

# **3BCT, 82<sup>nd</sup> Airborne Division**

## **MCSOP**

**Mission Command Standard Operating Procedure**



## **Volume 1: Planning SOP**

### **(PSOP)**

**As of: 26 July 2016**

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REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
HEADQUARTERS, 3RD BRIGADE COMBAT TEAM  
505TH PARACHUTE INFANTRY REGIMENT  
82D AIRBORNE DIVISION, A2356 TAYLOR STREET  
FORT BRAGG, NC 28310-7213

AFVC-C

21 June 2016

## MEMORANDUM FOR RECORD

SUBJECT: 3BCT, 82<sup>nd</sup> Airborne Division Planning SOP

### 1. References.

ADP 1-02, Operational Terms and Military Symbols, August 2012  
ADRP 3-0, Unified Land Operations, May 2012  
ADRP 5-0, The Operations Process, May 2012  
ADRP 6-0, Mission Command, March 2012  
FM 6-0, Commander and Staff Organization and Operations, May 2014  
101<sup>st</sup> Airborne Division (Air Assault) – Gold Book 2010

**2. Purpose.** The purpose of this PSOP is to establish the routine procedures for the planning, execution, support, and mission command of combat operations. It addresses the responsibilities of the Brigade staff planners for each section. The Brigade staff will review this document annually and implement revisions as needed.

**3. Background.** The PSOP supplements doctrinal manuals for planning and execution of operations and applies to all units assigned, attached, or OPCON to 3BCT, 82<sup>nd</sup> ABN DIV, except when superseded by Brigade orders.

**4. Discussion.** The PSOP will act as a guide for the plans cell and staff within the Brigade. The PSOP is a living document that must be updated as conditions change. The essential elements of this PSOP are based on the utilization of the principles of the Military Decision-Making Process (MDMP) in planning tactical operations.

**5. Proponent.** Production and revision of the PSOP is a staff responsibility of the Brigade Chief of Plans. The Brigade S3 will review the PSOP to ensure it is linked to operations. The Brigade XO will be the approval authority for all changes to the PSOP and ensure compliance throughout the staff. Recommended changes should be submitted to this headquarters, ATTN: Brigade Chief of Plans.

**6. POC.** For this memorandum is Brigade Chief of Plans, at 910-643-8569.

//Original Signed//  
GREGORY B, BEAUDOIN  
COL, IN  
Commanding

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## 1.1 Standard Planning Sequence

WHEN	EVENT	ACTIONS	S3 PRODUCTS	S2 PRODUCTS	WFF PRODUCTS
<b>R Hour: Receipt of Mission (non doctrinal) R-2</b>	<b>DIVISION OPORD</b>  S3 and Plans Maintains hard copy notebooks with complete orders and all Annexes (both internal and higher)	<ol style="list-style-type: none"> <li>1. S3 SGM/OPS NCO plans movement to DIV Order</li> <li>2. CDR, S2, S3, Plans, and FSCoord/FSO, IO attend Division OPORD. (Back-up ONLY) S3 Ops NCO and driver accompany group to the Div OPORD to pick up one copy of the order with graphics.</li> <li>3. BTL CPT alerts all staff sections not collocated with the TOC to come to the TOC for mission planning</li> <li>4. S3 SGM/S3 Plans Officer/NCO receives the Div base order via Digital systems.</li> <li>5. S3 SGM inventories OPORD and disseminates digitally to individual staff sections.</li> <li>6. S2 disseminates Maps digitally.</li> <li>7. Plans NCO supervises setup of plans area in the TOC</li> <li>8. S3 SGM updates DIV OPORD BOOK</li> <li>9. XO confirms initial time calculations <ul style="list-style-type: none"> <li><input type="checkbox"/> Establish mission receipt time, mission time and 1/3 2/3 calculation (1/3 total time includes confirmation brief)</li> <li><input type="checkbox"/> Draft initial staff time line</li> <li><input type="checkbox"/> S3 Plan prepares draft timeline for XO.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. COP (Digital/Analog)</li> <li>2. Update OPORD book</li> <li>3. Portal Knowledge Management (Folders)</li> <li>4. RFI Tracker</li> <li>5. Planning Timeline (P35/XO)</li> </ol>	<ol style="list-style-type: none"> <li>1. DIV IPB</li> <li>2. Collection plan</li> <li>3. Tgt Folders</li> <li>4. Imagery</li> </ol>	<ol style="list-style-type: none"> <li>1. FSO: Q36/Q50/AFATADS and CPOF RNG Fan</li> <li>2. CMO/SWEAT analysis</li> <li>3. PAO: Talking PT messages</li> <li>4. ALO: ATO</li> <li>5. AC2</li> <li>6. Fires Task Organization</li> <li>7. BJA provides legal input, research ROE</li> </ol>
<b>R-HOUR To R+3</b>	<b>INITIATE PLANNING SEQUENCE</b>	<ol style="list-style-type: none"> <li>1. S3 Plans prepares <b>Warning Order #1</b>. XO release WARNO #1.</li> <li>2. CUOPs sends WARNORD #1 to all units in the task force via digital systems primary then BCS-3 back-up and logs in all acknowledgement responses. Backup distro means is FM, then LNO</li> <li>3. TOC Plans Team prepares for planning sequence <ul style="list-style-type: none"> <li><input type="checkbox"/> S3 Plans NCO copies of DIV OPORD are on all plans laptops and disk copies are available for XO, CSM, S1 (JAG, CA), S2, S4 (BSB), S6, FSO, (ALO, IO), ADAM, Sustainment and orders book.</li> <li><input type="checkbox"/> S3 SGM posts 1 hard-copy of DIV OPORD in master OPORD notebook</li> <li><input type="checkbox"/> Plans NCO sets up planning and tracking tools in BCS-3, PowerPoint and Word.</li> <li><input type="checkbox"/> Sections print-off copies</li> <li><input type="checkbox"/> S3 plans prepares RFI tracking book</li> </ul> </li> <li>4. All sections facilitated by the XO begin hasty mission analysis</li> <li>5. S2 plans officer/ENG begins/ updates terrain analysis and threat analysis</li> <li>6. S3 plans conducts initial mission analysis of maneuver tasks</li> <li>7. Staff prepares initial estimates and begin reverse-WFF</li> </ol>	<ol style="list-style-type: none"> <li>1. WARNO #1</li> <li>2. Post digital products and prepare analog order from higher</li> <li>3. Confirmed Planning Timeline</li> </ol>	<ol style="list-style-type: none"> <li>1. Post digital products</li> </ol>	<ol style="list-style-type: none"> <li>1. Potential AMRs to G-3 Air</li> <li>2. DD1972 Submissions completed by BN FSEs</li> <li>3. FSO: <ul style="list-style-type: none"> <li>• Initial FS input to WARNO.(task organization updates)</li> <li>• FS Systems Status</li> <li>• Specified Targets from higher</li> <li>• FS Asset Range and Arc rings</li> <li>• FS Limits and Constraints</li> <li>• FS portion of mission analysis brief.</li> <li>• FS CCIR inputs.</li> <li>• Initial FS rehearsal guidance and times.</li> <li>• WARNO after mission analysis brief to BN Fires Cell or CO FIST.</li> <li>• Input to ATO</li> </ul> </li> <li>4. CL III, IV, V requirements estimate</li> </ol>

WHEN	EVENT	ACTIONS	S3 PRODUCTS	S2 PRODUCTS	WFF PRODUCTS
R +3 To R+9	MISSION ANALYSIS	<ol style="list-style-type: none"> <li>S3 plans completes mission analysis of maneuver tasks and types specified, implied and essential tasks; constraints/limitations; and proposed CCIR on to mission analysis slide in PowerPoint.</li> <li>Combat multipliers/Staff complete mission analysis. <ul style="list-style-type: none"> <li>Turn in WFF analysis matrix (mission analysis slide) to S3 plans via digital systems (3.3.1)</li> <li>Turn in Reverse WFF IPB to S3 plans via digital systems (3.3.2)</li> <li>Turn in reverse-WFF sheets to S2 plans via e-mail or public folder</li> </ul> </li> <li>S3 plans types restated mission on mission analysis slide PowerPoint.</li> <li>Conduct IPB and Targeting Meetings</li> <li>S3/Protection Cell conducts tactical/administrative risk assessment</li> <li>S3 plans prepares M/A brief</li> <li>S2 coordinates with FECC on the informational environment</li> <li>Conduct M/A brief rehearsal</li> <li>Provide read ahead copy of proposed mission statement shell of CDR intent and scheme of effects to P6</li> <li>Execute Targeting Synchronization Meeting (COA Concept required)</li> </ol>	<ol style="list-style-type: none"> <li>Staff Estimates</li> <li>Conduct Design WG if applicable</li> <li>Proposed Problem Statement</li> <li>Specified/Implied Tasks</li> <li>Limitations (constraints and restrictions)</li> <li>Detailed Timeline</li> <li>Risk Analysis</li> <li>Restated Mission</li> <li>Proposed CDR's intent</li> <li>Proposed CCIR</li> <li>All slides completed in Arial 14 bold and placed in public folders</li> <li>Mission Statement</li> </ol>	<ol style="list-style-type: none"> <li>MCOO</li> <li>Situation Template</li> <li>SWEAT-MS facilities overlay (S2/S7/S9/EN)</li> <li>Demographics Overlay(s)</li> <li>OB chart(s), Target Folders on identified Leadership/HVT</li> <li>Pattern Analysis</li> <li>Enemy Courses of Action</li> <li>Event Temp</li> <li>All slides completed in Ariel 14 bold and placed in public folders</li> <li>Initial collection focus</li> </ol>	<ol style="list-style-type: none"> <li>Staff Estimates</li> <li>Specified/Implied Tasks</li> <li>Limitations (constraints and restrictions)</li> <li>Input into timeline</li> <li>Input into Risk Assessment</li> <li>Initial IC Plan FSO <ul style="list-style-type: none"> <li>FS IPB (complete reverse WFF IPB)</li> <li>Have historic pattern analysis (POO, POI locations)</li> <li>Perform Target Value Analysis</li> <li>Synchronize HVTL with S2</li> </ul> </li> </ol>
R+9 to R+11	MISSION ANALYSIS BRIEF	<ol style="list-style-type: none"> <li>See MCSOP Volume 2: Chapter 6.1- Mission Analysis Template</li> <li>S3: AO/AI, Proposed Restated Mission</li> <li>S2 Officer/S2 FUSION/Collection manager: IPB, threat analysis, proposed PIR</li> <li>S3 Plans: Corps Mission/Intent, Div Mission/Intent, Specified/Implied Tasks, Facts, Assumptions, Constraints</li> <li>WFF: Combat multiplier analysis</li> <li>S3: Essential tasks, Proposed CCIR, Proposed Restated Mission, Problem Statement, Timeline (S3 reviews/approves essential tasks and restated mission prior to the brief)</li> <li>Use Mission Analysis Brief Template and PACE in MCSOP Volume 2: CH 6.1</li> </ol>	<ol style="list-style-type: none"> <li>Proposed Restated Mission</li> <li>Corps Mission/Intent</li> <li>Division Mission/Intent</li> <li>Problem Statement</li> <li>Specified/Implied Tasks</li> <li>Facts/Assumptions</li> <li>Constraints/Limitations</li> <li>Essential Tasks</li> <li>Proposed CCIR</li> <li>Initial Timeline</li> </ol>	<ol style="list-style-type: none"> <li>IPB</li> <li>Initial IC Plan</li> <li>TGT Folder</li> </ol>	<ol style="list-style-type: none"> <li>Assets Available</li> <li>Facts/Assumptions</li> <li>Constraints/Limitations</li> <li>Specified/Implied/Essential Tasks</li> <li>Analysis of your systems</li> <li>Fire Support Running Estimates (to include GS assets)</li> <li>FSCMs</li> <li>Fire Support Capabilities / Limitations</li> <li>Fires Cell Task Organization</li> <li>WARNO after mission analysis brief to BN FDC, BN Fires Cell or CO FIST</li> <li>Recommended Themes and Messages</li> </ol>
R+11 to R+12	CDR'S GUIDANCE	<ol style="list-style-type: none"> <li>See MCSOP Volume 2: Chapter 3.5 Commander's Initial Guidance Card, and Chapter 4.2-4.3 COA Worksheets</li> <li>Commander briefs his guidance off the Worksheet</li> <li>Plans NCO captures CDR's guidance on disk and distributes to battle staff.</li> </ol>			
R+12 to R+13	IC HUDDLE	<ol style="list-style-type: none"> <li>Initial IC Huddle – CDR, S3, S2, Collection Manager, FSO, BAO, LNO, 5-73 CDR, EN, Unit LNOs as required. See Chapter 3.11 for IC planning.</li> <li>Reviews proposed PIRs, Indicators, and SIRs, brings assets available list</li> <li>S2 reviews final assignment of Specific Orders and Requests</li> <li>Publishes draft collection plan completed</li> </ol>	<ol style="list-style-type: none"> <li>Review commander's recon guidance</li> <li>Proposes assets available to cover NAIs</li> <li>S3 reviews recon tasks to be included in Warning Order #2</li> <li>Includes recon tasks in Warning Order #2</li> </ol>	<ol style="list-style-type: none"> <li>NAI List/Overlay, IC Plan/Sketch</li> <li>IC Sync matrix</li> <li>Annex L</li> <li>Annex B</li> </ol>	<ol style="list-style-type: none"> <li>Collection manager proposes assets to cover NAIs</li> <li>S6 covers commo support available</li> <li>FSO covers fire support available</li> <li>BAO covers aviation support available</li> <li>Medical covers MEDEVAC support available</li> </ol>

WHEN	EVENT	ACTIONS	S3 PRODUCTS	S2 PRODUCTS	WFF PRODUCTS
R+13 to R+18	DEVELOP COA	<ol style="list-style-type: none"> <li>See COA Development (Ch 4) and MCSOP Volume 2: Chapter 9- Planning Data</li> <li>Staff sections bring running estimates, (S2 updates IPB)</li> <li>S3 briefs group on AO, Tactical Tasks, Critical Times/Dates, and Commander's Requirement. <ul style="list-style-type: none"> <li>Plans highlights assets available.</li> <li>Following the initial S3 COA concept briefing, all Staff and WFF reps then conduct individual preparation (30 mins) in order to provide their input to assembled group.</li> <li>The S3/S2 draw graphics (as much as is known at this point) on BCS-3/Analog overlays and discuss control measures &amp; FSCMs.</li> <li>S3 leads the staff/WFF reps through Array of Forces, Mission Command, Task/Purpose, Detailed/Refined Timeline, and IC to Support COA, IO to Support COA, CMO/PSYOP to Support COA, Control measures, potential decision for P6, requirement for ATO, Concept of Support and Concept of MC. IO Objective are presented to P6. Endstate of this meeting is for all to have an understanding of the operation, a detailed yet still tentative task org, general unit/sub-unit locations, and address any war-stoppers</li> <li>Once all info is presented and the BCS-3/Analog map products are ready, the assembled group conducts a <u>hasty</u> wargame on the most critical event (determined by XO/S3). The purpose is to identify any fatal flaws in the plan and is not intended to replace the future, detailed wargame.</li> <li>Execute hasty wargame. The staff breaks and begins preparing appropriate annexes and products for the OPORD (also serves as prep for the COA Brief to the CDR).</li> <li>As required, the staff issues the COA Brief (really equals an OPORD overview) to the CDR for approval and any detail guidance. See MCSOP Vol. 2- Planning Reference Guide for the COA Brief.</li> </ul> </li> <li>S3 Plans prepare slides for COA Brief to the commander</li> <li>S3 Plans publishes Warning <b>Order # 2</b> via webpage/Analog. See MCSOP Vol. 2- Planning Reference Guide. Attach enemy most likely and most dangerous course of action and attach CDR's Guidance Worksheet. Include information/alerts based on the IC Huddle. Primary means of distro is digital BCS-3 on webpage then FM then LNO</li> </ol>	<ol style="list-style-type: none"> <li>COA statement (4.6)</li> <li>COA Sketch (4.6)</li> <li>T/P for all units and the BCT(4.6)</li> <li>Graphic control measures</li> <li>Effects Objectives</li> <li>Concept of Support/IO/Fires/IC/ MC etc.</li> <li>WARNO # 2</li> </ol>		FSO <ul style="list-style-type: none"> <li>FSCMs</li> <li>HPTL</li> <li>TSS</li> <li>AGM</li> <li>Fire Support Task, Purpose, Execution and Assessment.</li> <li>Determine radar positioning and cueing schedules</li> <li>Develop Targeting Synchronization Matrix following targeting synch</li> </ul>



WHEN	EVENT	ACTIONS	S3 PRODUCTS	S2 PRODUCTS	WFF PRODUCTS
R+18 To R+19:30	COA BRIEF TO CDR	<ol style="list-style-type: none"> <li>1. See Chapter 4.7: COA Briefing</li> <li>2. S3: BDE mission, CDR's previous guidance</li> <li>3. S2: IPB and threat analysis <b>updates</b> and IC Update</li> <li>4. Battle Staff briefs COA, to include <ul style="list-style-type: none"> <li><input type="checkbox"/> COA</li> <li><input type="checkbox"/> Primary task and purpose of each subordinate unit.</li> <li><input type="checkbox"/> Array of Forces at decisive point.</li> </ul> </li> <li>5. S3: Proposed CDRs intent, CCIR, operational timeline</li> <li>6. Receive additional Commander's Guidance</li> </ol>			FSO <ul style="list-style-type: none"> <li>• Proposed TSM</li> <li>• Proposed HPTL</li> <li>• Proposed AGM</li> <li>• Proposed TSS</li> <li>• Planned Targets</li> <li>• Proposed FSCMs</li> </ul>
CON-CURRENT	AVN IPC	<ol style="list-style-type: none"> <li>1. BAE establish collaborate planning/IPC with AC2 units.</li> </ol>			
R+19:30 To R+21:30	PREP FOR WARGAME	<ol style="list-style-type: none"> <li>1. A/S3, Plans NCO publishes <b>Warning Order #3</b> via Webpage. See MCSOP Vol. 2- Planning Reference Guide. Attach operations graphics and include BCS-3 graphics file. Include <b>IC Frago #1</b>. Primary means of distro is IDM-T, then BCS-3, then FM, then LNO.</li> <li>2. Plans NCO &amp; S2 NCO prepares BCS-3 for wargame.</li> <li>3. Plans NCO sets up plans area and the tools for the Wargame</li> </ol>	Issue WARNO 3		
R+21:30 To R+26:30	WARGAME/ SYNCH MATRIX	<ol style="list-style-type: none"> <li>1. See Chapter 5: Wargaming, Chapter 7: Synchronization, and MCSOP Vol. 2- Planning Reference Guide: Planning Data</li> <li>2. XO/S2/S3/FECC/IO meet prior to wargame to decide events to wargame.</li> <li>3. S3/XO selects critical events for wargaming/synchronizing. Critical events may be linked to Phases of the Operation.</li> <li>4. Disseminate to the Battle Staff critical events to be wargamed</li> <li>5. S2 and S3 fill in enemy action/reaction line per event or IO defines 1<sup>st</sup> to 3<sup>rd</sup> order effect.</li> <li>6. S3 leads staff through each critical event of the synch matrix while allowing each WFF to wargame against the enemy action in that event.</li> <li>7. S3 Plans records on the synch matrix. A/S3 also records any changes to the COA and any timeline refinements</li> <li>8. WFF elements simultaneously update products, ie. target matrix, collection plan</li> <li>9. Staff adds any data that the battle captain will need to synchronize the battle to include log data (grids, times, amounts of supplies etc)</li> <li>10. AC2 meeting held with the S3 Air, AVN LNO, FSO, ADA, ALO and MI Rep (if there are UAVs) to deconflict all airspace requirements and activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Execution Matrix</li> <li>2. Synchronization Matrix</li> <li>3. Decision Support Matrix</li> <li>4. Friendly Concept and array of forces</li> <li>5. Objective Blow up (BCS-3)</li> </ol>	<ol style="list-style-type: none"> <li>1. EN SITEMP</li> <li>2. Imagery</li> <li>3. Event Template for each COA</li> <li>4. Enemy Range Fans</li> <li>5. Enemy Obstacle Template</li> <li>6. Finalize collection plan</li> <li>7. Update NAI overlay</li> </ol>	Product Refinement 1. Sustainment Matrix

WHEN	EVENT	ACTIONS	S3 PRODUCTS	S2 PRODUCTS	WFF PRODUCTS
R+26:30 To R+30:30	PREPARE OPORD	<ol style="list-style-type: none"> <li>1. See MCSOP Vol. 2- Planning Reference Guide: Orders.</li> <li>2. S3 writes para 3 and posts copies to webpage.</li> <li>3. Staff fills in their portion of master blank order and provides copy to the A/S3: Para 1a; A/S2, Para1b; Chemo, Para 2: Chemo, Para 3a; S3, FSO, ENG, ADA, Para 3b; S3, Para 3c; A/S3, Para 4; S4, Para 5; SIGO</li> <li>4. XO/S3 determine which annexes are necessary</li> <li>5. Staff fills in their annexes as required by XO</li> <li>6. XO/S3 review order to ensure no conflicts between base order and annexes</li> <li>7. S3 Plans complete the DST</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete Para-3</li> <li>2. Review base order for correctness</li> <li>3. Review all annexes for correctness.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete OPORD Annex B with Annex L (IC plan)</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepare annexes IAW XO's Guidance</li> </ol>
R+30:30 To R+32:30	OPORD REHEARSAL	<ol style="list-style-type: none"> <li>1. Plans NCO supervises set up of Briefing Area.</li> <li>2. See MCSOP Vol. 2- Planning Reference Guide: OPORD Brief Slides</li> <li>3. Plans team produces 15 disk-copies of OPORD to include BCS-3 graphics. See Ch 6.1: Distribution. OPORD w/graphics is sent out to units via IDM-T, then BCS-3, then LNO.</li> <li>4. OPS NCO numbers disks and signs them out at OPORD briefing</li> <li>5. Staff rehearses OPORD presentation for XO. Standard is 1 hour</li> </ol>			FSO: Finalize Fires Products
R+32:30 To R+35:30	OPORD BRIEF	<ol style="list-style-type: none"> <li>1. See MCSOP Vol. 2- Planning Reference Guide: OPORD Brief Slides</li> <li>2. Publishes <b>the OPORD and all ANNEXES</b> via Webpage</li> <li>3. Prepare products for CAR</li> </ol>	<ol style="list-style-type: none"> <li>1. Produce hard copy for BCT Leadership with graphics/map</li> <li>2. Execution Matrix</li> <li>3. Synchronization Matrix</li> <li>4. Decision Support Matrix</li> <li>5. ExCHECK list</li> </ol>		
DAILY	DAILY MDMP / TARGETING MEETING			<ol style="list-style-type: none"> <li>1. Updated EN SITEMP</li> <li>2. Collection Matrix</li> <li>3. HVT List</li> <li>4. Collection Assets for each HPT</li> </ol>	

# 1.1.1 18-Hour Planning Sequence

18-HR SEQUENCE (28 Jan 2015)											
Line#	Time					Reporting Element	Action	Receiving Element	NET	Code Word	Remarks/Notes
	N-HR	Ft Bragg	ISB	OBJ	Zulu						
10	N-HR					FBOC	THE FBOC NOTIFIES THE AAJOC OF THE ALERT VIA RED X-RAY MESSAGE	AAJOC	TAC SIPR, SVOIP	ABILENE	AAJOC: Receive Alert
20						FBOC	THE FBOC NOTIFIES GLO OF ALERT FOR OUTLOAD SUPPORT	GLO	TAC SIPR, SVOIP	ABSALOM	FBOC: Notifies JOFC AAJOC: Coordinate w/GLO OSB: establish LNO from TMGR
30						FBOC	THE FBOC NOTIFIES LRC OF THE ALERT. LOGISTICS CHANNELS ALERT PROGRAM MANAGERS OF INSTALLATIONS SUPPLY POINTS (RFI, DASA, ICEMP) FOR CIVILIAN PERSONNEL TO RETURN AND PREPARE FOR EQUIPMENT ISSUE.	LRC	NIPR (ENT)	ABERDEEN	FBOC: Alert AFSB NIPR AAJOC DIRLAUTH w/LRC NIPR (ENT)
40						FBOC	THE FBOC NOTIFIES 82ND SUSTAINMENT BRIGADE (SMCC) OF THE ALERT WITH INSTRUCTIONS INITIATING THE SUPPORT BATTALION'S COMMAND RELATIONSHIP TO THE OSB	82SB	TAC SIPR, SVOIP	ACRON	FBOC: Notify 82d SUSBDE AAJOC Coordinates w/ 82D SUS BDE (OPCON Established for OST)
50						FBOC	THE FBOC NOTIFIES ADDITIONAL OUTLOAD SUPPORT UNITS (16TH MP, WAMC, 43RD AG)	16th MP, WAMC, 43rd AG	NIPR (ENT);	AFTON	FBOC: Notify via NIPR AAJOC: DIRLAUTH est. NIPR
60						AAJOC	THE AAJOC IMMEDIATELY NOTIFIES: DIVISION STAFF, GRF1, CAB, OSBDE, 82nd ADVANCED AIRBORNE SCHOOL, AND DIVARTY OF THE ALERT WITH APPLICABLE ALERT MESSAGE	DIV STAFF, GRF1, CAB, OSBde, DIVARTY	SIPR TAC, SVOIP, RUNNER, NIPR (ENT), Telephonic	ALBANY	AAJOC: Conducts Notification Subordinates: Notify Internally
70						GRF1	SDO RECEIVES ALERT AND DISSEMINATES MESSAGE IAW UNIT SOP	GRB1	SIPR TAC, SVOIP, RUNNER	ALLENTOWN	GRF1: Reprt. complete to AAJOC
80						GRF1	SDO ESTABLISHES SIPR EOC	N/A	SIPR TAC, SVOIP,	ALCOA	GRF1: Reports complete to AAJOC via SIPR voice/digital from EOC
90						AAJOC	ESTABLISH DIVISION COLLABORATIVE OUTLOAD SITE ON DCO-S	N/A	DCO-S	ALBEMARLE	DIV G4 Opens DCO-S in AAJOC
100						AAJOC	AAJOC POPULATES N-HR SEQUENCE WITH APPROPRIATE TIME ZONES TO REFLECT FT BRAGG (LOCAL), ISB, OBJECTIVE, ZULU	N/A			
110						GRF1	ALERT AND ASSEMBLE GRB1, ACP, AND GRF OST (GRB3)	GRB1	SIPR TAC; RUNNER	ALTUS	GRF1: Reports Internally
120						GRB1	SDNCO AND CGS ESTABLISH UNIT AREA (PHA) ECP, PHYSICAL SECURITY, AND OPSEC, TO INCLUDE COLLECTION OF CELL PHONES AND DISCONNECTING NIPR COMMS	N/A			
130						FBOC	ESTABLISH VTC CONNECTION WITH FBOC IN N+2 ROOM	AAJOC	SECURE VTC	ASTORIA	Connection Complete
140						GRF1 RDC	ESTABLISH PHA GUARD FORCE	GRB1			
150	N + 1:00					DTO	10 X BUS DRIVERS ASSEMBLED	AAJOC	Telephonic	BAKERSFIELD	DTO reports to G4 rep AAJOC
160						G2	G2 ANALYTICAL CONTROL ELEMENT ACTIVATES THE REQUEST FOR INTELLIGENCE INFORMATION CELL	N/A			
170						DIV ACP	BEGIN TURNING IN POVS TO HHBN	HHBN			
180						AAJOC	DIVISIONS OUTLOAD NET OPEN AND UNITS BEGIN ENTERING VIA MOTOROLA XTS 5000 WITH DIVISION COMMAND NET (FM900) AS ALTERNATE	GRF1+	XTS 5000; FM900	BARSTOW	GRF1: Conducts Commo Checks
190						ICEMP	ICEMP WAREHOUSE PERSONNEL BEGIN PULLING GRF1 EQUIPMENT	FBOC			
200						GRF1 RD	ACP AND GRB1 BEGIN TO SECURE POVS AND PERSONAL PROPERTY	N/A			
210						GRB1	PHA SECURE	GRF1			
220						GRB1	REPORT VALIDATES NOTIFICATION STATUS TO GRB1	GRF1	SIPR TAC	BALTIMORE	Report IAW Unit SOP
230						AAJOC	AAJOC CONFIRMS WITH FBOC THAT ALL INSTALLATION OUTLOAD NODES, MSCS, AND KEY STAFF THAT NOTIFICATION IS COMPLETE	FBOC	TAC SIPR, SVOIP		
240						GRF1	REPORT VALIDATES NOTIFICATION OF GRB1 STATUS TO AAJOC	AAJOC	SIPR TAC	BATTON ROUGE	Report via Tactical SIPR to BTL CPT/NCO
250		N + 1:30					FBOC	ESTABLISH VTC CONNECTION WITH FBOC IN N+2 ROOM	AAJOC/N+2/OSBde /GRF1	SECURE VTC	BAT CAVE
260						DTO	BEGIN TO MOVE BUSES TO OSB BSB HQ UNIT AREA	AAJOC		BERKLEY	
270						GRB1	PREPARE SIPR AUTOMATION EQUIPMENT FOR EOC	GRF1			
280						GRB1	REPORT NOTIFICATION STATUS TO GRB1	GRF1	SIPR TAC	BENNETSVILLE	Report IAW Unit SOP
290						GRF1	REPORT NOTIFICATION STATUS TO AAJOC	AAJOC	SIPR TAC	BENSON	Report via Tactical SIPR to BTL CPT/NCO
300		N + 2:00					DIVISION	N+2 BRIEF	GRB1	DCO-S	BILOXI
310						GRB1	100% ASSEMBLED (COMPANY FORMATIONS) - REPORT PERSTAT TO GRF1	GRF1 G1			
320						GRF1	GRF1 PSNCO TRANSMITS FINAL PERSTAT TO G1	AAJOC/G1	NIPR (ENT)	BOONE	Assembly Report Received
330						OSBde	BEGIN IN PHA: BUILDING 463L (A/B BAGS, JSLIST) PALLETS; ESIP ISSUE; MEDS/NARCOTICS ISSUE; ARMS ROOM ISSUE; BARRACKS CLOSEOUT; DOOR BUNDLE BUILD; COMMEX	N/A		CANTON	
340						GRF1	BULK MAP REQUEST TO AAJOC AND BEGIN PLOTTER MAP PRODUCTION	AAJOC			
350						GRF1/OSB	GRF1 AND OSB LNOS REPORTS TO AAJOC	AAJOC			
360						OSBde	REPORT 100% OF OSB ASSEMBLED, TO INCLUDE ELEMENTS OF OUTLOAD SUPPORT FROM 82ND SB	AAJOC	SIPR TAC; SVOIP	CAMBRIDGE	Report via Tactical SIPR to BTL CPT/NCO
370						G6	ISSUE XTS-5000 TO GRB1, OSBDE, AND LRC	N/A		CARY	
380						AAJOC	AAJOC FULLY MANNED AND OPERATIONAL TO INCLUDE LNOS	ALL		CHARLOTTE	
390						GRF1 SURG	PROVIDE CL IIIV REQUIREMENTS	AAJOC/SURG			
400						GRF1	PROVIDE GLO WITH HEAVY AND CDS PLAN	GLO			
410						GRF1 OST	VEHICLE OPERATORS COMPLETE ADMIN PREP AND MOVE TO THE ULACC TO PREP VEHICLES AND EQUIPMENT	GRF1			
420						GRF1 OST	GRF1 OST (GRB3) 100% ASSEMBLED AND BEGIN LINK-UP WITH OSBDE/BN	OSB	SIPR TAC	CHARLESTON	OSB Reports attachments to AAJOC via tact. SIPR
430						GRF1	OBTAIN DECISION ON MMEE/PLL ISSUE	AAJOC/G4			
440						GRF1/OSB	ALL UNITS HAVE ENTERED DIVISION OUTLOAD NET ON XTS-5000, FM, AND DIVISION COLLABORATIVE SUSTAINMENT SITE ON DCO-S	AAJOC	XTS-5000, FM900, DCO-S	CHICAGO	Conduct Commo Check w/AAJOC through XTS-5000, FM900, DCO-S CHAT
450						OSBde	PROVIDE GLO WITH RACE/FOD FLIGHT LINE DETAIL SNL'S (WITH SECURITY CLEARANCES)	GLO			
460						OSBde	OSBDE CP / ADACG IOC. C2 FOR ALL OUTLOAD TEAMS ESTABLISHED.	AAJOC/G4	SIPR TAC, FM 900	CLEVELAND	Confirmation

470					AAJOC/G4	ESTABLISH THE DIV SUSTAINMENT COLLABORATIVE SITE (DCO-S); REMAINS OPERATIONAL- RUNNING ESTIMATES	GRF1, OSBde, FBOC, SMCC, Staff	DCO-S	CLEMMONS	site is open, units report connectivity via chat
480					DPO	ACTIVATES THE PARACHUTE OPERATION CENTER AT THE DPO OFFICE IN THE PARACHUTE PACK FACILITY (PPF)	N/A			
490					GRB1	REAR-D FOC	GRB1			
	N + 2:30									
500					GRB1	CONDUCT INITIAL PERSONNEL MANIFEST	AAJOC			
510					ACP	ASSEMBLE AT DIV WATER TOWER AND CONDUCT INITIAL PERSONNEL MANIFEST	HHBn			
520					GRF1	CHEMO FORWARDS NBC CONTINGENCY ITEM REQUEST AND EQUIPMENT SHORTAGES FOR ALL DEPLOYING GRBS AND ATTACHMENTS TO GRF1 S4 AND DIV CHEM LOG	AAJOC/CHEMO		CRAWFORD	
530					Dept. of Emergency Services (DES)	DES WITH SEVEN ESCORT VEHICLES REPORT TO THE OSB AT THE ASP TO ESCORT CL I AMMUNITION CONVOYS	FBOC			
540					DOL / OSB	DASA OPERATIONAL	AAJOC		DALLAS	
550					OSB	ARRIVE AT WAMC WITH GRF1 OST REP TO PICK UP CL IIIV	AAJOC/SURG			
560					OSB	ARRIVE AT ICEMP WITH GRF1 OST REP TO PICK UP CBRNE EQUIPMENT	AAJOC/CHEMO			
570					OSB	DEPLOY GUARD FORCE TO GRB1 UNIT AREA	AAJOC		DANVILLE	
580					OSB	DEPLOY AMMUNITION DETAIL AND AMMUNITION GUARDS TO DASA	AAJOC		DAYTON	
590					OSB	COORDINATES WITH DES TO REQUEST ADDITIONAL PATROLS TO INCREASE PATROL DISTRIBUTION IN AND AROUND THE DIVISION FOOTPRINT AND OUTLOAD NODES	AAJOC / DIV PMO		DOVER	Internal to AAJOC
600					GRF1 S4	REQUEST ANY NECESSARY COORDINATION OR SUPPORT FOR ESIP	AAJOC/G4		DUNN	
610					GRB1	VEHICLE OPERATORS COMPLETE ADMINISTRATIVE PREPARATION AND MOVE TO THE MOTOR POOL TO PREP FOR HEAVY DROP VEHICLE EQUIPMENT	GRF1		DURHAM	
620					GRF1 OST	LOAD ADDITIONAL HEAVY DROP VEHICLES WITH CL I, III, IV, AND IX AS REQUIRED	GRF1			
630					HHBn	LOAD ACP HEAVY DROP VEHICLES WITH CL I, III, IV, AND IX AS REQUIRED	N/A			
640					GRF1 OST	PROVIDE CL V C2 ELEMENT W/HMMWV TO DASA/IA	AAJOC		EDEN	
650					DIV	N+2 BRIEF COMPLETE	N/A			
660					GRF1/GRB1	COMMANDERS ISSUE WARNO FROM DIV HQS	N/A			
	N + 2:45									
670					GRF1	COMMANDER'S BACKBRIEF IN N+2 ROOM	AA6		ELGIN	
	N + 3:00									
680					GRB1	BEGIN TROOP LEADING PROCEDURES	N/A		ERIE	
690					OSB	DRC AND HDRS C2 AND GUARD FORCE ESTABLISHED	AAJOC			
700					OSB	ADACG IOC	AAJOC			
710					G3	PROVIDE LNO TO FBOC	FBOC			
720					DOL/ OST	DASA AND BIP OPERATIONAL	AAJOC		EXETER	
730					OSB	DASA/IA CP OPERATIONAL	AAJOC		EASTON	
740					GRF1 OST	SIGN FOR BULK AMMO	AAJOC		JACKSON	
750					GRF1	GRF1 S4 REQUESTS CL II AND IV MATERIALS FROM G4 SUPPLY FOR THE ENTIRE DEPLOYING FORCE	AAJOC/G4		ELKRIDGE	
760					GRF1	GRF1 S4 COORDINATES WITH DTO FOR COMFORT PALLET (STRATEGIC MOVEMENT ONLY) AND IN FLIGHT RATIONS, AS REQUIRED. THIS COORDINATION IS CONDUCTED FOR THE ENTIRE DEPLOYING FORCE.	AAJOC/DTO			
770					OSB	PROVIDE MAINTENANCE CONTACT TEAM, 1 X WRECKER, AND 1 X SIPHON/FUEL POINT DETAIL ON STATION AT HDRS	AAJOC		FARGO	
780					GRF1/GRB1	AIR REPRESENTATIVES FROM GRF1 AND GRB1 REPORT TO ADACG AND HDRS	AAJOC		FOLSOM	
	N + 3:30									
790					AAJOC, G4, S4s, SPOs	N+3:30 LOGISTIC OUTLOAD SYNCH BRIEF	GRF1, OSBde, FBOC, SMCC, Staff	DCO-S	FORKLAND	
800					OSB	HDRS OPERATIONAL, SUPPORT DETAIL ON-HAND AND PREPARED TO SUPPORT RIGGING HEAVY DROP EQUIPMENT	AAJOC		FREEPORT	
810					OSB	DASA AMMO TRANSFER TO IA/BIP COMPLETE	AAJOC			
820					G1	ASSIGN FILLER PERSONNEL TO GRB1	GRF1			
830					GRF1	POST CONTINGENCY ITEMS AND CL IV REQUESTS TO COLLABORATIVE SUSTAINMENT SITE	AAJOC/G4			
840					OSBde	COORDINATE FOR PICK-UP OF MMEE TRANSFER	AAJOC/G4			
850					OSBde	BEGIN MOVEMENT OF ADDITIONAL HEAVY DROP VEHICLES FROM GRB1 AND DIV ACP TO BIP, THEN HDRS	AAJOC/GRF1		FRESNO	
860					OSBde	ALL OUTLOAD NODES FOC	AAJOC		GREENSBORO	
870					OSBde	RETURN TO ICEMP WAREHOUSE WITH APPROPRIATE GRF1 OST REPRESENTATIVE TO PICK UP THE REMAINING SETS FOR THE GRF'S FULL LOAD TO BE BUILT INTO AIRLAND PACKAGES	AAJOC/CHEMO			
880					GRF1 S6	COORDINATE ENROUTE COMMUNICATIONS REQUIREMENTS WITH G6	AAJOC/G6		GALVESTON	
	N + 4:00									
890					OSBde	GRF1 AND ACP ADDITIONAL HEAVY DROP EQUIPMENT ARRIVES AT BIP	AAJOC		GEORGETOWN	
900					ACP	SUBMIT MANIFEST TO GRF1	GRB1			
910					OSBde	DRC HEAVY DROP LOADS FOR THE INITIAL CHALKS (AIRDROP) DEPART DRC FOR ADACG FOLLOWED BY THE REMAINING LOADS AS THEY ARE RIGGED	AAJOC			
920					GRB1	HOOD AND FILTER CHANGE AND MASK INSPECTION CONDUCTED IN PHA	GRF1			
930					GRF1	RECEIVE FILLER PERSONNEL AND ASSIGNS THEM TO DEPLOYING UNITS AND ATTACHMENTS	GRB1			
940					GRF OST	PROVIDE LNO TO TM HDRS OIC LNO MUST BE ABLE TO MAKE DECISIONS ON BALLAST REQUIREMENTS, PRIORITIES, ETC	OSBde			
950					DIV SURG	DMSO ARRIVES AT NARCOTICS VAULT W/1X HMMWV TO PICK UP GRB1 NARCOTICS	AAJOC/SURG			
960					DIVISION	COUNTER INTELLIGENCE OFFICE STARTS CI SWEEP AFTER COORDINATION WITH GRB1 S2	N/A			
	N + 4:30									
970					DIV SURG	DIV SURGEON IDENTIFIES SPECIAL CL VII ESIP REQUIREMENTS AND NOTIFIES DMOC	N/A			
	N + 5:00									

990					LRC/OSBde	A/DACG CONDUCTS THE N+5 AIR DROP/AIRLAND OUTLOAD BRIEF AT THE A/DACG CONFERENCE ROOM. ATTENDEES: GRF1 XO, DIV G3 AIR, GRB1 S3 AIR, GRF1 S3 AIR, GRB1 BSB COMMANDER, GRB1 BSB COMMANDER, 82ND SB COMMANDER, GLO, 3 APS, ALCE, LOADMASTER, DPO, ITO. DISCUSS BUMP PLAN. GLO PROVIDES AIRCRAFT NUMBERS, TYPE, PARKING, ACLS, USAF MISSION BRIEFING TIME AND PLACE, AND LOAD PLAN REQUIREMENTS TO ALL. CRITICAL TIMES ARE ESTABLISHED. LOAD PLANS WILL BE DISSEMINATED AND SPECIAL REQUIREMENTS WILL BE DISCUSSED AND COORDINATED. PARACHUTE ISSUE TIMES, METHODS AND LOCATIONS WILL BE COORDINATED. AIRLAND CHALK CALL FORWARD SCHEDULE WILL BE IDENTIFIED.	N/A		GASTONIA	
1000					OSBde	ESTABLISH CONTROL OF 10 X 44 PAX BUSES AT OSB BSB HQ AREA	AAJOC		FAIRFAX	
1010					OSBde	GRB1 AND ACP ADDITIONAL HEAVY DROP EQUIPMENT DEPART BIP W/C L V TO HDRS	AAJOC		GEORGETOWN	
1020					GRB1	463L PALLET BUILD COMPLETE (D BAGS, JSLIST)	GRF1		HALIFAX	
1030					GRB1	ESIP ISSUE COMPLETE	GRF1		HAMLET	
1040					DTO	COMPLETE COORDINATION FOR IN-FLIGHT RATINGS AND COMFORT PALLETS (STRATEGIC MOVEMENT ONLY)	GRF1			
1050					GLO	PROVIDE AIRCRAFT PARKING PLAN FOR THE HEAVY DROP AND PAX AIRCRAFT TO THE GRB1 AIR AND A/DACG	GRF1/OSBde			
1060					GRB1	MED/NARCOTICS ISSUE COMPLETE	GRF1		HARTFORD	
1070					GRB1	RUN TRIAL MANIFEST	N/A			
1080					GRB1	ARMS ROOM ISSUE COMPLETE	GRF1		HICKORY	
1090					GRB1	BARRACKS CLOSEOUT COMPLETE	GRF1		HUDSON	
1100					GRB1 S2	SECURE CLASSIFIED MATERIALS IN VAULT AND SANITIZE COMPANY/BATTALION AREAS. GRF1 TOC PREPARED TO DEPLOY	GRF1			
1110					GRF1 OST	SET UP REHEARSAL AREA AT GREEN RAMP	GRF1		INDEPENDENCE	
1120					GRF1 OST	DOOR BUNDLE BUILD COMPLETE	GRF1		IONA	
1130					G6	SECOMP RACKS AT GREEN RAMP: ID OPERATORS FOR MANIFEST; SIGNAL GROUND ESTABLISHED AT GREEN RAMP	AAJOC		ITHACA	
1140					GRB1	ISSUE BATTALION OPORD	AAJOC		IRONDALE	
1150					GRB1	EXECUTE TRIAL MANIFEST	N/A		IRVINE	
1160					GRB1	BEGIN ADMINISTRATION OF IMMUNIZATION AND MEDICAL SRP FUNCTIONS	GRF1			
1170					OSBde	IA OPERATIONAL	AAJOC		INVERNESS	
	N + 5:30									
1180					OSBde	A/DACG PROVIDES THE AIRCRAFT PARKING PLAN FOR THE HEAVY DROP AND PAX AIRCRAFT TO THE AAJOC AND GLO	AAJOC		JEFFERSON	
1190					GRF1	FINALIZES MMEE SHORTAGES WITH G4 VIA COLLABORATIVE SUSTAINMENT SITE. G4 REP COMPLETES COORDINATION FOR REMAINING MMEE REQUIREMENTS WITH DPBO.	N/A			
1200					GRF1	PROVIDE FINANCE OFFICER WITH A LIST OF PERSONNEL REQUIRING EMERGENCY FINANCIAL ASSISTANCE	N/A			
1210					AAJOC	COORDINATE WITH THE A/DACG TO DETERMINE MOVEMENT TIMES FOR AIRLAND CHALKS. THE GRF1 ORGANIZES THE AIRLAND CHALKS IAW THE GRF1 PVL AND PREPARES THEM TO MOVE TO BIP THEN GREEN RAMP AS REQUIRED TO MEET THE TIMES ESTABLISHED WITH THE AAJOC.	N/A		JAMESTOWN	
1220					DIVISION	DIVISION TARGETING BOARD MEETS/JACC-CP BRIEF	N/A			
1230					GRF1 OST	OSB GREEN RAMP (PUSH/PULL) DETAIL ESTABLISHED	AAJOC		JOPLIN	
	N + 6:00									
1240					GRF1	AIRLAND VEHICLES INITIATE MOVEMENT FROM UNIT AREA TO CLACC TO MARSHAL	AAJOC		JUNCTION	
1250					GLO	COORDINATES WITH GRF1 COMMANDER AND USAF CP FOR THE BEST TIME TO CONDUCT USAF MISSION BRIEFING AND WEATHER DECISION. THE GLO ADVISES THE OSB AND AAJOC OF THE TIME. AAJOC NOTIFIES DIV CMD GRP AND GRB1.	AAJOC			
1260					GRF1/GRB1	BOTH S3-AIRS DELIVER THE COMPLETED LOAD PACKETS FOR 20% OF THE GRF1 HEAVY DROP AND 10% OF DIV ACP TO A/DACG	N/A			
1270					GRB1	BULK MAPS ISSUED	N/A			
1280					DIV SURG	DMOC LOG OFFICER COORDINATES WITH 32ND MEDLOG FOR BLOOD REQUIREMENTS IF HD PLATFORMS ARE STAGED FROM OTHER THAN PAAF	N/A			
1290					GRB1	INITIAL MANIFEST IN PHA	N/A			
1300					OSB	FIRE TRUCK ARRIVES ON STANDBY AT IIA/BIP AND HDRS	AAJOC			
1310					GRB1	SUBMIT PERSTAT TO GRF1	N/A			
1320					GRF1/GRB1	COMMEX COMPLETE	GRB1			
	N + 7:00									
1330					G6	G6 SUPERVISES INSTALLATION, UPLOADING AND COMMO CHECKS OF SECOMPS	AAJOC		KANNAPOLIS	
1340					GRF1	FINALIZE PVL	AAJOC/G3 Air		GAINESVILLE	
1350					GRF1	MAKE ALL REQUIRED COORDINATION WITH DPO POC TO DETERMINE THE METHOD OF PARACHUTE ISSUE	N/A			
1360					OSBde	LOAD PALLETS FROM PHA AND MOVE TO A/DACG	AAJOC			
1370					GRF1	S3-AIR NOTIFIES OSB OF NUMBER OF DOOR BUNDLES	OSBde			
1380					OSBde	TEAM AIR OPERATIONAL AT GREEN RAMP	AAJOC		KENT	
1380					GRF1 OST	CHALK LEADERS REPORT TO TM GREEN RAMP, BEING CHALK PREP	OSBde			
1390					GRF1 S1	GRF1 (S1) PROVIDE ALPHA ROSTER OF ALL DEPLOYING PERSONNEL	AAJOC/ DIV G1			
	N + 7:30									
1400					OSBde	LIFT #1 DEPARTS PHA TO IIA (10 X 44 PAX BUSES)	AAJOC		KILLEEN	
	N + 7:45									
1410					OSBde	LIFT #1 ARRIVES IIA; INITIATES ISSUE OF AMMO, WEAPONS CASES, AND RIGGING OF PERSONAL EQUIPMENT	AAJOC		KING	
	N + 8:00									
1420					OSBde	10 X 44 PAX BUSES (EMPTY) DEPART IIA EN ROUTE TO PHA	AAJOC		KNOXVILLE	
	N + 8:30									
1430					OSBde	LIFT #2 DEPARTS PHA TO IIA (10 X 44 PAX BUSES)	AAJOC		LAFAVETTE	
	N + 8:45									

1440		OSBde	LIFT #2 ARRIVES IIA; INITIATES ISSUE OF AMMO, WEAPONS CASES, AND RIGGING OF PERSONAL EQUIPMENT	AAJOC		LEESBURG	
	N + 9:00						
1450		OSBde	9 X 44 PAX BUSES DEPART IIA TO UNIT AREA FOR LAST OF GRB1 PAX; 1 X 44 PAX BUS DEPARTS TO HHBN FOR ACP	AAJOC		LINCOLN	
1460		OSBde	PARACHUTE ISSUE DETAIL OPERATIONAL AT GREEN RAMP	AAJOC		LIBERTY	
1470		OSBde/GRF1 OST	PARACHUTE INVENTORY/EMPLACEMENT AT INSTALLATION PARACHUTE FACILITY	AAJOC		LITTLETON	
	N + 9:15						
1480		OSBde	LIFT #1 COMPLETE WITH ISSUE/RIGGING AT IIA	AAJOC		MADISON	
	N + 9:30						
1490		OSBde	LIFT #3 (6 X 44 PAX BUSES) DEPART PHA EN ROUTE TO IIA	AAJOC		MANCHESTER	
1500		OSBde	LIFT #4 (1 X 44 PAX BUSES) DEPART HHBN EN ROUTE TO IIA	AAJOC		MALIBU	
1510		GRF1 OST	CHALK LEADERS ARRIVE IIA	OSBde			
	N + 9:45						
1520		OSB/GRB1	LIFT #3 ARRIVES IIA; INITIATES ISSUE OF AMMO, WEAPONS CASES, AND RIGGING OF PERSONAL EQUIPMENT	AAJOC		MARTINSVILLE	
1530		OSB/GRB1	LIFT #4 ARRIVES, IIA; INITIATES ISSUE OF AMMO, WEAPONS CASES, AND RIGGING OF PERSONAL EQUIPMENT	AAJOC		MARIETTA	
	N + 10:00						
1540		OSB/GRB1	10 X 44 PAX BUSES AVAILABLE TO SHUTTLE PAX FROM IIA TO GREEN RAMP	AAJOC		MANHATTAN	
1550		GRF1	OPORD BACKBRIEF TO AA7	AA7			
1560		GRF/GRB1	FINAL ORDERS AND REHEARSALS IVO GREEN RAMP	N/A		NAPA	
1570		GRB1 RDC	ESTABLISH FAMILY READINESS CENTER IN UNIT AREA (MUST BE SANITIZED)	GRB1			
1580		GRF1	SECOMPS INSTALLATION COMPLETE; GRB1 VERIFIES INSTALLATION	AAJOC		NEWBURGH	
1590		OSBde	PROVIDE SUPPLEMENTAL MEAL FOR GRB1	N/A		NIAGARA	
	N + 10:15						
1600		GRF1	VERIFY TACSAT/SECOMPS OPERATORS ARE MANIFESTED	AAJOC		NORFOLK	
1610		OSBde	NLT COLD LOAD HEAVY SHOW AT A/DACG	AAJOC			
1620		GRF1 OST	TEAM AMO SUPERVISES JI @ A/DACG HIGH DOCK	N/A			
1630		OSB/GRB1	LIFT #2 COMPLETE WITH ISSUE/RIGGING AT IIA	AAJOC		NYACK	
	N + 10:30						
1640		OSB/GRB1	LIFT #3 COMPLETE WITH ISSUE/RIGGING AT IIA	AAJOC		NANTUCKET	
	N + 10:45						
1660		OSBde	GRF1 OST PARACHUTE INVENTORY COMPLETE. DEPART INSTALLATION PARACHUTE FACILITY EN ROUTE TO GREEN RAMP WITH ALL REQUIRED PARACHUTES TO INCLUDE DOOR BUNDLES.	AAJOC		OAKLAND	
1670		OSBde	GRB1 CL IIIV BLOOD ARRIVES AT GREEN RAMP				
	N + 11:30						
1680		OSBde	ALL A ECHELON PAX AT GREEN RAMP WITH EQUIPMENT RIGGED	AAJOC		OLYMPIA	
	N + 11:45						
1690		GRF1/GRB1	JUMPMaster BRIEFING IVO PAX SHED 2	AAJOC		ODESSA	
1700		G2	INTELLIGENCE UPDATE BY ACE	N/A			
1710		GRB1 OST	RECEIVE DOOR BUNDLE PARACHUTES AND FINALIZE DOOR BUNDLE RIGGING	GRB1			
	N + 12:00						
1720		AAJOC, G4, S4s, SPOs	N+12 LOGISTIC OUTLOAD SYNCH BRIEF	GRF1, OSBde, FBOC, SMCC, Staff	DCO-S	ORLANDO	
1730		GRB1	COMPANY & PLATOON OPORDS COMPLETE	AAJOC		ONTARIO	
1740		GRF1 OST	SIGN FOR IN FLIGHT RATIONS	N/A			
1750		OSBde	WEIGHT AND JI COMPLETE FOR HEAVY DROP PACKAGE	AAJOC			
1760		OSBde	PENDING 6XC-17 HEAVY PACKAGE; HEAVY PACKAGE STARTS LOADING (NLT)	AAJOC			
1770		GRB1	CONDUCT ROC DRILL	N/A		OTTAWA	
	N + 12:30						
1760		OSBde	COMMANDER DETERMINES IF AN OSB SHIFT CHANGE IS NECESSARY AND ESTABLISHES A SHIFT CHANGE WITH DRF8 BETWEEN N+14 AND N+18	AAJOC			
	N + 13:15						
1770		OSBde	NLT HOT LOAD HEAVY DROPS SHOW AT A/DACG	AAJOC			
1780		GRF1 OST	TEAM AMO SUPERVISES JI @ A/DACG HIGH DOCK	N/A			
1790		GRF1/OSB	TEAM AIR WILL MEET AT BLDG 900 TO PREP FOR JOINT MISSION BRIEF	AAJOC			
	N + 13:30						
1800		GRB1	HANDOFF WITH JM TEAMS; ACP REMAINS INTEGRATED WITH GRB FOR THE REMAINDER OF THE AIRBORNE TIMELINE	AAJOC/GRF1			
1810		GRB1	FINAL MANIFEST AND BEGIN SUSTAINED AIRBORNE TRAINING	AAJOC/GRF1		PITTSBURGH	
	N + 14:00						
1820		OSBde	GRB1 HEAVY DROP RIGGING COMPLETE	AAJOC		PHILADELPHIA	
1830		OSBde	GRB1 PARACHUTE EMPLACEMENT COMPLETE	AAJOC		PEMBROKE	
1840		OSBde	CONDUCT SHIFT CHANGE IAW COMMANDER'S GUIDANCE	AAJOC			
1850		AAS	HANDOFF WITH JM TEAMS; ACP REMAINS INTEGRATED WITH GRB FOR THE REMAINDER OF THE AIRBORNE TIMELINE	GRB1 OST			
	N + 14:15						
1860		GRF1/GRB1	JOINT MISSION BRIEF WITH GRB1 AND USAF	N/A		PLANO	
	N + 14:30						
		OSB/GRF1	PARACHUTE ISSUE, DON, AND BEGIN JMPI	AAJOC		PLYMOUTH	
	N + 15:30						
1870		OSBde	DELIVER ALL PERSONNEL MANIFESTS FOR THE GRB1 TO A/DACG	AAJOC		PORTLAND	
	N + 16:00						
1880		DIVISION	ACE TEAM DELIVERS RAMP SIDE INTELLIGENCE BRIEF	AAJOC		RICHMOND	
1890		GRF1	PROVIDES DEPLOYING PERSONNEL ROSTER AND PERSTAT TO G1 REP	AAJOC/G1		RIVERSIDE	
	N + 16:15						
1900		OSBde	NLT LOAD ALL HEAVY DROP AND CDS	AAJOC			
	N + 16:40						
1910		GRB1	JUMPMaster CREW BRIEF WITH AIR CREWS	AAJOC			
	N + 17:00						
1920		AAJOC	AAJOC DIRECTS MOVEMENT OF AIRLAND CHALKS AS COORDINATED WITH A/DACG FROM CLACC FORWARD TO BIP AND A/DACG	GRF1		ROME	
1930		OSBde	FINAL MANIFESTS SENT TO AAJOC	AAJOC		ROSWELL	
1940		GRB1	GRB1 LOAD TIME	AAJOC		SALEM	
1950		OSBde	DOOR BUNDLES MOVE TO AIRCRAFT FOR LOADING	AAJOC			
	N + 17:45						
1960		GRB1	GRB1 STATION TIME	AAJOC		SANFORD	
	N + 18:00						
1970		GRB1	GRB1 WHEELS UP	AAJOC		SEATTLE	

## 1.1.2 96-Hour Planning Sequence

96 Hour Notification Sequence (28 Jan 2015)												
Time							Reporting Element	Action	Receiving Element	NET	Time Received	Remarks/Notes
Line#	N-HR	Ft Bragg	ISB	OBJ	Zulu							
100	N-HR					FBOC	THE FBOC NOTIFIES THE AAJOC OF THE ALERT VIA RED X-RAY MESSAGE.	AAJOC	SVOIP / SIPR EMAIL			
110						FBOC	THE FBOC NOTIFIES LRC OF THE ALERT.	LRC				
							THE FBOC NOTIFIES 82SB OF THE ALERT WITH INSTRUCTIONS INITIATING THE SUPPORT BATTALION'S CMD RELATIONSHIP (OPCON/TACON?) TO THE 82D ABN DIV OUTLOAD SUPPORT BCT (OSB).	82SB				
120						FBOC						
130						AAJOC	THE AAJOC IMMEDIATELY NOTIFIES: DIV STAFF, GRF, CAB, OSB, AND DIVARTY OF THE ALERT VIA WHITE LION MESSAGE.	GRF + OTHERS				
						AAJOC	THE AAJOC IMMEDIATELY NOTIFIES: DIVISION STAFF, GRF1, CAB, OSBDE, 82nd ADVANCED AIRBORNE SCHOOL, AND DIVARTY OF THE ALERT WITH APPLICABLE ALERT MESSAGE	DIV STAFF, GRF1, CAB, OSBde, DIVARTY	SIPR TAC, SVOIP, RUNNER, NIPR (ENT), Telephonic		AAJOC: Conducts Notification Subordinates: Notify Internally	
140						AAJOC	AAJOC POPULATES N-HR SEQUENCE WITH APPROPRIATE TIME ZONES TO REFLECT FT BRAGG (LOCAL), ISB, OBJECTIVE, ZULU	N/A				
150							AAJOC FULLY MANNED INCLUDING LNOs AND FULLY OPERATIONAL	N/A				
160							AAJOC CONFIRMS WITH FBOC THAT ALL INSTALLATION OUTLOAD NODES, MSCS, AND KEY STAFF HAVE BEEN NOTIFIED	FBOC	TAC SIPR, SVOIP			
170		N+1					AAJOC					
180	N+2					DIV PAO	REQUEST INITIAL PAGUIDANCE FROM CORPS/JTF HQ; REPORT STATUS TO AAJOC	AAJOC	IN PERSON		FOR INCLUSION IN THE N+2 BRIEF	
						OSB	BEGIN TO ESTABLISH ISB (INITIATION OF DIVISION OUTLOAD AND BEGINS DIVISION PH I - ALERT, MARSHAL, & DEPLOY)	AAJOC				
190						G6	DIV OUTLOAD NET ESTABLISHED	AAJOC	XTS-5000(7) / FM900			
200						G33	BLDG 900 OUTLOAD COMMAND POST FOC	AAJOC	XTS-5000(7) / FM900			
210						OSB	OUTLOAD C2 NODE AT ADACG IOC	AAJOC	XTS-5000(7) / FM900			
220						DIV STAFF	DIVISION OPLAN BRIEF (N+2 Brief)	SUB. UNITS	IN PERSON			
230	N+3											
240	N+4											
250												
260	N+5					OSBde	ADACG REACHES IOC FOR PROCESSING OF B-ECH EQUIPMENT	AAJOC	XTS-5000(7) / FM900			
270						OSBde	DEPLOY GUARD FORCE TO ADACG GATE	AAJOC	XTS-5000(7) / FM900			
						OSBde	ULACC REACHES IOC FOR PROCESSING OF B-ECH EQUIPMENT	AAJOC	XTS-5000(7) / FM900			
280						OSBde	NOTIFY DIVISION OF ANY OUTLOAD NODE SHORTFALLS	AAJOC	XTS-5000(7) / FM900			
290						OSBde	IIA BALLAST FOR B-ECH VEHICLES AND CREW IOC	AAJOC	XTS-5000(7) / FM900			
300						G2	BEGIN INITIAL COORDINATION WITH GRB S2 ON RUNNING INTEL ESTIMATE AND PREPARATION FOR BRIEF THAT WILL BECOME THE RAMPSIDE FINAL INTEL UPDATE	N/A				
310						DIV LNO TO JTF	REPORT THAT BLUEGRASS AMMUNITION DEPOT HAS BEEN NOTIFIED TO INITIATE MOVEMENT OF HIMARS AMMUNITION	AAJOC	SVOIP / XTS-5000 (7)			
320						GRF1	TRANSMIT INITIAL PERSTAT TO G1	G1/AAJOC	EMAIL / DIGITAL IN PERSON			
330						G6	ISSUE COMSEC	AAJOC	N/A			
340						AAJOC	COORDINATE FOR CBRNE EQUIPMENT ISSUE/PALLETS	GRB	XTS-5000(7) / FM900			
350						G8	COORDINATE FOR BANK FUNDING SERVICES CAPABLE OF 24/7 SUPPORT	N/A				
360					TM AIR	CONFIRM GRF PVL ON-HAND; initiate N+5 Meeting at ADACG UNIT AREA SECURITY ESTABLISHED; SKETCH PROVIDED TO AAJOC, OSB	AAJOC	IN PERSON AT N+10 OR XTS-5000(7)				
380					GRF1	COORDINATES WITH DES TO REQUEST ADDITIONAL PATROLS TO INCREASE PATROL DISTRIBUTION IN AND AROUND THE DIVISION FOOTPRINT AND OUTLOAD NODES	AAJOC	XTS-5000(7) / FM900		GRB RESPONSIBILITY UNTIL LEAVE UNIT AREA		
390					OSB		AAJOC / DIV PMO	N/A				
400	N+6											
410						G6	COORDINATE ENROUTE COMMUNICATIONS REQUIREMENTS WITH GRB S6	GRB S6	IN PERSON			
420	N+7					GRF1	GRB REPORTS 100% ASSEMBLED	AAJOC	XTS-5000(7) / FM900			
430	N+8							GRB/GRF UNITS	IN PERSON / DCO			
440	N+9					GRF1 S6	INITIAL COMEX/MCDIGEX IOT VERIFY COMSEC	G6/AAJOC	FM900/S/C TACSAT		OPORD brief begun	
450	N+10					GRB	REPORT GRF1 REAR-D OPERATIONAL AND THAT REAR-D IS ACCOUNTED FOR IN GRF1 NON-DEPLOYABLE REPORT	AAJOC	XTS-5000(7) / FM900			
470	N+11					G4, S4, SPOs	LOGISTICS OUTLOAD SYNCH BRIEF	VARIOUS	Dial-In 908-0407 Code: 2252			
480	N+12						REST PLAN					
490	N+13						REST PLAN					
500	N+14						REST PLAN					
510	N+15						REST PLAN					
520	N+16						REST PLAN					
530	N+17						REST PLAN					
540	N+18											
550	N+19											
560	N+20					GRF1	GRF1 OPORD PUBLISHED	GRB/GRF UNITS				
570	N+21					GRF1B BN CDRS	BN CDR BACKBRIEF IN BCT CONFERENCE ROOM	GRB CDR	IN PERSON			
580	N+22					G3 AIR	DIVISION TM AIR ESTABLISHED AT DEPARTURE AIRFIELD	N/A			IN PREPARATION FOR N+24	
590	N+23					GRF1	S3 AIR REPS REPORT TO TMAIR AT ADACG	N/A			IN PREPARATION FOR N+24	
600						OSB & TM AIR	CONDUCT THE N+24 AIR DROP/AIR LAND OUTLOAD BRIEF AT ADACG	VARIOUS	IN PERSON		AT ADACG; SIMILAR AUDIENCE / INPUTS / OUTPUTS AS DISCUSSED FOR THE N+5 IN AN 18-HR SEQUENCE	
610	N+24					GRF1	SUBMIT FINAL PVL AND TACTICAL CROSSLOAD TO ADACG AT N+24 INITIAL BRIEF	N/A				
620						OSBde	OUTLOAD SUPPORT NODES (ULACC, IIA, ADACG) FOC	AAJOC	XTS-5000(7) / FM900		OSB- 1 X FUELER/DEFUELER ON STATION AT ULACC	
630						OSBde	OUTLOAD C2 AT ADACG FOC	AAJOC	XTS-5000(7) / FM900			
640						GRF1	SUBMIT NUMBER OF 463L PALLETS FOR TRANSPORT FROM UNIT AREA TO ADACG	OSB	XTS-5000(7) / FM (?)			
650	N+25					G3AIR	GLO BRIEF	AAJOC	IN PERSON		BLDG 900	
660						TM AIR	SUBMIT KEY LEADER LOCATIONS TO G6 FOR EN ROUTE COMMS INSTALLATION PLAN	G6/AAJOC	XTS-5000(7) / FM900			
670	N+26											
680						OSBde	FIRST B-ECH CHALK DEPARTS ULACC TO IIA	AAJOC	XTS-5000(7) / FM900		AMMO TYPES PREPARED FOR ISSUE FOR BALLAST / CREW MEMBERS?	
690	N+27											

700	N+28					DIV JFC	DD1972 / EARF SUBMITTED TO JTF FOR ATO "AN"	JTF	EMAIL / DIGITAL IN PERSON		WILL COVER JOINT FIRES FROM P+8:30 UNTIL P+32:30
710	N+29					N/A	JRSO SYNCH MTG; HOSTED BY 82SB	N/A	DCO CONNECT?		HELD AT SMCC; BROADCAST DCO; NEED TO REHEARSE LINKING IN
720						OSBde	FIRST B-ECH CHALK DEPARTS IIA TO ADACG	AAJOC	XTS-5000(7) / FM900		
730	N+30					OSBde	FIRST B-ECH CHALK BEGINS JI AT ADACG	AAJOC	XTS-5000(7) / FM900		
740							REST PLAN				
750	N+31						REST PLAN				
760	N+32						REST PLAN				
770	N+33						REST PLAN				
780	N+34						REST PLAN				
790						OSBde	FIRST B-ECH CHALK COMPLETE JI	AAJOC	XTS-5000(7) / FM900		
800	N+35						REST PLAN				
810	N+36					G8	NLT REPORT THAT UNIT HAS TURNED IN FOO/PA PAPERWORK (3953/APPOINTMENT ORDERS AND SIGNATURE CARD)	AAJOC	REPORT COMPLETION IN PERSON		
820						G4, S4, SPOs	LOGISTICS OUTLOAD SYNCH BRIEF	VARIOUS	Dial-In 908-0407 Code: 2252		
830						G8	COORDINATE WITH MSE AND DRAS FOR PROCESSING	N/A			
840	N+37					G1	ACTIVATE DIV FRSA, IF APPROVED, AND COORDINATE DEVELOPMENT OF A REDLINE FAMILY SUPPORT MESSAGE	AAJOC	COMPLETION IN PERSON		
850	N+38					DIV LNO TO JTF	REPORT THAT HIMARS AMMUNITION HAS BEGUN MOVEMENT TO FBNC	AAJOC	SVOIP / XTS-5000 (7)		
860	N+39										
870	N+40										
880	N+41										
890	N+42										
900	N+43										
910	N+44										
920	N+45										
930						G3	DIV O/I Brief to G3 and AA7	AAJOC	IN PERSON	0530	
940	N+46					DTO	PROVIDE 10 X BUSES AND DRIVERS TO OSB FOR USE DURING OUTLOAD	N/A			
950	N+47					OSBde	BEGIN SHUTTTLING FROM POV STORAGE LOT TO UNIT AREA	AAJOC	XTS-5000(7) / FM900		
960						GRF1	CONDUCT INITIAL MANIFEST IN UNIT AREA	AAJOC	XTS-5000(7) / FM900		
970						GRF1 BMSO	ORDER NARCOTICS AND BLOOD PRODUCTS AS REQUIRED FROM WAMC	N/A			
980						TM AIR	PROVIDE PARKING PLAN FOR PAX & HE AIRCRAFT	AAJOC	SIPR EMAIL / DIGITAL IN PERSON		
990											
1000	N+48					DIV LNO TO JTF	REPORT THAT HIMARS AMMUNITION HAS ARRIVED AT FBNC ASP FROM BLUEGRASS AMMUNITION DEPOT	AAJOC	SVOIP / XTS-5000 (7)		
1010						TM AIR	INITIAL WEATHER DECISION / WET CHUTES CHECK / FLS CHECK	VARIOUS	IN PERSON		
1020	N+49					OSBde	REPORT 82SB (CSSB) CONTROL OF HIMARS AMMO AT ASP	AAJOC	XTS-5000(7) / FM900		
1030						DIV JFC	DD1972 / EARF SUBMITTED TO JTF FOR ATO "AO"	JTF	EMAIL / DIGITAL IN PERSON		WILL COVER JOINT FIRES FROM P+32:30 UNTIL P+56:30 // "2BCT RESPONSIBLE FOR SUBSEQUENT JFIRE REQUESTS
1040	N+50						REST PLAN				
1050	N+51						REST PLAN				
1060	N+52						REST PLAN				
1070	N+53						REST PLAN				
1080	N+54						REST PLAN				
1090	N+55						REST PLAN				
1100	N+56					N/A	JRSO SYNCH MTG; HOSTED BY 82SB	N/A	DCO CONNECT?		HELD AT SMCC; BROADCAST DCO; NEED TO REHEARSE LINKING IN
1110	N+57										
1120	N+58					GRF1	GRF CAR	GRB/GRF UNITS	IN PERSON		
1130	N+59					GRF1	GRF FIRES REHEARSAL	GRB/GRF UNITS	IN PERSON		
1140	N+60					GRF1	CSS REHEARSAL	GRB/GRF UNITS	IN PERSON		
1150						G4, S4, SPOs	LOGISTICS OUTLOAD SYNCH BRIEF	VARIOUS	Dial-In 908-0407 Code: 2252		
1160	N+61					GRF1	AVIATION REHEARSAL	GRB/GRF UNITS	IN PERSON		
1170	N+62					TM AIR	GRF COMMENCES STATIC LOAD TRAINING / IN-FLIGHT RIGEX TRAINING AND BUMP PLAN REHEARSAL	AAJOC	XTS-5000(7) / FM900		
1180	N+63					OSBde & TM AIR	DAILY OUTLOAD SYNCH MEETING AT ADACG	VARIOUS	IN PERSON		
1190	N+64					N/A	JOINT COMBINED ARMS REHEARSAL	N/A	IN PERSON / DCO CONNECT		BLDG 900 AUD
1200	N+65										
1210	N+66										
1220	N+67										
1230	N+68										
1240	N+69					N/A	JRSO SYNCH MTG; HOSTED BY 82SB	N/A	DCO CONNECT?		HELD AT SMCC; BROADCAST DCO; NEED TO REHEARSE LINKING IN
1250	N+70										
1260	N+71										
1280	N+72						REST PLAN				
1290	N+73						REST PLAN				
1300	N+74						REST PLAN				
1310	N+75						REST PLAN				
1320	N+76						REST PLAN				
1330	N+77						REST PLAN				
1340	N+78						Initiate Standard 18 hour sequence				
1350	N+79/1										
1360	N+80/2										
1370						OSB	REPORT IIA OPERATIONAL WITH AMMO, WEAPONS CASES, & ANY OTHER ISSUE ITEMS PREPARED TO RECEIVE A-ECH PAX	AAJOC	XTS-5000(7) / FM900		
1380						OSB	BATTLE HANDOVER OF UNIT AREA SECURITY COMPLETE; UNIT AREA SECURITY RESPONSIBILITY OF OSBn UNTIL OUTLOAD COMPLETE, MAKING USE OF BCT REAR-D FOR ENDURING TASK	AAJOC	XTS-5000(7) / FM900		
1390						N/A	JRSO SYNCH MTG; HOSTED BY 82SB	N/A	DCO CONNECT?		HELD AT SMCC; BROADCAST DCO; NEED TO REHEARSE LINKING IN





# 1.1.3 Planning Effort and Timeline Tool

## Planning Team

Planning Effort: \_\_\_\_\_

**3BCT PLANNING TIMELINE**

DATE	START	END	EFFORT	MISSION
				RECEIVE MISSION
				WARNO 1
				MA BRIEFING
				IC HUDDLE
				INITIAL TWG
				WARNO 2
				COA DEV
				COA ANALYSIS / WARGAME
				COA COMPARISON
				COA DECISION BRIEFING
				WARNO 3
				OPORD
				CAR

**MISSION ANALYSIS**

MA BRIEF

IC HUDDLE

WARNO 1

WARNO 2

**COA ANALYSIS**

COA DEV BRIEF

COA DEV BRIEF

WARNO 2

WARNO 3

**COA COMPARISON**

COA ANALYSIS / WARGAME

COA ANALYSIS / WARGAME

COA ANALYSIS / WARGAME

COA ANALYSIS / WARGAME

COA ANALYSIS / WARGAME

**WARNO 1**

**WARNO 2**

**WARNO 3**

**COA DEV BRIEF**

**COA DECISION BRIEF**

**WARNO 3**

**OPORD**

**CAR Script**

**Terrain Model**

Underlined Products are Priority / WARNO 3 Content

**Products Required**

☐ WARNO 1

☐ MA BRIEF and IPB Products

☐ WARNO 2

**OPORD Production**

☐ Annex A - Task Organization

☐ Annex B - Intelligence Estimate

☐ Tab A - Terrain and Weather Data

☐ Appendix 2 - Counterintelligence

☐ Appendix 4 - Signals Intelligence

☐ Appendix 5 - Human Intelligence

☐ Appendix 6 - Geospatial Intelligence

☐ Appendix 7 - Imagery Intelligence

☐ Appendix 8 - High Value Target List

☐ Annex C - Operations

☐ Appendix 2 - Operation Overlay

☐ Appendix 3 - Decision Support Products

☐ Tab A - Execution Matrix

☐ Tab B - Decision Support Template and Matrix

☐ Appendix 5 - Air Assault Operations

☐ Tab A - Pickup Zone Diagram

☐ Tab B - Air Movement Table

☐ Tab C - Landing Zone Diagram

☐ Appendix 6 - Airborne Operations

☐ Tab A - Marshalling Plan

☐ Tab B - Air Movement Plan

☐ Tab C - Drop Zone / Extraction Zone Diagram

☐ Appendix 10 - Airspace Command and Control

☐ Appendix 11 - Rules of Engagement

☐ Appendix 12 - CEMA

**OPORD Production**

☐ Appendix 13 - Military Information Support Operations (MISO)

☐ Appendix 15 - Information Operations

☐ Annex D - Fires

☐ Appendix 1 - Fire Support Overlay

☐ Appendix 2 - Fire Support Execution Matrix

☐ Appendix 3 - Targeting

☐ Tab A - Target Selection Standards

☐ Tab B - Target Synchronization Matrix

☐ Tab C - Attack Guidance Matrix

☐ Tab D - Target List Worksheets

☐ Appendix 7 - AMD

☐ Annex E - Protection

☐ Appendix 1 - Operational Area Security

☐ Appendix 2 - Safety

☐ Appendix 3 - Operations Security

☐ Tab A - OPSEC Risk Assessment

☐ Appendix 4 - Intelligence Support to Protection

☐ Appendix 6 - Antiterrorism

☐ Appendix 7 - Police Operations

☐ Appendix 10 - CBRN

☐ Appendix 12 - AMD Recovery

☐ Appendix 13 - Personnel

☐ Appendix 14 - Detainee and Resettlement

☐ Annex F - Sustainment

☐ Appendix 1 - Panther LOGSTAT Report

☐ Appendix 2 - Personnel Service Support

☐ Exhibit 1 - (JPERSTAT)

☐ Exhibit 2 - (PRR)

☐ Exhibit 3 - (Gavin Report)

☐ Exhibit 4 - (HASTY PERSTAT REPORT)

☐ Exhibit 5 - (NEO STRENGTH REPORT)

☐ Exhibit 6 - (CASUALTY REPORTING SEQUENCE)

☐ Exhibit 7 - (HASTY CASUALTY REPORT)

☐ Exhibit 8 - (CASUALTY PACKET CHECKLIST)

☐ Exhibit 9 - (FULL CASUALTY REPORT)

☐ Tab C - Legal Support

☐ Tab D - Religious Support

☐ Appendix 3 - Health Service Support

☐ Tab A - Concept of Medical Support

☐ Tab B - Concept of Medical Evacuation

☐ Tab C - RED 2 (MEDSTAT)

☐ Tab D - RED 3 (MED PT)

☐ Tab E - RED 4 (MEDEVAC)

☐ Tab F - RED 5 (MEDSITREP)

☐ Tab G - RED 6 (MEDSPTREP)

☐ Tab H - Medical Threat Brief

☐ Tab I - Evacuation Treatment Timeline

☐ Tab J - MEDROE

☐ Annex G - Engineer

☐ Appendix 1 - Mobility / Counterintelligence

3rd Brigade Combat Team, 82nd Airborne Division

Reference PSOP for Timeline Requirements

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## 1.2 MDMP Steps

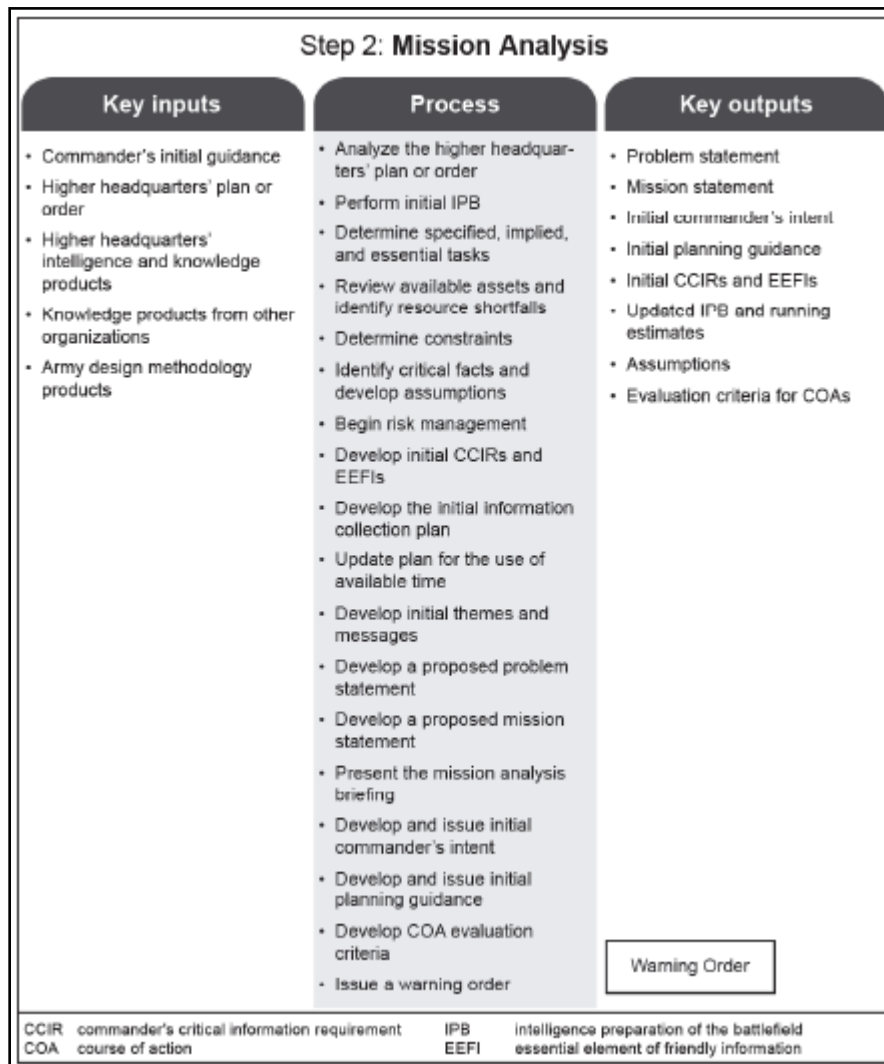
Key inputs	Steps	Key outputs
<ul style="list-style-type: none"> <li>Higher headquarters' plan or order or a new mission anticipated by the commander</li> </ul>	<b>Step 1: Receipt of Mission</b>	<ul style="list-style-type: none"> <li>Commander's initial guidance</li> <li>Initial allocation of time</li> </ul>
<ul style="list-style-type: none"> <li>Commander's initial guidance</li> <li>Higher headquarters' plan or order</li> <li>Higher headquarters' knowledge and intelligence products</li> <li>Knowledge products from other organizations</li> <li>Army design methodology products</li> </ul>	<b>Step 2: Mission Analysis</b>	<ul style="list-style-type: none"> <li>Problem statement</li> <li>Mission statement</li> <li>Initial commander's intent</li> <li>Initial planning guidance</li> <li>Initial CCIRs and EEFI</li> <li>Updated IPB and running estimates</li> <li>Assumptions</li> <li>Evaluation criteria for COAs</li> </ul>
<ul style="list-style-type: none"> <li>Mission statement</li> <li>Initial commander's intent, planning guidance, CCIRs, and EEFI</li> <li>Updated IPB and running estimates</li> <li>Assumptions</li> <li>Evaluation criteria for COAs</li> </ul>	<b>Step 3: Course of Action (COA) Development</b>	<ul style="list-style-type: none"> <li>COA statements and sketches <ul style="list-style-type: none"> <li>Tentative task organization</li> <li>Broad concept of operations</li> </ul> </li> <li>Revised planning guidance</li> <li>Updated assumptions</li> </ul>
<ul style="list-style-type: none"> <li>Updated running estimates</li> <li>Revised planning guidance</li> <li>COA statements and sketches</li> <li>Updated assumptions</li> </ul>	<b>Step 4: COA Analysis (War Game)</b>	<ul style="list-style-type: none"> <li>Refined COAs</li> <li>Potential decision points</li> <li>War-game results</li> <li>Initial assessment measures</li> <li>Updated assumptions</li> </ul>
<ul style="list-style-type: none"> <li>Updated running estimates</li> <li>Refined COAs</li> <li>Evaluation criteria</li> <li>War-game results</li> <li>Updated assumptions</li> </ul>	<b>Step 5: COA Comparison</b>	<ul style="list-style-type: none"> <li>Evaluated COAs</li> <li>Recommended COAs</li> <li>Updated running estimates</li> <li>Updated assumptions</li> </ul>
<ul style="list-style-type: none"> <li>Updated running estimates</li> <li>Evaluated COAs</li> <li>Recommended COAs</li> <li>Updated assumptions</li> </ul>	<b>Step 6: COA Approval</b>	<ul style="list-style-type: none"> <li>Commander approved COA and any modifications</li> <li>Refined commander's intent, CCIRs, and EEFI</li> <li>Updated assumptions</li> </ul>
<ul style="list-style-type: none"> <li>Commander approved COA and any modifications</li> <li>Refined commander's intent, CCIRs, and EEFI</li> <li>Updated assumptions</li> </ul>	<b>Step 7: Orders Production, Dissemination, and Transition</b>	<ul style="list-style-type: none"> <li>Approved operation plan or order</li> <li>Subordinates understand the plan or order</li> </ul>
<small>CCIR commander's critical information requirement      EEFI essential element of friendly information COA course of action      IPB intelligence preparation of the battlefield</small>		

### 1. Receive the Mission

Step 1: Receipt of Mission		
Key inputs	Process	Key outputs
<ul style="list-style-type: none"> <li>Higher headquarters' plan or order or a new mission anticipated by the commander</li> </ul>	<ul style="list-style-type: none"> <li>Alert the staff and other key participants</li> <li>Gather the tools</li> <li>Update running estimates</li> <li>Conduct initial assessment</li> <li>Issue the Commander's initial guidance</li> <li>Issue the initial warning order</li> </ul>	<ul style="list-style-type: none"> <li>Commander's initial guidance</li> <li>Initial allocation of time</li> </ul>
		Warning Order

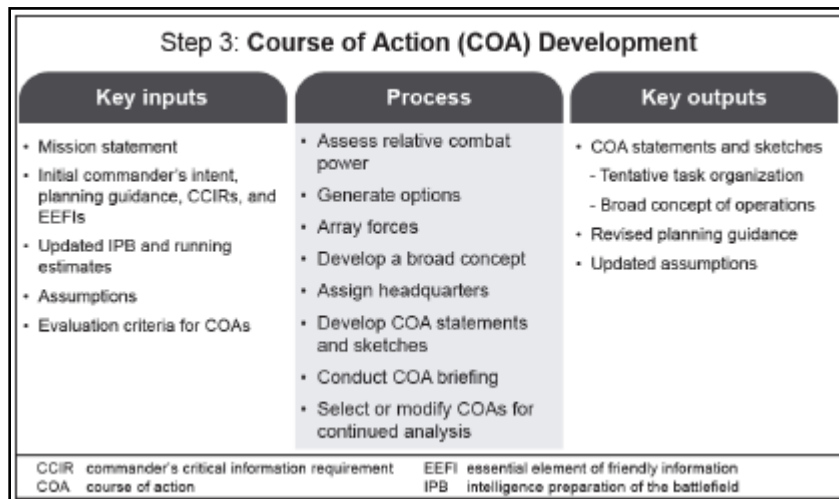
Attendees: CDR, XO, S3, WFF Leads, Plans, Targeting Officer

## 2. Conduct Mission Analysis



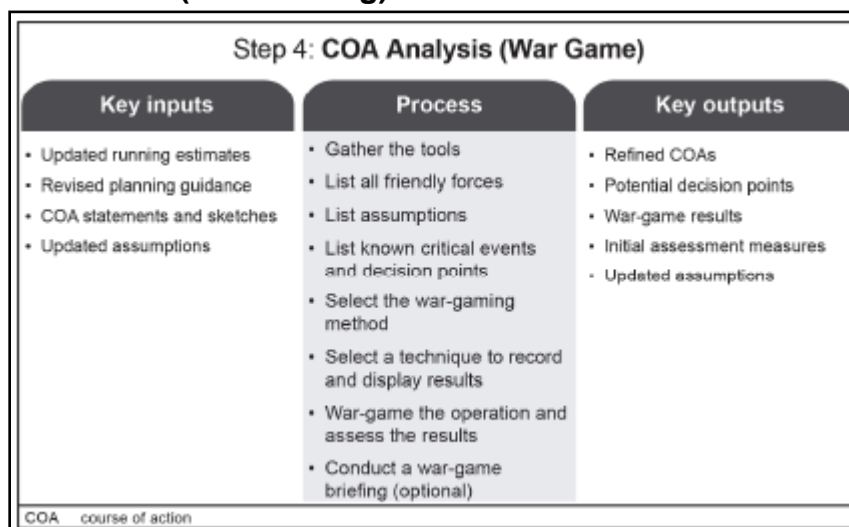
**Attendees: CDR, XO, S1, S2, S3, FSO, Targeting Officer, S4, S5, S6, S7, PMO, ENG, Aviation Officer, Field Surgeon, BDE JA, Civil-Affairs Officer, Chemical Officer, PAO, EWO, Air Force Staff Officers, subordinate unit LNOs.**

### 3. Develop Courses of Action



**Attendees:** CDR, XO, S1, S2, S3, FSO, Targeting Officer, S4, S5, S6, S7, PMO, ENG, Aviation Officer, Field Surgeon, BDE JA, Civil-Affairs Officer, Chemical Officer, PAO, EWO, Air Force Staff Officers, subordinate unit LNOs.

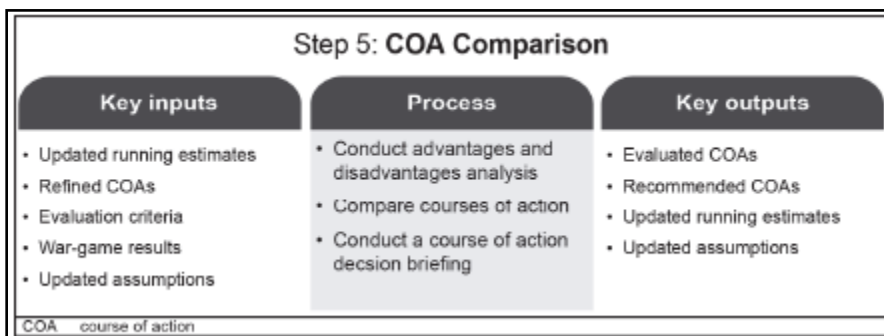
### 4. Analyze Courses of Action (War Gaming)



**Attendees:** CDR, XO, S1, S2, S3, FSO, Targeting Officer, S4, S5, S6, S7, PMO, ENG, Aviation Officer, Field Surgeon, BDE JA, Civil-Affairs Officer, Chemical Officer, PAO, EWO, Air Force Staff Officers, subordinate unit LNOs.

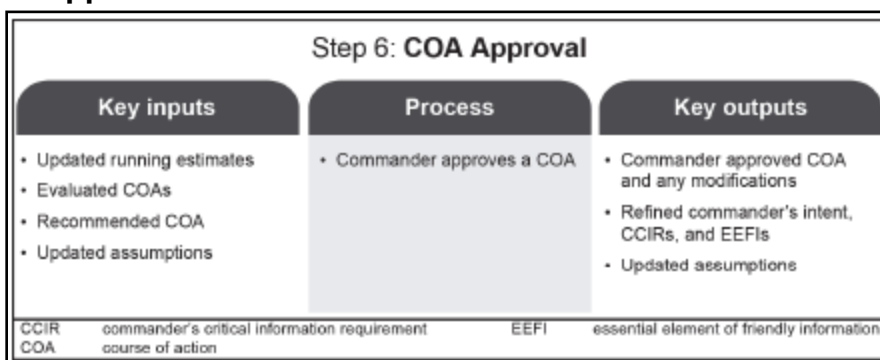


## 5. Compare Courses of Action



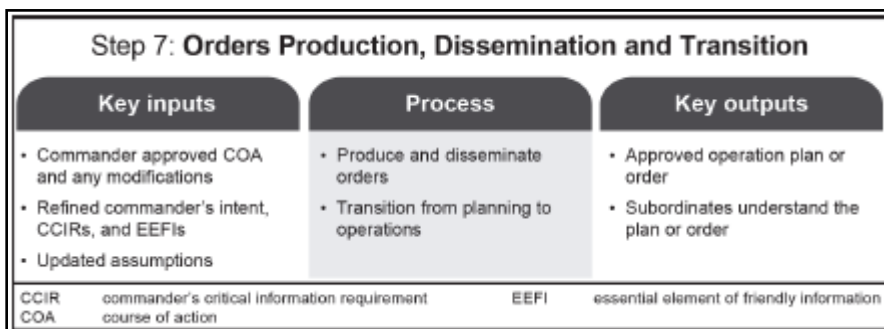
**Attendees:** CDR, XO, S1, S2, S3, FSO, Targeting Officer, S4, S5, S6, S7, PMO, ENG, Aviation Officer, Field Surgeon, BDE JA, Civil-Affairs Officer, Chemical Officer, PAO, EWO, Air Force Staff Officers, subordinate unit LNOs.

## 6. Course of Action Approval



**Attendees:** CDR, XO, S1, S2, S3, FSO, Targeting Officer, S4, S5, S6, S7, PMO, ENG, Aviation Officer, Field Surgeon, BDE JA, Civil-Affairs Officer, Chemical Officer, PAO, EWO, Air Force Staff Officers, subordinate unit LNOs.

## 7. Orders Production



**Attendees:** CDR, XO, S1, S2, S3, S4, S5, S6, S7, PMO, ENG, Aviation Officer, Field Surgeon, BDE JA, Civil-Affairs Officer, Chemical Officer, PAO, EWO, Air Force Staff Officer, subordinate BN CDRs, S3s, S2, FSO, Targeting Officer, and sustainment representative, subordinate unit LNOs (if necessary)

## 2.1 MDMP Timeline

1. Determine available time for planning (subtract time needed for rest and other activities).
2. Use 1/3 – 2/3 rule. Allot 1/3 of total available time to brigade planning and 2/3 to battalions.
3. Allocate brigade's available planning time as follows:
  - a. Receipt of Mission/Mission Analysis: 30%
  - b. COA Development: 15%
  - c. COA Analysis (war gaming), Comparison, and Decision: 40%
  - d. Orders Production: 15%

## 2.2 Initial Staff Huddle

At receipt of mission selected command and staff members meet briefly to discuss the operation. *The XO facilitates the meeting, and the Commander runs the meeting (if available).* This informal meeting occurs simultaneously with other staff actions (alert the staff, start necessary movement, gather the tools).

Time: Immediately upon receipt of mission

Duration: 30 minutes or less

Location: TOC (or location where the Brigade receives the mission from higher)

Facilitator: P5

Participants: Commander, CSM, XO, S2, S3, S3 OPS NCO, S3 Plans, S4, S6, FSO, Targeting, BCT ENG, BDE JA

Key Outputs:

1. Provide initial guidance to the staff
2. Receive initial verbal guidance from the Commander
3. Initiate Design or MDMP
4. Initiate coordination with other units
5. Provide initial guidance for WARNORD 1
6. Develop the planning timeline

## 2.3 Commander's Initial Guidance Considerations

(Reference 3.5: Commander's Guidance Worksheet)

1. Initial time allocation (both planning and operational)
2. Conduct Design or go directly to MDMP
3. MDMP abbreviation techniques
4. Authorized movement including initial Information Collection Plan
5. Collaborative planning times and locations
6. Initial information requirements
7. Initial coordination and use of liaisons
8. Additional staff tasks
9. Additional guidance

## **2.4 Tools to Be Gathered**

1. Appropriate publications, including ADRP 1-02.
2. All documents related to the mission and area of operations, including the higher headquarters' OPLAN and OPORD, maps and terrain products, and operational graphics.
3. Higher headquarters' and other organizations' intelligence and assessment products.
4. Estimates and products of other military and civilian agencies and organizations.
5. Both their own and the higher headquarters' SOPs.
6. Current running estimates.
7. Any Army design methodology products.



### 3.1 Mission Analysis Sequence

1. Analyze mission and intent of commanders one and two levels up
2. Conduct Initial Intelligence Preparation of the Battlefield (IPB)
- 3. Identify specified, implied, and essential tasks**
- 4. Review available assets, and identify resource shortfalls**
- 5. Determine constraints (what I can't do, what I must do)**
- 6. Identify critical facts and assumptions**
- 7. Begin Risk Management**
- 8. Determine initial Commander's Critical Information Requirements (CCIR) and EEFI**
9. Develop the initial IC plan
10. Plan use of available time
11. Develop initial themes and messages
12. Develop a proposed problem statement
13. Develop a proposed mission statement
14. Present the mission analysis brief
15. Develop and issue the initial commander's intent
16. Develop and the initial planning guidance
17. Develop COA evaluation criteria
18. Issue a Warning Order

**\*Bolded steps are included in Running Staff Estimates**

### 3.2 Mission Analysis End Products

1. Approved problem statement
2. Approved mission statement
3. Initial commander's intent
4. Initial CCIR and EEFI
5. Initial commander's planning guidance
6. Information themes and messages
7. Updated IPB products
8. Updated running estimates
9. Assumptions
10. Resource shortfalls
11. Updated operational timeline
12. High Value Target List
13. Initial NAI/TAIs
14. Evaluation criteria for COAs

### 3.3 Running Estimates (Example format on following page)

<p><b>Running Estimates</b></p> <p><b>1. SITUATION AND CONSIDERATIONS.</b></p> <p>a. Area of Interest. Identify and describe those factors of the area of interest that affect functional area considerations.</p> <p>b. Characteristics of the Area of Operations.</p> <p>(1) Terrain. State how terrain affects a functional area's capabilities.</p> <p>(2) Weather. State how weather affects a functional area's capabilities.</p> <p>(3) Enemy Forces. Describe enemy disposition, composition, strength, and systems within a functional area. Describe enemy capabilities and possible courses of action (COAs) and their effects on a functional area.</p> <p>(4) Friendly Forces. List current functional area resources in terms of equipment, personnel, and systems. Identify additional resources available for the functional area located at higher, adjacent, or other units. List those capabilities from other military and civilian partners that may be available to provide support within the functional area. Compare requirements to current capabilities and suggest solutions for satisfying discrepancies.</p> <p>(5) Civilian Considerations. Describe civil considerations that may affect the functional area, including possible support needed by civil authorities from the functional area as well as possible interference from civil aspects.</p> <p>c. Facts/Assumptions. List all facts and assumptions that affect the functional area.</p> <p><b>2. MISSION.</b> Show the restated mission resulting from mission analysis.</p> <p><b>3. COURSES OF ACTION.</b></p> <p>a. List friendly COAs that were war-gamed.</p> <p>b. List enemy actions or COAs that were templated that impact the functional area.</p> <p>c. List the evaluation criteria identified during COA analysis. All staffs use the same criteria.</p> <p><b>4. ANALYSIS.</b> Analyze each COA using the evaluation criteria from COA analysis. Review enemy actions that impact the functional area as they relate to COAs. Identify issues, risks, and deficiencies these enemy actions may create with respect to the functional area.</p> <p><b>5. COMPARISON.</b> Compare COAs. Rank order COAs for each key consideration. Use a decision matrix to aid the comparison process.</p> <p><b>6. RECOMMENDATIONS AND CONCLUSIONS.</b></p> <p>a. Recommend the most supportable COAs from the perspective of the functional area.</p> <p>b. Prioritize and list issues, deficiencies, and risks and make recommendations on how to mitigate them.</p>	<p>Commanders and staff sections immediately begin updating their running estimates upon receipt of mission. They continue to build and maintain their running estimates throughout the operations process in planning, preparation, execution, and assessment</p> <p><b>1. RUNNING ESTIMATES IN PLANNING:</b> Running estimates are key sources of information during mission analysis. Update running estimates throughout the military decision making process.</p> <p><b>2. RUNNING ESTIMATES IN PREPARATION</b> Identify the current readiness of the unit in relationship to its mission. Also use running estimates to develop, then track, mission readiness goals and additional requirements.</p> <p><b>3. RUNNING ESTIMATES IN EXECUTION</b> Incorporate information included in running estimates into the common operational picture. To depict key information from each functional area or warfighting function as it impacts current and future operations. This information directly supports the commander's visualization and rapid decision making during operations.</p> <p><b>4. RUNNING ESTIMATES IN ASSESSMENT</b></p> <p>a) At a minimum, a staff section's running estimate assesses the following:</p> <p>b) Friendly force capabilities with respect to ongoing and planned operations.</p> <p>c) Enemy capabilities as they affect the staff section's area of expertise for current operations and plans for future operations.</p> <p>d) Civil considerations as they affect the staff section's area of expertise for current operations and plans for future operations.</p>	<p><b>FM 6-0, Chapter 8</b></p> <p>Commanders and staff sections immediately begin updating their running estimates upon receipt of mission. They continue to build and maintain their running estimates throughout the operations process in planning, preparation, execution, and assessment</p> <p><b>1. RUNNING ESTIMATES IN PLANNING:</b> Running estimates are key sources of information during mission analysis. Update running estimates throughout the military decision making process.</p> <p><b>2. RUNNING ESTIMATES IN PREPARATION</b> Identify the current readiness of the unit in relationship to its mission. Also use running estimates to develop, then track, mission readiness goals and additional requirements.</p> <p><b>3. RUNNING ESTIMATES IN EXECUTION</b> Incorporate information included in running estimates into the common operational picture. To depict key information from each functional area or warfighting function as it impacts current and future operations. This information directly supports the commander's visualization and rapid decision making during operations.</p> <p><b>4. 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<p><i>A running estimate is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable.</i></p> <p>Commander and each staff section continuously consider the effects of new information and update the following:</p> <ol style="list-style-type: none"> <li>1. Facts.</li> <li>2. Assumptions.</li> <li>3. Friendly force status.</li> <li>4. Enemy activities and capabilities.</li> <li>5. Civil considerations.</li> <li>6. Conclusions and recommendations.</li> </ol>	<p><b>ESSENTIAL QUALITIES OF RUNNING ESTIMATES</b></p> <ol style="list-style-type: none"> <li>1. Addresses all aspects of operations and contains both facts and assumptions based on the staff's experience within a specific area of expertise.</li> <li>2. Each staff element modifies it to account for its specific functional areas.</li> <li>3. All running estimates cover essential facts and assumptions, including a summary of the current situation by the mission variables, conclusions, and recommendations.</li> <li>4. Once they complete the plan, commanders and staff elements continuously update their estimates.</li> </ol>	<p><b>12</b></p>

Figure 8-1. Generic base running estimate format

### 3.3.1 Running Estimate format

<b>Staff Section Estimate (1 of 2)</b> As of: <b>DTG</b>	
<u>Facts</u> <ul style="list-style-type: none"> <li>List key facts that will drive the operation</li> </ul>	<u>Assumptions</u> <ul style="list-style-type: none"> <li>List Key assumptions- <i>these must be used to continue planning, but will eventually have to be confirmed in order for the plan to be feasible</i></li> </ul>
<hr/> <u>Key Assets Available/ Shortfalls</u> <ul style="list-style-type: none"> <li>List key assets available</li> <li>List key assets shortfalls</li> </ul>	<hr/> <u>Tasks (Specified, Implied, Essential)</u> <ul style="list-style-type: none"> <li>List tasks in order of importance, highlight critical tasks</li> <li>(E): Highlight in Red</li> <li>(S):</li> <li>(I):</li> </ul>
<p><b>USE ARIAL FONT 14. Update red highlighted areas in title by staff section.</b></p>	

<b>Staff Section Estimate (2 of 2)</b> As of: <b>DTG</b>	
<u>CCIR</u> <ul style="list-style-type: none"> <li>List PIR (Information we must gain about the enemy or environment)</li> <li>FFIR (Information we must know about status of friendly forces and supporting capabilities)</li> <li>List EEFI (Information that the enemy must not know about us)</li> </ul>	<u>Constraints</u> <ul style="list-style-type: none"> <li>List things we must do</li> <li>List things we can not do</li> </ul>
<hr/> <u>Risks</u> <ul style="list-style-type: none"> <li>List key risk identify as Tactical (T) or Accidental (A)</li> <li>List mitigation measures for each risk</li> </ul>	<hr/> <u>Timeline</u> <ul style="list-style-type: none"> <li>List key timeline events for mission success</li> </ul>
<p><b>USE ARIAL FONT 14. Update red highlighted areas in title by staff section.</b></p>	

### 3.3.2 Staff Reverse WFF IPB Format

Staff Section Reverse WFF IPB Worksheet

(1 of 3)

As of: DTG

Facts About the Enemy

• List facts about your WFF

Assumptions About the Enemy

• List assumptions about your WFF

Enemy Constraints

• List enemy constraints

Environmental Effects on WFF

• List effects

• These effect both friendly and enemy forces

USE ARIAL FONT 14. Update red highlighted areas in title by staff section S2 section is responsible for providing each WFF the enemy threat capabilities.

Staff Section Reverse WFF IPB Worksheet

(2 of 3)

As of: DTG

Enemy Mission

• State enemy mission

• This is part of Para 1 of your WFF annex

Enemy MLCOA

• State enemy MLCOA for your WFF

• I.E. How will the enemy employ this WFF?

HVTs

• List HVTs for your WFF

• Explain why they matter to the enemy

Enemy CCIR & Potential Decisions

• List enemy CCIR for your WFF

• List enemy DPs for your WFF

• What does the enemy need to know and what decisions does he need to make?

USE ARIAL FONT 14. Update red highlighted areas in title by staff section.

<b>Staff Section Reverse WFF IPB Worksheet</b> <b>(3 of 3)</b> <b>As of: DTG</b>	
<b>Enemy Forces/Systems Available</b> • List enemy forces/systems for your WFF • Know their capabilities/statistics	<b>Enemy Higher Concept</b> • List enemy higher concept of your WFF • This is part of Para 1 of your WFF annex
	<b>Input to MCOO or SITTEMP</b> • List input

USE ARIAL FONT 14. Update red highlighted areas in title by staff section.

### 3.4 Develop CDR's Initial Planning Guidance

Time: During Mission Analysis; immediately following the MA Brief; Duration: 30 minutes or less.

Location: Brigade Plans.

Facilitator: BDE S3 or BDE CDR (see below).

Participants: S3, XO, S2, and FSO. In a time constrained environment, where the CDR provides more directive guidance, the participants are CDR, XO and S3.

Tools to Bring:

- Map with division graphics
- A copy of the BDE CDR's initial guidance
- Draft MA brief
- MDMP planning timeline
- Operational timeline

Goal: Develop BDE CDR's initial planning guidance; determine how many COAs to develop; determine the specific COAs the BDE CDR wants the staff to develop, and any COAs the CDR will not accept; develop COA evaluation criteria.

Format:

- 1) Review Commander's Initial Guidance (given prior to mission analysis).
- 2) Review higher HQ mission and intent.
- 3) Review draft MA Brief products.
- 4) Review the planning and operational timelines, staff capabilities, and other constraints to determine how directive the planning guidance needs to be.
- 5) Develop BDE CDR's initial planning guidance (CDR's responsibility).

- 6) Develop COA evaluation criteria to brief during MA Brief (XO's responsibility).

End State:

- CDR is prepared to brief his initial planning guidance as the final part of the MA Brief
  - XO is prepared to brief draft COA evaluation criteria as part of the MA Brief
- The staff has the information needed to begin COA development

### 3.5 Commander's Guidance Worksheet

<b>Mission</b>	
<b>Initial Intent</b>	Purpose:
	Key tasks: •
	<b>End state:</b> <b>Enemy:</b> <b>Terrain:</b> <b>Friendly:</b> <b>Civil:</b>
<b>Movement and Maneuver</b>	Type of Operation/ Maneuver:
	Decisive Operation:
	Shaping Operation:
	Sustaining Operations:
	#/ Type of COAs to Consider:
	Phasing (T): I.
<b>BCT Fights:</b> <div style="border: 1px solid black; display: inline-block; width: 250px; height: 30px; vertical-align: middle; margin-left: 20px;"></div> <b>BN Fights:</b>	
<b>Maneuver (Air)</b>	
<b>Decisions/ Decision Points</b>	DP1:
<b>Intelligence</b>  <b>Enemy COAs to Consider</b>	MLCOA – MDCOA –
<b>Reconnaissance</b>	Focus:

	Tempo:
	SR engagement criteria:
	SR risk:
<b>Fires</b>	Essential Tasks:
	HVTs:
	Priority:
	Restrictions:
	Non-Lethal:
	EW:
<b>Protection</b>	POE #1:
<b>Sustainment</b>	Priority:
<b>Engagement</b>	
<b>Mission Command</b>	TOC ISB ACP I/II TAC TOC
<b>Risk</b>	Risk to force:
	Risk to mission:
<b>Time Mgmt - XO (timeline following ....)</b>	
<b>Type OPORD- Power point brief – written order</b>	
<b>Rehearsals</b>	

### 3.6 MA Brief PACE and Format/Agenda

MA Brief PACE Plan:        P – PowerPoint  
                                     A – CPOF  
                                     C – Written (analog)  
                                     E – Verbal

MA Brief Format/Agenda:

- Design Team outputs: operational approach and proposed problem statement.
- Mission and commander's intent of the headquarters two echelons up.
- Mission, commander's intent, and concept of operations of the headquarters one echelon up.
- A proposed mission statement.
- Initial Commander's Intent
- Review of the commander's initial guidance.
- Initial IPB products, including civil considerations that impact the conduct of operations.
- Proposed HVTL
- Specified, implied, and essential tasks.
- Pertinent facts and assumptions.
- Constraints.
- Forces available and resource shortfalls.
- Initial risk assessment.
- Proposed themes and messages.
- Proposed CCIRs and EEFI.
- Initial information collection plan.
- Recommended timeline.
- Alibis/Panther 6 Guidance



### 3.7 IPB to Orders Process Comparison/IPB Products List

IPB to Orders Process Comparison/IPB Products List	
STAFF ACTION	IPB TASKS
DIVISION WARNING ORDER	Begin weather and terrain analysis
	Historical Climatology and extended forecast.
	Weather impact on forces
	Terrain Analysis: Identify effects on operations (Reverse WFF Analysis)
	Obstacles
	Avenues of Approach/ Lines of Communication
	Key terrain
	Observation and fields of fire
	Cover and concealment
RECEIVE OPORD	
	S2 Section begin Mission Analysis
	Threat Analysis; develop situational template
MISSION ANALYSIS	
	Identify Weather Effects On Enemy
	Additional terrain analysis/products (urban IPB if required)
	Threat Analysis (Strength/Characteristics/Capabilities/Strengths/Weaknesses/Vulnerabilities)
	Use reverse WFF and all the combat multipliers (ADA, Engineer, Aviation, AF, Artillery, MP, IO) to assess the enemy/threat ( <b>CARD 3.3.2</b> )
	Conduct Target Value Analysis (include Lethal and Non-Lethal Targeting Officers)
	Develop HVTs and Link Analysis
	Pattern Analysis
	S2 develops possible ECOAs (MLCOA, MDCOA). The S2 predicts which is most likely and predicts which is most dangerous.
	Submit RFIs to G2
	Formulate collection plan, IC Overlay, IC Matrix
MISSION ANALYSIS BRIEF PRODUCTS	1. 5 Day Weather Forecast (more days if needed)
	2. Develop MCOO
	3. Elevation Tint Overlay to include line of sight (if needed)
	4. Pictures of Type of Terrain/ Key Terrain (if needed/provided)
	5. Demographic Overlay (S2/S7/S9)
	6. Pictures of Cities/Towns (w/ insert map)
	7. Key Personalities (S2/S7/S9)
	8. Key Media Outlets/key infrastructure (S2/S7/S9)
	9. Enemy Characteristics/ Structure/ Composition
	10. Enemy Intent & Objectives
	11. Enemy Capabilities/ Strengths/ Weaknesses/ Vulnerabilities
	12. HVT & associated slides
	13. Pattern Analysis (if needed)
	14. Enemy SITEMP
	15. Enemy Most Likely and Most Dangerous Courses of Action
	16. Initial collection plan

COMMANDER'S GUIDANCE	Guidance on CCIR
	Forward copy to G2
COA DEVELOPMENT	Proposed Collection plan for COA
WARGAME COA	Staff Wargame COA
	S2 provide Enemy SITEMP and IC Overlay with NAIs
COA BRIEF	Updated IPB Slides
	Enemy SITEMP
	MLCOA and MDCOA
	Proposed IC Plan
	FSO: Begin TSM with input from all WFF Sections Initial AGM and TSS Begin Development of Target List and FSCMs
SYNCHRONIZATION	Begin OPORD Prep
	Actively track intel updates
OPORD DEVELOPMENT	Includes all Updated Mission Analysis Products
	IC Plan and Collection Plan
OPORD PRODUCTION	Annex B
	Annex L (Collection Plan and IC Matrix)
	IC distribution
	Receive BN IC plans
	Track intel updates
DAILY TARGETING/FIRES CELL	1. Enemy Actions last 24 Hours
	2. Updated Enemy Most Likely Course of Action
	3. IC Overlay

### 3.8 IC Planning Staff Huddle

Time: Immediately following the IBCT Commander's Initial Planning Guidance, after completion of the Mission Analysis Brief. Goal is no longer than 15 minutes.

Location: Brigade Plans

Facilitator: BDE Chief of Plans

Participants: BDE CDR, BDE XO, S3 S2, MICO CDR (w/ GSS Ops, SIGINT PL), CA, MP, BAO, FSO, Lethal TARGO, Non-Lethal TARGO, A/S3, S6, S4, BJA, LNOs are required, Assistant S3 is the scribe. If conducting collaborative planning, the Cavalry Squadron will also send representation.

Tools to Bring:

- S3: Map with Division/BDE graphics
- S2: Proposed PIR & Proposed collection plan
- Lethal TARGO/CFO: Proposed Radar locations
- Collection Manager: Proposed LLVI sites, propose mission management.
- CA/CI: Info on population and recommendations on where/when to employ
- FSO: HVT and Draft HPTL (from CDR Guidance)

Goal: Develop initial NAIs; give warning order to units who will cover those NAIs and units who must provide logistical, transportation, fire support, communications or security support to those units.

Format:

- 1) S3, A/S3 review commander's recon guidance
- 2) S2 reviews proposed PIRs and NAIs, brings assets available list.
- 3) Collection Manager proposed assets to cover NAIs
- 4) A/S3 proposes maneuver units to cover NAIs
- 5) CA/MP propose alternate means of covering NAIs
- 6) Recon support review
  - S6 covers comms support available
  - FSO covers fire support available
  - AVN LNO covers aviation support available
  - S4 covers MEDEVAC support available
- 7) S2 reviews collection assets tied to recommended NAIs and presents them to the S3
- 8) S3 reviews recommended collection assets lay down and presents collection plan to BCT CDR.
- 9) All reps acknowledge understanding of tasks
- 10) BDE CDR approves of the initial recon plan

End State:

- A/S3 includes recon tasks in Warning Order #2
- S2 has draft collection plan completed
- Units begin deploying collectors

### 3.9 Initial Targeting Working Group

Targeting is an ongoing function throughout all operations. During the MDMP, a targeting synch will be executed in the COA Development Phase. Additionally, targeting tasks will be nested with the MDMP. During operations, targeting meetings occur daily per the battle rhythm. These meetings are synchronized with ATO submission deadlines. During MDMP critical actions will DECIDE which targets to attack. For additional information on the Panther Targeting Process, see 3BCT Targeting SOP.

#### Questions for the Targeting Group to consider throughout the MDMP:

\_\_\_\_\_The commander's planning guidance and intent contain enough detail to enable the targeting working group to determine:

- High-value targets (HVT) to nominate as high-payoff targets (HPT)?
- Desired effects on each HPT?
- When to attack each HPT?
- How to attack each HPT?
- Any restrictions or constraints?
- Which HPT requires battle damage assessment (BDA)?

\_\_\_\_\_What targeting assets (organic, attached, and supporting) are available to detect and attack HPT?

\_\_\_\_\_What detect, deliver, and assess support is needed from higher headquarters?

\_\_\_\_\_When must requests to higher headquarters be submitted to obtain the support required?

\_\_\_\_\_Have target tracking responsibilities been established?

\_\_\_\_\_Are systems in place to pass the detected targets to assets that are capable of tracking them?

\_\_\_\_\_What detect, deliver, and assess support is required from subordinate units, and when is it required?

\_\_\_\_\_What detect, deliver, and assess support requests have been received from subordinate units, and what has been done with them?

\_\_\_\_\_Has the AGM been synchronized with the decision support template and the maneuver and fire support plans?

\_\_\_\_\_Are all commands using a common datum for locations? If not, are procedures in place to correct differences in datum?

#### DETECT

\_\_\_\_\_Does the collection plan focus on priority intelligence requirement (PIR) HPT? (This includes HPT designated as PIR.)

\_\_\_\_\_What accuracy, timeliness, and validity standards target selection standards (TSS) are in effect for detection and delivery systems?

\_\_\_\_\_Are all target acquisition assets fully employed?

\_\_\_\_\_Have backup target acquisition systems been identified for HPT?

\_\_\_\_\_Have responsibilities been assigned to the appropriate unit and/or agency for detection of each HPT?

\_\_\_\_\_Are HPT being tracked?

\_\_\_\_\_Have verification procedures using backup systems been established where necessary?

# Agenda of the Initial Targeting Working Group



## Initial Targeting Working Group

### Purpose

**Purpose:** Establish initial target synchronization during MDMP in support of future operations

**Intent:** Wargame target nominations to achieve a holistic effort across the BDE AO/AI and ensure targets are matched with appropriate assets to achieve desired effects.

**Frequency:** MDMP (during COA DEV) after the IC Planning Huddle

**Duration:** 30-45 mins

### Attendees

<b>Chair:</b> Panther 5/3	SJA
<b>Lead:</b> FSO/ TARGO	S7
S2	S9
FUOPS	SWO.
FSO	
EWO	
Collection Manager	
ALO	
BAO	

### Inputs

Weather (Covering initial 72hrs of operation)  
 Commander's Targeting Guidance (FSO/TO)  
 Enemy SITTEMP/DOCTEMP (S2)  
 High Value Target List (HVTL) (S2/TO)  
 Higher HQ Assessments/ BDA (S2)  
 DRAFT Priority Intelligence Requirements (S2)  
 DRAFT High Payoff Target List (FSO/TO)

### Outputs

BDE Target Nominations  
 Air Support Request (72-96hrs)  
 Proposed HPTL  
 Initial TSM  
 Initial IC requirements

### Agenda

Review Commander's Targeting Guidance  
 Priority Intelligence Requirements  
 Intel Update (Enemy SITTEMP)  
 Review HVTL/HPTL Crosswalk  
 DRAFT Collection Plan/ IC Asset availability  
 Higher HQ Assessments/ BDA  
 Recommend HPTL  
 Recommended Targeting Guidance  
 BDE Target Nominations (72hrs)  
 Air Support Requests  
 Initial Preplanned Targets

*3rd Brigade Combat Team, 82nd Airborne Division*

### 3.10 Design Methodology

Design is a methodology for applying critical and creative thinking to understand, visualize, and describe problems and approaches to solving them (ADRP 5-0).

#### Design Checklist – Steps to Conduct Design

1.	<b>SELECT DESIGN TEAM</b> - CDR selects Design Team: Members could include XO, S3, (SPO), CSM, S2, AS3, S4, S7, S9, S3 Plans, BJA, Intel Analysts, PMESII-PT Leads. Appoint a Design Team Lead.	
2.	<b>PREPARE for DESIGN WORK</b> - Set Conditions to perform Design: set aside a conference space, whiteboards and/or butcher boards, computers, higher HQ OPOD and products, assign time to task, doctrinal references.	
3.	<b>ALERT the DESIGN TEAM</b> – Inform the team where to meet, when to meet, tools to bring, readings and research to conduct, tools to bring to the Design meeting.	
4.	<b>INTRODUCTION and FAMILIARIZATION to DESIGN METHODOLOGY:</b> Design Team Lead begins with an overview of the Operational Environment and Area of Operation. Additionally, review Design SOP and processes to follow, review Higher HQ Design products and Problem Statement, review Design doctrine, and review Design tasks to accomplish. If a Reframe, review past Design products and current assessments of the OE.	
5.	<p><b>Develop OPERATIONAL FRAME – Current State... <i>What is going on in the Operational Environment? Understand the current conditions in the OE.</i></b></p> <p><b>[Operational Environment defined:</b> A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 3-0)] Commanders at all levels have their own operational environments for their particular operations. An operational environment for any specific operation is not just isolated conditions of interacting variables that exist within a specific area of operations. It also involves interconnected influences from the global or regional perspective (for example, politics and economics) that impact on conditions and operations there. Thus, each commander's operational environment is part of a higher commander's operational environment. Likewise, operational environments of commanders at all levels are part of the overall strategic environment, which encompasses general conditions, circumstances, and influences throughout the world that can affect all operations.]</p> <p>Visualize and analyze the BCT/BN Operational Environment Current State:</p> <ul style="list-style-type: none"> <li>• <b>Operational Variables and sub-variables (PMESII-PT):</b> BN planners describe conditions of an operational environment in terms of operational variables. Operational variables are those aspects of an operational environment, both military and nonmilitary, that may differ from one operational area to another and affect operations. Operational variables describe not only the military aspects of an operational environment but also the population's influence on it. Army planners analyze an operational environment in terms of eight interrelated operational variables: political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT). As soon as a commander and staff have an indication of where their unit will probably deploy, they begin analyzing the operational variables associated with that location. They continue to refine and update that analysis even after receiving a specific mission and throughout the course of the ensuing operation. <ul style="list-style-type: none"> <li>➤ <b>Political</b> – describes distribution of responsibility and power of governance</li> <li>➤ <b>Military</b> – explores military and paramilitary capabilities of all states</li> </ul> </li> </ul>	

- **Economic** – explore local production, distribution, and consuming resources
- **Social** – cultural, religious, ethnic, customs, behaviors, values of society
- **Information** – nature, scope, characteristics of all systems that collect, process, disseminate, and act on information
- **Infrastructure** – facilities, services, installations needed for society to function
- **Physical Environment** – terrain, weather in the Area of Operations
- **Time** – timing and duration of activities, events, conditions within OE
- **Mission Variables (METT-TC):** Upon receipt of a warning order or mission, BCT/BN leaders filter relevant information categorized by the operational variables into the categories of the mission variables used during mission analysis. They use the mission variables to refine their understanding of the situation. The mission variables consist of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). Incorporating the analysis of the operational variables with METT-TC ensures Army leaders consider the best available relevant information about conditions that pertain to the mission.
  - **Mission** – task & purpose
  - **Enemy** – dispositions, organization, strength, location, mobility, doctrine, equipment, capabilities, vulnerabilities, probably COA's
  - **Terrain and Weather:**
    - **Terrain** (Military Aspects):
      - Observation and fields of fire
      - Avenues of Approach
      - Key and decisive terrain
      - Obstacles
      - Cover and concealment
    - **Weather** (Military Aspects):
      - Visibility
      - Winds
      - Precipitation
      - Cloud cover
      - Temperature
      - Humidity
  - **Troops and support available** – number, type, capabilities, and condition of available friendly troops and support to include joint support, host nation support, contact support, and support from Interagency, Intergovernmental, and NGO's.
  - **Time Available** – assess time available for planning, preparation, and execution of tasks and missions.
  - **Civil Considerations** – influence of manmade infrastructure, civilian institutions, and civilian leaders, populations, and organizations in the AO (ASCOPE):
    - **Areas** – geographic boundaries, political boundaries, social boundaries, ethnic boundaries, commercial zones, trade routes, enclaves
    - **Structures**
    - **Capabilities** (SWEAT-MSO)
      - Sewage
      - Water
      - Electricity

	<ul style="list-style-type: none"> <li>• Academics</li> <li>• Trash</li> <li>• Medical</li> <li>• Safety</li> <li>• Other Considerations</li> </ul> <ul style="list-style-type: none"> <li>▪ <b>Organizations</b> – religious, labor, criminal, tribes, clans, NGO's, corporations</li> <li>▪ <b>People</b> – formal and informal leaders, religious leaders, loyalties, authorities, relationships, perceptions, demographics</li> <li>▪ <b>Events</b> – national and religious holidays, market cycles, agriculture cycles, winter, elections, celebrations, paydays, worship days</li> </ul>	
6.	<p><b>Develop OPERATIONAL FRAME – Future State... <i>What should the OE look like? Visualize future conditions of OE.</i></b></p> <p>Visualize the future state of the BCT/BN OE and AO – What changes does the Commander envision for the OE/AO on the last day of the mission? What changes to PMESII-PT and METT-TC?</p> <p>➔ Describe the END STATE in the OE/AO related to friendly forces, enemy forces, coalition forces, population, government, interagency/NGO's, terrain, infrastructure</p>	
7.	<p><b>Develop PROBLEM FRAME – Brainstorm and identify issues or obstacles to achieving the END STATE. Ask two questions:</b></p> <p>1) What is the difference between the current state and the desired end state of the operational environment?</p> <p>2) What is preventing the BCT from reaching the desired end state?</p> <p>A problem is an issue or obstacle that makes it difficult to achieve a desired goal or objective. List all problems preventing the BCT/BN from reaching the end state. Prioritize the list of problems. Decide which the Right Problem to solve is.</p>	
8.	<p><b>DEVELOP the PROPOSED PROBLEM STATEMENT</b> –A Problem Statement is a concise statement of the primary issue or issues that may impede commanders from achieving their desired end state. Commanders must dedicate time to identifying the right problem to solve and describe it clearly in a problem statement. The Problem Statement communicates the Commander's understanding of the problem or problem set upon which the BCT/BN will act.</p> <ul style="list-style-type: none"> <li>• No more than 5 sentences long</li> <li>• Identify the primary problem to be solved</li> </ul>	
9.	<p><b>Post PROBLEM STATEMENT to MISSION ANALYSIS</b> – Import the Problem Statement to the Mission Analysis brief to the Commander. The Commander must <b>APPROVE</b> the Problem Statement.</p>	
10.	<p><b>Develop OPERATIONAL APPROACH (OA)</b> – The Operational Approach organizes combinations of potential actions in time, space, and purpose that will guide the force to the desired end state. The OA is a broad set of actions to solve the problem. It is the MAIN IDEA that informs the detailed planning to be done during MDMP. The OA is not a Course of Action. The OA is broad, conceptual, overarching, and serves as a general guide to actions or steps that will achieve the end state.</p> <p style="text-align: center;"><b>Sample Operational Approach by Line of Effort (LOE)</b></p>	

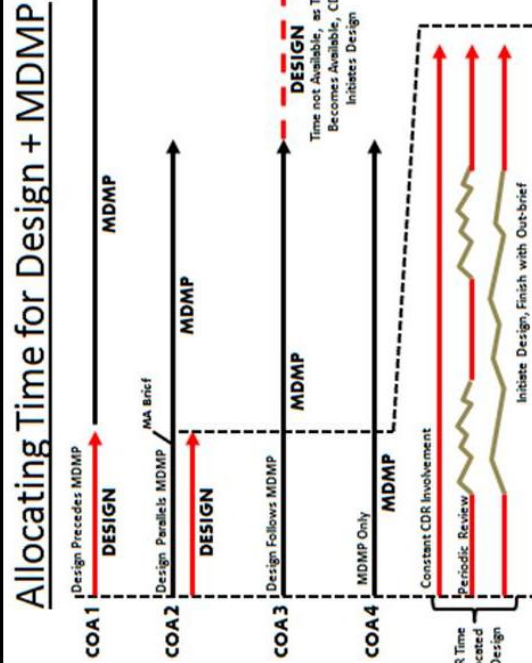




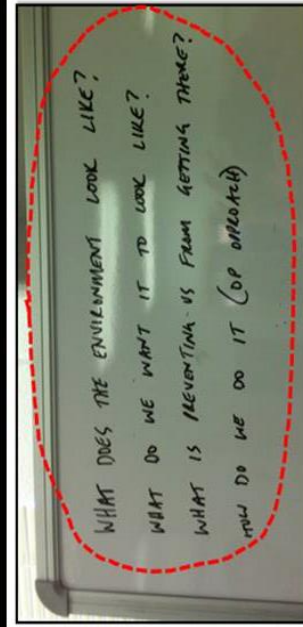
**ADRP 5-0, Chapter 2, pp.**  
**2-4 to 2-13**

Key outputs:

- Problem Statement
- Initial Cdr's Intent
- Planning Guidance



1. **Framing** – Building mental models; Select, organize, interpret, and make sense of the OE by establishing context; Construct hypotheses or models focused on the OE.
2. **Narrative Construction** – Construct a narrative to help understand and explain the OE and problem. A narrative explains Design Team understanding of the OE and Problem Frame to the entire staff and higher HQ.
3. **Visual Modeling** – Form ideas in graphic form; creativity can be enhanced with visual models and constructs; Graphics can reveal relationships not considered and can make complex ideas and relationships more understandable.



**4 x Questions for the Design Team**

# DESIGN Template

1. Problem Statement \_\_\_\_\_
2. Commander's Intent \_\_\_\_\_
3. Planning Guidance \_\_\_\_\_

Frame OE - Current State (1)

Frame the Problems (3)

Frame OE - Future State (2)

Frame the Solutions (Opn'l Approach) (5)

Problem Statement (4)

25

## 4.1 COA Development Steps

The acronym **AGADAP** encapsulates the steps of COA development:

### A – Assess relative combat power

- *Combat power* is the total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time (ADRP 3-0). Combat power is the effect created by combining the elements of intelligence, movement and maneuver, fires, sustainment, protection, mission command, information, and leadership. The goal is to generate overwhelming combat power to accomplish the mission at minimal cost.
- To assess relative combat power, planners initially make a rough estimate of force ratios of maneuver units two levels below their echelon. For example, at division level, planners compare all types of maneuver battalions with enemy maneuver battalion equivalents. Planners then compare friendly strengths against enemy weaknesses, and vice versa, for each element of combat power. From these comparisons, they may deduce particular vulnerabilities for each force that may be exploited or may need protection. These comparisons provide planners insight into effective force employment.
- In troop-to-task analysis for stability and defense support of civil authorities, staffs determine relative combat power by comparing available resources to specified or implied stability or defense support of civil authorities tasks. This analysis provides insight as available options and needed resources. In such operations, the elements of sustainment, movement and maneuver, nonlethal effects, and information may dominate.
- By analyzing force ratios and determining and comparing each force's strengths and weaknesses as a function of combat power, planners can gain insight into—
  - Friendly capabilities that pertain to the operation.
  - The types of operations possible from both friendly and enemy perspectives.
  - How and where the enemy may be vulnerable.
  - How and where friendly forces are vulnerable.
  - Additional resources needed to execute the mission.
  - How to allocate existing resources.
- Planners must not develop and recommend COAs based solely on mathematical analysis of force ratios. Although the process uses some numerical relationships, the estimate is largely subjective. Assessing combat power requires assessing both tangible and intangible factors, such as morale and levels of training. A relative combat power assessment identifies exploitable enemy weaknesses, identifies unprotected friendly weaknesses, and determines the combat power necessary to conduct essential stability or defense support of civil authorities tasks.

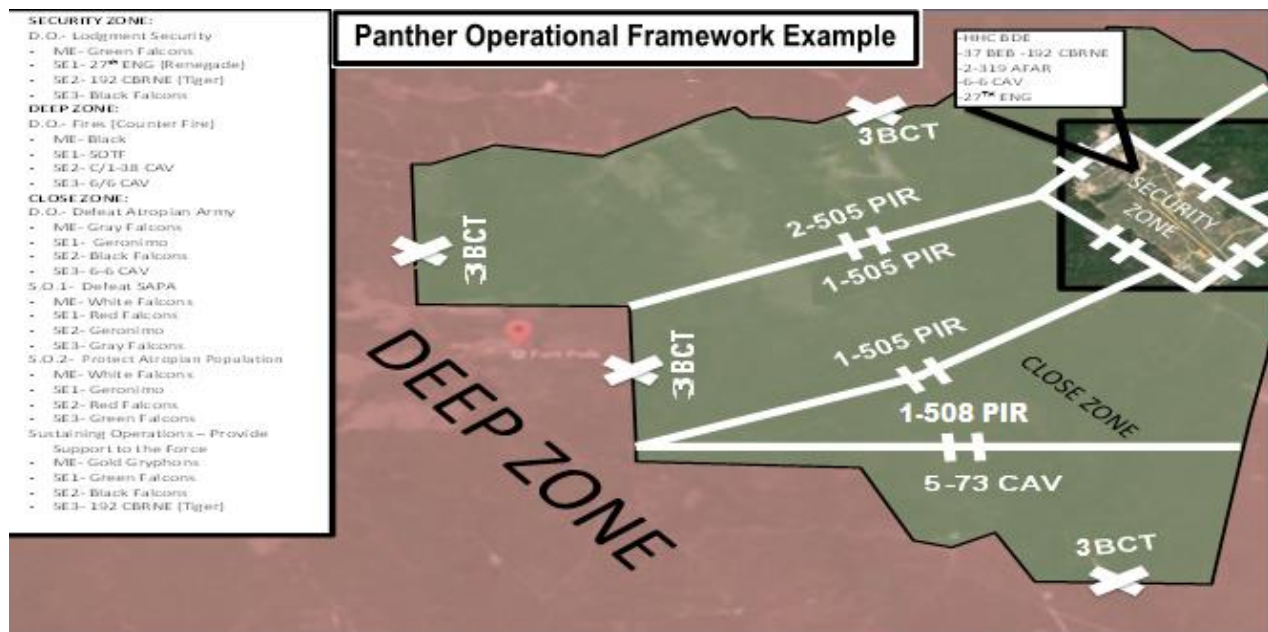
### G – Generate options

- Based on the commander's guidance and the initial results of the relative combat power assessment, the staff generates options. A good COA can defeat all feasible enemy COAs while accounting for essential stability tasks. In an unconstrained environment, planners aim to develop several possible COAs. Depending on available time, commanders may limit the options in the commander's guidance. Options focus on enemy COAs arranged in order of their probable adoption or on those stability tasks that are most essential to prevent the situation from deteriorating further.
- Brainstorming can be used for generating options. It requires time, imagination, and creativity, but it produces the widest range of choices. The staff (and members of organizations outside the headquarters) remains unbiased and open-minded when developing proposed options.
- In developing COAs, staff members determine the doctrinal requirements for each proposed operation, including doctrinal tasks for subordinate units. For example, a deliberate breach requires a breach force, a support force, and an assault force. Essential stability tasks require the ability to provide a level of civil security, civil control, and certain essential services. In addition, the staff considers the potential capabilities of attachments and other organizations and agencies outside military channels.
- Army leaders are responsible for clearly articulating their visualization of operations in time, space, purpose, and resources in order to generate options. ADRP 3-0 describes in detail three established operational frameworks. Army leaders are not bound by any specific framework in organizing operations, but three operational

frameworks, mentioned below, have proven valuable in the past. The higher headquarters will direct the specific framework or frameworks to be used by subordinate headquarters; the frameworks should be consistent throughout all echelons. The three operational frameworks are—

- Deep-close-security.
- Main and supporting effort.
- Decisive-shaping-sustaining.

- For example, when generating options for a decisive-shaping-sustaining operation, the staff starts with the decisive operation identified in the commander's planning guidance. The staff checks that the decisive operation nests within the higher headquarters' concept of operations. The staff clarifies the decisive operation's purpose and considers ways to mass the effects (lethal and nonlethal) of overwhelming combat power to achieve it.
- Next, the staff considers shaping operations. The staff establishes a purpose for each shaping operation tied to creating or preserving a condition for the decisive operation's success. Shaping operations may occur before, concurrently with, or after the decisive operation. A shaping operation may be designated as the main effort if executed before or after the decisive operation.
- The staff then determines sustaining operations necessary to create and maintain the combat power required for the decisive operation and shaping operation. After developing the basic operational organization for a given COA, the staff then determines the essential tasks for each decisive, shaping, and sustaining operation.
- Once staff members have explored possibilities for each COA, they examine each COA to determine if it satisfies the established screening criteria. In doing so, they change, add, or eliminate COAs as appropriate. During this process, staffs avoid focusing on the development of one good COA among several throwaway COAs.
- Operational Framework: Operational framework includes its subordinate constructs of battle space and battlefield organization. **Area of operations** is divided into **decisive (main effort)**, **shaping**, and **sustaining operations** (formerly the purpose-based battlefield organization) as ways commanders describe subordinates' actions in the concept of operations. (see below for example)



## A – Array forces

- After determining the decisive and shaping operations and their related tasks and purposes, planners determine the relative combat power required to accomplish each task. Often, planners use minimum historical planning ratios as a starting point. For example, historically, defenders have over a 50 percent probability of defeating an attacking force approximately three times their equivalent strength. Therefore, as a starting point, commanders may defend on each avenue of approach with roughly a 1:3 force ratio.

- Planners determine whether these and other intangibles increase the relative combat power of the unit assigned the task to the point that it exceeds the historical planning ratio for that task. If it does not, planners determine how to reinforce the unit. Combat power comparisons are provisional at best. Arraying forces is tricky, inexact work, affected by factors that are difficult to gauge, such as impact of past engagements, quality of leaders, morale, maintenance of equipment, and time in position. Levels of electronic warfare support, fire support, close air support, civilian support, and many other factors also affect arraying forces.
- In counterinsurgency operations, planners can develop force requirements by gauging troop density—the ratio of security forces (including host-nation military and police forces as well as foreign counterinsurgents) to inhabitants. Most density recommendations fall within a range of 20 to 25 counterinsurgents for every 1,000 residents in an area of operations. A ratio of twenty counterinsurgents per 1,000 residents is often considered the minimum troop density required for effective counterinsurgency operations; however, as with any fixed ratio, such calculations strongly depend on the situation. (See FM 3-24 for more information on counterinsurgency planning.)
- Planners also determine relative combat power with regard to civilian requirements and conditions that require attention, and then they array forces and capabilities for stability tasks. For example, a COA may require a follow-on force to establish civil security, maintain civil control, and restore essential services in a densely populated urban area over an extended period. Planners conduct a troop-to-task analysis to determine the type of units and capabilities needed to accomplish these tasks.
- Planners then proceed to initially array friendly forces starting with the decisive operation and continuing with all shaping and sustaining operations. Planners normally array ground forces two levels below their echelon. The initial array focuses on generic ground maneuver units without regard to specific type or task organization and then considers all appropriate intangible factors. For example, at corps level, planners array generic brigades. During this step, planners do not assign missions to specific units; they only consider which forces are necessary to accomplish their task. In this step, planners also array assets to accomplish essential stability tasks.
- The initial array identifies the total number of units needed and identifies possible methods of dealing with the enemy and stability tasks. If the number arrayed is less than the number available, planners place additional units in a pool for use when they develop the initial concept of the operation. If the number of units arrayed exceeds the number available and the difference cannot be compensated for with intangible factors, the staff determines whether the COA is feasible. Ways to make up the shortfall include requesting additional resources, accepting risk in that portion of the area of operations, or executing tasks required for the COA sequentially rather than simultaneously. Commanders should also consider requirements to minimize and relieve civilian suffering. Establishing civil security and providing essential services such as medical care, water, food, and shelter are implied tasks for commanders during any combat operation. (See FM 3-07 for a full discussion on stability tasks.)

## **D – Develop courses of action**

- In developing the broad concept of the operation, the commander describes how arrayed forces will accomplish the mission within the commander's intent. The broad concept concisely expresses the *how* of the commander's visualization and will eventually provide the framework for the concept of operations and summarizes the contributions of all warfighting functions. The staff develops the initial concept of the operation for each COA expressed in both narrative and graphic forms. A sound COA is more than the arraying of forces. It presents an overall combined arms idea that will accomplish the mission. The initial concept of the operation includes, but is not limited to, the following:
  - The purpose of the operation.
  - A statement of where the commander will accept risk.
  - Identification of critical friendly events and transitions between phases (if the operation is phased).
  - Designation of the reserve, including its location and composition.
  - Information collection activities.
  - Essential stability tasks.
  - Identification of maneuver options that may develop during an operation.
  - Assignment of subordinate areas of operations.
  - Scheme of fires.
  - Themes, messages, and means of delivery.
  - Military deception operations (on a need to know basis).
  - Key control measures.

- Designate the operational framework for this operation: deep-close-security, main and supporting effort, or decisive-shaping-sustaining.
- Designation of the decisive operation, along with its task and purpose, linked to how it supports the higher headquarters' concept.

**NOTE:** For the purpose of this section, the decisive-shaping-sustaining operational framework is an example. Planners use the same process when analyzing the other two operational frameworks—deep-close-security and main and supporting effort—to develop initial concepts of the operation.

- Planners select control measures, including graphics, to control subordinate units during an operation. These establish responsibilities and limits that prevent subordinate units' actions from impeding one another. These measures also foster coordination and cooperation between forces without unnecessarily restricting freedom of action. Good control measures foster decision making and individual initiative. (See FM 3-90-1 for a discussion of control measures associated with offensive and defensive tasks. See ADRP 1-02 for doctrinally correct unit symbols, control measures, and rules for drawing control measures on overlays and maps.)
- Based on the commander's planning guidance (informed by the Army design methodology concept if this preceded the MDMP), planners develop lines of effort by—
  - Confirming end state conditions from the initial commander's intent and planning guidance.
  - Determining and describing each line of effort.
  - Identifying objectives (intermediate goals) and determining tasks along each line of effort.
- During COA development, lines of effort are general and lack specifics, such as tasks to subordinate units associated to objectives along each line of effort. Units develop and refine lines of effort, including specific tasks to subordinate units, during war-gaming. (See ADRP 5-0 and FM 3-07 for examples of operations depicted along lines of effort.)
- As planning progresses, commanders may modify lines of effort and add details while war-gaming. Operations with other instruments of national power support a broader, comprehensive approach to stability tasks. Each operation, however, differs. Commanders develop and modify lines of effort to focus operations on achieving an end state, even as the situation evolves.

## A – Assign headquarters

- After determining the broad concept, planners create a task organization by assigning headquarters to groupings of forces. They consider the types of units to be assigned to a headquarters and the ability of that headquarters to control those units. Generally, a headquarters controls at least two subordinate maneuver units (but not more than five) for fast-paced offensive or defensive tasks. The number and type of units assigned to a headquarters for stability tasks vary based on factors of the mission variables: mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). If planners need additional headquarters, they note the shortage and resolve it later. Task organization takes into account the entire operational organization. It also accounts for the special command requirements for operations, such as a passage of lines, or air assault.

## P – Provide COA sketch and statement

- The S-3 prepares a COA statement and supporting sketch for each COA. The COA statement clearly portrays how the unit will accomplish the mission. The COA statement briefly expresses how the unit will conduct the combined arms concept. The sketch provides a picture of the movement and maneuver aspects of the concept, including the positioning of forces. Together, the statement and sketch cover the *who* (generic task organization), *what* (tasks), *when*, *where*, and *why* (purpose) for each subordinate unit.
- The COA sketch includes the array of generic forces and control measures, such as—
  - The unit and subordinate unit boundaries.
  - Unit movement formations (but not subordinate unit formations).
  - The line of departure or line of contact and phase lines, if used.
  - Information collection graphics.
  - Ground and air axes of advance.
  - Assembly areas, battle positions, strong points, engagement areas, and objectives.
  - Obstacle control measures and tactical mission graphics.
  - Fire support coordination and airspace coordinating measures.

- Main effort.
  - Location of command posts and critical communications nodes.
  - Known or templated enemy locations.
  - Population concentrations.
- Planners can include identifying features (such as cities, rivers, and roads) to help orient users. The sketch may be on any medium. What it portrays is more important than its form.

Refer to Chapter 9 of FM 6-0 (COMMANDER AND STAFF ORGANIZATION AND OPERATIONS) for additional details.

A valid COA must be:

**Feasible:** The COA can accomplish the mission within the established time, space, and resource limitations.

**Acceptable:** The COA must balance cost and risk with the advantage gained.

**Suitable:** The COA can accomplish the mission within the commander's intent and planning guidance.

**Distinguishable:** Each COA must differ significantly from the others (such as scheme of maneuver, lines of effort, phasing, use of the reserve, and task organization).

**Complete:** A COA must incorporate:

- How the decisive operation leads to mission accomplishment.
- How shaping operations create and preserve conditions for success of the decisive operation or effort.
- How sustaining operations enable shaping and decisive operations or efforts.
- How to account for offensive, defensive, and stability or civil support tasks.
- Tasks to be performed, and conditions to be achieved.



## 4.1.1 Definitions of Symbols and Tactical Tasks

ADRP 1-02  
FM 3-90-1

### Mission Statement & Tasks

**Mission Statement** – A short paragraph or sentence describing the task and purpose that clearly indicates the action to be taken and the reason thereof. It usually contains the elements of who, what, when, and where, and the reason thereof, but seldom specifies how.

• **The commander is not limited** to the tactical mission tasks in specifying desired subordinate actions in an operations order or operations plan.

• Many of the words and terms used to describe the *what* and *why* of a mission statement do not have special connotations beyond their common English language meanings.

• Both the commander and the subordinate must have a common understanding of the *what* and *why* of the operation.

• Tasks involving only actions by friendly forces rarely provide sufficient clarity for a mission statement, thus the addition of a solid purpose coupled with the task adds understanding and clarity.

• The commander ensures that the missions assigned to subordinate units are consistent with the scheme of maneuver and the resources allocated to those subordinates.

• For example, a defending unit requires far greater effort (resources) to destroy an enemy force than to defeat it. Likewise, an attacking unit requires more combat power to clear the enemy from a given area than to contain that enemy in that same area.

2-17. All units assigned an AO have the following responsibilities within the boundaries of that AO:

- Terrain management.
- Information collection.
- Civil affairs operations.
- Air and ground movement control.
- Clearance of fires.
- Security.
- Personnel recovery.
- Environmental considerations.
- Minimum essential stability tasks.

#### PURPOSE (IN ORDER TO)

PREVENT  
DIVERT  
ENABLE  
DECEIVE  
DENY

OPEN  
ENVELOP  
SURPRISE  
CAUSE  
PROTECT

ALLOW  
CREATE  
INFLUENCE  
SUPPORT

#### Elements of decisive action and their subordinate tasks

Offensive tasks	Defensive tasks	Stability tasks	Defense support of civil authorities
<ul style="list-style-type: none"> <li>• Movement to contact</li> <li>• Search and attack</li> <li>• Cordon and search</li> <li>• Attack                             <ul style="list-style-type: none"> <li>- Ambush*</li> <li>- Counterattack*</li> <li>- Demonstration*</li> <li>- Spoiling attack*</li> <li>- Feint*</li> <li>- Raid*</li> </ul> </li> <li>• Exploitation</li> <li>• Pursuit</li> </ul>	<ul style="list-style-type: none"> <li>• Area defense</li> <li>• Mobile defense</li> <li>• Retrograde operations                             <ul style="list-style-type: none"> <li>- Delay</li> <li>- Withdrawal</li> <li>- Retirement</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Civil security</li> <li>• Civil control</li> <li>• Restore essential services</li> <li>• Support to governance</li> <li>• Support to economic and infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>• Provide support for domestic disasters</li> <li>• Provide support for domestic chemical, biological, radiological, and nuclear incidents</li> <li>• Provide support for domestic civilian law enforcement agencies</li> <li>• Provide other designated support</li> </ul>

#### Forms of the defense

- Defense of a linear obstacle
- Perimeter defense
- Reverse slope defense

#### Forms of maneuver

- Envelopment
- Flank attack
- Frontal attack
- Infiltration
- Penetration
- Turning movement

#### Tactical enabling tasks

- Reconnaissance operations
- Zone
- Area
- Route
- Recon in force
- Local

#### Tactical enabling tasks

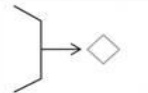
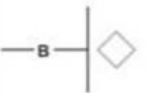




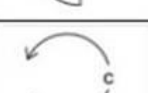
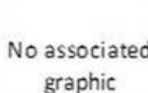

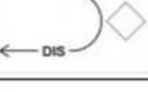
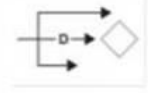
- Screen
- Guard
- Cover
- Area (includes route and convoy)
- Local



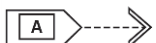



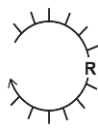

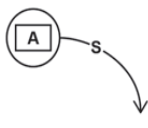
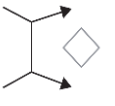

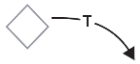
#### Tactical mission tasks

- Actions by friendly force
  - Follow and assume
  - Follow and support
  - Occupy
  - Reduce
  - Retain
  - Secure
  - Seize
  - Support-by-fire
- Effects on enemy force
  - Block
  - Fix
  - Interdict
  - Isolate
  - Neutralize
  - Suppress
  - Turn

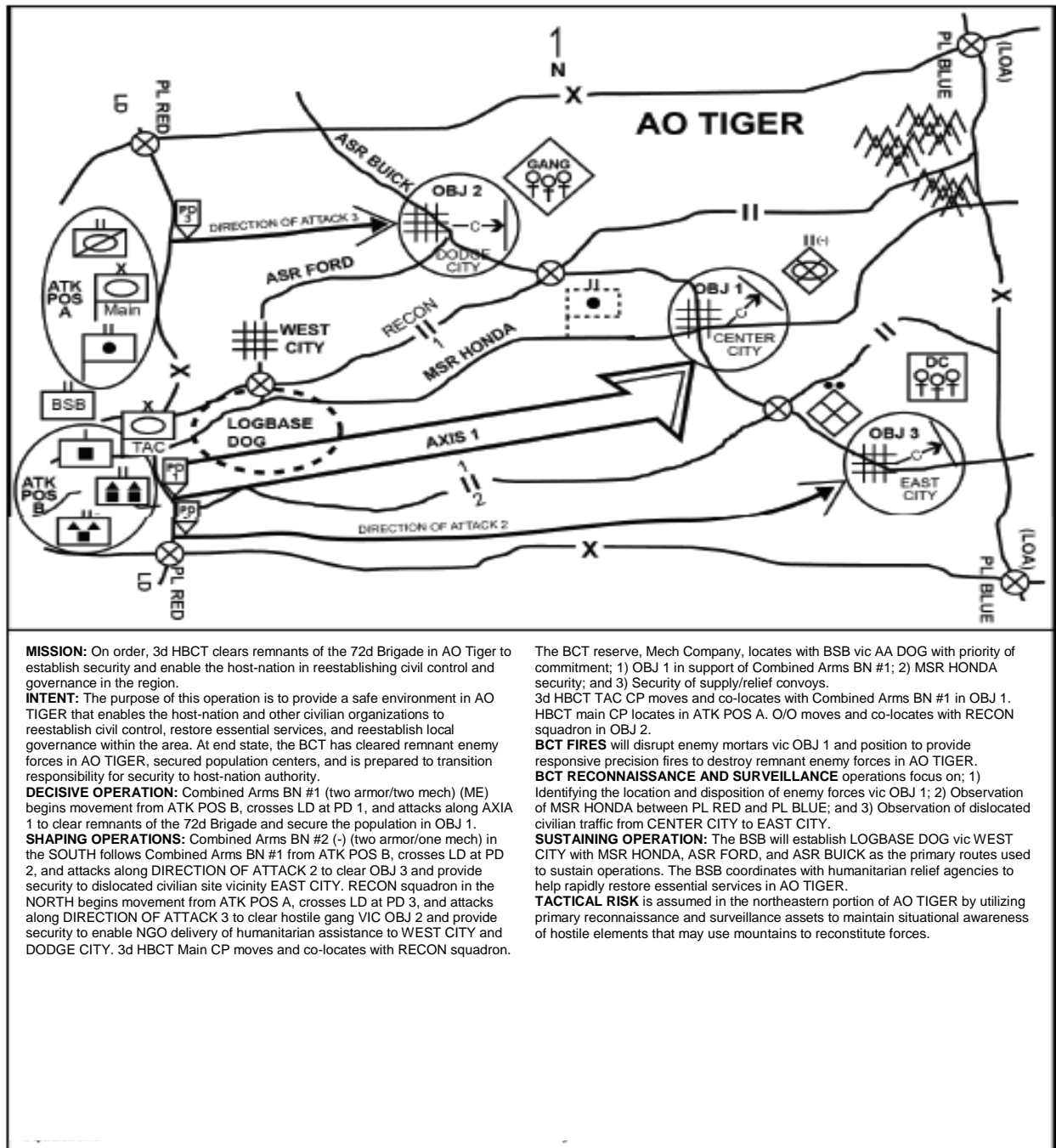
Figure 2-1. Army tactical doctrinal taxonomy

**Tactical mission tasks.** The specific activity performed by a unit while executing a form of tactical operation or form of maneuver. It may be expressed in terms of either actions by a friendly force or effects on an enemy force.

Term	Symbol	Definition
Attack by Fire		A tactical mission task in which a commander uses direct fires, supported by indirect fires, to engage an enemy force without closing with the enemy to destroy, suppress, fix, or deceive that enemy.
Block		A tactical mission task that denies the enemy access to an area or prevents his advance in a direction or along an avenue of approach. Block is also an obstacle effect that integrates fire planning and obstacle effort to stop an attacker along a specific avenue of approach or to prevent the attacking force from passing through an engagement area.
Breach		A tactical mission task in which the unit employs all available means to break through or establish a passage through an enemy defense, obstacle, minefield, or fortification.
Bypass		A tactical mission task in which the commander directs his unit to maneuver around an obstacle, position, or enemy force to maintain the momentum of the operation while deliberately avoiding combat with an enemy force.
Canalize		A tactical mission task in which the commander restricts enemy movement to a narrow zone by exploiting terrain coupled with the use of obstacles, fires, or friendly maneuver.
Clear		A tactical mission task that requires the commander to remove all enemy forces and eliminate organized resistance within an assigned area.
Contain		A tactical mission task that requires the commander to stop, hold, or surround enemy forces or to cause them to center their activity on a given front and prevent them from withdrawing any part of their forces for use elsewhere.
Control		A tactical mission task that requires the commander to maintain physical influence over a specified area to prevent its use by an enemy or to create conditions necessary for successful friendly operations.
Counter-Reconnaissance	No associated graphic	A tactical mission task that encompasses all measures taken by a commander to counter enemy reconnaissance and surveillance efforts. Counterreconnaissance is not a distinct mission, but a component of all forms of security operations.
Defeat	No associated graphic	A tactical mission task that occurs when an enemy force has temporarily or permanently lost the physical means or the will to fight. The defeated force's commander is unwilling or unable to pursue his adopted course of action, thereby yielding to the friendly commander's will, and can no longer interfere to a significant degree with the actions of friendly forces. Defeat can result from the use of force or the threat of its use.
Destroy		A tactical mission task that physically renders an enemy force combat-ineffective until it is reconstituted. Alternatively, to destroy a combat system is to damage it so badly that it cannot perform any function or be restored to a usable condition without being entirely rebuilt.
Disengage		A tactical mission task where a commander has his unit break contact with the enemy to allow the conduct of another mission or to avoid decisive engagement.
Disrupt		A tactical mission task in which a commander integrates direct and indirect fires, terrain, and obstacles to upset an enemy's formation or tempo, interrupt his timetable, or cause enemy forces to commit prematurely or attack in piecemeal fashion. Also an obstacle effect that focuses fire planning and obstacle effort to cause the enemy to break up his formation and tempo, interrupt his timetable, commit breaching assets prematurely, and attack in a piecemeal effort.

Term	Symbol	Definition
Exfiltration		A tactical mission task where a commander removes Soldiers or units from areas under enemy control by stealth, deception, surprise, or clandestine means.
Fix		force from a specific location for a specific period. Fix is also an obstacle effect that focuses fire planning and obstacle effort to slow an attacker's movement within a specified area, normally an engagement area.
Follow and Assume		A tactical mission task in which a second committed force follows a force conducting an offensive task and is prepared to continue the mission if the lead force is fixed, attrited, or unable to continue.
Follow and Support		A tactical mission task in which a committed force follows and supports a lead force conducting an offensive task.
Neutralize		A tactical mission task that results in rendering enemy personnel or materiel incapable of interfering with a particular operation.
Occupy		A tactical mission task that involves a force moving a friendly force into an area so that it can control that area. Both the force's movement to and occupation of the area occur without enemy opposition.
Reduce	No associated graphic	A tactical mission task that involves the destruction of an encircled or bypassed enemy force.
Retain		A tactical mission task in which the commander ensures that a terrain feature controlled by a friendly force remains free of enemy occupation or use.
Secure		A tactical mission task that involves preventing a unit, facility, or geographical location from being damaged or destroyed as a result of enemy action.
Seize		A tactical mission task that involves taking possession of a designated area using overwhelming force.
Support by Fire		A tactical mission task in which a maneuver force moves to a position where it can engage the enemy by direct fire in support of another maneuvering force.
Suppress		A tactical mission task that results in temporary degradation of the performance of a force or weapons system below the level needed to accomplish the mission.
Turn		A tactical mission task that involves forcing an enemy force from one avenue of approach or mobility corridor to another. Also a tactical obstacle effect that integrates fire planning and obstacle effort to divert an enemy formation from one avenue of approach to an adjacent avenue of approach or into an engagement area.





## 4.2 Offensive COA Worksheet

1. Determine enemy MPCOA and MDCOA
2. Determine decisive points
3. Timeline
4. Determine task and purpose for the main effort arrayed against the decisive point
5. Determine task and purpose for other subordinate units
6. Identify MC HQs for the arrayed forces
7. Draft minimum control measures
8. Timeline out the operation from LD to consolidation and with light data
9. Develop COA Sketch and Statement
10. Mark critical NAls which focus on known or templated enemy
11. Determine intent for indirect fires
12. Suitable, Feasible, Acceptable?
13. List any assumptions you made in developing this COA
14. Sustainment Friction Point Snapshot
15. List the critical events/points for war gaming

Friendly Mission	US: Enemy	Notes
Attack	3: 1	Prepared/Fortified
Attack	2.5: 1	Hasty Defense
Counterattack	1: 1	From a Flank

<b>Minimum Control Measures: Boundaries</b>	Objectives Assembly area Attack Positions LD/LC	Support by Fire Positions Axis of advance/ Direction of attack Phase lines Zone of action (used to facilitate clearing fires)
-------------------------------------------------	----------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------

Attack Frontages/Depths (KMs)			
	Division	Brigade	Battalion
<b>Zone of Attack</b>	15-25	8-15	2-3
<b>Main Axis of Attack</b>	5-10	3-5	1-2
<b>Intermediate OBJ Depth</b>	10-30	8-15	2-4
<b>Subsequent OBJ</b>	50-70	20-30	8-15

Type Terrain	Foot Infantry	Armored or Mech
<b>Unrestricted</b>	4 KMPH (DAY)	24 KMPH (DAY)
	3.2 KMPH (NIGHT)	24 KMPH (NIGHT w/LIGHTS)
<b>Restricted</b>	2.4 KMPH (DAY)	16 KMPH (DAY)
	1.6 KMPH (NIGHT)	8 KMPH (NIGHT/BLACK OUT)
<b>Severely Restricted</b>	1.0 KMPH (DAY)	1.0 KMPH (DAY)
	.1 TO .5 KMPH (NIGHT)	.1 TO .5 KMPH (NIGHT)

STEPS OF THE OFFENSE	
1. Reconnoiter and Develop the Concept	4. Attack to Seize a Foothold
2. Move to the Objective	5. Exploit the Penetration and Seize the Decisive Point
3. Isolate the Objective and Selected Breach Site	6. Consolidate and Reorganize

M1/M2 Unopposed Rates (km/hr)				
Terrain Visibility	Paved Road	Gravel Road	Tank Trail	GO
Day	65	60	50	45
Night (white light)	65	60	50	45
Night (red light)	60	50	40	35

## 4.3 Defensive COA Worksheet

1. Determine enemy MPCOA and MDCOA
2. Determine decisive points timeline
3. Timeline
4. Determine task and purpose for the main effort arrayed against the decisive point
5. Determine task and purpose for other subordinate units
6. Identify MC HQs for the arrayed forces
7. Draft minimum control measures
8. Timeline out the operation from recon to main body and compare with light data
9. Position obstacles to force him into your kill zone and stop or slow him there
10. Develop COA Sketch and Statement
11. Mark critical NAIs which focus on enemy COAs
12. Determine intent for indirect fire/CAS
13. Feasible, Acceptable, Suitable?
14. Sustainment Friction Point Snapshot
15. List any assumptions you made in developing this COA
16. List the critical events/points for war gaming

Friendly Mission	US: Enemy	Notes
Attack	1:3	Prepared/Fortified
Attack	1:2.5	Hasty Defense
Counterattack	1: 1	From a Flank

<b>Minimum Control Measures: Boundaries</b>	Battle Positions Engagement Areas Phase Lines	BSA Sectors (even if BPS are used: in order to facilitate clearing fires)
-------------------------------------------------	-----------------------------------------------------	------------------------------------------------------------------------------

Defensive Frontages/Depths (KMs)				
	Division	Brigade	Battalion	Company
Frontage	20-30	10-15	3-5	.5-1
Depths	15-20	7-10	2-3	.5
Gaps between units if covered by fire	N/A	N/A	.5-2	.5-1.5

Enemy Opposed Rates of Movement (Prepared Defense) KM/HR						
Resistance	Unrestricted Terrain		Restricted Terrain		Severely Restricted Terrain	
Intense (1:1)	.6	.5	.5	.3	.15	.1
Very Heavy (2:1)	.9	.6	.6	.4	.3	.2
Heavy (3:1)	1.2	.7	.75	.5	.5	.3
Medium (4:1)	1.4	.8	1.9	.6	.5	.5
Light (5:1)	1.5	.9	1.1	.7	.6	.5

STEPS OF THE DEFENSE	
1. Reconnaissance and Security Operations/Enemy Preparatory Fires	4. Enemy Assault
2. Occupation and Preparation	5. Counterattack
3. Approach of Enemy Main Attack	6. Consolidate and Reorganize

## 4.4 COA Standard Operations Graphics and Naming Conventions

82nd Airborne Division PSOP Graphic Control Measure Naming Convention									
Control Measure	Graphic	Division	1 BCT "Devils"	2 BCT "Falcon"	3 BCT "Panther"	18 FIB	82 CAB "Pegasus"		
Colors		Gold	Green	Black	Red	Blue	Orange	Purple	
Air Axis		Weapons	Color + weapon	Color + weapon	Color + weapon	Color + weapon	Color + weapon	Color + weapon	
Air Control Point		Numbers ACP 1-99	Numbers ACP 100-199	Numbers ACP 200-299	Numbers ACP 300-399	Numbers ACP 400-499	Numbers ACP 500-599	Numbers ACP 600-699	
Air Corridor		Jewels	Color + jewel	Color + jewel	Color + jewel	Color + jewel	Color + jewel	Color + jewel	
Air Route		Planets, celestial bodies	Color + name	Color + name	Color + name	Color + name	Color + name	Color + name	
AO		Cities	Battalion Nicknames	Colleges	States		Parks	Foreign Countries	Continents
Assembly Area			Male Names						
Assault Position		Male Names	Color + Name	Color + Name	Color + Name	Color + Name	Color + Name	Color + Name	
Attack Position		Female Names	Color + Name	Color + Name	Color + Name	Color + Name	Color + Name	Color + Name	
ABF Position		Numbers ABF POS 1-99	ABF POS B1-B99	ABF POS S1- S99	ABF POS R1-R99	ABF POS C1-C99	ABF POS D1-D99	ABF POS T1-T99	
Axis of Advance		Big Game	Tools	Farm Animals	Insects		Birds	Cats	Dogs
Battle Position		Numbers BP1-99	BP B1-B99	BP S1-S99	BP R1-R99	BP C1-C99	BP D1-D99	BP T1-T99	
Checkpoint		Numbers CP1-99	CP B1-B99	CP S1-S99	CP R1-R99	CP C1-C99	CP D1-D99	CP T1-T99	
Contact Point		Letters CP A-Z	CP BA-BZ	CP SA-SZ	CP RA-RZ	CP CA-CZ	CP DA-DZ	CP TA-TZ	
Drop Zone		Former Division Commanders	Past Division Battles	Beverages	Bread		Fruit	Condiments	Candy
EA		Former Division Commanders	Violent Action Verbs	Presidents	Civil War Generals		WWII Generals	Indian Tribes	Actors
FARP/RRP		Gas/Oil Brands	Color + name	Color + name	Color + name	Color + name	Color + name	Color + name	
FOB/Spt Area		Battles	Color + Battle	Color + Battle	Color + Battle	Color + Battle	Color + Battle	Color + Battle	
Landing Zone		Birds	Color + bird	Color + bird	Color + bird	Color + bird	Color + bird	Color + bird	
Linkup Point		Letters LUP A-Z	LUP BA-BZ	LUP SA-SZ	LUP RA-RZ	LUP CA-CZ	LUP DA-DZ	LUP TA-TZ	
Objective		Explorers / American Heroes	Ground Animals	Presidents	Civil War Generals		WWII Generals	Indian Tribes	Actors
Passage Lane		Auto Tires	Color + name	Color + name	Color + name	Color + name	Color + name	Color + name	
Passage Point		Letters PP A-Z	PP BA-BZ	PP SA-SZ	PP RA-RZ	PP CA-CZ	PP DA-DZ	PP TA-TZ	
Phase Line		Former Division Commanders	Color Former Div. CDR	Color Former Div. CDR	Color Former Div. CDR	Color Former Div. CDR	Color Former Div. CDR	Color Former Div. CDR	
Pickup Zone		Trees	Reptiles	Beverages	Bread		Fruit	Condiments	Candy
Routes		State Capitals	Auto Models	Vehicle Manufacture rs	Motorcycle Manufacture rs		Mountains		
Target Blocks									
Note 1*	No unit will use the current U.S. President' or Still Serving General Officer names for any naming convention								

Note: Target alphabetical designators are assigned by division.

## 4.4.1 Fire Support Standard Target Numbers

(3BCT Target Designation is KU)

Division Fire Support Cell (KQ)		Fires BDE TACOPS (KX)	
Numbers	Assigned To	Numbers	Assigned To
0001-1999	JOC	0001-1999	BDE FC
2000-2999	PLANS	2000-2999	S3 OPERATIONS (TAC CP)
3000-4999	TAC 1	3000-4999	GS, GSR, R FA BN 1
5000-6999	TAC 2	5000-6999	GS, GSR, R FA BN 1
7000-7999	MOBILE CMD	7000-7999	GS, GSR, R FA BN 1
8000-8999	FAIO/G2 TGT	8000-8499	TARGETING CELL (S2/TPS)
9000-9999	SPARE	8500-8999	GS RADARS
		9000-9999	SPARE
Maneuver Brigade's Fire Support Cell (KR-KU)		82ND Aviation Brigade Fire Support Cell (KW)	
Numbers	Assigned To	Numbers	Assigned To
0001-1999	BCT FC / TM FIRES	0001-1999	82ND CAB FIRES CELL
2000-2999	1-505	2000-2999	1-17 CAV
3000-3999	2-505	3000-3999	1-82 ARB
4000-4999	1-508	4000-4999	2-82 AHB
5000-5999	5-73 CAV	5000-5999	3-82 GSAB
6000-7999	TGT OPPORTUNITY	6000-6999	SPARE AVN BN
8000-8499	Q36/Q53 RADAR	7000-7999	BDE S2 (NAI/TAI)
8500-8999	Q50 RADAR	8000-8999	SPARE
9000-9999	SPARE	9000-9999	SPARE
Sub-Assignment of Number Blocks			
Numbers	Assigned To		
000-199	BN FC		
200-299	FiST, A-CO		
300-399	FiST, B-CO		
400-499	FiST, C-CO		
500-599	FiST, D-CO		
600-699	COLT		
700-799	BN MORTARS		
800-999	SPARE		



## 4.4.2 Fire Support Coordination Measure Naming Standards

### FSCM Labeling

1. FSCMs planned during the MDMP process will be labeled with the type of FSCM, and number reflecting the order in which they were established. (CFL1)
2. FSCMs planned during or after initiation will be labeled utilizing a 10 digit code that includes unit ID, FSCM type, and the ID number indicating the order in which it was established.
3. Unit Identification. Unit designators for subordinate units are as follows:  
3BCT, 1505, 2505, 1508, 5730, and 1319

<u>Geometry</u>	<u>Name</u>
Airspace Coordination Area	ACA
No Fire Area	NFA
Restricted Fire Area	RFA
Free Fire Area	FFA
Dead Space Area	DSA
Coordinated Fire Line	CFL
Fire Support Coordination Line	FSCL
Restrictive Fire Line	RFL
Target Buildup Area	TBA
Purple Kill Box	PKB
Green Kill Box	GKB
Blue Kill Box	BKB

4. FSCM identification numbers follow:  
3BCT: 001-299  
1-505: 300-449  
2-505: 450-599  
1-508: 600-749  
5-73: 750-899  
1-319: 900-999
5. Example FSCM planned during or after Phase 2: **1505CFL300**

## 4.4.3 Fire Plan Naming Standards

### C. NAMING PLANS

1. Plan Name. The plan name will be in accordance with the OPORD number for that element, for example: Division OPORD 99-01 will be PLAN NAME " 99-01", and if there are multiple plans associated with Phases then the PLAN NAME will be like this "99-01 PH1", etc. etc. This will be determined in the AFATDS Annex of the element who is responsible for developing the FS Plan.
2. Plan Alias. This is used to allow FOS devices to transmit information directly into a Plan in AFATDS. For the Plan Alias the following method will be used by the element responsible for developing the FS Plan, and is also in the AFATDS Annex:
  - a. Plan Alias is a six digit alpha numeric;  
**ALIAS: \_\_ \_\_ 00XX;**  
\_\_ \_\_ - type of plan (see Table 8-8 Plan Designator List)  
00 - first "0" -- numerical designator from the target block of the establishing agency;  
second "0" -- number for that type of fire plan by that agency.  
XX = alpha designators from the target number block of the establishing agency

**Table 8-8**  
**Plan Designator List**

<b>PP</b>	PREPARATION
<b>CP</b>	COUNTER-PREPARATION
<b>SA</b>	SUPPRESSION OF ENEMY AIR DEFENSE
<b>QK</b>	QUICK FIRE PLAN
<b>CM</b>	COUNTER-MORTAR
<b>CB</b>	COUNTER-BATTERY
<b>CF</b>	COUNTERFIRE
<b>MN</b>	FASCAM MINEFIELD

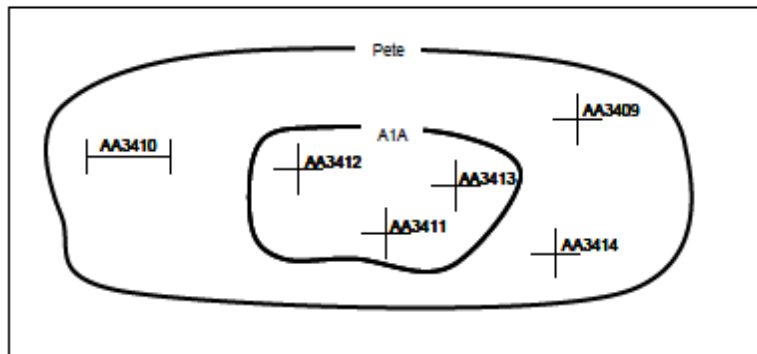
### EXAMPLES

PLAN: **CM01KT**: = first counter-mortar program planned by 3BCT FSE.  
 PLAN: **PP32KT**: = second preparation planned by 2-505 PIR.  
 PLAN: **SA24KT**: = fourth SEAD plan for 1-505 PIR  
 PLAN: **QK41KT**: = first quick (or hasty) fire plan planned by 5-73 CAV

A series is a number of targets and or groups planned to be fired in a predetermined sequence to support a maneuver operation. A series may also be fired on call, at a specified time, or when a certain event occurs. The maneuver commander determines the need for a series on the advice of his FSO. The series is indicated by a code name or nickname. Including individual targets or a group of targets in a series does not preclude these targets from being attacked individually.

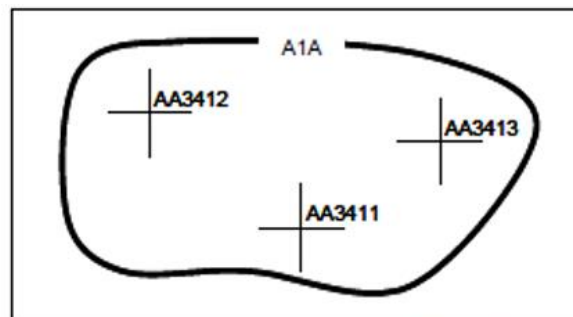
For series targets, 3BCT will use proper names. Each maneuver battalion will be designated a letter from which to name a series. Please see assigned letters below:

- A- 3 BCT Fires Cell
- B- 1-505 Fires
- C- 2-505 Fires
- D- 1-508 Fires
- E- 5-73 Fires"



For example, 1-505 PIR establishes series "Brian", 2-505 PIR establishes series "Chuck". See graphical depiction above.

A group of targets consists of two or more targets on which the maneuver commander desires simultaneous attack. It is graphically portrayed by circling the targets and identifying them with a group designator. This designator consists of the two letters assigned from the unit's target block with a number between the letters. (See the Division Target Block chart on page 17 and 18.) The numbers should be assigned sequentially as they are used. The number of FA firing batteries and or battalions available must be considered in planning groups of targets. Including individual targets in a group does not preclude them from being attacked individually.



For group targets, 3BCT will use the two letter target block designator KU with two numeric characters between the letters, i.e. K10U, K11U. The numbers will be assigned by the BCT Fires Cell based on the first digit for that BN target block. For example, 5-73's target block is 5000-5999, therefore, the first group target established by them will be K50U. The next target group established by 5-73 will be K51U.

## 4.4.4 Radar Zone Naming Standards

Radar zones will be labeled by type, and the order in which they are established:

**EXAMPLE:** EG-CFZ1, CFFZ3, ATIZ 2

## 4.5 COA Development End Products

COA development products include:

1. COA Statement
  - a. Purpose of the operation
  - b. Form of maneuver
  - c. Task and purpose of each unit
  - d. Address battlefield framework:
    - i. Deep-close-security
    - ii. Main and supporting effort
    - iii. Decisive-shaping-sustaining
  - e. Lethal and non-lethal fires tasks (IO, CA, PAO, BJA, EW, MISO, FA, BAO, CAS)
  - f. Lines of operation
  - g. Sustainment
  - h. End State (friendly forces, enemy forces, population, and terrain)
2. COA Sketch
  - a. The COA sketch includes the array of generic forces and control measures, such as—
    - i. The unit and subordinate unit boundaries.
    - ii. Unit movement formations (but not subordinate unit formations).
    - iii. The line of departure or line of contact and phase lines, if used.
    - iv. Information collection graphics.
    - v. Ground and air axes of advance.
    - vi. Assembly areas, battle positions, strong points, engagement areas, and objectives.
    - vii. Obstacle control measures and tactical mission graphics.
    - viii. Fire support coordination and airspace coordinating measures.
    - ix. Main effort.
    - x. Location of command posts and critical communications nodes.
    - xi. Known or templated enemy locations.
    - xii. Significant Sustainment Locations
3. Friendly Task Organization
4. An initial accurately plotted graphics overlay with minimum required control measures that mirrors the COA sketch (this is used as the sand table during war gaming)

#### COA Development FIRES CELL OUTPUTS

- For each COA developed:
  1. Concept of fires and initial scheme of fires
  2. Initial FSCMs
  3. Initial HPTL
  4. Draft Overlay
  5. IC Plan
- Refine asset locations
- Refine FSCMs
- FSTs w/TPEA
- Begin request of lethal assets for CAS, EW, AWT, etc.
- Determine Radar positioning and AOS for all Q-36/Q-37/Q-48
- Determine Radar Maintenance and Cueing Schedule

## 4.6 Operational Schedule (OPSKED) Template

**PURPOSE.** Standardize the use of Operational Schedules (OPSKEDS) within the Division and improve Mission Command through the rapid use of code words.

### 1. GENERAL

- a. The OPSCHEDs will be employed by identifying the OPSKED in use (i.e. "Gavin," "Entebbe," etc.) followed by a line number. Some OPSKEDs will require additional information such as a callsign, number, or subset.
- b. Some examples of OPSKED use include:
  - i. Airborne Assault - 50% assembled, "Gavin two."
  - ii. Airborne Assault - 6 Mortars ready to fire, "Gavin thirteen, six."
  - iii. NEO - 4 evacuees injured, 3 ambulatory, 1 litter, "Entebbe 4, a. 3, b. 1."
- c. Appropriate OPSKEDS will be referenced in OPORDs and OPLANs. Units will disseminate these OPSKEDS to the lowest appropriate level.
- d. See Following Page for BCT OPSKEDs

2. Airborne Assault/Airfield Seizure (Gavin)	
Line 1	Assembly Area Established
2	50% Assembled
3	75% Assembled
4	90% Assembled
5	100% Assembled
6	Adequate Assault Force Assembled
7	Moving to Assault Objectives
8	Commencing Attack/Occupation of Objective
9	Assault Objective Seized/Occupied
10	Consolidation Complete
11	% Heavy Drop Vehicle Recovered
12	Screen/Ops Established
13	Blocking/Security Positions Established
14	# Mortar Tubes Ready to Fire
15	# Artillery Tubes Ready to Fire
16	# Stingers Ready to Fire
17	# TOW Systems Operational
18	Runway Clear
19	Airhead Secure
20	Airland Operations Initiated
21	Key Leader Injured (give call sign)
22	Key Leaders Missing (give call sign)
23	ACP Operational
24	TAC/TOC Operational
25	Initiating Movement to Link Up with (call sign)
26	Linked Up with (call sign)

3. Offensive Operation (Attack, Raid, etc) (York)	
Line 1	Passage of Lines Complete (OPSKED Ardennes)
2	Crossing LD
3	Radio Listening Silence In Effect
4	Crossing Phase Line
5	ORP/Attack Position Occupied
6	Objective Located, No Compromise
7	Objective Located, Compromised
8	Firing Illumination
9	Firing Smoke
10	Firing Supporting Fires
11	Assault Commenced
12	Breach/Foothold Established
13	Assault Complete
14	Consolidation
15	Prepared to Repel Counterattack

4. Defensive Operation (Bastogne)	
Line 1	Defense Sector Occupied, Include Grids for Left and Right Limit
2	Ops/Screen Established
3	EA Development Completed
4	Fire Support Coordination Completed
5	Obstacles Emplaced
6	Dig Plan Initiated
7	Battal Positions Completed
8	Alternate, Subsequent, and Supplementary Positions Completed
9	Patrols Initiated (in sector)
10	Rehearsals Complete
11	Defense Prepared
12	Contact with Enemy Reconnaissance Echelon
13	Contact with Enemy Main Body Echelon
14	(Callsign) Firing FPF
15	Request Permission to Execute Counterattack
16	(Callsign) Occupying a. Alternate, b. Subsequent, c. Supplementary positions

5. Air Assault (Kinnard)	
Line 1	PZ Secured
2	In PZ Posture
3	Fire Support Ready to Go
4	SEAD Plan Executed
5	Initiated Liftoff (serial and time)
6	H-Hour Commenced
7	LZ Status (a. Hot, b. Cold)
8	Initial Wheels Down (serial and time)
9	AASLT Complete (a. 50%, b. 75%, c. 100%)
10	Helos Available For Use
11	ACL Changed to: _____
12	Aircraft Down at: _____
13	Command Group on Ground
14	Request Change in LZ to _____
15	Send Helo Force to _____
16	Personnel On Ground Moving to OBJ
17	Aircraft Refueling, Will Return In (time)
18	Conducting False Insertion
19	Prepared to Receive Sling Load Aircraft

6. Passage of Lines (Ardennes)	
Line 1	Planning Coordination Complete
2	At Coordination Point
3	Coordination Complete
4	Subordinate Units Briefed
5	Initiating Passage
6	50% Complete
7	75% Complete
8	100% Complete

7. Linkup (Arnhem)	
Line 1	Initiating Movement to Link Up Point
2	In Position At/Near LUP
3	Radio Contact Established
4	Have Identified Correct Long Range Signal
5	Have Identified Correct Short Range Signal
6	Cannot Identify Signal
7	Linkup Established
8	LUP Compromised
9	Coordinating for Linkup at Alternate LUP

8. NEO Extraction (Entebbe)	
Line 1	Evacuee location secured
2	# Evacuees Secured
3	# Evacuees Missing
4	# Evacuees Injured. (a. # Ambulatory, b. # Litter)
5	Moving to PZ/Vehicle LUP
6	PZ/Vehicle LUP Established
7	Evacuation Serial # Initiated (specify ground or air)
8	Evacuees Extracted (total #)
9	Ready for Extraction/Withdrawal of NEO Force
10	Extraction/Withdrawal of NEO Force Initiated
11	NEO Force Ready for Follow On Missions

9. WMD Recovery/Site Exploitation (Manhattan)	
Line 1	Identification of Suspected CBRNE Hazard, NBC 1/4 Report to Follow
2	Site Secure
3	Linkup with Chem RECCE Complete
4	Chem RECCE Conducting Initial Approach (monitoring for CBRNE hazard)
5	CBRNE Hazard Confirmed
6	CBRNE Hazard Not Present
7	Site Cleared of Explosive Hazard(s) by EOD
8	Chem RECCE Conducting Initial Assessment of Site
9	Chem RECCE Presumptive Analysis Complete, Provide Type Hazard (Mustard, VX, etc)
10	Additional CBRNE Assets are Requested (type)
11	Additional CBRNE Assets not Needed
12	Linkup with Technical Escort Unit Complete
13	Technical Escort Unit Sample Collection Complete
14	Coordination For Site Security/TEU Escort Completed, SITREP/CONOP to Follow

## 4.7 COA Brief PACE and Format/Agenda

COA Brief PACE Plan:     P – PowerPoint  
                                  A – CPOF  
                                  C – Written (analog)  
                                  E – Verbal

COA Brief Format/Agenda:

- Updated IPB
- Enemy MLCOA/MDCOA
- Proposed HPTL/TSS/AGM
- Higher Commander's mission and intent (1 up)
- Approved problem statement
- Approved mission statement
- Approved Commander's intent
- Concept of Operation (by phase)
- Task Organization
- COA statement and sketch
- COA Rationale
- Concept of WFFs
- Updated facts
- Updated assumptions
- Refined COA evaluation criteria
- Updated Planning Timeline
- Alibis/Panther 6 Guidance

## 5.1 Preparation for War Gaming

1. Gather the tools:
  - a. Set up the room per the War Gaming Set-Up SOP (See 5.3 War Gaming Set-Up SOP)
  - b. Complete COA overlay (accurately plotted map overlay with graphic control measures corresponding to the COA sketch)
  - c. Place friendly and enemy icons on the overlay
  - d. Friendly and enemy assets/kill charts
  - e. Synchronization matrix (Used by PLANS to record War Gaming)
  - f. Division mission and intent
  - g. TF PANTHER mission and intent
  - h. Operational timeline
  - i. MCOO
  - j. Fires:
    - i. FSCM (e.g., CFL, FSCL, NFA/RFA list and overlay)
    - ii. Planned TGTs overlay
    - iii. IDF and Radar Range fans (bring wiz wheel)
    - iv. ADA
    - v. Radar zone overlay
2. List assumptions.
3. List critical events and decision points.
4. List significant factors.
5. Select war gaming method (Belt, Box, or Avenue-In-Depth).
6. Select recording technique (TF PANTHER uses the synchronization matrix).

Examples of critical events are:

<b>Offense:</b>	<b>Defense:</b>	<b>Stability:</b>
Passage of Lines	BSA Defense	Cordon and Search
Breaching	Commitment of Reserve/QRF	Raid
Cordon and Search	Battle Handover	Air Assault
Air Assault	Recon Handover	Effects
Seizing the Objective	FPOL / RPOL	LOE

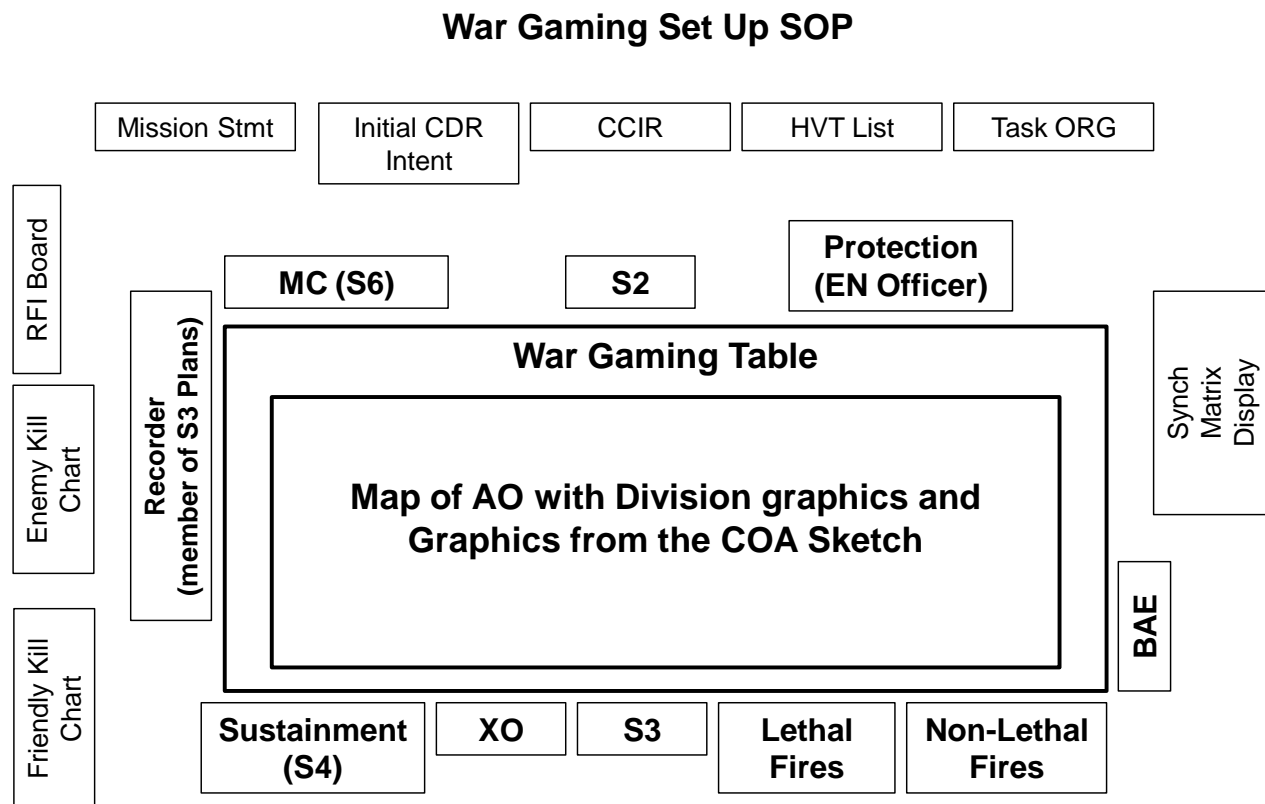
## 5.2 War Gaming Rules

1. Remain unbiased. The purpose of war gaming is to accurately analyze COAs, not win the fight or defend your plan. Stay in your lane. Also, come to the meeting with your turn script pre-filled out what you are going to say beforehand. Be efficient when speaking. Focus on doctrinal task, purpose, time, location, and resources when briefing your part of each turn.
2. Tasks are analyzed in terms of how battalions employ companies without discussing the internal assets of the companies (ex. Javelins or mortars).
3. Do not consider or record actions and assets lower than company level (unless it is an asset task organized as a separate unit below company level).
4. The S2 acts as the enemy commander. WFFs support the S2 by role playing their equivalent enemy responsibility. The S2 section maintains the enemy murder board (i.e. tracks effects/BDA to enemy assets).
5. The S3 acts the friendly commander. WFFs provide input for their specific responsibility. The S3 section maintains the friendly kill chart (i.e. tracks effects/BDA to friendly assets).
6. The XO referees war gaming, and determines BDA/results of actions.
7. The Plans Section maintains the COA overlay, and the sync matrix. The Plans Section also has one member man a SIPR computer to begin populating the draft OPORD by capturing decisions made during war gaming.
8. Use the Action – Reaction – Counteraction method for each turn:
  - a. **Action:** The side (friendly or enemy) with the initiative starts the turn with an action.
  - b. **Reaction:** Identify the reaction for each action. When determining the reaction the key question is: “If I do this, what will the opponent do?”
  - c. **Counteraction:** Identify the counteraction taken in response to each reaction. When determining the counteraction the key question is: “If the opponent does this what can I do?” When the enemy has the initiative they get the last word in a turn with the enemy counteraction. If this counteraction leaves friendly forces in an untenable position adjust the friendly COA to account for this (ex. change the previous reaction, change a task/purpose, or adjust task organization).
9. Use the acronym **O I DO CARE (+ Civilians)** to ensure you account for everything during each turn of war gaming:
  - O** – Observation (IC)
  - I** – Indirect fire
  - D** – Direct fire
  - O** – Obstacles
  - C** – Chemical
  - A** – Air
  - R** – Reserve
  - E** – Electronic warfare
  - C** – Civilians on the battlefield
10. Throughout war gaming WFF representatives note where and when their assets are required for incorporation into the plan after a COA is chosen.



## 5.3 War Gaming Set-Up SOP

Set up your War Gaming room per this SOP.



Note 1: An Intel WFF soldier runs the enemy kill chart. A M&M WFF soldier runs the friendly kill chart and the RFI board.

Note 2: The sand table used for war gaming is a standard map with Division graphics and graphics from the COA being analyzed. This is why COA sketches must be drawn and plotted accurately on a standard map during COA development.

Note 3: A member of S3 Plans is the recorder. They record war gaming notes on the synch matrix, which is also projected on a screen for all to see.

## 5.4 War Gaming End Products

1. Synchronization Matrix
2. Information Collection Plan (linked to PIR, NAIs and TAIs, or Targets)
3. Decision Support Template (DST)
4. Decision Support Matrix (DSM)
5. Final CCIR (PIR/FFIR)
6. Updated operations and graphics
7. Refine Concept of fires and Refine Annex D:
  - a. Draft High Payoff Target List (HPTL)
  - b. Draft Target List Worksheet (w/ observers and delivery assets) plus Target Overlay
  - c. Draft Target Selection Standards (TSS)
  - d. Draft Target Synchronization Matrix (TSM)
  - e. Draft Fire Support Execution Matrix (FSEM)

- f. Updated targets associated with Fire Support Task, Purpose, Execution, and Assessment (TPEA)
  - g. Radar Zones plan
  - h. Concept of CAS
  - i. Concept of EW
  - j. Concept of AVN
  - k. Concept of non-lethal fires
- 8. War Game and Assess Effects
  - a. Actions
  - b. 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Order Effects

## **5.5 War Gaming Brief PACE and Format/Agenda (Optional)**

War Gaming Brief PACE Plan:    P – PowerPoint  
                                                   A – CPOF  
                                                   C – Written (analog)  
                                                   E – Verbal

War Gaming Brief Format/Agenda:

- Higher Commander's mission and intent (1 up)
- Higher Commander's military deception plan (1 up)
- Updated IPB
- Updated assumptions
- Friendly and enemy COAs that were war gamed
  - Critical events
  - Possible enemy actions and reactions
  - Possible impact on civilians
  - Possible media impacts
  - Modifications to COAs
  - Strengths and weaknesses of COAs
  - Results of war gaming
- War gaming technique used
- Updated COA and Graphics
- HPTL/TSS/AGM
- IC Plan
- DSM
- PIR
- Scheme of Fires
- Alibis/Panther 6 Guidance

## 6.1 Orders Production

### (Reference Products Format in MCSOP Vol. 2- Planning Reference Guide)

All products will be distributed digitally via the following PACE plan.

P- **Portal**: 3BCT main page will have a folder for each BR event where the products will be placed. This folder will contain a SharePoint Slide Library. See working with a Slide Library PowerPoint for instructions on using a Slide Library. Ensure that BN/BDE S6 has established the appropriate permission level to edit slides in that library.

A- **Email**: In the event that a unit cannot reach the 3BCT Portal, units can email their products to 3BCT Battle Captain/Battle NCO, likewise products will be sent to BN via email if the BN cannot reach the 3BCT Portal. 3BCT Battle Captain/NCO email: NEEDTOHAVES6createemail@3BCT

C- **JCR**: In the event that email nor the 3BCT Portal are viable options the JCR operator will issue an agenda slide via Free text and the brief will be conducted using Map with overlays.

E- **FM**: If all digital systems are down FM communication will be utilized.

If conducting Analog operations, 23 copies of Operations or Fragmentary Orders will be produced. If we are under constraints due to time or reproduction capability, we will reproduce only 7 copies and 6 sets of additional overlays. If we are unconstrained we will make enough copies for all combat multipliers as well. LNOs are responsible for reproduction of products for their respective organizations.

TF PANTHER STANDARD DISTRIBUTION					
Copy	Addressee	Complete OPORD	Ops Graphics Overlay	Enemy Graphics Overlay	Fires Graphics Overlay
1	TOC (File)	1	1	1	1
2	S3	Original	Original	Original	Original
3	S3 (Plans)	1			
4	XO	1	1	1	1
5	S3 SGM	1			
6	PANTHER 6	1	1	1	1
7	CDR 1-505 PIR	1	1	1	1
8	CDR 2-505 PIR	1	1	1	1
9	CDR 1-508 PIR	1	1	1	1
10	CDR 5-73 CAV	1	1	1	1
11	CDR 1-319 FA	1	1	1	1
12	CDR 307 BEB	1	1	1	1
13	CDR 82 BSB	1	1	1	1
14	Attachments	1	1	1	1
	T/M or Coach	1	1	1	1
<b>Total</b>		<b>15</b>	<b>13</b>	<b>13</b>	<b>13</b>

## 7.1 Confirmation Brief

WHAT: Quick verbal confirmation by subordinate commanders to ensure they understand the Brigade Commander's intent and concept of operation. The operation overlay and map should be used.

WHEN: 10 Minutes after end of OPORD

WHO: BDE CMD Group, S2, Collection Manager, S3, FSO, S4, Subordinate Unit CDRs, Unit Recorder

DURATION: 35 Minutes

SEQUENCE:

- Decisive Operation
- Shaping Operations (In Order)
- Reserve

Commanders should address the following:

1. Task Organization
2. DRAFT Mission Statement
  - a. Task and Purpose
  - b. Key Tasks (Specified and Implied)
  - c. Expanded Purpose (Relationship with Higher and Adjacent Units)
3. Describe the Operating Environment as you see it and how the following influence your AO. The intent is to tie the following components together to create a complete picture for the commander:
  - a. Actors (Hostile, Non-Hostile, Unknown)
  - b. Terrain
  - c. Other
4. Constraints (Cannot Do or Must Do)
5. Initial Concerns or Issues

## 7.2 Concept Back Brief

1. The concept back brief occurs between a subordinate unit commander and the higher unit commander.
  - a. The purpose of the concept back brief is for the subordinate commander to tell the higher commander how they intend to accomplish their mission. The concept back brief is a coordination meeting and is done before the operations rehearsal to ensure that the rehearsal does not turn in to a war gaming or coordination meeting.
  - b. The concept back brief occurs after the subordinate commander has chosen a course of action and ideally after they have completed their entire plan. The subordinate commander must prepare slides or acetated charts to conduct the back brief.
  - c. Ideally, the participants are the orders group. In a defense, the concept back brief may be held at a critical location in the main battle area. In an offense, the concept back brief will be held overlooking the zone of attack or near a TOC.
2. Follow the enclosed format for concept back briefs.

## COMMANDERS BACKBRIEF

**WHAT:** Subordinate commander verification that his intent and concept of operation are consistent with BCT Commander's intent. This also allows the battle staff to ensure the BCT plan is still synchronized given the plans of the subordinate commanders. All attendees listen and ensure de-confliction and synchronization of their concept of operations.

**WHEN:** IAW Time Schedule in BCT OPORD. Prior to the issue of the subordinate's OPORD.

**WHO:** CMD GRP (CDR, XO, S3, CSM),  
BATTLESTAFF (S2, FSO, S1/S4, S3 Air, S6, ENG, PLANNER),  
SUBORDINATE CDR/LDRS (BN CDRs, S3, FSOs, S2s)

**WHERE:** Established in OPORD. (For offensive missions, usually at TOC. For defensive missions, usually at vantage point.)

**HOW LONG:** Each commander should plan no more than 10 minutes for brief. Total time should not exceed 70 minutes.

**MEDIA FOR BRIEF:** Verbal using TOC blown up sketch, 1:50,000 scale map, terrain model, or blown up aerial photo.

**BRING:** Copy of unit operations overlay (1:50,000)  
Concept sketch on 8 ½ by 11 sheet of paper. (Turn both in to Planner)

### AGENDA:

Intro / Roll Call	XO
INTEL UPDATE	S2
OPS UPDATE	S3
IC Manager	CDR
ME	CDR
SE (in order)	CDR
CDR's Guidance	CDR

### **Commanders should address the following:**

1. Task Organization (Changes)
2. CDR's Mission Statement
3. BN CDR's Intent (Purpose, Key Tasks, Endstate)
4. Decisive Point
5. Concept of Operation (By Phase / Event)
6. Task / Purpose for Subordinate Elements
7. Task / Purpose for Fires
8. Sustainment
9. Mission Command: Commo Plan, Location of CDR
10. Constraints (Must Do or Cannot Do)
11. Risk and Mitigation
12. Concerns or Issues

## 7.3 Brigade Combined Arms Rehearsal (CAR)

### WHO:

BDE CDR, CSM, XO, and staff  
BN CDRs, S2, Collection Manager, S3, FSO, ALO, S4, SPO  
Company Commanders if specified in OPORD

**WHEN:** After Brigade and Battalion OPORDs and Brigade concept back brief, but after Battalion rehearsals.

### SEQUENCE:

1. **Identify critical events and concepts to set the stage for subordinate units.** Brigade S3 briefs the critical events through the end state of the operation and which units are involved at each critical event. These are published in the coordinating instructions in the OPORD. This is not intended to be a chronological walk through, but a rehearsal of the key actions at the decisive point, selected critical points, or effects we want to achieve.
2. **Selected BDE staff brief in sequence and explain how their WFF is shaping the battlefield.**

### KEYS TO SUCCESS:

1. S3 OPS NCOIC is responsible for construction of terrain model in accordance with graphic control measures developed by the BCT Plans Shop.
2. Each commander understands in relationship to time and space where the other units will be during the battle.
3. Each commander understands the execution checklist and where each OPSKED is used.
4. Each commander understands where and when fires will be used throughout the battle and is able to avoid fratricide.
5. The following items will be posted in the area used for the rehearsal: BCT Mission, BCT Concept, Commander's Intent, operational timeline, and CAR script.
6. The BCT S3 Plans section will provide the following items (hard copy) to the CDR, S3, and BCT CHOPs: Execution matrix, EXCHECK, Decision Support matrix, map with graphics, and copy of OPORD.
7. Ensure that graphics and unit locations are posted down to company level.
8. BCT Graphics, including checkpoints and routes, will be posted under the Plexiglas for specific operations.
9. BN LNOs are responsible for posting and updating unit graphics and locations prior to the rehearsal.

**Inputs:** Published OPORD, EXCHECK, Operational Graphics, Decision Support Matrix, Synchronization Matrix, Branch Plans, Sequel Plans

**Outputs:** Content for FRAGO 1 (if required), updates to the EXCHECK, changes to the Synchronization Matrix to mitigate identified friction.

## 7.3.1 CAR Script

### 3/82 CAR (OPN NAME)

#### DTG

Roll Call

BCT Staff (XO, S1, S2, Collection Manager, S3, CHOPS, S3 AIR, S4, S6, S7, FIRES, PROTECTION, BAO, BJA), 1-505 PIR, 2-505 PIR, 2-508 PIR, 5-73 CAV, 1-319<sup>th</sup> AFAR, 307<sup>th</sup> BSB

Agenda

- Rules of the Rehearsal
  - Orientation to AO
  - Task Organization, BCT Mission, Commander's Intent, Concept
  - Critical Events by Phase
- 

#### Rules of the Rehearsal (CHOPS)

- CAR Participants (S3s and CO CDRs) place unit graphics onto the terrain model when applicable during the specific critical event if they have a speaking part. They will utilize a pointer to talk through maneuver.
- Briefers will utilize call signs when speaking and designate what their primary net is.
- BN S3s / CO CDRs talk through specific parts of each Critical Event.
- Speak from how you understand the mission and intent – be succinct and brief.
  - Cover direct fire control measures
  - Focus on how assigned task/mission contributes to the achievement of the Critical Task
  - Key briefing points as they apply are how maneuver units will utilize all assets available to accomplish their mission, how their units will react to contact, which should address, how adjacent units could be affected, what support will be requested to defeating the enemy, and where you see yourself after the engagement.
- All FIRES gun target lines will be marked utilizing engineer tape
- Maneuver units will use two strips of white engineer tape to show L/R limits
- CHOPS will capture the due outs and publish in a FRAGO after the CAR

#### Orientation to the Terrain Model (OPS SGM)

- Objectives, Phase Lines, Routes

#### PANTHER 6 Opening remarks

#### BCT Mission and Commander's Intent (S3)

**Mission:** TF Panther conducts Airborne Assault to....

**Commander's Intent:**

Purpose:

Key Tasks:

- 
- 
- 

End State:

Phase I:

BCT Staff

Operational Overview

P3

- Decision Points
- Critical Events

Intel Overview

P2

- Weather

• Enemy update (SITE MP)/IC	
• LRS Insertion/Action/Task + Purpose	LRS
PAF	P40
IO Objectives	P59
<b>Critical Event 1:</b>	
Start/Stop Time	P3
Trigger Conditions	P3
<b>UNIT INFORMATION</b>	
Task Organization	Unit Rep
Task + Purpose (Key Tasks)	Unit Rep
Boundaries/Control Measures	Unit Rep
Minimum Force	Unit Rep
Enemy Situation	P2
Targets	P40
Concept/Scheme	Unit Rep
Task Organization (Significant Changes to Organic)	
- Task + Purpose (Key Tasks)	
- Effect of maneuver on ADJ units	
- Direct Fire Control Measures(Effects on ADJ Units)	
- Actions on Contact (relative to 7 forms of Contact)	
- Endstate (Enemy, Friendly, Terrain)	
<b>Decision Point 1:</b>	
Mission Command Platform PACE Plan	S6
<u>Transition to Phase II:</u>	
Conditions that must be set to transition:	
**** Input same information from Phase I****	
****Conduct same format for each phase****	
<b>BN CDR Issues</b>	
<b>P6 Comments / Guidance</b>	



## 7.4 Mission Command Rehearsal

Date

Roll Call

BCT Staff (P6, P5, P3, P28, BCT S3 Planner) Warrior 6, 1Panther28, 2Panther28, 1Fury28, Recon28, Loyalty28, Cobalt28, Gator28, Enabler Unit S6's, BN XO's, BN S3's.

Agenda

- Rules of the Rehearsal
  - Orientation to AO
  - Task organization, BCT Mission, Commander Intent, Concept, BCT Signal Mission
  - Mission Command by Phase
  - Mission Command Contingency or Battle Drill
- 

### Rules of the Rehearsal (P28)

- This Mission Command rehearsal is NOT a back brief. We are synchronizing the Scheme of MC within the BCT maneuver plan.
- The goal is to complete the rehearsal within one hour.
- Mission Command Rehearsal Participants place unit graphics onto the terrain model when applicable during a specific critical event if they have a speaking part.
- Briefers will utilize call signs when speaking and designate what their primary net is.
- S6's will talk through mission command by phase and how they understand the mission and intent. All BN S3/S6 reps were informed of the required inputs and will be prepared to brief by phase of the operation
- We will capture the due outs and capture it in the mission command synch matrix.

### Panther 6/5/3 Opening Remarks

#### Orientation to the Terrain Model (S3)

- Objectives, Phase lines, Routes

#### Task Organization (P28)

- Signal unit additions to original task organization

### BCT Mission and Commanders Intent

**Mission:**

**Commander's intent:**

**Key Tasks:**

**End state:**

**Friendly:**

**Civil:**

#### BCT Signal Mission: (P28)

Phase I:

#### Location of MC Nodes and trigger to transition

- Main CP
- TAC
- ACP
- RETRANS

**Mission Command:** Which node has MC?

**Key Tasks and Purpose**

**PACE Plan to higher and subordinate units**

**COP:** What is your current Common Operational Picture?

Transition to next phase:

\*\*\*\*Input same information from Phase I\*\*\*\*

\*\*\*\*Conduct same format for each phase\*\*\*\*

**Mission Command Contingency or Battle Drill**

1. Cyber incident
2. COMSEC Compromise

**BN Staff, BCT Staff Alibis**

**P3/P5/P6 Guidance**

## 7.5 Sustainment Rehearsal

### **Roll Call (BDE S4)**

- Attendees:

3BCT Staff: XO, S1, S2 Rep, S3 Rep, S4, Mobility Officer, S6, BAE Rep, BDE Surgeon, BDE Medical Planner, Legal Rep, Chaplain, Recorder

Task Forces.

- 1-505 PIR XO, S1, S4, Med PL, FSC CDR/1SG
- 2-505 PIR XO, S1, S4, Med PL, FSC CDR/1SG
- 1-508 PIR XO, S1, S4, Med PL, FSC CDR/1SG
- 5-73 CAV XO, S1, S4, Med PL, FSC CDR/1SG
- 1-319 AFAR XO, S1, S4, Med PL, FSC CDR/1SG
- 307 BEB XO, S1, S4, Med PL, FSC CDR/1SG
- Attached battalion key sustainment leadership

BSB.

- CDR, CSM, XO, SPO, S1, S2, S3, S6, A CO CDR/1SG, B CO CDR/1SG, C CO CDR/1SG, HHC CDR/1SG, CL I, III, V, IX Officers, SASMO

### **ROE: BDE S4**

- a. Be Loud
- b. Be Brief
- c. Synch/Troubleshoot
- d. Don't leave if you still have questions
- e. BNs will have a briefer and an icon emplacer.
- f. Use the script as a guide
- g. Physically walk the terrain model as you brief
- h. Emphasize adjacent unit coordination
- i. Verbalize identified issues at the end of each phase

### **For all phases Briefers state:**

- j. Unit
- k. Task and Purpose
- l. Capabilities
- m. Location of Key Leaders
- n. Final location of unit at the end of phase (display on Terrain Model)

### **Opening Comments (BDE S4)**

- o. BSB CDR
- p. BCT XO
- q. BCT SPO

The Purpose of this Sustainment Rehearsal is to synch the Scheme of Support with the scheme of maneuver during Phases I, II, and IIa.

### **Brigade S3: Orientation to Terrain Model**

## **Phase I:**

**BSB S2:** Enemy Situation and potential effects on sustainment operations

**Brigade S3:** Concept of the Operation

**BDE S4:** Sustainment Overview

**BN S6:** PACE plan

**BN S1:** Personnel Augmentations/Projected Manning Reset

**BDE Chaplain:** Spiritual/Counseling Support

### **CLI:**

- SPO/S4 Food Service Officer
- BN XO/FSC CMD TM: (1-505, 2-505, 1-508, 5-73, 1-319, 307, 82BSB, Enablers)

### **CLIII:**

- SPO
- BN XO/FSC CMD TM: (1-505, 2-505, 1-508, 5-73, 1-319, 307, 82BSB, Enablers)

### **CLII/IV:**

- SPO/S&S Officer
- BN XO/FSC CMD TM: (1-505, 2-505, 1-508, 5-73, 1-319, 307, 82BSB, Enablers)

### **CLV:**

- SPO/Ammo Officer
- BN XO/FSC CMD TM: (1-505, 2-505, 1-508, 5-73, 1-319, 307, 82BSB, Enablers)

### **CLVIII:**

- BDE Surgeon/BDE MEDO
- BN XO/BN MEDOs: (1-505, 2-505, 1-508, 5-73, 1-319, 307, 82BSB, Enablers)

### **CLIX:**

- SPO/Senior Maintenance Officer
- BN XO/FSC CMD TM: (1-505, 2-505, 1-508, 5-73, 1-319, 307, 82BSB, Enablers)

### **Field Services & Aerial Delivery:**

- SPO/S&S/BDE BAO
- BN XO/FSC CMD TM: (1-505, 2-505, 1-508, 5-73, 1-319, 307, 82BSB, Enablers)

## **Phase I Alibis**

### **(Repeat for all phases as required)**

#### **Closing Comments (SPO)**

- Staff Alibis
- Panther 4
- Panther 3
- Panther 5
- Gator 5
- Gator 6
- Panther 6

## 7.6 Fires Rehearsal

3BCT Fire Support Rehearsal  
DTG  
Location

Deliberate Walkthrough of Rehearsal minimum 1 hour prior.  
Roll Call (P40N)

P6

L6

BCT: S3 Rep, S2 Rep, UAS Rep, Sustainment Rep

BCT FC: FSO, BAO, ADO, AFSSO, Lethal Targeting Officer, Non-Lethal Targeting Officer, FSNCO, Fire Support Sergeant, FC Operations NCO, ALO including TACP (BDE and BN)

B 2-7 INF FSO/FSNCO

1P: BN FC, CO FSO/FSNCO

2P: BN FC, CO FSO/FSNCO

1F: BN FC, CO FSO/FSNCO

5-73: SQDRN FC, Trp FSO/FSNCO

Loyalty: S3/XO, FDO, S-2, Counter Fire Officer, Radar Section Leaders

B 3-27 HIMARs PL

### **P6/L6 Opening Remarks**

#### **P40N: Rules of the Rehearsal**

- No Sidebar Conversations, Maps out, Fire support products (FSEM, TGT List, etc) in hand, Brief C/S and location by phase.

#### **P40: BCT Mission and Commander's Intent, Commanders Intent for Fires**

**Mission:**

**Commander's Intent:**

**Commander's Intent for Fires:**

#### **P95: Orientation to the Terrain Model, including FSCMs**

#### **P95: Verification of current Target List, FSEM, and FSTs (P95)**

#### **P3A: Overview of Task Org and Unit Starting Positions**

#### **P2A: Enemy Situation (focus on events that affect the Fire Support Community)**

#### **P26B: Airspace Management Plan**

#### **P26B: Aviation Assets Available**

#### **P26A: Concept of Air Defense**

#### **HK: Concept of Air Support (ALO)**

#### **P40T: Concept of Non-lethal**

## **P40T: HPTL**

### Phase I

**P3A:** Task Org and Unit locations

**P2A:** Enemy Situation. FS Focused

**P40A:** Intent for Fires, Priorities, Allocations, Assets Available and FSCMs (changes), FSTs

**P40T:** HPTL

**L3:** Firing unit locations, AoF, planned displacements and displacement criteria, TOC/ACP location

**L20:** Ammo, number of rounds and max ord per target, ammo percentages after target engagement

**Radar:** Location, AoS, and Maintenance Schedule

**P26B:** Aviation Assets Available, Priorities, Task, and Purpose. Changes to Airspace Management

**P26A:** ADA Assets available, task and purpose

**P40E:** EW Allocation, Priority, Task, and Purpose

**HK:** Air support Allocation, Priority, Task, and Purpose

**P40E:** Task and Purpose for Non-Lethal

**BN FSOs:** Supporting FS actions

- BN Scheme of Maneuver

- Priority of Fires (Organic)

- Mortar Locations

- FST Responsibilities

- Clearance of fires

- FSCMs

- Assigned Targets TTLODAC

**P40N:** Announce transition to next phase

### **(Repeat process for all phases as required)**

**P40N:** Announce Completion of Rehearsal, ask for ALIBIs, and Review Notes

**P40N:** Rehearsal of Battle Drills

**L6 Comments / Guidance**

**P6 Comments / Guidance**

## **7.7 IC Rehearsal**

### **IC Rehearsal Script**

#### **Roll Call**

BCT Staff (RECON 6, P5, S3 Plans, P2, S2 Plans, S6 Rep, Collection Manager, MI Co CDR, FSO, S2 analyst, CAB S3, Battalion/Squadron S2s)

#### **Agenda**

- Rules of the Rehearsal (S2 Plans)
  - Timeline Overview (S2 Plans)
  - Events to be Rehearsed (S2 Plans)
  - Orientation to Terrain Model (S2 Plans)
  - Concept of Reconnaissance (RECON 6)
  - PIRs (CM)
  - NAIs (CM)
  - Concept of IC (CM) and Asset Allocation (MI Co CDR)
  - Current Enemy SITEMP (Analyst)
  - MLCOA/MDCOA (Analyst)
  - Scheme of Maneuver/Collection by Phase
  - Review notes, changes and due-outs (Recorder)
  - Closing Remarks (RECON 6, P5, P2)
- 

#### **Rules of the Rehearsal (S2 Plans)**

- The IC Rehearsal is not a back brief. Goal is to complete the rehearsal in one hour. Updated ICM changes follow based on results of rehearsal.
- During the rehearsal, recon and intelligence elements will occupy the terrain model IOT identify intelligence gaps and friction points in space and time.
- Units must arrive at the IC rehearsal with a current copy of their ICM.
- The BCT S2 will provide copies of the ICM if changes are made within 6 hours of the rehearsal.
- IC rehearsal will be executed prior to the BCT CAR. If there are significant changes to the maneuver plan during the CAR, an IC rehearsal re-attack will be scheduled.

#### **Timeline Overview (S2 Plans)**

- Key events

#### **Events to be Rehearsed (S2 Plans)**

- Phases, key events, decision points

#### **Orientation to the Terrain Model (S2 Plans)**

- Objectives, Phase lines, Routes

#### **Concept of Reconnaissance (RECON 6)**

##### **PIRs (CM)**

##### **NAIs (CM)**

- NAI Task and Purpose by Phase

#### **Concept of IC and Asset Allocation (CM & MICO CDR)**

##### **Current Enemy SITEMP (Analyst)**

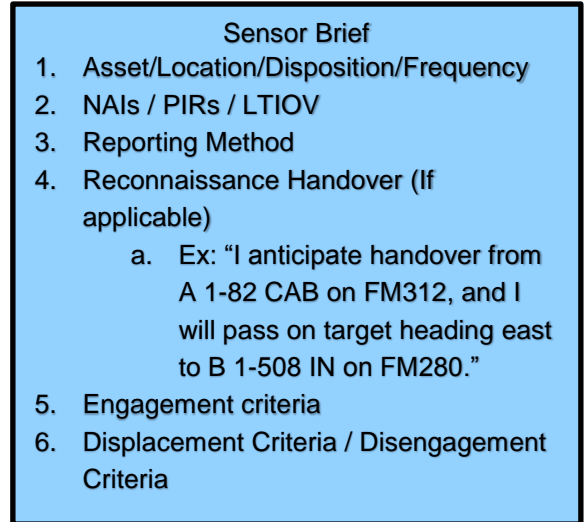
##### **MLCOA/MDCOA (Analyst)**

##### **Scheme of Maneuver/Collection by Phase**

- BLUEFOR Scheme of Maneuver (S3 Plans)
- Decision Point – Blue & Red (S2 Plans)

- Sensor Brief by Phase (CM/CAB/MICO/RECON/BN S2s)
- Reaction & Counteraction (S3/CM)
- \*Repeat\*

**Review Notes, Changes, & Due-Outs (Recorder)**  
**Closing Remarks (RECON 6, P5, P2)**



**Sensor Brief**

1. Asset/Location/Disposition/Frequency
2. NAIs / PIRs / LTIOV
3. Reporting Method
4. Reconnaissance Handover (If applicable)
  - a. Ex: "I anticipate handover from A 1-82 CAB on FM312, and I will pass on target heading east to B 1-508 IN on FM280."
5. Engagement criteria
6. Displacement Criteria / Disengagement Criteria



## **7.8 Terrain Model Supplies**

### **Recommended List for Rehearsal Supplies**

TARP20 X 30 - 6	BASE, WOODEN DOWEL - 68
YARN ROLL, YELLOW -12	BINDER CLIPS - 107
YARN ROLL, BROWN - 6	ASSORTED LEGO PIECES - 87
YARN ROLL, RED - 11	ARMY MEN FIGURES - 30
YARN ROLL, BLUE - 8	ASSORTED FOAM PLAQUES - 25
YARN ROLL, GREEN - 14	CAN, BLUE PAINT - 2
YARN ROLL, BLACK - 12	CAN, YELLOW PAINT - 3
1/2" TAPE, BLUE - 4	CAN, WHITE PAINT - 3
1/2" TAPE, YELLOW - 5	CAN, RED PAINT - 2
1/2" TAPE, GREEN - 2	KIT, DRY ERASE - 1
1/2" TAPE, BLACK - 5	GOLF TEE's - 70
1/2" TAPE, WHITE - 5	NAILS - 120
1/2" TAPE, RED - 3	RUBBER BANDS - 300
1" TAPE, RED - 1	STAPLER - 2
1" TAPE, BLACK - 7	STAPLES - 1000
1" TAPE, GREEN - 2	SCISSORS - 2
1" TAPE, WHITE - 3	PAINT MARKER - 5
1" TAPE, BLUE 3 - 3	PERMANENT MARKER - 5
2" TAPE, RED - 3	TAPE MEASURE (300') - 1
2" TAPE, BLUE - 3	WOODEN BLOCKS - 242
2" TAPE, GREEN - 3	ROLL, ENGINEER TAPE - 2
2" TAPE, WHITE - 3	LAMINATOR - 1
FABRIC-GARDEN STAPLE - 300	PERMANENT MARKER, BLACK - 3
DOWEL, GREEN PLASTIC - 141	PERMANENT MARKER, RED - 3
DOWEL, LONG WOODEN - 68	3 X 5 INDEX CARD - 250
DOWEL, SHORT WOODEN - 12	5mm LAMINATING POUCHES - 100
ASSORTED SIGN PIECES - 100	REAMS OF PAPER - 1
BASE, GREEN PLASTIC DOWEL - 20	

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