



Special Forces Detachment Mission Planning Guide

January 2020

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Contents

Chapter 1. Background on Special Operations

Mission Planning.....	1
Detachment Commander.....	3
Assistant Detachment Commander.....	3
Team Sergeant.....	4
Special Forces Intelligence Sergeant.....	4
Detachment Staff.....	5
Isolation Facility Staff.....	6
Liaison Officers/Area Specialist Team.....	6

Chapter 2. Detachment Planning Duties and Responsibilities.....10

Actions at the Isolation Area.....	10
Detachment Commander.....	13
Assistant Detachment Commander.....	13
Team Sergeant.....	15
Intelligence Sergeant.....	16
Weapons Sergeant.....	17
Engineer Sergeant.....	18
Medical Sergeant.....	19
Communications Sergeant.....	20

Chapter 3. Military Decision-Making Process.....	23
Step 1—Receipt of Mission.....	27
Step 2—Mission Analysis.....	29
Step 3—Course of Action Development.....	64
Step 4—Course of Action Analysis (War Game).....	74
Step 5—Course of Action Comparison.....	78
Step 6—Course of Action Approval.....	81
Step 7—Orders Production.....	84
Chapter 4. Time-Constrained Planning.....	92
Chapter 5. Sample Formats and Templates.....	96
Briefback.....	96
Operation Orders and Annexes.....	102
Intelligence Annex.....	105
Infiltration/Exfiltration Appendix.....	117
Load Plan Appendix.....	118
Route Overlay Appendix.....	120
Abort Plan Appendix.....	121
Assembly Plan Appendix.....	121
Aircrew Coordination Checklist (Rotary Wing).....	124
Aircraft Planning Data (Estimates).....	127
Link-Up Appendix (and Contact Plan).....	131

Contents

Training Plan Appendix.....	133
Transition Appendix.....	135
Military Information Support Operations Annex.....	140
Civil Affairs Annex.....	142
Logistics Annex.....	143
Medical Annex.....	144
Communications Annex.....	145
Planning Matrices.....	148
CARVER Matrix.....	151
Evasion Plan of Action.....	153
Key Leader Engagement Cycle.....	166
Acronyms.....	171
Recommended Sources.....	175
Copyright Information.....	177

Figures

Figure 1-1. Recommended 96-hour timeline.....	8
Figure 1-2. MDMP planning guideline.....	9
Figure 2-1. Isolation area configuration example.....	12
Figure 3-1. Army Design Methodology.....	23
Figure 3-2. Planning at company and below.....	24
Figure 3-3. Seven steps of the military decision-making process.....	25
Figure 3-4. Sample running estimate quad chart.....	31
Figure 3-5. Mission analysis process.....	32
Figure 3-6. The steps of intelligence preparation of the battlefield.....	34
Figure 3-7. Effects on the operational environment.....	36
Figure 3-8. Sample of civil considerations.....	37
Figure 3-9. Risk management matrix.....	49
Figure 3-10. Example of framing a problem statement.....	57
Figure 3-11. Sample mission statements.....	59
Figure 3-12. Course of action development.....	65
Figure 3-13. Elements of combat power.....	67
Figure 3-14. Sample course of action sketch.....	72
Figure 3-15. Course of action analysis.....	75
Figure 3-16. Sample evaluation criteria.....	79
Figure 3-17. Course of action comparison.....	80

Figures

Figure 3-18. Course of action approval.....	81
Figure 3-19. Commander's concept briefing format.....	83
Figure 3-20. OPORD/briefback comparison.....	85
Figure 3-21. Sample briefback layout and products.....	88
Figure 3-22. Sample room layout for briefback.....	89
Figure 4-1. Sample time-constrained planning format.....	95
Figure 5-1. Sample briefback format.....	97
Figure 5-2. Operation order hierarchy.....	103
Figure 5-3. Sample annexes and appendixes.....	104
Figure 5-4. Sample intelligence annex.....	105
Figure 5-5. Example intelligence estimate appendix.....	107
Figure 5-6. Sample collection plan.....	115
Figure 5-7. Sample infiltration/exfiltration appendix.....	118
Figure 5-8. Sample load plan appendix.....	119
Figure 5-9. Sample load plan sketch.....	119
Figure 5-10. Sample flight route overlay.....	120
Figure 5-11. Sample abort plan appendix.....	121
Figure 5-12. Sample assembly plan appendix.....	122
Figure 5-13. Sample landing zone/pickup zone and assembly plan sketch.....	123
Figure 5-14. Sample aircrew coordination checklist.....	124
Figure 5-15. Key aircraft characteristics.....	127

Figure 5-16. Link-up annex and contact plan.....	131
Figure 5-17. Training plan annex.....	133
Figure 5-18. Transition appendix.....	135
Figure 5-19. Military information support operations annex.....	140
Figure 5-20. Civil Affairs annex.....	142
Figure 5-21. Logistics annex.....	143
Figure 5-22. Medical annex.....	144
Figure 5-23. Communications annex.....	145
Figure 5-24. Sample war-gaming matrix.....	148
Figure 5-25. Synchronization matrix.....	149
Figure 5-26. Sample decision support template.....	150
Figure 5-27. Sample contingency matrix.....	150
Figure 5-28. Sample CARVER matrix.....	152
Figure 5-29. Sample evasion plan of action form (page 1).....	155
Figure 5-30. Sample evasion plan of action form (page 2).....	158
Figure 5-31. Sample evasion plan of action form (page 3).....	161
Figure 5-32. Sample evasion plan of action form (page 4).....	163
Figure 5-33. Sample sketch for evasion plan of action form (page 5)...	165
Figure 5-34. Key leader engagement cycle.....	166

Background on Special Operations Mission Planning

This publication outlines the planning process as it relates to a Special Forces (SF) operational detachment–alpha (ODA) conducting deliberate planning for special operations. Planning is an essential task common to all aspects of SF operations.

Army special operations forces (ARSOF) provide our nation with unique, sophisticated, and tailored capabilities operating in ambiguous, high-risk environments around the world. It is critical that everything addressed during planning is useful and functional. Once planned, the actions of the ODA at the tactical level often have effects at the operational or strategic level. SF planning will take into consideration the full range of the lethal and nonlethal effects based on the combined capabilities of special operations forces available. This planning process supports the United States Government and coalition partner nation objectives.

Every member of an ODA must understand and be able to actively contribute to the planning process to ensure success. FM 6-0 is an outstanding reference for the military decision-making process (MDMP) and troop leading procedures (TLP), outlining doctrine, techniques, and procedures employed by conventional staffs for battalion and higher. **This GTA is only a guide. Some of the procedures outlined in FM 6-0 may not specifically apply to an ODA.** The MDMP is a detailed, deliberate, and sequential process. The seven steps of the MDMP are the fundamental principles, whereas the technique is within the application. Therefore, it is imperative that the application of MDMP is understood. This process produces the greatest integration, coordination, and synchronization for an operation, while minimizing the risk of overlooking critical aspects within an operation.

Background on Special Operations Mission Planning

Planning helps commanders understand and develop solutions to problems, anticipate events, adapt to changing circumstances, task-organize the force, and prioritize efforts. Effective planning requires dedication, study, and practice. Planners must be technically and tactically competent within their areas of expertise and disciplined in the use of doctrinally correct terms and symbols.

The ODA planning process varies based upon the deployment cycle and posture. Isolation planning—a type of compartmentalized planning—is usually conducted in an isolation facility (ISOFAC) to ensure operations security is maintained and to insulate the ODA from administrative, non-mission-related tasks that might detract from mission planning. Isolation planning is generally preferred, but ODAs can still employ MDMP when conducting routine, or even time-sensitive planning. Planning is conducted prior to and in preparation for deploying to an area of operations (AO). The isolation planning procedures should not be confused with routine planning procedures during ongoing operations.

ODAs are deliberately organized for maximum flexibility, with eight different military occupational specialties (MOSs). This diverse expertise enables detachments to conduct deliberate planning with an organization similar to a conventional battalion staff. This allows ODAs to partner with indigenous battalions and advise the various staff directorates along functional lines. Given their organization for planning along functional lines, ODAs adopt the MDMP as the foundation of their deliberate planning process.

Note: Although SF elements may modify the planning processes specific to their assigned mission, the seven-step process of MDMP represents a time-tested method to develop detailed tactical plans.

Chapter 1

Commanders and staffs determine the appropriate mix of three methodologies for planning based on the scope of the problem, their familiarity with it, the time available, and the availability of a staff.

ODAs should be prepared to present mission briefings on all planning conducted whether in isolation, field environments, or “on the go” as operations are adjusted based on the changes in the situation or operational environment (ADP 5-0).

The following sections provide an overview of the individual responsibilities for the detachment members.

DETACHMENT COMMANDER

The detachment commander (MOS 18A) has the overall responsibility for everything that happens or fails to happen for the ODA. He is responsible for the planning and the execution of the mission. He ensures that the ODA mission and his intent are nested (two levels up). Often, he is the senior representative of U.S. interests in an area or region of a foreign country and is an expert on combat arms doctrine, unconventional warfare (UW), foreign internal defense (FID) and counterinsurgency operations (COIN). He is responsible for advising combat forces up to a battalion-sized element and provides clear guidance to subordinates for the direction of the planning process.

ASSISTANT DETACHMENT COMMANDER

The assistant detachment commander (MOS 180A) is second-in-command and assumes command in the absence of the detachment commander. The assistant detachment commander is a unique position to SF and a recognized technical expert on all SF operations. He advises the commander and team sergeant while ensuring the planning products are integrated and completed. The assistant detachment commander may also be the subject-matter expert for the detachment on certain areas, such as evasion and recovery and advanced special

Background on Special Operations Mission Planning

operations techniques, and the integration and use of other ARSOF enablers, to include—

- Civil Affairs operations.
- Military information support operations.
- Site exploitation.
- Cultural support teams.
- Interagency operations.

TEAM SERGEANT

The team sergeant (MOS 18Z) is the “backbone” of the Special Forces Regiment. As the senior enlisted member of the detachment, he is responsible for the day-to-day activities of the detachment. He advises the detachment commander on all operational and training matters. He provides leadership, tactical and technical guidance, and expertise to the detachment members. He assigns specific tasks, supervises the performance of detachment members, and prepares plans, orders, and reports. During planning, he determines the daily planning rhythm, conducts inspections, and ensures rehearsals take place at all levels.

SPECIAL FORCES INTELLIGENCE SERGEANT

The SF intelligence sergeant (MOS 18F) has responsibilities similar to the intelligence officer (S-2). He also employs unconventional and conventional warfare, tactics and techniques in intelligence collection and processing, and force protection of the ODA and its indigenous forces.

The SF intelligence sergeant provides tactical and technical guidance to the detachment leadership and to indigenous and allied personnel. He performs intelligence and operational duties preparing for, during, and

Chapter 1

upon completion of ODA operations. He prepares intelligence annexes and appendixes for operations and combat orders.

Additionally, the SF intelligence sergeant conducts the tactical questioning and processing of detainees and other persons of interest, and manages biometric data collection, analysis, and processing. He also establishes and manages the detachment force protection plan and performs security duties. Additionally, he is responsible for planning and managing site exploitation collection and analysis activities and leveraging available intelligence resources within the Department of Defense and other government agencies. The SF intelligence sergeant conducts collection management of all intelligence disciplines in support of UW and other irregular warfare activities, providing detailed analytical products supporting lethal and nonlethal targeting.

DETACHMENT STAFF

In addition to their primary MOS, the senior noncommissioned officers of an ODA may have additional duties similar to staff functions. Normally the SF medical sergeant (MOS 18D) serves as the personnel staff officer (S-1), the SF weapons sergeant (MOS 18B) serves as the assistant detachment S-3, the SF engineer sergeant (MOS 18C) serves as the logistics staff officer (S-4), and the SF communication sergeant (MOS 18E) serves as the signal staff officer (S-6). Each “staff” member develops and continuously revises running estimates during a planning session. Further amplification of duties and responsibilities for the staff are found in Chapter 2.

Note: ODA members’ primary function and focus must be to serve as operators that execute the mission, with a secondary function to fulfill their respective staff areas of responsibility.

ISOLATION FACILITY STAFF

An ISOFAC is usually established by an SF battalion or its deployed configuration—a special operations task force (SOTF)—to support the planning process and maintain operations security. The SF battalion and staff, under its normal configuration, cannot adequately support detachment planning during ongoing operations. For this reason, the mission of running the ISOFAC falls upon an operational detachment—bravo (ODB). When tasked to run an ISOFAC, the ODB typically augments itself with an ODA. The ISOFAC director is normally the ODB commander.

The ISOFAC director should establish contact with the ODA commander within the first 24 hours. During this meeting, the ISOFAC director will convey the SOTF commander's intent and conduct an informal in-progress review on the mission analysis process. If the ISOFAC director does not initiate this contact, the ODA commander should request a meeting.

LIAISON OFFICERS/AREA SPECIALIST TEAM

The goal of ISOFAC manning is to provide two dedicated personnel per isolated ODA for uninterrupted 24-hour support.

During isolation planning, liaison officers (LNOs), also known as area specialist teams (ASTs)—select senior SF staff noncommissioned officers from within the battalion—serve as points of contact for all actions between the ODA and the SOTF staff. LNOs/ASTs must have a working knowledge of the ODA plan because they are responsible to the operations center director (normally the S-3) for tracking the mission and advising the SOTF commander while the team is deployed. An LNO/AST is fully knowledgeable of the plan and can assume

Chapter 1

a position on the ODA in the event an ODA member is unable to infiltrate.

ODAs will normally be placed in isolation to plan for an assigned mission. ODAs will be given ample time to conduct all the steps of the MDMP process (explained in detail in Chapter 3). The entire process, to include the briefback will normally take 96 hours as outlined in figure 1-1, page 8.

Background on Special Operations Mission Planning

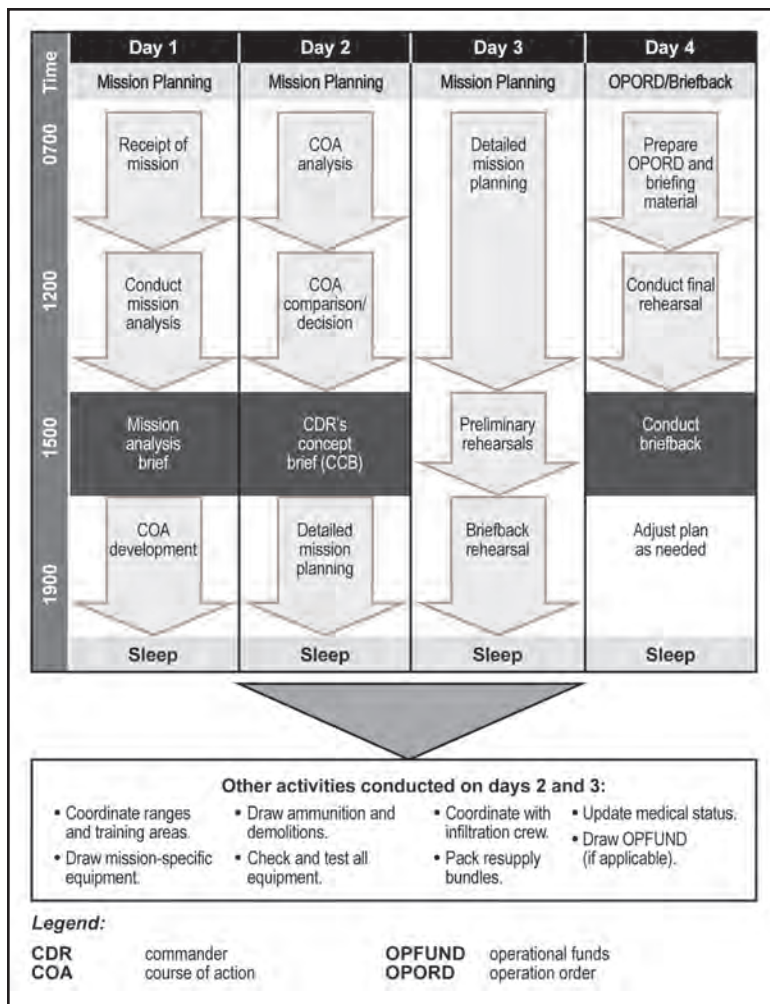


Figure 1-1. Recommended 96-hour timeline

Chapter 1

Detailed mission planning includes—

- Priority information requirements (PIR) and information requirements (IR).
- Refined commander's critical information requirements (CCIR), essential elements of friendly information (EEFI), and friendly force information requirement (FFIR).
- Refined running estimates.
- Named areas of interest/collection plan.
- Scheme of maneuver and contingencies by phase.
- Communications concept.
- Logistics plan.
- Load plans/abort plan.
- Developed evasion plan of action (EPA).
- Information operations (IO) themes (if applicable).
- Training plan (if applicable).

Figure 1-2 depicts a guideline for the amount of time to spend on each step of the MDMP.

The MDMP Step	Overall Time Allocation	Refined Time Allocation
Receipt of Mission	50%	30–35%
Mission Analysis		
COA Development		15–20%
COA Analysis	50%	30–35%
COA Comparison		
COA Approval		
Orders Production		15–20%

Legend:
COA course of action MDMP military decision-making process

Figure 1-2. MDMP planning guideline

CHAPTER 2

Detachment Planning Duties and Responsibilities

This chapter is an example of the procedures applied when establishing isolation planning. Isolation is conducted when OPSEC and compartmentalization is a primary concern, such as planning for UW. These duties and responsibilities should be performed whether the ODA is in isolation or conducting planning in an open environment. ODAs need to include isolation procedures, which also contains planning templates, into their standard operating procedures (SOPs) to ensure planning procedures are known and rehearsed for any contingency.

ACTIONS AT THE ISOLATION AREA

Upon arrival at the isolation area, the detachment commander, assistant detachment commander, and team sergeant survey the site and designate areas for working and sleeping (figure 2-1, page 12). In general, isolation tasks include—

- Occupying the area.
- Setting up work and sleep areas.
- Receiving and disseminating higher headquarters (HQ) operation orders (OPORDs).
- Publishing the time schedule.
- Conducting mission analysis (to include intelligence preparation of the battlefield [IPB]).
- Presenting commander's concept briefing.
- Developing, war-gaming, and selecting courses of action (COAs).

Chapter 2

- Preparing and issuing the detachment OPORD (oral or written).
- Rehearsing and presenting the briefback.
- Drawing appropriate cryptographic equipment, controlled medicine, ammunition, and other needed supplies.
- Conducting rehearsals and modifying detachment plan.
- Packing equipment.
- Reviewing the evasion plan of action (EPA) and final intelligence.
- Completing sterilization of the area.
- Resting (prior to infiltration, ODA members should get at least 8 hours of uninterrupted sleep or rest).

Detachment Planning Duties and Responsibilities

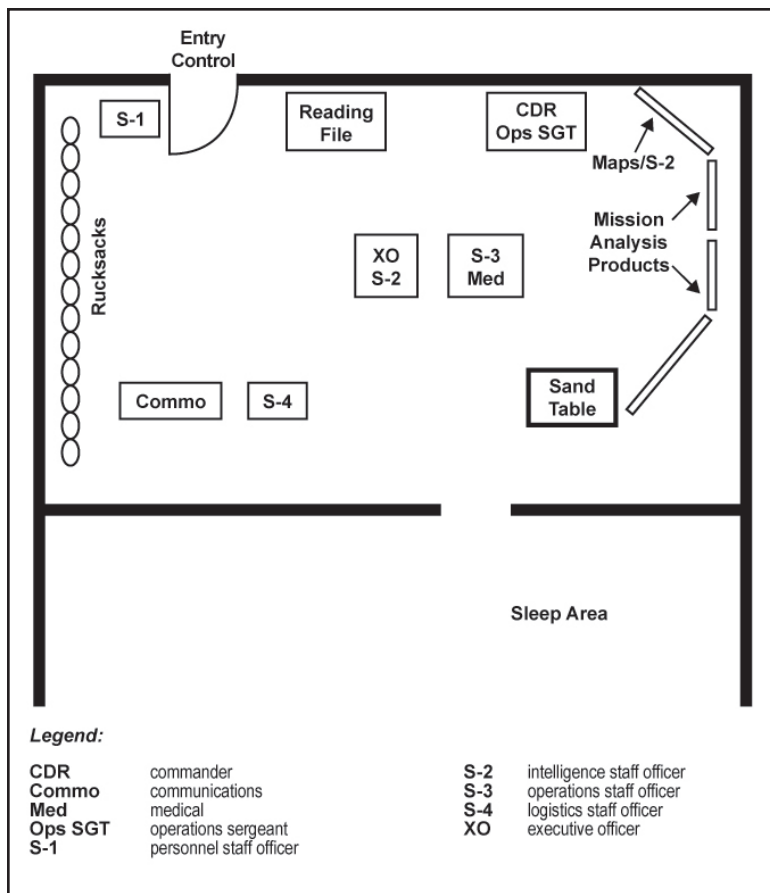


Figure 2-1. Isolation area configuration example

DETACHMENT COMMANDER

The detachment commander's individual duties and responsibilities upon isolation are—

- Issuing warning orders (WARNORDs) to the entire detachment.
- Issuing instructions or orders to the assistant detachment commander and the operations and intelligence sergeants.
- Coordinating with the ISOFAC director and LNO/AST.
- Informing the detachment of all changes in a timely manner.
- Interpreting OPORDs from the SOTF.
- Constructing the restated mission and commander's intent, and ensuring it is nested within the higher mission.
- Supervising mission analysis.
- Issuing guidance on COA development; selecting final COA with input from all detachment members.
- Briefing the results of the mission analysis and COA development to SOTF commander during the concept briefing.
- Developing and briefing paragraphs 2 (Mission) and portions of 3 (Execution) of the OPORD during the briefback.
- Preparing base OPORDs for the commander's folder.

ASSISTANT DETACHMENT COMMANDER

Individual duties and responsibilities of the assistant detachment commander include acting as the team chief of staff for the detachment, and assisting and advising the detachment commander, team sergeant, and other ODA members throughout all phases of isolation.

Detachment Planning Duties and Responsibilities

Additional responsibilities include—

- Posting any premade MDMP charts.
- Briefing the LNO/AST on expectations.
- Releasing all outgoing detachment messages.
- Serving as the class ‘A’ purchasing agent, if necessary.
- Advising the detachment commander on critical times and briefings.
- Assisting staff areas on products and responsibilities.
- Coordinating—
 - In-progress reviews.
 - Commander’s concept briefing rehearsals.
 - Briefback rehearsals.
 - The detachment staff sections’ efforts, and guiding members to prepare for the commander’s concept briefing and the briefback.
- Preparing and briefing—
 - The evasion and recovery plan and EPA (see page 153 for additional information regarding the EPA).
 - The Military Information Support Operations (MISO) and Civil Affairs (CA) annexes to the OPORD and briefback, if required.
- Advising the commander in developing in-flight and ground abort criteria.
- Monitoring and controlling the LNO/AST.
- Organizing the detachment for the briefback.
- Ensuring the commander’s folder is complete and all required briefing charts are prepared to standard.

TEAM SERGEANT

The team sergeant's individual duties and responsibilities include—

- Supervising—
 - Planning and orders production to ensure synchronization of effort.
 - Preparation of the isolation area.
- Posting—
 - And enforcing the time schedule and advising the detachment commander on critical times and briefings.
 - The briefing boards pertaining to specified and applied tasks so all detachment members can provide input.
- Conducting inspections and determining the daily planning rhythm, to include physical training, rest, and maintenance periods.
- Assisting and advising the commander in—
 - COA decision.
 - Writing paragraph 3 of the OPORD.
- Ensuring—
 - Preparations are conducted to standard.
 - Rehearsals take place at all levels.
- Preparing and briefing the infiltration and exfiltration annexes or appendixes of the OPORD (with movement plans, load plans, and bump plans).
- Designating the jumpmaster and the assistant jumpmaster (if applicable).
- Coordinating the load time, station time, take-off or departure time, and time on target for infiltration.

- Briefing appropriate portions of the plan as determined by the commander.

INTELLIGENCE SERGEANT

The intelligence sergeant's individual duties and responsibilities include—

- Ensuring—
 - The isolation area is secure and that the S-1 has an access roster of all approved personnel.
 - Classified waste is separated, clearly marked, and disposed of daily.
 - Security of isolation area and access to information systems is maintained at all times.
 - Detachment isolated personnel report (ISOPREP) cards are updated and complete.
- Briefing—
 - Security procedures to all personnel in the isolation area.
 - Terrain, weather, and situation during the commander's concept briefing.
- Requesting appropriate maps, charts, overlays, and aerial or satellite photos or imagery, and posting products for use by all members.
- Gathering information and briefing all detachment personnel on the terrain, weather, threat order of battle, and current situation of enemy forces.
- Establishing a reading file for all materials pertaining to the threat forces.

Chapter 2

- Conducting IPB/IPE of the operational area and preparing intelligence map overlays, including enemy locations, size, strengths, weaknesses, composition, activities, most dangerous course of action (MDCOA), most likely course of action (MLCOA), and reactions.
- Preparing and briefing the intelligence annex during the briefback.
- Assisting the assistant detachment commander in writing the evasion and recovery plan and EPA, as required.
- Conducting final security briefing, to include safeguarding information, code of conduct, and sterilization of uniforms and equipment.
- Ensuring isolation area is sterilized prior to departure.

WEAPONS SERGEANT

The weapons sergeant's individual duties and responsibilities include—

- Ensuring security of weapons.
- Advising the commander on the choice of weapons and ammunition.
- Submitting requests for weapons, ammunition, and pyrotechnics to detachment engineers (S-4).
- Assisting—
 - The team sergeant with the infiltration and exfiltration annex, map assembly and posting, overlays, and map reconnaissance for drop zones, landing zones, pickup zones, mission support sites, rally points, emergency rally points, temporary rally points, patrol bases, and objective areas, as required.
 - The assistant detachment commander in preparing the evasion and recovery plan.

Detachment Planning Duties and Responsibilities

- Plotting all routes of movement.
- Inspecting, testing, and checking weapons, spare parts, cleaning equipment, ammunition, and special weapons and equipment.
- Coordinating with the team sergeant and submitting requests for rehearsal areas and weapons test areas.
- Ensuring weapons are test-fired and fully functional.
- Preparing and issuing ammunition and pyrotechnics.
- Preparing fire-support overlays.
- Briefing training plans, as required.

ENGINEER SERGEANT

Individual duties and responsibilities of the engineer sergeant include—

- Securing windows and doors to ensure that there is only one entrance and exit for the isolation area.
- Ensuring that the S-1 has materials required to fill the field desk.
- Producing or requesting three large-scale maps for COA development.
- Obtaining logistical requirements from all detachment members and submitting requests to the assistant detachment commander for approval.
- Requesting any special equipment or supplies.
- Preparing and rigging required equipment for routine, on-call, and emergency resupply bundles.
- Drawing and issuing all equipment, as required.
- Making an estimate of the engineer situation in the AO.

Chapter 2

- Conducting detailed target analysis using criticality, accessibility, recuperability, vulnerability, effect, and recognizability (CARVER), in coordination with the 18F and 18B. The CARVER matrix is explained in greater detail on page 151.
- Assisting in preparing the interdiction plan, if applicable.
- Determining and planning engineer requirements and training.
- Advising the commander on engineer operations.
- Preparing and briefing—
 - Paragraph 4 (any required resupply or logistics annexes to the briefback).
 - The Soldier's load plan (cross-load and packing list) for all personnel, including key supplies, equipment, and total weight carried.

MEDICAL SERGEANT

Individual duties and responsibilities of the medical sergeant include—

- Establishing and posting access roster to ensure all personnel are cleared to enter the isolation area.
- Preparing infiltration manifest and daily status reports.
- Maintaining—
 - A message-tracking log of all incoming and outgoing messages, requests for information, and requests for supplies or equipment.
 - The isolation field desk and ensuring it is kept stocked according to detachment SOP.
 - A log of daily activities in the daily staff journal.
- Assembling and conducting final checks of medical supplies and records.

Detachment Planning Duties and Responsibilities

- Arranging for final medical and dental examinations and treatment, as required.
- Ensuring medical, shot, and dental records are updated.
- Requesting and drawing necessary medicine and medical supplies, instruments, and equipment, including those items required for special situations and missions.
- Conducting daily sick call and sanitary inspections.
- Making a pre-infiltration estimate of the medical situation in the AO.
- Identifying equipment needed for a field hospital (if applicable).
- Advising the commander concerning specific medical requirements within the AO.
- Coordinating—
 - Physical exams with detachment members.
 - Medical supplies requests with battalion medical staff.
- Assisting the assistant detachment commander in preparing and briefing the MISO and CA annexes to the OPORD.
- Briefing the personnel and medical annex of the briefback.

COMMUNICATIONS SERGEANT

Individual duties and responsibilities of the communications sergeant include—

- Coordinating—
 - Time and place for communications briefing.
 - Cryptographic materials.
 - Communications-electronics operating instructions or signal operating instructions.

- Equipment.
- Mission code names for special operations area.
- Communications tests.
- Setting up the Special Operations Mission Planning Environment and network computers and printers
- Requesting spare parts and special equipment for the mission.
- Preparing communications equipment requests (in coordination with the ODB S-4).
- Packing communications equipment to be delivered on routine, on-call, and emergency resupply bundles.
- Conducting—
 - Final performance checks of all communications equipment, using issued cryptographic materials to confirm compatibility with base station.
 - Detachment communications training (as needed, based upon mission requirements) including emergency encryption techniques and procedures.
- Developing line-of-sight diagrams for intra-team frequency modulation (FM) communications.
- Distributing communications equipment within detachment according to cross-load plan or SOP.
- Updating all detachment members on the distribution of communications equipment and cryptographic materials, azimuths and angles to the base station or satellite, signal operating instructions, frequencies, and call-up procedures.
- Developing communications primary, alternate, contingency, and emergency (PACE) plan to be used and submitting it to the detachment commander for approval.

Detachment Planning Duties and Responsibilities

- Briefing the communications portion of the briefback and any required communications annex.

During isolation, the ODA has numerous assets available to them from the SOTF or group staff to assist in mission planning or actual mission execution. Each SF group has a Group Support Battalion (GSB) which can coordinate and synchronize the employment of the seven core capabilities: Technical Surveillance Detachment, Exploitation Detachment, Combat Tracking Detachment, Chemical Reconnaissance Detachment (attached to Group HQ from Chemical Branch), Explosive Ordinance Section, the NBC Detachment, and the Document and Media Exploitation Section. The Forward Support Company can coordinate and facilitate supply, maintenance, transportation, and logistical support to the ODAs and ODBs and its attached elements. Additionally, the GSB has a Technical and Information Support Company with numerous capabilities to include Cyber, electronic warfare and counter-unmanned aerial systems.

Military Decision-Making Process

Army design methodology (ADM) is a way of applying critical and creative thinking to understand, visualize, and describe problems and approaches to solving them. ADM is particularly useful as an aid to conceptual planning, but it must be integrated with the detailed planning typically associated with the MDMP to produce executable plans and orders. There is no one way or prescribed set of steps to employ the ADM. There are, however, several activities associated with ADM including framing an OE, framing problems, developing an operational approach, and reframing. Figure 3-1 depicts the steps of ADM.

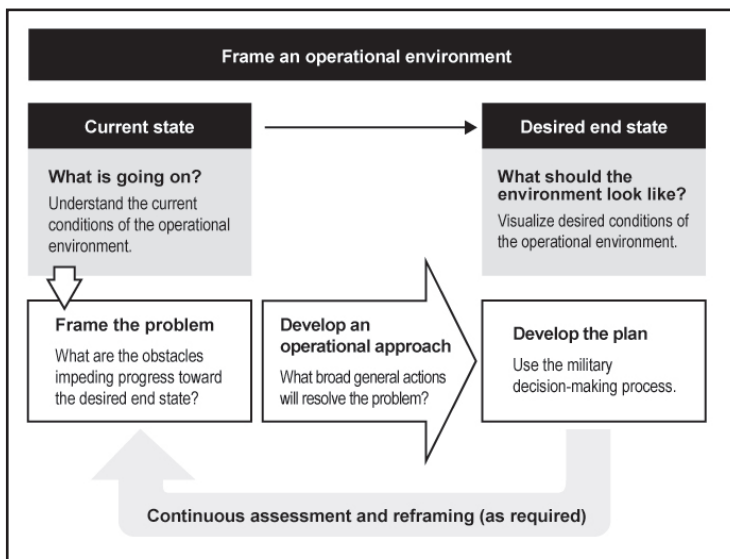


Figure 3-1. Army design methodology

The MDMP is similar to TLP. Troop leading procedures are a planning guide designed for tactical commanders at the company level and below, whereas the MDMP is designed as a staff planning process for battalions and higher. Even though the ODA is a tactical element, it can function similarly to a staff for planning. FM 6-0 provides much more detail for MDMP and TLP. Figure 3-2 depicts the workings of a TLP along with key planning tasks.

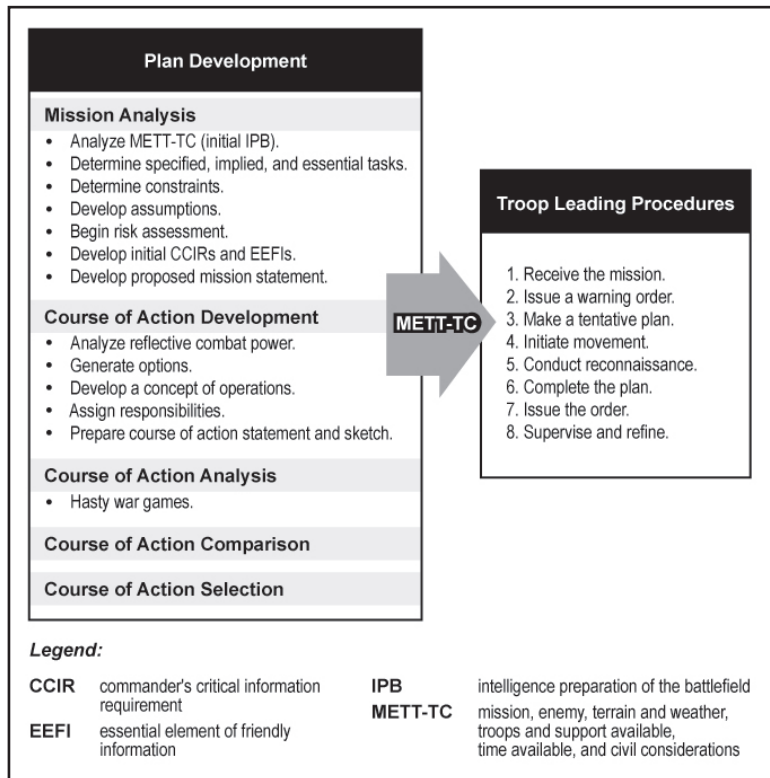


Figure 3-2. Planning at company and below

Chapter 3

The MDMP has seven steps that begin with key inputs and build upon the previous steps to work toward a desirable outcome. The seven steps are shown in figure 3-3.

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

Figure 3-3. Seven steps of the military decision-making process

ODAs do not usually create plans to be disseminated to subordinate units for further planning, which may negate issuing WARNORDs. However, there may be times an ODA works with a battalion-sized coalition force element or operates under, or shares, the AO with conventional forces. Using the MDMP process is instrumental in coordinating efforts to help with the deconfliction and planning of any issues. This planning guide provides a linking of the fundamentals with tactics, techniques, and procedures.

It is important that SF leaders understand command relationships and how these relationships impact military operations (FM 6-0 summarizes important provisions of command and support relationships). Additionally, it is important to distinguish how to plan while assigned to different levels of command, such as a theater special operations command, special operations command forward, joint special operations task force, U.S. Embassy, and with host nation forces.

Mission command is the Army's approach to command and control that empowers subordinate decision making and decentralized execution appropriate to the situation (ADP 6-0).

The mission command principles are:

- Competence
- Mutual trust
- Shared understanding
- Commander's intent
- Mission orders
- Disciplined initiative
- Risk acceptance

STEP 1—RECEIPT OF MISSION

The best OPORDs are mission orders. Mission orders are directives that emphasize to subordinates the results to be attained, not how they are to achieve them (ADP 6-0). They facilitate mission command by providing subordinates with a clear commander's intent, latitude to determine how to accomplish missions, and flexibility to exercise disciplined initiative within the commander's intent.

Upon notification or receipt of a WARNORD or tasking order, the ODA moves to an ISOFAC. This facility may be at home station, at an intermediate staging base, or at a forward staging base. Once at the ISOFAC, the ODA's first order of business is to organize the isolation area in a manner that assists the planning process. The detachment receives an in-brief from its assigned LNO shortly after establishing the working area. The LNO also orients the ODA to the ISOFAC, rehearsal sites, ranges, and any equipment available to the team.

Depending upon the nature of the impending operation, the detachment may receive an OPORD, a mission tasking, or guidance notification. If the detachment mission is part of a larger operation, the ODA will normally receive an order that outlines their role in the larger plan. If the situation is developing out of a crisis situation or the detachment mission is not part of a larger operation, the ODA may receive only a mission tasking and guidance (similar to a WARNORD).

The orders and information provided during the in-brief assist the ODA in understanding what has already taken place and the current products available to assist the team in its planning. The entire ODA reviews the OPORD and all available information to develop questions pertaining to the mission within their MOS and staff responsibilities. These questions are first reviewed within the detachment (normally in the form of an in-progress review, as the answer may be found in another section or annex of the order. Unresolved questions are directed to

the ODB staff during the staff mission in-briefing, which is scheduled approximately two hours after the LNO in-brief. Unanswered questions become requests for information (RFI) and are tracked on the running estimates and also in a requests for information log.

Based on the latest update provided during the staff mission briefing, the team sergeant develops a tentative time schedule for isolation planning and briefs the detachment. After exchanging information provided by the SOTF staff, the detachment leadership reviews critical information available at this point. This information normally includes the following:

- The joint special operations task force or battalion mission statement and commander's intent. Doctrinally, the detachment must consider the mission and intent of the commander two levels up. This does not always equate to the two immediate levels up. The ODA should understand the mission and intent up to the level of command that they are supporting (or achieving the purpose for) with their mission.
- Operational and strategic goals, to include second and third orders of effect.
- A tentative timeline.
- Any current intelligence products (for example, target intelligence package, maps, and imagery).
- The availability of infiltration and exfiltration platforms.
- Any analysis or coordination (normally pertaining to initial coordination for insertion) done on the detachment's behalf.

In addition to the list above, the ODA will receive additional guidance from the SOTF commander as well as numerous products and support from the SOTF staff throughout isolation. As mentioned on page 22, the GSB has capabilities that the ODA can leverage to assist in planning and execution.

Chapter 3

Operational art is the cognitive approach by commanders and staffs—supported by their skill, knowledge, experience, creativity, and judgement—to develop strategies and operations to organize and employ military forces by integrating ways, ends, and means (JP 3-0). Keeping the mission in mind, after receiving guidance, the detachment commander uses his judgment and experience-adding depth and clarity to the planning conducted by the ODA. The elements of operational art are considered based on the understanding and visualization of the operations, which include—

- Risks and conditions.
- Centers of gravity.
- Operational approach.
- Decisive points and end state (to include joint, interagency, intergovernmental, multinational, and coalition partners).
- Lines of operations and lines of effort.
- Operational reach.
- Tempo.
- Simultaneity and depth.
- Phasing and transitions.
- Culmination.

STEP 2—MISSION ANALYSIS

The end result of the mission analysis, an 18-task process, is a restated mission and detachment commander's intent, designating areas of responsibility for each ODA member through developing the WARNORD/mission analysis brief. This critical process establishes—prior to beginning the actual planning—the exact goals for the ODA and any factors that may affect the mission.

Note: The detachment commander will prioritize the steps within mission analysis and focus the ODA on the critical components to streamline the process.

Task 1: Analyze the Higher Headquarters' Plan or Order

The analysis of the higher HQ order begins prior to the staff briefing. Planners determine the mission and commander's intent up to the level of command that the detachment mission supports. Detachment commanders must have clarity of how the detachment mission is nested within the higher HQ purpose. This analysis is confirmed at the staff briefing, questions are posed, and clear and concise answers are obtained. In order to have a clear understanding while supporting the concept of operations (CONOPS) directed by the higher HQ, and to avoid contradictions and confusion, areas to consider should include—

- Commander's intent.
- Mission.
- CONOPS.
- Available assets and timelines.
- Missions of—
 - Adjacent, supporting, and supported units.
 - Interagency, intergovernmental organizations (IGO), and nongovernmental organizations (NGO) that work in the AO.

Each ODA member (staff position) begins to develop running estimates in the form of a quad chart (figure 3-4, page 31). The entire ODA continuously reviews and updates their respective running estimates throughout the MDMP.

Specified/Implied Tasks	Facts/Assumptions
Constraints (Requirements/Prohibitions)	Assets/Resources Available Resource Shortages

Figure 3-4. Sample running estimate quad chart

Although the 18 tasks of the mission analysis process should be conducted sequentially (figure 3-5, page 32), the planners must not become bogged down with any particular task. IPB, for example, is the second task in the process; however, it is conducted throughout the entire process and occurs concurrently with other tasks.

Military Decision-Making Process

Key Inputs	Process	Key Outputs
<ul style="list-style-type: none"> • Commander's initial guidance. • Higher headquarters' plan or order. • Higher headquarters' intelligence and knowledge products. • Knowledge products from other organizations. • Army design methodology products. 	<ul style="list-style-type: none"> • Analyze the higher headquarters' plan or order. • Perform initial IPB. • Determine specified, implied, and essential tasks. • Review available assets and identify resource shortfalls. • Determine constraints. • Identify critical facts and develop assumptions. • Begin risk management. • Develop initial CCIRs and EEFI. • Develop the initial information collection plan. • Update plan for the use of available time. • Develop initial themes and messages. • Develop a proposed problem statement. • Develop a proposed mission statement. • Present the mission analysis briefing. • Develop and issue initial commander's intent. • Develop and issue initial planning guidance. • Develop COA evaluation criteria. • Issue a warning order. 	<ul style="list-style-type: none"> • Problem statement. • Mission statement. • Initial commander's intent. • Initial planning guidance. • Initial CCIRs and EEFI. • Updated IPB and running estimates. • Assumptions. • Evaluation criteria for COAs. <div>Warning Order</div>

Legend:

CCIR	commander's critical information requirement	EEFI	essential element of friendly information
COA	course of action	IPB	intelligence preparation of the battlefield

Figure 3-5. Mission analysis process

Task 2: Perform Initial Intelligence Preparation of the Battlefield

IPB is a systematic and continuous process of analyzing the threat and environment in a specific geographic area. This process begins during mission analysis and continues throughout the entire planning process. IPB efforts are focused on the areas and characteristics of the operational environment that will influence the command's mission. IPB consists of four steps (as outlined in ATP 2-01.3):

- Step 1—Define the operational environment environment:
 - Area of Operations.
 - Area of Interest / Area of Influence.
 - Limits of the AO.
 - Significant aspects of terrain and weather.
 - Threats.
 - Civil considerations.
- Step 2—Describe the environmental effects on operations:
 - Detailed analysis of terrain and weather.
 - Observation and fields of fire, avenues of approach, key and decisive terrain, obstacles, and cover and concealment.
- Step 3—Evaluate the threat:
 - Composition.
 - Disposition.
 - Strength.
 - Doctrine and tactics.
 - Capabilities and limitations.
 - Combat effectiveness.

- Step 4—Determine the threat courses of action (COA):
 - Most likely course of action (MLCOA).
 - Most dangerous course of action (MDCOA).

The 18F filters a large quantity of data during the planning process, maintaining only information of value to ODA planning. The remainder of the detachment does not wait for the 18F to develop a complete analysis before completing their own mission analysis; however, the ODA cannot proceed to COA development until the 18F determines the enemy COAs. The ODA must base friendly COAs on the enemy's MLCOA. Later, the team develops contingencies based on the enemy's MDCOA. The 18F provides updates throughout the planning process in order to ensure that ODA members have the most updated information to incorporate into friendly COAs. ODA commanders must also ensure that the IPB process incorporates evasion planning. The IPB is not strictly an "S-2 product." Everyone contributes to the continuous process of IPB. Figure 3-6 illustrates the continuous IPB process flow.

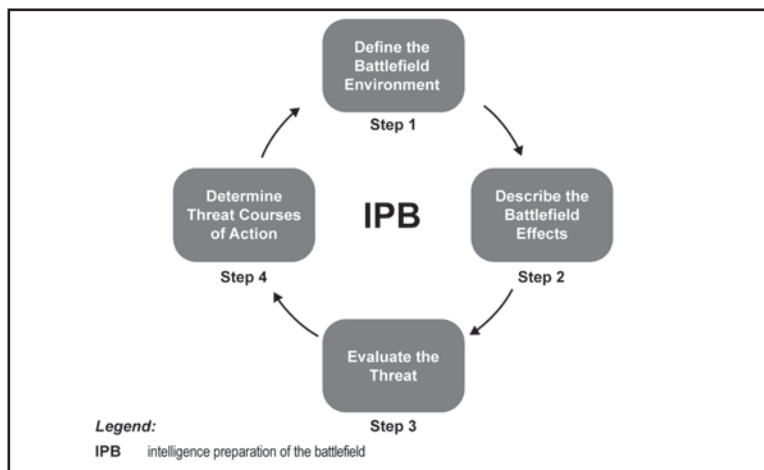


Figure 3-6. The steps of intelligence preparation of the battlefield

Step 1 - Define the Operational Environment

The operational environment enhances specific features within an AO and is a composite of conditions, circumstances, and influences that affect the employment of capabilities and bear on the decision of the commander. The key to successful operations for ODA is understanding all aspects of the operational environment. Figure 3-7, page 36, illustrates the effects on the operational environment. All members of the ODA contribute to the analysis of the operational environment.

The operational environment analysis, with a combination of mission variables (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations) and operational variables (political, military, economic, social, information, and infrastructure), helps refine the ODA's understanding of the situation and ability to visualize, describe, and direct operations. Planning should account for various influences that affect the AO, such as family, tribal, economic, media, and logistical support for both friendly and enemy forces.

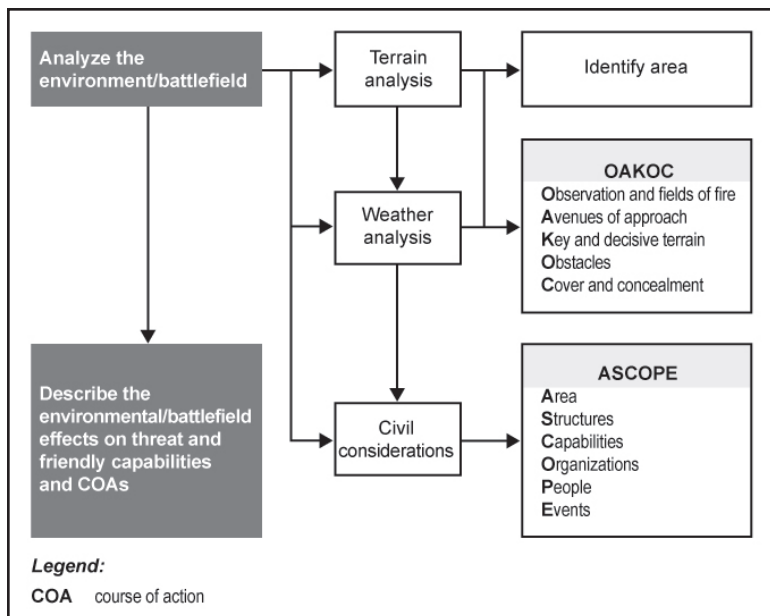


Figure 3-7 Effects on the operational environment

Detachments integrate civil considerations into the IPB using the memory aid ASCOPE—area, structure, capabilities, organizations, people, and events—to identify key and decisive elements. Integrating ASCOPE into IPB can influence the tactical and operational posture within the operational environment. This is actually conducted during step 2 – population analysis of describe the environmental effects on operations (page 39). Figure 3-8, pages 37–38, illustrates the integration of ASCOPE and political, military, economic, social, information, and infrastructure (PMESII). If a specific area in the chart is not essential to the operation, it may be omitted.

Chapter 3

	P Political	M Military	E Economic
A Area	District or province boundaries and party affiliation areas.	Coalition bases, historical ambush or IED sites.	Bazaar areas, farming areas, livestock dealers, auto repair shops.
S Structure	Province and district centers, shura halls, and polling sites.	Provincial/district Police HQs, INS known leader house/business.	Bazaar, wheat storage, and banks.
C Capabilities	Dispute resolution, local leadership, and INS ability to have an impact.	Coalition providing 24/7 security? QRF present? INS strength/ weapons.	Access to banks, ability to withstand drought, development.
O Organizations	Political parties, INS group affiliations, IGOs and NGOs.	Coalition and INS groups present.	Banks, large landholders, cooperatives, and economic NGOs.
P People	Governors, mullahs, shura members, elders, councils, judges, parliamentarians.	Coalition and INS military leaders.	Bankers, landholders, merchants, and money lenders
E Events	Elections, shuras, jirgas, provincial council meetings, and speeches.	Kinetic events, unit RIPs, loss of leadership, and operations.	Drought, harvest, business opening, loss of business, and good or bad crop season.

Legend:

HQ	headquarters	NGO	nongovernmental organization
IED	improvised explosive device	QRF	quick response force
IGO	intergovernmental organization	RIP	relief in place
INS	insurgent		

Figure 3-8. Sample of civil considerations

Military Decision-Making Process

S Social	I Information	I Infrastructure	
Traditional picnic areas, bazaars, outdoor shura sites.	Radio, TV, or newspaper coverage areas and word-of-mouth gathering points.	Irrigation networks, water tables, and areas with medical services.	A Area
Mosques, wedding halls, popular restaurants.	Cell, radio and TV towers and print shops.	Roads, bridges, electrical lines, gabion walls, and dams.	S Structure
Strength of tribal or village traditional structure, mullahs.	Literacy rate and electronic media and phone service availability.	Build, inspect, and maintain roads, walls, dams, and irrigation systems.	C Capabilities
Tribes, clans, families, and sport and youth shuras.	News and media networks, influential mosques, and INS IO groups.	Governmental ministries and construction companies.	O Organizations
Mullahs, maliks, elders, shura members, and influential families.	Media owners, mullahs, maliks, elders, and heads of families.	Builders, road contractors, and local development councils.	P People
Friday prayers, holidays, births, weddings, deaths, and bazaar days.	Friday prayers, publishing dates, project openings, IO campaigns, and CIVCAS incidents.	Road, bridge, school, and center construction and well drilling.	E Events
Legend: CIVCAS civilian casualty IO information operations INS insurgent TV television			

Figure 3-8. Sample of civil considerations (continued)

The ODA must identify the limits of the AO (the geographical area where the commander is assigned the responsibility and authority to conduct military operations) and the area of influence (AI). The AI is a geographical area wherein a commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander's command or control. An area of interest (AOI) is that area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations if those objectives are not currently within the assigned operational area. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission. The AOI may be verbally discussed rather than depicted on the map.

The 18F evaluates the existing databases and identifies information and intelligence gaps. Available intelligence products may include extracts from the order, intelligence annexes, overlays, photographs, imagery, and templates provided by the SOTF. The 18F (aided by other members of the ODA) begins to formulate, prioritize, and initiate requests for information as early as possible. In order to allow the ISOFA staff to fulfill other support requirements, arbitrary requests for a large quantity of generic information should be avoided. Instead, the 18F must ensure that all requests are warranted and that the information has not already been provided to the detachment.

Step 2 - Describe the Environment Effects on Operations

The ODA must determine how the environment affects both threat and friendly operations. In analyzing the battlefield environment, planners should focus more on the AO than the AI. AO considerations are discussed in the following paragraphs.

Terrain Analysis

Planners must analyze the military aspects of the terrain—giving special consideration to observation and fields of fire, avenues of approach, key and decisive terrain, obstacles, and cover and concealment. This analysis helps to determine which friendly COAs best use the terrain to exploit opportunities and how the terrain affects the threat's available COAs. The ODA must conduct a microanalysis of the terrain immediately surrounding infiltration sites, routes, and exfiltration points. On direct action and special reconnaissance missions, the microanalysis must include any targets, mission support site locations, or objectives. If sufficient information is available, the ODA may utilize a detailed scale model of the target or objective. The ODA may build its own models or sand tables. If time and information permit, the ODA may request (through the SOTF) external agencies to develop physical or computer-generated models. During long-duration missions (lasting for months), the 18F analyzes the terrain by phase and incorporates applicable seasonal changes in vegetation, crops, and water obstacles and sources.

Weather Analysis

Planners must analyze the military aspects of weather (for example, visibility, winds, precipitation, cloud cover, temperature, and humidity) and how these factors may affect military operations. During short-duration missions, the weather and its effects may cause a mission to be changed or even aborted (for example, the ODA cannot infiltrate due to winds or cannot acquire target from primary position due to fog).

Population Analysis

Planners must account for the socioeconomic characteristics of the AO. Cultural distinctions, ethnic enclaves, political or economic

Chapter 3

distinctions, land-use patterns, sources of potable water, and lines of communications must all be considered. The end products of this step should include—

- Light and weather data analysis.
- Combined or separate applicable overlays (MCOO) (for example, population status, key facilities, and logistic infrastructure overlays, as well as lines of communication, cover and concealment, and avenues of approach).
- Microanalysis of infiltration, exfiltration, and target or objective areas (ongoing with the other steps of IPB).

Step 3 - Evaluate the Threat

Threat evaluation is an ongoing process that begins by identifying the threat forces in the AO and their composition. A threat is any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland. Threats may include individuals, groups of individuals (organized or not organized), paramilitary or military forces, nation-states, or national alliances. Commanders and staffs must understand how current and potential threats organize, equip, train, employ, and control their forces. One method used to orient the ODA members to the different forces operating within the AO is to post the information on a wall, listing all major forces involved (for example, special police, conventional forces, militia, and special units). The same should be done for nongovernmental organizations, warring factions, and any other third-party groups in the AO that may affect the mission.

The 18F tracks all known threat locations and attempts to identify specific threat capabilities. This analysis includes threat models that portray how threat forces execute operations and how they reacted to similar situations in the past. The 18F develops estimates based upon

the threat disposition (location and activities), capabilities, and past patterns regarding the direction, speed, and degree of threat response.

The end products of this step should include a—

- **Threat doctrinal template (DOCTEMP).**
- **High Value Target List (HVTL)** to include both lethal and nonlethal targets.
- **Threat capability statement.**
- **Pattern analysis and serious incident overlay** showing recent activity in the AO. This overlay often pays greater dividends during long-duration missions than during short-duration operations; however, the 18F uses this overlay as the primary tool to develop enemy COAs.
- **Pattern-of-life model** of the target or objective.

Step 4 - Determine the Threat Courses of Action

To plan for all possible contingencies, the commander understands all COAs a threat commander can use to accomplish objectives. The staff assists in this understanding by determining all valid threat COAs and prioritizing them from most likely to least likely. The staff also determines which threat COA is the most dangerous to friendly forces. To be valid, threat COAs should be feasible, acceptable, suitable, distinguishable, and complete—the same criteria used to validate friendly COAs.

Generally, threat forces are more likely to use a COA that offers the greatest advantage while minimizing risk. However, based on the situation and its objectives, the threat may choose to accept risk to achieve a desired end state. It is impossible to predict what COA the threat will choose. Therefore, the staff develops and prioritizes as many

Chapter 3

valid threat COAs as time allows but, at a minimum, develops the most likely and most dangerous COAs (ATP 2-01.3). A situation template (SITE MP) showing the known and suspected threat units and locations in the AO is developed during this step.

Task 3: Determine Specified, Implied, and Essential Tasks

Tasks are subdivided into three categories: specified, implied, and essential. To facilitate input and analysis, planners should list the tasks on white boards and post them on the wall in the planning area.

Specified Tasks

Specified tasks are those explicitly assigned to a unit by its higher HQ and are generally derived from the higher HQ mission and CONOPS, subunit tasks, and supporting annexes. Tasks listed should be mission-oriented (things to be accomplished) and not administrative requirements that exist during planning (conditions that must be complied with). Examples of potential specified tasks include—

- Destroy the microwave station.
- Insert by MC-130 static-line drop.
- Capture key individual.
- Locate mobile radar system within AO HAWK.
- Conduct any “be prepared to” or “on-order” mission.

Implied Tasks

Implied tasks are not specifically stated in the order but are tasks that must be accomplished to satisfy the overall mission or any of the specified tasks. Developing implied tasks requires a detailed analysis of the specified tasks. The list of implied tasks developed by the ODA serves as an internal “to do” list and provides a useful tool for outlining

preparations that must be accomplished prior to and during the mission. Examples of implied tasks include—

- Breaching the fence surrounding microwave station (based on intelligence or imagery).
- Confirming the extraction helicopter landing zone on the ground prior to exfiltration.
- Caching air items (based on infiltration requirement).
- Developing a collection plan (based on the task to locate).

When analyzing the higher order for specified and implied tasks, the staff also identifies any be-prepared-to or on-order missions. A be-prepared-to mission is a mission assigned to a unit that might be executed. Generally, with a contingency mission, commanders execute it because something planned has or has not been successful. In planning priorities, commanders plan a be-prepared-to mission after any on-order mission. An on-order mission is a mission to be executed at an unspecified time. A unit with an on-order mission is a committed force. Subordinate commanders develop plans and orders and allocate resources, task-organize, and position forces for execution.

Essential Tasks

Essential tasks are previously identified specified or implied tasks that the detachment must perform in order to successfully accomplish the mission. These tasks are considered essential because, if they do not occur, the mission will fail. The task that accomplishes the mission's purpose is referred to as the mission-essential task, and it is listed in the mission statement. (It represents the "what" of the five Ws.) On-order missions should also be included in the mission statement. Essential tasks generally become key tasks in the commander's intent. Key tasks are those activities the force must perform as a whole to achieve the desired end state.

Examples of essential tasks include—

- Infiltrating without being compromised.
- Maintaining communications with SOTF to receive on-order mission-execution authority.
- Destroying the microwave station (mission-essential, as it is the “what” of the mission).

Task 4: Review Available Assets and Identify Resource Shortfalls

Planners must include a review of possible attachments, detachments, and supporting elements available to conduct the mission (as outlined by the staff). Examples of available assets may include—

- Special operations team A.
- Tactical air control party.
- Civil Affairs assets.
- Military information support assets.
- Multipurpose canines.
- Site exploitation-specific assets.
- Protection measures and countermeasures.
- Intelligence assets.
- Air Force special operations weather team.
- Rotary- and fixed-wing aircraft.
- Fire support platforms.
- Waterborne platforms.
- Special equipment available at the SOTF.

Commanders must consider any special equipment necessary to accomplish specified, implied, or essential tasks and initiate requests for any shortcomings. Requests must be prioritized and distinguish between mission-essential and mission-enhancing equipment.

Task 5: Determine Constraints

Constraints are factors that restrict freedom of action placed on the unit by a higher command. A constraint dictates an action or inaction. This can be guidance that the unit must comply with or things the unit cannot do. Factors that limit the ODA's ability to complete the mission are not considered constraints. Any factor that might interfere with the completion of the mission should be addressed to the higher commander as an issue. Constraints may also be based on resource limitations within the command.

Examples of constraints include—

- Establish communications with the SOTF once per day.
- Submit the initial entry report to the SOTF within the first 24 hours.
- Abort mission under specific conditions (as determined by the SOTF commander).
- Do not execute an attack without an execute order from the SOTF.
- Do not conduct cross-border operations into the bordering countries outside of the designated special operations area.
- Do not cause collateral damage to the hydroelectric dam.

Note: Commanders must be able to identify and differentiate between requirements and tasks. For example, an ODA may be directed to conduct a live-fire rehearsal or select a drop zone based upon satellite photos. These examples may be categorized as both tasks and requirements. To achieve clarity in planning, the commander should keep the task and requirements list mission-oriented (the things that must be achieved).

Task 6: Identify Critical Facts and Develop Assumptions

Plans and orders are based on facts and assumptions. Commanders and staffs gather facts and develop assumptions as they build their plan. Facts and assumptions are not determined in a single step but through a continuous process. Commanders should keep an initial list of facts and assumptions posted and return to it throughout the decision-making process.

Facts

Facts are statements of known data concerning the situation and enemy and friendly dispositions. Only facts that are pertinent to a decision should be listed, such as decisions pertaining to the—

- Situation.
- Enemy or friendly elements.
- Materials and equipment.

Assumptions

Assumptions are used in the absence of facts to facilitate continued planning. Commanders should submit a request for information in

order to validate or refute an assumption. Assuming away potential problems, such as weather or likely enemy options, produces an invalid assumption. Commanders and staffs should continually attempt to replace those assumptions with facts. The commander and staff should list and review the key assumptions on which fundamental judgments rest throughout the MDMP. Rechecking assumptions is valuable at any time during the operations process prior to rendering judgments and making decisions.

Examples of assumptions include the following:

- The prisoners are inside the compound. Until confirmed by intelligence, planning will continue as if they are there (valid and necessary).
- The guerrilla force has a substantial underground network in the urban areas.
- The guerrilla commander's priorities are _____.
- Detachment will not be detected on infiltration (assumption is both invalid and unnecessary).

Task 7: Begin Risk Management

The ODA commander makes an initial assessment of the operational risk and reviews any risk-acceptance guidance from higher HQ. When assessing the operational risk, the commander must consider two kinds of risk: risk to the mission (success) and risk to the force (personnel and critical equipment). Often these risks may be directly related (for example, a high risk to the force equals a high risk to mission). At other times, however, they may be inversely related (for example, a low risk to the force equals a high risk to mission). Figure 3-9, page 49, shows the risk management steps as conducted during the planning process.

Risk Management Matrix		Risk Management Steps				
		Step 1 Identify the hazards	Step 2 Assess the hazards	Step 3 Develop controls and make risk decisions	Step 4 Implement controls	Step 5 Supervise and evaluate
MDMP	Mission Receipt	X				
	Mission Analysis	X	X			
	COA Development	X	X	X		
	COA Analysis	X	X	X		
	COA Comparison			X		
	COA Approval			X		
	Orders Production			X	X	
	Rehearsal			X	X	X
	Execution/Assessment			X	X	X

Legend:
COA course of action
MDMP military decision-making process

Figure 3-9. Risk management matrix

The ODA commander must ensure that areas presenting risk are evaluated using the following five risk management steps:

- Identify significant tactical and accident hazards.
- Assess hazards for initial probability, effect, and risk level.
- Develop controls, determine residual risk, and decide.
- Implement controls.
- Supervise and evaluate.

Task 8: Develop Initial Critical Information Requirements and Essential Elements of Friendly Information

Commanders determine their critical information requirements. The commander's critical information requirements identify information that the commander needs to make critical decisions, especially to determine or validate COAs. During MDMF, commander's critical information requirements most often arise from the IPB and war-gaming processes. Commander's critical information requirements are normally expressed in the form of priority intelligence requirements and friendly forces information requirements.

Priority intelligence requirements are critical information about the enemy. Priority intelligence requirements are distinguished from other information requirements in that they must be addressed in order to complete a mission-essential task or make a critical decision. Priority intelligence requirements have some things in common. They—

- Ask one question.
- Focus on a specific fact, event, or activity.
- Provide intelligence required to support a single decision.
- Are tied to key decision that the commander has to make.
- Give a last time information is of value.

Examples of priority intelligence requirements include—

- The size of the force guarding U.S. prisoners.
- The priorities and capabilities of a guerrilla force.
- Does the enemy have armor on the objective?

On most missions, the priority intelligence requirement is what the ODA needs to complete their mission. On some special reconnaissance missions, however, the ODA mission may be to collect priority intelligence requirements for a higher HQ.

Chapter 3

A commander's critical information requirement is an information requirement identified by the commander as being critical to facilitating timely decisionmaking. The two key elements are friendly force information requirements and priority intelligence requirements. A CCIR directly influences decisionmaking and facilitates the successful execution of military operations. A CCIR is—

- Specified by a commander for a specific operation.
- Applicable only to the commander who specifies it.
- Situation dependent—directly linked to a current or future mission.
- Time-sensitive.

Friendly force information requirements are information requirements that pertain to friendly forces prior to and during mission execution. The higher commander utilizes this information to make appropriate decisions and maintain situational awareness. Examples of friendly force information requirements include the following:

- Code words or situation reports to be sent higher during the mission.
- Contact with the enemy or mission compromise.
- Friendly wounded in action or killed in action.

Essential elements of friendly information are pieces of information that the commander chooses to emphasize a need to apply special measures to protect from enemy detection. Essential elements of friendly information for a given operation vary depending on the situation. For special operations, essential elements of friendly information are normally protected by compartmentalizing information on a need-to-know basis and become the basis for an operations security plan during planning and operations. An essential element of friendly information is a critical aspect of a friendly operation that, if known by a threat, would subsequently compromise, lead to failure, or limit success of the operation and therefore should be protected from enemy detection.

Essential elements of friendly information should not be confused with routine operational measures, such as proper handling of classified material, noise and light discipline, or camouflage to conceal a location. Essential elements of friendly information are those unique pieces of information that require special emphasis and measures to protect. Essential elements of friendly information can be directed by higher or determined by the operational unit. Although essential elements of friendly information are not commander's critical information requirements, they have the same priority.

Examples of essential elements of friendly information include the following:

- The presence of U.S. personnel in a given operation.
- The identities of SF Soldiers in a given operation.
- D-day (impending invasion by conventional forces).
- Other ODAs involved in similar operations.
- The time and location of an impending special operation.

Task 9: Develop Initial Information Collection Plan

It is critical for ODAs to know what activities are or need to be synchronized. Several activities conducted during mission analysis—such as IPB, developing running estimates, and developing requirements for targeting—create numerous information requirements. Intelligence, Surveillance, and Reconnaissance (ISR) synchronization is a key to integrating process that helps the detachment commander to prioritize, manage, and develop a plan to collect on those information requirements. ISR synchronization ensures all available information concerning the enemy, terrain, weather, and civil considerations is obtained through intelligence gathering. Based upon the initial IPB, the ODA identifies gaps in its intelligence and submits requests for information to higher HQs which can access national level assets. The

Chapter 3

detachment identifies information that may be collected internally during the conduct of the mission. During ISR synchronization, the S-2 supports the ODA mission by—

- Identifying requirements and intelligence gaps.
- Evaluating available assets (internal and external) to collect information.
- Determining gaps in the use of those assets.
- Recommending those assets controlled by another organization to collect on the information requirements.
- Submitting requests for information for adjacent and higher collection support.
- Submitting information gathered during ISR synchronization to the S-3 for integrating and developing the ISR plan.

In many instances, information requirements can be satisfied by researching open sources. Open sources include books, magazines, encyclopedias, websites, and tourist maps. Academic sources, such as articles and university personnel, also provide critical information. Other open sources may reveal civil considerations, such as culture, language, history, current events, and actions of governments.

ISR integration follows ISR synchronization. The 18Z, 18B, and 18F lead the staff through ISR integration to task available ISR assets to satisfy information requirements identified in the initial ISR synchronization matrix. ISR integration consists of developing the ISR plan and developing the—

- ISR tasking matrix.
- ISR overlay.
- ISR scheme of support.
- Issue order (WARNORD, OPORD, or fragmentary order).

The initial ISR plan is crucial to begin or adjust the collection effort to help answer information requirements identified during ISR synchronization. ISR assets are tasked or dispatched as soon as possible. The initial ISR plan sets ISR in motion. Staff may issue it as part of a WARNORD, a fragmentary order, or an OPORD. Upon the completion of planning, the initial ISR plan becomes Annex L (ISR) of the plan or order.

Task 10: Update Plan for the Use of Available Time

Based on the ODA initial time analysis (and as more information becomes available), the detachment commander and team refines their initial plan for the use of available time. They compare the time needed to accomplish tasks to the higher HQ's timeline to ensure mission accomplishment is possible within the allotted time. The products of this analysis include an isolation schedule (backward-planned from the infiltration time) and a timeline depicting all the critical events of the operation from infiltration through exfiltration. This timeline may develop further after a COA is selected. The 18Z plans and enforces the isolation schedule and required rehearsals.

Task 11: Develop Initial Themes and Messages

Themes and messages support operations and military actions. Commanders and their units coordinate what they do, say, and portray through themes and messages. Faced with the many different actors (individuals, organizations, and cultures) that are connected with ARSOF operations, the assistant detachment commander must identify those actors that matter most to their operational success. These actors have behaviors that can help solve or complicate the friendly-force challenges as they strive to accomplish their missions. Gaining and maintaining the trust of key actors is an important aspect of operations. These efforts ensure that the information operations campaign plan is synchronized with the ODA within the AO.

Themes tie to objectives, lines of effort, and end state conditions. They are overarching and apply to capabilities of public affairs, military information support operations, and Soldier and leader engagements. A message is a verbal, written, or electronic communication that supports a theme focused on a specific actor or the public and in support of a specific action (task). Units transmit themes and messages to those actors or the public whose perceptions, attitudes, beliefs, and behaviors matter to the success of an operation. The public affairs officer adjusts and refines themes and messages received from higher headquarters for use by the command. The military information support operations element receives approved themes and messages. This element adjusts or refines depending on the situation.

Task 12: Develop Proposed Problem Statement

Success in a fluid environment demands that ARSOF think critically, examine the nature of the problem, as well as the purpose of the operation, and learn and adapt during the entire planning-execution-assessment continuum.

A problem is an issue or obstacle that makes it difficult to achieve a desired goal or objective. As such, a problem statement is the description of the primary issue or issues that may impede commanders from achieving their desired end states. It can be written in a narrative form or with “bullets.” A “good” problem statement takes into considerations all the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.

The way the problem is formulated leads to particular solutions. As such, it is important that commanders dedicate the time identifying the correct problem to solve and describe it clearly in a problem statement. Ideally, the commander, assistant commander, and team sergeant meet to discuss and synthesize the results of the current mission analysis, conduct brainstorming, and come to a collective understanding of

the root cause. The problem statement will ensure there is a shared understanding among the ODA of the problem.

The Army Design Methodology (as discussed on page 23) helps commanders frame the operational environment and develop the problem statement. Army design methodology results in an improved understanding of the operational environment, a problem statement, and initial commander's intent, and an operational approach that serves as the link between conceptual and detailed planning.

For example, planners not only identify relevant actors, but also begin to understand their relationships, tensions, and trends. All of these dynamics suggest ways to interact not only with adversaries, but also with the population and other elements within the AO. In this manner, commanders use their understanding of the problem to formulate their intent and guidance (figure 3-10, page 57).

**A technique
for identifying
problems begins
with two questions:**

1 What is the difference between the current state of the operational environment and the desired state?

2 What is preventing the force from reaching the desired end state?

For example, a unit tasked to neutralize insurgents, enable the host nation government to expand its influence, and create a capable security force in an area of operations (AO) may be faced with the following interrelated problems:

- Lack of resolve of the host nation's security force to professionalize and win.
- Host nation security force systems (logistics, personnel, pay) are not functional.
- Host nation security force leadership is incompetent.
- Effective insurgent resistance.
- Lack of intelligence.
- Civilian casualties.
- Population's lack of trust of coalition forces.
- Lack of commitment of the central government to the area.
- Corruption at the district and provincial level beyond the limit of tolerance.
- Security along main supply route.
- The size of the AO.
- Task assigned versus troops available.
- Rotation schedule of higher, adjacent, and subordinate units.
- Limited unity of effort among some unified action partners.

Figure 3-10. Example of framing a problem statement

Task 13: Develop a Proposed Mission Statement

A mission statement is a short paragraph or sentence describing the task and purpose that clearly indicates the action to be taken and the reason thereof. It usually contains the elements of who, what, when, and where, and the reason thereof, but seldom specifies how. The five elements of the mission statement usually answer—

- Who will execute the operation (unit or organization)?
- What is the unit's essential task (tactical mission task)?
- When will the operation begin (by the time or event), or what is the duration of the operation?
- Where will the operation occur (AO, objective, grid coordinates)?
- Why will the force conduct the operations (for what purpose)?

A tactical mission task is a specific activity performed by a unit while executing a form of tactical operation or form of maneuver. It may be expressed as either an action by a friendly force or effects on an enemy force. FM 3-90-1 describes each tactical task. FM 3-07 provides a list of primary stability tasks which military forces must be prepared to execute.

In the event the ODA has a be-prepared-to or on-order mission, this will be included in the mission statement as a separate sentence, but will still include the task and purpose. In figure 3-11, page 59, the operational term (direct action) could be removed and the statement would still have a clear task and purpose.

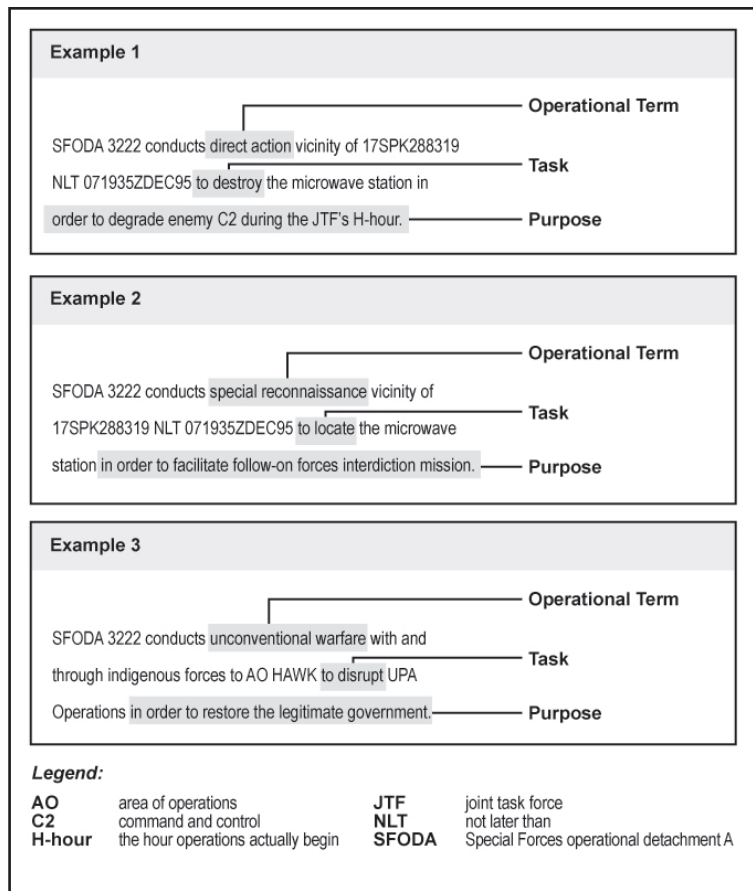


Figure 3-11. Sample mission statements

Task 14: Present the Mission Analysis Briefing

The mission analysis briefing informs the commander of the results of the ODA's analysis of the situation. It helps the commander understand, visualize, and describe the operation. Throughout the mission analysis briefing, the commander, staff, and other partners discuss the various facts and assumptions about the situation. Staff officers present a summary of their running estimates from their specific functional area and how their findings impact or are impacted by other areas.

Immediately after the mission-analysis briefing, the detachment commander approves the restated mission. This restated mission can be one recommended by the detachment or one the commander has developed with input from detachment leadership. Ideally, the commander holds several informal meetings with key staff members before the mission analysis briefing, including meetings to assist the commander in developing CCIRs, the mission statement, and themes and messages.

Once the detachment has completed the mission analysis, an informal and internal in-progress review is conducted with all members of the detachment present. This briefing focuses on relevant conclusions reached as a result of mission analysis and helps develop a shared vision of the requirements for the upcoming operation. It also ensures that all members of the detachment begin their planning from a common reference point. The format used for this briefing comprises—

- Review of SOTF commander's initial guidance.
- Mission and commander's intent of the headquarters two echelons up.
- Initial IPB.
- Specified, implied, and essential tasks.

- A proposed problem statement.
- Constraints.
- Facts and assumptions.
- Recommended initial commander's critical information requirement.
- Initial risk assessment.
- Proposed themes and messages.
- Recommended restated mission.
- Recommended mission timeline.

Task 15: Develop and Issue Commander's Initial Intent

While the detachment is conducting mission analysis, the commander begins to develop the initial intent for the operation. The commander's intent is a clear, concise statement of what the detachment must achieve to accomplish the mission. This statement most often comprises—

- **An expanded purpose.** The expanded purpose elaborates how the detachment's mission purpose is linked or nested within the higher HQ mission.
- **Key tasks.** Key tasks are specific events or conditions that must be successfully achieved or properly set for the mission to be successful. Although the accomplishment of key tasks may not equate to mission success, failing to achieve the conditions defined by the key tasks often leads to mission failure. Key tasks are not restricted to any single COA. Rather, they are terms identified by the commander that set the stage for mission success or failure.

- **An end state.** The end state describes the conditions created by a successful mission, usually defined in terms of friendly, enemy, terrain, and civil considerations. By providing this level of guidance and understanding, subordinates are enabled to exercise initiative when unanticipated opportunities arise or when the original operational concept no longer applies. In special operations missions, this often includes the political or strategic implications of the operation.

The intent is normally expressed in four or five sentences and does not include the method by which the detachment accomplishes the mission (the CONOPS), nor does it contain levels of acceptable risk (covered in the commander's guidance). It is critical that the commander's intent is clearly understood by all members of the detachment.

Task 16: Develop and Issue Initial Planning Guidance

The detachment commander provides initial planning guidance. It is imperative to implant the commander's vision of the operation into the minds of the detachment members. The commander can add focus to staff planning by stating options that they must (or need not) consider; however, as a general rule, the commander should not provide guidance in such detail as to inhibit ideas or initiative. Commanders often provide this guidance to all of the team members at the end of the mission-analysis briefing. This technique serves to bring the detachment members up to date and ensures unity of effort.

The commander's guidance should address—

- The manner in which the ODA will continue into COA development.
- The number of planning cells to be formed and the members of each cell.

Chapter 3

- The method the ODA will use to generate options for different COAs, usually with a time cutoff for how long the ODA will spend generating options.
- Any additional information the commander wants the detachment to consider.
- Review and update the time schedule.

Task 17: Develop Course of Action Evaluation Criteria

Evaluation criteria are factors the commander and staff will later use to measure the relative effectiveness and efficiency of one COA relative to other COAs. Developing these criteria during mission analysis or as part of commander's planning guidance helps to eliminate a source of bias prior to COA analysis and comparison.

Evaluation criteria address factors that affect success and failure. These factors change with each mission and must be clearly defined in order to ensure staff members understand fully prior to any war-gaming of the proposed COAs. The assistant detachment commander usually determines each proposed criterion initially based on the assessment and the commander's guidance. Commanders usually adjust criterion selection and influence according to their own experience and vision. The staff member responsible for a functional area scores each COA using those criteria. The staff presents the draft evaluation criteria to the commander at the mission-analysis brief for approval.

Task 18: Issue a Warning Order

The ODA commander only issues a WARNORD if the ODA attachments are not present for the planning process. A mission analysis brief is normally conducted to ensure synchronization of efforts.

STEP 3—COURSE OF ACTION DEVELOPMENT

COAs are developed through many methods. The COA process outlined in FM 6-0 is designed for maneuver units. Although the basic principles of the process are applicable to ARSOF, steps that are not directly related to SF COA development have been omitted. Omitted steps are identified at the end of each section. During COA development, ODAs use the problem statement, mission statement, commander's intent, planning guidance, and various products developed during mission analysis.

Embedded in COA development is the application of operational and tactical art. Planners develop different COAs by varying combinations of the elements of operational design, such as phasing, lines of effort, and tempo.

The commander's direct involvement in COA development greatly aids in producing comprehensive and flexible COAs within the available time. To save time, the commander may also limit the number of COAs developed or specify particular COAs to not explore. ODA members examine each prospective COA for validity using the following screening criteria:

- **Feasible.** Is the ODA capable of accomplishing the mission within the established time, space, and resource limitations?
- **Acceptable.** Do the benefits outweigh the risks balancing cost and risk with the advantage gained?
- **Suitable.** Does the COA accomplish the mission and achieve the commander's intent?
- **Distinguishable.** Is there a difference between COA (not simply a different infiltration technique) and is there a different task organization?

Chapter 3

- **Complete.** A COA must incorporate—
 - How the decisive operation leads to mission accomplishment.
 - How shaping operations create and preserve conditions for success of the decisive operation or effort.
 - How sustaining operations enable shaping and decisive operations or efforts.
 - How to account for offensive, defensive, and stability or civil support tasks.
 - How tasks are to be performed and how conditions are to be achieved.

COA development should also identify decision points, the person responsible for making the decision, and what measures may be taken to provide the commander with additional time before making a decision. Good COAs provide commanders with options they can take based on anticipated and unanticipated changes in the situation.

Figure 3-12 provides an overarching elements for COA development.

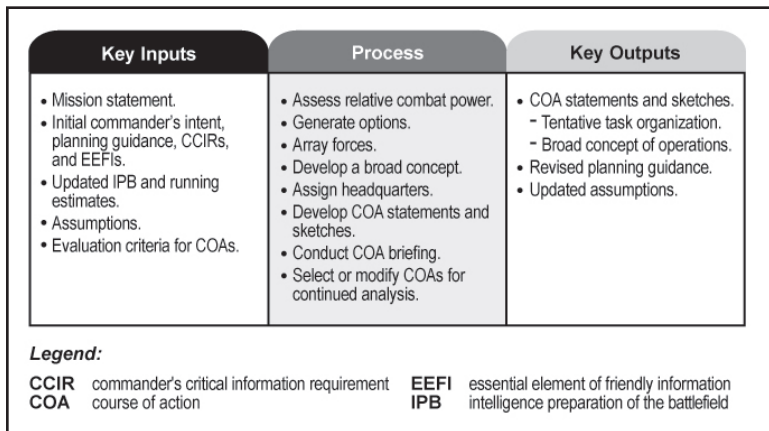


Figure 3-12. Course of action development

The eight steps to COA development are—

1. Assess relative combat power.
2. Generate options.
3. Array forces.
4. Develop a broad concept.
5. Assign HQ.
6. Develop COA statements and sketches.
7. Conduct a COA briefing.
8. Select or modify COAs for a continued analysis.

Note: Step 5 has been purposely omitted from this document. Refer to FM 6-0 for details on this step.

Assess Relative Combat Power

ODAs conduct a relative combat power analysis if detachments foresee confronting enemy forces. The commander analyzes the strengths and weaknesses of the enemy during this process. Unlike conventional forces, ODAs do not develop a force ratio. Detachments are always employed to maintain an advantage over the enemy forces (relative superiority) during offensive combat roles. Advantages for ODAs are not a numerical superiority, but include intangible factors such as morale, security, speed, surprise, and level of training.

Advantages last normally for a very specific and limited period of time, and are not quantifiable through ratios. Figure 3-13, page 67, depicts the elements of combat power.

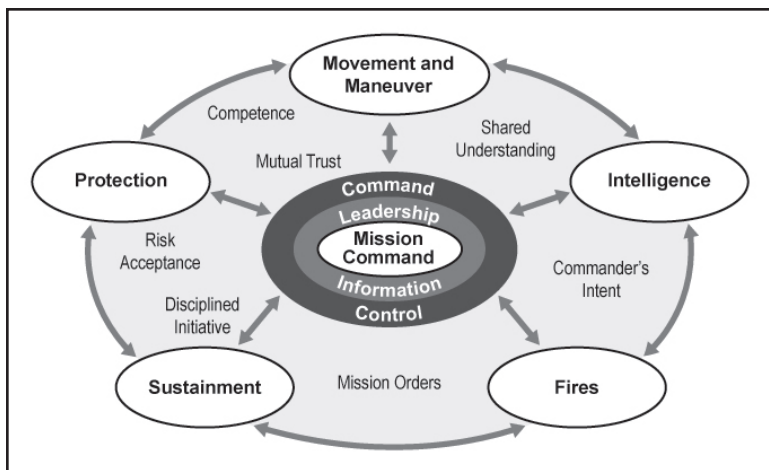


Figure 3-13. Elements of combat power

The 18F conducts the assessment of relative combat power by analyzing the enemy's capabilities in terms of strengths and weaknesses. This assessment will be used during war-gaming.

Generate Options

Based upon the commander's guidance, the detachment conducts open and unbiased brainstorming. Although it may appear obvious there is only one logical COA, detachment members use their wide range of experience to brainstorm for options. This brainstorming process may generate options not previously considered, and it will provide individuals with a greater sense of involvement in the planning process. Once brainstorming is completed, the detachment commander determines COAs to further develop. If brainstorming fails to generate enough options, the commander may designate specific options. Rather than assigning COAs arbitrarily, the commander may assign COA development to the team members who originally conceived the idea.

Army leaders are not bound by any specific framework in organizing operations, but three operational frameworks, mentioned below, have proven valuable in the past.

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

When generating options for a decisive-shaping-sustaining operation, the staff starts with the decisive operation identified in the commander's planning guidance. Next, the staff considers shaping operations. The staff establishes a purpose for each shaping operation tied to creating or preserving a condition for the decisive operation's success. The staff then determines sustaining operations necessary to create and maintain the combat power required for the decisive operation and shaping operation. After developing the basic operational organization for a given COA, the staff then determines the essential tasks for each decisive, shaping, and sustaining operation.

Personalities may influence—and possibly inhibit—brainstorming. One technique used to mitigate this influence is to separate the planning cells from one another for short periods of time. To prevent ODA leadership from becoming emotionally invested in any one COA, the commander and team sergeant may choose to refrain from participating in any single planning group.

Examples of (incomplete) COAs:

- SR: Split team, static versus moving surveillance positions, use of standoff optics/UAV, use of SOT-A, etc.
- DA: Task organization, use of standoff weapons (TGO, CAS, etc.), use of demolitions, use of sniper, use of information warfare, use of indigenous personnel, sabotage, etc.
- FID: Committee versus platoon trainers, split detachment operations, use of multiple training sites, etc.

Chapter 3

- UW: Train all guerrillas versus creating a guerrilla training cadre, train all elements of the resistance versus training guerrillas only, use multiple training sites versus a fixed base, use cellular structures versus conventional structure, employ combat operations versus sabotage and subversion, determine which elements of national power to weight, etc.

Array Forces

After determining the decisive and shaping operations and their related tasks and purposes, planners determine the relative combat power required to accomplish each task. Arraying forces is tricky, inexact work—affected by factors that are difficult to gauge, such as impact of past engagements, quality of leaders, morale, maintenance of equipment, and time in position. Levels of electronic warfare support, fire support, close air support, civilian support, and many other factors also affect arraying forces.

The ODA can array forces they are working with, for example decisive (the guerrillas) a shaping (the underground) and the sustaining (the auxiliary). Arraying forces also will be considered when planning COIN and stability operations.

Additionally, the ODA must know if it is part of a larger mission, as it may serve as a decisive, shaping or supporting effort.

Develop a Broad Concept

Planning cells begin to develop how the ODA will accomplish the mission within the commander's intent. It concisely expresses the “how” of the commander's visualization and will eventually provide the framework for the CONOPS. The broad scope summarizes the contributions of all warfighting functions. The broad scope is developed for each COA and is expressed in narrative and graphic form. All

phases of the mission must be addressed (unless otherwise directed). Planners must focus effort toward mission variables and not expend effort on aspects of the mission that cannot be changed. For example, the insertion method may be predetermined (MH-60 or MC-130), but the insertion site may be a variable. The planning cells should focus their efforts toward determining the best infiltration site, rather than expending valuable planning time searching for more ideal insertion platforms.

The initial concept of the operation includes, but is not limited to, the following:

- The purpose of the operation.
- A statement of where the commander will accept risk.
- Identification of critical friendly events and transitions between phases (if the operation is phased).
- Information collection activities.
- Identification of maneuver options that may develop during an operation.
- Scheme of fires.
- Themes, messages, and means of delivery.
- Military deception operations (on a need to know basis).
- Key control measures.
- Designate the operational framework for this operation.
- Designation of the decisive operation, along with its task and purpose, linked to how it supports the higher headquarters' concept.

Develop Course of Action Statements and Sketches

All COA statements and sketches should be developed and presented in the same format to provide the commander with a common frame of reference for evaluation. Each COA must lead to the same point—to satisfy the commander’s intent and end state. The COA statement clearly portrays how the unit will accomplish the mission. The sketch provides a picture of the movement and maneuver aspects of the concept, including the positioning of forces. Together, the statement and sketch should consist of the who (generic task organization), what (tasks), where, when, and why (purpose). Figure 3-14, page 72, depicts a sample COA sketch. See Chapter 9 of FM 6-0 for more information that a sketch should include.

Conduct a Course of Action Briefing

After the COAs have been developed, they are presented to the detachment for analysis. Each COA should be briefed using the same format in order to facilitate COA comparison. The ODA commander may brief them (as directed) to the SOTF commander. Also, the ODA commander may only brief the COA he chooses. A collaborative session may facilitate subordinate planning.

The COA briefing includes—

- An updated IPB.
- Possible enemy COAs (at a minimum, MLCOA and MDCOA).
- The approved problem statement and mission statement.
- The commander's and higher commander's intents.
- COA statements and sketches, including lines of effort, if used.
- The rationale for each COA, including—
 - Considerations that might affect enemy COAs.
 - Critical events for each COA.
 - Deductions resulting from the relative combat power analysis.
 - The reason units are arrayed as shown on the sketch.
 - The reason the staff used the selected control measures.
 - The impact on civilians.
 - How it accounts for minimum essential stability tasks.
- Updated facts and assumptions.
- Refined COA evaluation criteria.

Select or Modify Courses of Action for Continued Analysis

After the COA briefing, the commander selects or modifies those COAs for continued analysis. The commander also issues final planning guidance. If commanders reject all COAs, the ODA begins again. If commanders accept one or more of the COAs, ODA team members begin COA analysis. The commander may create a new COA by incorporating elements of one or more COAs developed by the ODA. The ODA then prepares to war game this new COA. The ODA incorporates those modifications and ensures all team members understand the changed COA.

STEP 4—COURSE OF ACTION ANALYSIS (WAR GAME)

During this phase, the ODA analyzes the COAs and identifies any shortcomings or disadvantages. (COAs must be refined to meet the five criteria, or they must be abandoned.) This analysis—normally referred to as war-gaming—stimulates ideas, highlights critical tasks, and provides insight that might not otherwise be discovered. It also uncovers, problems, decisive/decision points, and contingencies. War-gaming is a disciplined process for visualizing how an operation might unfold and how best to react to those developments. This process is a critical step used to refine, test, and validate COAs; it should be allocated more time than any other step in the process.

For effective war-gaming, participants must—

- Remain objective without allowing prejudices to interfere with the process.
- Accurately record evident advantages and disadvantages of the COA.
- Continue to assess feasibility, acceptability, and suitability, and either modify or discard the COA if it fails to meet any of these criteria.

Chapter 3

- Avoid drawing premature conclusions and gathering facts to support such conclusions.
- Analyze each COA independently (if time permits).
- Avoid comparing one COA to another during war-gaming.

Figure 3-15 provides the framework for COA analysis, also known as war-gaming.

Key Inputs	Process	Key Outputs
<ul style="list-style-type: none">• Updated running estimates.• Revised planning guidance.• COA statements and sketches.• Updated assumptions.	<ul style="list-style-type: none">• Gather the tools.• List all friendly forces.• List assumptions.• List known critical events and decision points.• Select the war-gaming method.• Select a technique to record and display results.• War-game the operation and assess the results.• Conduct a war-game briefing (optional).	<ul style="list-style-type: none">• Refined COAs.• Potential decision points.• War-game results.• Initial assessment measures.• Updated assumptions.

Legend:
COA course of action

Figure 3-15. Course of action analysis

Prior to the Start of War-gaming

The first task for COA analysis is to gather the necessary tools to conduct the war game. The detachment WO directs the “staff” to gather tools, materials, and data for the war game. The ODA war-game with maps, sand tables, computer simulations, or other tools that accurately reflect the terrain. The staff posts the COA on a map displaying the area of operations.

Tools required include, but are not limited to—

- Running estimates.
- Threat templates and models.
- Civil considerations overlays, databases, and data files.
- Modified combined obstacle overlays and terrain effects matrices.
- A recording method.
- Completed COAs, including graphics.
- A means to post or display enemy and friendly unit symbols and other organizations.
- A map of the area of operations.

How to Conduct War-Gaming

The ODA war games the operation chronologically using the action, reaction, and counteraction technique. The detachment war games friendly COAs using the enemy COAs developed during the IPB process. The assistant detachment commander acts as facilitator, identifies critical events in the operation, and lists them in sequence. The 18F normally serves as the primary threat force during the war-gaming process. The 18F will use the event template (page 148) during this step. The event template is derived from the situation template developed during Step 2 of mission analysis and depicts the named areas of interest, areas where activity—or lack of activity—will indicate which COA the adversary has adopted.

The event template is the IPB starting point for COA war-gaming. The event matrix depicts types of activity expected in each named area of interest, when the named area of interest is expected to be active, and any additional information to aid in collection planning.

Chapter 3

The ODA war games all COAs (time permitting). The war-gaming process continues until the commander is satisfied that essential tasks can be completed using the COA or the COA is rejected.

War-gaming must cover each phase of the operation and must integrate operations with intelligence results. The end state of war-gaming is—

- A COA that is feasible, acceptable, suitable, distinguishable, and complete.
- A list of coordinating requirements—such as control measures, phase lines, and signals.
- An identification of advantages and disadvantages.
- An identification of possible contingencies (by phase).

In the action—reaction—counteraction method, the element with the initiative begins the action. This may be a friendly or enemy action. The results can identify a need for a specific contingency or may alter the plan. The results should be recorded and incorporated into a synchronization matrix (page 149).

The decision support template (page 150) is normally developed during COA war-gaming. It is derived from adversary, situational, and event templates. The decision support template depicts decision points, time phase lines associated with movement of adversary and friendly forces, the flow of the operation, and other information required to execute a specific friendly COA.

War-gaming must not be confused with a rehearsal. War-gaming validates and refines a concept by identifying unforeseen shortcomings, whereas rehearsals synchronize the plans. If a detachment waits until after a plan is finished to conduct a combined rehearsal and war game, they may have insufficient time to make necessary changes. Additionally, they may not have time to practice synchronizing the actual events that need to be executed during the mission.

STEP 5—COURSE OF ACTION COMPARISON

COA evaluation criteria is developed during mission analysis. The commander and 180A develop the criteria in order to not bias the COA development process. The commander should not reveal his evaluation criteria until after wargaming; it is done in COA comparison.

The ODA focuses criteria toward mission success, not just mission simplicity or mission safety. Leaders review essential tasks to determine criteria that could affect mission success. For example, if the essential tasks included successful infiltration or collection of priority intelligence requirements, the risk of compromise may be considered a criterion. If mission success is not priority for chosen criteria, then COA selection may fall to the simplest mission control or the most logistically supportable course. The ODA must give very careful consideration to the criteria for comparison, ensuring it is definable and measurable. Although criteria may differ with each mission, figure 3-16, page 79, provides some common examples.

Criteria	Example
Surprise	<ul style="list-style-type: none"> • Lowest risk of enemy compromise prior to achieving purpose. • Stealth or the ability to remain undetected. • Early warning. • Alertness. • Lower signature. • Fewer are better.
Survivability	<ul style="list-style-type: none"> • Ability to survive during operational conditions. • For enemy contact, more firepower may be better. • Speed and mobility often enhance survivability.
Redundancy	<ul style="list-style-type: none"> • More sets of eyes watching the named area of interest (NAI). • Multiple assault teams attacking from different directions. • Fewer vulnerable points for the enemy to disrupt SFODA execution.
Simplicity	<ul style="list-style-type: none"> • Remove unnecessary complexity from the plan. • Fewer moving parts. • Fewer externally uncontrolled factors that can impact on execution. • Simplify internal communications capabilities and techniques. • Using fewer elements may be advantageous.
Flexibility	<ul style="list-style-type: none"> • Transition to follow-on missions or BPT missions. • React to new developments. • Implement contingencies.
Speed	<ul style="list-style-type: none"> • Time required developing indigenous (guerrilla) capability. • Time required on the objective. • Time in movement. • Reporting time.
Logistically Sustainable	<ul style="list-style-type: none"> • Water en route versus resupply. • Ammunition and parts interchangeability. • Required resupply. • Soldier load.

Note:

Although the criteria are not used in wargaming, they must be identified ahead of time to avoid it being created to favor a preferred COA.

Legend:

BPT be prepared to
COA course of action

SFODA Special Forces operational detachment A

Figure 3-16. Sample evaluation criteria

The detachment begins determining the best COA after war-gaming. Figure 3-17 depicts the processes during this step. The assistant detachment commander develops butcher charts laying out products of the team's mission analysis, restated mission and intent, IPB products, graphics (for each COA), and war-gaming results. Graphics are prepared and updated throughout the planning process so the consolidation is expedited and does not hinder planning activities.

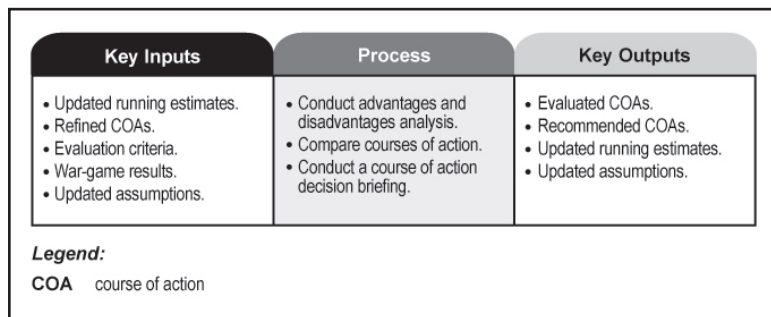


Figure 3-17. Course of action comparison

The decision matrix is the most common tool used to evaluate COAs against the criteria developed or modified through war-gaming. Although the decision matrix is a valuable decision-making aid, the final selection of the COA rests with the commander. Each COA will have the advantages and disadvantages listed. The commander may emphasize one or more criteria by assigning weights based on relative importance.

Detachment Commander's Decision

The detachment reviews the COA comparison results. The decision is made by the detachment commander, not by a decision matrix. The commander may consult with the 18Z and 180A prior to a specific

Chapter 3

COA decision. After closed-door arbitration, the leadership comes together to speak as one voice with the decision. The focus then shifts to plan completion. The ODA commander will either select a COA or decide on conducting further COA development.

Although contingency planning is critical, it is possible to overplan. Commanders are unable to anticipate all contingencies and, therefore, prepare for a variety of contingencies, allowing more flexibility. Possible contingencies arising in war-gaming should be addressed and recorded. Specific contingencies for the approved COA require particular attention.

STEP 6—COURSE OF ACTION APPROVAL

The detachment commander presents the selected COA during the commander's concept briefing. Figure 3-18 outlines the processes and outputs for this step.

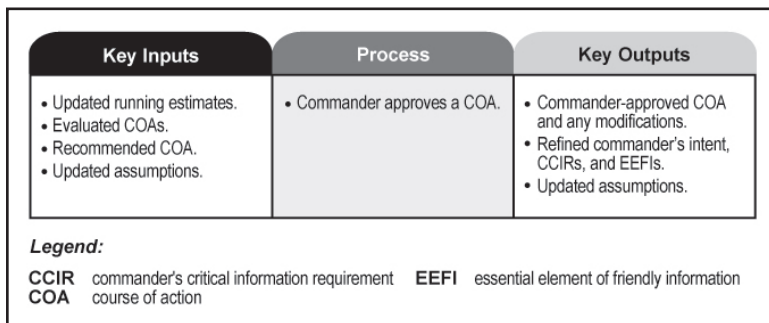


Figure 3-18. Course of action approval

Commander's concept briefs are concise briefings designed to solicit the SOTF commander's approval of the detachment's COA prior to detailed planning. The briefing is either formal or informal, depending upon the personality and desire of the SOTF commander. Commander's concept briefs comprise needed information for comprehension and approval of the COAs. The ODA commander must remain objective and discriminative, refraining from explaining all implied tasks from the mission analysis. Instead, he should highlight only tasks helping the SOTF commander with understanding the decisions. Additionally, commander's concept briefs should only contain data that SOTF commanders require for reaching a decision, and only last about an hour. At the end of the commander's concept brief, the SOTF commander may approve the concept or direct repeating earlier steps in the planning process with additional guidance. Figure 3-19, page 83, provides an overview of a common commander's concept brief format.

Chapter 3

Section	Responsibility		
Situation Overview	18F		
Outline the AO, AOI, and the significant effects analysis.			
Outline the enemy composition, disposition, and COAs.			
Mission and intent of higher HQ (at least two levels up): <ul style="list-style-type: none">• Tasks (specified, implied, and essential).• Prohibitions and requirements.• Facts and assumptions. Note: Referred to by the SFODA commander. May need to be explained in greater detail to the SOTF commander.	18A		
SFODA's restated mission.			
SFODA commander's intent.			
CONOPS (COA selected by the SFODA).			
Critical logistical issues.			
Concept of command, control and communications.			
Abort and E&R criteria.			
Option to the commander to see the other COAs considered.			
Reasoning for COA decisions (DECMAT).			
Remarks by the SFODA commander (problems, issues, and questions).			
Legend:			
18A	Special Forces Detachment Commander	DECMAT	decision matrix
18F	Special Forces Intelligence Sergeant	E&R	evasion and recovery
AO	area of operations	HQ	headquarters
AOI	area of interest	SFODA	Special Forces
COA	course of action		operational detachment A
CONOPS	concept of operations	SOTF	special operations task force

Figure 3-19. Commander's concept briefing format

The ODA commander determines who briefs each portion of the commander's concept brief. The briefing focuses on presenting the products of the detachment's work and gaining the SOTF commander's

approval. Upon approval, the detachment commander and team sergeant issue final planning guidance to detachment members and begin to transform the concept into a detailed plan. The ODA then begins to convert the approved COA into the OPORD.

STEP 7—ORDERS PRODUCTION

Complete the Plan

Detachment members must understand that the planning process continues and are notified of any changes to the original concept. The commander relays the final CONOPS to the team prior to the members working independently on separate areas of the plan.

The internal briefing is conducted prior to, and separately from, the rehearsal briefback, allowing the team to hear the approved tactical plan and their roles prior to the rehearsal briefback. The detachment members may be more focused on the annex they are about to brief. This internal briefing takes the generic COA task organization and attaches detachment member names to it.

The detachment leadership must decide the most appropriate method to present the plan. Once the format and sequence of the briefing is determined, the team sergeant assigns team members with areas of responsibility for the plan and briefing. A briefback should not be confused with an OPORD (figure 3-20, page 85). The briefback is designed to gain plan approval and gain the confidence of the SOTF commander that the detachment can execute the plan.

Rather than one individual briefing the entire execution paragraph (as in an OPORD), the entire concept of the operation is first briefed generically, followed by the subordinate element leaders (ODA staff) who relay details of the concept for their portion of the plan. Commanders provide enough detail in the CONOPS for subordinate elements' roles

Chapter 3

to be linked to it. For example, a commander might brief a concept for a raid, followed by the security, the support, and the assault element leaders.

	OPORD	Briefback
Delivered by	Commander.	Overall responsible commander, with subordinate element leaders or key individuals briefing roles.
Delivered to	Subordinates.	SOTF commander.
Purpose	Instruct subordinates on how to conduct the mission and the plan responsibilities.	Gain SOTF commander approval of and confidence in the detachment plan; ensures the staff can support the plan.
Detail	Detailed enough to facilitate execution.	Detailed, providing a clear concept, allowing the SOTF commander to judge the readiness of the force.

Legend:

OPORD operation order

SOTF special operations task force

Figure 3-20. OPORD/briefback comparison

Rehearsals

The team sergeant supervises all physical preparations for the mission. ODAs need not wait until a plan is finalized and approved before conducting preliminary rehearsals. Team members should rehearse individual and element responsibilities prior to a full-team rehearsal. For example, teams can ensure that personal and team equipment is prepared, and that subordinate elements can perform their required tasks. Preliminary rehearsal time must be carefully planned so that individual elements are prepared to execute their parts of the mission. The full rehearsal should be used to synchronize timing and mission control, not to practice individual responsibilities or critique the feasibility of the plan.

Detachments should conduct rehearsals that replicate mission conditions as closely as possible (for example, live fire at night). If time is limited and the ODA cannot conduct full physical rehearsals, leaders may decide to walk through the plan on a terrain model or sand table. The training level of a team must be taken into account. A team that is very well trained will need much less rehearsal time than a team that is somewhat trained. As crises develop, the time to rehearse infiltration, exfiltration, battle drills, and even actions on the objective may be unavailable. Time for planning and preparations is a precious commodity, and detachments must treat it as such.

It is crucial to war game all possible COAs to determine the most advantageous COA for the mission. Conducting rehearsals of the approved COA plan will allow for adjustments to the tactical plan to reduce the risk to mission. If numerous changes to the plan are required as a result of rehearsals, it is most likely because of inadequate war-gaming during planning.

Commander's Folder

The assistant detachment commander supervises the preparation of the complete order, including all the annexes, appendixes, tabs, and graphics essential to the mission. The order and all supporting documents are included in a commander's folder and turned over to the LNO/AST for the SOTF commander to review prior to the briefback. This allows the SOTF commander the opportunity become familiar with the plan prior to the briefing. If a portion of the folder is referenced during the briefing, the detachment should use tabs to assist the commander. Upon infiltration, this folder and the LNO/AST serve as the detachment's link to the SOTF.

Conducting the Briefback

Unit leaders should not allow briefing requirements to dictate the level and type of planning that they conduct. Planning requirements are determined by the needs of the force conducting the mission, as determined by detachment leadership. Leaders must ensure that all planning efforts address detachment requirements and provide for the greatest likelihood of mission success.

The primary purpose of the briefback is to assure the higher commander and staff that the detachment understands, and is prepared to accomplish, the mission. The secondary purpose is to form a “contract” with the SOTF staff, ensuring they are prepared to support the detachment’s concept of operation. The SOTF commander, command sergeant major, and SOTF staff attend the briefback. Prior to the formal briefback, the SOTF staff coordinates individually with their detachment counterparts. The intent is to have the staff’s questions completely answered prior to the briefback. Figure 3-21, page 88 provides a sample of the briefback layout and accompanying products.

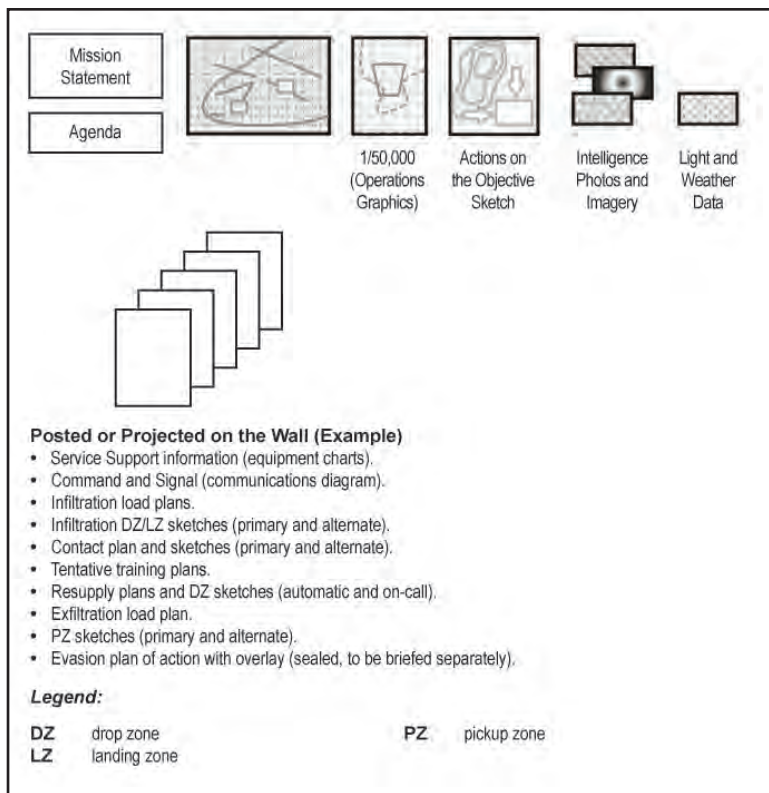


Figure 3-21. Sample briefback layout and products

Perhaps the most important element of the briefback is the manner in which the plan is articulated and presented. The plan must be presented in a logical manner and represent the confidence of the troops who will execute it. The SOTF commander must have no doubt that the detachment has a good plan and is prepared to execute it successfully.

Chapter 3

The information contained in the briefback generally follows the five-paragraph OPORD format, but should be tailored to meet specific mission requirements. The level of detail covered in an OPORD is more than what is covered in a briefback. An example of the isolation area set up for a briefback can be seen in figure 3-22.

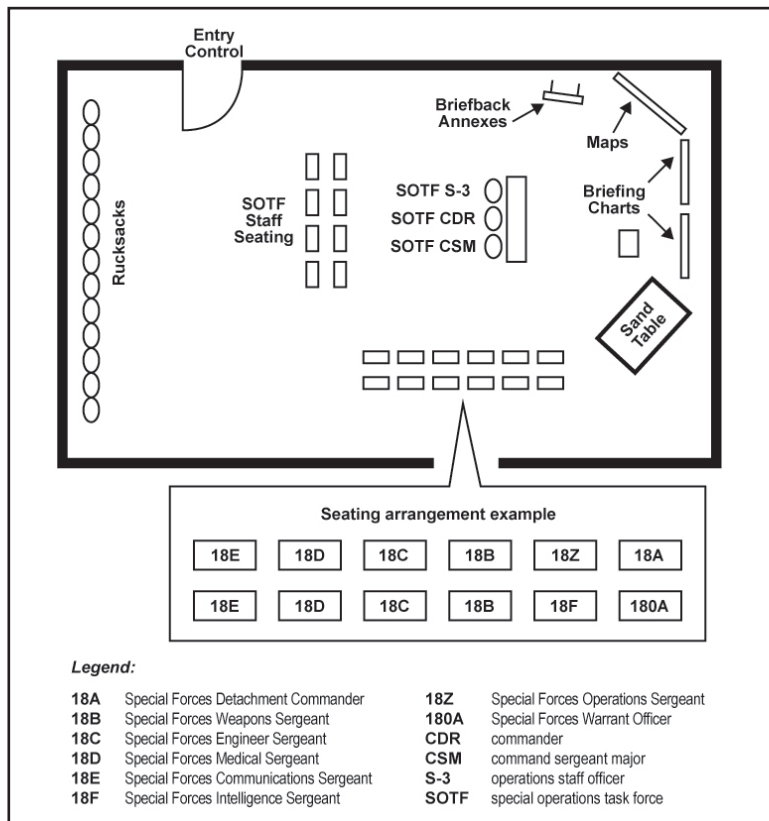


Figure 3-22. Sample room layout for briefback

Automated Planning Tools

Automated planning tools are designed to enhance planning; they are not a substitute for thorough understanding of the planning process. One such tool is the Special Operations Mission Planning Environment. The Special Operations Mission Planning Environment provides the following capabilities:

- Integrates local area network with software defined networking.
- Has planning shells (templates) and OPORD format.
- Has all high-risk matrices embedded.
- Has (limited) SAVSERSUP formats.
- Has a geographic information system program used to create, manage, analyze, and display geospatial data on digital maps.

As with any tool, if used incorrectly it can prove more detrimental than helpful. It is the responsibility of the individuals conducting the planning to decide which tools are used. Do not arbitrarily apply tools (such as formats) without considering the appropriateness to the task at hand. Experienced planners know that digitization and automation have the potential to inadvertently insulate information sharing. One common pitfall of digital technology is the emphasis placed on impressive briefings (simply because the capability exists) at the expense of preparations for the operation. The best briefing, locked inside a laptop, does little to prepare a member of an element. Leaders must post important information to allow team members the time to passively absorb data by repeated viewing. Conversely, printing and posting unnecessary information (simply because the capability exists) is equally detrimental.

If the majority of the briefing is presented in a digital format, the detachment leadership must ensure that the recipient can develop a

mental picture and overall understanding of the plan. For example, if numerous digital component map segments are embedded within briefing slides, the briefing recipient can quickly lose the orientation of a specific phase as it relates to the overall plan. Some forms of information, such as maps, require the recipient to be close to see the detail. Other forms of information, such as bullets on a screen, do not require such proximity. The conveyance of one type of information should not suffer because a single format (for example, PowerPoint) cannot accommodate both types in a single presentation. The briefer must consider the best way to present the information. Some common techniques include computer presentations, sand tables, sketches, or paper maps posted on a desk or a wall. However, automated planning tools are not just limited to presentations.

Another advantage of using automated planning tools is capturing troves of historical documentations and repositories that are available for planning purposes. One such source within the command is the digital library for after-action reviews, known as the Joint Lessons Learned Information System. This system has a repository of many lessons learned, area studies, joint combined exercise training reports, and other planning information that can be researched with the use of automated planning tools. The information is interactive with deployed forces and the generating forces preparing for a relief in place or preparing the designated force during a pre-mission training cycle.

Once the ODA has received the mission, using automated planning tools allows for after-action reports to be initiated during early stages of mission planning. This early initiation assists with capturing lessons learned or becoming aware of challenges or successes that are currently ongoing to ensuring success of the assigned mission.

CHAPTER 4**Time-Constrained Planning**

Certain operations—particularly time-sensitive targeting, direct action, and special reconnaissance missions—must be executed on very short notice. Such operations may be crisis-related or linked to time-sensitive information and require execution based upon unfolding events rather than an optimum planning and execution schedule. This type of operation can still be compartmentalized in nature, requiring a shortened isolation, or it could more closely resemble the type of planning conducted by conventional units in the conduct of normal combat operations. Operations security should not be confused with a need for isolation planning.

Before a unit can effectively conduct planning in a time-constrained environment, it must master the steps in the full MDMP. A unit can only shorten the process if it fully understands the role of each and every step of the process and the requirements to produce the necessary products. Training on these steps must be thorough and result in a series of staff battle drills that can be tailored to the time available.

In time-constrained conditions, commanders may have to select a COA, mentally war-game it, and confirm their decision to the staff in a short time. If so, they base their decision more on experience than on a formal, integrated staff process.

Limiting the number of COAs developed and war-gamed can save planning time. If time is extremely short, the commander can direct development of only one COA. In this case, the goal is an acceptable COA that meets mission requirements in the time available. This technique saves the most time.

Chapter 4

The commander must decide upon the appropriate planning techniques to employ to maximize the time available, a decision that can be particularly challenging if the amount of time available is not known. If part of the process is compressed or omitted, it must be the result of the commander's assessment that the risks justify the potential gains. As the time available decreases, the commander's involvement and guidance becomes more directive and detailed. This directly affects the latitude of the subordinates, the number of COAs considered, and the level of rehearsals. A unit's ability to conduct time-constrained planning and execute operations on short notice is directly proportional to—

- The skill and experience of leaders with planning in an unconstrained environment. The level of skill and experience facilitates accurate assessments and decisions by leaders regarding what steps can be compressed or omitted and how to best use the available time. If detachment leadership attempts to compress the process without the requisite skills, the results will likely be poor.
- Unit proficiency and readiness. A unit's level of operational readiness and skill in combat tasks will directly impact the amount of rehearsal and preparation time required. Only a highly trained unit can forego rehearsals prior to the conduct of an operation while maintaining an acceptable level of risk, both to the force and to the mission.
- Functionality and familiarity with unit SOPs. Unit familiarity with SOPs can greatly streamline the planning process and reduce confusion and redundancy. The best SOPs are of no value if a unit is not proficient in their application. This requires routine practice and training.

Commanders may alter the steps of the MDMP to fit time-constrained circumstances and produce a satisfactory plan. In time-constrained conditions, commanders assess the situation, update the commander's

visualization, and direct the staff to perform only the MDMP activities that support the required decisions. In extremely compressed situations, commanders rely on more intuitive decision-making techniques, such as dictating the COA to be developed and synchronized. In a time-constrained environment, the commander ensures that, at a minimum, the decisive COA is war-gamed.

Figure 4-1, page 95, provides a sample format of a compressed planning sequence that demonstrates mission analysis through concept development in a six-hour period.

Event	Time
Notification of impending operation. <ul style="list-style-type: none"> Issue warning to detachment, outlining use of time. Key leadership conducts mission analysis. 	N-Hour+1:00
Internal mission analysis (to include IPB). <ul style="list-style-type: none"> Conduct an internal briefing. Issue guidance for COA development. 	N+1:00 to N+2:00
COA development and group brainstorming. <ul style="list-style-type: none"> Done by leadership or planning teams (minus detachment leadership). If commander dictates only one COA, next step is omitted. 	N+2:00 to N+3:00
COA comparison. <ul style="list-style-type: none"> COAs verbally briefed by elements. 	N+3:00 to N+3:30
COA analysis (wargaming). <ul style="list-style-type: none"> Can be done as a group or by leaders in private. 	N+3:30 to N+4:00
COA decision. <ul style="list-style-type: none"> Made by ODA leadership (18A, 180A, and 18Z). 	N+4:00 to N+4:30
Final concept briefed to the detachment.	N+4:30 to N+5:00
Concept put in the appropriate format and sent to HQ.	N+5:00 to N+6:00
Awaiting approval from higher.	TBD
Final synchronization. <ul style="list-style-type: none"> Detachment ROC drill (equivalent of an action on the objective rehearsal). Review contingencies. 	N+6:00 to N+7:00
Final preparations. <ul style="list-style-type: none"> Prepare equipment and detachment gear. Pre-combat inspections. Internal and external communications check. 	N+6:00 to N+7:30
Physical rehearsals. <ul style="list-style-type: none"> On-load and offload. Flow drills on tape mock-ups. 	N+7:30 to N+8:00
Stand by for approval decision.	TBD

Legend:

18A Special Forces Detachment Commander
18Z Special Forces Operations Sergeant
180A Special Forces Warrant Officer
COA course of action
HQ headquarters

IPB
N-Hour (N)
ODA
ROC
TBD

intelligence preparation of the battlefield
 notification
 operational detachment A
 rehearsal of concept
 to be determined

Figure 4-1. Sample time-constrained planning format

Deployed ODAs are often required to submit a CONOPS prior to execution authorization for a given operation. Although the capability exists to transfer vast amounts of information, this technology does not necessarily increase the speed of the decision-making process. In fact, an increased quantity of information often hinders the decision cycle, as the recipient must process the data. Therefore, unit commanders must exercise caution in the amount of information they require prior to operation approval. Unit SOPs and the higher commander's requirements dictate the level of detail in a CONOPS. Normally the level of detail is similar to a field OPORD, focusing on the tactical concept, timeline, and required support (for example, fire support, coordination to prevent fratricide, deconfliction with units in the vicinity, and medical evacuation).

CHAPTER 5

Sample Formats and Templates

The formats provided in this chapter are designed to serve as a guide to planners. Formats may be adjusted to fit mission requirements.

BRIEFBACK

Figure 5-1, pages 97–101, provides a common briefback format. The information contained in the briefback generally follows the five-paragraph OPORD format, but should be tailored to meet specific mission requirements. The level of detail covered in an OPORD is more than what is covered in a briefback.

Introduction and Agenda. Include detachment composition, to include any attachments.

1. Situation:

- a. *Define the Operational Environment.* Describe the area of operations (AO) and area of interest (AI), modified combined obstacle overlay, population status overlay, or other overlays, as required. Provide an overview of the objective or target area.
- b. *Describe the Battlefield Effects.* Provide terrain analysis, light and weather data, and an analysis of significant effects impacting enemy and friendly forces.
- c. *Evaluate the Threat.* Include composition of forces in AO (best if outlined and posted), disposition of forces in AO (situation template and incident overlay), and capabilities of forces in AO (enemy reactive template).
- d. *Define Threat Course of Actions (COAs).* Provide analysis of the enemy's most likely course of action (MLCOA) and most dangerous course of action (MDCOA).
- e. *Third-Party Groups.* List civilian groups, refugees, and guerrilla bands.
- f. *Other Friendly Forces in AO/AI.* Include the identification, location, and activity.
- g. *Significant Cultural Mores.* If applicable.

2. Mission:

Provide a clear, concise statement—normally in the form of *Who, What, Where, When, and Why*—but with an emphasis on the singular **task and purpose**. The task and purpose must be related to the higher unit's mission and intent. The mission either supports achieving the higher headquarters (HQ) purpose or achieves it (nested concept).

Figure 5-1. Sample briefback format

3. Execution:

- a. *Commander's Intent.* Provide a brief statement that clarifies how the detachment's purpose supports or achieves the higher HQ purpose (expanded purpose) and any key tasks that need to be stressed due to their criticality to the overall mission success (particularly in terms of the required effects or conditions). These tasks do not equal success but rather lead to success or failure. Identify the decisive point or quantifiable event that will lead to mission success. Finally, express the vision of the end state in terms of the results accomplished by a successful mission.
- b. *Concept of the Operation.* Describe the overall operation in general terms from the beginning to the end, using clearly defined phases (if applicable). This portion needs to contain enough detail to allow the listener to conceptually grasp the entire operation and not get caught up in specific details. It is normally expressed on a 1:50,000 (or similar) map. Subordinate elements are usually referred to generically, allowing listeners to hear the whole plan before becoming focused on any single element.
 - 1) *Subparagraphs to the Concept of Operations.* In conventional operations, this information is normally included in the maneuver paragraph. These paragraphs normally cover the portion or phase of the operation that achieves the end state of the mission. The details concerning Infiltration and exfiltration are generally described in a separate annex with appendixes, as necessary. This portion is normally depicted graphically in the form of a sketch, diagram, or sand table (not by using a 1:50,000 map alone).

Figure 5-1. Sample briefback format (continued)

- 2) *Subordinate Elements.* Allow subordinate element leaders to brief **in detail** the plan for accomplishing their assigned tasks. This is normally performed on the same sketch or sand table used by the commander. This generally consists of specific duties or tasks to be performed, specialty teams or elements, and their assigned responsibilities.

Note: It is critical that the commander briefs the overall concept prior to subordinates briefing the specific details. Multiple elements briefing in detail will generate questions and confusion as to how they link together if they are not considered in relation to an overall concept. Contingencies should not be addressed until the plan has been presented in full; otherwise, it may become confusing and disjointed.

- c. *Coordinating Instructions.* Provide all other information that pertains to the tactical portion of the plan and is (generally) applicable to more than one element. Tactical contingencies should also be covered at the end of this portion, displayed either as a list or addressed individually. Some contingencies addressed may include the following:
 - 1) Abort criteria.
 - 2) Evasion criteria.
 - 3) Information requirements and priority intelligence requirements.
 - 4) Fire control measures or measures to prevent fratricide.
 - 5) Emergency rally point locations.
 - 6) Handling and evacuation of captured personnel and equipment.

Figure 5-1. Sample briefback format (continued)

- 7) Special operations security considerations (to include a possible cover story for status and action).
- 8) Special public affairs office guidance for encounters with the media (including off-limits topics).
- 9) Contingencies that the operational detachment A (ODA) has anticipated.
- 10) Outline time schedule rehearsals and remaining provisions.

4. Sustainment:

a. General logistics:

- 1) Load and equipment carried by the team.
- 2) Special equipment and its location.
- 3) Sustainment plan.

b. Resupply and cache (if applicable).

c. Medical plan:

- 1) Medical equipment accompanying the detachment.
- 2) Health status of detachment members.
- 3) Treatment and evacuation plan for friendly wounded and dead.

5. Command and Signal:

a. Command:

- 1) Chain of command to higher HQ.
- 2) Succession of command.
- 3) Location of key leaders.

Figure 5-1. Sample briefback format (continued)

b. *Signal:*

- 1) Communications plan with primary, alternate, contingency, emergency (PACE) data. A bubble chart is the best way to depict the communication connectivity.
- 2) Planned contacts and reports.
- 3) Code words and call signs.
- 4) Frequencies.
- 5) Recognition signals (near and far, day and night).
- 6) Internal team code words (including running password and number combination).

6. Detachment Commander's Final Issues and Comments:

Provide an honest assessment of the readiness of the team to execute the plan based upon rehearsals, time available, intelligence, and equipment.

Figure 5-1. Sample briefback format (continued)

OPERATION ORDERS AND ANNEXES

OPORDs for ARSOF generally follow the standard five-paragraph format outlined in FM 6-0. This section outlines annexes and appendixes that are typically used by or are unique to ARSOF.

Annexes provide details that are not readily incorporated into the base order. They should increase clarity by keeping the base order short and uncluttered, and they normally provide detailed tactical or technical planning information or combat support and administrative details. The commander determines the type and number of annexes. Every effort should be made to minimize the number of annexes to an order. Information should not be repeated (the phrases “see annex” or “as per OPORD” are acceptable). Subcomponents to annexes are referred to as appendixes. Subcomponents of appendixes are referred to as tabs. Subcomponents of tabs are referred to as enclosures (figure 5-2, page 103).

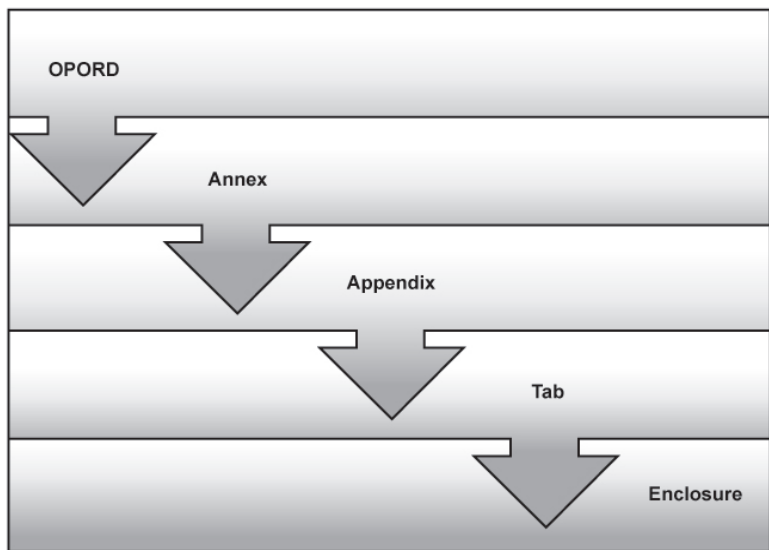


Figure 5-2. Operation order hierarchy

ODA members that prepare an annex generally brief the annex. All annexes may not apply to every OPORD. Detachment-level OPORDs, for example, do not require many of the annexes outlined in FM 6-0. For this reason, the lettering of annexes will be sequential and may change from one order to the next. Figure 5-3, page 104, lists the annexes and appendixes common to ARSOF.

Item	Type
Intelligence (not a reproduction of the situation from paragraph 1)	Annex
Specific Intelligence Estimates and Products	Appendix
Collection Plan	Appendix
Operations	Annex
Operational Graphics	Appendix
Infiltration Plan (includes route overlay; LZ, DZ, or beach landing site [BLS] sketches [primary and alternate]; and load plan)	Appendix
Contact Plan (for agents or indigenous personnel, with primary and alternate sketch)	Appendix
Linkup Plan (internal or with conventional forces, with sketch)	Appendix
Area Assessment Plan (linked to responsibilities of team members)	Appendix
Training Plan (if applicable)	Appendix
High-Value Target List (from higher HQ or developed by the SFODA in support of a UW mission)	Appendix
Transition Plan	Appendix
Exfiltration Plan (includes route overlay; LZ, DZ, or BLS sketches [primary and alternate]; and load plan)	Appendix
Fire Support Plan (if applicable)	Appendix
Rules of Engagement (ROE) (provided by higher HQ)	Appendix
CA/Civil-Military Operations (may be a separate annex)	Appendix/ Annex
MISO (may be a separate annex)	Appendix/ Annex
Evasion Plan of Action (EPA) (with overlay)	Appendix
Logistics Plan (with resupply and cache plan, DZ and cache site sketch)	Annex
Medical Plan	Annex
Communications Plan	Annex

Note:

* Not every annex or appendix will apply to every mission.

Legend:

CA Civil Affairs
 DZ drop zone
 HQ headquarters
 LZ landing zone

MISO
 SFODA
 UW

military information support operations
 Special Forces operational detachment A
 unconventional warfare

Figure 5-3. Sample annexes and appendixes

INTELLIGENCE ANNEX

The intelligence annex includes all intelligence products and overlays. Figures 5-4 (pages 105–106) and figure 5-5 (pages 107–114), outline the most common format for the intelligence annex and an intelligence estimate appendix. Information should be tailored to meet specific mission requirements.

1. Define the battlefield environment:

- a. Terrain analysis, light and weather data, and overlays as required.
- b. Microanalysis of the objective/target area.

2. Describe the battlefield effects (significant effects analysis).**3. Evaluate the threat:**

- a. Composition of forces in area of operations (AO) (best if outlined and posted).
- b. Disposition of forces in AO (situational template and incident overlay).
- c. Capabilities of forces in AO (enemy reactive template).
- d. Vulnerabilities of forces in AO.

4. Define threat Course of Actions (COAs) (analysis of the enemy's most likely course of action [MLCOA] and most dangerous course of action [MDCOA]).

Figure 5-4. Sample intelligence annex

5. Third-party groups:

- a. Civilian groups, refugees, guerrilla bands, factions, and insurgents (identification, location, and activity).
- b. Significant cultural mores and taboos.

6. Other friendly forces in AO or area of interest (AI) (identification, location, and activity).

7. Detachment intelligence activities in the joint special operations area:

- a. Intelligence collection plan (appendix):
 - 1) Information sought (priority intelligence requirements and information requirements) and the indicators.
 - 2) Assets tasked to collect and compile the information.
- b. Defensive counterintelligence activities.

Figure 5-4. Sample intelligence annex (continued)

Intelligence Estimate Appendix to Intelligence Annex

(U) **References:** List doctrinal publications, such as ATP 2-01.3 as an example, essential to understanding the Appendix.

(U) **Time Zone Used Throughout the Order:**

1. (U) **Mission.** State the mission.

a. (U) Area of Interest. Refer to Tab D (IPB). Provide brief description and justification for area of interest.

b. (U) Area of Operations. Refer to Tab D (IPB). Provide a brief description. Both area of operations and interest must be depicted on each subsequent chart provided, and display pertinent features. These features include ODA location and items necessary to achieve full understanding.

c. (U) Threat Forces. Refer to Tab D (IPB).

(1) (U) List known and templated locations of all threat units within AO/AI to include crime and foreign intelligence entity (FIE). List threat units: Identity, size, and location.

(2) (U) Use additional sub-paragraphs for each threat unit.

d. (U) Friendly Forces. Refer to Tab D (IPB).

(1) (U) List friendly/neutral units residing within the AO/AI: Identity, size, and location. Use additional sub-paragraphs for each friendly/neutral unit.

(2) (U) Use additional sub-paragraphs for each friendly/neutral unit.

Figure 5-5. Example intelligence estimate appendix

e. (U) Interagency, Intergovernmental, and Nongovernmental Organizations. Refer to Tab D (IPB).

(1) (U) List elements residing within the AO/AI.

(2) (U) Use additional sub-paragraphs for each of these organizations.

2. (U) **Threat Situation**. Explanation: Throughout this document threat refers to the entity contained in the mission statement. State the conditions that exist and indication of effects of these conditions on threat capabilities and the assigned mission. This paragraph pertains to the friendly AO/AI, the threat military situation, and the effect of these two factors on threat capabilities.

a. (U) Significant Characteristics of the Operational Environment (OE) Military Geography, Terrain. Refer to Tab A (Terrain).

(1) (U) Natural Features.

(a) (U) Relief.

(b) (U) Drainage.

1. (U) Surface Water.

2. (U) Potable Ground Water.

(c) (U) Flora.

(d) (U) Fauna.

(e) (U) Surface Materials.

(2) (U) Terrain Man-Made Features.

(a) (U) Built-up Areas.

(b) (U) Roads.

1. (U) Expressways.

2. (U) Routes.

(c) (U) Airfields, Airports, Landing Strips, and Heli-Pads.

(d) (U) Railroads.

(e) (U) Ford Sites.

(f) (U) Bunkers, Mines, and Caves.

Figure 5-5. Example intelligence estimate appendix (continued)

(3) (U) Military Aspects of Terrain.

(a) (U) Observation and Fields of Fire.

(b) (U) Avenues of Approach (AA).

1. (U) AA1.

2. (U) AA2. Add additional sub-paragraphs as needed.

(c) (U) Key Terrain (KT).

1. (U) KT1.

2. (U) KT2. Add additional sub-paragraphs as needed.

(d) (U) Obstacles.

(e) (U) Cover and Concealment.

(4) (U) Effect on Threat Capabilities. Discuss the effects of the existing situation on the activities of individual or multiple actors of concern and/or broad threat capabilities. This discussion is reflected in the terrain effects matrix.

(5) (U) Effect on Friendly Capabilities. Discuss the effects of the existing situation on broad capabilities for friendly forces. This discussion is reflected in terrain effects matrix.

b. (U) Significant Characteristics of the Operational Environment (OE) Climate and Weather. Refer to Tab B (Weather).

(1) (U) Existing Situation.

(a) (U) Visibility.

(b) (U) Wind.

(c) (U) Precipitation.

(d) (U) Cloud cover.

(e) (U) Temperature.

(f) (U) Humidity.

(g) (U) Atmospheric Pressure.

(h) (U) Sea State.

(2) (U) Effect on Threat Capabilities.

(3) (U) Effect on Friendly Capabilities.

Figure 5-5. Example intelligence estimate appendix (continued)

c. (U) Significant Characteristics of the Operational Environment (OE) Civil Considerations (PMESII). Refer to Tab C (Civil Considerations).

(1) (U) Political.

- (a) (U) Political Authority.
- (b) (U) Military Authority.
- (c) (U) Family Authority.
- (d) (U) Religious/Clerical Authority.
- (e) (U) Attitudes towards the US.
- (f) (U) Government.
- (g) (U) Domestic Political Issues.
 - 1. (U) Elections.
 - 2. (U) Rule of Law.
 - 3. (U) Corruption.
- (h) (U) Military Alliances.
- (i) (U) Official Political Parties.
- (j) (U) Effect on Threat Capabilities.
- (k) (U) Effect on Friendly Capabilities.

(2) (U) Military.

- (a) (U) Military Host Nation.
 - 1. (U) Army.
 - a. (U) Size and Structure.
 - b. (U) Training and Readiness.
 - 2. (U) Navy.
 - a. (U) Size and Structure.
 - b. (U) Training and Readiness.
 - 3. (U) Air Force.
 - a. (U) Size and Structure.
 - b. (U) Training and Readiness.

Figure 5-5. Example intelligence estimate appendix (continued)

- (b) (U) Other Military.
 - 1. (U) Xxxxx Army.
 - a. (U) Size and Structure.
 - b. (U) Training and Readiness.
 - 2. (U) Xxxxx Navy.
 - a. (U) Size and Structure.
 - b. (U) Training and Readiness.
 - 3. (U) Xxxxx Air Force.
 - a. (U) Size and Structure.
 - b. (U) Training and Readiness.
- (c) (U) Government Paramilitary Forces.
- (d) (U) Internal Security Forces.
- (e) (U) Reserves and Militia.
- (f) (U) Non-State Paramilitary Forces.
- (g) (U) Criminal Organizations.
 - 1. (U) Host Nation.
 - 2. (U) Threat.
- (h) (U) Effect on Threat Capabilities.
- (i) (U) Effect on Friendly Capabilities.
- (3) (U) Economic.
 - (a) (U) Economic Activity.
 - (b) (U) Income Distribution.
 - (c) (U) Consumer Issues.
 - (d) (U) Banking and Finance.
 - (e) (U) Corruption/Graft.
 - (f) (U) Illicit Economy/Black Market.
 - (g) (U) Threat Revenue Streams.
 - (h) (U) Effect on Threat Capabilities.
 - (i) (U) Effect on Friendly Capabilities.

Figure 5-5. Example intelligence estimate appendix (continued)

- (4) (U) Social.
 - (a) (U) Ethnic Diversity.
 - (b) (U) Religious Diversity.
 - (c) (U) Human Rights.
 - (d) (U) Social Volatility.
 - (e) (U) Population Growth.
 - (f) (U) Common Languages.
 - (g) (U) Holidays and Observances.
 - (h) (U) Beliefs, Customs, and Values.
 - (i) (U) Effect on Threat Capabilities.
 - (j) (U) Effect on Friendly Capabilities.
- (5) (U) Information.
 - (a) (U) Overview.
 - (b) (U) News Agencies.
 - (c) (U) Print Media.
 - (d) (U) Radio.
 - (e) (U) Internet.
 - (f) (U) Telecommunications.
 - (g) (U) Word of Mouth.
 - (h) (U) Effect on Threat Capabilities.
 - (i) (U) Effect on Friendly Capabilities.
- (6) (U) Infrastructure.
 - (a) (U) General.
 - (b) (U) Structures.
 - (c) (U) Utilities.
 - (d) (U) Water.
 - (e) (U) Electricity.
 - (f) (U) Transportation.
 - (g) (U) Road.
 - (h) (U) Railroads.
 - (i) (U) Air.

Figure 5-5. Example intelligence estimate appendix (continued)

- (j) (U) Effect on Threat Capabilities.
- (k) (U) Effect on Friendly Capabilities.
- d. (U) Threat Military Situation (Threat Data Files). Refer to Tab D (IPB).
 - (1) (U) Composition.
 - (2) (U) Location and Disposition.
 - (3) (U) Strength.
 - (4) (U) Combat Effectiveness.
 - (5) (U) Doctrine and Tactics.
 - (6) (U) Support and Relationships.
 - (7) (U) Electronic Technical Data.
 - (8) (U) Capabilities and Limitations.
 - (9) (U) Historical Data.
 - (10) (U) Current Operations.
 - (11) (U) Miscellaneous Data.
- 3. (U) **Threat Capabilities**. Refer to Tab D (IPB). List each threat capability in a series of subparagraphs, or a table, that can affect the accomplishment of the assigned (friendly) mission. Threat capabilities are broad options and supporting operations that the threat can take to influence accomplishing friendly missions. They provide the means for accomplishing goals, attacking friendly vulnerabilities, and degrading or neutralizing strengths.
- 4. (U) **Analysis of Threat COAs**.
 - a. (U) Identify Likely Objectives And End State.
 - b. (U) Threat Battlefield Functions.
 - c. (U) Threat Capabilities Available To Perform Each Battlefield Function.

Figure 5-5. Example intelligence estimate appendix (continued)

d. (U) Identify Full Set Of COAs. Once these are identified, prioritize them from least to most likely and select the most dangerous. Summarize COAs under this paragraph and place graphic representation in Tab D. For each COA, list:

Statement.

Situation Template.

HVTs.

Collection Requirements.

(1) (U) COA 1:

(2) (U) COA 2:

(3) (U) COA 3:

5. (U) **Conclusions**. This paragraph contains the summary conclusions of the Intelligence Estimate with associated analytic confidence levels. In separate subparagraphs, list the threat capabilities most likely to be adopted based on the discussion in the previous paragraph. Include a concise statement of the effects of each capability on the accomplishment of the assigned mission and where applicable list exploitable vulnerabilities.

(U) **ATTACHMENTS:**

(U) Tab A- Terrain

(U) Tab B- Weather

(U) Tab C- Civil Considerations

(U) Tab D- Intelligence Preparation of the Battlefield Products

Graphic, Tab D: Consolidated Situation Template

Graphic, Tab D: Event Template

Graphic, Tab D: Event Matrix

Figure 5-5. Example intelligence estimate appendix (continued)

COLLECTION PLAN

Figure 5-6, pages 115–117, outlines the most common format for a collection plan, collection matrix, and named area of interest (NAI) overlay. Information should be tailored to meet specific mission requirements. A typical collection plan will contain the following information:

1. Priority intelligence requirements and information requirements.
2. List indicators for each PIR/IR.
3. Collection element (reconnaissance and surveillance [R&S] element).
4. Locations and methods used to collect.
5. Equipment used to identify indicators:
 - a. Night.
 - b. Day.
6. Reporting plan.
 - a. Reporting requirements:
 - 1) Immediate (within 15 minutes).
 - 2) Priority (within 1–2 hours).
 - 3) Routine (within 4–6 hours).
 - 4) At next scheduled contact.
 - b. Reporting means (communications for reporting in accordance with requirements).

Note: The collection plan will also include a matrix and diagram or overlay depicting the NAIs (see examples on pages 116–117).

Figure 5-6. Sample collection plan

Collection matrix									
PIR	NAI	Indicators	Units Tasked				How collected	Start/ Stop LTIOV	Reporting Instructions (when/ what means)
			R&S 1	R&S 2	R&S 3	SOT-A			
1. Is the enemy strength on the OBJ greater than company size?	TAI	Number of personnel	X			X	Binoculars, scopes, camera, UAV	H+1	4, HF
2. Are high value target(s) on the objective?	TAI	Presence of HVT	X			X	Binoculars, scopes, camera, UAV	H-hour	1, SAT
3. Are chemical agents seen on the objective?	TAI	Suspicious barrels present	X				Binoculars, scopes, camera, UAV	H+2	2, SAT
		Bio/chem markings visible	X					H+2	
4. Is the enemy capable of reinforcement?	NAI 1 & 2	Increase of vehicles on the OBJ	X				Visual	H+1	3, FM
		Reinforcement elements spotted within AO		X	X	X	Visual, intercept	H+1	
5. Are friendly HN personnel present?	NAI 1 & 2		X	X	X	X	Binoculars, scopes, camera, UAV	H-hour	3, FM
Reporting requirements: 1) Immediate (within 15 minutes), 2) Priority (within 1–2 hours), 3) Routine (within 4–6 hours), 4) Next scheduled contact.									

Legend:

AO area of operations

Bio/chem biological/chemical

FM frequency modulation

HF high frequency

HN host nation

HVT high value target

LTIOV last time information of value

NAI named area of interest

OBJ objective

PIR priority information requirement

R&S recon and surveillance

SAT satellite communications

SOT-A Special Operations Team-Alpha

TAI target area of interest

UAV unmanned aerial vehicle

Figure 5-6. Sample collection plan (continued)

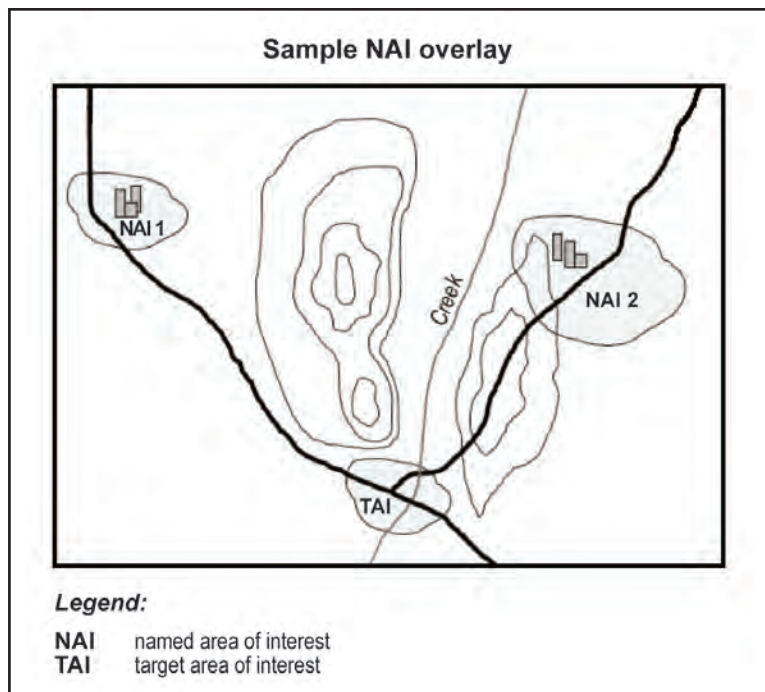


Figure 5-6. Sample collection plan (continued)

INFILTRATION/EXFILTRATION APPENDIX

Figure 5-7, page 118, outlines the most common format for the infiltration/exfiltration appendix (part of the operations annex). Information should be tailored to meet specific mission requirements.

1. Situation:

- a. Enemy (as per paragraph 1 of OPORD or intelligence annex).
- b. Friendly (element providing the infiltration or exfiltration craft and the type of craft provided).

2. Mission. Specifically states the ODA mission concerning infiltration or exfiltration only.

3. Execution:

- a. Concept of the operation (drop zones, landing zones, pickup zones, beach landing sites, routes, checkpoints, and mission decision lines).
- b. Coordinating instructions:
 - 1) Include details of applicable coordination and time schedule.
 - 2) Include operations security procedures, the plan to account for personnel and equipment, actions in the event of injury, actions on enemy contact, and sterilization procedures.

4. Service and Support. Issues concerning infiltration and exfiltration that are not routine or contained in the SOTF SOP.

5. Command and Signal:

- a. Command. States the chain of command and locations during infiltration and exfiltration.
- b. Signal. Contains references to communications-electronics operating instructions (CEOI); DZ, LZ, PZ and BLS markings; and any other signals or communications necessary to accomplish the infiltration and/or exfiltration.

Figure 5-7. Sample infiltration/exfiltration appendix

LOAD PLAN APPENDIX

The load plan appendix (part of the operation annex) outlines the methods for loading the infiltration and exfiltration craft. Figure 5-8, page 119, outlines the most common data found in the load plan annex

Chapter 5

and figure 5-9 shows a sample load plan sketch. Information should be tailored to meet specific mission requirements.

- 1. Overall concept.**
- 2. ODA preparation.** Predeparture preparation of infiltration craft.
- 3. Travel to the infiltration craft.** Team movement from the SOTF to the infiltration craft.
- 4. Action on the infiltration craft.** Any additional actions necessary to prepare for infiltration.
- 5. Craft load sketch.** Diagram of personnel and equipment load plan (Figure 5-9).

Figure 5-8. Sample load plan appendix

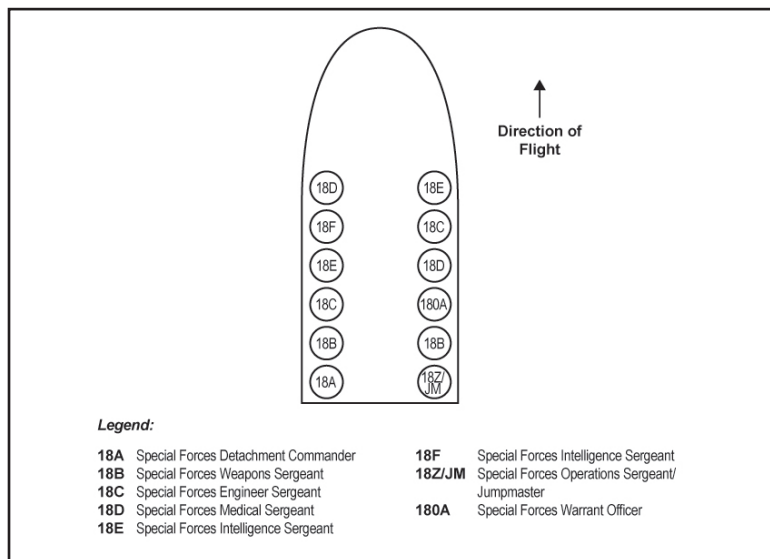


Figure 5-9. Sample load plan sketch

ROUTE OVERLAY APPENDIX

The route overlay appendix (part of the operation annex) graphically depicts the infiltration and exfiltration routes from start to finish. Information contained in the appendix includes azimuth, distance, checkpoints, rally points, time for each leg of the route, and the mission decision line. Figure 5-10 depicts a sample flight route overlay.

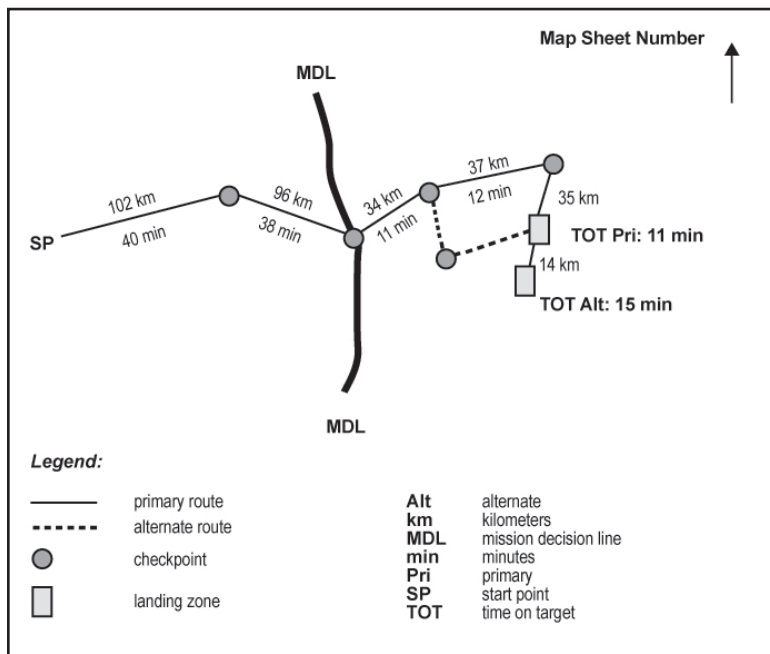


Figure 5-10. Sample flight route overlay

ABORT PLAN APPENDIX

The abort plan appendix (part of the operation annex) outlines abort criteria by phase. Figure 5-11 outlines information commonly found in an abort plan annex, but is not all inclusive of things to consider. Some other reasons to abort a mission may be compromise of the team, or team becoming mission ineffective due to losses during the execution of the mission. Information should be tailored to meet specific mission requirements.

- 1. Abort prior to mission decision line.** On order of special operations task force (SOTF) (recall), infiltration craft mechanical problems, crash or destruction of infiltration craft.
- 2. Abort beyond the mission decision line.** On order of SOTF (recall).
- 3. Contingency abort.** Due to situation at the selected drop zone, landing zone, or beach landing site, or throughout the special operations aviation leg due to loss of mission-essential equipment or personnel.

Figure 5-11. Sample abort plan appendix

ASSEMBLY PLAN APPENDIX

Figure 5-12, page 122, outlines the most common format for the assembly plan appendix (part of the operation annex). Information should be tailored to meet mission requirements.

1. Assembly Method. Briefly describe the procedures necessary to group the operational detachment A (ODA) after exit from the infiltration craft.

2. Infiltration Sites:

- a. *Primary.* Describe the location of the primary assembly point, any markings or references and actions during assembly, and actions at the assembly area.
- b. *Alternate.* Discuss the same issues as at the primary.
- c. *Emergency.* Establish emergency rally point for the overall operation (a contingency). Discuss the same issues as at the primary; may use a location also planned for another activity. Discuss actions to be taken by uninjured ODA members in the event of an emergency landing or crash landing, to include—
 - 1) Proposed assembly point (in relation to the infiltration craft).
 - 2) Procedures for the salvage or destruction of sensitive items or mission-essential equipment.
 - 3) Final destruction of the infiltration craft.
 - 4) Disposition of injured personnel and crew members.
 - 5) Reassembly plan. If the ODA cannot assemble in the vicinity of the planned infiltration sites due to the ground situation, or it is necessary to dispatch personnel from the assembly area (for example, to locate lost personnel), utilization of the reassembly plan will be required.

Figure 5-12. Sample assembly plan appendix

Figure 5-13, page 123, is an example of an assembly plan sketch that is included with the assembly plan and can be used during the aircrew coordination meeting. It is easily modified for infiltration platforms other than rotary wing.

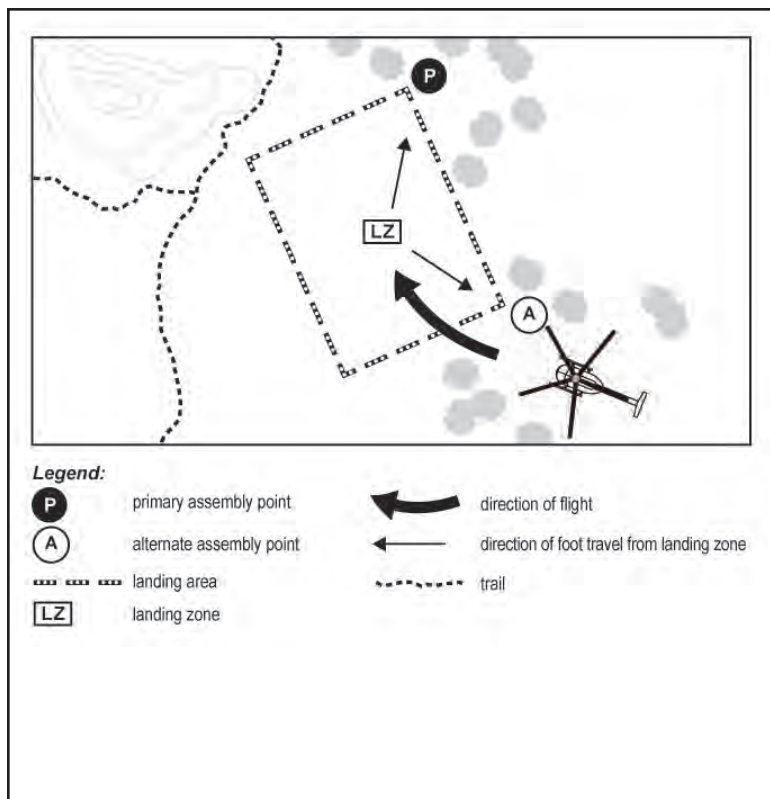


Figure 5-13. Sample landing zone/pickup zone and assembly plan sketch

AIRCREW COORDINATION CHECKLIST (ROTARY WING)

Figure 5-14, pages 124–126, is based on an ARSOF aviation SOP and discusses the information that needs to be exchanged between an ODA and an aircrew during an aircrew coordination meeting. This can be adjusted for fixed wing aircraft infiltration.

1. Team Details:

- a. Mission number.
- b. Number of personnel.
- c. Equipment.
- d. Pickup zone data (prior to infiltration):
 - 1) Location.
 - 2) Description.
 - 3) Markings.
 - 4) Hazards.
 - 5) Landing heading.
 - 6) Communications.

2. Landing Zone Details:

- a. Primary. Plan an appropriate distance in regards to aircraft and terrain from alternate helicopter landing zone to prevent compromise by aircraft noise signature and flight direction. Night rehearsals with mission-loaded rucksacks are imperative to conduct rapid infiltration and exfiltration.

Figure 5-14. Sample aircrew coordination checklist

- 1) Location.
- 2) Description.
- 3) Markings.
- 4) Hazards.
- 5) Approach and departure heading.

b. Alternate:

- 1) Location.
- 2) Description.
- 3) Markings.
- 4) Hazards.
- 5) Approach and departure headings.
- 6) Landing heading.

3. Time Flow:

- a. Time zone used.
- b. Next briefing. Confirm routes, landing zones and pickup zones, rehearsals, and any changes.
- c. Time at aircraft.
- d. Load time.
- e. Takeoff.
- f. Time on target.
 - 1) Not-earlier-than time.
 - 2) Not-later-than time.

Figure 5-14. Sample aircrew coordination checklist (continued)

4. Communication. List for both aircraft and operational detachment A:

- a. Primary/alternate radio.
- b. Call sign
- c. Call sign.
- d. Primary/alternate frequencies.
- e. Satellite communications:
 - 1) Uplink.
 - 2) Downlink.
 - 3) Authentication.
 - 4) Code words.
 - 5) Visual signals.

5. Route Briefing:

- a. Distance and time.
- b. Checkpoints.
- c. Mission decision line.

6. Contingencies:

- a. Maintenance abort.
- b. Enemy contact.
- c. Bad weather (there is no such thing as "all-weather capability").
- d. Mission abort (minimum number of aircraft required to conduct mission).
- e. Evasion and recovery procedures for the flight route.

Figure 5-14. Sample aircrew coordination checklist (continued)

AIRCRAFT PLANNING DATA (ESTIMATES)

All ARSOF aircraft are radar evading and have enhanced night optics, active and electronic countermeasures, and refuel capability. Aircrews normally will be able to monitor the ODA's primary frequency for 5 to 10 minutes after infiltration in case emergency evacuation is required. Weather and altitude will have a significant effect on aircraft lift capabilities. Figure 5-15, pages 127–130, outlines key aircraft characteristics.

1. MH-60:

- a. Range: 2 hours 30 minutes (300 nautical miles [nm]) or 4 hours (465 nm) with external tanks.
- b. Number of passengers (pax): seats eight (with rucksacks).
- c. Internal and external tanks and air refuel capability can change load capability and range.
- d. Armament: Two 7.62-millimeter (mm) miniguns.
- e. Can be configured with up to two fast ropes, four rappel points, or a ladder.
- f. Helicopter landing zone requirement: 50-meter diameter.

2. MH-47:

- a. Range: 2 hours 30 minutes (with no internal tanks and refuel).
- b. Number of pax:
 - 1) No internal fuel tanks: 33 with and 75 without seats (295 nm).

Figure 5-15. Key aircraft characteristics

- 2) One internal tank: 21 with and 57 without seats (496 nm).
- 3) Two internal tanks: 15 with and 45 without seats (645 nm).
- 4) Two internal tanks: 9 with and 25 without seats (815 nm).
- 5) Four internal tanks: 3 with seats, 4 without seats (990 nm).
- c. Capable of carrying one vehicle internally.
- d. Can be configured with up to four fast ropes (in place of two guns) or a ladder.
- e. Equipped with a hoist and litter.
- f. Armament: two 7.62-mm miniguns.
- g. Helicopter landing zone requirement: 80-meter diameter.

3. MH-53:

- a. Range: 2 hours 30 minutes (without refuel):
 - 1) 20 pax (310 nm).
 - 2) 16 pax (370 nm).
 - 3) 8 pax (480 nm).
 - 4) 0 pax (540 nm).
- b. Armament: two 7.62-mm miniguns and one .50 caliber machine gun at the ramp.
- c. Can be configured with up to four fast ropes (in place of guns), 120-foot ropes, or a ladder.
- d. Equipped with a hoist litter.
- e. Helicopter landing zone requirement: 80-meter diameter.

Figure 5-15. Key aircraft characteristics (continued)

4. CV-22:

- a. Range: combat radius of 500 nm with 1 internal auxiliary fuel tank; unlimited range with aerial refueling.
- b. Primary Function: Special operations forces long-range infiltration, exfiltration, and resupply.
- c. Can be configured with 90- to 120-foot improved weighted fast rope system, (note: 60-foot not suitable) 10–30 feet above ground level (AGL) command element, 40-feet AGL without command element. Helicopter landing zone requirement: 80-meter diameter.
- d. Normal cruising speed: 241 knots.
- e. Wingspan: 84 feet, 7 inches (25.8 meters).
- f. Ceiling: 25,000 feet (7,620 meters).
- g. Armament: 1 x .50 caliber machine gun on ramp.
- h. Number of personnel: 24 troops (seated), 32 troops (floor loaded), or 10,000 pounds of cargo.

5. MC-130 E/H Combat Talon and MC-130P Combat Shadow (minor differences exist between models):

- a. Range: 2800 nm (without aerial refueling and 2 hours of low-level flight), over 4000 nm (with aerial refueling).
- b. Special equipment:
 - 1) Terrain-following/terrain-avoidance radar.
 - 2) Precision ground mapping radar.

Figure 5-15. Key aircraft characteristics (continued)

- 3) Precision navigation system and Automatic Computed Air Release Point System.
- 4) Electronic and infrared countermeasures.
- 5) Ground-to-air responder/interrogator.
- 6) PPN-119 beacon.
- 7) Forward-looking infrared.
- 8) Secure voice high frequency, ultrahigh frequency, very high frequency FM communications and satellite communications.
- 9) Capable of in-flight refueling and equipped with internal fuel tanks.
- c. Normal cruising speed: 220 to 260 knots.
- d. Internal load can be configured for up to 2 vehicles, 4 combat rubber raiding craft, and up to 20 combat-rigged paratroopers.
- e. Resupply capability: Four High-Speed Low-Level Aerial Delivery System containers (not exceeding 2,200 pounds total), Container Delivery System (not exceeding 37,248 pounds total), and door bundles (not exceeding 500 pounds).
- f. Drops:
 - 1) Personnel: 130 knots at 800 feet AGL.
 - 2) Parabundles: 130 knots at 300 feet AGL.
 - 3) Bundles (free-fall): 130 knots at 150 feet AGL.

Figure 5-15. Key aircraft characteristics (continued)

LINK-UP APPENDIX (AND CONTACT PLAN)

Although different tasks, the format used for contact and link-up appendixes are very similar. Prior coordination must be conducted between the detachment and the link-up unit. At a minimum, the details described in figure 5-16, pages 131–132, must be coordinated before linkup can occur.

1. Forces participating in contact/linkup:

- a. Stationary element.
- b. Moving element.

2. Number of personnel and clothing or uniform to be worn by contact elements.

3. Location of primary and alternate link-up site.

4. Time of linkup (how long to wait, action in case of no-show).

5. Communications plan:

- a. Frequency (detachment internal frequency, single channel).
- b. Secure or plain text (determined based on radios and communications security fill interoperability).
- c. Call signs/brevity code words.
- d. Recognition signals:
 - 1) Link-up site visual marking (day and night).
 - 2) Initial far recognition signal (interrogation) (day and night).

Figure 5-16. Link-up annex and contact plan

3) Reply far recognition signal (safe signal) (day and night).

4) Near recognition signal (exchange of bona fides).

6. Friendly routes.

7. Actions upon enemy contact.

8. Command relationship after linkup.

9. Link-up procedures.

10. Actions following linkup.

11. Control measures:

- a. Checkpoints/phase lines.
- b. Fire engagement limitations.
- c. Restrictive fire line/restrictive fire area.
- d. No-fire area.

Figure 5-16. Link-up annex and contact plan (continued)

TRAINING PLAN APPENDIX

Figure 5-17, pages 133–134, is a common format for the training plan appendix. Information is tailored to meet specific mission requirements.

1. Estimate of indigenous current level of training:

- a. Language and literacy.
- b. Prior military or police.
- c. Technical and tactical skills.

2. Joint task force or joint special operations task force mission and goals for indigenous forces in the joint special operations area.

3. Tentative training concept for indigenous forces (phases):

- a. Cadre (train the trainer).
- b. Consolidated or centralized.
- c. Decentralized.
- d. Individual or on-the-job training.
- e. Specialized for selected personnel.

4. Proposed program of instruction:

- a. Considerations.

Figure 5-17. Training plan annex

- b. Essential training.
- c. Time available.
- d. Training priorities.
- e. Training material and facilities available.
- f. Use of combat engagements for training (confidence targets).

5. Required support for training plan (supplies, operational funds, interpreters).

6. Plan and method for the evaluation of training and progression to advanced training.

7. Plan for expansion of training camps and forces.

8. Plan to maintain security during expansion and transition to combat operations.

9. Plans for specialized training for underground and auxiliary personnel. Examples include evasion plan of action (EPA) and supporting networks, security, intelligence, military information support operations, counterintelligence, and logistical support.

Figure 5-17. Training plan annex (continued)

TRANSITION APPENDIX

Figure 5-18, pages 135–138, outlines the most common format for the transition demobilization appendix. Information should be tailored to meet specific mission requirements.

Elements conduct UW until they remove the hostile power and the indigenous population becomes the government. At this point, it is critical to shift mindsets from defeating the adversary regime to protecting the newly installed government and its security personnel from insurgency, lawlessness, and subversion by former regime elements that attempt to organize resistance. Planners address transition planning during the feasibility assessment and form the foundation for the determination in supporting the resistance organization. Elements must honor the commitment made before transitioning. Resistance forces are more likely to demobilize or transition if—

- The postconflict government reflects their original expectations.
- The belief exists that elements will honor promises made before transition, specifically in terms of benefits, such as back pay for service to their country or future employment.

- 1. Current postconflict agreements with resistance leadership.**
- 2. Current joint task force or joint special operations task force intentions for postconflict demobilization:**
 - a. Disbandment.
 - b. Integration or regularization.

Figure 5-18. Transition appendix

3. Initial actions. In all cases, the operational detachment A (ODA) must be prepared to initiate demobilization without the assistance of Civil Affairs.

- a. Assemble the guerrilla force.
- b. Be prepared for confrontation with the guerrilla force (isolate disruptive or confrontational leaders).
- c. Maintain discipline, law, and order.
- d. Notify guerrilla force of demobilization intentions.
- e. Provide a time schedule for demobilization.
- f. Sustain the guerrilla force morale.
- g. Turn in equipment (all serial-numbered items [for example, weapons] will be collected by the ODA).
- h. Determine final pay (concurrent with equipment turn-in, guerrillas will be given final pay and allowances).
- i. Ensure payments for claims are verified and approved by guerrilla force leadership.
- j. Conduct awards and decorations ceremony.
- k. Provide discharge papers.
- l. Provide assistance to the guerrilla forces for procuring identification cards or papers.

4. Released and discharged personnel. Guerrillas are repatriated or released to return home with transportation provided to their home.

Figure 5-18. Transition appendix (continued)

5. Retained or integrated personnel. Provide additional orientation or training coordinated with coalition or joint task force elements. Possible options include assigning personnel to—

- a. Reconnaissance and intelligence-gathering units.
- b. Reserve or reaction forces.
- c. Conventional combat units (as scouts and guides).
- d. Local security or paramilitary police.
- e. Combat support or combat service support roles.
- f. Civil-military liaison officer positions with military and local communities (generally requires Civil Affairs supervision).
- g. Compound or base support (barbers, cooks, sanitation, laborers, or maintenance).

6. Records and reports disposition. Provide to higher upon request or disposed of as directed.

- a. Records (including, but not limited to):
 - 1) Rosters of the resistance force (underground is normally excluded).
 - 2) Roster of all resistance leaders, staff, and special staff sections.
 - 3) Administrative records (oaths, personnel service, and pay records).
 - 4) Supply records and inventory documents.
 - 5) Medical records.
 - 6) Records of service will be turned over to the new provisional government or the U.S. occupation force.

Figure 5-18. Transition appendix (continued)

- b. Reports (including, but not limited to):
 - 1) Cache reports (unrecovered caches).
 - 2) Intelligence and security files.
 - 3) Area assessment.
- c. Estimates (including, but not limited to):
 - 1) Resistance force potential leadership and administrators.
 - 2) Resistance force political attitudes and specific allegiances.

Figure 5-18. Transition appendix (continued)

During the conflict period, some attitudes from the opposing force may change and some allegiances may collapse. It is not uncommon for the isolated guerrilla units to lose sight of the original objectives while maintaining the lifestyle to which they have grown accustomed from the life they once lived prior to the conflict. For this reason, all levels need to monitor attitudes and reinforce the end state objectives throughout the course of the campaign. Military information support operations units are particularly useful in disseminating information about the benefits of demobilization, reintegration, and a reestablishment of society and civilian life.

The manner in which the transition occurs affects the postwar attitudes of the people and the government towards the United States. Perhaps the greatest danger in transition is the possibility that former resistance members may resort to factional disputes, banditry, or subversion of the new government.

Chapter 5

The new government must make every effort to reorient and absorb former resistance members into a peaceful society and gain their acceptance.

To achieve this goal, the new government must—

- Bring arms and ammunition under government control.
- Assist resistance members in returning to civilian life.
- Use resistance members as local militias or the base for future police and army forces.
- Take positive measures to prevent resistance members from beginning or participating in further political upheaval.

Because of their knowledge of resistance organization and history, SF teams initially remain in their operational areas to assist in the demobilization effort or in the transition of former resistance forces into national regular forces. SF personnel may serve as trainers and advisors to newly formed counterguerrilla or counterterrorist units, particularly if former resistance forces reject transition and continue to violently oppose the new indigenous government. During transition and demobilization, Civil Affairs units are critical assets in helping the new government meet the needs of the former resistance forces and their families.

Military information support operations are essential during this phase. Military information support assists in explaining the demobilization process to the guerrilla forces and promotes loyalty of guerrilla forces to the new government as part of continuing efforts to maintain support for the movement's transition to a working government. The key to long-term strategic success in UW is the planning and execution of ARSOF postconflict responsibilities.

MILITARY INFORMATION SUPPORT OPERATIONS ANNEX

Figure 5-19, pages 140–141, outlines the most common format for the military information support operations annex. Information should be tailored to meet specific commander mission requirements.

1. Concept of operations (CONOPS) to reach the local population in order to—

- a. Improve or maintain the will to resist unconventional warfare (UW).
- b. Undermine support to the occupying military (UW).
- c. Support the host nation government (counterinsurgency).
- d. Undermine support to insurgents (counterinsurgency).

2. CONOPS to reach the occupying military forces (UW) in order to—

- a. Undermine morale.
- b. Undermine faith in their leadership.
- c. Support deception operations.

3. CONOPS against the insurgents (counterinsurgency) in order to—

- a. Undermine insurgent morale.
- b. Promote surrender (amnesty program).
- c. Support deception operations.

Figure 5-19. Military information support operations annex

4. Concept to support or integrate with higher headquarters (HQ) military information support operations plan:

- a. Approved themes and messages for each target audience.
- b. Themes to be avoided.
- c. Media production and dissemination capabilities.
- d. Military information support material or personnel accompanying the detachment or to be sent in with resupply.

**Figure 5-19. Military information support operations annex
(continued)**

CIVIL AFFAIRS ANNEX

Figure 5-20 outlines the most common format for the Civil Affairs annex. Information should be tailored to meet specific commander mission requirements.

1. Current status of the civilian population in and around the operational detachment A (ODA) sector:

- a. Ethnic and religious groups.
- b. Outstanding grievances toward groups or the government.
- c. Economic situation of the local population.
- d. Human rights situation.
- e. Nongovernmental organizations in the area of operations (AO).
- f. Health situation and local medical facilities.
- g. Sanitation in the AO.
- h. Basic services (power and water).
- i. Refugees in the AO.
- j. Type and effectiveness of local government and security.

2. Civil-military operations priorities in AO.**3. Concept to support or integrate with higher headquarters civil-military operations plan.****4. Humanitarian and civil projects planned to gain the support of the population (counterinsurgency).****5. Anticipated effects of civil-military operations on the population** (concern for negative results, such as reprisals from the occupying power during an unconventional warfare [UW] mission).

Figure 5-20. Civil Affairs annex

LOGISTICS ANNEX

Figure 5-21 outlines the most common format for the logistics annex. Information should be tailored to meet specific mission requirements.

- 1. Cross-load and Soldiers' load plans.**
- 2. Supplies and equipment accompanying the detachment.**
- 3. Sustainment plan:**
 - a. Air resupply plan (to include potential methods and locations).
 - b. Automatic (resupply contents).
 - c. Time and place of employment (include sketch).
 - d. On-call (resupply contents).
 - e. Emergency (resupply contents).
 - f. Time and place of employment (should coincide with evasion plan of action [EPA]).
- 4. Internal sustainment plan:**
 - a. Battlefield recovery.
 - b. Purchase.
 - c. Local production.
 - d. Confiscation.
- 5. Estimate of indigenous logistic capabilities in the area of operations:**
 - a. Weapons, ammunition, and explosives.
 - b. Communications equipment and batteries.
 - c. Storage and maintenance facilities.
 - d. Food, water, and clothing.
 - e. Medical capabilities (supplies, personnel, and facilities).
 - f. Transportation.
- 6. Disposition of equipment not accompanying the detachment.**

Figure 5-21. Logistics annex

MEDICAL ANNEX

Figure 5-22 outlines the most common format for the medical annex. Information should be tailored to meet specific commander mission requirements.

1. Medical supplies and equipment to accompany the team:

- a. Cross-load plan.
- b. Individual medical equipment and supplies.
- c. Location of controlled and intravenous drugs and starter kits.

2. Estimate of the medical situation in the joint special operations area:

- a. Indigenous health status.
- b. Preventative medicine.
- c. Health hazards in the area of operations (AO).
- d. Chemical, biological, radiological, nuclear, and high-yield explosives concerns in the AO.
- e. Food and nutrition in the AO.
- f. Indigenous medical personnel and facilities.

3. Plan for handling wounded and killed in action.

4. Criteria for medical evacuation.

5. Medical evacuation procedures, if capability is available.

Figure 5-22. Medical annex

COMMUNICATIONS ANNEX

Figure 5-23, pages 145–148, outlines the most common format for the communications annex. Information should be tailored to meet specific mission requirements.

- 1. Communication, signal equipment, and supplies accompanying the detachment.**
- 2. Status of equipment and sustainment capabilities.**
- 3. Cross-load plan.**
- 4. Communications plan:**
 - a. Encryption system (primary and alternate).
 - b. Communications security, cryptography security, and control measures (to include destruction means).
 - c. Existing communication nets within the joint special operations area.
 - d. Detachment code words.
- 5. General instructions:**
 - a. External communications:
 - 1) Primary.
 - 2) Alternate.
 - 3) Contingency.
 - 4) Emergency.

Figure 5-23. Communications annex

- b. Internal communications (between mission support site and surveillance site or patrol):
 - 1) Primary.
 - 2) Alternate.
 - 3) Contingency.
 - 4) Emergency.
- c. Required reports or contacts:
 - 1) To special operations task force (SOTF).
 - 2) Internal.

6. Specifications:

- a. PRC-137 specifics:
 - 1) Magnetic azimuth.
 - 2) Epoch times.
- b. Satellite communications specifics:
 - 1) Magnetic azimuth.
 - 2) Elevation.
 - 3) Frequencies:
 - (a) Uplink.
 - (b) Downlink.

Figure 5-23. Communications annex (continued)

- 4) Call signs.
- 5) Contact times.
- c. High frequency net specifics:
 - 1) Magnetic azimuth.
 - 2) Frequencies.
 - 3) Primary.
 - 4) Alternate.
 - 5) Guard.
 - 6) Contact times.
- d. Ultra-high frequency net specifics:
 - 1) Operational detachment A (ODA) internal:
 - (a) Frequencies (primary, alternate).
 - (b) Call signs (primary, alternate).
 - 2) Between ODA and aircraft:
 - (a) Frequencies (primary, alternate).
 - (b) Call signs (primary, alternate).

Figure 5-23. Communications annex (continued)

- e. FM internal net specifics:
 - 1) Frequencies (primary, alternate).
 - 2) Call signs (primary, alternate).
- f. ODA cell phones (encrypted, individual, and number).
- g. Blue force trackers:
 - 1) Individual and location.
 - 2) Codes.

Figure 5-23. Communications annex (continued)

PLANNING MATRICES

The following matrices depict samples of the war-gaming matrix (figure 5-24), synchronization matrix (figure 5-25, page 149), decision matrix (figure 5-26, page 150) and contingency matrix (figure 5-27, page 150) which are used during COA analysis.

The war-gaming matrix (event template) should list critical events broken down by phases.

Critical Event	Action	Reaction	Counteraction	Remarks
Insertion				
Movement				
Actions on the Objective				
Movement				
Extraction				

Figure 5-24. Sample war-gaming matrix

Chapter 5

Action/Event	Insertion	Movement	On the Objective	Movement	Extraction
Timeline (Day/Hour)					
Enemy Actions					
Decision Points					
SFODA ¹					
SOTF ²					
Insertion Platform					
Extraction Platform					
Combat Search and Rescue					
Fire Support Assets ³					
Special Operations Command and Control Element					
Contingencies					
Remarks					

Notes:

¹If task-organized into separate elements, list individually.

²Operations center (OPCEN) and support center (SPTCEN).

³List separate platforms individually.

Legend:

SFODA Special Forces operational detachment A

SOTF special operations task force

Figure 5-25. Synchronization matrix

COA Comparison (Decision Matrix)								
		WT	COA #1		COA #2		COA #3	
Criteria	Simplicity	1	3	3	2	2	2	2
	Force Protection	2	2	4	1	2	3	6
	Flexibility	1	3	3	2	2	2	2
	C2	3	2	6	2	6	1	3
	Political Ramifications	2	1	2	3	6	1	2
	Civil Cooperation	1	1	1	2	2	2	2
Totals			12	19	12	20	11	17

Legend:

C2 command and control
COA course of action

WT weight (criteria importance)

Figure 5-26. Sample decision support template

Contingency	Infiltration	Movement	Objective	Movement	Extraction
Downed Aircraft					
Compromise/ Enemy Contact					
Friendly WIA/KIA					
Loss of Communications					
Loss of Mission-Essential Equipment					

Legend:

KIA killed in action
WIA wounded in action

Figure 5-27. Sample contingency matrix

CARVER MATRIX

When conducting target analysis, there are six criteria that are considered; criticality, accessibility, recuperability, vulnerability, effect, and recognizability. Each component of the target is assessed against these criteria. Figure 5-28, page 152, is an example of a completed CARVER matrix.

Sample Tactical CARVER Matrix Application							
Target Component	C	A	R	V	E	R	Total
Water Intake	3	5	1	1	5	4	19
Water Filters and Pumps	5	4	5	4	5	3	26*
Ion Filter	2	1	1	1	5	1	11
Preheater and Pumps	5	2	4	3	5	2	21*
Air Intake	2	1	1	1	5	1	11
Blowers	2	2	1	1	5	1	12
Barges	1	5	1	4	1	5	17
Docks and Pumps	3	5	2	3	1	4	18
Storage Tanks	1	4	1	4	1	5	16
Preheater and Pumps (Fuel)	5	4	4	3	5	4	25*
Boiler	5	4	5	3	5	4	26*
Turbine/Generator	5	3	5	4	5	5	27*
Transformers	3	4	2	4	5	4	22*
Power Lines	4	3	1	4	1	5	18
Switching Station	2	1	2	2	1	2	10

Notes:

The CARVER matrix uses a numbered rating system, from 1 to 5. A score of 1 is "least favorable," whereas a score of 5 is "most favorable."

*Indicates target suitable for attack (>20). In this example, the Bulk Electric Turbine/Generator has been selected as the target.

Legend:

C	criticality	V	vulnerability
A	accessibility	E	effect
R	recuperability	R	recognizability

Figure 5-28. Sample CARVER matrix

EVASION PLAN OF ACTION

An evasion plan of action (EPA) is developed prior to executing a combat mission, and is intended to improve a potential isolated person's chances of successful evasion and recovery by providing the recovery forces with an additional source of information that can increase the predictability of the evader's action and movement (DOD Dictionary).

The figures and text on pages 153–165 outline the most common format and instructions for completing each section of the EPA. Information should be tailored to meet specific mission requirements. ODAs should have written and rehearsed SOPs which will assist with completing the EPAs.

EPA Format Key: Page 1

(See Figure 5-29, Page 155)

Section I. Administrative Data

The following fields are found in Section I of the form:

- Date Prepared.
- Prepared By.
- Contact Information for Preparer. Include phone number, Nonsecure Internet Protocol Router Network (NIPRNET) address, and SECRET Internet Protocol Router Network (SIPRNET) address, as appropriate.
- Infiltration/Departure Date. This must be the date used to extract special instructions (SPINS) information.
- Unit and Call Sign.

Section II. Team Members

The following fields are found in Section II of the form:

- Rank.
- Name.
- Individual call sign.
- Team position.
- Emergency radio. This can be the team's organic radio (such as a PRC-117G) or the individual's standard issue radio (such as a PRC-152A).
- Personal locator signal (PLS) number. Include the PLS or personal locator beacon (PLB) code for the individual's issued radio or PLB.
- Blood chit number.
- Allergies.

Section III. Authentication (SPINS)

The following fields are found in Section III of the form:

- Personnel recovery (PR) number.
- Ground-to-air signal (GTAS).
- PR word.
- Duress word.
- PR color.
- Challenge and response.
- Search and rescue numerical encryption group (SARNeg).
- Search and rescue point (SARDOT) 01. This is standard SPINS information.
- SARDOT 02.
- SARDOT 03.
- Additional code words/brevity codes. User should define any other brevity codes, code words, or other forms of encryption here.

Figure 5-29. Sample evasion plan of action form (page 1)

EPA Format Key: Page 2

(See Figure 5-30, Page 158)

Section IV. Immediate Evasion Actions

The following fields are found in Section IV of the form:

- Immediate evasion intentions. This section covers the time from evasion initiation to departure from the initial evasion point (IEP) and addresses the following:
 - IEPs. During planning, the unit should identify at least one IEP at which all elements of that unit will consolidate before beginning movement toward the evasion destination. Include these IEPs in this section. Consider allowing time for recovery forces at the IEP if the threat is low and recovery is possible.
 - Tentative actions and duration of stay at the IEP before departure.
 - Contingency plans for casualties and failure to link up at IEP.
- Extended evasion intentions. This section covers the time from departure from the IEP to arrival at the evasion destination. This section (in conjunction with the overlay) should include the following:
 - Corridor. The corridor will either be dictated or selected by the planning element. Corridors are boundaries that the isolated persons will not cross. Corridors should be large enough to contain all routes (PACE) and allow freedom of movement outside of planned routes without crossing. Corridors are a tool for recovery forces to decrease the size of the search area. Corridors should be depicted on the overlay.
 - Phase lines. Phase lines are used to further decrease the size of the search area for recovery forces. Phase lines should be depicted on the overlay.

- Tentative travel routes (written or drawn).
- Tentative travel plans. The plans include period of travel, duration of travel, and distance covered per movement. Address whether the element will conduct evasion as split teams or one element. If using split teams, identify locations where the element will link up, if applicable.
- Tentative locations of hole up sites or hide sites (anywhere personnel plan to stop for more than 24 hours) and duration of stay at each site.
- Evasion destination. This is the ultimate goal of the isolated personnel. This destination can be selected by the planning element or higher. The destination can be a location to cross friendly lines or borders, a beach landing site, or any dictated recovery point. The ultimate destination for any evasion plan should be an area of friendly control. Include this destination and actions at this destination in the EPA. If a recovery point is dictated that is not in an area of friendly control, the planning element must include duration of stay at this location to await recovery. The element must also include evasion procedures after leaving to include the next destination.
- Nonconventional assisted recovery/unconventional assisted recovery can be initiated by recovery forces after evasion has been initiated. In the event that nonconventional assisted recovery/unconventional assisted recovery information is given prior to the mission, the locations and procedures should be memorized by the element, but this information is not included in the EPA.

Note: Nonconventional assisted recovery/unconventional assisted recovery information will only be given prior to the mission in rare instances.

- Resupply. List locations and procedures of any on-call or automatic resupplies and locations of any caches.


Section IV		Section IV. Evasion Intentions
Immediate Evasion Intentions:		
Extended Evasion Intentions:		

Figure 5-30. Sample evasion plan of action form (page 2)

EPA Format Key: Page 3

(See Figure 5-31, Page 161)

Section V. Predesignated IEPs, Hole Up Areas/Hide Sites, Recovery/Contact Points, Helicopter Landing Zones

The following fields are found in Section V of the form:

- IEPs. Include these locations by grid and code name, if applicable.
- Hole-Up Areas/Hide Sites.

Section V. Predesignated IEPs, Hole Up Areas/Hide Sites, Recovery/Contact Points, Helicopter Landing Zones

The following fields are found in Section V of the form:

- IEPs. Include these locations by grid and code name, if applicable.
- Hole-Up Areas/Hide Sites.
- Recovery/Contact Points.
- Helicopter Landing Zones.

Note: These locations should also be depicted on the overlay.

Section VI. Evasion Aids

The following fields are found in Section VI of the form:

- Signal Devices. This information can aid recovery forces in planning.
- Extraction Devices. Include all available signaling devices and extraction devices.

- Weapons. Include all weapons that will be carried during evasion.
- Survival Devices. Include any survival devices. This information can aid recovery forces in determining personnel survivability in the AO.

Section VII. Signal No-Radio (NORDO) and Communication Devices

The following fields are found in Section VII of the form:

- Day Signal (Primary and Alternate).
 - Night Signal (Primary and Alternate).
-

Note: Include a PACE plan for signaling recovery forces if technical communication devices are inoperable or are not available due to the circumstances of the evasion.

- Communications. Include frequencies and phone numbers:
 - Primary.
 - Alternate.
 - Contingency.
 - Emergency.
 - Additional radios.
-

Note: Include a PACE plan for technical communication. Ensure that communication devices are listed by type and include applicable frequencies and phone numbers.

Section V → **Section V. Predesignated IEPs, Hole-Up Areas/Hide Sites, Recovery/Contact Points and HLZs**

Initial Evasion Points (IEP)	Hole Up Areas/Hide Sites	Recovery/Contact Points	Helicopter Landing Zones (HLZs)

Section VI → **Section VI. Evasion Aids**

Signal Devices	Extraction Devices	Weapons	Survival Devices

Section VII → **Section VII. Signal (NORDO) and Communications Devices**

Day Signal	Primary	
	Alternate	
Night Signal	Primary	
	Alternate	
Communications (includes frequencies and phone numbers)	Primary	
	Alternate	
	Contingency	
	Emergency	
	Additional Radios	

Legend:
NORDO no radio

Figure 5-31. Sample evasion plan of action form (page 3)

EPA Format Key: Page 4

(See Figure 5-32, Page 163)

Section VIII. Communication/Signal Procedures

The following fields are found in Section VIII of the form:

- **Communications Procedures.** Include the communication schedule for each phase of the operation. For example, an element may choose to stay on the radio for the first hour after evasion initiation to facilitate immediate recovery, then for 10 minutes every other hour for 24 hours, then twice a day for 10 minutes for the remainder to conserve battery life.
- **Signal Procedures (NORDO).**
- **Movement.** Elements must have a signal plan to designate locations and movements to air assets for day and night in the event technical communications are inoperable so that recovery forces can track the isolated personnel movement. For example, elements should plan to mark any location where they will remain for an extended period of time, and a plan indication they have left that area (ground-to-air signals).
- **Contact.** Elements must have a signal plan to get the attention of air recovery forces (day and night) and ground recovery forces (day and night). The planning element can include signals or actions for the recovery force (air and ground) to perform. These signals will authenticate recovery forces to the isolated personnel.

Section IX. Additional Data

Section IX provides any other information that can aid recovery forces in planning recovery, to include allergies and prior medical issues (key information for first responders).

Section VIII → **Section VIII. Communications/Signal Procedures**

Communications Procedures:
Signal Procedures (NORDO):
Movement:
Contact:

Section IX → **Section IX. Additional Data**

--

Legend:
NORDO no radio

Figure 5-32. Sample evasion plan of action form (page 4)

EPA Format Key: Page 5

(See Figure 5-33, Page 165)

Section X. Map Overlay

The following fields are found in Section X of the form:

- North-seeking arrow.
- Evasion corridor.
- Predetermined routes.
- IEPs.
- Hole-up/hide sites.
- Helicopter landing zones.
- Recovery or contact points.
- Grid reference lines.
- SARDOTS (if within reasonable distance).
- Legend (title, date-time group, map reference, and preparer).

Note: Additional map overlays may be added as necessary if movement to objective area requires its own overlay due to excessive distance.

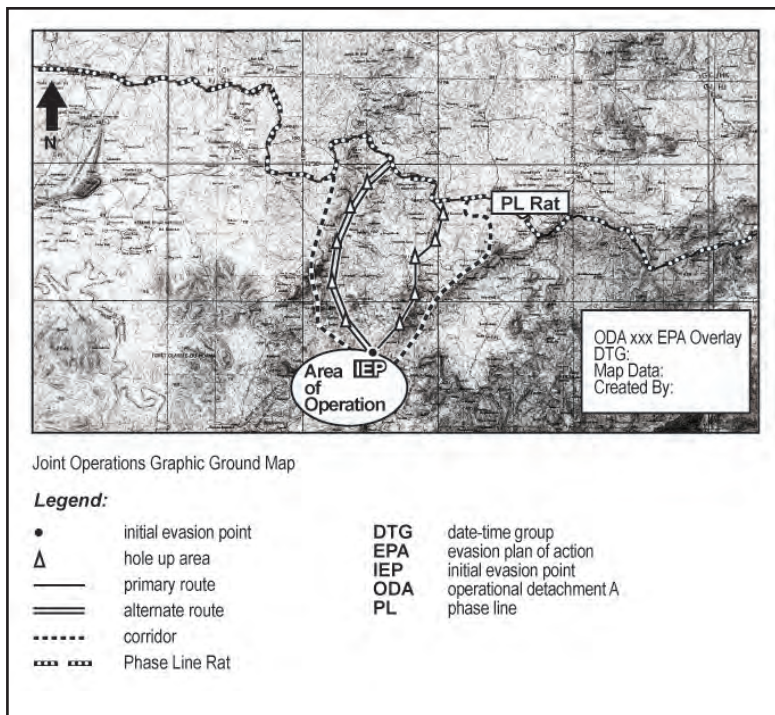


Figure 5-33. Sample sketch for evasion plan of action form (page 5)

KEY LEADER ENGAGEMENT CYCLE

Key leader engagement (KLE) is a method for building relationships with people and entities of influence in the area of operation. KLE occurs at all levels. The ODA can best achieve desired effects through deliberate and focused face-to-face meetings with local leaders. Effective KLE fosters and expands communications and cooperation.

While conducting daily activities through operations within the area, it is critical that the key leader information is captured, updated, and shared. The KLE cycle may be applied to help in ensuring continuity and the success of the mission. The key leader engagement cycle has seven steps as shown in figure 5-34.

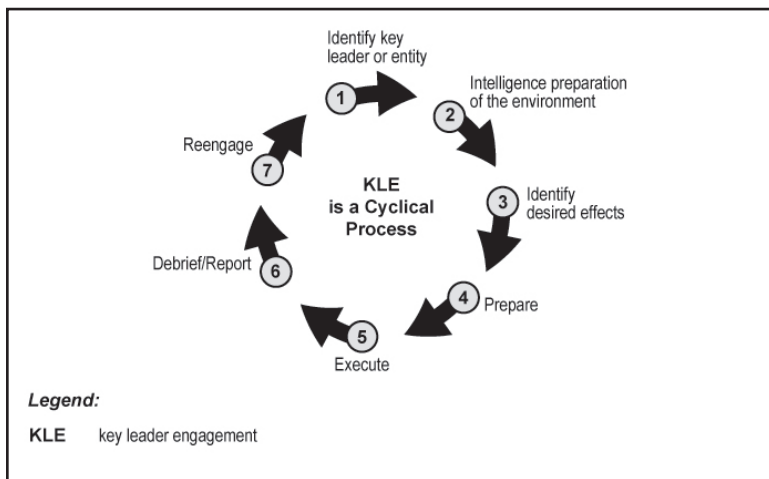


Figure 5-34. Key leader engagement cycle

Step 1: Identify Key Leader

- Identify the person(s) or entity of influence.
- Determine the potential for long-term influence and the value of a continued relationship.
- Evaluate the key leader network.

Step 2: Intelligence Preparation of the Environment

- Confirm/deny key leader's capability in relation to desired effects (correct person to engage).
- Determine ethnicity (language/dialect).
- Discern key leader's agenda, motivation, and interests.
- Assess information operations vulnerabilities.
- Develop contingencies and counters to any unfavorable.

Step 3: Identify Desired Effects

- Identify supporting objectives.
- Predetermine what you are able to offer in order to get what you want.
- Develop best alternative to a negotiated agreement.

Step 4: Prepare

- Discuss desired effects and common terms with cultural advisor and interpreter.
- Identify roles (recorder, note taker, and photographer) and introduce everyone to the key leader at the key leader engagement.
- Be prepared to confront corrupt officials.
- Show respect to the security forces throughout planning and key leader engagement execution.
- Conduct standard mission planning (security, maneuver, logistics, communications, and contingencies).

Step 5: Execute

- Look at the host, not at the interpreter.
- Focus on the objective.
- Conclude the meeting by clarifying/repeating agreements.

Step 6: Debrief/Report

- Conduct post-key leader engagement debrief/after-action review.
- Submit post-key leader engagement report in accordance with unit's standard operating procedure.
- Establish battalion/squadron and company/troop system of record for continuity and uniformity.

Step 7: Reengage

- Sustain/maintain relationship.
- Provide method for key leader to contact you between cycles.
- Review previous key leader engagement reports and agreements.
- Monitor key leader development and protection.

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Acronyms

AA	avenue of approach
ADM	Army Design Methodology
AI	area of influence
AO	area of operations
AOI	area of interest
ARSO	Army special operations forces
ASCOPE	area, structure, capabilities, organizations, people, and events
AST	area specialist team
BATNA	best alternative to a negotiated agreement
BPT	be prepared to
C2	command and control
CA	Civil Affairs
CARVER	criticality, accessibility, recuperability, vulnerability, effect, recognizability
CAS	close air support
CCIR	commander's critical information requirement
CDR	commander
CEOI	communications-electronics operating instructions
CIVCAS	civilian casualty
COA	course of action
COIN	counterinsurgency
CONOPS	concept of operations
DECMAT	decision matrix
DOCTEMP	doctrinal template
DZ	drop zone
E&R	evasion and recovery
EEFI	essential element of friendly information
EPA	evasion plan of action
FFIR	friendly force information requirement
FID	foreign internal defense
FIE	foreign intelligence entity
FM	field manual, frequency modulation

GSB	Group Support Battalion
GTAS	ground-to-air signals
HF	high frequency
HLZ	helicopter landing zone
HN	host nation
HQ	headquarters
HVT	high-value target
HVTL	high-value target list
IED	improvised explosive device
IEP	initial evasion point
IGO	intergovernmental organization
IO	information operations
IPB	intelligence preparation of the battlefield
IR	information requirement
ISOFAC	isolation facility
ISOPREP	isolated personnel report
ISR	intelligence, surveillance, and reconnaissance
JTF	joint task force
KIA	killed in action
KLE	key leader engagement
km	kilometers
KT	key terrain
LNO	liaison officer
LTIOV	last time information of value
LZ	landing zone
MCOO	modified combined obstacle overlay
MDCOA	most dangerous course of action
MDL	mission decision line
MDMP	military decision-making process
METT-TC	mission, enemy, terrain and weather, troops and support available, time available and civil considerations
MISO	military information support operations
MLCOA	most likely course of action
MOS	military occupational specialty

Acronyms

NAI	named area of interest
NBC	nuclear, biological, chemical
NGO	nongovernmental organization
NLT	not later than
nm	nautical miles
NORDO	no radio
OBJ	objective
ODA	operational detachment–alpha
ODB	operational detachment–bravo
OE	operational environment
OPCEN	operations center
OPFUND	operational funds
OPORD	operation order
PACE	primary, alternate, contingency, and emergency
pax	passengers
PIR	priority information requirement
PLB	personal locator beacon
PLS	personal locator signal
PMESII	political, military, economic, social, information, and infrastructure
PR	personnel recovery
RFI	request for information
PZ	pickup zone
QRF	quick reaction force
R&S	reconnaissance and surveillance
RIP	relieve in place
ROC	rehearsal of concept
SARDOT	search and rescue point
SARNEG	search and rescue numerical encryption group
SAVSERSUP	signal audio visual service supplement
SF	Special Forces
SITEMP	situation template
SOP	standard operating procedure
SOT-A	special operations team A

SOTF	special operations task force
SP	start point
SPINS	special instructions
TAI	target area of interest
TBD	to be determined
TGO	terminal guidance operations
TLP	troop leading procedures
TOT	time on target
UAV	unmanned aerial vehicle
UW	unconventional warfare
WARNORD	warning order
WIA	wounded in action

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Recommended Sources

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