analyzing, processing, and delivering intelligence to warfighters.

The intelligence function is a seamless, unified system that anticipates and satisfies the intelligence needs of commanders. Commanders drive intelligence and ensure its proper employment by clearly articulating intent, decisively designating PIR, and boldly prioritizing the types of targets they want engaged. Commanders exploiting the full potential of the intelligence system realize the total effect of this combat multiplier.

The intelligence system simultaneously supports multiple commanders at multiple echelons. Each echelon has organic intelligence capabilities and staffs to meet the planning and

execution needs of the commander at that echelon. Each echelon also supports the intelligence needs of commanders at other echelons.

**Organizational Tailoring.** The IEW organization at the operational level is a deployable, scalable MI organization designed specifically to support the theater or major region in which it operates. It can conduct split-based operations in force-projection missions by early deployment with a force of small, highly technical elements. The DISE is a flexible, scalable support package that acts as a conduit for theater and national intelligence. Its size and capability can be expanded as the scope of operations expands. The operational-level MI organization serves as a C<sup>2</sup> headquarters for subordinate and attached MI elements. The operational-level analysis and control element (ACE) is the principal organization for producing all-source intelligence. It controls, manages, tasks, processes, analyzes, synthesizes, and disseminates intelligence. The ACE supports OPSEC and deception, sensor cueing, target development, situation development, and force projection. It also coordinates with and provides connectivity to national, joint, allied, and multinational intelligence sources.

The operational-level MI organization supports unified, joint, allied, and multinational commands; other US Army operational-level commands within the theater; and CONUS major Army commands (MACOMs). Operational-level MI organizations are under the command of the US Army Intelligence and Security Command (INSCOM) and are under OPCON of the respective theater commander during peacetime. During conflict, they revert to the

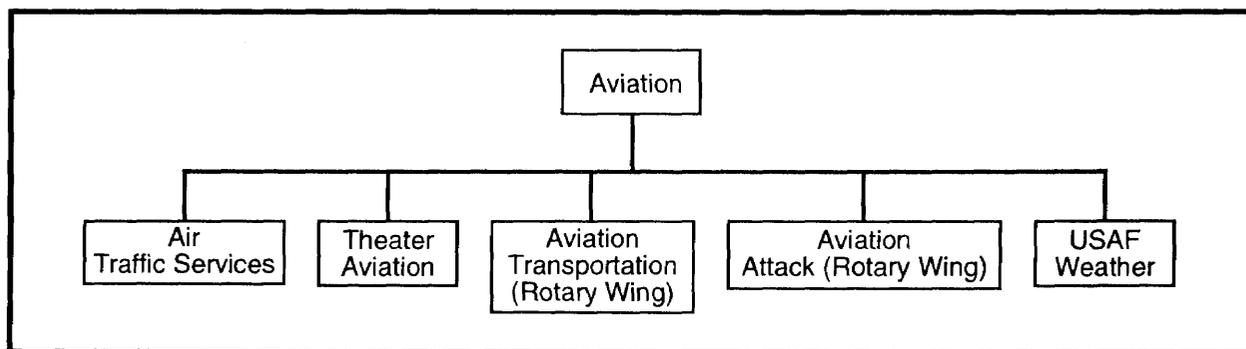


Figure A-18. Operational-Level Army Aviation Function

command of the ASCC. FM 34-37 discusses the operational-level MI organization in detail. Figure A-19 shows an operational-level MI organization.

The Army technical control and analysis element (TCAE) serves as the single focal point between the NSA and forward-deployed operational- and tactical-level forces for providing technical support to SIGINT operations. Collocated with the NSA, the TCAE is positioned uniquely to provide tailored products to support operational- and tactical-level MI units operating worldwide. It also serves as the Trojan system and network manager for all Army Trojan system users.

The DISE is a new and integral part of the concept for MI support to force-projection operations. It is a tactically tailored organization that brings together communications capabilities, automated intelligence fusion systems, and broadcast downlinks in a small package able to deploy with the early entry forces of a force-projection operation. It is not a specific piece of equipment or a particular configuration of equipment. The DISE is a flexible organization able to support any type of ground force whether from army, joint, or allied/coalition forces. Through split-based operations, the DISE provides tactical commanders a link from their forward-based C<sup>2</sup> element to an intelligence support base

located in CONUS or outside the AO. This link provides commanders access to multisource corps, theater, and national intelligence assets and data bases. The intelligence support base is normally a division, corps, or operational-level ACE.

The mission of the DISE is to provide the deployed commander accurate, detailed, continuous, and timely intelligence during the rapid introduction of US forces across the range of military operations. It is tailored tactically from MI units according to the factors of METT-T, lift, and pre-positioned assets. The two types of tailorable DISE configurations are mini-DISE (manpack) and DISE (vehicular).

Basic tactics and techniques call for the DISE to deploy with the initial assault forces. The DISE works closely with the organic intelligence element of the supported unit. This unit could be anything from an airborne battalion S2 to the G2 of a MEF, depending on the operation. The DISE works with the supported force during both planning and execution of operations to ensure corps, theater, and national intelligence is synchronized with the ground commander's scheme of maneuver and intent. The supporting ACE stays abreast of changes in the friendly situation through close coordination with the DISE. Together, they ensure assets stay focused on the needs of the commander

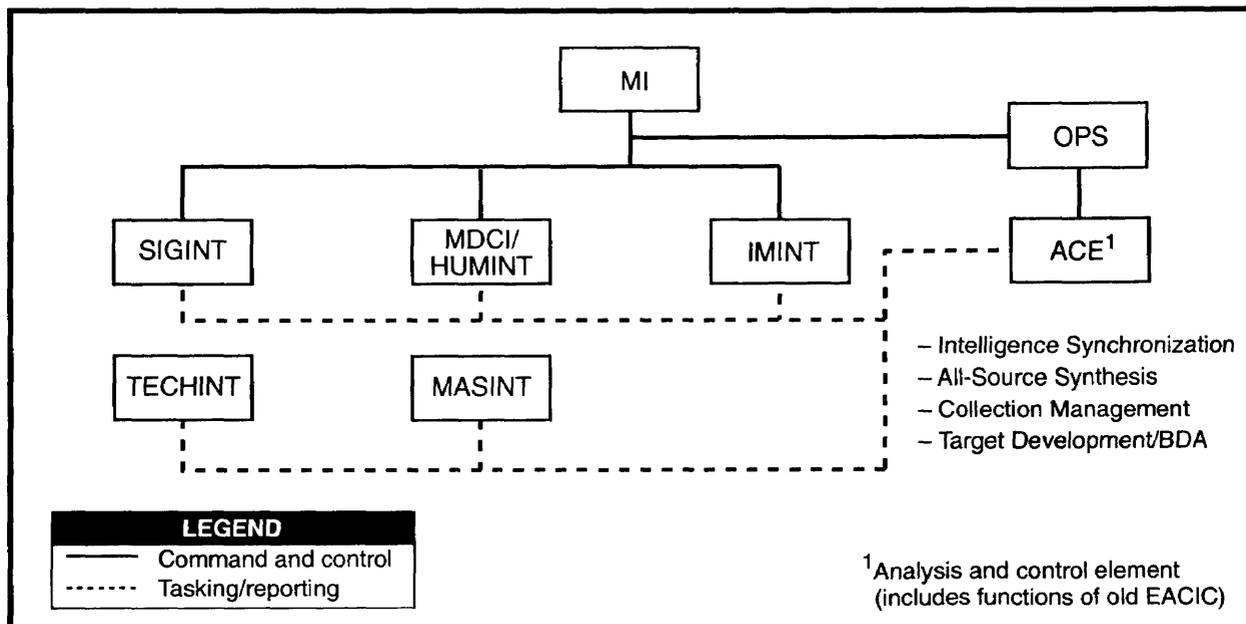


Figure A-19. Operational-Level Army Military Intelligence Organization

and allow the commander and his staff to *pull intelligence* based on actual need.

Depending on the size of the deployed force, the DISE may be the only intelligence asset actually deployed in country receiving processed intelligence from its supporting ACE located outside the AO. In large-scale deployments, the DISE is deployed with the forward-deployed assault element until the main or tactical CP arrives with the complete processing capability of the all-source analysis system (ASAS) and the ACE. In that case, after the main CP arrives and is functioning, the DISE could move forward to support the tactical CP, remain in the rear area, or move wherever its capability is required, based on METT-T.

**Intelligence Tasks.** MI accomplishes its mission through six primary tasks. These tasks generate intelligence products tailored to the mission for warfighters and other consumers. The products derived assist the combat commander in focusing and leveraging his combat power. The six tasks can be thought of as the METL for intelligence. As such, in a broad sense, these tasks should serve as a framework for training (see TRADOC Pam 11-9). The six intelligence tasks provide information to aid a commander in decision making and include—

- Providing I&W.
- Performing IPB.
- Developing the situation.
- Supporting target development and targeting.
- Developing force protection intelligence.
- Performing BDA.

The operational-level MI organization focuses on providing multidiscipline IEW support to the JTF, ASCC, and ARFOR (see Figure A-20). Army operational-level MI organizations provide—

- Deployable, scalable, high-frequency, intercept, direction-finding, and jamming support (Trackwolf, AN/TLQ-17A Sandcrab, Army High-Frequency Electronic Warfare System [AHFEWS], and single-source processor [SIGINT]).
- Overt HUMINT collection, interrogation, document exploitation, and CI support.
- Battlefield technical intelligence.

- Operational intelligence products such as graphic templates, annotated imagery, and tailored weather forecasts.
- Ground component intelligence support to the JICs.
- Reinforcement to corps intelligence operations in the form of a corps military intelligence support element (CMISE). The CMISE and operational-level MI organization in each theater create *smart* bridges between echelons to ensure a truly seamless system of intelligence systems focused on supporting the warfighter.

### **Petroleum**

The ASCC must provide centralized distribution of bulk petroleum products for all US forces in theater. The ASCC establishes an operational-level army petroleum organization to receive petroleum products in theater and distribute them throughout the COMMZ and rear of the CZ. If the theater uses pipeline systems for bulk distribution, other transportation assets distribute the products from the pipeline terminal to the user. The operational-level petroleum organization interfaces with the MMC for product distribution and coordinates with host nations for additional product and distribution support. FM 10-67 details the operational-level petroleum function. Figure A-21.

### **Ammunition Supply and Storage**

The ASCC is responsible for in-theater receipt, accountability, management, and establishment of storage sites; coordination of distribution between storage sites and between storage sites and forward transfer points; and direct issue to using units from storage sites on an area support basis. This responsibility will most likely be a joint service/multinational forces mission in the theater of operation.

The operational-level ammunition organization interfaces with the MMC for Class V distribution, coordination with joint service and multinational force support, and requirements determination. The ASCC's responsibility continues throughout the conduct of operations in the theater, with emphasis directed to the critical Class V functions of retrograde, management of captured and recovered ammunition, and

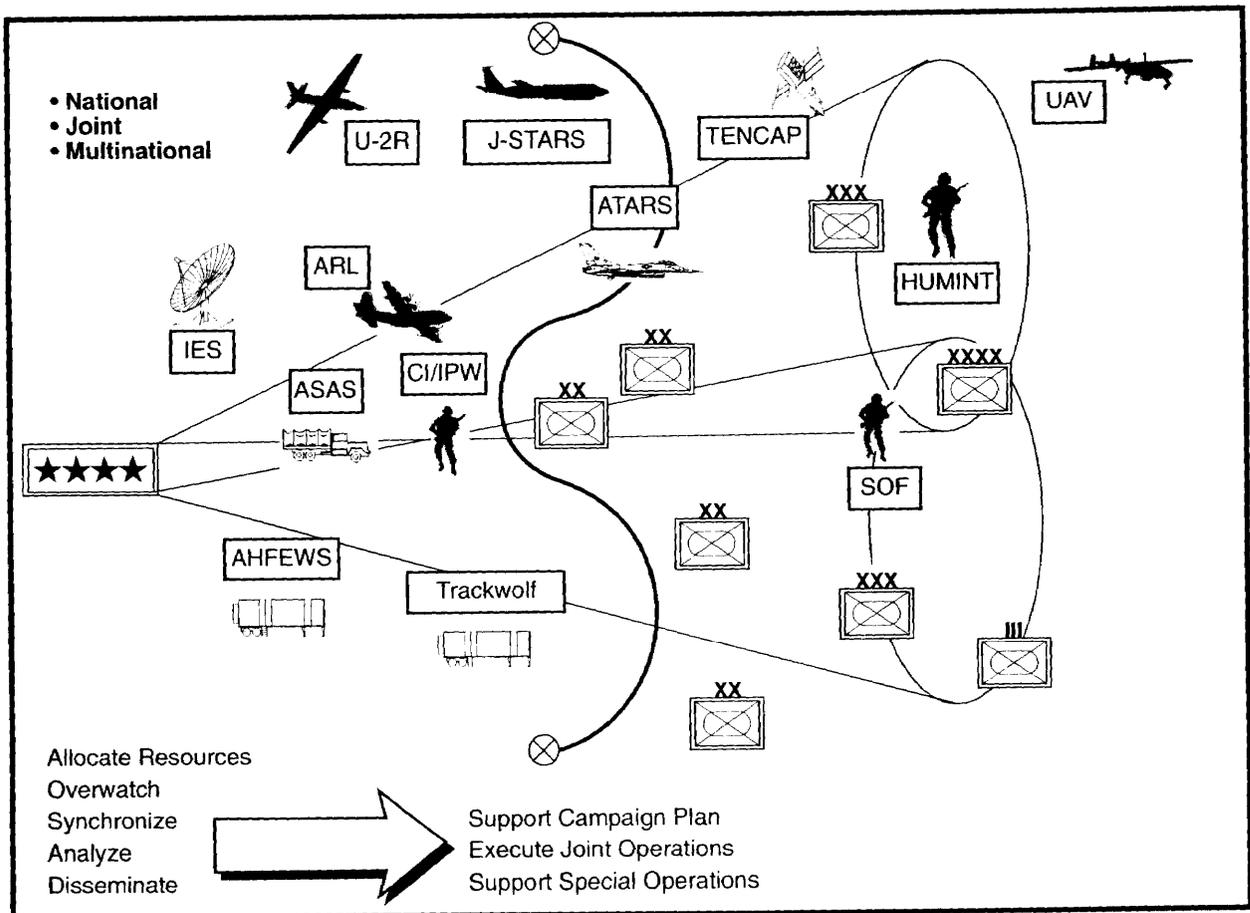


Figure A-20. Operational-Level Intelligence Network Integration

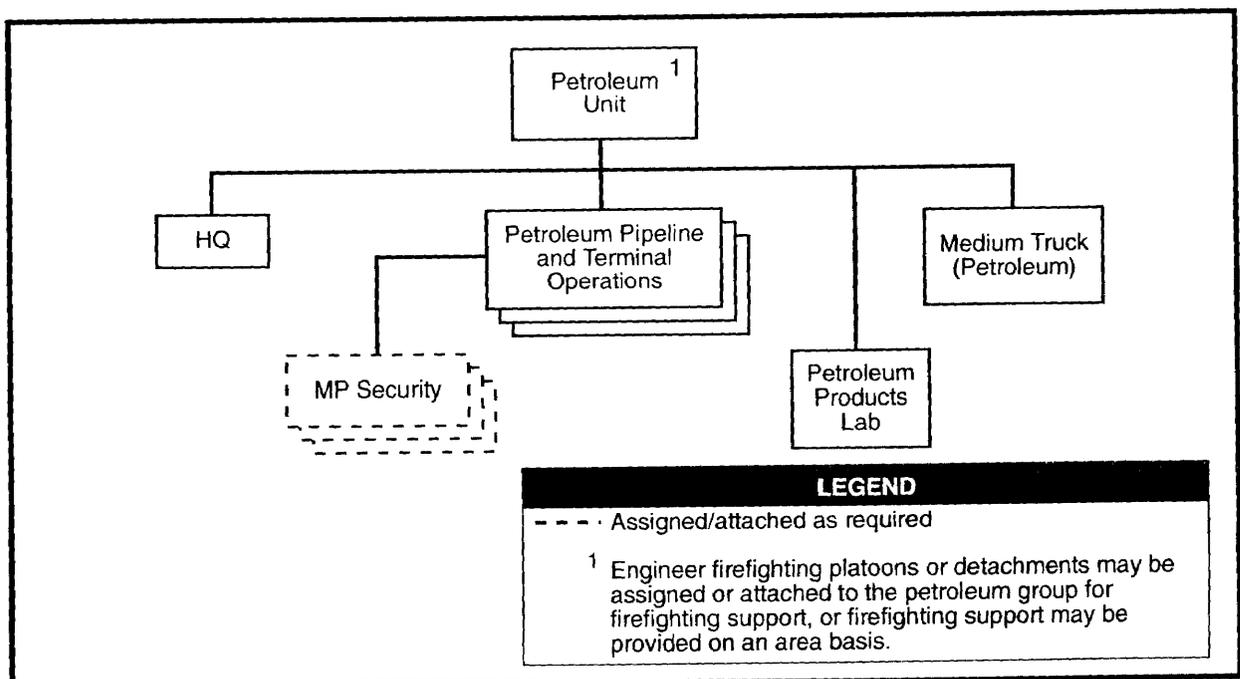


Figure A-21. Operational-Level Army Petroleum Supply Function

recovery and redeployment of stocks following mission completion.

Support is provided within theater from a sequentially deployed ammunition logistics support structure initially consisting of ammunition accountability detachments (port) and modular, platoon-sized container handling and noncontainer ammunition units. As the theater matures and the number of modular units increase, a conventional C<sup>2</sup> structure is templated over these modular units, creating company-sized units for large volume/area mission capability. Specialized ammunition surveillance and quality assurance support throughout the ammunition system from the CONUS base to the forward ammunition support units is provided by quality assurance specialist ammunition surveillance (QASAS) teams of trained Department of the Army (DA) civilians.

**Movement Control**

The operational-level Army MCA is responsible for coordinating and administering transportation policy, managing strategic and operational-level movement responsibilities, and managing theaterwide transportation assets. The MCA prepares movement and port clearance plans, conducts liaison with higher and lower movement control elements, and

commands and controls transportation battalions and movement control teams. The MCA may be designated as the validation authority for Army theater airlift requests. This organization often coordinates with allied and host nation MCAs and coordinates and validates theater airlift for Army units. FM 55-10 discusses MCA activities in detail. Figure A-22 illustrates an operational-level Army MCA.

**Matériel Management**

The operational-level MMC manages the theater's supply and maintenance operations. Management involves balancing maintenance efforts and ensuring visibility of critical item shortages. The MMC centrally manages the supply and maintenance activities of the area logistics C<sup>2</sup> organizations, coordinates with subordinate organizations in the CZ, and serves as the primary interface with the CONUS-sustaining base. The MMC is connected electronically with the MCA, appropriate supply and service organizations, and the COSCOM MMC to coordinate distribution of GS supply and maintenance requirements. It may coordinate with joint or multinational agencies. FM 100-16 discusses MMC operations. An operational-level Army MMC is depicted in Figure A-23.

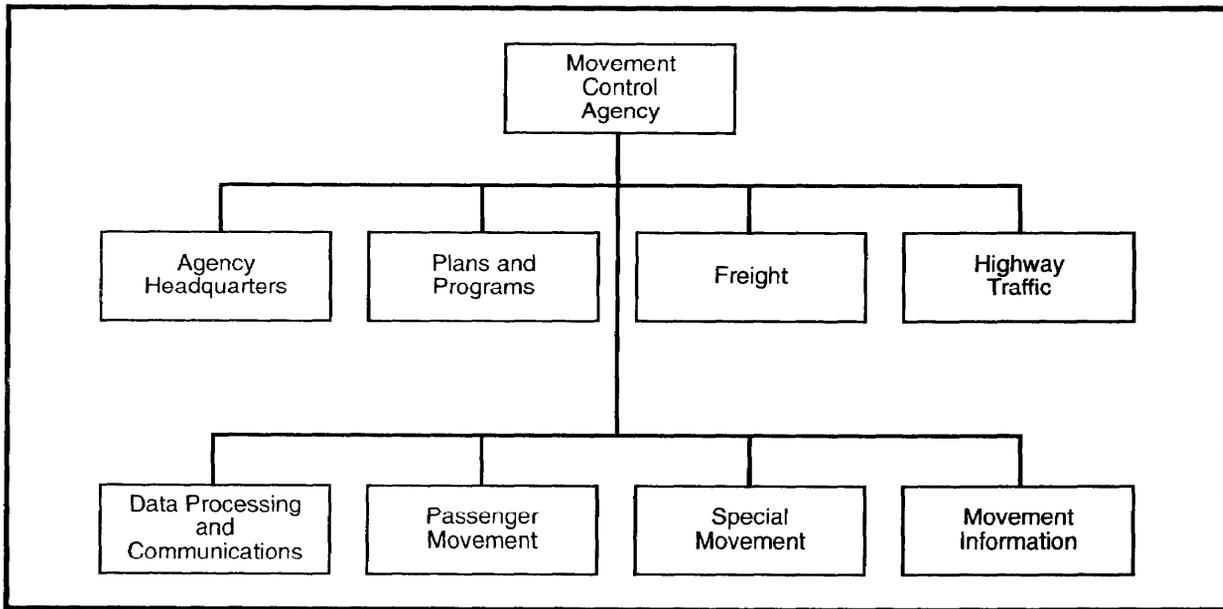
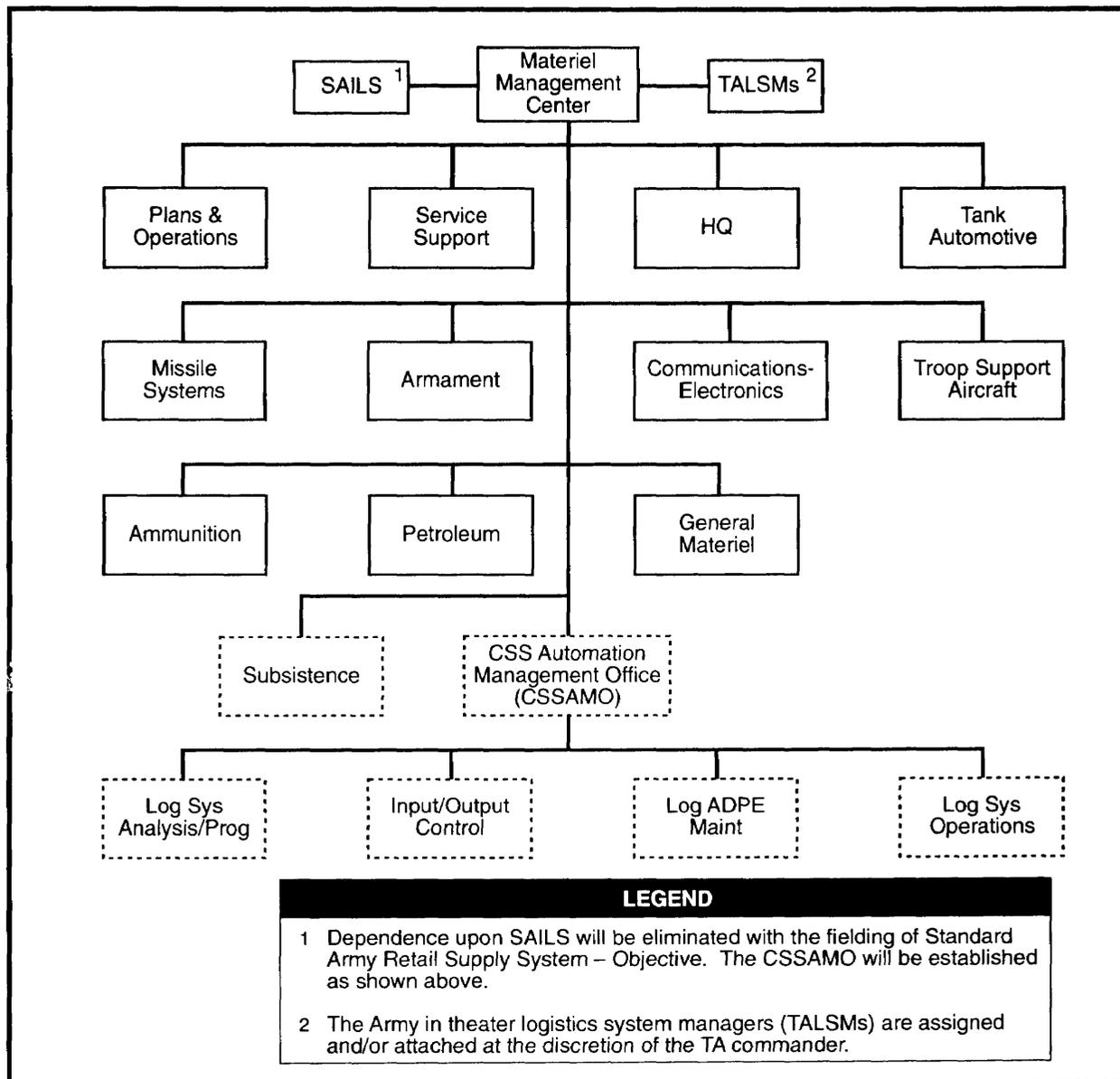


Figure A-22. Operational-Level Army Movement Control Agency



**Figure A-23. Operational-Level Army Materiel Management Center**

## OPERATIONS FUNCTIONS

In peacetime, the ASCC must conduct the three operational-level tasks while continuously supporting all ARFOR in theater. As the situation changes from peacetime to conflict or war, the theater may develop in complexity and scope, requiring the expansion of combat, combat support (CS) and CSS forces. On transition to conflict or war, the CINC may choose one of six options to exercise COCOM. Refer to Chapter 2 for detailed discussion of each option. Each of these options has different impacts on the employment of the ARFOR in theater.

The CINC may exercise COCOM through a subunified commander for operations on a continuing basis. The subunified commander exercises functions, authority, and responsibilities similar to those of a unified command CINC, except for COCOM. The subunified commander exercises OPCON of assigned commands and forces within the assigned AOR or functional area. ASCCs of subunified commands operate in the chain of command within the subunified command. They normally communicate directly with the unified command ASCC on specific Army

## Appendix A

matters and inform the subunified commander as required.

The CINC may choose to continue to exercise COCOM through the ASCC or a JFC. If the requirement to conduct major operations becomes severely complex, the ASCC, with the CINC's approval, might choose to create a numbered army to direct the major operation. If he does establish the numbered army, the ASCC would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater. Figure A-24 shows the functions provided by a numbered army organization.

The CINC may choose to exercise COCOM through a JTF. The ASCC would establish the ARFOR (numbered army, corps, division, and so forth) and place it under OPCON of the CJTF for the conduct of operations. As the senior army command in a JTF, the numbered army could serve as the ARFOR, the JFLCC headquarters, or the nucleus around which a subordinate JTF could be built. The numbered army commander would conduct the three operational-level tasks within the JTF. The ASCC would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater.

The CINC may choose to exercise COCOM directly over specific forces. The roles of the numbered army in these situations are similar to those in the JTF discussion. Generally, the CINC does not employ ARFOR in a single-service operation. The CINC usually exercises

COCOM in these situations through the ASCC. The CINC establishes a numbered army in coordination with the ASCC. He does this usually when the span of control becomes too great for the theater army commander or JFC. He may also establish a numbered army when forces are widely dispersed geographically. Establishment may occur when operations require more than one large formation composed of multiple corps to execute distinct, simultaneous campaigns or focus on different major threats. This situation would likely include the division of a theater of war into separate theaters of operation.

The CINC may establish a numbered army when a political situation requires a US operational headquarters as a counterpart to an allied headquarters or to ensure satisfactory distribution of multinational responsibilities. Intermediate headquarters of this nature exist within combined organizations such as a NATO army group. If the CINC chooses to exercise COCOM through functional component commanders, three different scenarios are possible.

- The functional component commander might also be the ASCC. In such a case, the numbered army would be employed in a similar manner as COCOM through the ASCC.
- The functional component commander might also be an Army commander—but not

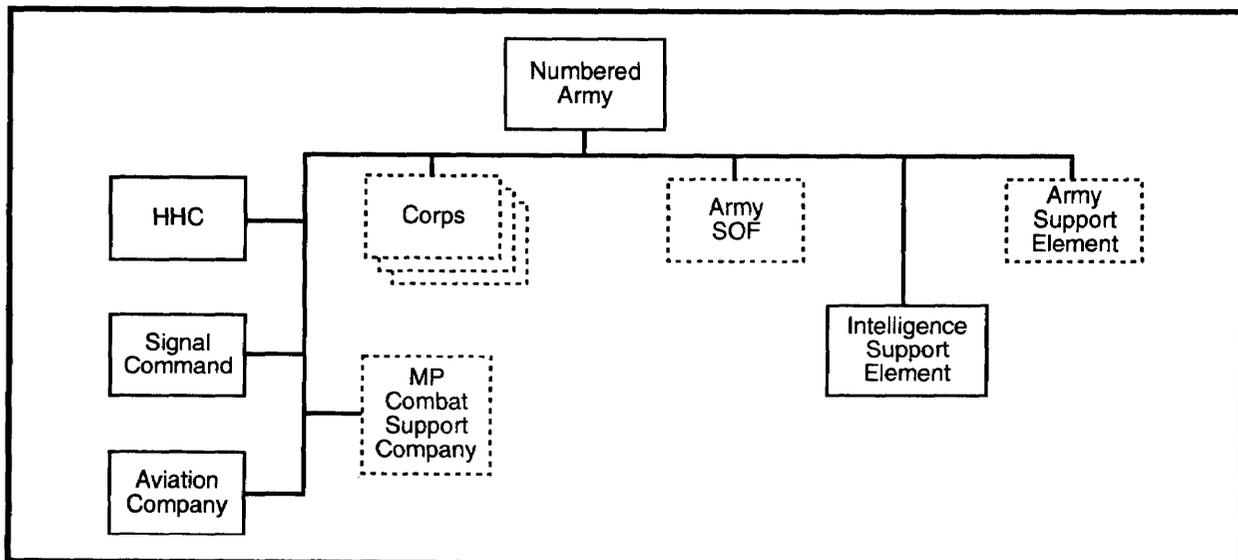


Figure A-24. Numbered Army

the ASCC. In this scenario, the numbered army commander could be the functional component commander. The ASCC would place ARFOR under OPCON of the numbered army commander for the conduct of operations. The ASCC would continue to focus on sustainment and support of all ARFOR assigned or attached to the theater.

- The functional component commander might also be from another service. In this scenario, the numbered army is not likely to be deployed because of the size of the units, and operations would not require an additional level of control.

**Structure**

The ASCC would normally form a numbered army from existing assets and structure it to meet specific operations requirements. The numbered army is primarily

an operational (as opposed to support) headquarters designed to control from two to five corps. Its commander must have an operational-level perspective. The administrative and support activities of the numbered army are much less than those of the ASCC. As a result, the numbered army staff is austere. The staff focuses on situation assessment, estimate formulation, planning, and functional area coordination. The numbered army probably would make extensive use of liaison representatives to enhance its effectiveness. In conducting operations, the numbered army may direct assigned or attached forces to gain and control terrain, populations, and resources. These operations often involve directing deployment and fires, as well as directing movement and maneuver of large formations over great distances. Figure A-25 illustrates a typical numbered army headquarters.

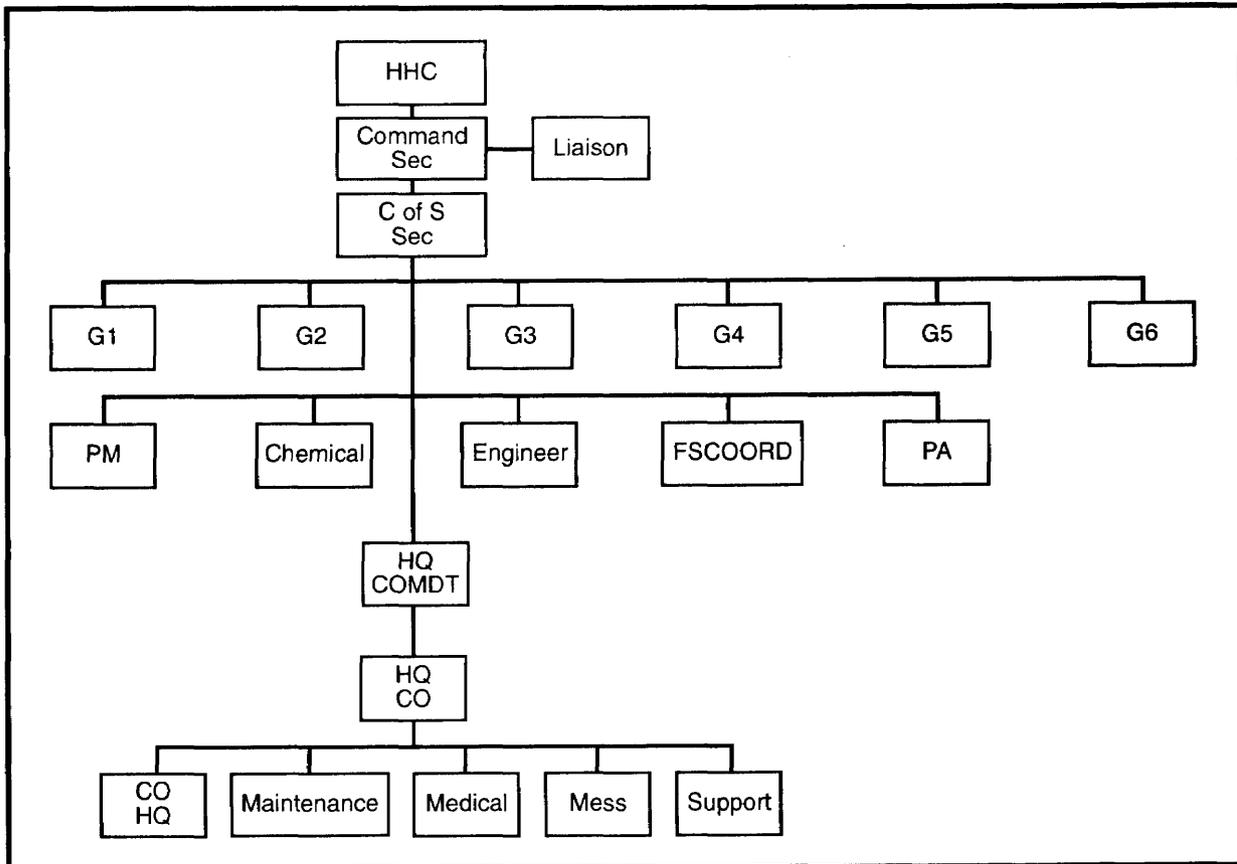


Figure A-25. Typical Numbered Army Headquarters

### Support

The numbered army rarely executes support operations. It provides requirements and priorities to the ASCC, which provides logistical support. The headquarters itself receives support from a nearby area support organization in the COMMZ. Assigned ARFOR are normally self-sufficient and rely on the normal theater functional command support network or contingency support arrangement. The ASCC could allocate support forces to the numbered army if independent operations are required. This could occur if the numbered army executes a deep operational maneuver or deploys to a geographically separate area. The ASCC would provide a tailored support package—an Army support element (ASE)—for the duration of the requirement.

The numbered army usually operates from a main and an alternate CP. These headquarters may be located in the COMMZ or CZ. The main CP controls current operations, collates information, integrates all-source intelligence (ASI), and coordinates logistical support. The main CP also develops plans for future operations.

The numbered army commander designates an alternate CP to ensure continuity of operations. The alternate CP may

be a subordinate headquarters. In the event that a numbered army executes support operations, the numbered army commander could establish a rear CP to control logistical support assets as well as coordinate rear security operations.

In addition to the headquarters element, the numbered army consists of a signal unit, an Army aviation element, an MP company, an intelligence support element, and a variable number of maneuver elements. The numbered army is a flexible organization that is task-organized to accomplish assigned missions.

The Army will not likely configure any two numbered armies with the same types of units. The signal unit provides dedicated C<sup>3</sup> interface with other systems in theater. The aviation element provides C<sup>2</sup> aircraft and intratheater mobility for the headquarters. The MP element provides CP security. The intelligence element supports the commander's ASI needs.

The ASCC may allocate SOF to provide HUMINT, PSYOP, or CA capabilities. In rare circumstances, SOF units could execute long-range reconnaissance or strike missions. Engineer support would likely be provided on an area basis or, in an unusual situation, be attached to the ASE.

### OTHER MAJOR ARMY COMMANDS

Other MACOMs influence operational-level army units. The US Army Information Systems Command commands the operational-level signal organization during peacetime and conflict. The US Army Intelligence and Security Command commands the operational-level MI organization at theater level during peacetime and conflict. The Criminal Investigations Command commands the criminal investigation division (CID) organization and subordinate detachments during peacetime, conflict, and war. CID elements conduct sensitive investigations, support logistics security operations, manage criminal and terrorist-related intelligence, and conduct criminal investigations.

USACE operates civil works divisions and resident offices within theater to design and execute major construction projects during peacetime. The Military Traffic Management Command (MTMC) serves as the USTRANSCOM executive agent for moving and sustaining unit equipment by surface from CONUS into theater for all services. USAMC is the Army's provider of Army-unique logistical support. USAMC may establish elements of the LSE in the theater to enhance communications between the Army in theater and CONUS-based, USAMC-supporting organizations, as well as USAMC operations in theater.

### SPECIAL OPERATIONS FORCES

The vast majority of special operations in a theater of operations are joint special operations. Since the SOC evaluates the SOF support requirements in terms of the total SOF capability, SOF from other services may

support Army operations. It is therefore appropriate to briefly discuss the inherently joint SOF organizations available to support theater operations.

## THEATER SPECIAL OPERATIONS FUNCTIONS

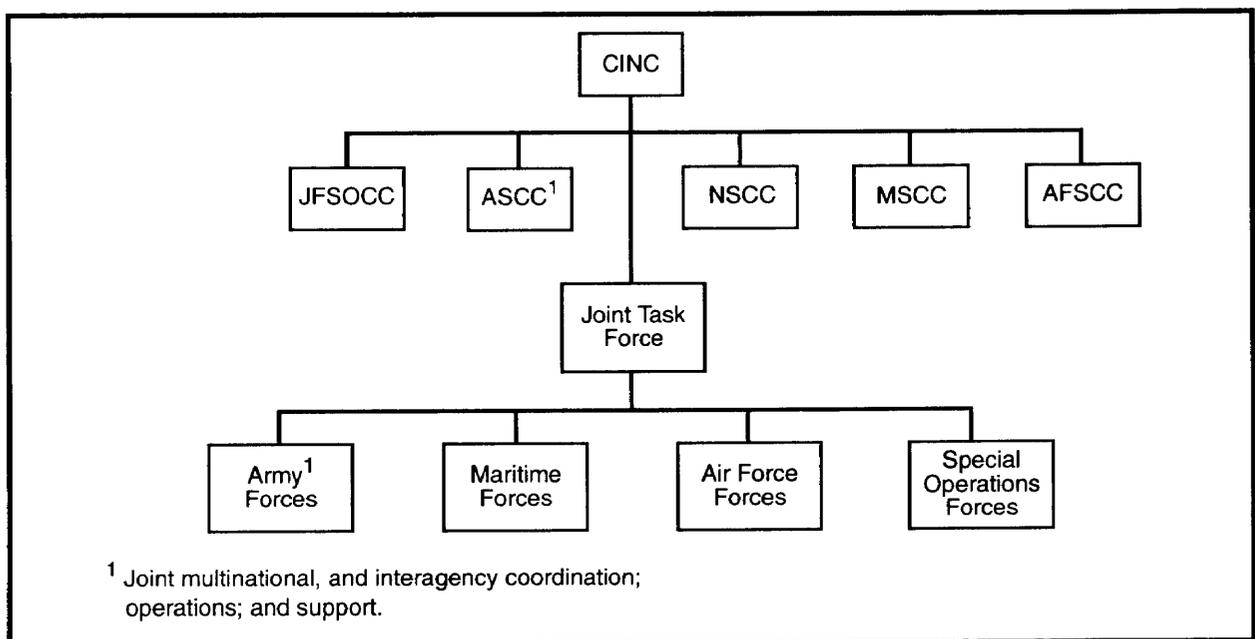
Special operations require centralized, responsive, and unambiguous C<sup>2</sup>, which is achieved through a joint operational headquarters exercising OPCON of SOF. Since special operations are conducted continuously (peacetime, conflict, and war), a permanent structure is necessary. To provide the necessary unity of command, each theater combatant commander has elected to establish a subordinate unified command for SOF (see Figure A-26).

These commands—the theater SOCs—are the principal joint headquarters through which the theater CINC's exercise COCOM or OPCON of SOF within their theaters. The commander of the SOC (COMSOC) is also the permanent theater JFSOCC since the SOC has a functional basis. His duties include those of a subunified commander (joint SOF) and a functional component commander (SOF component of a joint operation). These basic duties, as described in Joint Pubs 0-2 and 3-0, are subject to modification by the theater CINC. They include—

- Exercising OPCON over forces assigned or attached.
- Conducting continuing operations.
- Advising the proper employment of SOF.
- Coordinating special operations planning, conduct, and support.

To perform his four basic duties, the JFSOCC organizes the special operations units to—

- Perform deliberate and time-sensitive planning.
- Conduct special operations as directed.
- Organize assigned and attached forces.
- Coordinate special operations with conventional operations.
- Participate in the joint targeting process.
- Obtain special operations intelligence support.
- Establish and maintain effective liaison.
- Plan and conduct joint and multinational special operations training exercises.
- Allocate SOF resources and establish SOF sustainment priorities.
- Coordinate and monitor sustainment of SOF.
- Coordinate and monitor establishment and sustainment of SOF operational project stocks.
- Exercise technical control over SOF communications.
- Identify and articulate theater SOF requirements to the theater CINC for transmission to USCINCSOC.



**Figure A-26 Special Operations Location**

The COMSOC is the JFSOCC for the theater combatant commander. He commands the SOC and is the principal special operations advisor in theater. As COMSOC, he reports directly to the theater combatant commander and exercises OPCON of theater SOF. He may form subordinate headquarters as required. This may include the formation of a JSOTF. JSOTFs may remain OPCON to COMSOC or be placed OPCON to other subordinate commanders (normally a JFC) to perform missions of limited scope or duration. Figure A-27 illustrates a theater with a joint special operations aviation component command (JSOACC).

COMSOC must be familiar with the day-to-day issues working within the theater combatant command. The COMSOC may also serve as a special staff officer. In this situation, he may appoint a deputy to represent him permanently on the staff. A typical SOC is based upon standard joint staff functions. Ideally, each theater should have adequate, experienced SOF personnel to staff the SOC. If the JFSOCC lacks the manpower to fill these positions, he must coordinate for external support or extend his resources to cover all required functions (for example, a combined J3/5).

### SUBORDINATE C<sup>2</sup> ORGANIZATIONS

Organization of SOF subordinate to the JFSOCC—ARSOF, Air Force special operations forces (AFSOF), and Navy special operations forces (NAVSOF)—differ, depending upon the situation, theater of employment, and requirements of applicable OPLANs and CONPLANs. Below the SOC, organization normally takes place along service or functional lines but also may take the form of independent JSOTFs tasked to complete specific missions (see Figure A-27).

### FUNCTIONAL C<sup>2</sup> ORGANIZATION

The COMSOC may choose to organize subordinate forces along functional lines. Functional components may be used in lieu of or in combination with service components. One of the most commonly used special operations functional organizations is the JSOACC. The JSOACC is the subordinate commander within a SOC or JSOTF responsible for planning and executing joint special operations aviation missions and for

coordinating and deconflicting special operations aviation and conventional air operations. (SOC includes Air Force and Army platforms.) The JSOACC is normally the commander of the special operations aviation (SOA) component providing the preponderance of SOA forces, or the one most capable of conducting, commanding, and controlling special operations missions. Depending upon the mission, the JFC may assign OPCON or TACON of conventional air assets to the JFSOCC, who may exercise the authority through the JSOACC.

### JOINT SPECIAL OPERATIONS TASK FORCE

The NCA, theater CINC, or COMSOC may form a JSOTF. JSOTFs may be small and temporary or large and enduring, depending upon the national or theater objective. They may be formed from theater SOF, theater SOF augmented by or augmenting headquarters assigned or attached for a specific mission, or SOF external to the theater. They may be formed around an existing service force structure. For example, to accomplish a series of related DA missions, the COMSOC may designate a Naval special warfare task group

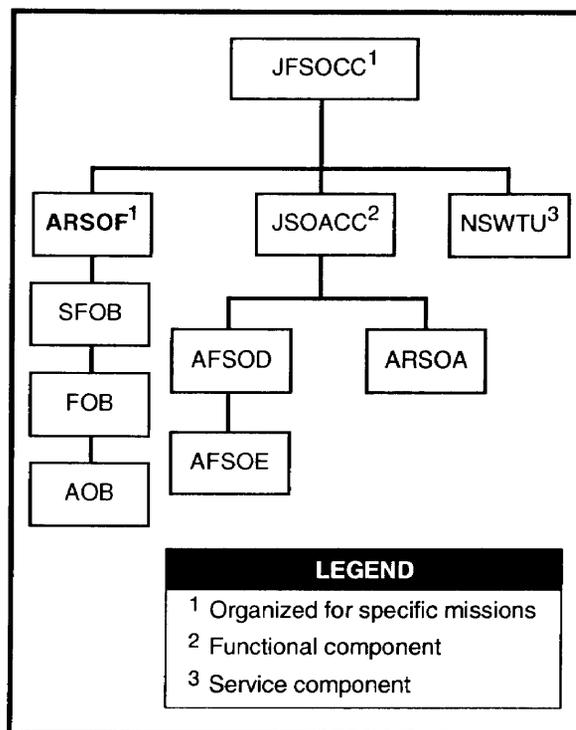


Figure A-27. Theater Arrangement with a JSOACC

(NSWTG) as the nucleus of a JSOTF headquarters. The NSWTG would require ARSOF and AFOSF augmentation to function effectively in this situation. The JSOTF is normally dissolved after its mission is completed.

### PSYCHOLOGICAL OPERATIONS FUNCTION

The operational-level PSYOP organization plans and conducts authorized PSYOP activities and implements worldwide support of all nonmobilization contingencies during crises and open hostilities short of declared war. This organization also develops, coordinates, and executes peacetime PSYOP activities. In addition, should war be declared, the operational-level PSYOP organization assists in planning and executing strategic and operational PSYOP for the theater CINC. Figure A-28 depicts the operational-level PSYOP function.

In MOOTW and conflict, the active component PSYOP organization deploys to the theater to provide a planning cell and assume the duties of the senior PSYOP headquarters. This mission is continued until US Army Reserve (USAR) units are mobilized and the appropriate reserve component PSYOP organization arrives and assumes those duties. As these units arrive, they are placed under OPCON of the senior PSYOP headquarters and assigned to their predetermined subordinate commands. OPCON is normally retained at the senior PSYOP headquarters with TACON being passed to the appropriate unit. Examples of PSYOP support to conventional operations include—

- Assessing the psychological impact of military operations.

- Analyzing target audiences in the objective area.
- Advising the commander or mission director of possible PSYOP COAs.
- Developing and conducting PSYOP to support military operations.
- Countering hostile propaganda.
- Supporting commander's information and awareness programs.
- Supporting, planning, or conducting deception operations.
- Providing target audience intelligence, regional and language expertise, and a means for disseminating information and products that describe the intent of military operations.
- Supporting commander's handling of EPW and civilian internees.

### THEATER CHEMICAL FORCE FUNCTION

Chemical forces perform combat functions in wartime and offer a variety of mission capabilities in MOOTW. The focus at the functional level allows task organizations of the correct mix of forces to accomplish the mission. Chemical mission areas fall into the following categories:

- NBC defense.
- Smoke and obscurants.
- Temporarily disabling techniques and technologies.
- Flame.

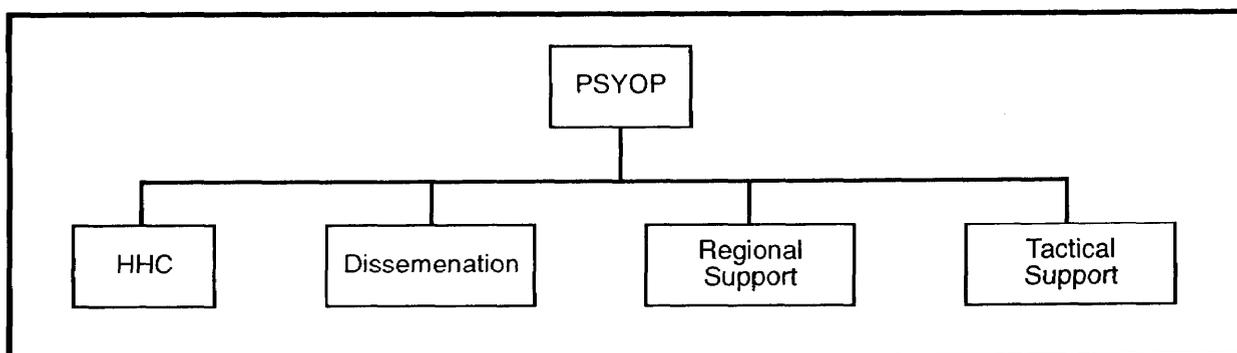


Figure A-28. Operational-Level PSYOP Function

Chemical units are indispensable to operations. They offer a range of capabilities necessary to a versatile force. They can support operations as individuals, teams, or units. A mix of different units (decontamination units, NBC reconnaissance elements, smoke units, and biological identification/detection [BIDS] units) is often necessary to achieve the proper balance of capabilities—force protection and mission accomplishment. Forces deployed in countries with WMD or chemical industrial complexes require support from both NBC battle staffs and units.

A chemical C<sup>2</sup> organization can provide battle command for a variety of supporting units. It can provide training support and technological and consultative operations for nuclear accident- and incident-response operations and chemical accident- and incident-response operations that involve NBC material, flammable and combustible substances, and industrial chemical hazards. NBC reconnaissance units are equipped to conduct surveys and determine the type and extent of toxic contamination with mobile, real-time analysis. NBC reconnaissance and decontamination units perform chemical and

nuclear hazard surveying, detection, identification, monitoring, and personnel and equipment decontamination.

Smoke units, both mechanized and motorized, provide large-area smoke and obscurant support. Additional capabilities include providing local security, vector control, limited water transfer, spray, storage, limited personnel showers, and limited firefighting. Chemical units can provide training and consultation in—

- Use of defoliants.
- Employment of riot control agents.
- Use of smoke and obscurants.
- Construction and employment of flame field expedient devices and commercial chemical threats.
- Collection, packaging, storage, disposal, and cleanup of hazardous materials and wastes.

FMs 3-100 and 3-101 provide details on missions and mission requirements.

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## Appendix B

### Subordinate Campaign Plan Model<sup>1</sup>

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**CAMPAIGN PLAN:** (Number or code name)

**References:** Maps, charts, time zones (zulu), and other relevant documents

**COMMAND RELATIONSHIPS.** Briefly describe the command organization (composition and relationships) for the campaign/subordinate campaign. Include detailed information in the command relationships annex (see also paragraph 5a).

**1. Situation.** Briefly describe the politico-military situation that the plan addresses (see commander's estimate).

a. **Theater Guidance.** Provide a summary of directives, letters of instruction, memorandums, or theater war plans that apply to the plan, including a theater campaign plan received from the theater commander.

(1) Relate the theater commander's strategic intent to operational requirements in the theater of operation or joint operations area, including its subregional space and multinational elements.

(2) List the theater commander's strategic and operational objectives and tasks assigned to the subordinate command.

(3) List actions that are prohibited or required by higher authority (ROE and so forth).

(4) Include predeployment (C-Day) actions as necessary.

b. **Enemy Forces.** Provide a summary of pertinent intelligence data, including information on the following:

(1) Composition, location, disposition, movements, and strengths of major enemy forces that can influence action in the theater of operations or joint operations area.

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<sup>1</sup>Joint Pub 5-0 describes how campaign logic and principles fit into OPLAN format and the JOPES process. Joint Pub 5-03-series further explains the process, including models of planning, messages, estimates, and OPLANs/CONPLANS.

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- (2) Operational concept (if known), to include the enemy's perception of friendly vulnerabilities and the enemy's intentions regarding those vulnerabilities.
- (3) Major operational objectives.
- (4) Commander's idiosyncrasies and doctrinal patterns.
- (5) Operational and sustainment capabilities.
- (6) Vulnerabilities related to the enemy's center of gravity.

**NOTE:** Assumed information should be identified as such. Reference may be made to the intelligence annex for detailed information.

- c. **Friendly Forces.** State information on friendly forces not assigned that may directly affect the command.
    - (1) Mission of higher, adjacent, and supporting US commands.
    - (2) Mission of higher, adjacent, and supporting allied or other coalition forces.
    - (3) Protection of own operational center of gravity or other critical elements.
  - d. **Assumptions.** State assumptions applicable to the plan as a whole. Include both specified and implied assumptions.
  - e. **Legal Considerations.** State laws or agreements binding on the plan.
  - f. **Public Affairs Considerations.** Identify impact of global visibility, public interest, and media presence on the plan.
- 2. Mission.** Integrate the operational objectives and tasks of the command and their purposes and relationships to achieve the theater strategic objectives (who, what, when, where, and why).
- 3. Joint Operations.**
- a. **Operational Concept.** Integrate the fundamentals of the campaign into a who, what, where, and how statement of operational intent. Restate the assigned operational concept for each phase of the theater strategic concept. Include the phased sustainment of major forces in the command. Include other concepts such as deception and psychological warfare during the subordinate campaign. State how the joint operations are a part of the CINC's unified operations. Include all aspects of operational design. State how operational advantage is to be achieved.
    - (1) Subordinate organization.
    - (2) Operational objectives.
    - (3) Maneuver (operational).
    - (4) Fires (operational).
    - (5) Phases of campaign, major operation, or battle.
    - (6) Timing.

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**b. Phase 1.**

- (1) Operational or tactical concept. Include operational or tactical objectives, scheme of maneuver, and timing for this phase.
- (2) Forces required by function or capability. Consider Army, Navy, Air Force, Marine Corps, Coast Guard, and special operations and space forces.
- (3) Tasks of subordinate commands and adjacent components.
- (4) Reserve forces location and composition. State "be prepared" missions.
- (5) Fires. Include general missions and guidance to subordinates and components. Ensure that fires are complementary.
- (6) Mobility. Consider transportation; ports; lines of communication; transit and overflight rights; reinforcement, reception, and onward movement; and host nation support arrangements.
- (7) Annexes. Reference all annexes relating to each phase of the concept of operation. Such references show how activities such as deception, psychological operations, nuclear operations, special operations, rules of engagement, airspace management, interdiction operations, mine warfare operations, and so forth, relate to the overall concept.
- (8) Deployment. State briefly how deployments of units, replacements, and supplies into the theater affect the sequencing of operations. Include the details of such deployments in paragraph 4 and/or a logistics annex.

c. **Phases II through IV.** Cite information as stated in each subsequent phase. Provide a separate phase for each step in the subordinate campaign, at the end of which a major reorganization of forces may be required and another significant action initiated.

d. **Coordinating Instructions.** If desired, place instructions here that apply to two or more phases or multiple elements of the command. The execution checklist may be placed in an annex.

4. **Logistics.** Give a brief, broad statement of the sustainment concept for the campaign, with information and instructions applicable to the campaign by phase. The concentration of logistics in phases must be concurrent with operational phases. This information may be issued separately and referenced here. At a minimum, this paragraph should address the following:

- a. Assumptions (including coalition requirements).
- b. Supply aspects.
- c. Maintenance and modifications.
- d. Medical service.
- e. Transportation.
- f. Base development.
- g. Personnel service support.

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- h. Foreign military assistance.
- i. Administrative management.
- j. Lines of communication.
- k. Reconstitution of forces.
- l. Joint and multinational responsibilities.
- m. Sustainment priorities and resources.
- n. Interservice responsibilities.
- o. Host nation considerations.

**5. Command and Signal.**

**a. Command.**

- (1) Command relationships. State generally the command relationships for portions of the campaign or the entire campaign. Indicate any shifts of command contemplated during the campaign, indicating the time of the expected shift. These changes should be consistent with the operational phasing in paragraph 3. Give the location of the commander, command posts, and succession to command.
- (2) Delegation of authority.

**b. Signal.**

- (1) Communications. Plans of communications may refer to a standard plan or be attached in an annex. Include the time zone to be used; rendezvous, recognition, and identification instructions; code; liaison instructions; and axis of signal communications as appropriate.
- (2) Electronics. Plans of electronic systems may refer to a standard plan or be attached in an annex. Include electronic policy and other information as appropriate.

(Signed) \_\_\_\_\_  
(Commander)

**ANNEXES:** As required (see Joint Strategic Capabilities Plan and theater campaign plan)

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Appendix C  
Major Operations Plan Model  
Operational-Level<sup>1</sup>

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Place of Issue  
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**MAJOR OPERATION PLAN:** (Number or code name)

**References:** Maps, charts, and other documents

**TASK ORGANIZATION/COMMAND RELATIONSHIPS:** Briefly describe the organization of the Army in theater to support the CINC's long-range strategy and campaign plan, specifically identifying the command conducting the operation. In a plan for a major operation composed of several phases, put the task organization in a separate annex (Annex A) that also outlines command relationships and their changes, if any, as the operation progresses from one phase to the next. Include task organizations for Army component support to contingencies in the annexes referring to the plans for those operations. The structure of Annex A deals with the following factors:

- a. **Civil-Political Relationships.** Embassies, country teams, non-DOD US Government agencies (CIA, Drug Enforcement Agency [DEA], Agency for International Development [AID]).
- b. **Multinational Force Relationships.** Host nations, allies, forces from regional/treaty organizations.
- c. **Joint Relationships.** DOD agencies (DIA, National Security Agency), unified and specified commands (subunified commands and JTFs when appropriate), other services in uniservice roles.
- d. **Relationships with Other Army Commands.** HQDA, USAMC, US Army Training and Doctrine Command (TRADOC), other CONUS MACOMs, and their stovepipe organizations in the theater and army components of other unified commands.
- e. **Army in Theater Relationships.** The structure that reflects unity of command within the ASCC or ARFOR.
  - (1) Army components of subunified commands and JTFs.
  - (2) Functional commands.

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1. This OPLAN format conforms to the format delineated in Joint Pub 5-03.2, as amended by CJCS Instruction 3122.03 *JOPES*, Volumes I and II (draft) and FM 101-5, *Command and Control for Commanders and Staffs* (final draft), August 1993.

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- (3) Area commands.
- (4) Major combat and combat support organizations directly under ASCC command in peacetime.
- (5) Army organizations providing operational-level support to the BCE and ACEs.
- (6) ARSOF, especially the theater army special operations support center.

1. **Situation.** Thoroughly describe the operational environment as well as appropriate aspects of the strategic environment in which the major operation will be conducted. Include tactical information for the early phases of the operation. Refer to command and staff estimates, country studies, or OPLANs. Designate the *trigger event* that signals execution of the OPORD.

- a. **Intelligence.** Use this subparagraph to refer to a separate intelligence annex (Annex B) or the intelligence estimate. The two main components should include the following:
  - (1) A summary of information concerning the area of operations, which consists of—
    - (a) A strategic overview of the area, to include its climate, politics, geography, topography, demography, economics, and social/cultural factors.
    - (b) Specific, localized information about conditions affecting the early phases of the operation, especially if a forced entry is anticipated. Include weather, key terrain, observation, cover and concealment, obstacles, avenues of approach, drop zones, landing zones, and beach and hydrographic data.
  - (2) A description of the enemy, which consists of—
    - (a) Strategic and operational factors such as the political roots and objectives of enemy activity, personalities, outside support, sanctuaries, logistics capabilities, levels of training and combat experience, morale, strategic and operational centers of gravity, and vulnerabilities to PSYOP.
    - (b) Factors of immediate concern during the early phases of the operation such as locations, strengths, weapons systems, tactical capabilities, reserves, mobility.
    - (c) Information about the military strengths of nations not allied or affiliated with US forces. Include order-of-battle information, numbers of major weapons systems, personalities of leaders, levels of training, or combat experience and affiliation with major hostile powers.
- b. **Friendly Forces.** Provide information on friendly forces that may affect the execution of the plan being put forth. These effects may impact directly on the command or on the organizations subordinate to that command.
  - (1) Task organizations/command relationships. State the mission and applicable parts of the concept of operation of the joint or

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multinational command to which the ARFOR is subordinate. They will normally be as stated in the theater campaign plan. Provide sufficient detail so that key individuals know and understand the higher, joint, or multinational commander's intent, the *end state* desired at the conclusion of the campaign, and how their actions mesh to attain joint or multinational goals.

- (2) Higher headquarters. Include the mission, concept, and intent of the unified/joint theater CINC. His charter is to further US interests in the theater and should be stated so that the ASCC/ARFOR, his staff, and subordinates know and understand the part they play in achieving the CINC's strategic aim.
  - (3) HQDA. Describe the missions, concepts, and intents of HQDA as they pertain to the theater. In peacetime, the ASCC is a MACOM responding to CINC direction as well as to HQDA for Title 10 responsibilities. Include references to Army regulations or other service authorities.
  - (4) Other service components. Highlight the roles of the Navy, Air Force, and Marine Corps components of the unified command.
  - (5) Joint, unified, and specified commands and DOD agencies. Highlight the roles of other commands that affect the operations in this theater.
  - (6) Multinational forces. Highlight the organization, capabilities, and activities of friendly nations in the theater, with emphasis on their military forces. State their roles and missions in support of the CINC's objectives to further US policies.
  - (7) Special operations forces. Describe the activities of SOF in the region that affect the operation.
  - (8) US Coast Guard. Describe the role of the Coast Guard in the theater, especially its counternarcotics role.
  - (9) Department of State. Highlight the contributions of US embassies and country teams in the theater as they affect and interface with elements of the ASCC/ARFOR.
  - (10) Other non-DOD US agencies. Describe the activities of US Government agencies not included in country teams, such as DEA and AID, as they affect Army operations.
- c. **Attachments and Detachments.** Highlight critical elements of the Task Organization/Command Relationship section (Annex A).
- d. **Assumptions.** Provide a summary of the conditions and situations that must exist when the OPLAN becomes an OPORD. They include predictions and presumptions concerning the following:
- (1) Conditions within host countries and other nations in the region.
  - (2) Consistency of US policy for the region such as the application of the *War Powers Act*.
  - (3) Involvement by hostile powers, both from outside and within the region, in the internal affairs of nations in the theater.

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- (4) Effects of US actions in the theater on relations with nations outside the theater.
- (5) Adequacy of interagency support.
- (6) Bilateral and multilateral consensus on the degree or extent of common threats, for example, the narcotics trade, and required actions.
- (7) Availability of resources.
- (8) Warning times.
- (9) Times and locations of anticipated hostile actions.
- (10) Anticipated political situations in the host nation and neighboring nations.
- (11) The timing of political decisions in friendly nations.
- (12) The timing of the release of the use of special weapons.

2. **Mission.** Provide a clear, concise statement of the tasks to be achieved in all phases of the major operation. Include the commander's visualization of the end state to be achieved. Examples are restoration of an international boundary, defeat of enemy armed forces, or clearing of hostile armed forces from a given geographical area. If for an MOOTW, provide a clear statement of the long-range, continuing aim of the theater army. Summarize tasks assigned by the CINC, tasks directed by HQDA, and tasks derived from the commander's analysis of the environment and his understanding of his superiors' intent. Unlike the single-paragraph narrative common to the mission statement for a wartime operation, the MOOTW mission statement is usually a list of tasks. These tasks may include the following:

- a. Plan and organize for transition to war.
- b. Support and sustain ARFOR and other designated forces.
- c. Protect the force, its personnel, and family members.
- d. Train ARFOR to maintain readiness.
- e. Participate in security assistance efforts.
- f. Conduct Army intelligence activities in conjunction with joint and multinational intelligence efforts.
- g. Plan for, rehearse, and participate in contingency operations and responses to crises. Plans for such operations may be included as annexes and generally conform to the format for an OPORD for an ARFOR in a conflict situation. Such peacetime operations include the following:
  - (1) Security assistance.
  - (2) Nation assistance.
  - (3) Search and rescue.
  - (4) Humanitarian assistance.
  - (5) CA.
  - (6) NEO.

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- (7) Peacekeeping.
- (8) Show of force.

**3. Execution.**

- a. **Commander's Intent.** Provide a statement, in general terms, of the commander's visualization (from start to finish) of the mission accomplishment by his command. This subparagraph links the mission to the concept of operations. It binds all subordinate activities to the overall objective.
- b. **Concept of Operations.** Describe the commander's visualization of how the mission will be accomplished, to include his intent for the employment of the command as a whole. At the operational level, divide the concept into phases; the commander will specify the *end state* for each phase so that subordinates know his intent for each phase. The *trigger event* for the transition between phases is the achievement of some intermediate goal. This knowledge will permit subordinates to plan *branches* within their own plans. The subordinate commanders are empowered to demonstrate initiative in supporting the achievement of the commander's stated end state. The commander and his subordinates can also execute *sequels* within and at the conclusion of phases, depending on the outcome of battles and engagements. Include an operations overlay (Annex C) and the deception plan (Annex D) in the concept.
  - (1) Phase I. The first operational phase of a contingency is usually the detailed preparation of the command to execute the operation. In a highly charged, time-sensitive environment characterized by political maneuvers from a diplomatic posture, the commander prepares his concept by—
    - (a) Organizing his staff to conduct the proposed operation and integrating those augmentation cells from other components and agencies and subordinate Army units.
    - (b) Establishing liaison with the host nation, with the unified command responsible for the target area, with other unified and specified commands (especially those involved in deployment), with SOF already in the target area, and with appropriate US Government agencies.
    - (c) Negotiating status of forces agreements, constraints (Annex E), and ROE (Annex F) for the proposed operation with the host nation, in coordination with DOS and appropriate embassies and country teams.
    - (d) Establishing or preparing to establish intermediate staging bases in the target region and directing the repositioning of supplies and equipment.
    - (e) Conducting necessary operations to support political and diplomatic initiatives or to rehearse for the planned major operation.

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- (f) Ordering his subordinate organizations to prepare to execute the major operation.
  - (g) Stating the commander's concept to attain the end state for this phase by the command as a whole.
  - (h) Setting forth the commander's scheme of operational maneuver, including close battle, deep battle, and rear operations when appropriate.
  - (i) Describing how operational fires will be employed. Include a phased fire support annex (Annex G) to show complex arrangements for fire support, including priorities of fires and targeting. Augment the annex with appendixes for air support, chemical support, field artillery support, naval gunfire support, and nuclear fires.
  - (j) Including air defense (Annex H), electronic warfare (Annex I), engineer support (Annex J), and PSYOP (Annex K), rear operations (Annex L), protection of forces and means (Annex M), provost marshal functions (Annex N), public affairs (Annex O), and space operations (Annex P).
  - (k) Using the subsequent subparagraphs to direct tasks for subordinate units not already covered in the concept for this phase.
  - (l) Stating the initial location and tasks for the reserve. Propose the employment of the reserve in taking advantage of branches and sequels.
  - (m) Providing coordinating instructions applicable to two or more subordinate elements. If reinforcements from outside the theater will impact on operations, include that impact here. Also include instructions for linkups with SOF or ground units involved in the deep battle.
- (2) Phase II. The second operational phase is the execution of the operation itself. It can be composed of several phases (deployment, force entry, force buildup and combat operations, decisive combat operations and achievement of end state). In this phase, the commander—
- (a) States his concept in detail to attain the phase's end state by the command as a whole. In his narration of the step-by-step execution of the phase, he specifies exactly which subordinate and supporting units will accomplish each operational or tactical task.
  - (b) Sets forth the scheme of maneuver, as well as the deployment scheme, to attain initial objectives. Where appropriate, the scheme should include the forcible insertion of combat elements and necessary C<sup>2</sup> elements and their accompanying support.
    - 1. Changes in the form of maneuver.
    - 2. Changes in the nature of the operation.

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- 3. Major regrouping of forces.
- 4. Significant changes in enemy capabilities.
- (c) Prescribes the employment of fires necessary to attain initial objectives according to the fire support Annex (Annex G). The annex includes targeting priorities and priorities of fire and may be augmented by appendixes for air support, field artillery support, and naval gunfire support. In this subparagraph or its annex, also include joint interfaces such as the joint targeting board (JTB) and the BCE.
- (d) Includes provisions for air defense (Annex H), electronic warfare (Annex I), engineer support (Annex J), PSYOP (Annex K), rear operations (Annex L), protection of forces and means (Annex M), provost marshal functions (Annex N), public affairs (Annex O), and space operations (Annex P).
- (e) In subparagraphs subsequent to (d) above, includes direct tasks for subordinate units not already covered in the phase concept.
- (f) If appropriate, states the location and tasks for the reserve. This subparagraph proposes the employment of the reserve in taking advantage of *branches* and *sequels*.
- (g) Includes coordinating instructions that apply to two or more subordinate elements. Also includes link-up procedures between the force and forces already in the operation, if appropriate.
- (3) Phase III. The third operational phase is the consolidation of the results of a successful end state for this phase. It does not contain the detail of the preceding phases. In this phase, the commander includes instructions for the—
  - (a) Redeployment of combat forces to their original locations.
  - (b) Deployment of CA, MP, engineer, medical, or other types of units necessary to restore peacetime stability to the target region in case a continuing US military presence is required.
  - (c) Modification of the residual force's relations with US Government agencies and the host nation to aid in the transition to peacetime stability.
- c. **Tasks for Major Subordinate Commands.** Set forth tasks that encompass two or more phases of the major operation in a subparagraph for each major subordinate command.
- d. **Coordinating Instructions.** Provide instructions appropriate to two or more phases of the operation. Coordinating instructions may include—
  - (1) Airspace management procedures. Include the formation of an A<sup>2</sup>C<sup>2</sup> cell and its relation with the theater airspace control authority.
  - (2) Operational fires planning guidance. Refer to a separate annex (Annex G).
  - (3) Force-protection guidance. Refer to a separate annex (Annex M). Include the mission-oriented protection posture (MOPP) levels.

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- (4) Times, events, or situations that signal the transition between phases.
- (5) Constraints (Annex E). Operations in situations short of general war are usually constrained significantly by factors other than military ones. Describe such limitations on military actions in an annex detailing the provisions of treaties, agreements, and conventions governing the political, humanitarian, and informational limits on the military effort.
- (6) Rules of engagement (Annex F). In addition to constraints imposed by international agreements, certain self-imposed ROE govern the use of military forces and certain weapons effects during the major operation.
- (7) Times, events, or situations that signal the transition between phases.
- (8) Resource management guidance.
- (9) Training guidance. Refer to a separate annex (Annex Q).
- (10) Operational planning guidance.
- (11) Space operations planning guidance (Annex P).
- (12) Public affairs operations (Annex O).

4. **Support.** Provide operational support instructions that are of primary interest to the elements being supported. An ARFOR without its own inherent logistical organization will refer to the administrative/logistical plan of the ASCC for detailed procedures on how operational-level support elements and other subordinate elements may receive support from operational-level support organizations. In this paragraph or in a support annex (Annex R), the ARFOR commander describes those support matters necessary to accomplish the combat mission of his force. He must ensure that support plan phases coincide with OPLAN phases.

- a. Even without an integral support organization, the ARFOR commander may choose to include the following subjects in his plan's support paragraph or annex.
  - (1) Priorities of supply and maintenance.
  - (2) Submission of materiel status reports.
  - (3) Controlled supply rate for Class V.
  - (4) Prescribed nuclear load.
  - (5) Chemical munitions allocations.
  - (6) Designations of LOCs.
  - (7) Labor policies (use of EPW, civilian labor).
  - (8) Medical evacuation policies.
  - (9) Personnel strength reports.
  - (10) Replacement policies and priorities.
  - (11) Reconstitution.

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- (12) Reception and onward movement of reinforcements.
  - (13) NEO.
  - (14) CA.
  - (15) Host nation considerations.
  - (16) Public affairs.
- b. If a support organization is placed under command of an ARFOR, include the detailed information normally found in the ASCC plan.
  - c. Identify support, such as labor, transportation, and facilities from host nations and friendly third countries. Set forth in detail the procedures for making use of these resources.
  - d. Include procedures for ASCC support of contingency forces from CONUS or other theaters.
  - e. Highlight routine daily force sustainment, to include the operation of installations and military communities.
- 5. Command and Signal.**
- a. **Command.** Provide information concerning command post locations, succession of command, and liaison requirements.
  - b. **Signal.** In this subparagraph or its supporting annex (Annex S), describe communications procedures and priorities such as radio silence, CEOI, codes, and interface with joint or multinational communications nets.

(Signed) \_\_\_\_\_  
(Commander)

**ANNEXES:**

A - Task Organization/Command Relationships. This annex is presented in phases. For each phase, list commands directly subordinate to the headquarters issuing the OPLAN as major headings. Indent, under the title of each direct subordinate command, the direct subordinates of that command in the order prescribed in FM 101-5, Appendix G. In a numbered army, include corps and maneuver organizations smaller than corps directly under army control, army field artillery air defense units, and other EAC organizations. Additionally, this annex—

- Describes the relationships of the headquarters issuing the order with its higher headquarters/authority and its special relationships with non-DOD US Government agencies (embassies, country teams, DEA, CIA).
- Describes relationships with host nations and with forces from regional/treaty organizations, to include their integration into the overall force structure.
- Unambiguously sets forth the relationships discussed in FM 100-7. The commander issuing this order may be the JFC whose existing army headquarters is the nucleus of the headquarters of the JTF. The

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commander may be the commander of ARFOR as discussed in Chapters 2 and 6 of FM 100-7, with the responsibility for the operational and tactical employment of ground forces. The commander may be the CJTF's Army component commander, with command less OPCON of ARFOR. Separate headquarters may be designated to perform each of the three functions, or a single headquarters may perform two, or even all three, functions: JTF headquarters, ARFOR headquarters, and Army component headquarters.

B - Intelligence. This annex includes the following information:

- Analysis of the AO. Climate, geography, political matters, aspects of economics, and social/cultural affairs affecting the operation.
  - Strategic factors.
  - Operational/tactical factors.
- Enemy situation. Strengths, vulnerabilities, capabilities, dispositions, personalities.
  - Strategic factors.
  - Operational/tactical factors.
- Essential elements of information.
- IPB, to include acquisition tasks.
- Counterintelligence.
- Intelligence administration. Handling of prisoners of war, documents, materiel, and intelligence reports.
- Joint/multinational intelligence links. Interface with the ASCC's ACE to provide for the collection, analysis, and dissemination of information by allies, US strategic means, and joint sources.

C - Operations Overlay. A graphic representation of the concept of operations.

D - Deception. This annex includes a description of the deception objective, the deception story, resources available, excerpts of higher headquarters deception plans, and the active and passive deception measures to be taken by subordinate organizations.

E - Constraints. This annex contains those political, humanitarian, economic, and social/cultural limitations on the application of military power during the operation. It references US laws and treaties, conventions, and international agreements. This annex includes restrictions on the use of certain weapons, limitations on tactical methods, or entry into certain areas. It may prescribe the seizure and retention of certain objectives for political and psychological reasons or the mandatory use of allied or multinational forces in certain situations. This annex includes policies of nations in or near the target area that may inhibit military actions.

F - Rules of Engagement. This annex contains those guidelines to subordinate and supporting organizations regarding the rules for the control of forces and their weapons systems. The security of the force and its personnel is balanced against the need to prevent the employment of undue or excessive military force.

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**G - Fire Support.** This annex describes the concept for synchronizing operational fires with operational movement and maneuver. It includes priorities of fires, targeting considerations, and control measures. Its phases coincide with those of the OPLAN. It is augmented by appendixes.

- Air Support.** This appendix outlines the major roles and tasks to be carried out by air elements, priorities of allocations for CAS and battlefield air interdiction, specific control arrangements, and procedures for the operational SEAD.
- Field Artillery.** This appendix describes the organization for combat, missions for field artillery formations providing operational fires, and timing of attachments and detachments or changes in artillery unit missions.
- Naval Gunfire.** This appendix describes the concept for employment of naval gunfire, allocation of observers or spotters, allocations or missions of ships, and limitations and control measures peculiar to naval gunfire.
- Chemical Support.** This appendix includes the concept of employment for chemical weapons and the prescribed chemical load.
- Nuclear Support.** This appendix includes the concept of employment for nonstrategic nuclear weapons (NSNW), to include coordinating instructions for nominating NSNW targets, controls, and constraints; preclusion data for collateral damage and troop safety; arrangements for the initiation of nuclear operations; and procedures for integrating conventional weapons with NSNW.

**H - Air Defense.** This annex includes the joint or multinational air defense organization, organic and supporting air defense capabilities, ROE, weapons control procedures, and enemy air capabilities.

**I - Electronic Warfare.** This annex includes the EW mission, enemy EW capabilities, defensive and offensive EW measures, and coordination with other parts of the OPLAN (deception, communications, PSYOP, operational fires).

**J - Engineer.** This annex includes priorities of engineer work to mobility, countermobility, and survival tasks. It also includes planning and execution of operational obstacles and barriers, engineer organization for combat, and engineer tasks for subordinate organizations.

**K - Psychological Operations.** This annex refers to the intelligence annex, designates PSYOP targets, and describes the PSYOP plan, to include its integration into higher headquarters plans and deception plan operations or related tasks for subordinate units.

**L - Rear Operations.** This annex contains instructions for the protection of the designated rear area in the host country and neighboring friendly countries from all levels of threats. It designates a joint/multinational rear area coordinator, usually the ASCC, and outlines provisions for the defense of bases, base clusters, and other facilities, using assigned and attached units, host country resources, and, if necessary, tactical combat forces.

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M - Protection. This annex contains instructions for the protection of bases, installations, military personnel, family members, and other US nationals in the theater from terrorism, natural disasters, and other dangers.

N - Provost Marshal. This annex prioritizes the four MP battlefield missions for employed MP forces: area security, battlefield circulation control, EPW operations, and law enforcement. It should correlate with Annex M (Protection) and Annex F (Rules of Engagement).

O - Public Affairs. This annex contains guidance for facilitating the media effort to cover the operation and for supporting the information needs of the soldiers and their families.

P - Space Operations. This annex describes planned and available space support to the OPLAN. It explains how to obtain and coordinate space support, in addition to listing operational constraints and shortfalls.

Q - Training. This annex contains guidance for the multinational, joint, and service training of individuals and units assigned or attached to the theater army.

R - Support. This annex spells out in detail the necessary support for subordinate formations to accomplish their missions. The information is keyed to the phases of the OPORD when appropriate. The annex prescribes priorities of supply and maintenance, requirements for submission of reports, and sources of support (units in the force itself, the host nation, or the Army component of the unified command in the region). This annex is organized in categories and may be presented in separate appendixes if necessary.

- Supply. Levels for each class of supply at organizational, direct support, and general support echelons. Location of MMC, map, and water supply.
- Transportation and Movements.
  - Strategic movements. Coordination with TRANSCOM and other services for airlift and sealift.
  - Establishment of intermediate staging bases.
  - Movements in operational area. Ports, airfields, railroads, airlift, LOCs.
  - Location and functions of the MCC.
- Services.
  - Construction.
  - Graves registration.
  - Field services.
  - Explosive ordnance disposal.
  - Local procurement and contracting.
  - Postal.
- Labor.
- Maintenance.
- Medical evacuation and hospitalization. Evacuation policies.

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- Personnel Service Support.
  - Strengths. Casualty reports and replacement policies.
  - Morale, welfare, and recreation.
  - Finance.
  - Religious support.
  - Discipline, law, and order.
- CA.
- Reconstitution.
- NEO.
- EPW.

S - Communications-Electronics. This annex includes items contained in subparagraph 5b when its contents are too voluminous to put in the body of the OPLAN. It describes the link provided by the force headquarters between the Army tactical command and control system, which exists among its subordinate units, and the joint and multinational C systems, as well as those of the sustaining base. A joint communications support element can be attached to the force headquarters to provide joint interface.

- This annex provides for employment of three communications conduits: area common user (ACU), data distribution system (DDS), and combat net radio (CNR). These systems are automated, with provisions for parts of the force (allies, other services, reserve components) not possessing the degree of automation capability possessed by the bulk of the force.
- This annex describes dealing with the possible degradation of communications, with provisions for redundancy, electronic countermeasures, OPSEC, and hardening and the use of radio silence and messengers.

**DISTRIBUTION:****(SECURITY CLASSIFICATION)**

## Appendix D

### Digitization of the Battlefield

The concept for information operations describes the explosion in information technology and the effects on Army operations. It relates the importance of information and how to win the information war in military operations, now and into the twenty-first century. The ability to manipulate, isolate, or negate portions of information infrastructure systems (electromagnetic spectrum, computers, and so forth) will be key element of future military operations—in war and MOOTW. Disrupting an opponent's ability to effectively use these systems, while protecting our own, will prove crucial in the future.

### INFORMATION AGE TECHNOLOGY

Information Age technology will provide the means to control and dominate the battle space in any situation. The Army of today and into the twenty-first century will meet the challenges of the Information Age by achieving force coherence through shared knowledge, instead of through traditional means such as graphic control measures or geographical demarcations. Joint Pub 3-13 and FM 100-6 establish doctrine for this new domain. Information operations provide commanders the METT-T-specific knowledge, coupled with a rapid and precise vision of the battlefield, to gain dominance in a battle space and control the tempo of operations.

Rapid advances in automated C<sup>2</sup> systems require commanders and soldiers to operate highly sophisticated equipment to function effectively on the battlefield. Information about the adversary and friendly formations will be

distributed among all committed forces—land, sea, air, and space—to create a common view of the battle space and a shared situational awareness across the force. This shared situational awareness, coupled with the ability to conduct continuous operations, will allow Force XXI armies to observe, decide, and act faster, more correctly, and more precisely than their adversaries.

Soldiers do not gain advantage over the enemy by simply using automated equipment. Soldiers achieve and exploit the advantage when they optimize information presented by digital systems. Optimizing the use of automated information begins with discretion in the use of digital reporting. Digital reporting and the digital display are not substitutes for hard copy reports or maps; they are aids in managing and presenting information for the purpose of decision making.

### THE DIGITIZED FORCE

Future information technology will provide the means to collect, process, disseminate, and display information in unparalleled volume, speed, and accuracy. Digitization of the battlefield provides common formats, rapid processing, and timely transmission of data. The ASCC/ARFOR commander must be concerned with asymmetrical capabilities within the force. While modernizing the force, he must be cognizant of units that are maintaining current capabilities—not only ARFOR but also joint and multinational as well. The digitized force has capabilities and limitations distinctly separate from its

conventionally-equipped predecessor. The digitized force has an improved capability to achieve the agility, depth, and synchronization that characterize successful Army operations through the use of shared collective unit images.

Collective unit images form a battle space framework. This framework is based on shared real-time awareness of the arrangement of forces in the battle space, instead of a rigid framework of battlefield geometry such as phase lines, objectives, and battle positions. Digitization of the force permits commanders

at every level to share a common, relevant picture of the battlefield scaled to their level of interest and tailored to their specific needs. Commanders of digitized units at the same echelon share a perspective (situational awareness) of their position in relation to adjacent units. Combat, CS, and CSS leaders, horizontally linked by common information, visualize how they will conduct and support major operations, battles, and engagements. Their execution is integrated by a shared vision of the battle space.

The commander of a digitized force has significant advantages over commanders of conventionally-equipped forces. The most significant advantages are-

- An increased situational awareness.
- Enhancement of the planning and preparation of orders and the distribution process.
- Digital aids that enhance the timeliness and accuracy of the reporting process and employment of assets.
- An improved capability to achieve mass at the decisive point. (This includes the achievement of mass of CS and CSS assets as well).
- Digitization and automation of reports,

which provide the capability to share information at each level of the chain of command. The recipient of a report can look at the location of the reported enemy element and compare it to his operational graphics and friendly unit locations. This comparison allows the recipient to determine potential problems with the disposition or orientation of friendly units and adjust accordingly.

In offensive operations, automated reporting is useful in synchronizing the scheme of maneuver during unexpected contingencies such as identifying enemy obstacles. This exchange of automated combat information provides the commander and his staff critical information necessary to maintain and exploit the initiative during offensive operations. In defensive operations, automated reports enable commanders of digital units to transmit all information on enemy activity in sector in one digital spot report, instead of in many separate spot reports. With the increased reliance on digital technology comes the limitations of the hardware and software associated with the systems. Limitations in computer memory and communications capabilities address the requirement to maintain conventional control methods for units.

## NONDIGITAL UNIT INTEGRATION

The integration of digitally-equipped elements with conventionally-equipped (nondigital) elements into the force presents special challenges for the commander and staff. The commander must ensure that both digital and nondigital procedures are available for communicating and supporting. The ASCC/ARFOR commander must establish provisions to receive automated information from digital units. Control measures used by digital units are identical to hard-copy overlays.

The ASCC/ARFOR commander must use liaison officers or establish other positive control measures to ensure proper coordination between digital and nondigital units. The ASCC/ARFOR commander must establish procedures that specify which reports will be communicated digitally, by voice, or in hard copy. Digital information will be processed for distribution to nondigital units.

## SUPPORTING THE FORCE

Application of information operations (electronic management and information systems) necessitates the formation of strategic alliances between Army logistics mechanisms in theater and civilian industry. This forged linkage between the sustainment base and the ASCC/ARFOR commander will negate the

requirement for Army-managed, in-theater stockpiles and incorporate split-based operations. Because of situational awareness (the shared knowledge on the digitized battlefield between combat, CS, and CSS units), CSS units can maintain an *on-time inventory* of supplies and deliver the supplies

## Appendix D

more efficiently. CSS units will push required support forward—to the right units at the right time.

Digitization of the battlefield will increase awareness and coordination over a wide area, enabling the commander to obtain the near real-time information he needs in the most efficient and effective format. This digitization provides the commander with—

- A common view of the battlefield.
- Situational awareness.
- Battlefield synchronization.

- C<sup>2</sup> on the move.
- Horizontal integration.
- Combat identification.
- Fratricide prevention.

To effectively plan the application and employment of these new technologies within the force, the ASCC/ARFOR commander must be aware of their advantages and disadvantages. Synchronizing digitized and nondigitized units will be a major task.

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## Glossary

<b>A<sup>2</sup>C<sup>2</sup></b>	Army airspace command and control
<b>AADC</b>	area air defense commander
<b>AAGS</b>	Army Air-Ground System
<b>AAWC</b>	antiair warfare commander
<b>AAWS</b>	antiair warfare section
<b>ABCA</b>	American, British, Canadian, Australian
<b>ABCCC</b>	airborne battlefield command and control center
<b>ACC</b>	air component commander
<b>ACCS</b>	Army Command and Control System
<b>ACE</b>	analysis and control element (Army); aviation combat element (Air Force)
<b>ACOM</b>	United States Atlantic Command—a unified, maritime command
<b>ACR</b>	armored cavalry regiment
<b>ACSIM</b>	assistant chief of staff for installation management
<b>active missile defense</b>	measures taken to intercept, destroy, or negate the effects of an enemy missile launch
<b>ACU</b>	area common user
<b>AD</b>	air defense
<b>ADA</b>	air defense artillery
<b>ADC</b>	area damage control
<b>ADCOM</b>	air defense command
<b>ADCON</b>	administrative control
<b>ADCOORD</b>	air defense artillery coordinator
<b>admin</b>	administration
<b>ADPE</b>	automatic data processing equipment
<b>ADPU</b>	automatic data processing unit
<b>AET</b>	assessment and evaluation team
<b>AFAC</b>	airborne forward air controller
<b>AFCC</b>	Air Force component commander
<b>AFCENT</b>	Allied Forces Central Europe
<b>AFSCC</b>	Air Force service component command
<b>AFSOC</b>	Air Force special operations component
<b>AFSOD</b>	Air Force special operations detachments
<b>AFSOE</b>	Air Force special operations elements

## Glossary

<b>AFSOF</b>	Air Force special operations forces
<b>AGCCS</b>	Army Global Command and Control System
<b>AHFEWS</b>	Army High-Frequency Electronic Warfare System
<b>AID</b>	United States Agency for International Development
<b>ALCOM</b>	Alaskan Command
<b>allocation</b>	the translation of apportionment into total numbers of resources
<b>all-source analysis system</b>	a system that collects and fuses intelligence data to support the commander's decision-making process
<b>ALOC</b>	air lines of communication
<b>AME</b>	air mobility element
<b>AMEDD</b>	Army medical department
<b>AMOPES</b>	Army Mobilization and Operations Planning and Execution System
<b>amphibious objective area</b>	a geographical area—delineated in the initiating directive for command and control—within which the objectives to be secured by the amphibious task force are located
<b>ANGLICO</b>	air and naval gunfire liaison company
<b>AO</b>	area of operations
<b>AOA</b>	amphibious objective area
<b>AOB</b>	alternate operating base
<b>AOC</b>	air operations center
<b>Aofi</b>	area of interest
<b>AOR</b>	area of responsibility
<b>APA</b>	Army pre-positioned afloat
<b>APOD</b>	aerial port of debarkation
<b>apportionment</b>	the determination and assignment of the total expected effort by percentage and/or by priority that should be devoted to the various air operations and/or geographic areas for a given period of time
<b>area of assistance</b>	area of land, sea, and air designated for the conduct of peacetime military operations other than war
<b>area of conflict</b>	area of land, sea, and air designated for the conduct of hostile military operations other than war
<b>area of operations</b>	a geographical area assigned to an army commander by a higher commander; the AO has lateral, forward, and rear boundaries that usually define it within a larger joint geographical area
<b>area of responsibility</b>	a defined area of land or sea in which responsibility is specifically assigned to the combatant commander of the theater for the development and maintenance of installations, control of movement, and conduct of joint operations involving troops under his control, along with parallel authority to exercise these functions

<b>AREC</b>	air resource element coordinator
<b>ARL</b>	aerial reconnaissance low
<b>ARLO</b>	Army liaison officer
<b>ARFOR</b>	Army forces; the headquarters and mission forces assigned to an Army service component command, subordinate joint force command, or multinational command
<b>ARFOR commander</b>	the senior army commander
<b>Army Command and Control System</b>	a system that encompasses the command and control systems, communications, and hardware and software required to implement the Army's portion of the Joint Operations Planning and Execution System and execute full-dimensional operations doctrine
<b>Army service component commander</b>	the senior army commander of an Army service component command assigned to a unified command; referred to as the <i>ASCC</i> : the <i>ASCC</i> performs service functions assigned by the UNAAF for the Army forces within the command and performs three strategic and operational-level tasks—establishes linkages, conducts operations, and conducts support operations; the <i>ASCC</i> functions in both the operational and service chain of command
<b>ARSOA</b>	Army special operations aviation
<b>ARSOC</b>	Army special operations component
<b>ARSOCC</b>	Army special operations component commander
<b>ARSOF</b>	Army special operations forces
<b>ASA-FM</b>	Assistant Secretary of the Army for Financial Management
<b>ASAS</b>	all-source analysis system
<b>ASCC</b>	Army service component commander
<b>ASCS</b>	air support control section
<b>ASE</b>	Army support element
<b>ASG</b>	area support group
<b>ASI</b>	all-source intelligence
<b>ASM</b>	air-to-surface missile
<b>ASMB</b>	area support medical battalion
<b>ASMP</b>	Army Strategic Mobility Program
<b>ASOC</b>	air support operations center
<b>assign</b>	to place units or personnel in an organization where such placement is relatively permanent and the organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel
<b>ASUWC</b>	antisurface warfare commander
<b>ASWC</b>	antisubmarine warfare command

<b>ATACMS</b>	Army Tactical Missile System
<b>ATARS</b>	Advanced Tactical Air Reconnaissance System
<b>ATCS</b>	air traffic control section
<b>ATF</b>	amphibious task force
<b>ATO</b>	air tasking order
<b>attack operations</b>	actions taken to neutralize or destroy an adversary's ability to produce, deploy, and employ theater missiles
<b>ATTN</b>	attention
<b>auto</b>	automation
<b>AUTODIN</b>	automatic digital network
<b>AVIM</b>	aviation intermediate maintenance
<b>AVUM</b>	aviation unit maintenance
<b>AWACS</b>	Airborne Warning and Control System
<b>battle</b>	a series of related tactical engagements
<b>battle command</b>	the art of motivating and directing soldiers and their organizations into action to accomplish missions; includes visualizing a future state and formulating concepts of operations to achieve that state, assigning missions, prioritizing and allocating resources, and selecting the critical time and place to act
<b>battle management and command, control, communications, and intelligence</b>	the process of coordinating and integrating joint and service capabilities to conduct passive defense, active missile defense, and attack operations
<b>battlefield coordination element</b>	an Army fire support coordination element located at an Air Force air operations center whose function is to monitor and interpret the land battle situation and provide land force needs for tactical air support to the air operations center and the Air Force component commander
<b>battle space</b>	components determined by the maximum capabilities of a unit to acquire and dominate the enemy; includes areas beyond the AO; varies over time according to how the commander positions his assets
<b>BCE</b>	battlefield coordination element
<b>BCOC</b>	base cluster operations center
<b>BDA</b>	battle damage assessment
<b>BDCT</b>	base defense coordination team
<b>bde</b>	brigade
<b>BDOC</b>	base defense operations center
<b>BIDS</b>	biological identification/detection system

<b>bn</b>	battalion
<b>branches</b>	options for changing dispositions, orientation, or direction of movement and accepting or declining battle; branches preserve the commander's freedom of action
<b>C<sup>2</sup></b>	command and control
<b>C<sup>2</sup>W</b>	command and control warfare
<b>C<sup>3</sup></b>	command, control, and communications
<b>C<sup>3</sup>CM</b>	command, control, and communications countermeasures
<b>C<sup>3</sup>I</b>	command, control, communications, and intelligence
<b>C<sup>3</sup>IC</b>	coalition coordination, communications, and integration center
<b>C<sup>4</sup></b>	command, control, communications, and computers
<b>C<sup>4</sup>I</b>	command, control, communications, computers, and intelligence
<b>C<sup>4</sup>IS</b>	Command, Control, Communications, and Computers Information System
<b>CA</b>	civil affairs
<b>C&amp;C</b>	collection and classification
<b>CALL</b>	Center for Army Lessons Learned
<b>CAD</b>	combat arms division
<b>campaign</b>	a series of related military operations designed to achieve one or more strategic or operational objectives within a given time and space
<b>campaign plan</b>	a plan for a series of related military operations aimed to achieve one or more strategic and operational objectives within a given time and space
<b>CAP</b>	crisis action planning
<b>CAS</b>	close air support
<b>CATF</b>	commander, amphibious task force
<b>CCT</b>	combat control team
<b>C-Day</b>	the unnamed day deployment operations commence
<b>CDC</b>	combat direction center
<b>CENTCOM</b>	United States Central Command
<b>CFC</b>	Combined Forces Command (Korea)
<b>CHS</b>	combat health support
<b>CI</b>	counterintelligence
<b>CIA</b>	Central Intelligence Agency
<b>CID</b>	criminal investigation division
<b>CINC</b>	the commander in chief of a unified or specified command

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<b>CINCPAC</b>	Commander in Chief, Pacific
<b>CJCS</b>	Chairman of the Joint Chiefs of Staff
<b>CJTF</b>	commander of the joint task force
<b>CM</b>	cruise missile
<b>CMISE</b>	corps military intelligence support element
<b>CNR</b>	combat net radio
<b>co</b>	company
<b>COA</b>	course of action
<b>COCOM</b>	combatant command
<b>CofS</b>	chief of staff
<b>COID</b>	combat operations intelligence division
<b>combatant command</b>	one of the unified or specified commands established by the President; nontransferable authority established by Title 10, United States Code, Section 134, exercised by combatant commanders; COCOM provides full authority to organize and employ commands and forces as the CINC considers necessary to accomplish assigned missions; the authority to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command
<b>combatant commander</b>	a commander in chief of a combatant command
<b>combat power</b>	the four primary elements—maneuver, firepower, protection, and leadership—combine to create combat power—the ability to fight; through effective application and sustainment, in concert with one another, these elements will decide the outcome of campaigns, major operations, battles, and engagements
<b>combat zone</b>	that area required by combat forces for the conduct of operations forward of the ARFOR rear area boundary
<b>COMCARGRU</b>	commander, carrier battle group
<b>comdt</b>	commandant
<b>commander's intent</b>	a concise expression of the purpose of the operation, a description of the desired end state and how the posture of units at the current operation end state facilitates transition to future operations; may include the commander's vision of how operations will progress toward that end
<b>communications zone</b>	the rear part of the theater that is contiguous to the combat zone; contains those theater installations and organizations required to support combat and combat support forces; has a three-dimensional aspect and reaches back to the CONUS base

<b>COMMZ</b>	communications zone
<b>compt</b>	comptroller
<b>COMSEC</b>	communications security
<b>COMSOC</b>	commander of the special operations command
<b>CONPLAN</b>	operation plan in concept format
<b>constraint</b>	actions the commander must take or methods that must be employed
<b>CONUS</b>	continental United States
<b>coordinating authority</b>	the authority granted to a commander or individual assigned responsibility for coordinating specific functions or activities involving forces of two or more countries or commands, two or more services, or two or more forces of the same service; this authority can require consultation among involved agencies or their representatives but cannot compel agreement; unresolved disagreements are referred to the appropriate authority
<b>CORDS</b>	Civil Operations Revolutionary Development Support
<b>COSCOM</b>	corps support command
<b>countermobility</b>	to delay, channel, or stop offensive movement by the enemy in order to destroy enemy forces directly or indirectly by enhancing the effectiveness of friendly direct- and indirect-fire weapon systems
<b>CP</b>	command post
<b>CRC</b>	control and reporting center
<b>crisis action planning</b>	the JOPES process involving the time-sensitive development of joint operation plans and orders in response to an imminent crisis; follows prescribed crisis-action planning to formulate and implement an effective response within the time frame permitted by the crisis
<b>CS</b>	combat support
<b>CSCE</b>	communications system control element
<b>CSD</b>	combat support division
<b>CSG</b>	cryptologic support group
<b>CSR</b>	controlled supply rate
<b>CSS</b>	combat service support
<b>CSSAMO</b>	combat service support automation management office
<b>CSSD</b>	combat service support division
<b>CSSE</b>	combat service support element
<b>CTF</b>	combined task force
<b>CVBG</b>	carrier battle group
<b>CWC</b>	composite warfare commander
<b>CZ</b>	combat zone

## Glossary

<b>D<sup>3</sup></b>	decide, detect, and deliver
<b>D<sup>3</sup>A</b>	decide, detect, deliver, and assess
<b>DA</b>	Department of the Army
<b>DASC</b>	direct air support center
<b>DASC-A</b>	direct air support center (airborne)
<b>DCA</b>	defensive counterair
<b>DCS</b>	defense communications system
<b>DCSENG</b>	deputy chief of staff for engineers
<b>DCSHNA</b>	deputy chief of staff for host nation activity
<b>DCSI</b>	deputy chief of staff for intelligence
<b>DCSIM</b>	deputy chief of staff for information management
<b>DCSLOG</b>	deputy chief of staff for logistics
<b>DCSOPS</b>	deputy chief of staff for operations
<b>DCSPER</b>	deputy chief of staff for personnel
<b>DCSRM</b>	deputy chief of staff for resource management
<b>DCS Sys Auto</b>	deputy chief of staff for systems automation
<b>DDN</b>	Defense Data Network
<b>DDS</b>	data distribution system
<b>DEA</b>	Drug Enforcement Agency
<b>deception</b>	those measures designed to mislead the enemy by manipulating, distorting, or falsifying evidence to induce the enemy to react in a manner prejudicial to its interests
<b>decide, detect, deliver</b>	targeting process that identifies enemy targets for possible engagement and determines the appropriate system to be used to capture, destroy, degrade, or neutralize the target in question
<b>decisive engagement</b>	an engagement in which a unit is considered fully committed and cannot maneuver or extricate itself; in the absence of outside assistance, the action must be fought to a conclusion and either won or lost with the forces at hand
<b>Defense Logistics Agency</b>	provides logistics support to the Army in areas of supply support, logistics services, and defense contract administrative support
<b>deliberate planning</b>	the JOPES process involving the development of joint operations plans for contingencies identified in joint strategic planning documents; conducted principally in peacetime; accomplished in prescribed cycles that complement other DOD planning cycles and in accordance with the formally established Joint Strategic Planning System
<b>DEPCJTF</b>	deputy commander of the joint task force
<b>det</b>	detachment

<b>DFSA</b>	designated finance support activity
<b>DIA</b>	Defense Intelligence Agency
<b>direct support</b>	a mission requiring a force to support another specific force and authorizing it to answer the supported force's request for assistance directly
<b>DIRLAUTH</b>	direct liaison authorized
<b>DISA</b>	Defense Information System Agency
<b>DISE</b>	Deployable Intelligence Support Element
<b>DISNET</b>	Defense Information Systems Network
<b>div</b>	division
<b>DLA</b>	Defense Logistics Agency
<b>DMA</b>	Defense Mapping Agency
<b>DOCC</b>	deep operations coordination center
<b>DOD</b>	Department of Defense
<b>DOS</b>	Department of State
<b>DS</b>	direct support
<b>DSE</b>	deception staff element
<b>DSN</b>	Defense Switched Network
<b>EAC</b>	echelons above corps
<b>EEI</b>	essential elements of information
<b>ELINT</b>	electronic intelligence
<b>EMP</b>	electromagnetic pulse
<b>engagement</b>	small, tactical conflicts, usually between opposing maneuver forces
<b>EOD</b>	explosive ordnance disposal
<b>EPW</b>	enemy prisoner of war
<b>EUCOM</b>	United States European Command—a unified command
<b>EUSA</b>	Eighth United States Army—the Army component to Combined Forces Command, Korea
<b>EW</b>	electronic warfare
<b>EW/C</b>	early warning/control
<b>FAC</b>	forward air controller
<b>FAC(A)</b>	forward air controller (airborne)
<b>FACP</b>	forward air control post
<b>FB</b>	finance battalion
<b>FC</b>	finance command
<b>FFA</b>	free-fire area

<b>FID</b>	foreign internal defense
<b>FLOT</b>	forward line of own troops
<b>FM</b>	field manual
<b>FOB</b>	forward operating base
<b>FORSCOM</b>	United States Army Forces Command—the Army component of US Atlantic Command (a unified command)
<b>FSCC</b>	fire support coordination center
<b>FSCL</b>	fire support coordination line
<b>FSE</b>	fire support element
<b>FSS</b>	fire support section
<b>FST</b>	finance support team
<b>G1</b>	assistance chief of staff, personnel
<b>G2</b>	assistant chief of staff, intelligence
<b>G3</b>	assistant chief of staff, operations and plans
<b>G4</b>	assistant chief of staff, logistics
<b>G5</b>	assistant chief of staff, civil affairs
<b>G6</b>	assistant chief of staff, signal
<b>GCCS</b>	Global Command and Control System
<b>GCE</b>	ground combat element
<b>GDP</b>	general defense plan
<b>GIE</b>	global information environment
<b>GLO</b>	ground liaison officer
<b>GP</b>	general purpose
<b>GS</b>	general support
<b>HCS</b>	helicopter control section
<b>helo</b>	helicopter
<b>HEMCO</b>	heavy equipment maintenance company
<b>HHB</b>	headquarters and headquarters battery
<b>HHC</b>	headquarters and headquarters company
<b>HHD</b>	headquarters and headquarters detachment
<b>HNS</b>	host nation support
<b>HQ</b>	headquarters
<b>HQDA</b>	Headquarters, Department of the Army
<b>HSS</b>	health service support
<b>HUMINT</b>	human intelligence
<b>hvy</b>	heavy

<b>I&amp;W</b>	indications and warnings
<b>ICAC<sup>2</sup></b>	Integrated Combat Airspace Command and Control
<b>IES</b>	imagery exploitation system
<b>IEW</b>	intelligence and electronic warfare
<b>IG</b>	inspector general
<b>IGSM</b>	intermediate general support maintenance
<b>IMA</b>	information mission area
<b>IMET</b>	international military education and training
<b>IMINT</b>	imagery intelligence
<b>infrastructure</b>	a term generally applicable to all fixed and permanent installations, fabrications, or facilities for the support or control of military forces
<b>INSCOM</b>	United States Army Intelligence and Security Command
<b>intel</b>	intelligence
<b>interdiction</b>	an action to divert, disrupt, delay, or destroy the enemy's surface military potential before it can be effectively used against friendly forces
<b>in-transit visibility</b>	the immediate access to data pertaining to the location of materiel in transit from the provider to the requester
<b>IO</b>	international organizations
<b>IPB</b>	intelligence-preparation-of-the-battlefield
<b>IPW</b>	interrogation prisoner of war
<b>IR</b>	information requirements
<b>ISB</b>	intermediate support basing
<b>ISC</b>	integrated systems control
<b>ISE</b>	intelligence support element
<b>ITO</b>	integrated tasking order
<b>J1</b>	personnel directorate at a joint headquarters
<b>J2</b>	intelligence directorate at a joint headquarters
<b>J3</b>	operations directorate at a joint headquarters
<b>J4</b>	logistics directorate at a joint headquarters
<b>J5</b>	plans and policy directorate at a joint headquarters
<b>J6</b>	communications-electronics directorate at a joint headquarters
<b>JCCC</b>	joint communications control center
<b>JCGRO</b>	joint central graves registration office
<b>JCIOC</b>	joint counterintelligence operations center
<b>JCMEB</b>	joint civil-military engineering board

## Glossary

<b>JCMEC</b>	joint captured materiel exploitation center
<b>JCS</b>	Joint Chiefs of Staff
<b>JCSE</b>	joint communications support element
<b>JDC</b>	joint deployment community
<b>JDEC</b>	joint documents exploitation center
<b>JFACC</b>	joint force air component commander; a COCOM functional option
<b>JFC</b>	joint force commander
<b>JFLCC</b>	joint force land component commander; a COCOM functional option
<b>JFMCC</b>	joint force maritime component commander; a COCOM functional option
<b>JFSOCC</b>	joint force special operations component commander
<b>JFUB</b>	joint facilities utilization board
<b>JIC</b>	joint intelligence center
<b>JIF</b>	joint interrogation facility
<b>JIPC</b>	joint imagery processing center
<b>JMAO</b>	joint mortuary affairs office
<b>JMBPO</b>	joint military blood program office
<b>JMC</b>	joint movement center
<b>JMCC</b>	joint movement control center
<b>JMEC</b>	joint materiel exploitation center
<b>JMFU</b>	joint meteorological forecasting unit
<b>JMRO</b>	joint medical regulating office
<b>JOA</b>	joint operations area
<b>JOC</b>	joint operations center
<b>joint command</b>	a subordinate command of a unified command composed of joint forces and commanded by a subordinate joint force commander exercising operational control over the joint force
<b>joint force</b>	a general term applied to a force that is composed of significant elements of the Army, Navy, Marine Corps, and Air Force or two or more of these services operating under a subordinate joint force commander authorized to exercise operational control over joint forces or service components operating under a unified commander
<b>joint operations area</b>	that portion of an area of conflict in which a joint force commander conducts military operations pursuant to an assigned mission and the administration incident to such military operations

<b>joint rear area</b>	a specific land area within a joint force commander's area of operations that is designated to facilitate protection and operation of installations and forces supporting the joint force
<b>joint rear area coordinator</b>	the officer given responsibility for the overall securing of the JRA and for furnishing a secure environment to facilitate sustainment, host nation support, infrastructure development, and movements of the joint force
<b>joint zone</b>	an area established for the purpose of permitting friendly surface, air, and subsurface forces to operate simultaneously
<b>JOPES</b>	Joint Operations Planning and Execution System
<b>JPO</b>	joint petroleum office
<b>JPOTF</b>	joint psychological operations task force
<b>JPOTG</b>	joint psychological operations task group
<b>JRA</b>	joint rear area
<b>JRAC</b>	joint rear area coordinator
<b>JRCC</b>	joint rescue coordination center
<b>JSCP</b>	Joint Strategic Capabilities Plan
<b>J-SEAD</b>	joint suppression of enemy air defenses
<b>JSOA</b>	joint special operations area
<b>JSOACC</b>	joint special operations aviation component command
<b>JSOCC</b>	joint special operations component commander
<b>JSOTF</b>	joint special operations task force
<b>JSPS</b>	Joint Strategic Planning System
<b>J-STARS</b>	joint surveillance target and attack radar system
<b>JTB</b>	joint targeting board
<b>JTCB</b>	joint targeting coordination board
<b>JTF</b>	joint task force; a COCOM option
<b>JTL</b>	joint target list
<b>JTLS</b>	Joint Theater Logistics System
<b>JTTP</b>	joint tactics, techniques, and procedures
<b>JULLS</b>	Joint Universal Lessons Learned System
<b>JZ</b>	joint zone
<b>LAAD</b>	low altitude air defense
<b>LAAM</b>	light antiaircraft missile
<b>lab</b>	laboratory
<b>LANDCENT</b>	land component of Allied Forces Central Europe, subordinate to Allied Command Europe

**Glossary**

<b>LCC</b>	land component commander
<b>LEMCO</b>	light equipment maintenance company
<b>letter of instruction</b>	a means for defining interagency linkages at the operational level
<b>light forces</b>	units from an Army light, airborne, or air assault division or ranger regiment
<b>line of communications</b>	all the routes—land, water and air—that connect an operating military force with a base of operations and along which supplies and military forces move
<b>lines of operation</b>	the directional orientation of a force in relation to the enemy; lines of operation connect the force with a base of operations and its objective
<b>linkage</b>	a relationship between two or more parties, elements, or commands in any form that formulates a mutual understanding, agreement, or exchange of information
<b>littoral theater</b>	a theater established on a shore or coastal region where major actions between land, sea, and air operations are combined and must be synchronized
<b>Indry</b>	laundry
<b>LNO</b>	liaison officer
<b>LOC</b>	line of communication
<b>LOGCAP</b>	Logistics Civil Augmentation Program
<b>logistics</b>	the process of planning and executing the movement and sustainment of operating forces to execute military strategy and operations; includes the design, development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; the movement, evacuation, and hospitalization of personnel; the acquisition or construction, maintenance, operations, and disposition of facilities; and the acquisition or furnishing of services
<b>logistics support element</b>	a multifaceted logistical organization with a work force of DA civilians, military, and contractors that is easily tailored to meet theater logistics requirements; the LSE can control the interface among strategic, operational, and tactical logistics
<b>LOI</b>	letter of instruction
<b>LPT</b>	logistics-preparation- of-the-theater
<b>LSE</b>	logistics support element
<b>MACOM</b>	major Army command
<b>MAGTF</b>	Marine air-ground task force
<b>main battle area</b>	the portion of the battlefield in which the decisive battle is fought to defeat the enemy
<b>maint</b>	maintenance