



# Small Unit Expeditionary Mission Planning

The overall classification of this briefing is:

**UNCLASSIFIED**





# PURPOSE

To provide the end-user, with viable methods and processes to conduct small unit planning to support Regionally Aligned Forces' global mission.

These missions are often undertaken by 2-4 man teams in semi-permissive austere environments with little to no support. Teams will likely operate under U.S.C. - Title 10 or 22 authorities.



# PREFACE

**Methodology:** Product was developed using functional needs analysis methods, data-mining open source and unclassified Department of Defense material, as well as input from the US Army's Joint Readiness Training Center (JRTC), and units currently identified as Regionally Aligned Forces (RAF).

**Capability Gap:** The RAF will face numerous challenges as they begin to plan, prepare and deploy small teams to austere environments ISO COCOM objectives with limited support. One of the major challenges is how units will train and resource soldiers to conduct military operations other than war (MOOTW) in a complex environment in response to a COCOM requirements.

**References Used:**

- FM 7-0 (Full Spectrum Operations)
- FM 3-05.20 (SOF Mission Planning)
- Joint Pub 2-01.3 (IPOE)
- FM 34-130 (IPB)
- FM 7-93 (LRSU)
- FM 2-0 (Intelligence)
- FM 34-52 (Intelligence Interrogation)





“Future Army forces must be tailored to meet local requirements, must be rapidly deployable at lower echelons, and must be scalable from squad to corps level”

Army Chief of Staff, Gen Raymond T. Odierno  
*(Army News Service, May 16, 2012)*



# SMALL UNIT EXPEDITIONARY MISSION PLANNING

**Vision:** Regionally Aligned Forces is the Secretary of the Army and Chief of Staff of the Army's vision for providing combatant commanders with versatile, responsive, and consistently available Army forces. Regionally Aligned Forces will meet combatant commanders' requirements for units and capabilities to support operational missions, bilateral and multilateral military exercises, and theater security cooperation activities.

## **Challenges:**

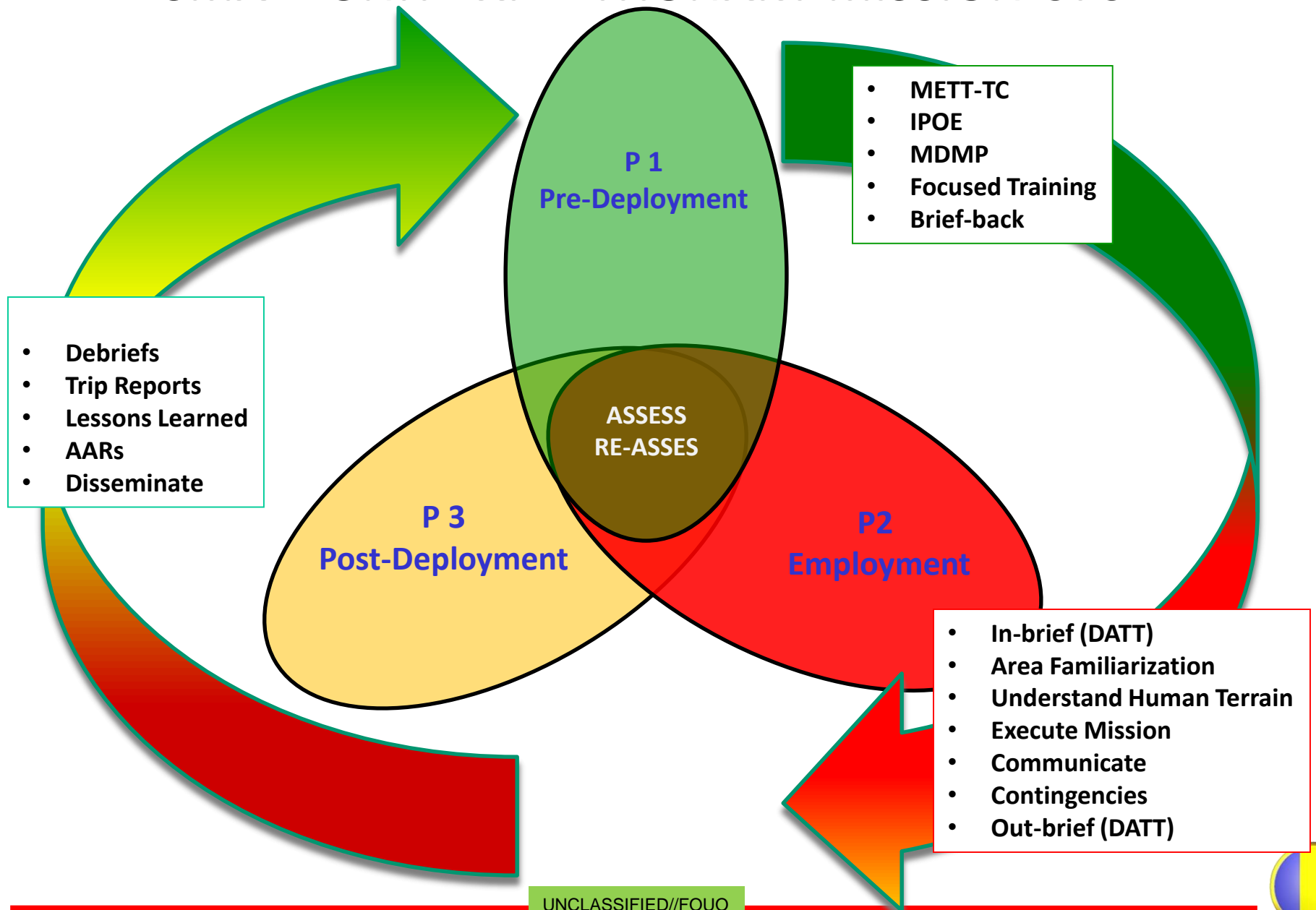
- Small teams between 2-4 personnel operating in remote austere environments
- Limited to no support internally and externally
- Limited understanding of the operating environment

**Response:** Flexibility, Adaptability and Individual Initiative are not only the way to achieve your mission today, but also will help you get in front of problems you haven't seen yet!

*Think, Adapt & Anticipate*

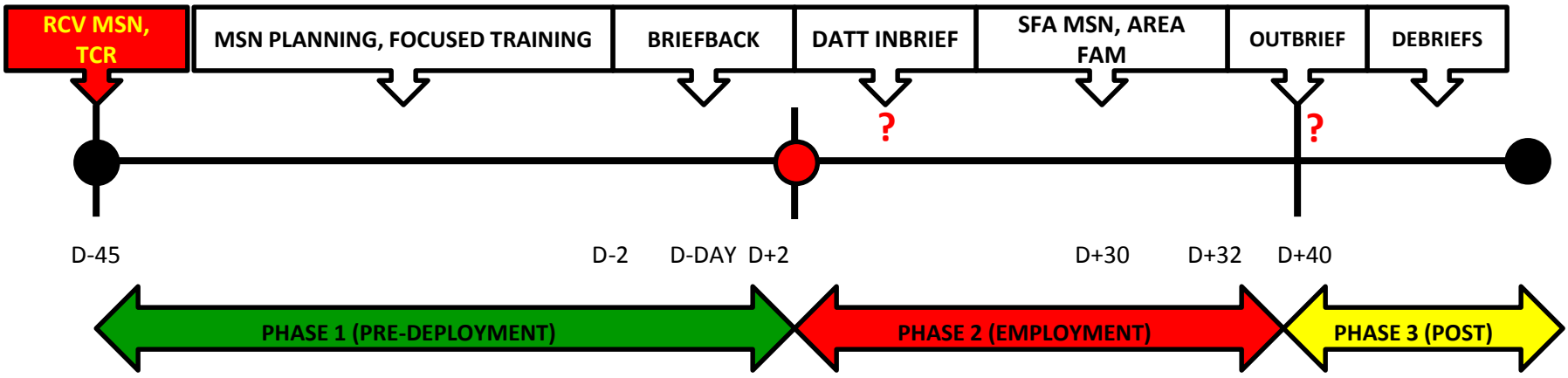


# SMALL UNIT EXPEDITIONARY MISSION CYCLE





# Mission Cycle Timeline (30 day SFA MSN)





# Mission Support (Internal and External)

COMPANY	BATTALION	BRIGADE	ENABLERS
<p><b><u>Intel Support Team (COIST)</u></b></p> <ul style="list-style-type: none"> <li>•Threat assessment matrix</li> <li>•Area Study</li> <li>•Open Source Analysis</li> <li>•Tribal Data</li> <li>•Post-Mission Debrief</li> <li>•Weather Data</li> <li>•Terrain Data</li> <li>•Blue Force Lay-down</li> <li>•Area Support Officer (ASO)</li> </ul> <p><b><u>Company XO</u></b></p> <ul style="list-style-type: none"> <li>•Track country clearance</li> <li>•Visa</li> <li>•Passports (Tourist/Official)</li> </ul> <p><b><u>Company 1SG</u></b></p> <ul style="list-style-type: none"> <li>•FRG</li> <li>•Will and POA</li> <li>•NCOER</li> <li>•Training</li> </ul>	<p><b><u>Battalion Support</u></b></p> <ul style="list-style-type: none"> <li>• HOT-R DB research</li> <li>• SIPR and JWICS</li> <li>• Medical Assessment</li> <li>• Training Support</li> <li>• Develop SMB and MPF</li> <li>• Logistics Support</li> </ul>	<p><b><u>Brigade Support</u></b></p> <ul style="list-style-type: none"> <li>• Coordination w/Division</li> <li>• Travel Coordination Req</li> <li>• Provide CDR's intent</li> </ul>	<p><b><u>External Support</u></b></p> <ul style="list-style-type: none"> <li>• JPRA</li> <li>• NGA</li> <li>• Strategic Debriefeer</li> <li>• DATT</li> <li>• FAOs</li> <li>• 162<sup>nd</sup> INF</li> <li>• TRADOC Culture Center</li> <li>• Human Terrain Systems</li> <li>• Role Players</li> <li>• Interpreters/Language Instr</li> <li>• AWG</li> </ul>





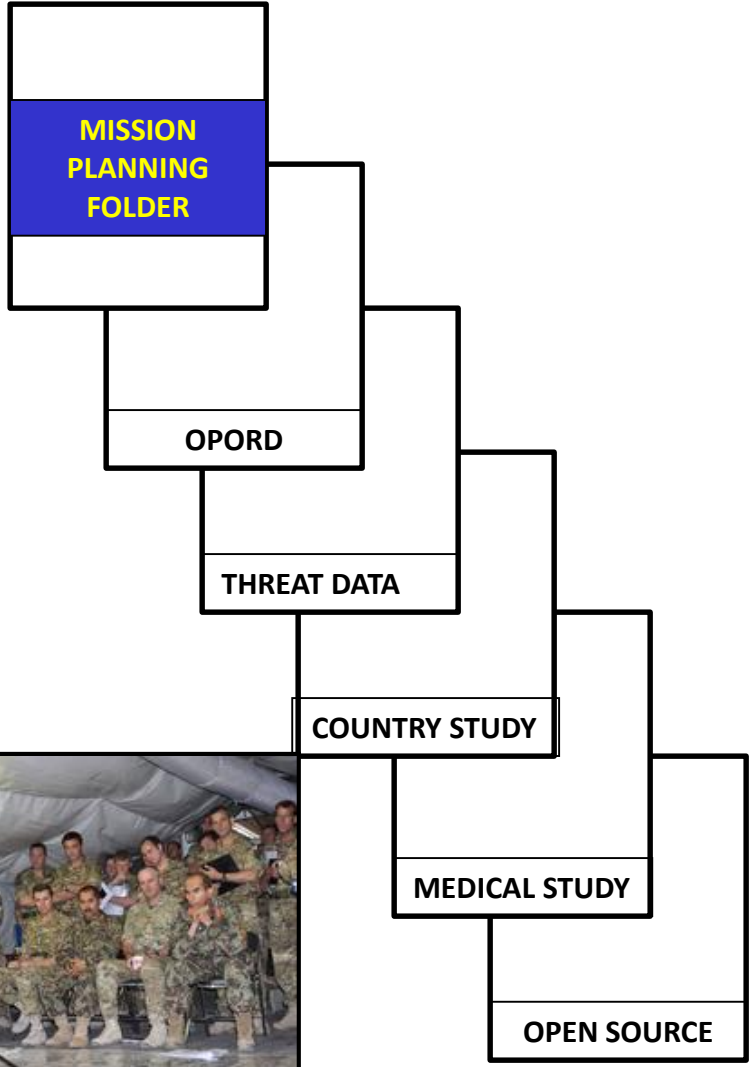


# PRE-DEPLOYMENT PHASE I



# P1 STEP 1 – (STAFF MISSION BRIEF)

- S-3:** Issues mission to the deploying team(s) and provides mission planning folder
- S-2:** Provides current situation in the AO followed by the following threat assessments:
  - Counter Intelligence
  - Terrorism
  - Criminal
  - Transnational
- BN medical:** Provides medical assessments and recommendations
- S-4:** Provides current resources available to the deploying team(s)
- S-1:** Provides administrative support to members of the deploying teams:
  - Travel
  - Documents
  - OERs/NCOERS
  - Pay
  - Wills and Power of Attorneys
- Enablers (if available):**
  - AWG
  - JET
  - HTS
  - TCT





# P1 STEP 2 – (MISSION PREPARATION)

## Sample Milestone Tracker

- ✓ Receive Staff Mission Brief
- ✓ Identify intelligence gaps
- ✓ Identify administrative shortfalls
- ✓ Task organize the team
- ✓ Schedule focused training and DATE
- ✓ Schedule brief-back date
- ✓ Consider a VTC with Country Team

Milestone Tracker		
Stat us	Deadline	Task
	1-Feb-13	Threat groups brief
	1-Feb-13	Country Clearances
	1-Feb-13	Advanced team Visas
	1-Feb-13	Como Cards - Phone numbers
	1-Feb-13	Individual KIT pack out
	1-Feb-13	Team Mobility Training
	1-Feb-13	Team Equipment Tested/Inspected
	1-Feb-13	Team Equipment Load in ISU
	1-Feb-13	Como Gear tested/Inspected
	1-Feb-13	Como Gear Loaded in ISU
	1-Feb-13	RFI's to BN S2
	3-Feb-13	Brief to Team
	5-Feb-13	Brief to UNIT CDR

*Think, Adapt & Anticipate*



# P1 STEP 2 – (MISSION PREPARATION)

## Travel Checklist

- ✓ Countries / Locations / Cities / Areas to be visited
- ✓ Country clearances (Time & passports available)
- ✓ Passports red/blue, Visas, CAC, Orders & special memos
- ✓ Emergency funds / Credit card considerations
- ✓ Mode of transport, Air, Bus, Train, Taxi etc.
- ✓ Maps, Google, tourist map etc.
- ✓ Country / Theater required specific training / ISOPREP
- ✓ AARs has anyone been there before?

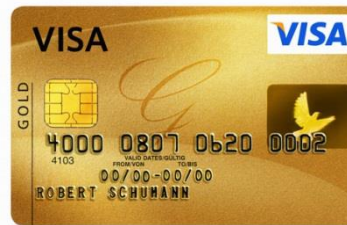
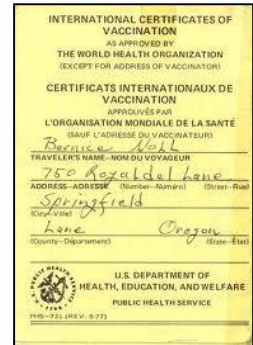
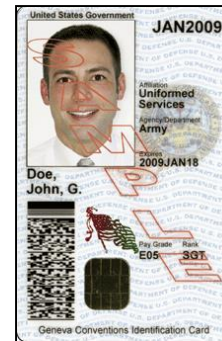
*Think, Adapt & Anticipate*



# P1 STEP 2 – (MISSION PREPARATION)

## Documents Checklist

- ✓ Keep at least 2 hard copies
- ✓ E-mail the docs to yourself
- ✓ Visas & country clearance
- ✓ Passport (Official, Tourist)
- ✓ Driver's license
- ✓ International Driver's License
- ✓ Immunization Card
- ✓ Emergency cash
- ✓ Credit Cards



# P1 STEP 2 – (MISSION PREPARATION)

## Mobility Checklist

- ✓ Availability of vehicles and types
- ✓ Rental or provided by HN or US
- ✓ Vehicle inspection & maintenance
- ✓ Fuel, service, breakdowns & recovery (spares)
- ✓ Emergency road package
- ✓ Laws, international drivers license & documentation
- ✓ Navigation, maps, GPS, LAT/LONG, MGRS etc.
- ✓ Vehicle search, parking areas & security

*Think, Adapt & Anticipate*





# P1 STEP 2 – (MISSION PREPARATION)

## Communications Checklist

- ✓ P. A.C.E plan
- ✓ Unlocked GSM Cell Phone
- ✓ Local SIM Cards
- ✓ Internet Cafes
- ✓ WiFi Hotspot
- ✓ What will be available? NIPR? SIPR? Pen and paper?
- ✓ Portable COMMs, BGAN, SWIFTLINK, SNAP terminal
- ✓ Laptops, cell phones, SAT phones, PLB's etc.
- ✓ Communications cards
- ✓ Veiled speech & simple user codes
- ✓ Batteries? Chargers? Power source at location?

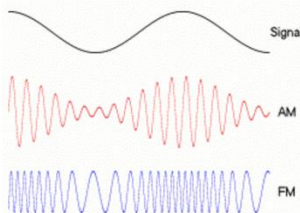
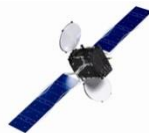


# P1 STEP 2 – (MISSION PREPARATION)

A communications plan consist of primary, alternate, contingency and emergency (PACE) means of establishing and maintaining communications with higher or other friendly forces. The techniques of maintaining communications should NOT hinge on a single system as to not create a single point of failure. The PACE plan should include as many systems as possible should one system fail.

## Systems:

1. Landline
2. Cellular
3. Satellite
4. LOS Radios



## COMMO PLAN (Example)

1. Initial Entry. Team will contact home station within 24hrs upon arrival in country.
2. Sign of Life. Team will report back to home station every 48hrs as a sign of life. If no contact after 48hrs have expired, HQs initiate emergency procedures.
3. SITREPS. Teams will submit weekly SITREP to home station every Friday.

PACE is as follows:

PRI: Cellular Phone (Voice)

ALT: Landline call from Ugandan Army TOC back to HQs

CON: UNCLASS E-mail using local Internet

EMR: Go to US Embassy

**NOTE: Maintain OPSEC on non-secure systems**





# P1 STEP 2 – (MISSION PREPARATION)



## Communications Options



## P1 STEP 2 – (MISSION PREPARATION)

Considerations acquiring a cell phone off the local economy:

- Don't buy off the black market
- Don't buy second hand
- Don't register the phone, unless you have to
- Don't buy a used SIM card
- Do buy an unlocked GSM cell phone in CONUS, if possible quad or tri-band
- Take a satellite phone, if available (e.g. Iridium, Thuraya etc.)
- Consider taking an emergency personal beacon, if possible





# P1 Step 2 – (Mission Preparation)

## Emergency Contact



**NOTE: Some US procured cell phones may not work overseas, it depends if your service provider has agreement with that country and you have a international roaming in your contract.**



# P1 Step 2 – (Mission Preparation)

- **Medical**

- ✓ Team medics & level of medical care
- ✓ Medical kits & availability
- ✓ Availability of emergency medical care
- ✓ Availability of MEDEVAC
- ✓ Required immunizations
- ✓ Health warnings, required medications
- ✓ Medical contingency plans
- ✓ Individual personal hygiene & 1<sup>st</sup> aid kit

*Think, Adapt & Anticipate*



# P1 Step 2 – (Mission Preparation)

- **Logistics**

- ✓ Availability of Hotels & US Bases (hotel security)
- ✓ Meals, rations, local economy etc.
- ✓ Potable and Non Potable water sources
- ✓ Power for life support
- ✓ Shipping, CONNEX, speed balls, hand carry etc.
- ✓ Availability of utility vehicle/s
- ✓ Authorizations for team Operational funds, if available.
- ✓ What can be purchased in country

*Think, Adapt & Anticipate*



# P1 Step 2 – (Mission Analysis)

- **Identify Information and Intelligence Gaps**
  - ✓ Country Study
  - ✓ Terrain Analysis
  - ✓ Threat Analysis
  - ✓ Friendly Forces operating in the area
  - ✓ Geospatial Analysis
  - ✓ Human Terrain Analysis

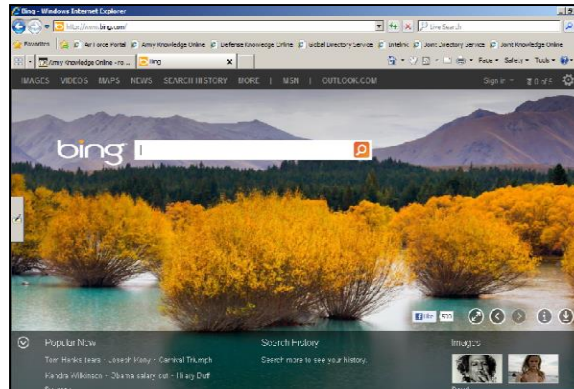
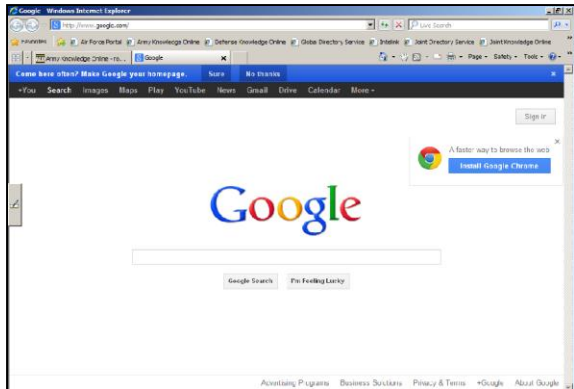




# P1 Step 2 – (Mission Analysis)

**NOTE:** At times, Brigades and Battalions may be limited in terms of the mission support they can provide the deploying teams, therefore teams should be prepared to conduct small unit planning and to leverage current resources on hand to prepare and train for the mission. In this case, the Internet is a powerful tool to enable the teams to gather open source data to conduct mission analysis.

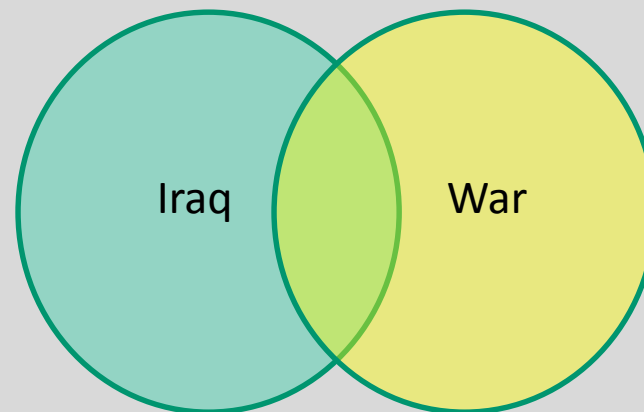
## INTERNET SEARCH ENGINES



# P1 STEP 2 – (MISSION ANALYSIS)

## Internet Search Techniques

- Boolean logic “or, and, not”
- Try: “Iraq War”
- Try: Iraq + War
- Try: Iraq – War
- Other search types on Google





# P1 STEP 2 – (MISSION ANALYSIS)

## Global Road Warrior

The Ultimate Guide to the World



Home Contact About ADA Resources

Search:

Austria ▾

- Country Facts
- Climate
- Society & Culture
- Business Culture
- Demographics
- Money and Banking
- Travel Essentials
- Business Capitals
- Points of Interest
- Security Briefing
- Health & Medical
- Transportation
- Communications
- Business Services
- Technical/Internet
- Electrical
- Embassies/Consulates
- The Businesswoman
- Essential Terms
- Maps

## Austria

Republic of Austria – Republik Oesterreich



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### People

#### NATIONALITY

Noun: Austrian(s)  
Adjective: Austrian

#### ETHNIC GROUPS

Austrians 91.1%, former Yugoslavs 4% (includes Croatians, Slovenes, Serbs, and Bosniaks), Turks 1.6%, German 0.9%, other or unspecified 2.4% (2001 census)



Austrian hiker in the Karwendel Mountains.



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# P1 Step 2 – (Mission Analysis)

## Useful Open Source Websites

URL	INFORMATION PROVIDED
<a href="http://www.stratfor.com">www.stratfor.com</a>	Provides open source analysis on regional geo-political climate and security
<a href="http://www.foreignpolicy.com">www.foreignpolicy.com</a>	Current news in world events and blogs
<a href="http://www.economist.com">www.economist.com</a>	World view by region on politics, culture, security and economics
<a href="http://www.globalsecurity.com">www.globalsecurity.com</a>	Publishes security related white papers with global coverage
<a href="http://www.globalincidentmap.com">www.globalincidentmap.com</a>	Pay site, but well worth. It geospatially and dynamically shows current security related incidents around the world
<a href="http://www.odni.gov">www.odni.gov</a>	The US Office of the Director of National Intelligence website. Access online open source information and reports
<a href="http://www.state.gov">www.state.gov</a>	US Department of State website offering information on travel warnings, security issues, and US Embassies and consulates world-wide
<a href="http://www.rand.org">www.rand.org</a>	The RAND Corporation is a nonprofit institution that helps improve policy and decisionmaking through research and analysis.
<a href="http://www.nationalinterest.org">www.nationalinterest.org</a>	An online publication that covers current global topics such as politics, security and conflicts
<a href="http://www.brookings.edu">www.brookings.edu</a>	The Brookings Institution is a nonprofit public policy organization based in Washington, DC that conducts independent research and provides innovative and practical recommendations to policy makers



# P1 Step 2 – (Mission Analysis)

## Useful Open Source Websites

<a href="http://www.ft.com">www.ft.com</a>	The Financial Times is an online media that focuses on the global economic landscape
<a href="http://www.afpc.org">www.afpc.org</a>	The American Foreign Policy Council is an online publications that provides regionally security issues and how the effect US foreign policy
<a href="http://www.heritage.org">www.heritage.org</a>	The Heritage Foundation is a research and educational institution—a think tank—whose mission is to formulate and promote conservative public policies and reports to congress
<a href="http://www.foreignaffairs.com">www.foreignaffairs.com</a>	Online publication that reports on global security issues making the news today
<a href="http://www.csis.org">www.csis.org</a>	the Center for Strategic and International Studies is a nonprofit organization located in Washington, D.C that conducts research and analysis and develop policy initiatives that look to the future and anticipate change.
<a href="http://www.jihadwatch.org">www.jihadwatch.org</a>	An online blog that follows the trend of the growing rise of radical muslim organizations
<a href="http://www.technorati.com">www.technorati.com</a>	A blog site that covers social issues that affect the world population such as women's rights, security and politics
<a href="http://www.counterwmd.gov">www.counterwmd.gov</a>	National Counterproliferation Center (NCPC) is under the Office of the Director of National Intelligence to help the US counter the threats caused by the proliferation of wepaons of mass destruction
<a href="http://www.fpif.org">www.fpif.org</a>	Foreign Policy in Focus (FPF) is a “Think Tank Without Walls” connecting the research and action of scholars, advocates, and activists seeking to make the US a more responsible global partner
<a href="http://www.cfr.org">www.cfr.org</a>	The Council on Foreign Relations (CFR) is an independent, nonpartisan membership organization, think tank, and publisher that focus on the effects of US foreign policy abroad
<a href="http://www.carnegieendowment.org">www.carnegieendowment.org</a>	The Carnegie Endowment for International Peace is a private, nonprofit organization dedicated to advancing cooperation between nations and promoting active international engagement by the United States.



# P1 Step 2 – (Mission Analysis)

## Useful Open Source Websites

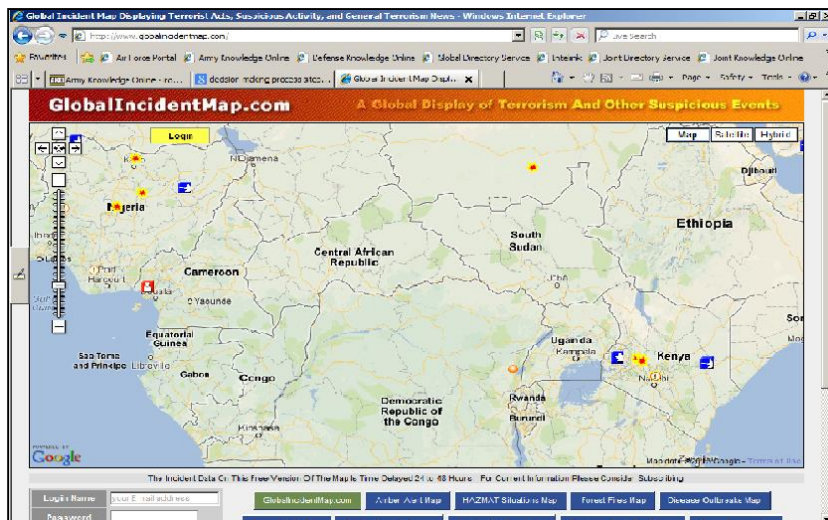
<a href="http://www.cia.gov">www.cia.gov</a>	The CIA World Fact Book is great source of information about specific countries covering topics such as demographics, military, transnational issues, politics and economics
<a href="http://www.wikimapia.org">www.wikimapia.org</a>	Access imagery from around the world. The site uses Google Earth as the platform
<a href="http://www.ourairports.com">www.ourairports.com</a>	Our Airports is a free site where visitors can explore the world's airports, read other people's comments, and leave their own.
<a href="http://www.translate.google.com">www.translate.google.com</a>	Online translation tool with limited language capability that can translate, in narrative form, English to another language available on its platform
<a href="http://www.xe.com">www.xe.com</a>	Currency coverter tool that provides currency exchange from one coutry to another at the latest conversion rate.
<a href="http://www.soople.com">www.soople.com</a>	Google search commands for advanced data-mining
<a href="http://www.reuters.com">www.reuters.com</a>	Online source of intelligent information for the world's issues that affects global markets and businesses
<a href="http://www.alloexpat.com">www.alloexpat.com</a>	Information by country regarding hotels, transportation, airport,



# P1 STEP 2 – (MISSION ANALYSIS)

Understanding the threat in the operating environment is critical to the accomplishment of the mission. Any information or criminal, terrorism and transnational will paint the threat picture. Information derived from the Internet will help improve your situational awareness and enhance the threat picture.

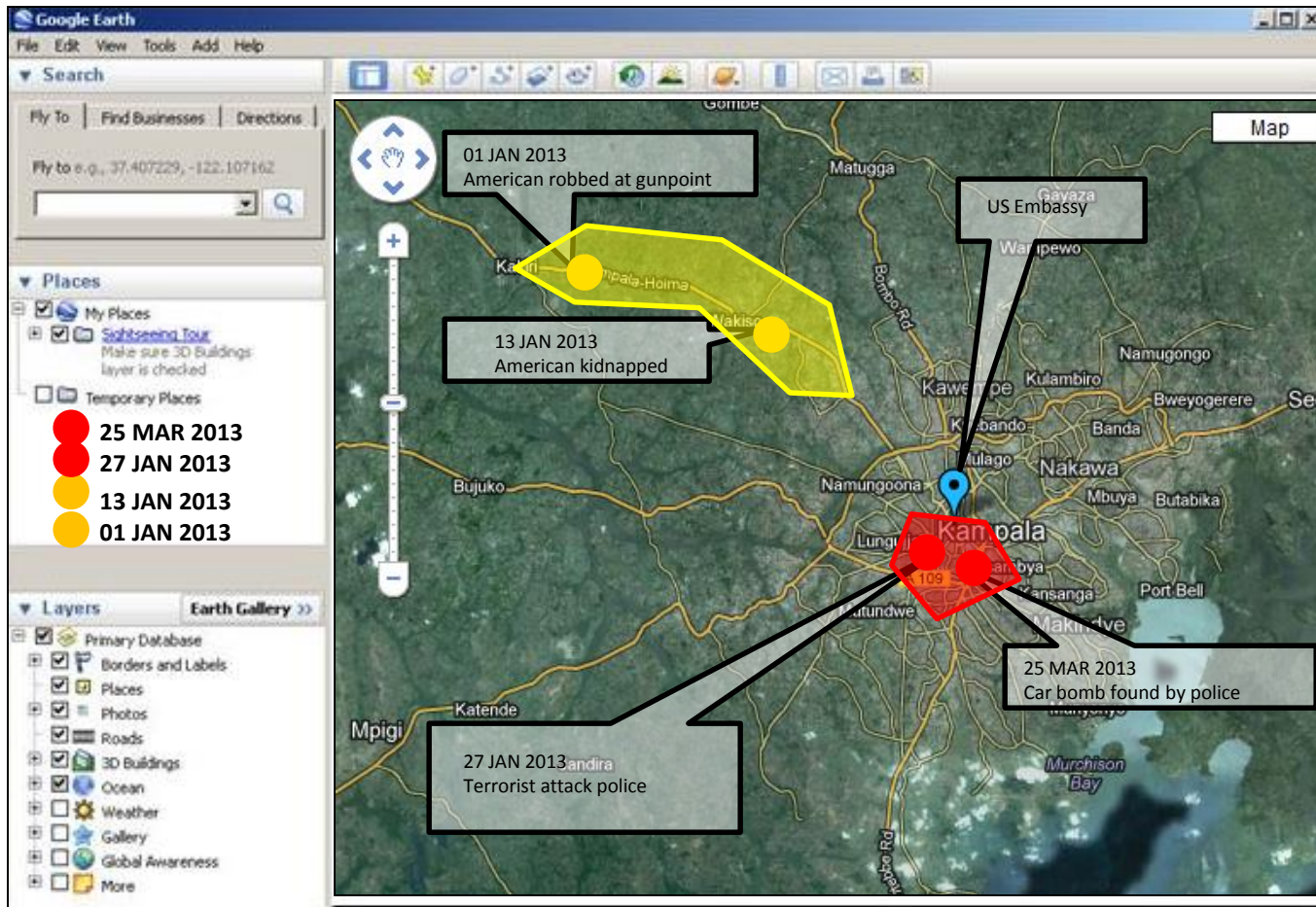
- DoS Bureau of Diplomatic Security (<https://www.osac.gov>)
- Department of State (<http://www.state.gov>)
- CIA World Factbook (<https://www.cia.gov/library/publications/the-world-factbook>)
- Know Your Country (<http://www.knowyourcountry.com/uganda1111.html>)
- Global Incident Map (<http://globalincidentmap.com>)



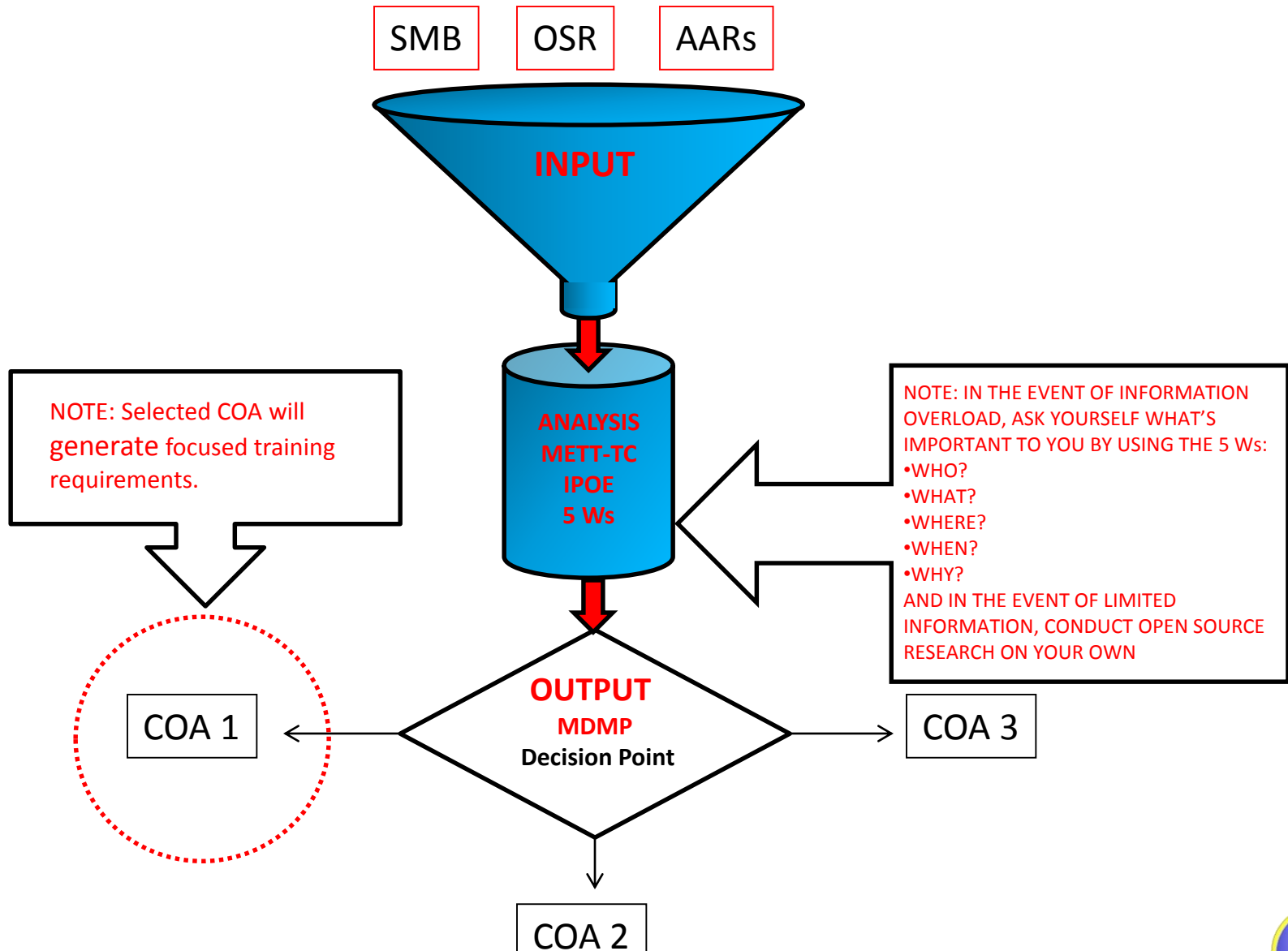


# P1 STEP 2 – (MISSION ANALYSIS)

NOTE: As part of IPOE and METT-TC teams should conduct geospatial analysis IOT improve area familiarization and threat analysis by geospatially and temporally mapping out security related events. Information can be derived from open source. A good geospatial tool to use is Google Earth.



# P1 STEP 2 – (MDMP AND COA DEVELOPMENT)



NOTE: Selected COA will generate focused training requirements.

NOTE: IN THE EVENT OF INFORMATION OVERLOAD, ASK YOURSELF WHAT'S IMPORTANT TO YOU BY USING THE 5 Ws:  
•WHO?  
•WHAT?  
•WHERE?  
•WHEN?  
•WHY?  
AND IN THE EVENT OF LIMITED INFORMATION, CONDUCT OPEN SOURCE RESEARCH ON YOUR OWN



## P1 STEP 2 – (FOCUSED TRAINING)

The Purpose of focused training is to replicate the environment and the conditions that you and your team will be conducting military activities, and to ensure proficiency in collective and individual tasks.





# P1 STEP 2 – (FOCUSED TRAINING)

## SFA Training and Preparation Checklist

- ✓ Develop intercultural skills (Language and Culture)
- ✓ Develop Interpersonal skills (talking points, avoid sensitive subjects)
- ✓ Develop threat mitigation plan (CI, crime and terrorism)
- ✓ Identify potential flashpoints
- ✓ Develop an emergency plan of action (e.g. evasion and recovery)
- ✓ Train in mission essential tasks
- ✓ Develop a decisive action training environment (DATE)
- ✓ Develop program of instruction ISO SFA mission



## P1 STEP 3 – (BRIEFBACK)

- The brief-back is a formal or an informal presentation normally given to the commander and guests.
- The amount of information presented is usually established by SOP.
- The intent is to ensure that each member of the team understands their role in making the mission a success.
- Understands the commander's intent and end-state are met.
- Each member of the team can participate in the briefing or depending on the size, can elect to do the briefing solo.
- It is the commander's decision to deploy the team or not.



# P1 Step 3 – (Travel Preparation)

- **Reduce Military Profile While Traveling**
  - ✓ Some locations require reduced military signature
  - ✓ Non Military clothing & equipment
  - ✓ Culturally aware
  - ✓ Verbal & body language
  - ✓ Group size & location
  - ✓ Watch your pattern of life
  - ✓ What does your rental car and hotel say about you?
  - ✓ **Enroll in Department of State Smart Traveler Enrollment Program (STEP)?**



# P1 STEP 3 – (TRAVEL PREPARATION)



**NOTE: Clothing and ppearance say a lot about a person. The perception of Americans in third world countries is, at times, very different from how we perceive ourselves.**



# P1 STEP 3 – (TRAVEL PREPARATION)



Are you sending the right signals with your clothing choices?



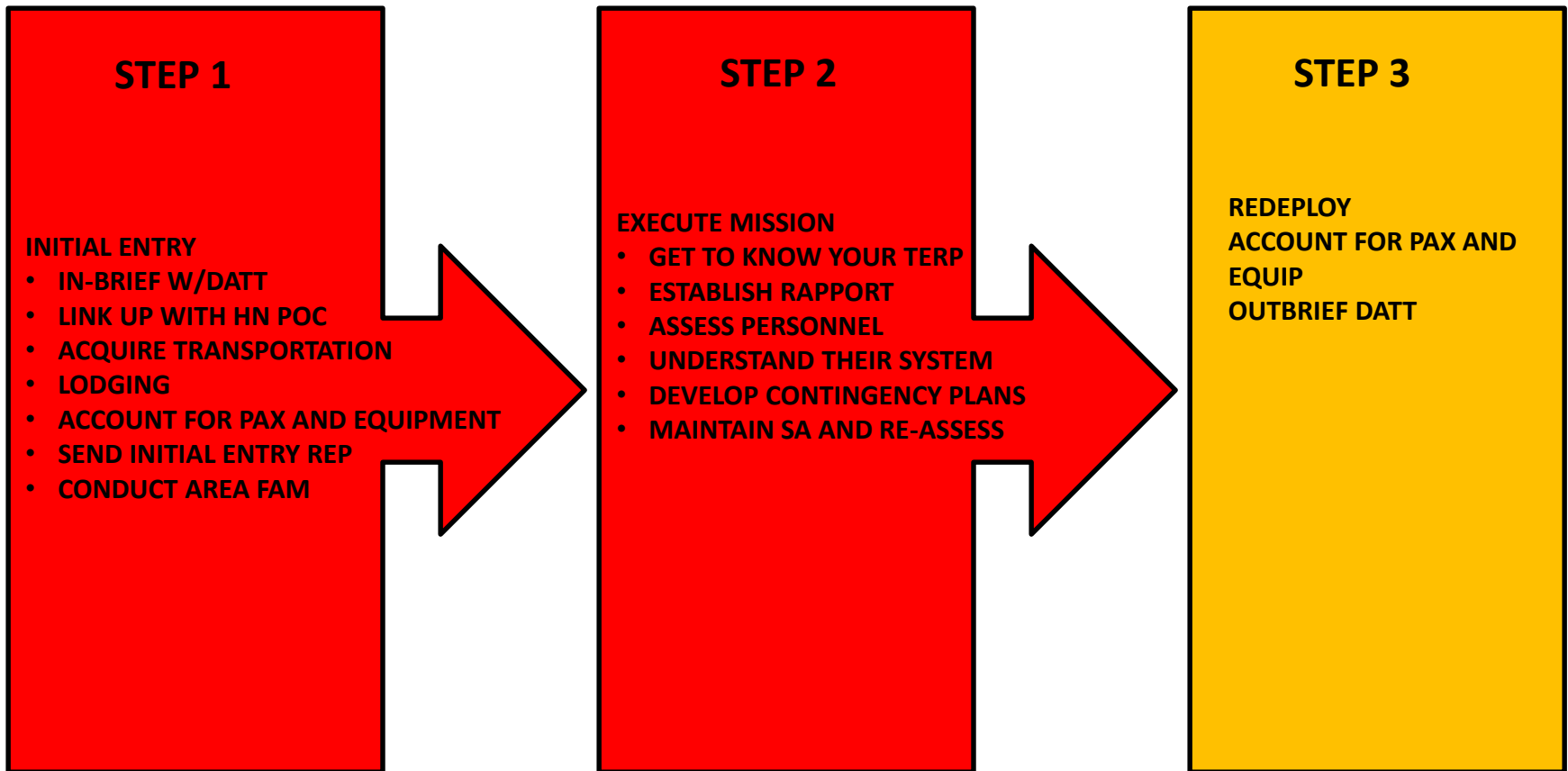


# P1 STEP 3 – (TRAVEL PREPARATION)





# EMPLOYMENT PHASE 2



## P2 STEP 1 – (INITIAL ENTRY)

- ✓ Account for all team members and equipment
- ✓ Currency exchange
- ✓ Acquire local map
- ✓ In-brief with Defense Attaché
- ✓ Link up with host nation POC or sponsor
- ✓ Acquire transportation (e.g. rental car, local driver etc.)
- ✓ Acquire a local map or GPS (if available)
- ✓ Conduct area familiarization
- ✓ Acquire lodging
- ✓ Validate your PACE and send initial entry
- ✓ Re-assess environment

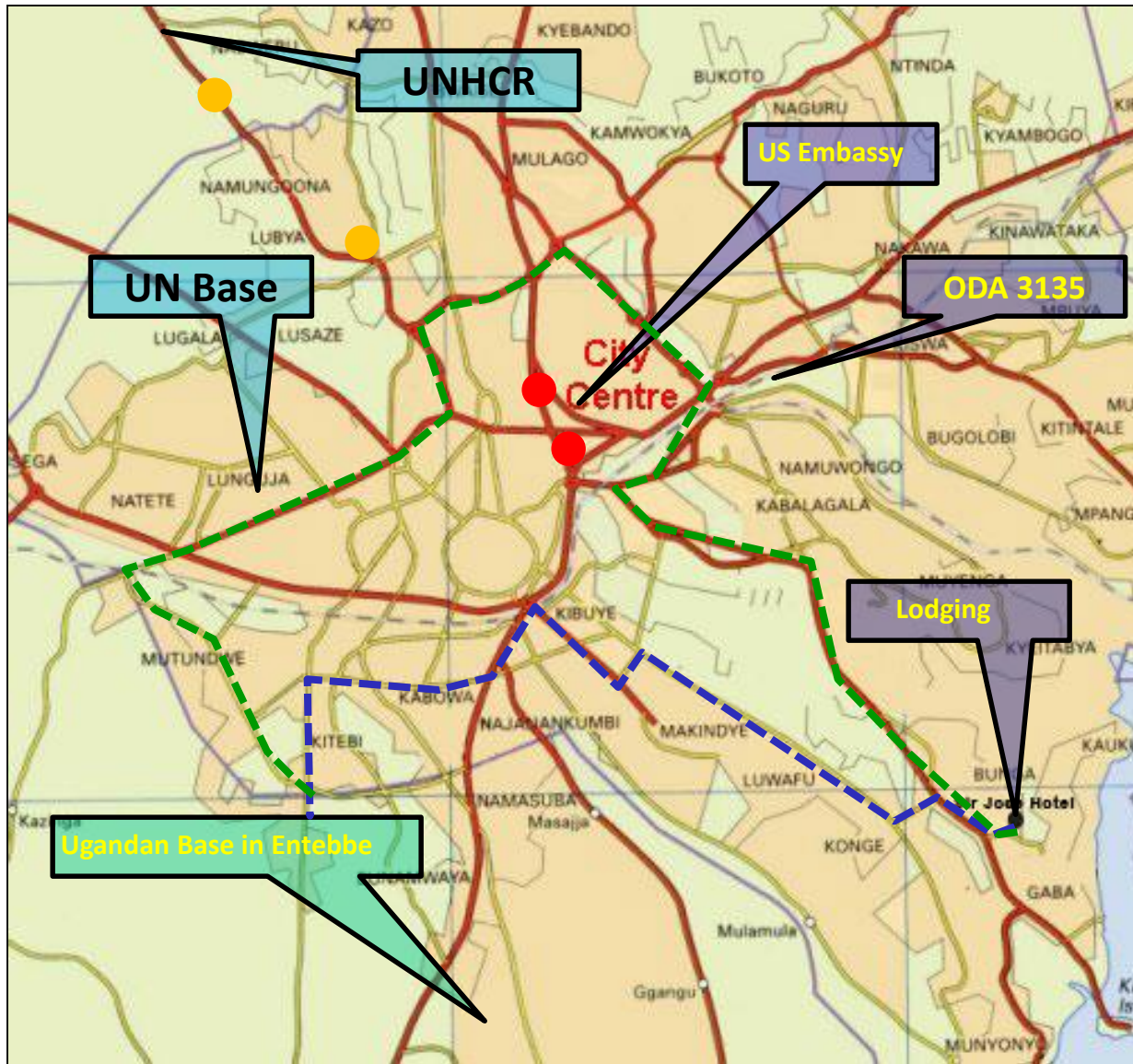


*Think, Adapt & Anticipate*





# P2 Step 1 – (Area Familiarization)



- ..... PRI RTE
- ..... ALT RTE



## P2 STEP 2 – (EXECUTE MISSION)

- Get to know your assigned interpreter
- Conduct rehearsals with interpreter to include POI review
- Establish rapport with host nation
- Understand the human terrain
- Understand host nations military and their system and local resources available for training
- Identify and build rapport with key personnel
- Develop contingency plans
- Maintain SA and re-asses



*Think, Adapt & Anticipate*

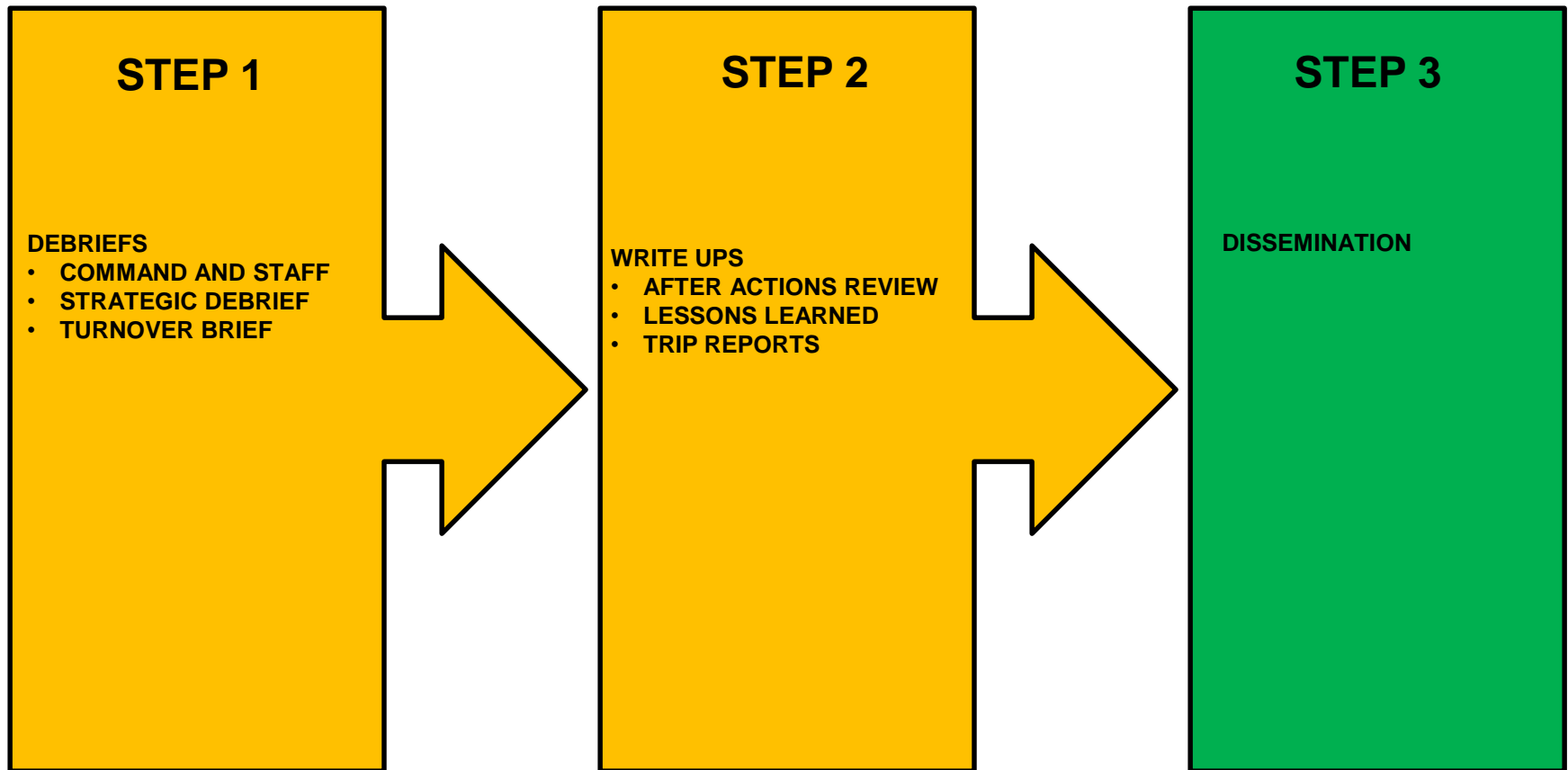


## P2 STEP 3 – (RE-DEPLOY)

- Ensure that your host nation partners were trained to standard and document measures of performance (MoP) to include photographs
- Maintain rapport with host nation partners and close on a good note
- Conduct key leader engagements with host nation partners
- Conduct office calls/out-briefs with DATT or Foreign Area Officer (country dependent)
- Account for all equipment



# POST-DEPLOYMENT PHASE 3





# P3 STEP 1 (DEBRIEFS)

- Command and Staff Debriefs
- After Actions Review
- Strategic Debrief
- Turn-over Brief



# P3 STEP 2 (REPORT WRITING)

- AARs and Lessons Learned (<http://usacac.army.mil>)
- Trip Reports
- Storyboards



## P3 STEP 3 (DISSEMINATION)

- **Internal**
  - At all levels to ensure widest dissemination
  - At commander's discretion
- **External**
  - Center for Army Lessons Learned (CALL)
  - Theater Observation Detachment (TOD)
  - Strategic Debriefing
  - HUMINT Online Tasking and Reporting (HOT-R)





Questions?





# RECOMMENDED SOLUTIONS

## Material:

- Small Unit Expeditionary Mission Planning Reference Card
- RAF Site Survey Course
- Global Warrior Smartphone App

## Non-Material:

- Small Unit Expeditionary Mission Planning MTT
- Global Warrior Austere Environment Training
  - Unarmed combatives
  - Advanced Commo Planning
  - Urban Mobility Training
  - SDR
  - Advanced OPSEC
  - E&R Planning
  - Defeat Restraints
  - Survival Training
- AWG Global Scout Support

