**4th Infantry Division**

**Fort Carson Joint Operations Center**

**STANDARD OPERATING PROCEDURE**

**JOCSOP**

**DRAFT**

**As of 26 JAN 2012**

**DEPARTMENT OF THE ARMY**

Headquarters, 4th Infantry Division

Fort Carson, Colorado 80913

AFZC-COS

26 JAN 2012

MEMORANDUM FOR All Division Staff Sections and Major Subordinate Commands

SUBJECT: Fort Carson Joint Operations Center (FCJOC) Standing Operating Procedure (SOP)

1. The purpose of this SOP is to standardize the day-to-day operations for the Fort Carson Joint Division Operation Center (FCJOC) during steady-state operations.

2. This SOP is the compilation of the lessons-learned and practices developed over the course of division deployments. It will be the primary tool used to drive Division Staff Command Post operations.

3. The purpose of the FCJOC is to monitor and manage the execution of current operations. These functions include but are not limited to:

(1) Executing battle drills with participation by appropriate staff members.

(2) Coordinating and passing information to subordinate, flank, and higher units

(3) Acting as the Division NCS for all communications.

(4) Processing reports.

(5) Taking appropriate planned actions in order to react to battlefield events or higher

orders.

(6) Ensuring operations and intelligence “fusion”.

(7) Actively monitor and support significant operations (using the ABCS systems available).

(8) Provide command and control for the division reserve.

(9) Issuing orders.

4. Any recommendations for changes or modifications to this SOP should be forwarded to the G3 Chief of Operations for staffing and approval by the Chief of Staff.

Bruce P. Antonia COL, IN

Chief of Staff

4th Infantry Division Staff Sections

FORT CARSON JOINT OPERATIONS CENTER TABLE OF CONTENTS

[**Chapter 1**](#CH1)**. DUTIES AND RESPONSIBILITIES 5**

[1-1](#CH1_1). G1 Personnel 5

[1-2](#CH1_2). Division Surgeon 7

[1-3](#CH1_3). G2 Intelligence 8

[1-4](#CH1_4). G3 Current Operations (CUOPS) 10

1-5. G3 Future Operations (FUOPS) 11

1-[6](#CH1_5). G3 Aviation 16

1-7. G3 Fires 17

[1-8](#CH1_6). Division Air Liaison Office (ALO) 19

[1-9.](#CH1_7) Division Engineer 20

[1-10.](#CH1_10) Division Staff Weather Officer 22

[1-11](#CH1_11). G4 Logistics 23

[1-12](#CH1_12). Division Transportation Office 23

1-13. Movement Control Team 24

[1-14.](#CH1_13) G6 Signal 25

1-1[5](#CH1_14). IO Information Operations 25

1-1[6](#CH1_15). G9 Civil Military Affairs Office 26

[1-17](#CH1_17). Division Public Affairs Office 27

1-18. Division Air Missile Defense 28

[1-19](#CH1_18). Division Provost Marshall’s Office 29

[1-20](#CH1_19). Office of the Staff Judge Advocate 30

[1-21](#CH1_20). CBRN and Force Protection Cell 30

1-22. Contractor Operations Cell 31

1-23. BCT LNOs 31

[**Chapter 2**](#CH2)**. SPECIFIC SYSTEMS AND INTEGRATION 33**

[2-](#CH2_2)1. G2 Intelligence 33

[2-2](#CH2_3). G3 Operations 33

[2-](#CH2_4)3. G3 Aviation 34

2-4. G4 Logistics 35

[2-5](#CH2_12). Division Air Missile Defense 36

[**Chapter 3**](#CH3)**. FCJOC OPERATIONS 37**

[3-1](#CH3_1). Battle Drills 37

[3-2](#CH3_2). FCJOC Specific Battle Rhythm Events 37

BUB 37

OPSYNCH 38

Staff SYNCH 38

ISR SYNCH 39

[3-3](#CH3_3). SIGACTs 39

[3-4](#CH3_4). StoryBoards 40

[3-5](#CH3_5). CONOP Submissions 41

3-6 CPOF Entries 41

[3-7](#CH3_7). FCJOC rules of conduct 42

3-8. **Daily Staff Journal** 43

3-9. PMSD Accountability 44

[Battle drills](file://carsdoima7x0034.nanw.ds.army.mil/shares/users/C/matthew.clark1/documents/SOP/Appendix%20B.doc#APP_B) Appendix A

Boards, Bureaus, Cells, Centers, and Working Groups (B2C2WGs) Appendix B

FCJOC Shift Change Plan Appendix C

RFI Format Appendix D

FCJOC Shift Change Brief Template Appendix E

Chapter 1

**Duties and Responsibilities**

**1. General.**

a. The purpose of this chapter is to outline duties, responsibilities and tasks associated with various staff representatives within the Fort Carson Joint Operations Center Operation Center (FCJOC).

b. Each position in the FCJOC executes an individual shift change in accordance with the cascading shift change timeline (Annex D). Initially all elements execute two, twelve hour shifts per 24 hour period. After completion of RIP/TOA some elements may transition to three, eight hour shifts per 24 hour period based on manning.

c. All requests for change in shift change times or shift length must be routed through the battle major and approved by the CHOPS prior to execution.

d. Shift change times indicate the actual shift change and do not include the time required for transition tasks prior to and immediately following a shift change.

e. All sections will use the FCJOC Shift Change Brief Template (Appendix E) as part of the shift change process. Each transition document will be archived by the individual section each day. Additions to the checklist may be made based on individual section requirements however deletions are not permitted.

**1-1. G1 Personnel.**

a. Daily Tasks.

(1) Each shift will begin with a verbal and written duty shift-change briefing with the following contents in addition specified FCJOC shift change format (Appendix E) :

(a) Review casualty summary for last 12 hours.

(b) USF-I drafts and operation orders from the last 24 hours.

(c) USD-N operation orders from the last 24 hours.

(2) Monitor via the FCJOC CPOF webpage and report all events from the FCJOC to the G1 Section. All FCJOC significant activities (SIGACTS) that affect G1 operations will be annotated in the G1 running DA Form 1594, located on the DMAIN/G1 server and then verbally reported immediately to the G1 NCOIC/OIC. G1 DA Form 1594 entries will reflect information relevant to G1 operations. The G1 1594 entry number is a running number; however, within the text, the Division SIGACT number must be annotated (i.e. Div SIG Act #101. A/743 3 BCT reports 10 friendly KIA and six friendly WIA).

(3) Interface with all division staff personnel in the FCJOC, the Division Battle Majors, and Brigade Liaison Officers (LNOs) located within the FCJOC. Notify G1 Battle Captain, G3 Battle Major, Division Surgeon, Chaplain and PAO of any reports (SPOT or official) of KIA, DOW, and deceased Soldiers and insure that updated information is disseminated.

(4) Monitor the Division battle rhythm and report any changes to G1 NCOIC/OIC (i.e. BUA brief time changes, CG conference call time changes, etc).

(5) NLT 0500 daily post a copy of G1 CG casualty update to the CMD GRP first look area on the portal and to the G1 tab on the Division Daily BUB. Provide this information to the Battle CPT on a 3x5 card NLT 0500 daily. Night Shift G1 OIC must review thoroughly prior to submission. G1 personnel in the FCJOC should be prepared to brief the following information upon request:

(a) White 1 (PERSTAT).

(b) Host Country Strength report (if applies).

(c) Running Casualty Tracker to include ISF casualty figures.

(6) Post G1 BUB Slides to CPOF based on division battle rhythm. G1 representative must receive approval by the G1 or deputy G1 prior to posting.

(7) Update G3 Battle Major when casualty information is confirmed for any KIAs and DOWs.

(8) Review all USF-I and Division FRAGOs. Alert G1 section of any FRAGOs that impact G1 operations. Annotate FRAGO reviewed along with G1 relevant information on G1 1594.

(9) Ensure the FCJOC CPOF computer is prepared for all meetings requiring G1 attendance. At a minimum, the following programs will be open and monitored while on duty:

(a) Portal.

(b) Microsoft Outlook (email).

(c) CPOF with Wave.

(d) MIRC FCJOC and Personnel rooms.

(10) Attend OPSYNCH. An OPSYNCH will occur at 1300 hours on the FCJOC Floor. G1 FCJOC personnel will be in attendance.

(11) Attend Corps BUA. A Corps BUA will occur at 1730 hours in the Command Conference Room IAW with the battle rhythm. G1 FCJOC personnel will be in attendance.

(12) Attend the FCJOC BUB brief at 0800 daily.

c. Weekly Tasks. Coordinate G1/S1 Conference. Once monthly, G1 and BCT S1 personnel will conduct a personnel conference. The event will be conducted through BREEZE on SIPR laptops located in the G1 area of operations.

d. As Needed Tasks.

(1) Alert the G1 Battle OIC or NCOIC when any CCIR/Wake-Up Criteria event takes place.

(2) Draft/Published Orders. All new CORPS, and DIVISION draft and published orders pertaining to the G1 will be printed off and distributed to the Deputy G1 and G1 Battle Captain daily. G1 published orders will be saved to the G1 FRAGO Folder on the portal.

**1-2. Division Surgeon.**

a. The personnel on shift will brief the incoming relief prior to being released from shift IAW FCJOC shift change. The incoming will ensure understanding of all events

(1) FCJOC personnel will brief only casualties who were admitted to a Level III facility during the FCJOC Shift Change brief. DNBIs will not be briefed. Each shift will begin with an internal verbal duty shift-change briefing with the following contents:

(a) Patient summary for last 12 hours

(b) Level III Bed Status (if in Divert Status)

(c) MEDEVAC Launch Capability (if amber or red)

(d) USF-I drafts and orders from the last 24 hours

(e) USD-N orders from the last 24 hours

(f) Situational awareness information

(g) Status of current RFIs; RFIs that require follow-up

(h) Battle Hand off of any working tasks, missions, actions, etc.

(i) OPORD/WARNO/FRAGO analysis

b. Duties and Responsibilities.

(1) Ensure the FCJOC SIPR computer is prepared in the right format to attend meetings and conduct daily operations in the FCJOC. At a minimum, the following programs will be open and monitored while on duty:

(a) Portal.

(b) Microsoft Outlook (email).

(c) MIRC FCJOC and MEDOPS rooms.

(d) CPOF with Wave.

(2) Track all patient movement originating at Level III MTFs on a Casualty Spot Report from the BCT. If no Report is received, track patient movement on a Patient Tracking Form based on information from all sources (G1, Brigade CHSOs, Brigade LNOs, etc). Submit Casualty Spot Report/Patient Tracking Form to the Division Surgeon PAD Officer in a timely and accurate fashion.

(3) Log any SIGACT or Casualty Report involving U.S. military WIA, KIA, D/NBI Deceased, D/NBI (with potential loss of life, limb, or eyesight only), and any returning DSS personnel (from missions or R&R) in the Division Surgeon Log on MOUNTAIN PORTAL.

(4) Alert the Division Surgeon and/or Deputy Surgeon when any CCIR/Wake-Up Criteria events take place.

(5) Maintain electronic DA 1594 Staff Journal for crucial DIV SURG specific events and information.

c.Casualty Tracking. Patient and casualty tracking is the most important operational task for the DSS. Without proper communication with MTFs, Brigade LNOs, Brigade CHSOs, and the Battle Major, Soldiers will become lost in the evacuation system. Evacuated Soldiers reported through SIGACTs are WIA/KIA. The Chain of Command is dependent on the DSS to provide timely and accurate SITREPs of these Soldiers.

(1) A BCT Surgeon Casualty Spot Report is the primary means of receiving casualty information. Alternate means of receiving casualty information may be:

(a) G1 (email or hand deliver).

(b) A Brigade CHSO (call or email).

(c) A Brigade LNO.

(2) If a digital copy of a Casualty Report is received from a BCT via email, the handwritten Patient Tracking is not required. If a Casualty Spot Report is not received, the information is tracked on a Patient Tracking Form.

(3) Develop the situation and call the Brigade CHSO/MED Ops Officer, and/or the MTF. Verify the patient’s SSN, Full Name, Rank, BCT, Type of Injury, Mechanism of Injury, Point of Injury, and Current MTF IAW the Casualty Spot Report/Patient Tracking Form.

(4) Once the Casualty Spot Report/Patient Tracking Form is complete and verified as accurate, update the Battle Major, ensure G1 is aware of the casualty, brief the Division Surgeon PAD Officer about the casualty, and put the form in the folder labeled “Confidential” on the PAD Officer’s desk.

d. The DSS FCJOC representative will maintain visibility of health care systems across USD-C and the adjacent battle space. The DSS FCJOC representative provides guidance to CHOPS upon request for the delivery of CF, Civilian and ISF casualties based on knowledge of treatment facility status’, locations, capabilities and the policies governing use of these facilities within the Division AOR.

**1-3. G2 Intelligence.**

a. Duties and Responsibilities.

(1) BTL MAJ. Serve as the Division G2 Chief of Operations in the FCJOC. As required serve as the G2 or Deputy G2 in their absence. Provide daily intelligence support to include formal daily assessments to the DIV CG, G3, primary staff and all assigned units satisfying a wide variety of requirements and multiple formats. Manage the day to day operations of the section with special focus on structuring the various products produced to ensure seamless and systematic support to the all Division intelligence consumers. Establish/maintain the G2 OPS Battle Rhythm in order to ensure fulfillment of all Corps, Division and Supported Unit requirements. Ensure thorough review and timely approval/submission of all intelligence products completed by the section. Structure and host the weekly G2 Intelligence Synchronization Working Group with BCT S2’s. Ensure G2 slides are uploaded daily NLT 0500 to the G2 tab on the Division Daily BUB. Provide additional updates as required at the 2000 daily FCJOC Staff Synchronization Meeting. Manage the daily G2 Ops internal shift change huddle.

(2) BTL CPT. Serve as G2 Battle Captain in the Division Operation Center. Coordinate Division-wide intelligence operations to promote a common operating picture by interfacing with Division ACE, HUMINT Operations Cell, and intelligence sections of major subordinate commands. Serve as the primary point of Intelligence dissemination in the FCJOC. Prepare and brief the Intelligence Update at all FCJOC Shift Changes. Provide current assessment and Intelligence Update to the Division Chief of Staff for the daily Corps BUA. Maintain situational awareness of the enemy situation across the Division AOR and be prepared to provide on-the-spot assessments to any and all Staff Sections. Supervise the production and quality control of all G2 OPS Intelligence products. Serve as point of contact with Base Defense Operations Center to share Intel threat reporting. Serve as the primary point of contact with Corps C2 OPS elements. Be prepared to provide input for tribal, political, ethnic and sectarian issues across the Division AOR. Responsible for coordination of all G2 EAD assets as required to support current operations. Prepare and develop intelligence-specific FRAGOs for publishing. Provide staffing and dissemination of all intelligence-related Division and Corps FRAGOs to the G2 team. Research, answer, or route to appropriate agency all Intelligence-related Requests For Information (RFIs). Supervise the daily manning and operation of the G2 Operations cell on the FCJOC floor.

(3) BTL NCO. Serve as the G2 Battle NCO/Senior Intelligence NCO in the Division Operation Center. Maintain situational awareness of the enemy situation across the Division AOR and be prepared to provide on-the-spot assessments as required. In the absence of the G2 Battle Captain, be able to assume his duties and responsibilities listed above. QA/QC all products before sending to Battle Captain/Battle Major or to the customer. Attend all meetings and coordinate directly with the DMAIN NCOIC for roles and responsibilities of additional duties within the DMAIN. Responsible for connectivity and accountability of all computers and associated hardware within the section. Attend all company training meetings and coordinate directly with the First Sergeant, XO and supply sergeant on additional company duties outside the DMAIN. Ensure soldiers maintain proficiency in soldier skills and battle tasks. Ensure section vehicle is maintained and PMCS’d each week.

(4) Analyst. Serve as the G2 Battle Analyst in the Division Operation Center. Maintain all products due daily, weekly and monthly. Be able to assume the duties and responsibilities of the G2 Battle NCO. Remain cognizant of on-going operations, attack levels and threat-stream reporting in the AOR. Take phone calls and assist in the facilitation of RFIs from staff sections, subordinate units and higher commands

b. Daily Tasks.

(1) Provide an assessment of the last 24 hours covering enemy activity and trends across the Division AOR for the Division Daily BUB and any critical updates over the last 12 hours at the 2000 FCJOC Staff Synchronization Meeting.

(2) Provide 24 hour Activity Roll-Up for Corps BUA.

(3) Review, disseminate, action intelligence-related FRAGOs. As required..

**1-4. G3 Current Operations (CUOPS).**

a. The Chief of Operations, (CHOPS) is the OIC of the FCJOC. He synchronizes the overall actions of the DMAIN with a focus on the FCJOC. CHOPS synchronizes current operations, serves as G3 in his absence, approves all routine reports to higher before submission, runs the Operations Synchronization Meeting on the FCJOC floor at 1300 daily and approves staff feedback to USF-I Draft FRAGOs and Division FRAGOs. The CHOPS corresponds frequently with the USF-I CHOPS and the USF-I Joint Operation Center (JOC) OIC. In the event of a SIGACT or CCIR event CHOPS directs or conducts notification of G3 and Command Group Personnel and USF-I.

b. The Operation Sergeant Major, (OPS SGM / JOC NCOIC) is the senior enlisted person in the FCJOC. He oversees and enforces all administrative procedures within the FCJOC (RTO procedures, journal updates, information management etc.). Manages G3 personnel and shift schedules. Ensures a smooth transition between shifts. Ensures FCJOC is operational and updated with the latest battle information. Conducts initial briefing to newly attached officers and liaison officers upon their arrival at the FCJOC. Enforces Standard Operating Procedures throughout the FCJOC. Ensures proper handling, distribution and destruction of classified material. Oversees use and maintenance of all ABCS and other systems. Provides tactical, technical, and operational advice to the CHOPS and BTL MAJ. Coordinates for deployment, logistical support, and maintenance for the FCJOC.

c. The Battle Major’s key responsibilities are to run the FCJOC floor, initiate and conduct all FCJOC Battle Drills, approve all SIGACTs before posting, issue orders in support of current operations, task subordinate LNOs, review all submissions to USF-I prior to release to USF-I or CHOPS review. The Battle MAJ also reviews the CMD GRP first look at 0500 daily, builds daily Division CDR’s SITREP for submission to USF-I, reports to the JOC as required, runs the Division BUB and Corps BUA and builds all scripts for Conference Calls, and reviews all reports that meet CCIR criteria. The Battle MAJ corresponds frequently with the USF-I Battle MAJ and Operations OIC.

d. The Battle Captain ensure SIGACTS are kept up to date on the portal, reviews and builds SIGACT slides for BUB and CMD GRP first look areas, conducts QC of the daily Division BUB and OPS SYNCH Meeting, reviews reports from the adjacent battle space owners and builds appropriate slides for the BUB as required. The Battle CPT answers or staffs requests from MND-C LNO at USF-I as well as builds products for submission to USF-I. Additionally the Battle CPT reviews all reports against DIV and USF-I CCIR and reports to the Battle Major any events that meet CCIR criteria. The Battle CPT corresponds frequently with the USF-I Battle CPT for Ground Watch and Battle CPT for SIGACTs.

e. The Battle NCO is responsible for management of the Division Common Operating Picture, tracking staff completion of tasks during battle drills IAW battle drill formats (Appendix A), compilation of the USF-I SITREPs for Battle CPT Review, placement of SIGACT events on the portal, input of CPOF efforts, periodic (every 12 hours) archival of CPOF data, management of SPOT Reports and events within the DIV AOR on CPOF, management of screens within the FCJOC, and controls the actions of the RTO. The Battle NCO corresponds frequently with the USF-I Battle NCO and CPOF NCO.

f. The RTO conducts required communications checks with higher subordinate elements, maintains FCJOC log journal, publishes the FCJOC log journal to the portal hourly, and archives the FCJOC log journal every twelve hours. The RTO also conducts Wave and Breeze sound and communications checks within the FCJOC 30 minutes prior to all events held on the FCJOC floor (BUB, BUA, Staff and OPS Synch etc). The RTO works directly for the Battle NCO.

g. The Request for Information (RFI) Cell of G3 CUOPS is responsible for the management of RFIs within the Division. The RFI Cell is represented on the FCJOC Floor and serves as a single point of contact for incoming and outgoing RFIs. The RFI Cell consolidates RFIs generated from within the Division (See Appendix D for submission format) and its subordinate elements and staffs them to the appropriate element for answers or forwards them to USF-I. RFIs received from USF-I are staffed in the same fashion. The on-duty RFI OIC corresponds directly with the USF-I RFI manager as required.

(1) The RFI Cell tracks RFIs on the Division RFI tracker and maintains it on the portal. Additionally the RFI Cell captures command group RFIs and produces appropriate RFI slides for briefing at the daily BUB and the Staff Synchronization meeting. The RFI Cell briefs the Battle MAJ on any critical or short suspense RFIs received. The RFI cell works directly for the Battle MAJ.

(2) All RFIs will have a suspense date for return to the RFI Cell. The tasked agency will staff the RFI and return the requested information to the RFI Cell. The RFI Cell will forward the RFI to the requesting agency and close out the action on the tracking log.

**1-5. G3 Future Operations (FUOPS).**

a. FUOPS plans and synchronizes Division operations in the short term time-horizon, more than 24 hours out but less than the complex planning the G5-Plans executes. The G5-Plans section conducts planning to turn operational objectives into tactical tasks, the G3-FUOPS synchronizes tactical tasks prior to execution, and the G3-CUOPS supervises the synchronized execution of those tasks.

b. FUOPS normally does not conduct a formal Military Decision Making Process, as this capability is resident in G5-Plans. Instead, the FUOPS section utilizes a core planning team, augmented by functional planners from elsewhere on the staff, to conduct short-term planning utilizing the analysis already completed by the staff.

c. The G3-FUOPS is normally structured as follows:



(1) The Chief of FUOPS is responsible for ensuring the cell is integrated into the Division G3 and is accomplishing the Division Commander’s intent. He supervises, prioritizes, and directs planning efforts within the cell. He ensures the quality of written products prior to publishing them. He represents the FUOPS at Division staff and G3 briefings including, but not limited to: OPSYNCH Working Group, G3 Stand-up, G3 Azimuth Check, G5-Plans Mission Analysis, G5-Plans COA Brief, and G5-Plans COA Decision Brief.

(2) The Iraqi Security Forces (ISF) cell is composed of the Division Staff’s subject matter experts pertaining to the ISF. This is not a liaison cell for the Division Staff to utilize when interfacing with their Iraqi counterparts, but instead a centralized planning cell for ensuring the Division’s operations are synchronized with respect to training, manning, equipping, and operating with the ISF.

(3) The Knowledge Management Officer is responsible for maintaining the digital tools and processes the Division staff utilizes to create, collaborate, publish, share, and archive data.

(4) The Planners collect, create, staff, and submit for approval, Division orders.

(5) The Engineer/ IED planner is the subject matter expert for construction and combat engineering and IED-Defeat. He utilizes the expertise in the G3-Engineer and the G3-IEDD cells.

(6) The Force Integration planner synchronizes the fielding of new equipment and the submission of Operational Needs Statements (ONS).

(7) The Lethal Fires planner is the subject matter expert for all lethal fires used in support of operations.

(8) The Intelligence planner utilizes the expertise in the G2 and leverages intelligence databases from higher and lower in support of planning.

(9) The Space Operations planner integrates space operations into all Division operations.

(10) The FRAGO writers are responsible for producing the daily FRAGO. They collect content, create the FRAGO, staff it through the Division staff and subordinate units, and track key tasks for the G3-CUOPS. The normal Daily FRAGO timeline is as follows:

|  |  |  |
| --- | --- | --- |
| **Time** | **Action** | **Person Responsible** |
| 0400 | NLT Receive Higher Headquarters’ draft and published orders and send to appropriate Division Staff elements | Night FUOPS FRAGO Writer |
| 0800 | Daily BUB; Brief most current Higher Headquarters OPORD/FRAGO, most current Division OPORD/FRAGO. | Night FUOPS FRAGO Writer |
| 1300 | Conduct OPSYNCH | Day Division FRAGO Writer |
| 1600 | Return Higher Headquarters’ DRAFT Daily FRAGO to Higher Headquarters with staff comments and recommendations. | Chief of FUOPS |
| 1730 | Produce Daily Division FRAGO | Day Division FRAGO Writer |
| 2000 | Staff SYNCH; Brief by exception major FRAGO issues or changes. | **ALCON** |
|  |  |  |

(11) The logistics planner is the subject matter expert for sustainment operations. He is responsible for leveraging the expertise resident in the G4 and G1, as well as supporting sustainment commands, in support of Division operations.

(12) The Operational Planning Team (OPT) is an ad hoc organization that augments the Core Planning Team based on the planning effort being conducted. Individuals on the Operational Planning Team are pre-identified and develop a habitual working relationship with the G3-FUOPS. Not every planning effort will require augmentation from the OPT and in rare instances, the entire OPT may be convened by the Chief of FUOPS to assist with planning a particularly complex operation.

c. The FUOPS section publishes all of the Division’s written orders. These may be Operations Orders, Fragmentary Orders, Operational Plans, or Contingency Plans as needed.

(1) Orders are created, staffed, and published in accordance with the diagram below.

(2) The Division Chief of Staff sets planning priorities and the scope of planning for the staff. He designates a principal planning agency: G3 (CUOPS, FUOPS, G5-Plans) or a Staff Proponent.

(3) Tasks requiring minimal synchronization are added to the Daily FRAGO.

(4) Tasks requiring synchronization across warfighting functions are written as stand-alone orders.

(5) Operations which are distinct from, or identifiable within, the Division base order are written as Operations Orders. Operations which are a modification of the standing base order are written as FRAGOs. The FUOPS cell will default to managing orders in the simplest and most easily understood manner.

(6) All orders are staffed. Staffing may be an extended, formalized process, or it may be hasty and informal. No subordinate unit or staff section will receive a written order in which dictates a task they have not already been informed about or consulted on.

(7) Orders are approved at the staff level appropriate to their complexity. Normally, the Deputy G3 will approve routine orders; the ACofS, G3 will approve complex orders, the Division CoS will approve orders impacting changes to mission execution, and the CG will approve orders affecting the Division’s operational concept.

(8) Once published, key tasks from the order will be added to the Task Tracker to assist the G3-CUOPS.

(9) The type of handover from planners (FUOPS, G5-Plans, Staff OPT) to CUOPS will be dictated by the complexity of the order. There will always be some type of handover, incorporating a rehearsal.

(10) Proponent for CONPLANs and OPLANs remains with the originating section/ cell. The originating section/ cell are responsible for producing FRAGOs as necessary in order to keep the CONPLAN/ OPLAN updated. This is done concurrent with a formal handoff to G3-CUOPS in each case to ensure the CHOPS is capable of executing a CONPLAN/ OPLAN with minimal staff modification.

Higher HQ Directive

Command Group Directive

Division Staff

CUOPS

(Executes within 24-hours)

FUOPS

(Plans for 24+ hours)

G5-Plans

(Requiring formal MDMP)

Does the task require formal synchronization?

Requests order number from FUOPS, if required.

Issues order.

Requests order number from FUOPS.

Planners produce order.

Chief, FUOPS designates planning team.

Order is numbered.

Planners produce order.

Order is staffed by subordinate units and Division staff.

Order is reviewed in sequence by:

Chief, FUOPS

Deputy G3

ACofS, G3

Division CoS

Division CDR

Order published.

Task tracker updated

Formal handover between FUOPS/ G5 and CUOPS

NO

YES

Staff Proponent

(Plans within specialization)

FRAGO Writer adds task to Daily FRAGO

Requests order number from FUOPS.

Staff section produces order.

**1-6. G3 AVIATION.**

a. The G3 AIR Battle Captain and A2C2 NCO are present in the FCJOC to monitor current aviation, airspace command and control, and personnel recovery operations within the DIV AOR and those in adjacent battle space that may have an impact in the DIV AOR.

b. The Personnel Recovery officer/NCO is co-located with the AVN Officer or NCO in the G3 AVN Plans section until required in FCJOC during a Personnel Recovery Mission.

(1) Critical tasks and areas of emphasis for the G3 AIR Battle CPT and A2C2 NCO are as follows:

(1) Personnel Recovery Operations

(2) Assistance for Downed Aircraft / UAV Recovery Operations

(3) Coordination for Hasty Division AASLT Missions

(4) Coordination for AVN support to execution of Time Sensitive Targets / High Value Individual

(5) AVN support for Troops in Contact

(6) Tracking MEDEVAC Operations and providing SA to the Battle MAJ as well as receiving approval from CHOPS when required for special circumstance MEDEVAC Operations.

(7) Immediate airspace deconfliction and clearance

c. Daily tasks.

(1) Monitor the status of current battlefield circulation and LOGPAC flights. Provide FCJOC BTL MAJ and FCJOC staff with updates due to delays (WX/Maintenance) as required.

(2) Coordinates with CAB LNO, ALO and BTL MAJ for CAV/Attack assets in support of Troops in Contact (TIC).

(3) Process and distribute ACO/ATO/SPINS and ACMRs.

(4) Receive “Daily MEDEVAC SITREP” slide from CAB (Med Planner) by 1500.

(5) Resolve last-minute AMR scheduling conflicts.

(6) Coordinate with DIV G4 Mortuary Affairs for HERO missions.

(7) Monitor the following mIRC chat rooms:

(a) #flt follow (for flight following and flight status updates)

(b) # CAB (for rapid communication with CAB)

(c) #SAFIRE (to monitor surface to air fire events)

(d) #USF-I\_RCC (for rapid communication with the USF-I RCC)

**1-7. G3 FIRES**

a. The Division Fires Cell is responsible for processing daily preplanned Air Support Requests (ASRs) received from the BCTs. The Division Fires Cell also consolidates all preplanned fires into a daily planned fires rollup. Every month the Division Fires Cell does an EOM planned fires rollup. G3 Fires maintains historical data for all ASRs, Air Support Lists (ASLs), fire missions, and indirect fire attacks in MND-C.

(1) G3 Fires staffs preplanned kinetic strike packets from the BCTs, and ensures that proper Collateral Damage Estimation (CDE) and grid mensuration is conducted through the CAOC.

(2) The FCJOC Fires Cell reviews storyboards submitted from the BCTs for all CAS engagements conducted in response to Troops in Contact (TIC) prior to submission to CUOPS.

b. Manning. The G3 Fires Cell is comprised of four positions on the FCJOC floor. These positions are: Fire Support Officer (CPT), Fire Support Operations NCO (SFC), Fire Support Sergeant (SGT), and AFATDS Operator (PVT-SPC)) per 12 hour shift.

c. Fire Support Officer Duties.

(1) Verifies/approves ASLs for correctness and adjusts prioritizations when necessary prior to submission to FSCOORD/CHOPS/Deputy G3 for approval.

(2) Assists CHOPS and/or Battle Major in processing kinetic strike 5W/Storyboards for TIC Response (with approval to send to CORPS by CHOPS and FSCOORD/ Deputy G3/G3).

(3) Reviews Kinetic Strike packets prior to submission to the DIV Targeting Officer for CDE and grid mensuration.

(4) Tracks ASR support vs. submission rates, identifies factors contributing to lack of support (IAW with AOD priorities, assets available, overall CORPS fill percentage).

(5) Conducts Current Operations Battle Tracking through the use of Division FRAGOS, Division Operational Storyboards/Briefs, and monitoring Division SIGACTS for FECC specific information.

(6) Advises the G3 Current Ops (CHOPS) on ROE/CDE/Airspace Clearance considerations during TSTs and/or mission planning.

(7) Provide liaison between the FCJOC floor and the elements of FSCOORD/Deputy G3/G3 as required.

(8) De-conflicts issues that may arise at USF-I level pertaining to support for ASRs (Preplanned and Immediate), Close Air Support / Kinetic Strike (TICs and Preplanned), and CDE Call/Grid Mensuration.

(9) Uses the Time Sensitive Targeting Process when selecting targets for submission during a time sensitive raid or mission.

(10) Primary airspace clearance POC and conduit between the Division and BCD/CAOC.

(11) Coordinates with the DIV Targeting Officer for ROE concerning targeting personnel/structures/TSTs.

(12) Coordinates with the DIV Targeting Officer for conduct of CDE for planned targets for all Non-PGM SSBM. CORPS conducts CDE for all PGM munitions.

(13) Primary JADOCS manager within the Division with direct responsibility for JADOCS FSE Division prioritization/FSE utilization.

(14) Primary Division FRAGO POC for the FECC; attends applicable OPSYNCH briefs.

(15) Primary correspondent with CORPS on time sensitive/emerging issues through USF-I FECC JOC Reps/Effects and Fires Targeting Coordinator.

(16) Develops and briefs required slides (Fires and Sensor status) and submits into the BUB brief NLT 0500 daily for the 0800 daily BUB and the 2000 FCJOC Staff Synchronization Meeting.

d. Fire Support Operations NCO.

(1) Processes all email/phone traffic for the Fires Cell from the subordinate BCTs and USF-I.

(2) Forwards all specific inquires of counter-fire or EW to the appropriate staff agency (Counterfire Cell or Electronic Warfare Officer).

(3) Processes/tracks all ASR’s through the submission/MAAP/ATO process.

(4) Submits EC-130 (Compass Call) ASR’s as a Division Request.

(5) Forwards updated Compass Call Schedules as required to subordinate BCTs and G-7 IO.

(6) Produces daily ASL as a rollup and initial prioritization of Division ASRs.

(7) Ensures ASL is forwarded to USF-I to ensure visibility and adequate coverage for all requests in MND-C.

(8) Processes/tracks all planned fire missions submitted by BCTs on AFATDS and storyboards.

(9) Confirms CDE considerations of planned fire mission targets through JADOCS.

(10) Produces daily Planned Fires Roll-up.

(11) Coordinates with Division A2C2 on Airspace Clearance of planned fire missions.

(12) Receives/processes Kinetic Strike packets for planned kinetic strikes and coordinates for CDE and mensuration (in coordination with FSCOORD/CHOPS/DIV Targeting Officer).

(13) Reviews/develops draft CORPS Kinetic Strike Packet with staffing documents.

(14) Assists the CHOPS and/or Battle Major in processing kinetic strike 5W/Storyboards for TIC Response (with approval to send to CORPS by CHOPS and FSCOORD).

(15) De-conflicts issues that may arise at USF-I level pertaining to support for ASRs (Preplanned and Immediate), Close Air Support / Kinetic Strike (TICs and Preplanned), and CDE Call/Grid Mensuration.

(16) Maintain daily Shift Change Log for continuity between shifts.

e. Specific Shift Change Topics

(1) Significant events over the 12 hour timeframe.

(2) ASRs/ASL: specifically any ASRs that involve EARFs.

(3) Fire missions and planned fires tracker.

(4) Radar status.

(5) Indirect Fires.

(6) Pertinent / pending tasks.

**1-8. Division Air Liaison Officer (ALO)/Tactical Air Control Party (TACP).**

a. The Division ALO mans the FCJOC Floor in order to provide the CHOPS with visibility of CAS/AF OPNS in the AOR as well as expertise associated with battle drills, support of immediate BCT requests and Division time sensitive targeting requirements. The Division TACP consists of the Commander (DIV ALO), Superintendent, two ALOs, two JTACS and two ROMADS and will operate out of the FECC cell.

b. Routine Tasks.

(1) The #1 priority is always control of aircraft actively supporting the Division and ensuring that JTACs are able and available to control aircraft free from interference.

(2) The commander will ensure the Division TACP has JTAC-qualified personnel available to perform Close Air Control at all times. If required, the FCJOC ALO may support, but will inform the Battle Major that he needs to operate away from the FCJOC temporarily. He will still be responsible for any FCJOC-related duties.

(3) Develops and briefs required ATO slide and submits into the BUB brief NLT 0500 daily for the 0800 daily BUB and the 2000 FCJOC Staff Synchronization Meeting.

c. Division TACP Interface

(1) The Division TACP will act as the conduit for BCT ALO issues when required.

(2) The Division TACP will assist G3 Fires and elements without organic TACP support with ASRs when required.

(3) The Division TACP, through the FCJOC ALO, coordinates with the ASOC to ensure adequate air is available for the Division. When a BCT or Division submits an immediate ASR, the FCJOC ALO coordinates as necessary with staff personnel, then to the CHOPS and/or Battle Major for final approval as required. This coordination is done to ensure symmetry between both the Army and Air Force lines of communication. As in all matters, the CHOPS or Battle Major has final authority for a GO/NO GO decision.

**1-9. Division Engineer (DIVENG).**

a. The DIVENG acts as entry/exit point on the FCJOC floor to the DIVENG for actions. The FCJOC representative:

(1) Maintains a daily log of all incoming FRAGOs, events, and RFIs that are engineer specific. When receiving an MND-C FRAGO, The Current OPS NCO reviews for engineer tasks/relevant information, and then sends an email summary out to all MND-C DIVENG personnel.

(2) Receives incoming EWRs, verifies minimum data is annotated, uploads EWRs to the portal, and maintains accurate statuses on EWR Tracker.

(3) Scrubs daily CG Notes for DIVENG situational awareness and provides required information and input to the Division Daily BUB (0800) and daily Division Staff Synchronization Meeting (2000).

(4) Provides situational awareness as to the status of MSR/ASR repairs in the DIV AOR and status of engineering assets within the DIV AOR.

(5) Corresponds directly with USF-I C7 Battle CPT when required.

e. Engineer FCJOC Shift Change Brief. The shift change brief is a necessary tool that operators on every shift use to maintain situational awareness of the current COP (Common Operating Picture). It is absolutely important that no information is lost and all information is transferred when a shift occurs and personnel are relieved. A shift change brief ensures that the DIVENG Operation Cell can perform all 5 functions of a working operations cell. These functions are Receiving Information, Distributing Information, Analyzing Information, Making Recommendations to the Commander, and Integrating and Synchronizing Resources. Engineer specific shift change requirements are

(1) Review FRAGOs published last 24 hours.

(a) USF-I Review document(s). Note/Highlight all issues impacting and or effecting engineering operations to include IEDD Cell, Route Clearance operations, engineering construction, engineering unit moves, basing issues, bridging.

(b) MND-C Review document(s). Note/Highlight all issues impacting and or effecting engineering operations to include IEDD Cell, Route Clearance operations, engineering construction, engineering unit moves, and basing issues.

(2) Review Working FRAGOs.

(a) Location of FRAGO and POC and DTG for publication. Be as specific as possible and note what they pertain to.

(b) Email shift change notes to DIVEN, D-DIVEN, and Basing DIVEN upon shift change.

(c) FRAGO TRACKER – after FRAGOs reviewed, update FRAGO tracker in shift change notes.

(3) Special Tasks. Note DTG for specific tasks, questions or RFIs. ie. DIVENG requests FCJOC operators to verify name of a bridge at a specified grid.

(4) Enduring Tasks.

(a) SITREPS – Note and review tasking/reports from BCT’s and other Engineering units concerning engineering topics.

(b) Review and note Status on Base construction by base

(1) Base name as of DTG

(2) Vertical percentage completed

(3) Horizontal percentage completed

(4) Overall completion percentage

(5) General Information: Note and review any topic that may affect section – this may detail upcoming training opportunities, scheduled visitors, C7 taskings and/or questions.

(6) RFI Trackers – Review and note any additions to RFIs either submitted and or received.

(7) Engineer Specific Equipment damaged / casualties.

(8) FFIR. Review and note any changes to and any FFIR confirmed in the last 24 hours.

f. Engineer CPOF COP. The Engineer at the DIVENG CPOF station will maintain a COP showing the location of all engineer units in the division’s AO and the corresponding engineer assets at those locations.

g. Battle Drills. Each FCJOC battle drill requires the SA and in many cases the direct involvement of the DIVENG. The DIVENG maintains specific internal battle actions relating to the following FCJOC Battle drills:

(1) Battle Drill 2 DOWNED AIRCRAFT

(2) Battle Drill 4 VBIED OR SUICIDE BOMBER

(3) Battle Drill 6 DISCOVERY OF SENSITIVE SITE (MASS GRAVE, MAJOR CRIME SCENE, POTENTIAL CBRN SITE, OR WEAPONS CACHE)

(4) Battle Drill 7 unmanned Arial VEHICLE (UAV) MISSING OR NOT RESPONDING TO CONTROLS

(5) Battle Drill 9 ROUTE INTERDICTION, DISRUPTION OR RECLASSIFICATION

(6) Battle Drill 13 MAJOR LOSS OF CRITICAL INFRASTRUCTURE OR ESSENTIAL SERVICES

h. Iraqi Reconstruction Management System (IRMS). The IRMS is used to track all CF funded “outside the wire” construction projects. The data is available on NIPR systems as a series of Excel spreadsheets showing relevant information. The information is maintained by the U.S. Army Corps of Engineers Gulf Region Division headquartered in Baghdad. This system provides a listing of all projects completed to date, currently underway or scheduled to start in the near future. The DIVENG through this system:

(1) Maintains current status of construction projects within MND-C.

(2) Maintain situational awareness of relevant Reconstruction Operations.

i. Infrastructure Attack Overlay (IAO). The DIVENG tracks and maintains SA on the status of critical Iraqi infrastructure in the AOR. Additionally the DIVENG maintains the CPOF effort that depicts the status of the strategic infrastructure. Strategic infrastructure can be defined as infrastructure that affects the entire country, not only local areas. The DIVENG also maintains situational awareness and identifies potential “hotspots” identified by continuous enemy actions.

**1-10. Division Staff Weather Officer (SWO).**

a. The Staff Weather Officer prepares a daily weather brief for the 0800 Daily BUB. Slides are input via CPOF NLT 0500 Daily. The SWO briefs the 5-day weather outlook during the Daily BUB and highlights potential impacts to division assets and operations.

b. The SWO also produces UAV briefings, staff briefings, planning weather, and watches/warnings/advisories as required.

c. On a weekly basis, the SWO sends a SITREP to the USF-I SWO at Camp Victory. This report includes SITREP input from all Division weather teams. The SWO also compiles metrics on number of products disseminated and compares weather briefed versus weather that occurred.

d. On a monthly basis, the SWO updates light data to be posted on Mountain Portal and sends a historical report up via USAF chain of command.

**1-11. G4 Logistics.** The G4 is the primary logistical advisor to the MND-C Commander The G4 Section consists of following areas: Supply and Services, Division Transportation Section, Maintenance Section, LOGCAP, contracting, and Iraqi Security Forces (ISF). The G4 will have a CPOF operator and a Movement Control Team (MCT) BCS3 operator on the FCJOC floor at all times.

a. FCJOC Floor Manning: The CPOF operator in the FCJOC must have situational awareness. The CPOF operator is the critical link between the operations and the rest of the G4 staff. The manning will consist of a Senior NCO (E-7/8) at all times with oversight from the G4 Battle Major located in the G4 staff area.

b. Daily Tasks: The CPOF operator is the link to the G4 staff. Daily tasks include relaying all events that occur on the FCJOC floor, coordinating with the staff sections on the FCJOC Floor, performing all the functions of the G4 during battle drills, communicating back and forth with the G4 staff sections to ensure that the FCJOC is aware of all the logistical impacts, solutions, and facts. Some of the other additional tasks include:

(1) Email the G2 Quicklook Report at 0530 daily.

(2) Email the OPSUM Report daily at 0530 daily.

(3) Email the INSUM Report daily at 0530 daily.

(4) Post Corps & DIV FRAGOs daily to the G4 portal

(5) Email the Battle Rhythm to the G4 Battle MAJ NLT 0630 daily.

c. Weekly Task(s): Adding the G4 slides to the MND-C BUB, NLT 0500 hrs daily.

**1-12. Division Transportation Office.**

a. The Purpose of the Division Transportation Officer (DTO) is to provide situational awareness of all movements of elements within the DIV AOR. The DTO ensures parent battle space owners are familiar with those movements and are especially alert to changes in planned movement times, routes, composition, or destination as well as changed to route status within the DIV AOR that may affect planned movements.

b. Daily Tasks:

(1) Receive the Corps Movement Program (CMP) from the Corps Movement Program OIC at the Movement Control Battalion (MCB), COSCOM. Review the CMP for all the convoys that are transiting the DIV AOR. Tally the number of convoys and separate according to battle space owner. Ensure that all battle space the convoy transits are included in the tally. The Corps Movement Program is the official document for all planned Combat Logistic Patrols.

(2) The DTO briefs those movements of exceptional nature that contain sensitive cargo or may have an impact on planned operations. The DTO is prepared to brief all movements as part of the daily OPS SYNCH meeting in the FCJOC at 1300 daily.

(3) Fill in the Convoy Movement Brief with the total number of convoys transiting the MND-C battle space for the next 24 hour period. Separate convoys by BCT battle space. Review the Highway Traffic Division email for significant activities on the MSRs/ASRs in MND-C that affect the planned convoys.

(4) Update the FCJOC Battle CPT/MAJ and BCT LNO if activity on a route results in a route classification change. If the route is RED brief the status during the BUB (0800) or Staff Synchronization Brief (2000); be as specific as possible on the incident. Finally, include any important redeployment/deployment/reset movements that significantly impact the Division. Be as specific as possible on SP and RP times, activities that delay or push a convoy planned SP time significantly to the right. The Convoy Movement Brief is the tool to update the Battle Major and the FCJOC staff on all convoys and route status in MND-C.

(5) Update the Coalition Oriented Significant Activity Report with all of the escalation of force incidents (EOF), CLP accidents, Blue on Blue, Blue on White, and Blue on Green incidents involving Combat Logistic Patrols on routes in the MND-C battle space. The HTD emails the SIGACTS of all incidents in Iraq.

(6) Only include the incidents that take place in MND-C on the report.

(7) The Coalition Oriented Significant Activity Report is the tool used to inform the DTO and Staff of the current trends of CLP activity in MND-C.

**1-13. Movement Control Team (MCT).**

a. Corps Movement Control Battalion assigns a portion of an MCT to provide direct support to MND-C. Current manning is 11 personnel, of which 4 personnel support FCJOC operations. Each FCJOC shift will have two enlisted MCT members.

b. Daily Tasks:

(1) Works in conjunction with the DTO to ensure both sections have complete visibility and an accurate picture of all movements within the MND-C AOR at any given time.

(2) Monitors Route status in MND-C. Uses CPOF (Command Post of the Future) to update the route status between checkpoints along the MSR/ASR. Receives route status changes from multiple sources:

(a) Other MCTs in USF-I AOR

(b) Corps MCB daily route status.

(c) MND-C BCTs.

(d) G3 CHOPS direction based on events in the DIV AOR.

(3) Monitors, tracks, and reports the status of convoys transiting the MND-C battlespace. Uses BCS3 (NIPR) to monitor the progress of convoys. BCS3 sees Blue Force Tracker (BFT) and Movement Tracking System (MTS) to update location of convoys. The MTS base station in the FCJOC can send/receive messages to convoys in the MND-C AOR. Monitors SHERIFF Network/ Convoy Network across the AOR.

(4) During the internal shift change brief, provides a close-out report on route status,

convoy status in MND-C, and any changes to MEDEVAC status on the routes. Briefs significant events occurring on the MSRs/ASRs.

d. Monthly Tasks. Email to the DTO and assistant DTO the Coalition Oriented Significant Activities Monthly Roll Up published on the last day of the month.

**1-14. G6 Signal.**

a. Responsibilities and Duties: ACofS G6. The G6 is the principal staff officer in matters concerning communications and automation support for deployment of the Headquarters, 4th Infantry Division and TAC CPs. The G6 analyzes communications requirements; to include data transmissions services, and coordinates support or solutions with internal and external signal assets.

b. Daily duties.

(1) Attend daily change over briefs in the morning and afternoon. Relay information to the Network Operations Security Center (NOSC) as they pertain to communications throughout the MND-C AOR.

(2) Brief G6 FRAGO input at the daily OPSYNCH brief as it relates to critical C4 systems within the MND-C AOR.

(3) QA/QC communications services.

**1-15. (G7) Information Operations.**

a. Section Manning.

(1) ACofS G7. The G7 is chief of the IO section and the primary staff proponent for all IO activities.

(2) IO Current Operations Officer. Primary IO staff coordinator with G3 operations and supporting and subordinate commands. Responsible for the day-to-day operations of the IO section. Coordinates IO activities into all current operations. Monitors and assesses the execution of IO and reports status to the rest of the IO section as well as higher and lower headquarters’ IO cells. Develops and coordinates IO intelligence requirements with the ACE to include the development of IO-related intelligence and assessment products. Ensures that an updated/current IO estimate is maintained. Responsible for monitoring status of available IO assets and resources, to include RSOI status.

(3) Section NCOIC. Responsible for the section administrative, logistical, and life support requirements. Assists the IO Chief in supervising the IO section.

(4) Operations NCO. Assists the IO operations officer in monitoring, assessing, and reporting on the execution of IO; updating the IO estimate; monitoring the status of IO assets and resources; and preparing and submitting IO information requirements (IRs) to the G2.

b. Daily, Weekly, Monthly routine tasks.

(1) Daily tasks

(a) Consult daily Division calendar and inform the IO of any relevant updates.

(b) Check SIGACTs for activities with IO significance and coordinate with relevant staff sections.

(c) Coordinate with IO planner for any IO FRAGOs to be OPSYNCH'd.

(d) OPSYNCH.

(e) Coordinate with G3 FRAGOs IOT incorporate IO taskings into daily DIV FRAGO.

(f) Compile BCT reports and make assessment of IO environment and report to USF-I.

(g) Disseminate updated schedules for EW assets (i.e. Compass Call) to BCTs and LNOs.

**1-16. G9 Civil Military Affairs Office.**

a. Section manning. One G9 staff member serves as the Civil-Military Operations (CMO) Battle Captain in the FCJOC.

b. Duties and responsibilities:

(1) Advise the battle major and FCJOC staff on the effect of civilian population centers IAW PMESII/CASCOPE on military operations.

(2) Monitor civilian interference with military operations, political/religious events. This includes dislocated civilian operations, internally displaced civilians, curfews, and movement restrictions.

(3) Maintain and update the common operating picture of all infrastructure ICW the Division Engineer, and G2 (ISNO Cell). Advise the Battle MAJ and FCJOC staff of new governance/reconciliation, economic/employment, reconstruction/ infrastructure and tribal/religious developments/highlights and the effects being attained through military operations.

(4) Maintain an accurate operational picture of the composition and disposition of all Civil Affairs units, NGOs, IOs and USG agencies operating in MND-C. Advise the Battle MAJ/CHOPS/G3 on employment options of CA forces and military units that can perform CMO missions.

(5) Compile the daily CMO situation report summary using the CORPS reporting function in the Civil Information Management System (CIMS) database. The summary is essentially a wrap up of all the civil military reports submitted by the Civil Affair Teams (CAT) B and BCT CMO/S9s.

(6) Prepare CMO and submit CMO slides to the CMD GRP First Look area (Portal) and Daily DIV BUB (CPOF) daily NLT 0500.

(7) Prepare and submit the Key Leader Engagement schedule to the CMD GRP First Look area (Portal) daily NLT 0500. Coordinate and deconflict this schedule with SGS and Protocol prior to submission.

c. Monthly. Compile the monthly CMO report for submission to USF-I. This report includes the monthly narrative as well as graphical presentation (PowerPoint) slides indicating the Brigade Combat Team (BCT) assessments in various areas of governance, essential services and economic development.

**1-17. Division Public Affairs Office.**

a. The PAO prepares press releases for events, incidents, operations, etc. that are sent to appropriate news organizations. In order to achieve the maximum effect, and negate potential effects of enemy media operations, press releases are prepared and released as soon as accurate information is attained

b. Responses to query (RTQ) are not sent out to news media organizations or wide dissemination. They are prepared for situations, events, etc. that news media may contact the Division or USF-I for information about. They are only provided upon request to news organizations. RTQ’s are produced at a minimum for the following events:

(1) Death of a U.S. service member.

(2) Escalation of force incidents that involve the injury or death of Iraqi civilians.

(3) Events that cause significant collateral damage to civilian infrastructure or essential services.

c. All press releases and RTQs are reviewed by the Battle MAJ and approved by the CoS prior to being sent out by Division PA. They are reviewed by other staff sections and BCT LNOs as appropriate. Releases or RTQ’s referring to “negative” incidents will be staffed through CHOPS, the Battle Major and the Chief of Staff at a minimum. This review and approval must happen as quickly as possible in order to get the press release or RTQ out in a timely manner.

d. Interactions with USF-I PAO and the Combined Information Press Center (CPIC).

(1) PAO Coordination occurs laterally and vertically. This coordination and cross-talk with higher headquarters and adjacent units (MND-B, MNF-W, etc.) is critical.

(2) PAO must also coordinate with PAOs of separate, specialized units that have PAOs that operate in our area of operations, often on a routine, ongoing basis.

(3) PAO routinely coordinates with stateside PAOs like OCPA, OSD-PA, CENTCOM, and elsewhere.

(4) All response to queries and press releases must be sent to USF-I PAO. USF-I will coordinate with the CPIC for the initial release of press releases. The Division PAO can then send the press release to other appropriate news organizations. The Division PAO has the authority to send “good news” releases directly to media representatives as long as the released information does not have cross-boundary implications.

(5) Press releases and responses to query must be forwarded to the public affairs representative at the USF-I Joint Operations Center (JOC) for use as appropriate.

(6) PAO must contact the USF-I PAO for guidance involving anything that crosses MND boundaries, and has strategic implications.

(7) PAO keeps the FCJOC updated on media embed status regularly. PAO immediately informs the FCJOC of any incidents involving any media within the Division AOR.

(8) The PAO representative in the FCJOC prepares and submits daily BUB slide(s) NLT 0500 daily and briefs those slides at the 0800 BUB each day.

**1-18. Division Air Missile Defense.**

a. AMD manning in the FCJOC normally consists of one AMD officer or NCO. However, at peak periods the AMD Chief and/or Deputy will also be in attendance.

b. AMD Operations Officer responsibilities:

(1) Asses the tactical situation and operations as it pertains to AMD

(2) Issues alerts and warnings as appropriate

(3) Disseminate air defense info throughout the FCJOC as required

(4) Analyze the aerial threat to the Division

(5) Perform tactical ballistic missile (TBM) defense planning analysis

(6) Ensure 24 hour manning on AMD work cell systems (AMDWS, ADSI, FAAD, TAIS)

(7) Process reports from subordinate AMD elements

(8) Define the threat systems and capabilities

(9) Updates the AMD Chief and Deputy Leader books twice daily after shift change

(10) Attends meetings as directed by the AMD Chief/Deputy

(11) Coordinates with subordinate, adjacent and higher AMD elements

(12) Coordinates with BCT LNOs and other Divisional Staff elements as necessary

b. Warrant Officer (C4I Systems Integrator) Tasks:

(1) Manage the AMD digital data link architecture for the Division

(2) Ensure AMD specific effort is available for display in the FCJOC

(3) Stands in as the FCJOC AMD OIC as required performing all AMD OIC duties

c. AMD Noncommissioned Officers tasks

(1) Ensure graphics and boundaries are updated daily on AMD Systems

(2) Ensure proper reporting procedures are being followed by subordinate units

(3) Transmit to brigades changes in weapon control status, air routes, corridors, hold fire zones, and similar changes over the SIPR network

(4) Inform FCJOC of hostile aircraft

(5) Report and receive status reports

(6) Disseminate ADWs

(7) Assist in AMD to BUA

(8) Review material and personnel shortages

(9) Supervise access to the AMDWS and FAAD EO

(10) Determine sensor coverage

(11) Track TBMs and hostile ABTs in log

(12) Stands in as the FCJOC AMD representative and performs all AMD OIC duties as required

**1-19. Division Provost Marshal Office.**

a. The purpose of the PMO representative in the FCJOC is to assist FCJOC operations by providing necessary links with CID, MP, and Detainee Operations.

b. Duties

(1) Ensure CID has been notified and are employed for those events requiring specific scene exploitation activities or crime scene investigation.

(2) Advises units on crime scene or evidence preservation when required.

(3) Uploads NLT 0500 on Friday via CPOF the Detainee Status for the Division for the 0800 BUB.

(4) Consolidates detainee extension, release and investigation issues and presents to the approval authority IAW established timelines in support of BCT requests. Forwards to higher upon approval of CHOPS those issues requiring higher level approval review.

(5) Provides situational awareness regarding status of MP assets and capabilities within MND-C AOR.

(6) Tracks the status of any CID/MP related investigations until completion. Maintains close contact with SJA on associated legal matters and is prepared to brief command group of final results when complete.

**1-20. Office of the Staff Judge Advocate.**

a. The OSJA maintains representation in the FCJOC to advise CHOPS on legal matters and maintain situational awareness of events and incidents in the AOR that requires legal review, advisement or input.

b. The OSJA on duty tracks the status of on-going investigations and advises BCT level SJA on the criteria or implications for initiation of investigations.

c. Provides input to CHOPS regarding immediate legal issues derived from ISF, LN, HN, OGA, NGO, interactions and kinetic operations.

d. Notifies the SJA or D-SJA for any specific incidents or emergencies that require Rules of Engagement and/or Law of Armed Conflict analysis and input.

**1-21. CBRN and Force Protection Cell.**

a. Responsibilities. The CBRN and Force Protection Cell is the commander’s advisor on all matters concerning Chemical, Biological, Nuclear, and Radiological Warfare and the Protection War Fighting Function (WFF). Responsible to maintain current CBRN Threat, CBRN Events, MOPP Level, CBRN Equipment Readiness, CBRN Unit Readiness in the Area of Operations, conducts Vulnerability Assessments for subordinate units, recommends and assist units with mitigation to vulnerabilities, manages Force Protection Equipment and Force Protection Contracts in Area of Responsibility.

b. The CBRN FP Operations NCOs will:

(1) Maintain Situational Awareness of current CBRN and FP Operations.

(2) Prepare Daily Status Reports.

(3) Maintain Suspense and FRAGO Trackers.

(4) Coordinate CBRN response actions with higher and subordinate units.

(5) Maintain CBRN and FP threat tracker.

(6) Maintain CBRN unit dispositions.

(7) Research and address RFIs.

(8) Operates Hazard Prediction and Assessment Capability (HPAC) and Consequence Assessment Tools Set (CATS) computer programs.

(9) Maintain and operate CPOF Computer.

(10) Conduct a thorough battle hand off briefs.

**1-21. Contractor Operations Cell.**

a. The Contractor operations cell is manned in the FCJOC at all times in order to provide SA on contract movements operating in MND-C. The cell also serves as a link between MND-C and the Contractor Operations Center for event mitigation as required

b. Duties

(1) Prepares and submits products for the BUB NLT 0500 daily that accurately illustrates all planned contractor movements within MND-C over the next 24 hours and highlighting those with sensitive cargo or High value personnel that may require additional security measures.

(2) Additionally briefs as required at the 2000 Staff Synchronization meeting any significant changes to contractor operations since briefed at the 0800 BUB.

(3) Advises the Battle MAJ of any know incidents (contact, EOF, accidents, damage to civilian personnel or property etc) involving contractors in the MND-C AOR and provides associated storyboards as necessary.

(4) Tracks status of contractor movement and conduct direct liaison with BCT LNO's for changes to contractor movement as well as closeouts to contractor movements.

**1-23. BCT LNO.**

a. Each BCT maintains an LNO cell with 24 hour representation on the FCJOC Floor. The primary responsibility of the LNO is to assist its parent BCT through their involvement and visibility of Division activities and to assist the Division with information collection and coordination in support of the BCT.

b. BCT LNOs should be as self sufficient as possible in order to reduce the burden on the BCT staffs by creating products and answering RFIs from available information not simply placing LNO requirements onto the BCT staff.

c. Each BCT LNO prepares and uploads two operational slides NLT 0500 daily into the BUB via CPOF. The fist slide highlights operations over the last 24 hours with results and BDA. The next slide highlights key BCT operations over the next 24-48 hours. Each slide should highlight ISF involvement in each operation as well as ISF independent operations. It is the responsibility of the LNO to brief those slides at the 0800 Daily BUB. At BCT CDR or his designate may brief during that time or comment during unit alibis. BCT Commander’s are not required to brief during the daily BUB

d. Each BCT LNO receives his commander’s Executive Summary and uploads it to the CMD GRP First Look area NLT 0500 daily. This report is a free text summary with no specified format from the BCT Commander to the MND-C Commander that may include analysis of recent, ongoing and pending operations as well as insight or perceptions along the Lines of Operations. Commander’s can also highlight any issues or challenges within the BCT AO.

e. BCT LNO’s may attend specified working groups held at the Division level in order to provide situational awareness to the BCTs. LNOs leave their location and time of anticipated absence on their FCJOC seat when absent and check into the FCJOC each hour. BCT LNOs attend and provide input to the OPSYNCH and ISR SYNCH meeting IAW Annex B.Chapter 2

**Specific Systems and Integration**

**2-1. G2 Intelligence.**

### a. Joint Intelligence Operations Capability Iraq (JIOC-I)

### (1) The JIOC-I is a capability that enables more effective intelligence and operations by creating a flat network. The network provides users access to a broader amount of data than they currently have. Additionally, JIOC-I includes a suite of easy-to-use tools that make data access faster than ever, while also making the data more relevant by displaying it on geospatial products. Across the Battle space, the JIOC-I will consist of databases, equipment (hardware and software), supporting communications, security policies and people. The 4th Infantry Division will receive suites of JIOC-I equipment tailored for use at the division, brigade and battalion headquarters. The G2 Operations Section maintains a JIOC-I laptop. Currently all JIOC-I equipment is designated theater provided equipment (TPE) and will remain in theater. In addition to the JIOC-I equipment, 4th Infantry Division has received embedded mentors and a field service representative (FSR) to sustain the capability. These personnel maintain workspace in the ACE and are available to all division JIOC-I users upon request.

### (2) The only requirement for the G2 Operations Section to operate a JIOC-I is power and SIPR net Access. The System is located in the G2 Operations Section and personnel requiring access use system passwords requested through and provided by G6.

### b. All Source Analysis System – Light (ASAS-L).

### (1) To provide SECRET Collateral version of ASAS for the Division FCJOC. To meet the demands of battlefield portability and interoperability allowing intelligence managers to rapidly disseminate information, conduct analysis, nominate targets and manage intelligence and electronic warfare (IEW) assets. ASAS-L allows tactical units to exchange intelligence information up to the collateral and secret-releasable level with a focus on S2 to C2 staff and analysts. The system utilizes as MS SQL Server based ASAS-L Integrated Database for the processing of Individuals, Events, Organizations, Units, and Equipment, Facility, and Place entities. ASAS-L can also serve as the integration point for disparate databases such as CrimeLink and Analyst Notebook.

### (2) The only requirement for the G2 Operations Section to operate an ASAS-L is power and SIPR net Access. The System is located in the G2 Operations Section and personnel requiring access use system passwords requested through and provided by G6.

**2-2. G3 Operations.**

a. Maneuver Control System-Light (MCS-L): All 4th Infantry and MSCs Boundaries will be developed via MCS-L. These overlays will be the baseline for the Division and assigned MSCs.

b. CPOF. CPOF enables the division commander, brigade commanders, and their staffs to discuss and collaborate when processing information, share ideas, and attend virtual meetings without assembling at one place. Personnel attending the virtual meeting do not have to attend in the same location, or even the same country, to discuss and draw on the same map. CPOF enables the division to communicate on numerous systems.

(1) Wave: Wave is the primary means of communication from the BCTs to DIV as well as division internal communications. The main 4th Infantry net will be the primary net for reporting. The BUB net will be the net for update briefs, OPSYNCHs, and other meetings. The manager of the BUB net is the Battle Major. Spare nets will be utilized for other coordination as required. Wave chat may also be used for collaborative meetings between personnel. ALL FCJOC PERSONNEL WILL MONITOR THE WAVE NET WITH THEIR HEADSETS AT ALL TIMES.

(2) Mirc-CHAT: Mirc will be used as the means of deconflicting certain high stress events that require a written log of all actions taken; example is the execution of FCJOC battle drills. Chat rooms that will be monitored by all are the OPS and FCJOC rooms. Other rooms may be monitored as required (AVN, FIRES, etc).

(3) CPOF Briefings: CPOF is the primary means of displaying information during BUBs, OPSYNCHs, ISR SYNCHs, and staff updates. Staff sections will update their slides in CPOF NLT 2 hours prior to the meeting. All participants in the briefing will utilize the flashlight tool to highlight what they are briefing on the slide or maps.

c. Breeze: Breeze will be used for meetings that are not held in the FCJOC or where not all members of the meeting have access to a CPOF. Breeze is the back up net for BUBs and SYNCH meetings in the CHOPS room.

d. The Radio Operator monitors the Division Tactical Satellite Radio and the Division Command FM Radio. On the Wave (via Computer), the channels programmed are:

(1) 4th Infantry CMD FM

(2) 4th Infantry TacSat

(3) MITT TacSat

(4) Camp Victory Force Protection

(5) MEDEVAC

(6) USF-I TacSat

(7) Sheriff Net

(8) The primary means of communication is the Wave Desktop Communicator.

(9) The alternate means of communication is TacSat via a Harris Radio and PM TOC Remote for FM set up next to the RTO desk.

**2-3. G3 Aviation.**

a. Division A2C2 coordinates, integrates, and regulates airspace within the entire Division Area of Responsibility (AOR). Division A2C2 maintains oversight of brigade-level A2C2 operations and integrates division-level requirements into the Corps and theater-level Airspace Control Plan (ACP). Coordination for immediate Airspace Control Measures needed during battle drills are made from the FCJOC Floor to the AVN A2C2 Cell.

b. The Division A2C2 element plans airspace management for the entire Division area of operations. It must move airspace planning data to and from Corps A2C2 element and disseminate A2C2 information-such as the ATO and ACO-to subordinate units. A2C2 provides liaison to ATS units, processes and disseminates Notices to Airmen (NOTAMS), is an organic part of Division Personnel Recovery operations, and coordinates requests for Joint Search and Recovery assets. Division G3 Aviation centralizes airspace requests, requirements and assists in development and processing of terminal instrument approach procedures (TERPS) for organic ATC units.

c. Tactical Airspace Integration System (TAIS).

(1) TAIS provides automated A2C2 planning, enhanced A2C2 operations, and improved theater, intra and inter-corps/division ATS Airspace Information Center (AIC) support. TAIS can effectively synchronize battle space in the third and fourth dimensions (altitude and time, respectively) while interfacing with civil and inter-agency authorities, as well as joint C2 nodes and air users. The combination of these capabilities manages battle space to support force operations while minimizing fratricide. TAIS supports tactical ground force commanders and their staffs.

**2-4. G4 Logistics.**

a. Movement Tracking System (MTS):

(1) The Movement Tracking System (MTS) is a wireless mobile satellite two-way text messaging system, designed for the Army, to provide command and control over transportation assets supporting theater distribution operations. Using highly efficient, fast and secure spread spectrum technology via satellites specifically designed for mobile data communications and GPS technology, the system is ideal for identifying current and accurate vehicle locations and sending text messages to and from MTS equipped vehicles. The computer display within the vehicle cab and the headquarters elements control stations also provides enhanced color maps graphics of the area of operations.

(2) The Movement Tracking System is made up of two configurations – the Control Station, and the V2 Mobile unit. The Control Station provides command functionality for the MTS, and is typically operated from a headquarters. The control station operates independent form phone lines or internet connections. The V2 Mobile Unit is designated doe permanent installation in a vehicle using an installation kit designed for that vehicle, and consists of a satellite transceiver and rugged computer with appropriate cabling and Precision Lightweight GPS Receiver (PLGR). For further detailed information on the MTS refer to the Com-tech Mobile Data-com Corporation Users Manual version 1.9.1.

b. Battle Command Sustainment Support System (BCS3).

(1) BCS3 presents a commander-centric assessment of weapon status with corresponding ammunition, fuel, maintenance, parts, and personnel status. The highly tailor able, single-screen; Combat Power Report accommodates a wide variety of missions and command-unique definitions. BCS3 enhances situational understanding of dynamic changes in the OPTEMPO with updates to the Combat Power Report, showing, at a glance, a selected unit’s status with its immediate subordinate unit status. Reports can be launched from a map, and users can drill down to regions or situations of interest.

(2) BCS3 Common Hardware (CH) consists of Commercial-Off-the-Shelf (COTS) and Non-Developmental Item (NDI) computer hardware and provide interface to tactical and commercial communications and peripheral devices making up individual workstations configured into nodes and elements in the C2 architecture via Local Area Network/Wide Area Network (LAN/WAN), Very Small Aperture Terminal (VSAT) or L-BAND satellite communication.

**2-5. Division Air Missile Defense.**

a. There are four systems that the G3 AMD section utilizes to accomplish their mission of providing Aerial Situational Awareness and Early Warning to the Division. These systems are:

(1) The Air and Missile Defense Work Station (AMDWS)

(2) The Forward Area Air Defense Command, Control, Communications and Computers Intelligence (FAAD C4I) System

(3) The Air Defense System Integrator (ADSI)

(4) The Tactical Airspace Integration System (TAIS).

b. Each of these systems provides a different function in establishing a Single Integrated Air picture for the Division, however, only the AMDWS system is displayed in the FCJOC.

Chapter 3

**FCJOC OPERATIONS**

**3-1. Battle Drills.**

a. Battle Drills are initiated by the FCJOC Battle Major and after receipt of information that meets the criteria for the initiation of a battle drill.

b. Once initiated all FCJOC personnel will open to the appropriate battle drill in the battle drill book and complete required tasks. Each staff section places task completion or status of their task into the MIRC FCJOC chat room for SA across the staff and FCJOC.

c. At the discretion of the Battle MAJ a separate CPOF event COP may be opened. If this does occur, each FCJOC position will open the specific battle drill COP and place any required or pertinent efforts into that COP "inbox" for inclusion in the battle drill COP.

d. FCJOC personnel communicate and coordinate within the FCJOC through use of Wave system and headsets whenever possible to provide SA to all FCJOC personnel. Battle drills will normally be conducted on the DIV BUB channel and on SPARE2 if directed due to conflicting events.

e. Battle drills listed in Appendix A serve as a guideline for anticipated staff actions. The battle drills actions are not all inclusive and are not meant to constrain appropriate staff actions as conditions change during execution. Battle drills are meant for constant revision through the Battle Major.

**3-2. FCJOC Specific Battle Rhythm Events**

a. Battle Update Brief (BUB)

(1) Conducted Daily at 0800 on the FCJOC Floor via CPOF and using Wave as the broadcast medium.

(2) Intended to provide critical information to the staff and command group covering the previous 24 hours of operations and out to the next 24-72 hours of future operations. The brief is tailored to include those elements pertinent to the effective operation of the Division Staff. Any staff element with a by exception briefing requirement, coordinates with the Battle MAJ NLT 0500 daily for slide inclusion.

(3) All slides for the BUB are uploaded in CPOF NLT 0500 daily and reviewed by the G3 Battle CPT for format and content.

(4) All personnel briefing at the BUB participate in a 0700 rehearsal which includes a complete review of all slides and an audio check from each station by the actual briefer.

(5) The following elements normally brief on a daily basis:

SWO - 5 Day forecast, highlighting weather impact to OPNS and assets

G2 - Intel Analysis, Threats, Trends, THREATWARNs, Emergent TTPs

G3 RFI - Current CMD GRP, staff primary and USF-I RFIs

G3 Ops - CCIR/SIGACTS Last 24, Adjacent Battle Space Operations

LNO's - Significant Operations Last 24/ Next 24

CAB - Significant Operations Last 24/ Next 24, Maintenance Status  
 CONOC - Planned Operations Next 24

G3 FUOPS - FRAGOs received and FRAGOs published

ALO - Next 24 ATO

FIRES - Planned Fires, Sensor Status

FECC - GREE Update, Key LDR engagement plan next 48

PAO - Hot News, Pending Press Releases

G1 - Casualty Status

SGS - Casualty Notification Information

Protocol - Visitor Bureau Next 48-72

G3 Ops - Battle Rhythm, BUB Due Outs

CoS - Staff Alibis, Command Group Guidance /RFIs

(6) On Friday of each week the BUB will be modified slightly to include expanded information for staff and command group awareness. The additional briefing elements include:

PMO - Detainee Status

G4 - Maintenance Status

G6 - Communications Status

IED-D - IED Analysis and trends

DIVENG - Engineer Status

b. Operations Synchronization Meeting (OPSYNCH)

(1) Conducted by G3 CHOPS daily at 1300 on the FCJOC Floor via CPOF and using Wave as the broadcast medium. The OPSYNCH may be conducted twice daily (again at 0300) if necessary. The format and intent remains unchanged.

(2) Intended to synchronize operations across the warfighting functions (WFF) for the next 96 hours.

(3) All slides for the OPSYNCH are uploaded in CPOF NLT 1100 daily and reviewed by the G3 Battle CPT for format and content.

(4) See Appendix B for additional information regarding agenda, inputs and outputs.

c. Staff Synchronization Meeting

(1) Conducted Daily at 2000 on the FCJOC Floor via CPOF and using Wave as the broadcast medium.

(2) Intended to provide critical information to the staff covering the previous 12 hours of operations and information essential for successful conduct of current operations. The brief is intended to be concise and succinct. Any staff element with a by exception briefing requirement, coordinates with the Battle MAJ NLT 1800 daily for slide inclusion.

(3) All slides for the Staff Synchronization Meeting are uploaded in CPOF NLT 1800 daily and reviewed by the G3 Battle CPT for format and content.

(4) All personnel briefing at the Staff Synchronization Meeting participate in a 1930 rehearsal which includes a complete review of all slides and an audio check from each station by the actual briefer.

(5) The following elements normally brief on a daily basis (All others by exception):

SWO - 5 Day forecast, highlighting weather impact to OPNS and assets

G2 - Intel Analysis, THREATWARN, Emergent TTPs

G3 RFI - Critical Working RFIs and Staff RFI due outs

G3 Ops - CCIR/SIGACTS Last 12, Adjacent Battle Space Operations

LNO's - Significant Events Last 12/ Next 24

PAO - Hot News, Pending Press Releases

G3 Ops - Battle Rhythm, Due Outs

d. ISR Synchronization Meeting

(1) Conducted by G2 Collection Manager Daily at 0200 on the FCJOC Floor via CPOF and using Wave as the broadcast medium.

(2) Intended to Package and Synchronize ISR assets against DIV PIR, BCT PIR, and HPTLs for the next 96 hours.

(3) All slides for the ISR Synchronization Meeting are uploaded in CPOF NLT 0001 daily and reviewed by the G2 Battle MAJ for format and content.

(4) See Appendix B for additional information regarding agenda, inputs and outputs.

**3-3. Significant Activity (SIGACT).**

**a. A SIGACT Is defined is an event that meets one of the following criteria**

**(1) Meets MND-C or USF-I FFIR.**

**(2) Any incident requiring an SIR, CDR's Inquiry or 15-6 Investigation.**

**(3) Safety incidents (Resulting in damage to equipment (Class C and above) or injury to personnel).**

**(4) Any act or incident that the MSC feels requires Division visibility can be initially reported as a SIGACT by a BCT. The event may be later classified at the Division level IAW CCIR, as a SPOTREP.**

**b. Initial SIGACT reports should include basic information (5W's) and be refined as information is clarified and the situation develops. See Paragraph 3-4 requirements for SIGACTS that meet storyboard generation criteria.**

**c. A SIGACT is reported to the Battle MAJ or CHOPS by VOIP or email from an MSC or on TACSAT as an alternate. SIGACTS generated by enemy activity, unit operations or observations are built in CPOF and dropped into the Division SPOTREP "inbox" for CPOF management by the Battle NCO.**

**d. SIGACTs that meet USF-I CCIR will be placed into the USF-I CPOF "inbox" once approved by the Battle MAJ. The Battle MAJ or CHOPS conducts VOIP notification of the USF-I Battle MAJ once an USF-I CCIR event is confirmed.**

**e. The Battle NCO will archive all SIGACTS after they are closed out IAW the CPOF SOP.**

**3-4. Storyboards.**

a. Storyboards present synthesized and consolidated information regarding events and operations. This data provides situational awareness adjacent, subordinate and higher staff and commanders.

b. Storyboard information required.

(1) Who: Owning Battle Space owner and units involved, include ISF

(2) What: Summary events leading to , during and following the event

(3) When: Detailed timeline, can be combined with event summary

(4) Where: Grid coordinates for crucial events as depicted on the storyboard as well as reference to nearest populous center, FOB or PB.

(5) Actions/Analysis: Actions pending completion, follow-on plans or missions, consequence management, and or initial analysis of the situation.

(6) Graphic. A map and or imagery shot indicating event(s) location and when possible appropriate associated digital photos.

c. Guidelines for initial and storyboard requirements are as follows. Adjustments to storyboard timelines are cleared through the Battle MAJ.

d. Storyboards are built at the BCT level and below and forwarded to the Division IAW specified timelines below. Extensions to storyboard timelines are cleared through the Battle MAJ. Critical reporting should not be delayed in order to build a story board. Story boards are required as follows:

(1) POST OPS Summary for a company and above level ISF and US OPNS. Includes BDA and results. S: 6 hours after mission completion

(2) All SIGACTs and those items directed IAW the CDR CCIR Matrix. S: Initial within 2 hours or event occurrence and final within 2 hours of event closure. Interim reports may be may be necessary.

(3) Surface to Air fire events. S: Within 2 hours of event occurrence.

(4) Collateral damage incidents that cause loss of LN life or significant damage to property. S: Within 2 hours of event occurrence.

(5) Positive HA/CMO/IO/ISF events and significant HA/CMO/GREE/IO/Media/ISF events. S: Within 6 hours of event completion.

(6) When directed by the Battle MAJ or CHOPS or when a BCT wants to highlight or clarify a specific event.

**3-5. CONOP Submissions.**

a. CONOP is generally a single slide that summarizes the Concept of Operations (CONOP) for a specific OPN or event.

b. CONOPS are generally developed at the BCT level and managed by unit LNO's to assist with ISR and Operations Synchronization and asset requests at the Division level.

c. CONOPS for CJSOTF operations should be uploaded on CPOF and briefed at the daily 0800 BUB a minimum of 24 hours prior to the start of the operation. CONOP submission is not a requirement for execution for operations; TST or late developing operations are coordinated through directly with the Battle MAJ/CHOPS.

d. MSCs submit CONOPs for operations outside of a BCT's battle space, in proximity of international borders or outside of the MND-C boundaries a minimum of 24 hours in advance of a an operation's start time, however 72 hours is preferred IOT gain necessary approvals. CONOP submission is not a requirement for execution of an operation; TST or late developing operations are coordinated directly with the Battle MAJ/CHOPS.

e. CONOPS should include the following information at a minimum:

(1) Mission Statement for the operation.

(2) Who: Owning Battle Space owner and units involved, include ISF

(3) What: Concept of the Operation; can be combined with planned timeline

(4) When: Detailed timeline; can be combined with concept of the operation

(5) Where: Grid coordinates for crucial events as planned, as well as reference to nearest populous center, FOB or PB.

(6) Graphic. A map and or imagery shot indicating event(s) location.

**3-6. CPOF Entries:**

a. The Davison maintains a comprehensive CPOF SOP as part of the Division C2 SOP. CPOF information included here is meant to highlight specific elements of that SOP as they pertain to specific FCJOC operations.

b. CPOF Spot Reports (SPOTREPs) for the division are usually generated at the BCT level and placed into the Division SPOTREP "inbox" for management by the G3 Battle NCO.

c. Initial CPOF entries include at a minimum.

(1) Who: Unit.

(2) What: Initial report summary with any initial BDA.

(3) When: DTG event occurred.

(4) Where: Grid coordinate of the event.

(5) Ongoing actions.

d. As a unit operation, event, activity, or situation progresses the unit that created the CPOF ICON continues to update the CPOF ICON with the most recent data. When an operation, event, activity, or situation is complete the element that created the ICON closes the event out on CPOF with the words "final" after the last entry, as well as changing the event to the appropriate color IAW the CPOF SOP.

e. CPOF events that are closed out will remain in the appropriate CPOF event palette until archived and cleared by the Battle NCO. The Battle NCO archives and clears the event palette at 2000 and 0800 daily of those events completely closed out by the owning unit with no further actions pending at the Division level.

f. CPOF reports meeting CCIR or SIGACT criteria are tracked on the Division SIGACT CPOF event palette on the Common Operating Picture (COP) and additionally forwarded to USF-I through CPOF.

g. The Battle NCO maintains the Division COP and only he has privileges to alter, add, or delete events from that COP.

**3-7. FCJOC Rules of Conduct**

a. Any section that cannot maintain presence in the FCJOC at all times will clear short term absences (30 minutes - 2 hours) through the Battle MAJ. Inability to man an entire shift or blocks of time are approved by the CoS thru CHOPS.

b. It is essential that everyone on duty assigned to a FCJOC is available to perform those duties. FCJOC personnel place of duty is seated with headphones on and actively tracking current operations. Short breaks to the latrine or break room are coordinated with the adjacent FCJOC seat position. Longer absences to attend a working group or planning group require that the absent staff member leave a note at his station as to exact location and expected time of absence. All staff elements regardless of meeting schedules will check into the FCJOC every hour when absent for approved meetings.

c. Meetings and discussions other than required coordination’s are conducted outside of the FCJOC.

d. Noise levels must be maintained in the FCJOC at an acceptable level to track activities in the AOR without interference. Those unable to maintain proper noise levels will be required to leave the FCJOC.

e. The FCJOC is not called to attention at any time for any individual, as an operation center focus must be maintained on the current fight in the AOR.

f. Do not move chairs, tables, equipment without the consent of the FCJOC SGM.

g. All liquid containers will have a spill proof lid.

h. Absolutely no smoking in the FCJOC. Spit containers must have a spill proof lid.

i. No eating of meals in the FCJOC.

j. Prior to your shift change each FCJOC station will conduct a general clean up of their area. The FCJOC NCO directs weekly clean up tasks as required.

k. All personal items will be stored in your quarters not in the FCJOC. IBA, WEAPON, AND HELMET will be stored behind your station.

l. Log off of your work station when leaving the FCJOC.

m. Keep printing to a minimum.

n. Do not leave classified documents uncovered lying on your work station when you are not there. All paper copies of classified material no longer needed are shredded prior to FCJOC position shift change.

o. No personal screen savers or pictures will be displayed on work station computers.

p. Physical fitness uniforms will not be worn while conducting duty in the FCJOC. Personnel are allowed to enter the FCJOC in a physical fitness uniform temporarily to drop off or pick up items, answer an emergency RFI, or when called to the FCJOC during their off cycle.

**3-8**. **Daily Staff Journal**.

**a. The G3 RTO is responsible for physically entering data into the running Daily Staff Journal (DA FORM 1594). This document is opened when the RTO comes on shift and is closed when he departs.**

**b. This document is the source document of record for the MAIN CP operations and must be an accurate account of actions, incidents, and message tracking. The Battle NCO is responsible for supervising the maintenance of the journal, monitoring the entries, and providing for the over-all accuracy of the journal.**

**c. Entries are meant to accurately capture crucial activities and information occurring in the FCJOC and the Division AOR. At a minimum events logged into the journal include:**

**(1) Receipt of SIGACT/CCIR events from MSCs**

**(2) Receipt of RFIs from USF-I Command Group**

**(3) Receipt of SIRs**

**(4) Issuance of any type of FRAGOs from CHOPS/Battle MAJ**

**(5) Notifications of SIGACTs/CCIR to USF-I via VOPI or CPOF**

**(6) Conduct of meetings on the FCJOC Floor**

**(7) Staffing distribution (ex: Order received from CORPS and sent to FUOPS for FRAGO production)**

**(8) Initiation of Battle drill and subsequent completion of key tasks within a battle drill.**

**(9) Key phone calls or radio transmissions associated with SIGACT/CCIR events**

**d. Log the entries in the “INCIDENTS**, MESSAGES, ORDERS, ETC" block and than log all actions relating to this entry in the "ACTION TAKEN" block. When an action is closed or no other information is need for the action; enter the time in the "OUT" block. “Logged” is NOT an action taken.

**e. Every 30 minutes, the journal is saved and checked in on the portal. This allows others to view the updated journal.**

**f. The CHOPS name will be placed in the Official on duty block and saved the file.**

**g. The out-going RTO briefs the in-coming shift on all opened entries on the journal. The on-coming RTO closes out the entries on the log during his shift .**

**3-9.** **PMSD Accountability**: The G3 Operations section of the FCJOC will maintain an inventory and tracking roster of all PMSDs used by the G3 Ops section. The roster will show the type of device, serial number, owner by section or name, and classification. At the end of each shift the NCOIC will conduct an inventory accounting for the location of these devices and enter the results of the inventory in to the shift journal. A missing PMSD will be immediately reported to the OPS SGM and G2 Ops representative.

Appendix D:

**RFI Format**

|  |  |
| --- | --- |
| **Tracking #:** | Filled in By RFI Manager |
| \***BOS Element:** |  |
| **Request Type:** | RFI |
| **Current Status:** |  |
| **Entry Date/Time:** |  |
| **Requesting Unit:** | Organization requesting information. |
| **Requesting Name:** | Name, email and phone numbers for a point of contact within your office capable of answering questions pertaining to the content of the RFI. |
| **Requesting Phone :** |  |
| **Requesting Email:** |  |
| **Subject:** | Topic of RFI. |
| **Purpose/Question:** | List clear and concise questions.  Provide information as to why the question is being asked or other information which will help in facilitating a complete and accurate |
| **Responders Office:** | : (If known) Who you want to answer the question; this will expedite the staffing time. Please be as specific as possible. |
| **Responders Name:** |  |
| **Responders Phone:** |  |
| **Responders Email:** |  |
| **Response:** |  |
| **SUSPENSE:** | Normally 24 hrs depending on the complexity of the questions. The time begins upon receipt of the RFI by the RFI manger. |
| **Classification:** |  |