ARMY, MARINE CORPS, NAVY, AIR FORCE

CF/SOF

MULTI-SERVICE TACTICS, TECHNIQUES, AND PROCEDURES FOR CONVENTIONAL FORCES AND SPECIAL OPERATIONS FORCES INTEGRATION AND INTEROPERABILITY

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AFTTP 3-2.73
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AIR LAND SEA APPLICATION CENTER

MULTI-SERVICE TACTICS, TECHNIQUES, AND PROCEDURES

FOREWORD

This publication has been prepared under our direction for use by our respective commands and other commands as appropriate.

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PREFACE

1. Purpose

This multi-Service tactics, techniques, and procedures (MTTP) publication provides a comprehensive reference for commanders and staffs at the operational and tactical levels with standardized techniques and procedures to assist in planning and executing operations requiring integration of conventional forces and special operations forces (CF/SOF) occupying the same operational environment (OE). This MTTP publication serves as a reference to ensure coordinated multi-Service operations for CF/SOF integration and interoperability (I&I) in order to generate timely actions and increased opportunities while reducing the potential for fratricide. The guidance provided in this publication addressing command and control, maneuver, fire support, and force capabilities fills a doctrinal void and provides a single source document that will enhance effectiveness and improve inter-Service coordination.

The term conventional force (CF) is used throughout this publication since the term general purpose force (GPF) is not sanctioned in joint doctrine. CF is not to be confused with the acronym CF currently used to mean coalition forces in Operation IRAQI FREEDOM (OIF) and Operation ENDURING FREEDOM (OEF).

2. Scope

This publication describes the integration and interoperability of CF and SOF missions and applies to CF/SOF operating in the same OE. This MTTP publication provides joint force staffs with planning guidance concerning missions, requirements, and capabilities of CF/SOF I&I and essential information to effectively integrate and employ CF/SOF I&I. A checklist to summarize pertinent planning issues is included. Information in this MTTP incorporates TTP extracted from existing Service and joint doctrine publications and directives, as well as subject matter expert (SME) input, and other identified best practices.

3. Applicability

This publication applies to the joint forces of the United States.

4. Implementation Plan

Participating Service command offices of primary responsibility (OPRs) will review this publication, validate the information, and, where appropriate, reference and incorporate it in Service manuals, regulations, and curricula as follows:

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a. US Army Combined Arms Center (CAC), MCCDC, NWDC, Curtis E. LeMay Center for Doctrine Development and Education (LeMay Center), USSOCOM, and the Air Land Sea Application (ALSA) Center developed this publication with the joint participation of the approving Service commands. ALSA will review and update this publication as necessary.

b. This publication reflects current joint and Service doctrine, command and control organizations, facilities, personnel, responsibilities, and procedures. Changes in Service protocol, appropriately reflected in joint and Service publications, will likewise be incorporated in revisions to this document.

[1] **Marine Corps PCN: 143 000165 00**

c. We encourage recommended changes for improving this publication. Key your comments to the specific page and paragraph and provide a rationale for each recommendation. Send comments and recommendations directly to the appropriate Service doctrine centers listed below.

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CF/SOF
MULTI-SERVICE TACTICS, TECHNIQUES, AND PROCEDURES FOR CONVENTIONAL FORCES AND SPECIAL OPERATIONS FORCES INTEGRATION AND INTEROPERABILITY

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EXECUTIVE SUMMARY

CF/SOF
Multi-Service Tactics, Techniques, and Procedures for Conventional Forces and Special Operations Forces Integration and Interoperability

This MTTP publication is designed to aid conventional forces (CF) and special operations forces (SOF) commanders and staffs. Its emphasis is on informing CF on the unique capabilities and characteristics of SOF to ensure effective integration and interoperability (I&I) where required.

Chapter I Command and Control

Chapter I provides the ground work for a successful relationship between CF and SOF. That relationship is founded upon a key understanding of the command relationships between CF/SOF commanders. It focuses on clarity in understanding the supported/supporting command relationship as the most critical aspect in integrating CF/SOF. The chapter also details common types of command and control (C2) systems (Force XXI battle command brigade and below [FBCB2], maneuver control system [MCS], friendly force tracking [FFT], etc.) and the interoperability issues commonly found between CF/SOF using these systems. The chapter finishes with a detailed description of liaison requirements for successful CF/SOF operations.

Chapter II CF/SOF Operations

Chapter II provides CF/SOF operations planners mission planning guidelines as well as details the various levels of SOF concept of operations (CONOPS) and the associated approval levels needed. A description of the four basic types of operational convergence is also provided.

Chapter III Joint Fire Support

Chapter III provides a detailed description of CF/SOF joint fires capabilities and the required coordination needed for successful operations. Different types of fires are discussed, including artillery, naval gunfire, and close air support (CAS) to include AC-130 as well as time sensitive target (TST) procedures. This chapter also includes the procedures for executing TST operations.

Chapter IV Intelligence

Chapter IV provides a description of intelligence fusion operations between CF/SOF and the planning considerations for those operations. It gives insight to the SOF intelligence/action planning cycle and describes the need for action arms associated with any fusion cell.

Chapter V Sustainment and Protection

Chapter V provides a look at SOF's limited internal sustainment and protection capabilities and gives insight to the support they may require from external units.

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Chapter I

Command and Control

1. Introduction

a. Until recently, CF/SOF units tended to operate in separate operational areas within the operational environment (OE), deconflicted by time and space. Generally, CF/SOF operations were planned and executed independently within a synchronized framework to support the joint force commander's (JFC) overall plan. However, combat in Afghanistan (Operation ENDURING FREEDOM) and Iraq (Operation IRAQI FREEDOM) often produced situations in which CF/SOF operated simultaneously in the same operational area (e.g., Operation ANACONDA) with little time to plan and develop procedures. Although the capability to conduct joint operations has progressed significantly over the past 20 years, circumstances still arise in which actions against the enemy are delayed, opportunities are missed, and fratricide or near-fratricide incidents occur. The most significant challenges occur primarily in command and control (C2), maneuver, and fire support coordination. Issues surface due to a variety of reasons; however, lack of adequate liaison procedures is often the primary cause of challenges between CF/SOF units. The lack of standardized procedures; compatible systems; and lack of knowledge of CF/SOF capabilities, limitations, and culture create friction that impacts mission accomplishment.

b. While there are challenges in integrating CF/SOF in the same OE, there are also great opportunities for the JFC to exploit. CF integrated with SOF by a JFC creates unique capabilities for achieving objectives not otherwise attainable. Integration and interoperability (I&I) enable the JFC to take advantage of both Service and SOF core competencies and systems and effectively employ these capabilities in the overall operational plan. CF operations are characterized by lethal firepower, robust sustainment, extensive C2 capabilities, and relatively large numbers of personnel. SOF operations are characterized by small units of specially trained and selected personnel that conduct high-risk missions in hostile, denied, and politically sensitive environments. Effectively integrating CF/SOF actions can produce a greater effect at a higher tempo with less potential for fratricide than operating separately.

2. Command and Control Overview

a. Effective C2 is a force multiplier that allows commanders to employ their forces toward a common effort. C2 should have a feedback process, or reciprocal influence, that allows commanders to best adapt to rapidly changing circumstances.

b. Command relationships with CF/SOF should be fashioned to provide the necessary guidance given an uncertain, noncontiguous, and asymmetric OE

without unnecessarily restricting the initiative and flexibility of subordinate commanders. Factors to be considered in determining command relationships are the mission, enemy, terrain and weather, troops and support available-time available, and civil considerations (METT-TC) [US Army uses the term METT-TC; US Marine Corps uses the term METT-T.]; tactical situation; and the desires of the commander charged with accomplishing the mission. It is important to understand the commander's critical information requirements (CCIR), priorities, acceptable risk levels, and mission approval process.

c. As a guideline, commanders and staff must understand the following:

(1) The command relationships between converging units.
(2) C2 systems.
(3) The relationships and duties of CF/SOF liaisons officers (LNOs).

3. Command and Control Lessons Learned

a. The supported/supporting command relationship often better serves the emerging OE. This relationship allows SOF the greatest freedom to shape the OE without being tied to specific geographic boundaries.

b. CF/SOF commanders must jointly address the need to display open feeds based on mission objectives, situational conditions, fratricide prevention, and enhanced situational awareness (SA). Fratricide due to lack of common operational picture (COP) is a much greater threat to personnel than is the potential compromise of SOF locations.

c. CF/SOF should exchange LNOs as soon as possible and ensure the LNOs have the required communications and information systems needed by establishing liaison officer workstations and providing them with briefing formats, standard operating procedures (SOPs), processes, and contact plans in the supported unit's operations center. The LNOs should brief their unit capabilities and limitations to the gaining unit, maintain a message tracking system to monitor and document information, and exchange CONOPS/situation reports (SITREPS) early and continuously.

d. Operational planning must include a consequence management plan agreed upon by both CF/SOF commanders. This step allows the commanders to prepare for necessary measures to counter any negative information operations (IO) that could result from actions on the objective.

4. Hierarchy of SOF Command and Control Relationships

a. SOF may be assigned to either United States Special Operations Command (USSOCOM) or a geographic combatant command. Operational control (OPCON) of SOF assigned to a geographic combatant command is exercised by the commander of the theater special operations command (TSOC). OPCON of

SOF attached to a geographic combatant command is normally exercised by the commander of the TSOC or other JFC (e.g., commander, joint special operations task force [CDRJSOTF]; commander, joint psychological operations task force [JPOTF]; or commander, joint civil-military operations task force [JCMOTF]). In all cases, commanders exercising command authority over SOF should—

(1) Provide for a clear and unambiguous chain of command.
(2) Avoid frequent transfer of SOF between commanders.
(3) Provide for sufficient staff experience and expertise to plan, conduct, and support the operations.
(4) Integrate SOF in the planning process.
(5) Match unit capabilities with mission requirements.

b. SOF are most effective when special operations (SO) are fully integrated into the overall plan. Successful execution of SO requires clear, responsive C2 by an appropriate SOF C2 element. The limited window of opportunity normally associated with the majority of SOF missions, as well as the sensitive nature of many of these missions, requires a C2 structure that is, above all, responsive to the needs of the operational unit. SOF C2 may be tailored for a specific mission or operation.

5. Assignment of SOF

a. SOF in the United States. Unless otherwise directed by the Secretary of Defense, all SOF based in the continental United States are assigned to USSOCOM and are therefore under the combatant command (command authority) (COCOM) of the Commander, USSOCOM (CDRUSSOCOM). USSOCOM is a unique unified command in the Department of Defense (DOD) in that it has the responsibilities of a functional combatant command, has Service-like responsibilities, and, when established as a supported command, plans and conducts certain SO missions worldwide. CDRUSSOCOM exercises COCOM over assigned SOF through the commanders of its Service components or its subordinate unified command.

(1) In its role as a functional combatant command, USSOCOM provides SOF on a temporary basis to other combatant commands for operational employment. When transferred, the forces are attached to the gaining combatant command with the geographic combatant commander (GCC) normally exercising OPCON over them.
(2) When directed, CDRUSSOCOM will plan and conduct SO missions as the supported commander. In certain situations, the President or the Secretary of Defense, depending upon the specific mission requirements, could choose to exercise OPCON directly over SOF for a particular operation without any intervening levels of command.

b. SOF in Theater. SOF assigned to a GCC are under the COCOM of the respective GCC. The GCC normally exercises COCOM of all assigned and

OPCON of all attached SOF through the TSOC commander (see figure 1). (NOTE: Until the publication of revised JP 3-05 in late 2010 or 2011, figure 1 below leaves out US Marine Corps Special Operations Forces under the TSOC. This obsolescence will be corrected when JP 3-05 is revised.)

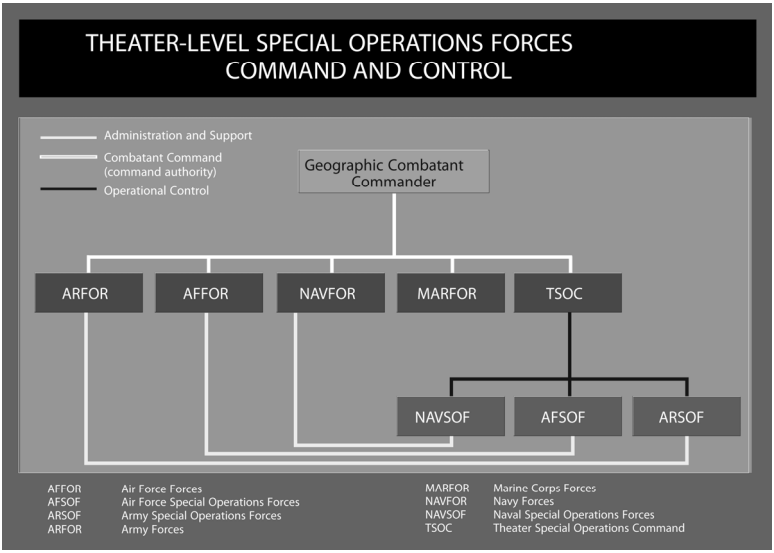

Figure 1. Theater-level SOF C2 [Source: JP 3-05]

c. SOF Under Control of a Non-US Command. When directed by the President or the Secretary of Defense through the Chairman of the Joint Chiefs of Staff, GCCs may place SOF units under the control of a non-US multinational forces commander. In such instances, OPCON of US SOF units will be retained by a US SOF commander within the multinational command structure.

6. Command and Control of SOF in Theater

Normally, C2 of SOF should be executed within the SOF chain of command. The identification of a C2 organizational structure for SOF should depend upon specific objectives, security requirements, and the OE. C2 of SOF is executed through one or more of the following:

(1) TSOC. To provide the necessary unity of command, each GCC (except for US Northern Command) has established a TSOC as a subunified command within the geographic combatant command. The TSOC is the

primary theater SOF organization capable of performing broad continuous missions uniquely suited to SOF capabilities. The TSOC is also the primary mechanism by which a GCC exercises C2 over SOF. The TSOC commander has three principal roles—

(a) Joint Force Commander. As the commander of a subunified command, the TSOC commander is a JFC. As such, he has the authority to plan and conduct joint operations as directed by the GCC and exercises OPCON of assigned commands and forces and normally over attached forces as well. The TSOC commander may establish joint task forces (JTFs) that report directly to him, such as a JSOTF or JPOTF, in order to plan and execute these missions.

(b) Theater SO Advisor. The TSOC commander advises the GCC and the other component commanders on the proper employment of SOF. The TSOC commander may develop specific recommendations for the assignment of SOF in theater and opportunities for SOF to support the overall theater campaign plan. The role of theater SO advisor is best accomplished when the GCC establishes the TSOC commander as a special staff officer on the theater staff (in addition to his duties as a commander, i.e., “dual hatted”). In this case, the TSOC commander may appoint a deputy as his representative to the theater staff for routine day-to-day staff matters.

(c) Joint Force Special Operations Component Commander (JFSOCC). When designated by the GCC, the TSOC commander will function as a JFSOCC. This will normally be the case when the GCC establishes functional component commanders for operations, absent the establishment of a JTF. The TSOC commander can also be designated the JFSOCC within a JTF if the scope of the operations conducted by the JTF warrant it (see figure 2).

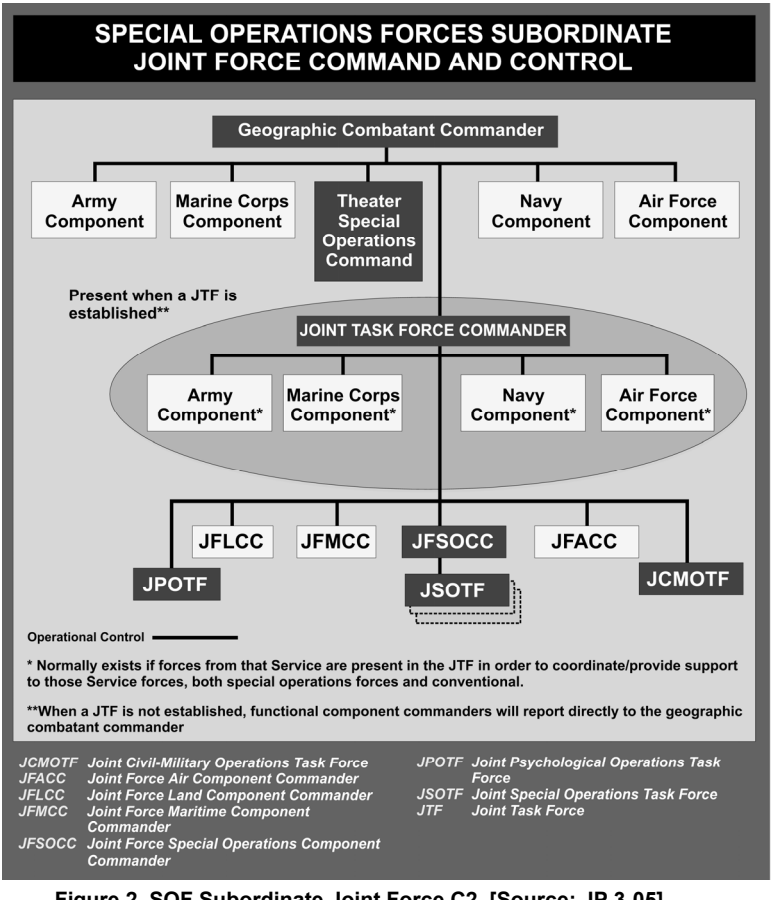

Figure 2. SOF Subordinate Joint Force C2 [Source: JP 3-05]

(2) SOF Operational C2

(a) JFSOCC. The JFSOCC is the commander within a unified command, subordinate unified command, or JTF responsible to the establishing commander for making recommendations on the proper employment of assigned, attached, and/or made available for tasking SOF and assets; planning and coordinating SO; or accomplishing such

operational missions as may be assigned. The JFSOCC is given the authority necessary to accomplish missions and tasks assigned by the establishing commander. The TSOC commander or CDRJSOTF will normally be the individual functioning as a JFSOCC. When acting as a JFSOCC, they retain their authority and responsibilities as JFCs. A JFSOCC may command a single or multiple JSOTFs. The TSOC commander will normally be established as a JFSOCC if there is more than one JSOTF to command (see figure 3). If only one JSOTF is established (i.e., within a JTF), the CDRJSOTF will be dual hatted as the JFSOCC. When a JFSOC is established and combined with elements from one or more allied or coalition nations, it becomes a combined forces special operations component and its commander becomes a combined forces special operations component commander.

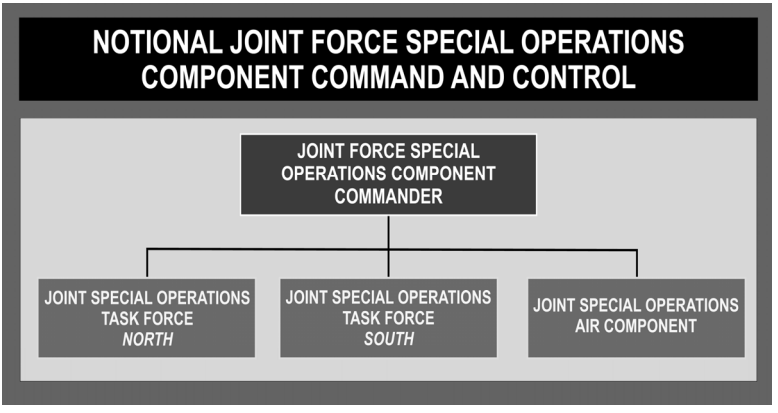

Figure 3. Notional JFSOCC C2 [Source: JP 3-05]

(b) JSOTF. A JSOTF is a JTF composed of SO units from more than one Service, formed to carry out a specific SO or prosecute SO in support of a theater campaign or other operations. A JSOTF may have conventional nonspecial operations units assigned or attached to support the conduct of specific missions. A notional depiction of JSOTF elements is shown in figure 4.

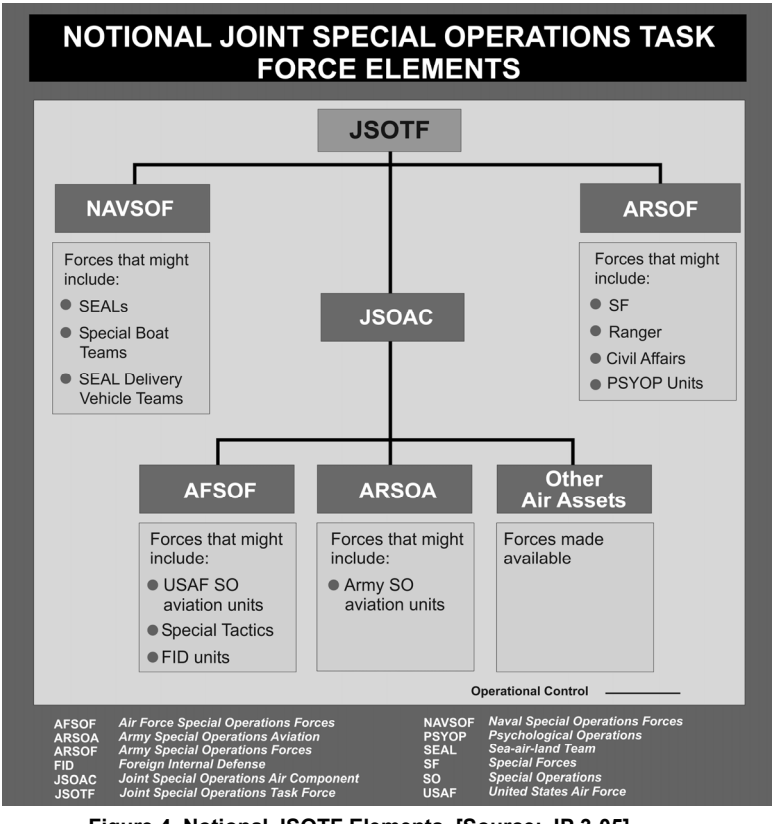

Figure 4. Notional JSOTF Elements [Source: JP 3-05]

• A JSOTF, like any JTF, is normally established by a JFC (e.g., a combatant commander, a subordinate unified commander such as a TSOC commander, or a JTF commander). For example, a GCC could establish a JTF to conduct operations in a specific region of the theater. Then either the GCC or the JTF commander could establish a JSOTF, subordinate to that JTF, to plan and execute SO. Likewise, a TSOC commander could establish a JSOTF to focus on a specific mission or region assigned by the GCC. A JSOTF may also be

established as a joint organization and deployed as an entity from outside the theater.

- A JSOTF is established to conduct operations in a specific operational area or to accomplish a specific mission. If geographically oriented, multiple JSOTFs will normally be assigned different operational areas.
- Within a JTF, if only one JSOTF is established, the CDRJSOTF will be dual-hatted as the JFSOCC. When a JSOTF is formed to directly support a combatant command headquarters, the TSOC commander normally acts as the CDRJSOTF. Regardless of who it is, a CDRJSOTF is a JFC and exercises the authority and responsibility assigned by the establishing authority. A JSOTF staff is normally drawn from the TSOC staff or an existing SOF component with augmentation from other SOF or conventional units and/or personnel as appropriate.
- When a JSOTF is established and combined with elements from one or more allied or coalition nations, it becomes a combined special operations task force and its commander becomes a combined special operations task force commander.

(c) The CDRJSOTF may exercise C2 of assigned SOF or conventional forces through a number of organizations. These include, but are not limited to, the following:

- Special Operations Task Force (SOTF). SOTF is a general term to describe a group, regiment, or battalion in charge of Army SO, organized around the nucleus of a special forces (SF) unit, and includes a mix of Army special operations forces (ARSOF) units and their support elements. The CDRJSOTF may establish multiple subordinate SOTFs. The CDRJSOTF assigns each SOTF an area within the joint special operations area (JSOA) or functional mission under its OPCON. The SOTF may serve as an Army special operations component (ARSOC) directly subordinate to the CDRJSOTF, or may serve as the JSOTF when tasked. SOTFs are established to control and support deployed operational elements. Tactical SOF elements conduct mission planning and preparation at a SOTF.
- Advanced Operations Base (AOB). An AOB is established by an SF company to extend the C2 and support functions of a SOTF. For example, an AOB may function as a launch-and-recovery site, radio relay site, or as a mission support base. The AOB may also function in a unilateral C2 capacity based on the mission, enemy, terrain and weather, troops and support available, and time available to serve as an area command or designated task force.
- Joint Special Operations Air Component (JSOAC). The commander, joint special operations task force (CDRJSOTF) normally exercises

OPCON of all assigned and attached joint special operations aviation assets through the JSOAC.

- Naval Special Warfare Task Unit (NSWTU). Navy special operations forces (NAVSOF) assigned to the JSOTF (or Navy component commander) are normally under the C2 of a naval special warfare task group (NSWTG), when activated, or an NSWTU. A task group or task unit staff plans, coordinates, and oversees execution of special operations executed by assigned operational elements in support of fleet commanders, JFCs, or the CDRJSOTF as appropriate.
- Marine Special Operations Battalion (MSOB). There are two MSOBs, each with four to five Marine special operations companies (MSOCs).
- Marine Special Operations Company (MSOC).These companies can be task organized to conduct special reconnaissance (SR), direction action (DA), and foreign internal defense (FID) missions in support of USSOCOM or the supported GCC.

7. Command Relationships

a. Properly crafted command relationships can directly support decentralization and nurture trust in order to gain synergy and harmonization. These command relationships can change the mindset from a 'vertical' focus on receiving and unilaterally accomplishing tasks from the higher commander to that of working much more closely and harmoniously with our horizontal war fighting partners.

b. Command relationships can help reinforce the recognition that we fight as one team of joint, interagency, and multinational partners—and depend on access to each other's capabilities for success.

c. Command relationships must be established up front, and they are absolutely critical to success. One key decision is whether to transfer "ownership" of forces to another commander or empower him with access to their capabilities. OPCON and tactical control (TACON) provide authority to "own" and directly control the necessary forces to take on the fight without support from other forces, while support command relationships focus on providing access to the capabilities of other forces that can bring more to the fight and help in mission accomplishment.

d. The types of command relationships include (1) COCOM, (2) OPCON, (3) TACON, and (4) support. Table 1 provides a quick look at these relationships and the responsibilities associated with them.

Table 1. Joint Command Relationships and Inherent Responsibilities			
Combatant Command (Command Authority) (Unique to Combatant Commander) • Planning, Programming, Budgeting, and Execution Process Input • Assignment of Subordinate Commanders • Relations with Department of Defense Agencies • Directive Authority for Logistics			
When OPERATIONAL CONTROL is delegated	• Authoritative direction for all military operations and joint training • Organize and employ commands and forces • Assign command functions to subordinates • Establish plans and requirements for intelligence, surveillance, and reconnaissance activities • Suspend subordinate commanders for duty		
When TACTICAL CONTROL is delegated	• Local direction and control of movements or maneuvers to accomplish mission	When SUPPORT relationship is delegated	• Aid, assist, protect, or sustain another organization

e. Combatant Command (Command Authority): COCOM is a nontransferable command authority exercised only by combatant commanders unless directed otherwise. Combatant commanders exercise COCOM over assigned forces. COCOM provides full authority to organize and employ commands and forces to accomplish missions. Combatant commanders exercise COCOM through subordinate commands, to include subunified commands, Service component commands, functional component commands, and JTFs.

f. Operational Control (OPCON): OPCON is inherent in COCOM. It is the authority to perform those functions of command that involve organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. It provides for "ownership" of the forces and authorizes the commander to task both "what to do" and "how to employ." However, it requires expertise in planning and employment. OPCON may be exercised at any echelon at or below the level of the combatant command. It can be delegated or transferred. Commanders use it routinely to task organize forces. OPCON remains the preferred command relationship over forces that the commander will continuously own and employ and for which he and his staff have the expertise and capability to command and control.

g. Tactical Control (TACON): TACON is a subset of OPCON and is the authority normally limited to the detailed and specified local direction of movement and

maneuver of forces to accomplish a task. It allows commanders below combatant command level to apply force and direct the tactical use of logistics and sustainment assets, but does not provide authority to change organizational structure or direct administrative or logistic support. The commander of the parent unit continues to exercise those responsibilities unless otherwise specified in the establishing directive. Combatant commanders use TACON to delegate limited authority to direct the tactical use of combat forces. TACON is often the command relationship established between forces of different nations in a multinational force. It may be appropriate when tactical-level units are placed under another Service headquarters. Commanders can make one force TACON to another in order to allow administrative support or logistics and sustainment with the parent unit of the subordinate force. While normally thought of as a temporary arrangement, it can be an enduring command relationship. Current examples of CF/SOF TACON enduring relationships are in Operation IRAQI FREEDOM (OIF) and Operation ENDURING FREEDOM (OEF) where the combined joint special operations task forces (CJSOTFs) are TACON to the JTF commanders.

h. Support: Support is a command authority established by a superior commander between subordinate commanders when one organization should aid, protect, complement, or sustain another force.

(1) Support Relationships. Support relationships are normally the most effective and preferred relationship between CF/SOF.

(a) Support relationships afford an effective means to weight the main effort and ensure unity of effort for various operations. Such relationships allow the supported commander to set requirements and allow the supporting commander the flexibility to determine methods and tactics. Degree, type, and priority of support need to be established. Support allows a flexible relationship for dynamic operations. The commander of the supported force will have the authority to exercise general direction of the supporting effort, to include target and objective prioritization, timing and duration of the supporting action, and coordination measures. The common superior commander is responsible for clearly defining support command relationships. There are four categories of support as depicted in table 2. General support and direct support describe the supporting command's focus. Mutual support and close support are forms of activity based on proximity and combat actions. Support relationships work best when there is a high degree of trust and confidence between the affected commanders.

Table 2. Categories of Support
GENERAL SUPPORT That support which is given to the supported force as a whole rather than to a particular subdivision thereof. MUTUAL SUPPORT That support which units render each other against an enemy because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities. DIRECT SUPPORT A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance. CLOSE SUPPORT That action of the supporting force against targets or objectives that are sufficiently near the supported force as to require detailed integration or coordination of the supporting action with the fire, movement, or other actions of the supported force.

(b) An establishing directive is typically issued to specify the purpose of the support relationship, the effect desired, and the scope of the action to be taken. It should also include the forces and other resources allocated to the supporting effort; the time, place, level, and duration of the supporting effort; the relative priority of the supporting effort; the authority, if any, of the supporting commander to modify the supporting effort in the event of exceptional opportunity or an emergency; and the degree of authority granted to the supported commander over the supporting effort.

(2) Establishing Authority. The establishing authority for the support command relationship is the common higher commander. The establishing authority defines the support command relationship among the subordinates in terms of who is supported and who is supporting, the respective degree of authority, and overall priorities, especially where there are limited resources supporting numerous operations. SOF and air assets are good examples of some limited resources. The establishing authority is the adjudicator when subordinates cannot work out the necessary balance of access to capabilities (figure 5). The establishing authority should—

(a) Give clear direction to subordinates in terms of priorities, acceptable risk, and intent to allow subordinates to work horizontally with each other in accomplishing tasks. This is critical and requires continuous, hands-on involvement in today's environment of multiple ongoing missions with limited resources.

(b) Set conditions for, and demand crosstalk amongst, supported and supporting commanders to build and reinforce the necessary horizontal personal relationships which builds trust and confidence.
(c) Challenge subordinates to self-regulate their apportionment of capabilities to one another through horizontal crosstalk. The crosstalk amongst the supported commander and the supporting commander will allow them to arrive at the optimal apportionment of capabilities to accomplish both their assigned tasks and support the supported commanders.
(d) Arbitrate and resolve conflicts related to understanding priorities.

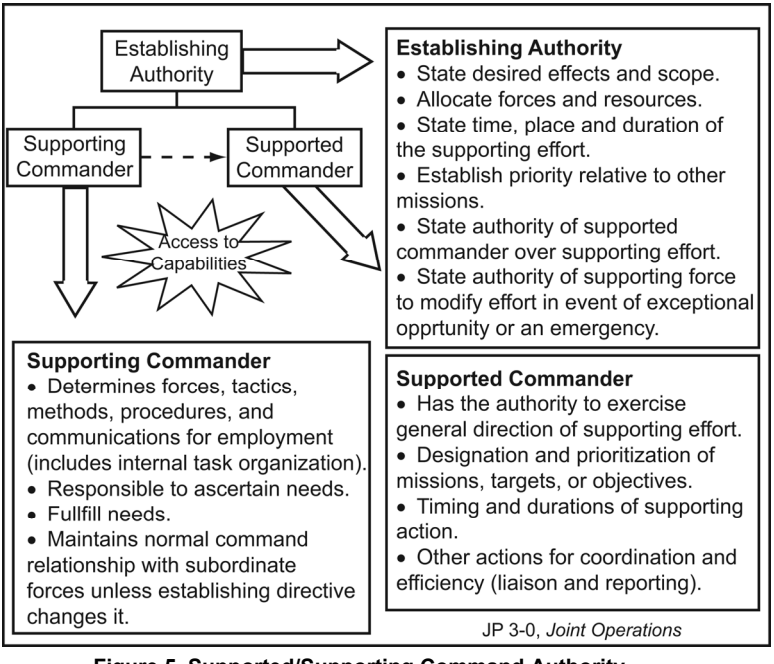

Figure 5. Supported/Supporting Command Authority

(3) Supporting Commander. The supporting commander provides augmentation forces or other support to a supported commander or the commander who develops a supporting plan. In the context of a support command relationship, the supporting commander aids, protects,

complements, or sustains another commander's force and is responsible for providing the assistance required by the supported commander. The supporting commander is also responsible to ascertain and satisfy the needs of the supported commander within the priorities directed by the establishing authority. The supporting commander should—

(a) Recognize and understand the role of a supporting commander to ensure success of the supported commander by understanding the "one team, one fight" mindset. The supporting commander should also understand and respect the authority of the supported commander, recognizing that the support provided to the supported commander may have a higher priority than even the mission to which the supporting unit is assigned.

(b) Understand the supported commander's intent. The supporting commander must take time to ascertain the supported commander's requirements and overall priorities, be prepared to assist the supported commander by sharing assessments on risks to forces and the mission as well as positive effects forces can provide. The supported commander may not always know how to best employ forces. It may be the supporting commander's job to educate the supported commander regarding relevant capabilities and assets that supporting forces can provide.

(c) Establish a productive and nonconfrontational command climate for subordinates. Allow and encourage subordinates to support the command relationship by empowering them to work directly with their "supported" counterparts.

(4) Supported Commander. The supported commander has primary responsibility for all aspects of a task assigned by the higher establishing authority. The supported commander is given access to supporting capabilities and has the authority to provide general direction, designate and prioritize targets or objectives, and other actions for coordination and efficiency. In the context of a support command relationship, the supported commander is one who receives assistance from another commander's force or capabilities and who is responsible for ensuring that the supporting commander understands the assistance required. The supported commander should—

(a) Foster a "one team, one fight" relationship with the supporting commander and his forces from the beginning of the mission.

(b) Brief the supporting commander regarding his responsibilities immediately and ensure the supporting commander understands the assistance required. Discuss any issues or differences in guidance in order to reduce misconceptions or misinterpretations later.

(c) Bring lack of support issues first to supporting commanders and, if necessary, to the establishing authority for resolution.

(d) Recognize the supported commander's accountability in developing his concept of operations and supported requirements, taking into account potential risk and hardship to the supporting commander's forces.
(e) Be open to recommendations from the supporting commander. Request a capabilities brief, especially with SOF, so that the supported commander can best implement the capabilities into the plan.

8. Command and Control Systems and Tools

> Although occasionally the result of malfunctioning weapons, fratricide has often been the result of confusion on the battlefield. Causes include misidentification of targets, inaccurate target locations or descriptions, target locations incorrectly transmitted or received, and loss of situational awareness….
>
> —JP 3-09.3, *Close Air Support [CAS],* 8 July 2009

a. Standard Joint C2 Systems and Tools. Numerous command, control, communications, and computer capabilities are resident within each Service and/or SOF organizational level. While the overall supporting network architectures are varied, they generally include classified and unclassified, United States and coalition, and voice and data connectivity supporting a host of different C2 systems and tools. Every effort should be made to establish and use standard joint systems and tools which are generally broken into these two groups: situational awareness (SA) systems and collaboration tools. Collaboration tools are such capabilities as chat, file sharing, video teleconferencing, and text messaging. Careful interoperability consideration should be given to the specific system or tool used at each organization and level, as many are stove-piped within the Service or SOF. In addition, commanders should be aware of the following shortfalls:

(1) Commanders, when forming their SA of the OE, should temper their C2 decision-making process with consideration of the time latency between actual and represented positions. They must recognize that not all personnel or vehicles of a friendly force carry FFT devices. Additionally, they must consider the timeliness of the displayed positional or unit data to determine its accuracy. These factors are especially important with highly mobile SOF units that, under certain mission conditions, are separated from the individual or platform carrying the unit's FFT device.
(2) Moreover, while available systems offer the commander an enhanced ability to reduce fratricide and an increased efficiency and opportunity to strike the enemy, consider the fact that the failure and/or improper operation of these systems will likely compound the fog of war. An LNO is and will remain a critical part of the C2 architecture required for real-time SA. An effective LNO can highlight these considerations relative to the

operations of his unit while operating in a convergent OE to reduce confusion or misinterpretation of actual unit locations.

(3) Commanders must also consider that each organization may have different FFT devices providing SA to higher echelons using different architectures. This SA data may not be readily available to all elements in an integrated manner. This remains a critical joint/coalition warfare shortfall. There are some data interoperability capabilities contained in the Army Forces Strategic Command's (ARSTRAT) FFT material management center (MMC). These capabilities require planning and coordination for execution and useful dissemination.

b. Situational Awareness Systems. SA systems employed by ground fires and maneuver elements only provide a near real-time representation of track data and not an instantaneous snapshot. Friendly force locations are only updated based on preset reporting time frequency and/or distance threshold of the FFT device the unit is carrying. Current SA systems include, but are not limited to—

- Force XXI battle command brigade and below (FBCB2).
- Maneuver control system (MCS).
- Command and control personal computer (C2PC).
- Command post of the future (CPOF).
- Common operational picture (COP).
- Theater battle management core system (TBMCS).
- Joint Automated Deep Operations Coordination System (JADOCS).

Careful consideration must be given to the capabilities, limitations, and interoperability concerns of each system.

(1) FBCB2 is an Army system providing SA and C2 to the lowest tactical echelons. This system is normally mounted in tactical vehicles with graphical displays of the common OE picture representing forces in near real-time. The system also provides a basic messaging capability, facilitating text-based collaboration. The following is a list of employment considerations:

(a) During planning, consider what FBCB2 mode the units will be using. FBCB2 has two modes of operation: a secure line of sight communications mode and a nonsecure satellite communications mode. The line of sight mode has limited range capabilities and is hindered by natural and manmade obstructions.

(b) SOF commanders should designate which SOF units will be represented in FBCB2 and how the tracks will be managed. In addition, planners should consider the classification of SOF data (generally classified as SECRET) and how that data will be integrated into the FBCB2 system.

(c) CF/SOF commanders should consider the potential for unplanned combat identification of SOF elements during an operation and agree

on policies/procedures for the manual or automatic representation of such units in FBCB2.

(d) Special consideration should be given when attempting to share either track data or OE geometry overlays (e.g., fire support coordination measures [FSCMs]) with other joint tactical units since this effort requires the manual entry of data into the FBCB2 system and may be prone to human data entry errors. In many cases, commanders may find that SA data within the FBCB2 architecture is not automatically integrated or interoperable with other CF or SOF tactical/operational level SA systems, such as C2PC. Nonetheless, it may be possible to exchange FFT data with other CF or SOF tactical/operational SA systems using ARSTRAT MMC.

(e) The MMC receives, processes (including message format translation), and disseminates FFT data from disparate SA systems as directed by combatant commanders. The ARSTRAT MMC has the capability to inject FFT track data from various SA systems into the FBCB2 network operations center based upon mission requirements. An example is the injection of Iridium FFT data into FBCB2 architecture in support of Joint Task Force–National Capital Regions (JTF-NCR) operations. Additional information on the MMC's capabilities can be found in the United States Strategic Command (USSTRATCOM) FFT CONOPS.

(f) The use of the FBCB2 basic text messaging capability should be the tool considered for collaboration.

(2) MCS is an Army system providing SA and C2 at the brigade and higher levels. This system provides graphic displays of OE forces in near real-time in a common OE picture and creates and disseminates operation plans and orders for combined arms maneuver commanders. The following is a list of MCS employment considerations:

(a) There is the potential for conflicting track data as MCS receives track data and overlay information from both FBCB2 and the Global Command and Control System (GCCS)—Army, common operational picture (COP). Give special consideration to ensure that MCS operators are diligent with the maintenance and deconfliction of track data.

(b) SOF LNOs, which may be able to communicate directly with SOF elements, should be used to help ensure the integrity of this track and overlay SA picture.

(3) C2PC is a Marine Corps system, also employed throughout SOF, that provides SA and C2 at all echelons. The system provides graphic displays of the common OE picture representing OE forces and a basic text messaging tool. C2PC receives track data and overlay information from the GCCS—Maritime COP track database. C2PC is incorporated in the SOF digital environment C2 suite known as the tactical local area network

(TACLAN). While the SOF TACLAN and Marine Corps versions of C2PC offer essentially the same functionality, the versions of the fielded software may differ. The following are a couple C2PC employment considerations:

(a) During mission planning, one must identify and address differences in C2PC versions and functionality.

(b) One must conduct premission compatibility checks during the planning process to ensure that all elements involved in the operation are accurately displayed on the C2PC system.

Note: C2PC and FBCB2 are not interoperable.

(4) CPOF enables forward command elements to reduce the staff operating C2 systems. In the distant future, advanced CPOF systems will eliminate parts of the brigade's tactical operations centers (TOCs), primarily the forward and assault TOCs, which could be transformed into virtual TOCs. CPOF relies on wideband data-communications links currently available to the Army, via military and commercial satellite communications services. The following is a list of CPOF employment considerations:

(a) CPOF is a system currently used at the division-to-company levels enabling commanders to discuss and collaborate when processing information and sharing ideas. It allows commanders to attend virtual meetings without assembling at one place.

(b) The current version of CPOF does not directly exchange FSCM, airspace coordinating measures (ACMs), and radar sensor data with Advanced Field Artillery Tactical Data System (AFATDS) or Automated Deep Operations Coordination System (ADOCS) among other systems.

(c) CPOF server maintenance and data backup procedures are areas of concern.

(5) COP is a joint mission application residing in the GCCS that provides SA at the JTF and component commander echelons. This system provides graphic displays of the common OE picture representing OE forces and a basic text messaging capability. The JTF headquarters, or a designated component command, maintains the “top COP” track database for the entire joint operational area. The “top COP” is a manned responsibility consisting of track database managers actively managing the integrity of the area of operations OE SA picture. The following is a list of COP employment considerations:

(a) The JTF manager, referred to as the “top COP,” must diligently manage the integrity of the SA picture throughout all echelons (e.g., by setting standards, establishing reporting frequency, managing track time latency, and deconflicting dual tracks).

(b) LNOs must recognize that the “top COP” is the primary point of contact (POC) for final deconfliction of all tracks.

(c) Track management includes—

- Assign responsibility for development and maintenance of the unit's COP architecture (e.g., trackers, feeds, displays, and communications).
- Assign responsibility for and determine how each unit's tracks are inserted (i.e., manually or electronically) and how often.

(d) Liaison elements must have access to the full SA COP with a method for track and OE geometry deconfliction. (Reporting requirements for units that are using "reporting windows" to conserve FFT unit battery life need to be stipulated.)

(e) Commanders may decide to implement discrete feeds, giving explicit guidance to the ARSTRAT MMC regarding when and which specific internet protocol addresses may be provided to the feed. Commanders may also deliberately maintain a discrete feed until just prior to H-hour and then switch to an open feed for dissemination of SOF locations to all forces. This requires the SOF commander to weigh the risks of compromise and fratricide prevention.
- During planning, give consideration to how and under what conditions a SOF discrete feed should be switched to an open feed visible by CF.
- Commanders can opt to provide the "top COP" with either open or discrete feeds.
- Commanders may decide to also implement an open feed with a "generic" code limiting the COP track database information only to SOF locations, but not unit identification.
- During planning, give special consideration to how CF/SOF units will manage the dissemination and response to an emergent situation "911" distress call through FFT devices. Understand that CF distress calls are disseminated within CF units throughout the FBCB2, MCS, and COP SA, and SOF distress calls are received by the MMC and passed to the designated SOF unit.
- Consider and rehearse manual methods of position reporting, FFT, and SA for all phases of conflict as a method of guarding against failures in technology and associated processes.
- During operational conditions requiring a real-time understanding of actual unit positions, commanders must rely on the known ground truth of unit locations, which can only be obtained by direct liaison with the tactical elements themselves. LNOs play a critical part in this effort.

(6) TBMCS provides air commanders a means to plan, direct, and control air operations. The system consists of multiple mission applications providing SA, collaboration, messaging, and force employment capabilities. The following are employment considerations for TBMCS:

(a) SOF commanders must consider that an increasing number of conventional unmanned aircraft systems (UASs) are occupying

previously unhindered airspace. Many of these UASs are being operated in real or near real-time at all echelons from the strategic level to the company level Soldier-deployable UAS. Since not all UASs are listed on the air tasking order (ATO), LNOs should be aware of the need to deconflict airspace with unmanned systems.

(b) UASs used to perform "danger close" close air support or lethal strikes for CF or SOF units must employ a method for UAS sensor operators to electronically, and/or visually, identify friendly forces prior to engagement to prevent fratricide.

(c) Deconfliction of frequencies is often as critical as airspace for UAS operation. Ensure UAS operational frequencies are listed on the joint restricted frequency list at the electronic warfare coordination cell. Additionally, UAS usage must be deconflicted with collocated and adjacent units. UAS frequency and communications deconfliction must occur at every level to avoid catastrophic failure or interference with other communications systems operating in the same frequency spectrum.

(d) During planning, commanders should consider the allocation of complementary UAS resources in the ATO and other mission planning processes.

(e) LNOs are critical elements in deconflicting airspace for manned and unmanned SOF air assets via TBMCS, as well as voice and online collaboration tools.

(f) Establishing altitude blocks for SOF and UAS aircraft should be considered in the event of lost system communications. Ensure these block altitudes are incorporated into the airspace control plan and airspace control order.

(7) JADOCS is a joint mission management system providing OE visualization, OE management, air interdiction planning and execution, time-sensitive targeting, and FSCM analysis. The following are employment considerations for JADOCS:

(a) Although JADOCS is found throughout almost all SOF echelons, there is limited deployment to the lower CF echelons. Thus, the real-time identification of time-sensitive targets (TSTs), and attack coordination below the component level, is conducted using voice C2 systems and processes.

(b) LNOs are critical elements for facilitation and coordination of tactical CF/SOF prosecution of TSTs. LNOs must have access to the necessary systems and tools (e.g., JADOCS, chat, voice communications) to dynamically coordinate and deconflict CF/SOF resources.

(c) FSCMs and ACMs must match in both JADOCS and TBMCS.

The two systems are not 100% compatible and JADOCS may drop some of the FSCM/ACM changes when TBMCS files are imported. This usually applies to FSCM/ACM files that have been deleted or are no longer active. This has potential to cause delays if JADOCS is the primary system to clear TST fires.

c. Collaboration Tools

(1) Microsoft SharePoint. Microsoft SharePoint is a web-based tool used by a JSOTF or SOTF to create a portal page that allows users to collaborate (e.g., using postings, operations centers logs, or updating shared files) and to link to other collaboration tools providing chat, video teleconferencing, and text messaging functionality. The following are employment considerations for Microsoft SharePoint:

(a) Microsoft SharePoint architecture allows varying degrees of permissions for visibility of information posted on the hosted portal page. These permissions can be used to restrict external visibility of in-progress and sensitive documents while allowing internal coordination. The LNO should be given full access to other organizations, thus improving situational awareness and allowing them to identify any potential conflicts during initial planning.

(b) Individuals requiring portal access must be identified during planning to develop and promulgate a portal concept of operations.

(c) Individuals should be provided with appropriate (read and/or write) access to the required portal pages.

(d) Commanders must understand the criticality of keeping their portal page content up-to-date.

(e) The operation's published classification guidance has to be clearly understood in order to minimize the amount of information handled within "focal point" (compartmentalized programs) channels. This prevents complicating or undermining the commander's C2 decision making process.

(2) Collaboration Applications. CF/SOF collaboration tools include internet relay chat client for Windows, Info WorkSpace, and NetMeeting, which provide the functionality of chat rooms, text messaging, text chat, video teleconferencing, file sharing, and whiteboard discussions and presentations. The following are employment considerations for collaboration applications:

(a) One common tool for collaboration should be selected during planning. If this is not possible, interoperability challenges associated with using different tools must be taken into consideration.

(b) When selecting a common tool for collaboration, operational need, bandwidth, interoperability, and training requirements should be considered.

(c) How the collaboration tools will be employed for various missions and during different operational conditions need consideration.
(d) Continuous chat collaboration tools are recommended for monitoring operations. The sessions must be recorded and the transcripts must be saved to the command journal.

9. CF/SOF Liaison.

a. Liaison between all components of the joint force and SOF is vital for effective employment to prevent fratricide, minimize missed opportunities, and prevent delayed action. LNOs are critical to a command's ability to coordinate, synchronize, and deconflict CF/SOF operations. The limited window of opportunity normally associated with the majority of SOF missions, as well as the sensitive nature of those missions, requires a C2 structure capable of sharing information in order to prosecute targets quickly and effectively. This function is enhanced by LNOs. For more information on LNOs refer to Joint Publication (JP) 3-05.1, *Joint Special Operations Task Force Operations,* Appendix C, "JSOTF Liaison Personnel Procedures"; and JP 3-33, *Joint Task Force Headquarters.*

(1) Liaison Officer. Exchanging LNOs is the most commonly employed technique for establishing and maintaining close, continuous, physical communications between CF/SOF commanders.
(a) LNOs may be exchanged between higher, lower, or adjacent units. LNOs may also be provided to and from coalition forces, government agencies, nongovernmental organizations, or intergovernmental organizations. LNOs can be assigned—
- At any level of command as the mission requires.
- On a permanent basis.
- On a temporary basis as operations dictate.
- From SOF to CF and CF to SOF.

(b) The LNO should be a competent and experienced person with the appropriate rank and communications skills to best convey the TTPs and SOPs of the unit.
(c) LNO requirements are driven by command relationships and anticipated mission support requirements, which may be modified throughout the operation.
(d) LNOs serve as the principal representative of their commander and should be authorized direct face-to-face liaison with the supported commander.
(e) LNOs are not staff augmenters, watch officers, or full-time planners. They must retain the freedom of action required to perform the broader functions tasked by the supporting organization's commander.
(f) LNOs are not a substitute for transmitting critical information through normal C2 channels or for proper staff-to-staff coordination.

(2) Functions. LNOs perform four primary functions: monitor, coordinate, advise, and assist. The functions of either CF/SOF LNOs are essentially the same; however, due to the classification and complexity of SOF operations, LNOs must clearly understand SOF operations in order to be effective.

(a) Monitor.

- Examine current and planned operations, anticipate potential problems, and recognize supported/supporting unit issues.
- Consider second and third order effects on all operations, including consequence management, enemy reactions, and IO messages.
- Consider operating styles to gain insight into that of the commander and staff to help ensure a smooth relationship.
- Examine daily unit battle rhythm to determine where and when to engage to maintain SA and keep the supported/supporting unit fully informed.
- Ensure required network connectivity and access (e.g., shared folders, intelligence/operational spaces) to keep abreast of operations, activities, and events.

(b) Coordinate.

- Know staff procedures and organization.
- Routinely meet with commanders, their staffs, and other LNOs and know how to contact them.
- Share appropriate information between headquarters (e.g., unit SOPs, draft CONOPS, intel, targeting, meeting notes, other documents).
- Be heavily involved in the orders production and mission approval process. Move between the different staff sections to ensure that key functional elements are addressed and dissemination occurs.

(c) Advise.

- Possess expert knowledge of supported/supporting unit's capabilities, limitations, and current status.
- Possess rank and experience that ensures credibility with the supported/supporting unit, and the ability to influence the decisionmaking process.
- Anticipate questions from the commander and the commander's staff; know where to quickly find the right answers.
- Anticipate problems/friction points and develop recommended solutions.
- Understand the level of authority that LNOs have to make decisions on behalf of their units. It will vary with each LNO and each unit.
- Synchronize SOP and the CONOPS. The CF/SOF liaison must be able to present all operational aspects of the mission, including

branches and sequels to the parent command and other supporting units.

(d) Assist.

- Integrate into the staff and attend meetings and planning sessions.
- Facilitate submission of required reports from supported/supporting unit to higher headquarters.
- Consider opportunities to better synchronize forces.

(3) Knowledge, Skills, and Abilities.

(a) Possess excellent interpersonal skills.

(b) Possess excellent communication skills (oral/written) with the ability to articulate the SOF unique methods of operations and capabilities/limitations.

(c) Be experienced and comfortable with briefing senior officers.

(d) Be detail-oriented and proactive in staff interaction.

(e) Understand the supported/supporting commander's thought process and quickly gain an understanding of the supported/supporting unit commander's thought processes.

(f) Possess the security clearance level required to effectively perform duties at the supported organization.

(g) Consider the need for proficiency in the supported unit's language.

(h) Consider any special training/qualification requirements (typing, C2 systems, computer collaboration tools, voice communications, etc.)

(4) Liaison Procedures.

(a) Before departure for the supported/supporting unit, be knowledgeable of—

- Operation order/operation plan, and unit SOPs.
- Current situation activities and intentions of supporting unit.
- Supporting commander's intent, including details of the concept of operation.
- Current status and missions of the supported unit.
- Operations security applicable to the mission.
- Specific information and/or LNO requirements from each staff section.
- LNO mission, responsibilities, and commander's intent.
- Communications and transportation needs.
- Supporting command points of contact, telephone numbers, and e-mail addresses.
- Supporting command commander's critical information requirement (CCIR)/commander wake-up criteria.
- Supporting command communications-electronics operating instructions (CEOI).
- Passport requirements.
- Specifics of when and how your security clearance was forwarded.
- Language and interpreter requirements.

- Potential issues, capabilities, employment doctrine, operational procedures of the supporting unit, and, to the extent possible, the supported unit.
- Command relationships and the commanders who impact your operations.
- The key player in the supported organization (e.g., chief of staff, assistant division commander for operations [ADC-O], J-3, etc.).
- Internal communication and computer equipment.

(b) Upon arrival at the supported unit—
- Report to the commander or their representative.
- Be prepared to brief supporting unit's situation, activities, intentions, capabilities, and limitations.
- Visit and introduce yourself to each staff section.
- Notify supporting unit of arrival.
- If replacing another LNO, ensure smooth transition.

(c) During the LNO mission—
- When assigned to the supported unit, the LNO must maintain SA on how the unit may be employed in a supported/supporting role (e.g., mission, unit location, future locations, future operations, and commander's intent). Make recommendations for employment as necessary.
- Notify the supporting unit if unable to accomplish the LNO mission (unsuitable workspace/tools/communication/connectivity).
- Report to supporting unit the LNO relationship and rapport with supported unit.
- Ensure the supported unit knows the LNO whereabouts at all times.
- Determine attendance requirements at briefings and meetings for accomplishment of the LNO mission. As a rule of thumb, LNOs should be proactive in pushing information to parent unit.
- Maintain a record of LNO actions and reports issued by supported unit. In conjunction with parent unit, determine reporting requirements.
- At the completion of the LNO mission, conduct an out-brief with the unit commander.

(d) Upon returning to the supporting unit—
- Brief supporting unit commander of completion of mission, including any requests from the supported commander.
- Pass any appropriate information to pertinent staff sections.

(5) Receiving Unit Responsibilities. The receiving unit has certain support responsibilities and should plan to integrate the LNO/LNO team fully into the command. At a minimum the receiving unit should consider—
- Billeting and messing.

- Dedicated workspaces, communications equipment, automated data processing (ADP) equipment, telephones, administrative supplies, e-mail, etc. Administrative and service support to include postal; legal; chaplain; security; exchange/commissary; finance; medical and dental; and morale, welfare, and recreation (MWR).
- Publications and documents to include operational maps, receiving unit SOPs, communications security (COMSEC), CEOI info, and relevant contact information (phone books, etc.).

10. SOF C2, Coordination, and Liaison Elements.

One of the SOF liaison elements is the special operations command and control element (SOCCE) for command and control and to coordinate SOF activities with CF. The JFSOCC, or the JSOTF commander, as appropriate, normally provides a special operations liaison element (SOLE) to the joint force air component commander (JFACC) to coordinate and synchronize SOF air, surface, and subsurface operations with joint air operations. Although not part of a SOF organization, there is also the special forces liaison element (SFLE) that advises Army corps commanders on special operations. These elements improve the flow of information, facilitate concurrent planning, and enhance overall joint force mission accomplishment. The SFLE is a SOF or joint SOF element that conducts liaison between SOF, US CF, and host nation (HN) or multinational forces. It is formed only as needed. See table 3 for a cross-reference of LNO's. For more information on SOF liaison elements refer to, JP 3-05, *Doctrine for Joint Special Operations.*

a. SOCCE

(1) The SOCCE is the focal point for the synchronization of SOF activities with CF operations. It performs C2 or liaison functions according to mission requirements and as directed by the establishing SOF commander, JFSOCC, or JSOTF commander, as appropriate. Its level of authority and responsibility may vary widely.

(2) The SOCCE is typically employed when SOF conduct operations in support of CF. It colocates with the command post, usually Corps level and higher, of the supported force to coordinate and synchronize special operations with the operations of the supported force to ensure communications interoperability with that force. There can be a SOCCE at each Corps in theater. The SOCCE also can receive SOF operational, intelligence, and target acquisition reports directly from deployed SOF elements and provide them to the supported component headquarters. The JFSOCC and JSOTF commander may attach liaison teams from other SOF elements to the SOCCE as required.

(3) The SOCCE remains under the operational control of the establishing SOF commander and performs the following functions:

(a) Exercises C2 of SOF tactical elements attached to, or placed in direct support of, the supported CF commander.
(b) Advises the CF commander on the current situation, missions, capabilities, and limitations of supporting and supported SOF units.
(c) Advises the supporting SOF commander(s) of the supported force commander's current situation, missions, intentions, and requirements.
(d) Provides required secure communications links.
(e) Coordinates and synchronizes special operations activities with supported force operations.
(f) When link-up becomes imminent, assists the supported force commander and staff with link-up planning and execution.

b. SOLE

(1) A SOLE is a team provided by the JFSOCC to the JFACC or appropriate Service component air C2 organization to coordinate, synchronize, and integrate special operations air, surface, and subsurface operations with conventional operations. The JSOTF and the JFACC share common operational areas. Therefore, whether operating autonomously or in conjunction with CF, SOF aviation and surface assets must be integrated with all joint air operations, from planning through execution. Integration is critical since air assets and SOF are typically the only forces operating deep into enemy territory. The SOLE integrates all SOF air and surface activity into the air tasking order (ATO) and airspace control order (ACO). The SOLE works directly for the JFSOCC. Members of the SOLE are not in the SOF chain of command, and thus have no command authority for mission tasking, planning, and execution of special operations.
(2) The SOLE director places SOF ground, maritime, and air liaison personnel in divisions of the joint air operations center (JAOC) to integrate with the JFACC staff. The SOLE accomplishes the coordination, synchronization, and integration of SOF air operations by providing a SOF presence in the JAOC that is aware of the activities of SOF units in the field and by providing visibility of SOF operations in the ATO and the ACO. The SOLE must also coordinate appropriate ACMs and FSCMs to help prevent fratricide. A typical SOLE consists of 44 personnel, but in practice is tailored to meet specific mission requirements.

c. SFLE. The SFLE is a US Army special forces or joint SO element that conducts liaison between SOF, CF, and HN or multinational forces. It is formed only as needed. SFLE's conduct these functions when CF or HN or multinational forces have not practiced interoperability before the operation, the forces do not share operational procedures or communications equipment, or when a significant language or cultural barrier exists.

Table 3. CF/SOF Liaison and Control Elements			
Element	Sent From	Sent To	Function
Air Liaison Officer (ALO)/ tactical air control party (TACP)	Air Force	CF or SOF	Air Force forces (AFFOR) representative to ground units for fire support coordination.
Air Component Coordination Element (ACCE)	CF or SOF	CF or SOF	JFACC representative to other component commanders. Primary conduit to resolve coordination challenges of joint air-land operations.
ANGLICO	Marine Corps	CF, SOF, or Multinational	As required for fire support coordination.
BCD	Army	JFACC/ AFFOR	Army forces (ARFOR)/ JFLCC rep to JFACC. Resolve coordination for joint air operations.
DLD	Army	CF or SOF or Multinational	Established as required for land force coordination.
LNO	CF or SOF	CF or SOF	As required.
SOCCE	SOF	CF	Established at a CF unit by JFSOCC/JSOTF commander to perform C2 or liaison functions to synchronize SOF activities with CF operations.
SOLE	SOF	CF	JFSOCC representative to JFACC (if designated) or appropriate Service component air C2 organization to coordinate, deconflict, and integrate special operations air, surface, and subsurface operations with conventional air operations.
SFLE	SOF	CF	Liaison

Table 3. CF/SOF Liaison and Control Elements—Cont.
ACCE – air component coordination element
AFFOR – Air Force forces
ALO – air liaison officer
ANGLICO – air and naval gunfire liaison company
ARFOR – Army forces
BCD – battlefield coordination detachment
C2 – command and control
CF – conventional forces
DLD – digital liaison detachment
JFACC – joint force air component commander
JFLCC – joint force land component commander
JFSOCC – joint force special operations component commander
JSOTF – joint special operations task force
LNO – liaison officer
SFLE – special forces liaison element
SOCCE – special operations command and control element
SOF – special operations forces
SOLE – special operations liaison element
TACP – tactical air control party

Chapter II

CF/SOF Operations

On 13 December 2003 at approximately 8:26 PM local time, elements of the 4th Infantry Division (4th ID) and Special Operations Forces raided a farm compound just north of the town of Ad Dawr, on the Tigris River, about 15 kilometers south of Tikrit, capturing Former Iraqi President Saddam Hussein. At Least 600 troops were involved in the raid, which resulted in the capture of Hussein and two men, armed with AK-47s. Hussein was found hiding in a 6' x 8' crawl space below an outbuilding, armed with a pistol and carrying $750,000 USD. Saddam Hussein was then transported by helicopter en route to a secure, undisclosed location without incident.

Operation RED DAWN was launched after gaining actionable intelligence identifying two likely locations near the town of Ad Dawr. The First Brigade Combat Team (BCT) of the 4th ID was assigned the mission to support SOF in the capture or kill of Saddam Hussein.

—Global Security Organization, Operation RED DAWN
13 December 2004

1. Introduction

a. History and the OE have shown that the force which best combines the capabilities of its assets in military operations—wins! Current and future operations see CF/SOF operations becoming increasingly intertwined, especially as irregular warfare (IW) operations become the predominant challenge for US and coalition forces. This is particularly evident when CF is adopting traditional SOF roles, such as providing advisor teams to foreign security forces (FSF) in support of Operation ENDURING FREEDOM (OEF) and Operation IRAQI FREEDOM (OIF). Accordingly, CF/SOF must plan and integrate operations, beginning with the first efforts at mission development and concluding with the achievement of the desired end state. Traditional warfare and IW are not mutually exclusive as both forms of warfare may occur in a given conflict presenting unique challenges in the OE.

b. CF/SOF each possess unique capabilities which, when integrated, can produce even greater war fighting potential for JFCs. When properly integrated, CF/SOF complement each other's strengths, mitigate vulnerabilities, and achieve an effect greater than would be accomplished if each force was used separately.

c. The previous chapter discusses and defines the hierarchy of the SOF command structure and outlines the preferred command relationships for CF/SOF operations to achieve the synergistic effects of each other's capabilities on the battlefield. This chapter discusses the OE in which CF/SOF operate, including the four most common CF/SOF operational scenarios. It also

discusses some important planning and execution considerations specifically for CF/SOF operations.

2. Lessons Learned

a. CF/SOF units should meet and integrate early, prior to combat rotations, to foster the relationship, instill the "one team, one fight" mentality, understand each other's staff planning procedures, and defuse any misconceptions or friction points. If at all possible, units should attend training events together, specifically, National Training Center (NTC) or joint readiness training center (JRTC). Good practices include traveling to one's home station, briefing each other's capabilities and limitations, mission goals, and linking up staff function sections.

b. During operations, CF/SOF commanders should understand each other's mission planning cycle, intel/operations cycle, and mission approval processes. Mission type orders (task and purpose) are optimal to convey the commander's intent to permit flexibility, initiative, and responsiveness.

3. CF/SOF Operational Structure

a. Figure 6 depicts operational areas within a theater of war where CF/SOF operate. It illustrates CF areas of operation (AO) as well as SOF JSOA in order to highlight the potentially different operational areas. CF and SOF can operate in their own AOs or work inside of one another's, as discussed in further detail with the four CF/SOF operational scenarios. These AOs, while usually long lasting can be set up for an "on-mission" basis. For example, a JSOA could be established for a direct action mission requiring only a few hours or could require a larger portion of area for an ongoing mission requiring days, weeks, or even months.

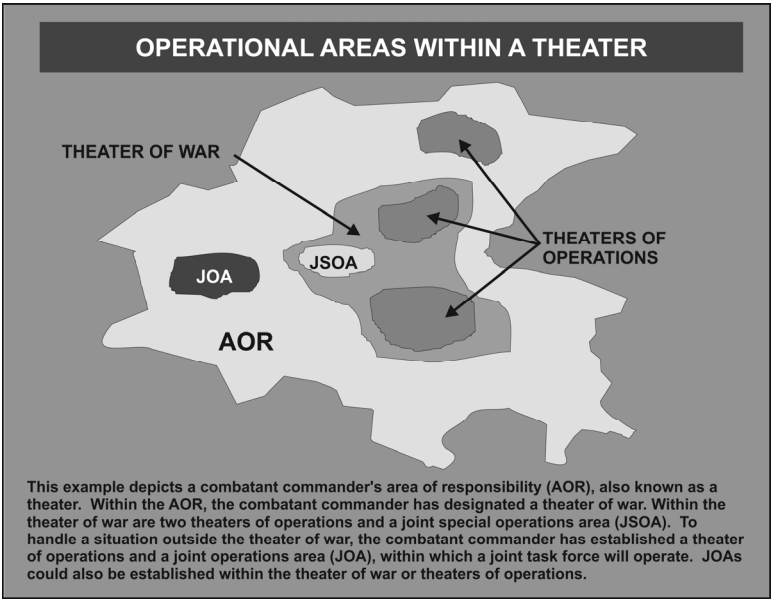

Figure 6. Operational Areas Within a Theater (Source: JP 3-05.1)

b. JFCs define operational areas to assist in coordination and deconfliction. The size of these areas depends on the scope and nature of the crisis and anticipated duration of operations. JFC-designated areas can include joint operations area (JOA), AOR, and JSOAs.

c. Specifically for a JSOA, the scope and duration of SOF's mission, friendly and hostile situation, and politico-military considerations all influence the number, composition, and sequencing of SOF deployed into a JSOA. It may be limited in size to accommodate a discrete direct action mission or may be extensive enough to allow a continuing broad range of unconventional warfare operations. JSOAs are normally exclusive to special operations and are not integrated with other airspace users. JSOAs are normally used to separate operational forces and actions. The JFC may establish a JSOA when geographic boundaries between SOF and CF are the most suitable control measures. The CDRJSOTF may also request the establishment of a JSOA. When a JSOA is designated, the CDRJSOTF is the supported commander within the designated JSOA. The CDRJSOTF may further assign a specific area or sector within the JSOA to a subordinate commander for mission execution.

d. Area of Operations (AO) Commander Authorities / Responsibilities.

(1) Ownership of an operational area carries many authorities and responsibilities. AO commander authorities/responsibilities include—
   (a) Priorities and desired effect of all fires (lethal and nonlethal) within the AO.
   (b) Targeting.
   (c) Deconfliction and clearance of fires.
   (d) Designation of FSCMs.
   (e) Land management, including designating internal boundaries.
   (f) Enemy force tracking.
   (g) Friendly force tracking.
   (h) Airspace deconfliction when required.
   (i) Civil-military operations.

(2) When operating in an AO assigned to another commander, that commander must comply with the AO commander's "owner's authorities." Targeting fires, force tracking, and land management must be in accordance with the direction provided by the AO commander. SOF units operating within an AO must keep the AO commander apprised of locations and recognize that the AO commander retains authority for establishing FSCMs and clearing fires.

4. CF/SOF Spheres of Influence

a. As CF/SOF commanders begin to plan operations, it is important to understand and plan for areas where CF/SOF spheres of influence (SOIs) will converge. This convergence can be synergistic (as with Operation RED DAWN) or detrimental. It is vital that both the CF/SOF commanders work out the parameters of this convergence to achieve the former rather than the latter. Commanders can do this by understanding each other's capabilities and limitations, how each other's targeting and operations cycles work (e.g., find, fix, finish, exploit, assess, disseminate [F3EAD] and decide, detect, deliver, and assess [D3A]), as well as how and where to deconflict converging spheres of influences. Figure 7 depicts the CF/SOF convergence of SOI. By leveraging the CF/SOF combined capabilities, commanders can capitalize on the full spectrum of operations and influence all political, military, economic, social, information, and infrastructure (PMESII) lines of operations.

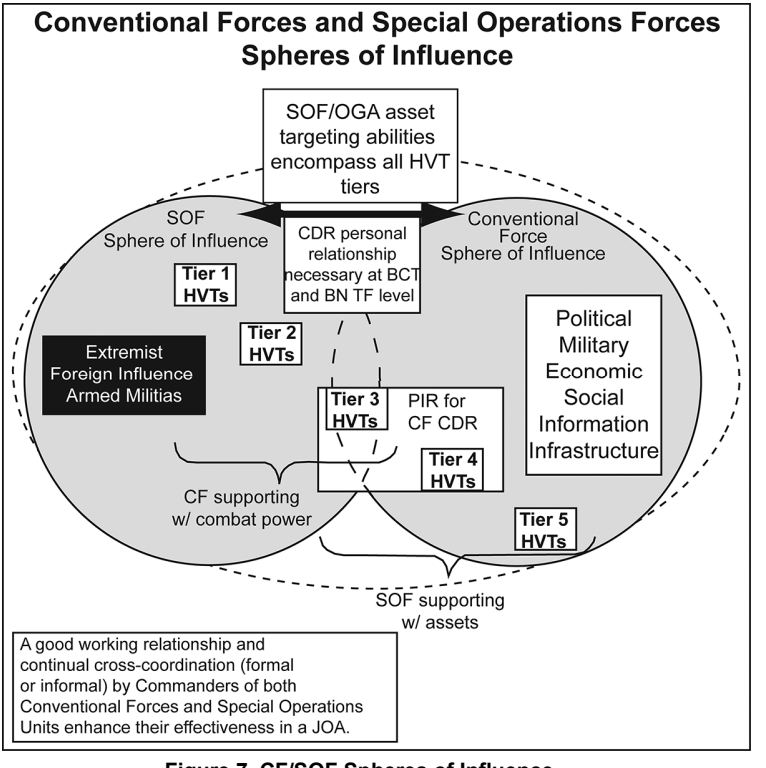

Figure 7. CF/SOF Spheres of Influence

b. The PMESII model, is shown in figure 7 within the CF SOI area. It is a standard way of understanding the OE. As seen, military is one aspect of the PMESII model. Under the military aspect, CF/SOF commanders use the six warfighting functions (WFFs)—movement and maneuver, intelligence, fires, sustainment, C2, and protection—to plan for combat operations. CF commanders can leverage SOF experience in the other aspects of PMESII to fully understand the OE. (Note: The US Army uses the acronym PMESII-PT where “PT stands for physical environment and time.")

5. CF/SOF Operational and Planning Scenarios

a. There are four primary scenarios where CF/SOF may converge/operate together for planning or operations. The four scenarios are meant to give an understanding how CF/SOF can work together. For each scenario, one can utilize different tools and apply them to the current planning or operations conducted. Scenarios one and two show where CF/SOF operate in one another's OE, with either CF or SOF as the OE owner. Scenarios three and four outline where CF/SOF may conduct planning for operations either deliberate or crisis. The four scenarios are—

(1) Scenario 1: CF enters an existing SOF OA, such as a JSOA.
(2) Scenario 2: SOF enters an existing CF OA.
(3) Scenario 3: CF/SOF conduct deliberate planning.
(4) Scenario 4: CF/SOF conduct crisis action planning.

b. Scenario 1: Conventional Forces Enter a JSOA. SOF are conducting unconventional warfare in a designated JSOA. JSOAs are established by the JFC with C2 of the OE delegated to the SOF commander. This provides the SOF commander freedom of movement to conduct time-sensitive operations. An increasing enemy threat in this less than mature OE requires CF to deploy in support of SOF to conduct operations against larger enemy units. With CF/SOF operating in proximity, the challenge is to maintain SOF freedom of action to conduct operations while reducing the potential for fratricide. Examples of this type of convergence include Operation ANACONDA or Operation REDWINGS in Afghanistan (figure 8).

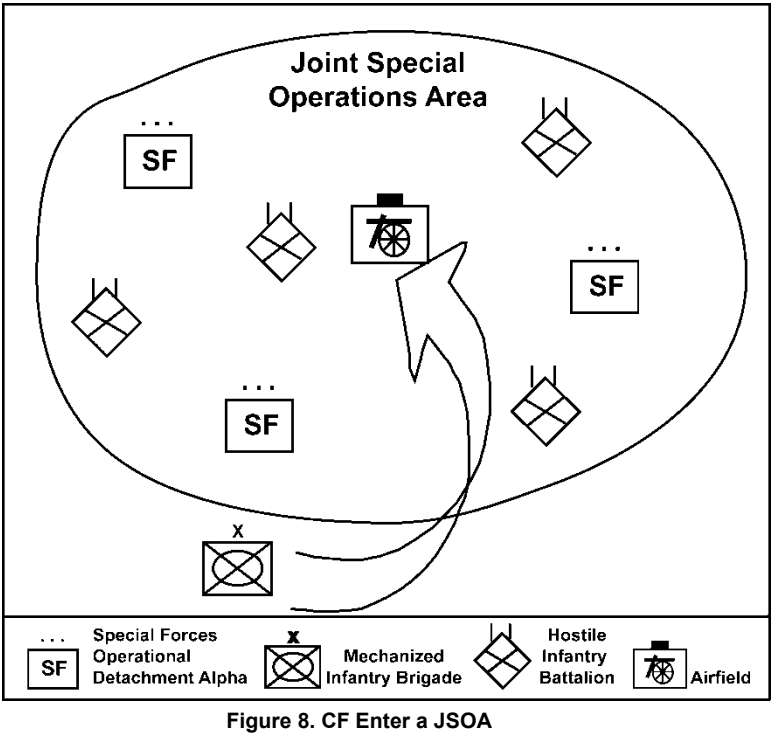

Figure 8. CF Enter a JSOA

c. Scenario 2: Special Operations Forces Enter a Conventional Force Operational Area. CF are engaged in combat operations when intelligence is received that high-ranking members of an insurgent cell are located within the operational area. A specially trained and equipped unit is required to neutralize enemy personnel. SOF are assigned TACON of a CF unit or SOF are in direct support to CF to conduct direct action missions against these high-value targets (HVTs). The most commonly accepted command relationship is the supported/supporting concept. This relationship often replaces the traditional more rigid relationships and serves to determine who has the overall responsibility for the OE. The challenge is to provide a framework in which SOF has responsive fire support, freedom of action with reduced risk of fratricide, and no hindrance to the combat operations of CF. This type of convergence occurs daily in the current theater of operation (figure 9).

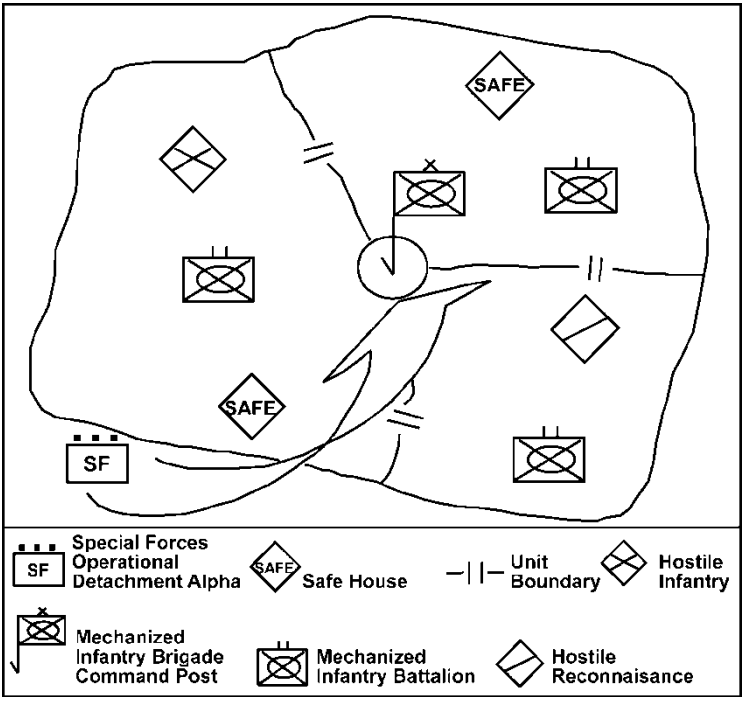

Figure 9. SOF Enter a CF OA

d. Scenario 3: CF/SOF Conduct Deliberate Planning Together. During deliberate planning (operation plan [OPLAN] and operation order [OPORD] development) CF/SOF might be tasked to provide a specific capability to the supported organization. This task may include foreign internal defense (FID); SOF are TACON to CF in Afghanistan for FID missions. Other tasks might include site exploitation (SE), special reconnaissance (SR), or special intelligence functions that may drive the larger CF campaign or operation. The challenge is to conduct as much CF/SOF coordination as possible. Counterinsurgency (COIN) operations such as in Tal Afar and Al Qaim in Iraq and Operation SERPENT FURY or in Lalam Nish in Afghanistan represent large-scale deliberate planning operations supporting a campaign plan requiring both organizations (figure 10).

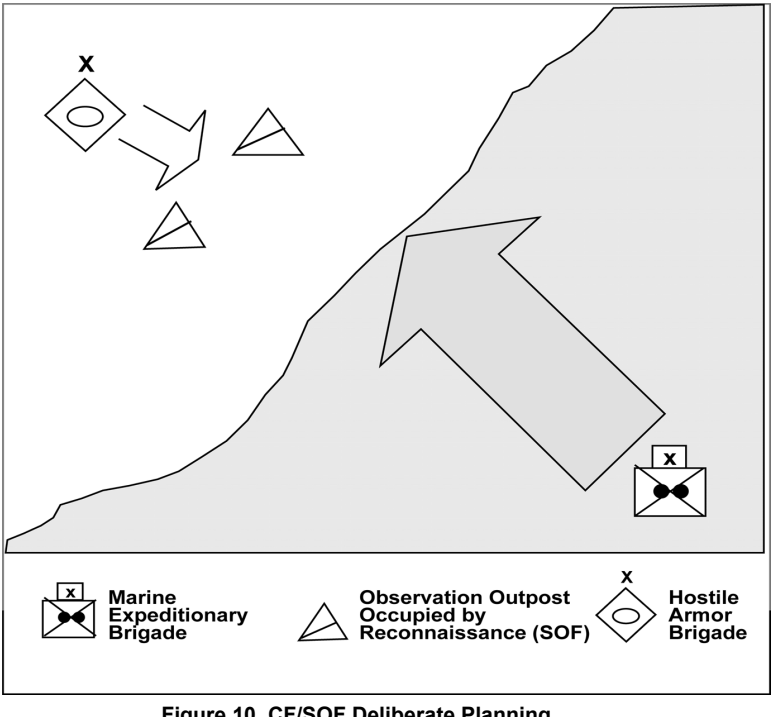

Figure 10. CF/SOF Deliberate Planning

e. Scenario 4: Conventional Forces and Special Operations Forces Conduct Crisis Action Planning Together. In instances such as personnel recovery (PR), CF may support SOF or request for SOF support during all or part of the recovery operation. SOF specific capabilities or assets may be necessary for the operation, and CF must request these assets or conduct joint hasty planning to accomplish the mission. In many cases, a SOF unit may be given the lead in these type of operations due to their ability to transition information feeds into intelligence; direct either organic or national level intelligence, surveillance, and reconnaissance (ISR) assets; have forces specifically trained to accomplish complex, high risk missions; and finally have the command structure organized and trained to manage these types of operations. The challenge is to coordinate CF support to SOF objectives given the short amount of time available for planning and the inherent complexity of this type of operation. Examples of these operations include the recovery of Rory Carrol (Sadr City, Iraq), the Italian and South Korean hostages in Afghanistan, and the attempted recovery of Tom Fox (Sadr City) (figure 11).

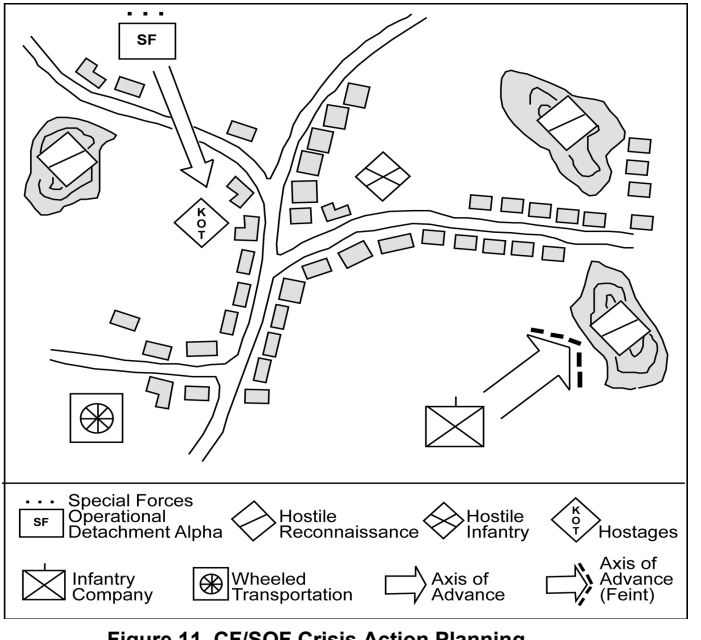

Figure 11. CF/SOF Crisis Action Planning

6. Planning.

a. SOF Units.

SOF units, like special forces operational detachment–alpha (SFODA) have the ability to plan and conduct operations unilaterally. They plan for operations and are configured like a battalion (BN) staff for planning operations. They can plan unilaterally, jointly, or with their CF counterparts for the applicable operational scenarios discussed previously.

b. Targeting Cycles.

OIF and OEF provide both CF/SOF tactical units with the experience and ability to conduct, collect, and process their own intel and then act on the information. Primarily, land and maritime forces use the D3A targeting cycle shown in figure 12, and air operations tend to use the find, fix, track, target, engage, and assess (F2T2EA) as outlined in JP 3-60, *Joint Targeting.* With the current counterinsurgency (COIN) fights in OIF and OEF, SOF has adapted a modified D3A targeting cycle shown in figure 13. Additionally, SOF has modified the F2T2EA targeting cycle to F3EAD shown in figure 14. Assessment is critical because it may lead to other targets or networks, and disseminating the information to all members of the JTF helps to defeat the network. CF/SOF units should understand the other units' operations/intel cycle and SOPs to find where and how to interject a complementing capability in order to fully synchronize operations.

IT TAKES A NETWORK TO DEFEAT A NETWORK

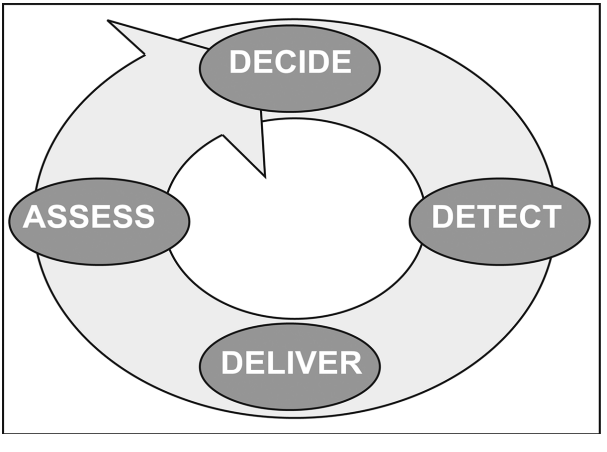

Figure 12. Joint D3A Targeting Cycle

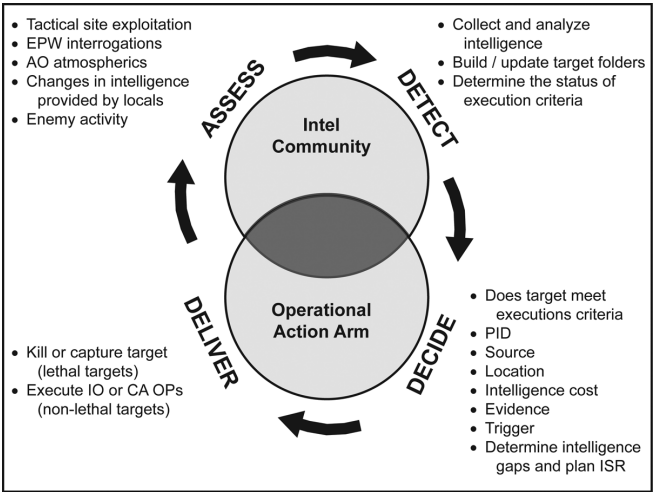

Figure 13. COIN D3A Targeting Cycle

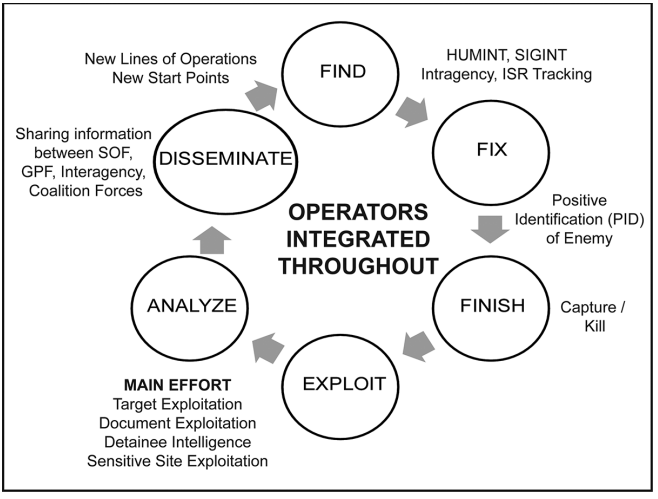

Figure 14. F3EAD Targeting Cycle

c. CF/SOF Synchronization.

Successful CF/SOF synchronization begins during planning. Rehearsing interoperability challenges during training and exercises provides the best means of reducing the number of missed opportunities, unnecessary delays, and the potential for fratricide during operations. The following are some mission planning considerations that CF/SOF commanders at all levels should address as a minimum.

(1) Understand the capabilities and limitations of each other's forces. This should include the capability to support differing missions, specific force limitations and shortfalls, and unique operational capabilities. Input from exchanged LNOs is essential to provide this understanding to unit planners and staffs.
(2) Review initial supporting and supported relationship. It is important that both CF/SOF commanders achieve a common understanding of the supported and supporting relationships during joint mission operations, fires, logistics, and coalition force integration.
(3) Ensure rules of engagement (ROE) are clearly understood by all CF, SOF, and coalition forces. If differences occur, determine which will govern the mission and be aware of potential impact. Particular attention should be paid to coalition ROE and the impact it can have on course of action (COA) development.
(4) All forces must understand the CONOPS and mission approval process. Key considerations include OE ownership, target priority level, resource/assets availability, and supporting forces' mission approval processes and timelines.
(5) Synchronize battle rhythms—battle staff changeover times, scheduled video teleconferences, and other battle rhythms. Battle rhythms should be discussed and coordinated between all staffs. Additional areas of discussion may include time, location, and purpose of routine meetings, as well as required reports and formats.
(6) Understand quick response force (QRF) coordination and POC procedures for requesting a QRF. Short notice requests and accelerated approvals should be discussed.
(7) Address casualty evacuation (CASVAC) preplanning needs. Ensure that communication and logistical coordination is thorough and down to the lowest level.
(8) Chain of custody procedures—procedures, rules, and regulations for handling detainees—need to be coordinated and understood at all levels of command. If there are differences in procedures between CF and SOF, then handoff criteria must be preplanned and coordinated.
(9) Synchronize personal relationships with JOA partners. CF/SOF do not routinely work together, so it is important for commanders and their staffs to take the time and effort to synchronize as an effective and efficient team.

(10) Make COP—a dynamic picture, covering all CF/SOF functions—available to all units. In the case of SOF compartmented operations, the exact location, target, timing, purpose, and/or task organization may not be available to CF. If CF assumes the role of a QRF or some other supporting function for SOF, the CF commander must have enough information to successfully plan and rehearse the assigned mission in accordance with the planning priorities.
(11) Select common tools (i.e., radios, identification systems, call for fire processes) for collaboration. If this is not possible, consider the interoperability challenges associated with using different tools and ensure that the controlling node can use or have access to any and all tools used for collaboration.

d. Concept of Operations (CONOPS).

In planning, it is important to note that SOF units develop CONOPS to facilitate the mission approval process. While the term CONOPS is becoming common vernacular between all forces, SOF CONOPS will typically consist of the following items:

(1) Level of operation and approval authority needed.
(2) OE owner acknowledgement of operation.
(3) Target (TGT) description and source of target information.
(4) TGT/high-value individual (HVI)/high-value target/persons of interest description.
(5) Enemy most probable course of action (EMPCOA)/enemy most dangerous course of action (EMDCOA).
(6) Task organization.
(7) External support needed and/or used.
(8) Ground force commander's (GFC) intent.
(9) SOF mission statement.
(10) Concept of operation by phase.
(11) Scheme of maneuver [main effort (ME), supporting effort 1(SE1), supporting effort 2 (SE2)] with task and purpose.
(12) GFC by name, specifically when CF/SOF are integrated.
(13) Fires needed (artillery, air, etc.) with task and purpose.
(14) Air assets/UAS needed with task and purpose, show times, etc.
(15) QRF location, time of response, composition, contact, and POC info.
(16) Mission timeline.
(17) Abort criteria.
(18) Detainee plan with detailed info about chain of custody, temporary holding facility (THF), etc.
(19) Type of breaching planned with justification (e.g., mechanical, ballistic, or explosive).

(20) Sensitive political or cultural factors (entering a mosque, detaining an official, etc.).
(21) CF/SOF involvement: mission, composition, disposition of supported/supporting unit.
(22) Medical evacuation (MEDEVAC)/CASEVAC plan, location, time of response, compositions, contact, and POC info.
(23) Signal—all units call signs and frequencies (CF, SOF, aircraft, etc.).
(24) Risk assessment.
(25) Execution checklist, operational schedules (OPSKEDs), or code words.
(26) IO and psychological operations (PSYOP) plan.
(27) Consequence management plan.

e. SOF CONOPS Approval Process Example.

(1) Figure 15 depicts a common SOF CONOPS approval process. It is important for the CF/SOF commanders to understand this process and timelines associated with the different levels of CONOPS to prevent unnecessary delays in operations.

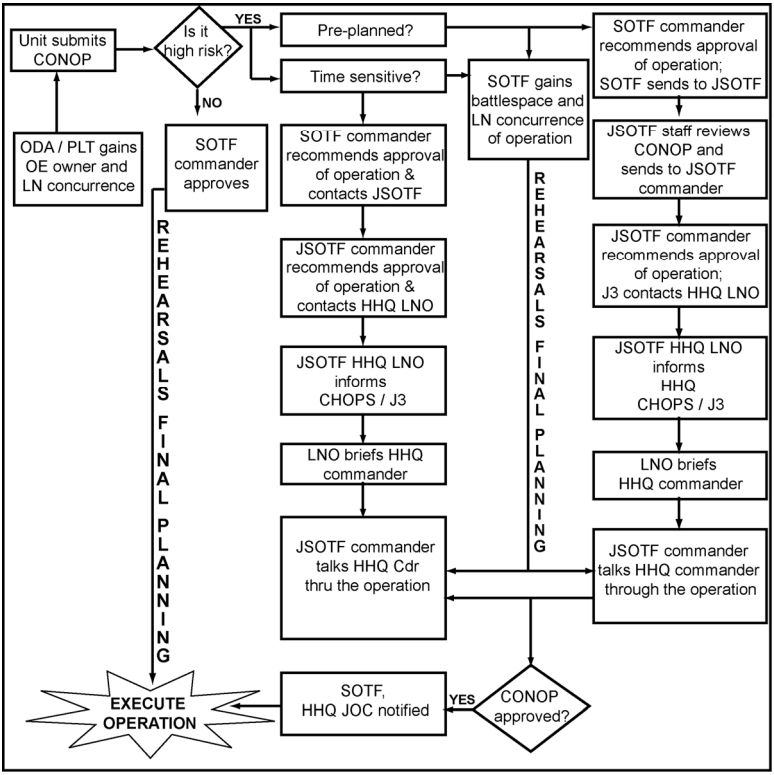

Figure 15. SOF Example CONOPS Approval Process

f. CONOPS Levels and Approving Authorities.

(1) Tables 4 and 5 illustrate current examples of SOF CONOPS levels in OIF and OEF, respectively, with the criteria for each CONOPS level and the approval authority for each level. CONOPS have permeated the CF/SOF community. CONOPS are currently submitted to higher and adjacent commands for approval and SA by both CF/SOF elements.

(2) In OIF, CONOPS levels are labeled I, II, and III, with a level I CONOPS requiring the highest command approval. However, in OEF, CONOPS are labeled II, I, and 0, with a level II CONOPS requiring the highest command approval. CONOPS levels generally depend on three criteria: sensitivity of

the site, HVI level, and level of risk. Criteria are dependent upon enemy threat, commander's ability, and desire to accept or not accept risk. Some theaters have additional criteria. An example is in Iraq where provinces that are under provincial Iraqi control (PIC) require all CONOPS to be level I CONOPS due to OE ownership. Commanders must clearly define operations by level and authority prior to combat operations. In tables 4 and 5 CONOPS levels are listed from low risk to high risk operations.

Table 4. OIF EXAMPLE CONOPS LEVELS

CONOPS LEVELS	CRITERIA	EXAMPLES	APPROVAL AUTHORITY
LEVEL III	Routine operations.	Convoys, force protection, low risk CONOPS, FID activities, intel activities, combined patrols.	AOB or NSWTU with concurrence from OE owner.
LEVEL II	Disruption type missions and means of entry/exit.	Combined SOF and FSF operations	SOTF with concurrence from OE owner. (Can be delegated to AOB.)
LEVEL I	Operations that may have significant political and/or IO impact; meets or exceeds host nation elected officials criteria.	High risk entry into sensitive sites.	AOB to SOTF, with concurrence from OE owner, to CJSOTF to multi-national division (MND) POC to JTF POC with possible approval/notification by host nation elected officials.

Table 5. OEF EXAMPLE CONOPS LEVELS			
CONOPS LEVEL	**CRITERIA**	**EXAMPLES**	**APPROVAL AUTHORITY**
LEVEL 0	Routine operations.	Convoys, force protection, low risk CONOPS, FID activities, intel activities, combined patrols.	AOB or TU with concurrence from OE owner.
LEVEL I	Disruption type missions, means of INFIL/EXFIL.	Combined SOF and FSF operations.	SOTF with concurrence from OE owner. (Can be delegated to AOB.)
LEVEL II	Operations that may have significant political and/or IO impact; meets or exceeds host nation elected officials criteria.	High risk entry into sensitive sites.	AOB to SOTF with concurrence from OE owner to JTF POC and may require International Security Assistance Force (ISAF) POC approval with possible approval/notification by host nation elected officials.

7. Operational Considerations during Execution.

During execution, key considerations include information flow, C2 systems, battle tracking, and COP. CF/SOF commanders should consider the following during operations:

a. Maintain information cross-talk between CF/SOF. LNOs must closely monitor current and planned operations and ensure their parent unit receives accurate and timely unit tracking information. When possible, LNOs should push draft copies of CONOPS for upcoming operations to provide their host and parent command the maximum amount of time to prepare for future operations.

b. Leverage interoperable C2 systems. Consider joint cross-domain fire support and review priority of fires through battle tracking (situation reports [SITREPs], position reports [POSREPs], execution checklists [EXCHECKs], etc.).

c. Deconflict FSCMs. As SOF ground teams move across the battlefield, air operations center (AOC) and SOLE personnel must continually update C2 systems to cover SOF movement. This becomes extremely critical after the ATO is released. C2 nodes need to keep COPs current and operations floor personnel need to vet against engaged targets.

d. Maintain battle tracking. Maintain an overall picture of the OE that is accurate, timely, and relevant. The simplest form of battle tracking is the mental and graphic picture built and maintained by using maps, observations, and battle updates from higher headquarters.

e. Manage COP. COP is defined as a single identical display of relevant information shared by more than one command. A COP facilitates collaborative planning and assists all echelons to achieve SA. The CF/SOF LNOs should ensure that the COP of the hosting and parent unit presents an accurate picture of the OE and includes the appropriate tracking of the following:

(1) Friendly and enemy tracking.
(2) Friendly and enemy picture updates.
(3) Track filter updates.
(4) Redundant and correlated tracking.
(5) Joint fire support and review priority of fires and FSCMs considerations.
(6) Maneuver control measure (MCM).
(7) Intelligence updates.

f. Achieve end states. To effectively achieve desired end states, CF/SOF must continuously assess effects and share information through collaboration, coordination, and communications architecture (e.g., LNOs, voice, data systems, collaboration tools, and COP architecture). Information shared should include the following:

(1) Battle damage assessment (BDA).
(2) SITREPs and intelligence summaries (INTSUMs).
(3) Site Exploitation. Tracking intelligence from mission sites for future targets and utilizing all available national assets, etc.
(4) Detainee tracking and evidence chain-of-custody to ensure a detainee and his/her items of intelligence value arrive at the same place and can be located during prosecution.
(5) Post-operation detainee intelligence tracking, collection systems, and battle drills for immediate input back into the targeting cycle.
(6) Operational summaries (OPSUMs).
(7) Compile target lists. Target lists would include HVIs, HPTs, “be on the lookout” (BOLO), and politically sensitive individuals or properties.

(8) Monitor follow-on actions and future operations. CF/SOF liaisons must closely monitor the future operations section. This allows the liaison to initially monitor any branches or sequels to the executed OPORDs/CONOPS.
(9) Assess operation execution. Open and frank assessment of the execution of the operation for use as lessons learned.

Chapter III

CF/SOF Fires and Effects

1. Introduction

a. SOF will often operate within the CF operational area and vice versa. Therefore, it is imperative that both CF/SOF have a thorough understanding of joint doctrine, Service doctrine, and the OE in accordance with the commander's intent in regards to fires and effects (e.g., operational versus tactical fires, employment of kill boxes, and supported command forward of a fire support coordination line).

b. Joint fire support is the synergistic product of three subsystems: (1) target acquisition, (2) command and control, and (3) attack resources. These subsystems will inevitably cross intra theater boundaries and must be properly planned and executed to prevent fratricide and duplication while supporting operational momentum, maintaining the initiative, and conducting maneuver. This chapter discusses differences in CF/SOF effects capabilities as well as ways to streamline the fires process to engage the enemy quickly and accurately while reducing chances for fratricide.

2. Fires and Effects Lessons Learned

a. CF/SOF commanders must be knowledgeable about each other's fires process, including the supported commander's guidance, targeting priorities, targeting cycles, ATOs, and attack guidance matrix. A clear common understanding of the fires process early will assist in preventing delays during the immediate/emergency and time-sensitive moments. The use of LNOs will help facilitate this understanding.

b. Ensure the JSOAC, through the SOLE, conducts airspace deconfliction with the Tomahawk land attack missile (TLAM) liaison officer located within the joint force air component headquarters.

c. Activate and deactivate small gridded areas of operation during rapid decisive operations. Use kill boxes overlaid on or outside of these defined areas to facilitate more responsive fire support. For more information on kill boxes, refer to FM 3-09.34, MCRP 3-25H, NTTP 3-09.2.1, and AFTTP 3-2.59, *Multi-Service Tactics, Techniques, and Procedures for Kill Box Employment*.

3. Joint Fire Support Capabilities and Characteristics

Early, detailed, and integrated CF/SOF fire support planning is required to capitalize on complementary fires capabilities. Failure to conduct this planning can cause the joint fire support process to respond less effectively and efficiently by adding unnecessary layers of coordination during execution and causing

missed opportunities, delays in action, and increased potential for fratricide. Table 6 identifies CF/SOF fire support capabilities.

Table 6. Joint Fire Support Capabilities	
SOF Supports CF Mission	**CF Supports SOF Mission**
ISR platform including special reconnaissance capabilities.	Lethal and nonlethal fires (e.g., IO and electronic warfare [EW]).
Joint terminal attack controllers (JTACs).	Robust joint fire support C2.
Positive identification of specific targets.	Multiple attack/strike resource options.
Target marketing / terminal guidance.	Conventional strike assets (e.g., F/A-18, A-10, F-15E, B-52, etc.).
Battle damage assessment.	ISR.
Recommendations to no-strike/restricted target list.	Amphibious platforms.
AC-130 gunship support.	Heavy combat ground formations.
Deception and denial operations. Remote area operations. Indigenous force status. Austere weather operations.	JTACs (e.g., controllers in tactical air control party (TACP) or Air Naval Gunfire Liaison Company).
	Mobility (to include airlift).
	ACMs / FSCMs.
	Austere weather support.

4. CF/SOF Fire Support Planning

Planning for joint fires that assist land, maritime, amphibious, and SOF to move, maneuver, and control territory, populations, and key waters is essential. The following is a list of considerations CF/SOF commanders and planners must consider when planning joint fires:

a. Review the intelligence preparation of the OE (IPOE) or intelligence preparation of the battlefield/battlespace (IPB). This includes leveraging and fusing complementary capabilities and ensuring that there is continuous coverage and established required intelligence updates to compensate for changing CF and SOF capabilities during the targeting process.

Note: The US Army use IPOE and the USMC use IPB.

b. Develop common fire support database. Ensure that common software versions are employed on all communications and intelligence systems.

c. Establish OE geometry. OE geometry refers to three-dimensional digital representations of the OE. Ensure that graphics are accurately prepared without overlaps or gaps and are disseminated in a manner that maintains the integrity of the zones. Note that graphics developed on very large map scales greater than 1:250,000 are often inaccurately depicted.

d. Identify zone of responsibility (ZOR). Missions are generally planned around maneuver control measures (MCMs) identified by unit boundaries. In land warfare, a boundary is a line between adjacent units and/or formations, which defines surface areas of operation. ZORs are three-dimensional areas assigned to commanders for the conduct of military operations. The AFATDS requires the commanders' OE to be depicted in the database by a line around the assigned area.

e. Develop FSCM in accordance with OPLANs/theater guidance. JP 3-09, *Close Air Support,* Appendix A, contains a list of FSCMs.

f. Exchange story boards and gridded reference graphic (GRG). A GRG is a graphical depiction of target area, usually produced on overhead imagery, gridded for easy identification of key terrain, buildings, etc.

Develop ACM and plan within the ATO cycle, reference JP 3-52, *Joint Doctrine for Airspace Control in a Combat Zone* and the multi-Service publication FM 3-52.1, AFTTP 3-2.78, *Multi-Service Tactics, Techniques, and Procedures for Airspace Control* for more information on ACMs.

g. Synchronize airspace control requirements and procedures in accordance with airspace control order (ACO) and special instructions (SPINS). Synchronize Service-specific, CF/SOF procedures. Ensure that input to ATOs are coordinated with CF/SOF units.

h. Know the TTP. The areas of operations in Iraq and Afghanistan are controlled by the CF with SOF operating within CF AOs. The artillery, mortars, and most of the air assets are controlled by CF. The following TTP will aid SOF fires:

(1) Understand which CF unit owns the artillery and mortars in the AO SOF are operating. If SOF are operating out of a firebase with indirect fire support attached, be sure to understand the command relationship (e.g., OPCON, TACON, etc.).
(2) Understand the CF commander's intent when executing fires (e.g., indirect fires can only be executed with the approval of airspace, and a collateral damage assessment must be conducted).
(3) Meet with the CF commander's fire support officer (FSO) to establish a request/call for fire routine or sequence. By doing so, the CF will be more prone to providing SOF with indirect fires.
(4) Understand that CF typically controls the air assets in theater. Ensure that the CF is familiar with SOF procedure of requesting air support through the

combined joint special operations task force (CJSOTF), which will be cleared through the CF AO command.

(5) Ensure the CF AO commander understands the SOF TTP when dealing with fire support. SOF commanders are given the autonomy to make decisions on the ground and develop the situation. For example, CAS and ISR platforms appear above a SOF objective without SOF requesting these assets. Although the CF commander had good intentions by providing these assets, the enemy forces fled the SOF engagement area upon identifying the air assets. The opportunity for SOF to destroy the enemy was lost.

(6) Identify locations that are often targets of fire support operations. If the CF have not already created target packages on these locations, SOF should coordinate with CF to establish these targets. This will facilitate the fire support missions on these particular targets. Additionally, these targets will provide the CF commander with new named area of interest (NAI) and target areas of interest (TAI) for possible future operations.

5. Fire Support Coordination

a. FSCMs enhance the expeditious attack of targets; protect forces, noncombatants, critical infrastructure, and sites of religious or cultural significance; and set the stage for future operations. Locations and implementing instructions (e.g., establishing headquarters and date/time/group for which a FSCM is in effect) for FSCMs are disseminated electronically by message, database update, and/or overlay (e.g., digital file or transparency) through both command and joint fire support channels to higher, lower, and adjacent maneuver and supporting units.

b. Knowledge of the various FSCMs employed by each Service and functional component (e.g., joint force land component), in addition to joint measures, is necessary for effective joint fire support coordination. Examples of nonjoint doctrinal FSCMs include operating a battlefield coordination line (Marine Corps), and deep battle synchronization line (Army). Additionally, theater-specific kill box procedures using the Global Area Reference System (GARS) may be established. Refer to FM 3-09.34, MCRP 3-25H, NTTP 3-09.2.1, AFTTP 3-2.59, *Multi-Service Tactics, Techniques, and Procedures for Kill Box Employment;* and JP 3-09, *Joint Fire Support*. Additionally, refer to multi-Service publication FM 3-52.1, AFTTP 3-2.78, *Multi-Service Tactics, Techniques, and Procedures for Airspace Control,* for some specific translation errors between transportation automated information systems (TAIS), TBMCS, and AFATDS, as well as coordination requirements for ACMs. CF/SOF commanders and planners must understand the following in the development of FSCMs:

(1) Follow established procedures for dissemination, receipt confirmation, tracking, and deletion of FSCMs.

(2) Understand the impact of FSCMs on CF/SOF current and future operations.
(3) Ensure LNOs maintain SA of all FSCMs impacting their supporting unit.
(4) Ensure operational graphics are included in the COP.
(5) Ensure LNOs and planners use the JFC-approved GARS.
(6) Ensure FSCMs are only as restrictive or permissive to the degree necessary to facilitate the rapid engagement of targets and simultaneously provide safeguards for friendly forces.
(7) Recognize the timeliness of reporting. FSCMs may not be depicted the same on all C2 and joint fire support systems. If the FSCM is delayed, the LNOs may have to assist in clearing the fires.

c. When planning deliberate joint fire support, CF/SOF commanders and planners must coordinate and rehearse a fire plan that supports operational elements. Planning should consider the following:

(1) Review and understand the CF/SOF commanders' intent as applied to joint fire support planning (e.g., ROE, national caveats, timing, effects, and risk).
(2) Identify and coordinate CF/SOF capabilities and limitations. Discuss the capabilities and mission planning requirements of each supporting/supported section.
  (a) Fire support assets available (air, surface fires, naval).
  (b) Target identification.
  (c) Target designation and handoff.
  (d) Fire request and target control procedures.
  (e) Consider communication requirements (e.g., digital or voice).
(3) Leverage mutually supporting effects. CF and SOF employ an array of weapons systems that may complement parent unit capabilities in a joint environment. Nonlethal fires include those effects from EW, nonlethal weapons (NLWs), civil affairs (CA), PSYOP, space control, and IO such as disrupting the enemy's information networks.
(4) Coordinate and synchronize targeting priorities. The commander's target guidance and priorities must be incorporated into the fire support planning process. The importance of a target set and/or category may change during subsequent phases of operation.
(5) Determine requirements for input to the joint targeting cycle. Synchronize CF/SOF input to the joint targeting cycle, including combined targeting meetings, target nomination submission requirements (format and timing), etc.
(6) Consider the ATO and clarify processes for dynamic retasking of air support.
(7) Understand airspace management procedures and review established ACMs as defined in the ACO and FSCMs defined in OPORDs, fragmentary orders (FRAGORDs), and fire support plans.
(8) Standardize map datum. The OPLAN will define the map datum used in theater in either annex B or annex M. It will further define which coordinate

system to be used when reporting locations (military grid reference system [MGRS], universal transverse mercator [UTM], or lat/long.) It is important to recognize that not all assets use the same map datum. Depending on platform and available equipment, care must be given when passing coordinate information to ensure a common standard is used.

6. Clearance of Fires

CF/SOF commanders must coordinate the clearance of fires procedures prior to starting operations. This coordination helps prevent fratricide between the different elements as well as provide timely prosecution of targets. The following are some considerations for CF/SOF commanders:

a. OE commanders have the responsibility for clearance of fires, with management delegated under the lead of the fire support coordination element.

b. SOF must positively clear all indirect fires (not precleared or allowed by permissive FSCMs) with the fire support coordination center (FSCC) that is responsible for the OE.

c. SOF must provide and update unit locations, to include foreign forces operating with SOF to the OE FSCC.

d. SOF units must ensure that CF units can positively identify them if they are operating in an unconventional manner (nonstandard vehicles or dress).

e. Use FSCMs to facilitate clearance of fires. Permissive measures, if positioned correctly and disseminated to all, permit safe and responsive fires on targets of opportunity.

7. Immediate Fire Support Planning

Unplanned, immediate fire support is a rapid process that mandates CF/SOF have functional and operational procedures in place. CF/SOF commanders and planners should consider—

a. Primary, alternate, contingency, emergency (PACE) communications plan.

b. Joint fires network communications. CF and SOF gain enhanced SA by receiving feeds from ground and fires C2 networks. Plan for the ability to view unit tracks and trajectories of friendly fire support assets, as well as trajectories from counter mortar radar acquisitions. This helps prevent the potential for CF/SOF fratricide.

c. Quick-fires channels. CF/SOF units should establish a standardized link to rapidly respond to requests, receive approval, and control fires from all friendly

fire support assets available (e.g., aircraft and ground units responding to troops in contact [TIC] will all be on previously established frequencies).

d. Establish preplanned targets. To eliminate redundancy and minimize engagement delays, CF/SOF units should codevelop preplanned targets for inclusion into AFATDS. Target reference point (TRP) in support of SOF CONOPS should be sent to a fire support element (FSE) fires cell (FC) and/or FSCC and be entered into AFATDS during CONOPS coordination.

e. Precleared fires (kill boxes, engagement zones, free-fire areas). CF and SOF should become familiar with established procedures and approving authorities for preclearance of fires. Co-use or independent operations within specific areas determine maneuver requirements, fires synchronization processes, movement coordination, and hand-over requirements. Additionally, ensure that CAS assets designated for a particular mission have the most current graphics.

8. Time-sensitive Targets

a. A TST is a JFC designated target or target type of such high importance to the accomplishment of the JFC's mission and objectives, or one that presents such a significant strategic or operational threat to friendly forces or allies, that the JFC dedicates intelligence collection and attack assets or is willing to divert assets away from other targets in order to use the F2T2EA targeting cycle. TSTs comprise a very small or limited number of targets due to the required investment of assets and potential disruption of planned execution and are only those targets designated by the JFC and identified as such in the JFC's CONOPS. In most cases, TSTs require immediate response because they pose (or will soon pose) a direct danger to friendly forces or are highly lucrative, fleeting targets of opportunity. TSTs are normally executed dynamically; however, to be successful, they require considerable deliberate planning and preparation within the joint targeting cycle. If the TST is a weapon of mass destruction (WMD) or could have chemical, biological, radiological, and nuclear (CBRN) effects, proper planning needs to be done regarding appropriate personnel protective measures as well as potential collateral effects. For more information, refer to JP 3-40, *Combating Weapons of Mass Destruction,* Appendix A*, "WMD, Elimination Operations,"* and Appendix B*, "WMD Interdiction Operations."*

b. Commanders may designate high-payoff targets (HPTs) that present significant risks to or opportunities for component forces and/or missions. These are generally targets that the component commander(s) have nominated to the JFC's TST list, but did not "make the cut." This class of targets may require time-sensitive processing and cross- component coordination, even though they did not qualify for inclusion on the JFC's TST list. The JFC and component commanders should clearly designate these targets prior to execution of military operations. These targets should receive the highest priority possible, just below targets on the JFC's TST list.

c. The JFC requires an integrated approach to TST C2. Because multiple organizations (national, theater, and component-level) require TST-related planning and execution data, the goal is to create a mutually agreed upon, comprehensive, and accurate COP. Options for achieving this include—

(1) Collaboration.
(2) Liaison and control elements.
(3) Consolidation and collocation.

d. Preestablished and well-rehearsed C2 procedures permit the engagement of TST within the window of opportunity.

e. Establish and deconflict FSCMs against specific TSTs.

f. Validate the target still meets the TST criteria.

g. Identify the TST engagement authority and execute as permitted.

h. Understand the level of risk acceptable to the JFC (e.g., risk to friendly forces and noncombatants; possible collateral damage; and the disruption of diverting attack assets from their deliberately planned missions versus the danger of not attacking the TST in time and risking mission failure or harm to friendly forces).

i. Although targeting is a continuous, cyclical process, the cycle for one routine preplanned target may take hours or even days. Successful prosecution of a TST requires that this cycle be completed in a matter of minutes. Means to achieve this time-compressed cycle include—

(1) Using preplanned target reference methods such as kill boxes to expedite the clearance and deconfliction process.
(2) Using IPOE/IPB to determine the most probable areas where TSTs will emerge, permitting effective scheduling and positioning of acquisition and strike assets to ensure rapid response to TSTs.
(3) Making organizational enhancements (e.g., streamlining TST procedures within each organization, connecting specific TST prosecution nodes within the command into a virtual cell, collocating specific TST-related functional assets, or by a combination of these options).
(4) Making communications enhancements such as direct, dedicated, and redundant real-time links (collaborative planning suites, voice, and data) between TST cell nodes.

j. Coordinate and deconflict SOF locations with TST attacks. The primary method to accomplish deconfliction and clearance of fires is through the SOF chain of command, but it may be facilitated via liaison and control elements—

(1) The SOLE is linked with the JAOC for air operations interface.

(2) The SOCCE is linked with surface agencies (e.g., deep operations coordination cell, fire support element, FSCC, supporting arms coordination center [SACC]) for land operations.

k. The SOLE and SOCCE have SA on the locations and activities of SOF in and outside of the operational area.

l. Should CF operations put SOF at risk, the JSOTF, assisted by the SOLE or SOCCE, is responsible for deconfliction and/or recommending COAs to avoid the potential for fratricide.

m. SOF's primary actions against TSTs are clandestine reconnaissance, surveillance, terminal guidance, and control of weapons systems. SOF can be employed to destroy or disable a TST, but if not planned well in advance of the operation, this may compromise their primary mission and require extraction of the team.

9. Naval Surface Fire Support (NSFS)

a. Naval gunfire is a near-immediate, all-weather, around-the-clock support option that is limited to use in the littoral area. Naval gunfire provides fire support for targets in coastal regions in circumstances where traditional artillery support is not available or as augmentation to the ground forces' existing fires assets. As a general rule, naval gunfire has a range of 23–24 km and is called in via high frequency (HF). For further NSFS information and planning guidance, refer to MCWP 3-31.6*, Supporting Arms Coordination in Amphibious Operations.* Employment considerations should include the following:

(1) Hydrography and the mine threat affect the location of preplanned fire support areas (FSAs)/fire support stations.
(2) Naval ships are multimission platforms that may simultaneously provide fire support to ground forces, as well as antiair and antisubmarine protection to other ships at sea. This complicates their employment and will need to be considered in the planning process.
(3) Naval gunfire provides high rates of fire for limited periods of time.
(4) The naval gunfire high velocity and flat trajectory affords—
    (a) Direct fire against fortifications.
    (b) Limited use against targets in defilade.
(5) Gun-target line—
    (a) Changes when the ship is underway within the FSA.
    (b) Consider the elliptical dispersion pattern, as shown in figure 16, with the long axis of the pattern along the direction of fire (e.g., plan the gun-target line parallel to the forward line of own troops).

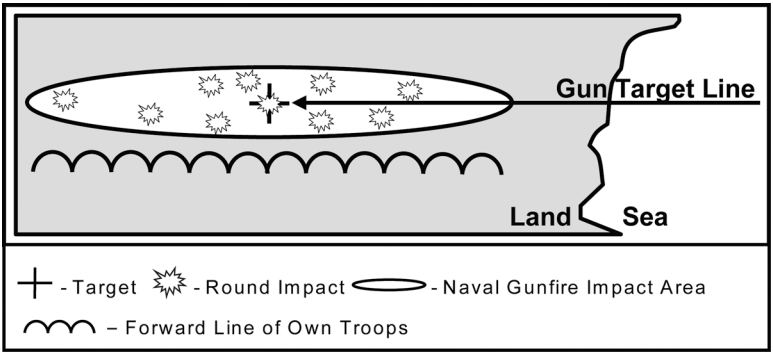

Figure 16. Naval Gunfire Dispersion Pattern

b. Tomahawk Land Attack Missile (TLAM)

(1) There are three TLAM variants that can be launched from destroyers, cruisers, and submarines. The Block III TLAM-C (500-lb. class unitary warhead) and Block III TLAM-D (sub-munitions warhead) fly single outcome missions. The Block IV TLAM-E (500-lb. class unitary warhead) is an improved variant capable of loitering and redirection based on in-flight two-way communications with the launch platform. Tomahawk missions are primarily planned by the Cruise Missile Support Activities (CMSA) and Tomahawk Strike Mission Planning Cells (TSMPC). Some Shooters also have the capability to plan and shoot their own Tomahawk missiles, which in combination with the CMSAs and TSMPCs provides a 24/7 capability that has been operationally proven. The evolution of cruise missile technology has enabled TLAM to go from a purely strategic weapon to a tactical weapon uniquely capable of supporting CF/SOF by use of the following attributes:

(a) Deep strike capability (1,000+ nautical mile range).
(b) Denied airspace utility (unmanned system, difficult to counter with antiair).
(c) High precision (small circular error of probability based on Global Positioning System [GPS] and/or back-up nonjammable navigation aids).
(d) Precise time on target selectability.
(e) All-weather, day, or night strike capability.
(f) High reliability (low dud rate.)
(g) In-flight reprogrammable capable of loitering and retargeting to support call for fires and TSTs (Block IV).
(h) Low to medium altitude target attack profiles (< 300 ft. to 15,000+ ft.).

(i) High element of surprise (multi axis multisimultaneous time on target, small radar/visual profile, variable run-in headings and programmable dive angles).

(j) Quick strike capability (attack targets within 70 nm of the shooter in less than 10 minutes).

(2) Employment Considerations

(a) TLAM execution timeline is very fluid and dependent on several factors such as precoordination, deconfliction, TLAM variant, and whether or not the firing unit (FRU) is in the "basket" and prepared to fire, etc. From receipt of tasking to launch can take from minutes to hours, depending on the level of precoordination. Refer to FM 3-60.1, MCRP 3-6D, NTTP 3-60.1, AFTTP(I) 3-2.3, *Multi-Service Tactics, Techniques, and Procedures for Time Sensitive Targeting,* Appendix D, "Dynamic Execution of TLAM in Support of TST."

(b) During mission planning, the joint fires element must coordinate the employment of TLAMs with the SACC (afloat), the FSCC (ashore), or the Tomahawk strike coordinator cell to assign the necessary launch platforms to the TLAM support mission. Once TLAM assets have been apportioned, calls for fire can be initiated at the special operations force/firing unit level via voice communications.

(c) Block III TLAMs do not have a return-to-base capability; therefore, when launched the missile will strike its assigned target. Commanders should ensure the target aim-point is positioned in a location that will provide the most benefit to their mission. Additionally, care must be taken to ensure that the terminal attack explosion does not compromise the overall effectiveness of the mission.

(d) The Block IV missile can be planned to 15 different outcomes. Once launched, the missile will strike the assigned target or may be reassigned to one of 14 other outcomes. One outcome may include a loiter track that allows the missile to loiter for up to 2 hours while waiting reassignment. If a new target appears or the target has returned, the missile can be retargeted in-flight to the new location using information from a 9-line, chat, etc. If a new target is not nominated, the missile will proceed to a previously coordinated remotely located dump point to limit detection and collateral damage.

(e) Special attention must be given to the fact that TLAM and ISR aircraft flight profiles often occupy the same airspace and either TLAM or ISR overland flight profiles must be adjusted according to mission priority. This is best accomplished at the JFACC's AOC between the ISR LNO, the TLAM LNO, and the airspace representative responsible for airspace deconfliction.

10. Artillery, Rockets, and Missile Support

a. SOF does not typically have inherent artillery support, while SOF does have small mortar type systems. It is essential for SOF to understand the conventional fire support of the CF units in their OE and integrate them into SOF operations.

b. Cannon artillery is usually the most abundant fire support system available to the conventional ground force, providing near-immediate, all-weather, 24-hour response. Artillery offers high volume and both precision and area fires (see figure 17).

c. The Multiple Launch Rocket System (MLRS) is an Army free-flight, area-fire, artillery rocket system used primarily to attack counter fire, enemy air defenses, and personnel targets. The MLRS supplements cannon artillery fires with a rapid response, longer range, and large volume of firepower.

d. The Guided Multiple Launch Rocket System (GMLRS) is similar to the MLRS, although GMLRS is able to use fewer rockets to achieve the same effect by using GPS/inertial measurement unit (IMU) guidance systems.

e. The Army Tactical Missile System (ATACMS) is a longer-range GPS-aided missile system with the responsiveness of the MLRS. The ATACMS offers an antipersonnel/antimateriel, antiarmor sub-munitions warhead and a dual purpose improved conventional munitions with unitary and/or antiarmor warheads.

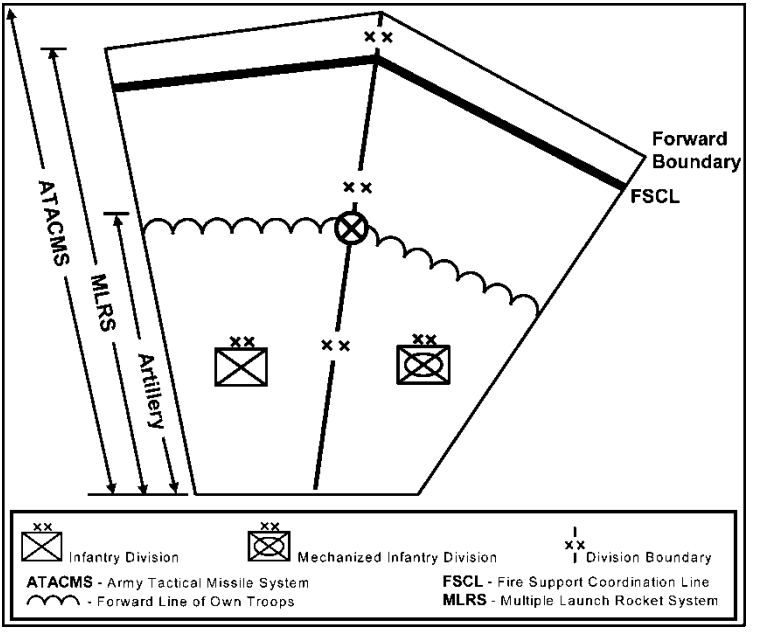

Figure 17. Artillery/MLRS Range Relationship

f. Employment Considerations

(1) CF/SOF friendly unit synchronization is critical prior to employment due to the range and dispersion of these weapon systems.

(2) Understand the MLRS—

(a) It has collateral damage concerns, due to munitions producing dud bomblets (with a dud rate of 1 to 10 percent) that are hazardous to dismounts, light vehicles, and civilians.

(b) It has limited effectiveness against hardened targets.

(c) Its high altitude trajectory requires airspace deconfliction.

(3) Understand the ATACMS—

(a) Its high angle launch and impact, along with its very high altitude flight path, does not require large amounts of airspace to be deconflicted before firing.

(b) It is difficult to employ against moving targets because the missile cannot be redirected after launch.

11. Close Air Support

a. The speed, range, and maneuverability of aircraft allow them to attack targets that other fire support means may not be able to effectively engage because of limiting factors such as target type, range, terrain, or ground scheme of maneuver. Attack helicopters and fixed-wing aircraft have capabilities that are complementary, especially when employed in combined attacks, and can quickly mass fires throughout the OE.

b. Manned aircraft offer both day and night capability and a wide variety of munitions, but are weather and refueling dependent. Manned aircraft and UAS can offer "eyes on target" and a closed loop from the "sensor to the shooter" during an attack, particularly useful when exact target coordinates are not available or when mobile targets are being targeted.

c. CF CAS Employment Considerations.

(1) Identify the need for preplanned CAS and understand the immediate CAS request process.
(2) Plan for CAS at key points throughout the depth of the OE.
(3) Anticipate preplanned CAS requirements for inclusion in the joint ATO. The ATO planning cycle is normally 72 hours and covers a 24-hour period. The ATO is generally published 12 to 24 hours before the ATO period.
(4) Understand aircraft employment concepts.
   (a) CAS attack aircraft typically fly in groups of two to four aircraft. Bombers normally fly as single ships or in small groups. The Air Force calls these "flights," while the Navy and Marine Corps call them either "sections" (two aircraft) or "divisions" (three to four aircraft).
   (b) Army aviation units are organic to divisions and regiments and perform missions as part of a combined arms team. The Army does NOT consider its attack helicopters a CAS system, but rather a close combat attack (CCA) mission. Helicopter units normally receive mission-type orders and execute as an integral unit/maneuver element. The preferred employment method is under the control of a maneuver commander.
   (c) Marine Corps attack helicopters are CAS platforms and normally operate in groups of two to four and are integral to the Marine air-ground task force.
   (d) A joint air attack team (JAAT) is a combination of attack and/or scout rotary-wing aircraft and fixed-wing CAS aircraft operating together to locate and attack high-payoff targets and other targets of opportunity. A JAAT normally operates as a coordinated effort against enemy forces supported by fire support, air defense artillery, NSFS, ISR systems, electronic warfare systems, and ground maneuver forces.

(5) Consider the enemy air defenses and the joint force's ability to counter them.
(6) Understand the requirement to integrate CAS with fire and maneuver.
(7) Understand that CAS requires an integrated, flexible, and responsive C2 structure, and dependable, interoperable, and secure communications architecture.
(8) Understand that if a support relationship exists, the supporting element uses the CAS C2 system of the supported element. If a command relationship does not exist, CAS requests are forwarded using their respective CAS process to the JAOC for consideration/fill.

d. SOF CAS Employment Considerations.

(1) Understand SOF CAS can be requested through the ATO process but is based on asset availability and priority of fires. Airspace deconfliction will be accomplished through the JFACC airspace control plan and orders and ATO SPINS.
  (a) The primary missions of SOF aircraft are troop movement, CAS, convoy escort, and limited air-to-ground interdiction. They can perform force protection and interdiction missions where limitation of collateral damage and/or fratricide is a primary concern.
  (b) When working with AC-130, the 5-line call for fire is used to give aircraft location of friendly forces and range and bearing to target with target description.
(2) AC-130 Gunship (H and U Models).
  (a) The primary missions of the AC-130 aircraft are CAS and air interdiction. Special operations AC-130 gunships typically operate single-ship sorties during hours of darkness and under low-threat conditions (when survivability of aircraft is usually higher). They can perform force protection and interdiction missions where limitation of collateral damage and/or fratricide is a primary concern. The AC-130H weapons suite consists of a 105-mm and 40-mm cannon; the AC-130U also has a 25-mm cannon.
  (b) With its accurate, low-yield munitions, AC-130s can fire extremely close to friendly troops while limiting collateral damage.
  (c) AC-130s can effectively perform interdiction missions against "soft" targets (e.g., personnel, trucks, trains, and boats), with limited capability against "hard" targets (e.g., buildings, armor, and underground).
  (d) In contrast to other attack aircraft, the AC-130 engages the target while in a counterclockwise orbit as opposed to a run-in style attack (see figure18.) The AC-130 orbit profile, combined with the sophisticated sensor suite and long loiter time, allows the crew to continuously (threat permitting) monitor the battlefield, affording exceptional battlefield SA.

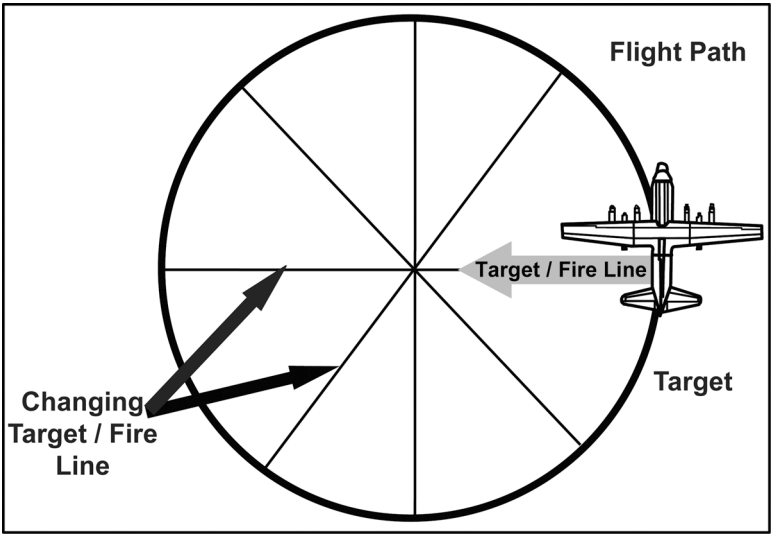

Figure 18. AC-130 Gunship Target/Fire Line

(3) AC-130 Employment Considerations.

(a) Direct interaction with an AC-130 weapons officer/tactician is essential when considering employment tactics.

(b) Gunships typically operate in the hours of darkness and must operate in areas of friendly air superiority and outside the range of radar-guided threat systems.

(c) Both AC-130Us and AC-130Hs have a limited all-weather strike capability via coordinates and offset firing from a friendly radar beacon. Additionally the AC-130U has a strike-radar to allow for engagement of radar significant targets such as buildings and vehicles.

(d) The most important step for the AC-130 in any CAS engagement, and especially in urban terrain, is the positive identification of friendly forces; units must clearly mark their positions per standing operating procedures to avoid fratricide.

(e) The unique procedures for requesting and controlling fires from the AC-130 gunship should be considered.

(f) Do not ask the gunship to identify colors, as the optical system is unable to display color.

(g) Because the gunship target/fire line is constantly changing—
- Reference north/south/east/west (cardinal directions) and distance; do not reference or make corrections by clock positions or left/right or short/long.
- Identify friendly troop locations and no-fire areas (e.g., via beacon, infrared strobe, gated laser intensifier tape, or verbally).
- Identify target (e.g., via laser or talk-on).
- Do not pass run-in headings (no-fire headings).

(4) AC-130 5-line call for fire format—
(a) Observer/warning order.
- "(AC-130 call sign), this is (observer call sign), fire mission, over."

(b) Friendly location/mark.
- "My position is (TRP, grid, etc.) marked by (strobe, beacon, infrared (IR) strobe, etc.), over."

(c) Target location.
- "Target location is (magnetic bearing and range in [meters], TRP, grid, etc.)"

(d) Target description/mark.
- "Target is (target description), marked by (IR pointer, tracer, etc.), over."

(e) Remarks.
- Give threats, danger close, restrictions, at my command, etc.

(5) For additional AC-130 employment considerations see JP 3-09.3, *Close Air Support,* chapter 5*;* and FM 3-09.32, MCRP 3-16.6A, NTTP 3-09.2, AFTTP(I) 3-2.6, *Multi-Service Tactics, Techniques, and Procedures for the Joint Application of Firepower (JFIRE).*

12. Information Operations

a. Nonlethal fires provide a force employment virtually unlimited by range, terrain, or ground scheme of maneuver, but require detailed integration and planning in support of CF/SOF operations. IO integrate employment of EW, computer network operations (CNO), PSYOP, military deception (MILDEC), and operational security (OPSEC), in concert with specified supporting and related capabilities (to include space control), to influence, disrupt, corrupt, or usurp adversarial human and automated decision making while protecting all US forces.

b. Liaisons from each specialized facet of IO (e.g., computer network attack [CNA], versus computer network defense [CND]) must be integrated early in the planning process. Targeting development, IPOE/IPB, and additional facets of military planning require extended timelines for accurate deployment of IO tools. Early identification of desired effects is critical to an effective IO campaign. Refer to JP 3-13, *Information Operations,* chapter V, for a detailed discussion of IO

planning and employment considerations. The following observations are for commanders and planners in regards to IO in a CF / SOF OE:

(1) At the tactical level, IO in a joint CF/SOF environment should be coordinated at every phase of an operation.
(2) No single source can control the information sphere. In today's world, just about anyone can conduct low-tech, yet sophisticated, "information operations" with a global reach.
(3) A primary objective is to attract and keep the local populace on the side of the friendly force. Disjointed or independent operations between CF/SOF in the same OE can adversely affect that relationship. Planners must ensure the synchronization message reaches the populace.
(4) The main IO "fire" is informational. The task is to discredit the enemy's strategy and means in the eyes of the population.
(5) The insurgent's advantage is that they understand that the fight is for the loyalty and support of their people. Their principal "fires" are informational and political. That is how they are organized to fight.
(6) The US disadvantage is that IO continues to be focused more on supporting tactical physical wins, than on creating strategic informational effects. This is particularly challenging when CF/SOF share OE and are not informed of each other's missions.
(7) US forces cannot go it alone. All dimensions of national power must be leveraged and coordinated in OE.
(8) An effective and coordinated information strategy requires a clearly defined strategic end-state, comprehensively understood.
(9) A main focus of COIN operations is to convince the populace that their presence, agenda, and local allies offer a more legitimate and credible future than do the insurgents.
(10) The primacy of informational effects is that everything US forces do and say affects the populace's perception of their legitimacy.
(11) Message consistency and coherence across all US forces' plans, actions, and IO campaigns need to be considered from an overall strategic informational effects perspective; that is, the effects on the population's perceptual environment and subsequent behaviors and allegiances.

c. Not all IO messages must be detailed; however, common themes can be used to reinforce command messages during full-spectrum operations. One successful TTP of tactical IO, which can be used by CF/SOF, is integrating a laptop computer and printer into a high mobility multipurpose wheeled vehicle (HMMWV.) Upon arriving upon a scene of an accident or improvised explosive device (IED) detonation or other situation which inflames the local population, salient facts can be put into a preapproved flyer template and an IO message can go out immediately, associating the known facts from the ground scene. The predesigned templates for fliers currently used in Iraq can be approved by

commanders and preloaded to respond to likely IO events that may trend negatively or positively. The flyer can be distributed to the local people at the scene to provide accurate, salient information and circulate the contact numbers for local authorities (tip line).

d. When detailed planning occurs to support a deliberate operation, IO can be fully integrated into the measured effects. For example, for a clear-hold-build approach in a COIN operation, themes and messages can be predesigned for each stage of an operation (and for specific foreign target audiences). CF, SOF, and FSF complement each other in the IO campaign and communicate the unity of effort when properly committed.

13. Psychological Operations

Tactical PSYOP teams (TPT) provide an aspect of nonlethal fires that can be used effectively in order to decrease combat operations and facilitate local populace support. Although a SOF component, TPTs are utilized within both forces. TPTs are in short supply, but their TTP can be used by SOF/CF when TPTs are not available. The following is an outline of recommended PSYOP objectives, concepts to stress or avoid, and actions to stress or avoid that can be used by CF/SOF commanders and staffs to shape the OE.

a. Recommended PSYOP objectives are—

(1) Increase acceptance and support of CF, SOF, and coalition partners.
(2) Decrease civilian interference with coalition partners.
(3) Increase support for the local government as an independent, legitimate, and viable government.
(4) Increase support for the indigenous military and police.
(5) Reduce the combat effectiveness of enemy forces.
(6) Decrease the incidence of injury or death among the civilian population due to mines or unexploded ordnance (UXO).
(7) Decrease illness caused by poor sanitation or personal hygiene.

b. Concepts to stress to the foreign populace—

(1) For Foreign Populace Safety and Self-preservation.
  (a) They should report enemy activity to the nearest local authority or coalition forces.
  (b) That US forces and coalition forces do not target civilians.
  (c) That US, coalition, and law enforcement agencies will intrude as little as possible while attempting to ensure the safety of all by defeating enemy forces.
  (d) That the enemy depends on their silence to allow them to attack others.

(2) Inevitability—Points to Stress.
   (a) That US, coalition, and national forces will employ military forces, where required, to defeat the enemy.
   (b) That now is the time to stop fighting and rejoin their families.
   (c) That the enemy prevents progress and destroys communities.
   (d) That the enemy only offers violence and death without the promise of resolution.
   (e) That members of the enemy force have brought foreigners and outside violence into their society.
   (f) That they should participate in the rebuilding of their country.
(3) Legitimacy—Points to Stress.
   (a) That US and coalition partners are committed to remaining reliable, responsive, and capable security partners for the region.
   (b) That US and coalition partners are present at the request and support of their national government.
   (c) That reconstruction and infrastructure improvements are significantly enhancing life in the area.
   (d) That their national government is legitimate and elected by the people of the country.

c. Concepts to avoid with the foreign populace—

(1) Implying that western culture, methods, or military prowess is superior.
(2) Supporting the interests of a particular ethnic group in the region.
(3) Atrocity themes.
(4) Criticizing local religion, cultures, customs, or traditions.
(5) Making political commitments or policy announcements without prior approval of US command.

d. Actions to stress to CF/SOF forces—

(1) Learn and respect religious beliefs, culture, customs, traditions, and property of the local populace.
(2) Seek out and consult with local officials; allow them to make appropriate decisions and public statements.
(3) Coordinate and conduct combined action with allied host nation military forces.
(4) Play a low-key, supporting role whenever possible to enhance local confidence in host nation institutions.
(5) Alleviate suffering of the civilian population through correct and humane treatment of displaced persons, refugees, and evacuees.
(6) Observe international conventions with respect to the treatment of enemy prisoners of war and civilians.

e. Actions for CF/SOF forces to avoid—

(1) Unnecessary damage to private property, crops, livestock, and water resources.
(2) Disrespectful behavior toward religious persons, customs, or buildings and/or damage to holy structures.
(3) Mistreatment of detainees or civilian populace.
(4) Actions that undermine the credibility or authority of legitimate local leadership or host nation institutions.

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Chapter IV

Intelligence

> Tell me what you know….tell me what you don't know….tell me what you think…always distinguish which is which.
>
> —General Colin Powell-Chairman of the Joint Chiefs of Staff, 1989-1993

1. Introduction

a. Commanders drive the intelligence effort by clearly designating priority intelligence requirements (PIRs) and mission requirements. Staff intelligence representatives synchronize the intelligence collection, analysis, and dissemination of information ensuring that commanders are provided necessary information for the decision-making process. Intelligence synchronization is an essential process that ties commander's decisions to mission planning and execution.

b. Timely, relevant, accurate, and predictive intelligence on the adversary and environment reduces the risks associated with decision making. Joint intelligence operations integrate Service, SOF, theater, and national intelligence capabilities into a unified effort that surpasses any single organizational effort and provides the most accurate and timely intelligence to a commander. Each intelligence discipline provides pieces of information synthesized through an analytical process to approach total situational awareness.

2. Intelligence Lessons Learned

a. CF/SOF intelligence fusion must occur at every level to find and develop targets and aid in preparing for future operations. Information considered unimportant to one may be the critical missing piece for the other. SOF intelligence personnel should keep in constant contact with CF fusion cells and exploitation cells. This includes SOF intelligence personnel and tactical human intelligence team (THT), etc. All fusion cells must have "action arms" to be successful.

b. CF/SOF may have different intelligence priorities. It is up to the CF/SOF commanders to understand the supported commanders PIRs to successfully support each another. CF/SOF commanders should also understand the criticality of time-sensitive information and the procedures to facilitate time-sensitive execution and differences in procedures to obtain maximum effects in the OE.

c. SOF intelligence support has been established with a bottom-up support concept that in many cases is different from CF, which typically has a top down focus.

3. SOF Intelligence Cycle

The SOF intelligence/operations cycle is a continuous, mostly bottom up driven process that allows SOF units to plan and execute operations. Figure 19 illustrates an example of the SOF intelligence/operations cycle.

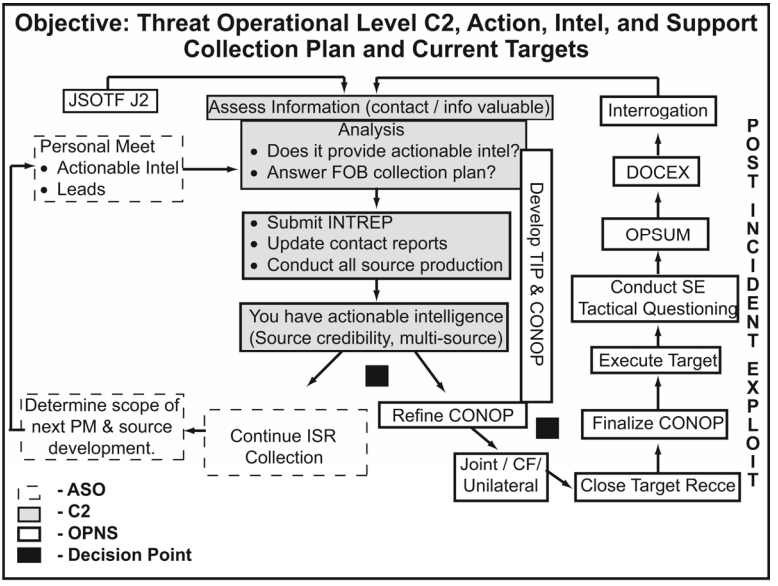

Figure 19. SOF Intelligence/Operations Cycle

4. CF/SOF Intelligence Fusion

An effective fusion cell consists of the intelligence analysts and intelligence machinery, plus an action arm. Without an action arm the intelligence is worthless.

a. The collection and fusion of information from multiple sources is essential to countering the adversary's operations security and deception operations. The product resulting from this multidiscipline fusion effort is known as all-source intelligence. All-source intelligence production is facilitated through a collaborative, or federated, effort in which information is rapidly and fully shared among geographically dispersed organizations, especially in the case of CF/SOF forces operating in an integrated effort.

b. SOF units can be intelligence amplifiers for CF along all seven disciplines of intelligence. Specifically, SOF are skilled in human intelligence (HUMINT) collection and have signals intelligence (SIGINT), and measurement and signature intelligence (MASINT) systems with which CF are not typically equipped. The seven intelligence disciplines are—

(1) Geospatial intelligence (GEOINT)
(2) HUMINT
(3) SIGINT
(4) MASINT
(5) Open source intelligence (OSINT)
(6) Technical intelligence (TECHINT)
(7) Counterintelligence (CI)

c. Whenever a CF/SOF unit is operating in an environment or area in which they have not previously conducted operations, they should always seek the advice and input of a unit that has operated there (e.g., SOF unit entering a CF AO or vice versa.) This is a good source of information for units flowing into the same area. This should be taken to the lowest level possible to get the person or people with the most knowledge of the area to brief the new unit operating in the area. SOF units produce a special operations debrief and retrieval system (SODARS) report upon returning from every deployment.

d. The process of intelligence fusion by both CF/SOF must be the cornerstone of operational synchronization. The operations of all collection sources must be synchronized and coordinated to allow cross-cueing and to enable tip-off opportunities among collectors.

(1) While single-source reports may be sufficient to meet narrowly defined customer needs, fused reports are essential to gain an in-depth understanding of the enemy and the environment.
(2) During the intelligence fusion process, all sources of information must be shared amongst the CF/SOF players to the greatest extent possible to enable greater synergy for future operations.
(3) The coordination points below encompass most of the critical elements of information, ensuring that CF/SOF have integrated the intelligence picture to the maximum extent possible.
    (a) Identify and provide current overhead imagery to executing unit, that is detailed enough to meet the unit's needs both from the CF/SOF perspective (which will differ in focus and level of detail), as requested.
    (b) Identify and/or update the effects of terrain and weather on the current operation.
    (c) Identify and/or update known or suspected enemy positions within area of operations.
    (d) Identify and/or update enemy courses of action or indications of unexpected enemy action or preparation.

(e) Coordinate information requirements/PIRs encountered or answered during execution of operation, or modified as appropriate.
(f) Identify HPT's/HVTs located in the OE.
(g) Identify named areas of interest (NAI)/target areas of interest (TAI) to maximize intelligence coverage and avoid duplication of effort.
(h) Identify threats/reactions from the civilian populace, including dislocated civilians, and pilgrim's impact on operations.
(i) Report BDA/patrol de-briefs/mission reports results to the ground force commander (GFC).
(j) Compare/share CBRN protection methods in place if OE is located in a medium or high CBRN threat area.

e. Prior to operations, units must identify the procedures for executing TSTs.

(1) Understand the criticality of time-sensitive information and the procedures to facilitate time-sensitive execution on both the CF/SOF side to obtain maximum effects in the OE.
(2) Deconflict targeting, scoped by geography or target-type to help identify those friction points.
(3) Refer to chapter 3, "Fires and Effects," for more information on CF/SOF TST operations.

f. Info needs to be shared by all agencies.

(1) Share info on targeted individuals through target information packets (TIPs.)
(2) Identify limited resources to continue collection.
(3) Targeting information must connect person of interest (POI) to an enemy cell or activity. Without the connection, there is little or no proof to keep him in detention.
(4) Identify the action arm and resources to detain the POI.

g. Understanding and effectively communicating the supported commander's intelligence priorities is critical.

(1) Multi-Service intelligence disciplines must be synchronized for operational support.
(2) SOF intelligence support has been established with a bottom-up support concept that in many cases is different from CF, which typically has a top down focus.

h. When receiving intelligence of high value, it is imperative to act upon it (lethally or by monitoring) immediately; however, that may not mean devoting overwhelming combat power to it immediately.

(1) SOF teams must meet regularly with the CF operations and intelligence officers to share SITREPs and INTREPs.

(2) Ensure THTs within the CF commander's OE are in constant communication with SOF intelligence personnel.

5. CF/SOF Intelligence Planning Considerations

In order to adequately ascertain all available information needed for a joint operation, CF/SOF commanders and planners must incorporate the following:

a. Know PIRs and identify gaps that exist in the intelligence database and products.

b. Know what collection assets are available from supported/supporting forces and their capabilities (every rotation periodically updates hardware and software which brings new capabilities as systems mature).

c. Effectively define intelligence requirements and details needed based on the effects that are desired for the operation. Let the intelligence collection managers define the asset based on CF/SOF requirements. This is the most effective method for achieving mission success.

d. Plan the use of tactical HUMINT teams, composed of HUMINT and counterintelligence (CI) assets, to directly support maneuver commanders. Maximize use of source operations to support the commander's PIR. Provide the teams with adequate secure communications to enable timely reporting. Exploit nontraditional HUMINT resources such as forces operating in the local community/area that have interaction with the local population.

e. Consider whether SOF, including PSYOP, CA, and special operations weather teams can answer or influence any CF PIRs. Recognize that many SOF have foreign language skills, cross-cultural training, a regional orientation, and understand the political context of their OEs. Consider whether CF can answer or influence any SOF PIRs (e.g., through familiarity with the operational area).

f. Ensure there are established procedures for the collection, dissemination, and sharing of information between CF/SOF to feed back into the targeting process.

g. Be familiar with the single POC for intelligence at the operational level that usually exists within the Joint Intelligence Operations Center (JIOC) or Joint Intelligence Support Element (JISE) construct that will be the conduit into the national intelligence support network. For additional guidance refer to JP 3-05.1, *Special Operations Task Force Operations*, or JP 3-33, *Joint Task Force Operations*.

6. Coalition Intelligence Planning

Operations in OIF and OEF have entailed a mixture of coalition forces with US CF/SOF. In regards to intelligence, the following is a list of considerations for CF/SOF commanders and planners when working with coalition forces:

a. Establish liaison with multinational intelligence organizations. Provide a liaison element with secure portable communications and information systems support.

b. Identify the multinational intelligence operational architecture that unites the intelligence cells in a common effort. Non-North Atlantic Treaty Organization (NATO) members will require special consideration for level of access and must follow preestablished security procedures.

c. Determine the requirement for different levels of intelligence. All national caveats must be identified during the planning process to avoid negative influence during execution.

d. Establish and review procedures to expedite sanitization and sharing of US-generated intelligence products with multinational partners. Likewise, address the procedures for sharing of non-US originated intelligence with US forces.

e. Identify the policy on disclosure and/or release of geospatial information to multinational forces.

f. Request emergency dissemination authority (to specific allies) for imagery/all-source intelligence.

g. Understand that nongovernmental organizations and intergovernmental organizations have their own culture, language, and sensitivities of a populace. This information can be very valuable to commanders.

7. Unmanned Aircraft System (UAS) Planning

Unmanned aircraft systems (UAS) operations support commanders and their staffs as they plan, coordinate, and execute combat operations. UAS increase SA. UAS enhance many missions by improving targeting acquisition, detection, designation, BDA, site exploitation, and target fidelity. UAS create opportunities to employ lethal and nonlethal effects to enable friendly force operations and degrade those of the enemy. CF/SOF UAS assets must be synchronized. The following is a list of considerations for CF/SOF commanders and planners:

a. Synchronization of CF/SOF UAS is critical to reduce duplication of effort, maximize target coverage, and provide effective airspace management.

b. Understand that there are many different types of UAS that each Service employs, which have different roles, capabilities, and limiting factors.

c. UAS intelligence downlink collected from the system must be closely managed to ensure that a distributed ground station (DGS) is receiving and exploiting the information for real-time or long-term analysis. CF/SOF intelligence collection managers and DGS managers must work closely with their counterparts.

d. Given all the UAS employed in the OE, it is paramount to deconflict airspace and frequencies to lower the potential of fratricide or mission failure.

8. Space-based Forces Support Planning Considerations

In order to adequately ascertain all available space capabilities needed for joint operations, CF/SOF commanders and planners should incorporate the following:

a. Know space support requirements (SSR) and identify gaps that exist in space system products.

b. Know the capabilities and effects each space system can provide through the mission areas of precision navigation and timing (PNT), satellite communication (SATCOM), missile defense, and OE awareness through overhead persistent infrared (OPIR), ISR, and special technical operations.

c. Know what systems/capabilities are rapidly evolving and the limitations of these systems.

d. While requesting space effects through an SSR, effectively define space-based capability requirements and details needed based on the effects desired for the operation. The Director of Space Forces (DIRSPACEFOR or DS4) and the Joint Space Operations Center (JSPOC) will assign the proper assets based on the request.

e. Consider how the CF/SOF requests for space effects can influence or impact SSRs from other users.

f. Be familiar with the DS4, as the single POC for space support at the operational level.

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Chapter V

Sustainment and Protection

1. Overview

a. SOF are not logistically self-sufficient for extended deployments. JP 4-0, *Joint Logistics*, states, "For rapid response operations, USSOCOM component commands will maintain the capability to support SOF elements for an initial period of 15 days. Services and/or executive agents should be prepared to support special operations as soon as possible but not later than 15 days after SOF are employed." SOF units rely upon regional or geographic combatant command (GCC) theater infrastructure for virtually all of their support above their organic capabilities. The planning and execution of logistics support to SOF must be nested within the GCC's concepts of operation and support, as well as tailored to interface with the theater logistics structures. To be effective, theater, CF, and SOF logistics planners must understand the Title 10 U.S.C. requirements and logistics organization's operational processes.

b. USSOCOM authorities and responsibilities for acquisition and logistics under Title 10, U.S.C. Section 167 is—

(1) Develop and acquire special operations-peculiar equipment, materiel, supplies, and services.
(2) Coordinate resourcing of materiel and equipment for SOF units with the joint staff, Services, and combatant commands.
(3) Equip SOF with SOF peculiar equipment and supplies to conduct operations.
(4) Ensure interoperability of equipment and forces.
(5) Ensure SOF combat readiness.
(6) Monitor SOF preparedness to carry out assigned missions.

c. Logistics control structures in support of SOF.

(1) SOF in the US are normally under the COCOM of the commander, US Special Operations Command (CDRUSSOCOM). When directed, CDRUSSOCOM provides US based SOF to a GCC. The GCC normally exercises COCOM of assigned and OPCON of attached SOF through the commander of a theater special operations command (TSOC), a subunified command. When a GCC establishes and employs multiple JTFs and independent task forces, the commander, TSOC (CDRTSOC) may establish and employ multiple joint special operations task forces (JSOTFs) to manage SOF assets and accommodate JTF/task force special operations requirements. Accordingly, the GCC, as the common superior, normally will establish supporting or TACON command relationships between JSOTF commanders and JTF/task force commanders. When

directed, CDRUSSOCOM can establish and employ a JSOTF as a supported commander.

(2) The CDRTSOC and JSOTF J-4s are the primary logistic control authorities for SOF. Responsibilities include oversight of the core logistic capabilities. The JSOTF J-4 must ensure that JSOTF forces are supported by the Services, which is required by Title 10, U.S.C. The JSOTF J-4 is dependent on Service and joint logistic support as the primary means of support. The JSOTF J-4 may have to recommend and/or set priorities of support for common items and consolidated functions. Limited resources available to the JSOTF elements may require the J-4 to provide prioritization information to the JTF J-4 and/or the appropriate lead Service logistic organization. In addition to the core logistic capabilities, SOF peculiar support must be considered. This support includes equipment, materials, supplies, and services required for SO missions for which there is no Service-common requirement. These are limited to items and services initially designed for, or used by, SOF until adopted for Service-common use by one or more military Service; modifications approved by CDRUSSOCOM for application to standard items and services used by the military Services; and items and services approved by the CDRUSSOCOM as critically urgent for the immediate accomplishment of a special operations mission.

(3) This support will be provided via USSOCOM Service component logistic infrastructures and in coordination with theater Service components. Logistical support to SOF units is the responsibility of each Service's logistic command and control structure, and this responsibility exists regardless of whether the SOF unit requiring support is assigned to the Service component, the TSOC, JSOTF, joint psychological operations task force, or a joint civil-military operations task force.

(4) Service responsibilities in support of SOF and joint headquarters (DOD Directive 5100.3.)

(a) The Secretaries of the military departments shall provide or arrange for the administrative and logistic support of the headquarters of the COCOMs and the US element, North American Air Defense Command, as indicated below. Except as indicated below, the support responsibility designated for the headquarters of each COCOM extends to the headquarters of all subordinate joint commands established within the COCOM.

Table 7. Service Responsibilities	
COMMAND	SUPPORT RESPONSIBILITY
US European Command	Secretary of the Army
US Southern Command	Secretary of the Army
US Joint Forces Command	Secretary of the Navy
US Pacific Command except:	Secretary of the Navy
--US Forces, Korea	Secretary of the Army
US Central Command	Secretary of the Air Force
US Strategic Command	Secretary of the Air Force
US Element, North American Air Defense Command	Secretary of the Air Force
US Special Operations Command except:	Secretary of the Air Force
--Joint Special Operations Command	Secretary of the Army
US Transportation Command	Secretary of the Air Force
US Northern Command	Secretary of the Air Force
US Africa Command	Designated Service TBD

(b) In accordance with Section 165 of Title 10, U.S.C., and DOD Directive 5100.1, the supporting Military Departments shall program and budget to fund, without reimbursement, the administrative and logistic support required by the supported joint headquarters to perform their assigned missions effectively. This nonreimbursable support shall include essential base operating support per DOD Instruction 4000.19 and direct support of major DOD headquarters activities per DOD Directive 5100.73, except that CDRSOCOM shall program and budget for those direct support costs of its own major DOD headquarters activities for which funds have been transferred from the Military Services to Major Force Program 11.

(5) The Services' support obligations detailed in Title 10, U.S.C., Section 165 are not always well understood where the Services are responsible for providing administration and support to their forces assigned to the COCOMs. GCCs and Service component commanders, in coordination with the TSOCs, are responsible for ensuring that effective and responsive SOF support systems are developed and provided (Chairman of the Joint Chiefs of Staff Instruction [CJCSI] 3110.06, the Special Operations Supplement to the Joint Strategic Capabilities Plan [JSCP]). The Services do not perceive SOF support to be a core Service function, and SOF support consequently has a low priority for resources. There is no habitual relationship of support units with their SOF customers—SOF must always ask who is providing their support on every deployment. An Army brigade commander does not go to his division commander and ask which direct support unit (DSU) will support the brigade's deployment. Support organizations must move as quickly as their customers move, understand

their customers' needs, and carry basic loads tailored to their customer's needs. This does not happen for many SOF units. These shortfalls have been recognized by the Office of the Secretary of Defense (OSD) and recommendations to provide enhanced SOF enablers by the Services will be incorporated into the Quadrennial Defense Review (QDR) Report to Congress.

(6) The current doctrine for parent Services providing logistic support frequently suboptimizes logistic support at the Service level within a JSOTF, and then builds an ad-hoc patchwork of logistics capabilities that are neither efficient nor effective in their delivery of support to an integrated joint SOF force. One possible solution is to provide lead Service logistic support to joint SOF, with the most capable Service(s) being directed to provide common-user support. Each TSOC, in conjunction with the GCC, could negotiate an agreement by which the most capable Service(s) would provide support to the entire joint SOF force—including the JSOTF headquarters—those Service-common support and services for which it is best suited, regardless of which SOF Service component is the dominant user. If necessary, the GCC commander could exercise his directive authority for logistics to implement such an agreement, IAW JP 4-0.

2. SOF Sustainment Lessons Learned

a. Early coordination and mutual support are required for CF/SOF to meet gaps in support requirements. Small and remote SOF units may require extra sustainment support from CF. Because of the remoteness of SOF, stockpiling supplies and equipment is sometimes necessary, even though this may not be a generally accepted practice.

b. The perishable nature of medical supplies (e.g., blood, medicine, immunizations) requires frequent resupply or shelf-life extension measures.

c. The role and numbers of contractors have increased in the theaters in which SOF operate. Contracting logistics support throughout the range of military operations may be an integral part of the overall process used to obtain supplies, services, and construction support.

3. SOF Sustainment Challenges

a. SOF units have limited organic combat support (CS) and combat service support (CSS) support capabilities. They must rely upon the regional or GCC theater infrastructure for required support above their organic capabilities. The planning and execution of logistics support to SOF must be nested within the GCC's concepts of operation and support, as well as tailored to interface with the theater logistics structures. To be effective, theater, CF, and SOF logistics planners must understand the Title 10 U.S.C. requirements and logistics

organization's operational processes. SOF are not logistically self-sufficient for extended deployments. Extrinsic support required SOF units engaged in persistent operations at the SOTF/CJSOTF will require support not organic, including mortuary affairs, explosive ordnance disposal (EOD), forward surgical teams, and contingency contracting, etc.

b. Generally, SOF are the first force to enter a theater of operations, often under austere conditions. Sustained operations of more than 15 days are often the norm and are conducted with no cover or sanitation for operators. SOF organic operating support for "force beddown" is an inherent SOF requirement until theater logistics support arrives to establish the site for sustained operations. SOF sustainment capability facilitates rapid deployment and limited sustainment in an immature theater.

c. SOF support resourcing is frequently misunderstood. Because a SOF task force is by design somewhat isolated, CF support units tend not to understand why a SOF task force requires so much external support. Due to a lack of internal support mechanisms, a SOF task force actually requires a disproportionate share of support resources, which can be directly attributed to the geographic area of that it occupies. It is imperative that a line of communication is kept open to other units in the support structure to educate and help CF units to understand that SOF task forces, while small, shoulders a large portion of the operational burden. A SOF task force, while half (or less) the size of a CF task force, often covers a geographical area two or three times that of CF units.

d. Unlike CF units, SOF units may not have the manpower or equipment to support military resupply convoys or aerial resupply operations. SOF must establish good relationships with the CF units, which can be leveraged to meet logistical shortfalls and have in-transit visibility of critical spares and supplies for resupply.

e. SOF relies heavily on aviation (rotary and fixed wing), and foreign force ground transportation, especially when operating in remote areas. In an environment where there are adequate aviation resources and host nation ground transportation, this dependency does not pose any particular challenges beyond routine coordination and forecasting.

f. SOF sometimes contribute to this lack of joint and Service logistic support by not identifying and articulating its general and peculiar support requirements and its limited internal support capabilities. SOF use of secrecy may create a firewall that inhibits Service logistic support. SOF expectations exceed Service norms. Lack of sufficient SOF organic capability to "bridge the gap" until the Services arrive is a limiting factor and is not widely understood by Service providers. Therefore, SOF must articulate its requirements, standards, and expectations to their Service provider.

g. The varying interpretations of common logistics and interoperability also contribute to confusion on providing support. There are varying degrees of interpretation of the definitions of executive agent, common-item support, common-user logistics, and Service-common vice SOF peculiar support ("if SOF needs/uses it, it must be SOF peculiar"). Joint definitions of logistics are different (e.g., JP 4-0 considers civil engineering to be logistics, whereas the Army does not). Nor does it address logistic support to a JSOTF headquarters not established around the nucleus of a Service SOF headquarters, and not covered by the provisions of DOD Directive 5100.3 when deployed from their home station. Funding complexities among the Services differ and interoperability issues of logistics automation systems at joint bases create further confusion and difficulties.

h. The simplest and most advantageous transportation is foreign force ground transportation. Foreign force vehicles require no expenditure of military resources and present virtually no risk to military equipment or personnel. The downside is the high risk of commodity loss through pilferage, potential for capture or destruction by the enemy, and the low dependability of delivery. Only noncritical classes of supply (Class I, III, and IV) should be considered for delivery by host nation trucks. Fortunately, these three classes represent the majority of the bulk and weight of supplies moved around the battlefield. Critical supplies such as ammunition, weapons, spare parts, and sensitive items must be flown in or escorted by military convoy.

i. During planning, contingency resupply plans and process should be reviewed.

4. CF/SOF Sustainment Planning Considerations

The CF/SOF commanders must unify execution efforts to enable units to perform their mission. CF/SOF integration and interoperability requires a fully networked, persistent, and effective approach towards developing and employing their sustainment capabilities. Although the operational area and size of the force may be smaller for a crisis response or limited contingency operation, the mission can still be complex and dangerous, with a variety of sustainment considerations. Permissive operating environments associated with military engagement, security cooperation, and deterrence still require CF/SOF planners to consider measures commensurate with potential risks.

a. During information gathering, discussions with the units, and a review of SOF logistics lessons learned from OIF/OEF, the following are attributes and measures:

(1) Responsiveness: Ability to respond within the commander's timeline. Units providing logistic support to SOF must—
  (a) Provide support to an austere location within 24 hours of notification.
  (b) Focus globally or regionally.

(c) Provide long-term expeditionary logistic support, including—
- Warfighting functions.
- Direct support tactical logistics.
- Medical.
- Civil engineering.

(2) Habitual Association: Ability to establish habitual training and operational relationships between operational SOF units and the logistics units providing them logistics support. Units providing logistic support to SOF must—
(a) Be tailored in their organization, equipment, and training to support SOF missions.
(b) Routinely train and exercise with their supported SOF units to develop support and operational understandings/requirements.

(3) Pre-positioning: Ability to provide early and easy access to pre-positioned (PREPO) assets. SOF PREPO packages must be—
(a) Identified, resourced, positioned, and exercised.
(b) Movable to where they are needed within 24 hours of notification.

(4) Flexibility: Ability to respond to nonstandard missions with tailored support packages. Units providing logistic support to SOF must be able to provide modular support packages to JSOTFs ranging in size from 500 to 2,500 personnel.

(5) Interoperability: Ability to operate within the context of current and future standard joint and Service logistics systems. Units providing DS logistic support to SOF must have access to all appropriate joint and Service logistics systems.

b. During planning, CF/SOF commanders and staff must consider the following protection issues:

(1) Providing physical security for forces and means.

(2) Determine vulnerabilities to known threats based on fused intelligence of the enemies' capabilities; applying appropriate deterrent and control.

(3) Prevent unauthorized access to equipment, installations/AO, material, and documents.

(4) Establish area/facility security, law enforcement, guard and patrol operations.

(5) Establish physical security measures to include fencing and perimeter stand-off space, land or maritime force patrols, lighting and sensors, vehicle barriers, and blast protection.

(6) Establish access control measures by installing intrusion detection systems and electronic surveillance, and access control devices and systems.

(7) Identify indicators of coordinated enemy actions against friendly forces along required routes, establishing capabilities and measures to prevent fratricide.

(8) Apply combat identification characterizations to ROE to enable engagement decisions and the subsequent use, or prohibition of use, of lethal weapons and nonlethal capabilities based on intelligence knowledge of the enemy. An effective C2 process will be critical for this effort and must be practiced ahead of time.
(9) Ensure timely and accurate preplanned information exchange among CF/SOF commanders, coalition forces, and other participants involved in the operation.
(10) Ensure constant CF/SOF information and intelligence coordination to decision makers during mission execution.
(11) Ensure synchronization of force and support elements.
(12) Although the area of operations for CF/SOF may be the same, the ROE may differ based on the level of enemy engagement.

5. CF/SOF Protection Considerations

a. The CF/SOF commanders must unify execution efforts of protection activities to enable units to perform their mission. CF/SOF I&I requires a fully integrated, networked, persistent, and effective approach towards developing and employing their protection capabilities. Although the operational area and CF/SOF may be smaller for a crisis response or limited contingency operation, the mission can still be complex and dangerous, with a variety of protection considerations. Permissive operating environments associated with military engagement, security cooperation, and deterrence still require CF/SOF planners to consider protection measures commensurate with potential risks.

b. During planning, CF/SOF commanders and staff must consider the following protection issues:

(1) Providing physical security for forces and means.
(2) Determine vulnerabilities to known threats based on fused intelligence of the enemies' capabilities; applying appropriate deterrent, and control.
(3) Prevent unauthorized access to equipment, installations/AO, material, and documents.
(4) Establish area/facility security, law enforcement, guard and patrol operations.
(5) Establish physical security measures to include fencing and perimeter stand-off space, land or maritime force patrols, lighting and sensors, vehicle barriers, and blast protection.
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(11) Ensure synchronization of force and support elements.
(12) Although the area of operations for CF/SOF may be the same, the ROE may differ based on the level of enemy engagement.
(13) Identify IED awareness, identification, protection procedures, and EOD requirements.

c. Establish guidelines for command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) reporting to ensure critical information is being fed to the appropriate SOF forces.

d. Combat identification procedures must be established to reduce fratricide. Especially when SOF are working with FSF. SOF must ensure that CF is thoroughly briefed on any foreign forces operations they are working with to prevent fratricide.

e. Theater support contracting services can often be obtained from SOF contracting teams (if deployed) and from local Service contingency contracting teams (normally Army) or joint contracting offices. SOF units need to be familiar with local contract support arrangements and procedures prior to deployment.

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Appendix A
SOF Capabilities

1. Special Operations Forces

a. SOF are inherently joint, can be multinational, and may be employed unilaterally, or in concert with CF. SOF must be prepared to conduct scalable operations with various governmental and nongovernmental agencies, other Services, and the forces of other nations. Successful joint air-ground operations require a fundamental understanding of SOF capabilities and limitations.

(1) SOF ground elements can complement CF with prior coordination. SOF can be utilized for strategic and operational objectives and to aid CF commanders with intelligence collection, special reconnaissance (SR), direct action (DA), FID, joint terminal attack controller (JTAC) support, time-sensitive targeting, HVTs, and more. SOF are marked by certain characteristics that cumulatively distinguish them from conventional operations. Operational characteristics include—
   (a) Principally offensive, usually of high physical and political risk, and directed at HVTs, often TSTs.
   (b) Frequently clandestine in nature and offer the potential for high returns.
   (c) Employed when the use of CF is inappropriate or infeasible for either military or political reasons.
   (d) Rely on surprise, security, audacity, and frequently employ deception to achieve success.
   (e) Often conducted at great distances from operational bases and in hostile, denied, or politically sensitive areas.
   (f) SOF may require patient, long-term commitment in a given operational area to achieve national goals through security assistance/nation-building activities, or extended unconventional warfare (UW) operations.
   (g) SOF are inherently joint and frequently require integration with other US agencies or multinational forces.

(2) Special operations consist of nine core tasks as outlined in JP 3-05 *Doctrine for Joint Special Operations.* (NOTE: CDRUSSOCOM has approved two additional tasks for updated JP 3-05.)
   (a) Unconventional warfare is a broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted through, with, or by indigenous or surrogate forces that are organized, trained, equipped, supported, and directed in varying degrees by an external source. It includes, but is not limited to, guerrilla warfare, subversion, sabotage, intelligence activities, and unconventional assisted recovery.
   (b) Direct Action (DA). Short-duration strikes and other small-scale offensive actions conducted as a special operation in hostile, denied, or politically sensitive environments and which employ specialized

military capabilities to seize, destroy, capture, exploit, recover, or damage designated targets. DA differs from conventional offensive actions in the level of physical and political risk, operational techniques, and the degree of discriminate and precise use of force to achieve specific objectives.

(c) Special Reconnaissance (SR). Reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in CF. These actions provide an additive capability for commanders and supplement other conventional reconnaissance and surveillance actions.

(d) Foreign Internal Defense (FID). Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, and insurgency.

(e) Counterterrorism (CT). Operations that include the offensive measures taken to prevent, deter, preempt, and respond to terrorism.

(f) Counterproliferation (CP). Those actions (e.g., detect and monitor, prepare to conduct counterproliferation operations, offensive operations, WMD, active defense, and passive defense) taken to defeat the threat and/or use of WMD against the United States, US military forces, friends, and allies.

(g) Civil Affairs Operations (CAO). Operations usually are planned, directed, and conducted by civil affairs forces in support of a commander's civil-military operations (CMO) plan. While all CAO support CMO, they remain a distinct CMO element. They embrace the relationship between military forces, nongovernmental organizations (NGOs), intergovernmental organizations (IGOs), and indigenous populations and institutions (IPI) in areas where military forces are present. They also involve the application of CA functional specialty skills in areas normally the responsibility of civil government, which enhance the conduct of CMO. CA units are organized, equipped, and trained to carry out missions that specifically include the conduct of CAO to enhance the conduct of CMO. For additional information on CA and CMO, refer to JP 3-57, *Civil Military Operations; and* FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures.*

(h) Psychological Operations (PYSOP). PSYOP are planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. PSYOP induces or reinforces foreign attitudes and behaviors favorable to the originator's objectives by conducting

planned operations to convey selected information to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals.

(i) Information Operations (IO). IO is the integrated employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception, and operations security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt, or usurp adversarial human and automated decision making while protecting our own.

(3) General Capabilities.
- (a) Task organize quickly/deploy rapidly for tailored response.
- (b) Gain access to hostile, denied areas, and remote areas of operations.
- (c) Function with limited medical support for themselves and those they support.
- (d) Communicate worldwide with organic equipment.
- (e) Conduct operations in austere, harsh environments without extensive support.
- (f) Rapidly survey/assess/report local situations.
- (g) Cooperate closely with regional military/civil authorities with cultural astuteness.
- (h) Organize people into working teams to help solve local problems.
- (i) Maintain lower profile and less intrusive presence than CF.
- (j) Address ambiguous situations with unconventional options.
- (k) Act as a force multiplier through advising host nation security forces.

(4) Air Capabilities.

(a) SOF fixed-wing and vertical-lift aircraft are equipped for long-range, adverse weather, and deep penetration of hostile areas. They are capable of air landing and air dropping personnel, equipment, and PSYOP materials. They may also extract personnel by airborne pickup devices or air landing. Vertical-lift aircraft are equipped for suppressive fire support, PR, and medical evacuation. They are also capable of operating in confined areas, employing hoist, rope ladder, fast rope, or rappelling procedures to infiltrate (INFIL) or exfiltrate (EXFIL) SOF ground and maritime personnel. SOF gunships are capable of providing precision night CAS as well as limited interdiction and armed reconnaissance missions in low-threat environments.

(b) In executing the special operations (SO) nine core tasks, SOF ground elements such as special forces, rangers, Marine Corps special operations forces (MARSOF), sea-air-land teams (SEAL), special tactics teams, JTACs can employ terminal guidance operations (TGO). TGO makes joint air attack and SOF ground operations complementary by searching for and reporting precise locations of mobile HVTs. TGO does not include clearance authority for aircraft ordnance release and should not be confused with terminal attack

control. SOF may include JTACs and joint fires observers (JFO)-qualified operators and should be utilized where feasible.

(c) SOF JTACs can employ UASs to provide electronic, mechanical, visual, or other guidance to aircraft, missiles, ships, and artillery elements to facilitate target destruction by ground elements. JFO may be employed as an extension of a JTAC to facilitate the effects of fires. Terminal attack control operations may be conducted independently or in conjunction with CF. They make joint effects and SOF ground operations complementary. Enemy mobile HPTs that are difficult to locate from the air are often visible to ground SOF. SOF JTACs may have the ability to generate target coordinates suitable for inertial aided munitions. Ground SOF elements can search for, verify the presence of, and precisely report the location of HPTs. Global positioning systems, laser designation systems, various beacon systems, or combinations of the above provide target locations. When SOF ground teams do not have the organic combat power to engage enemy targets without compromising their positions, strike aircraft or other long-range systems are designated to attack targets. Ground SOF may provide precise BDA of HPTs that otherwise may be obscured or hidden. These operations require extensive coordination between the JFSOCC, JFC, JFACC, joint force maritime component commander (JFMCC), and joint force land component commander (JFLCC) staffs. Robust liaison elements paired with trained and habitually affiliated SOF planning and coordinating elements are required to coordinate and synchronize SOF air-ground operations.

2. USSOCOM Command Structure.

USSOCOM is a four-star unified command with Service-like authorities and responsibilities. Figure 20 illustrates the command structure USSOCOM has with the four Services in addition to JSOC and JSOU.

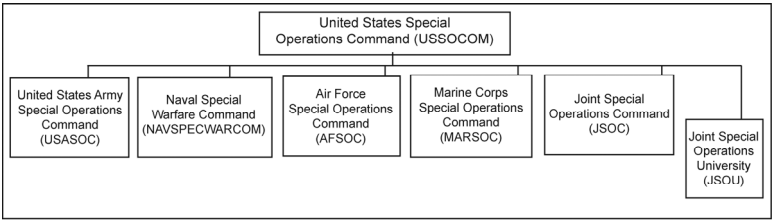

Figure 20. USSOCOM Command Structure

3. Army Special Operations Forces Operational Elements

a. USASOC (Airborne). Figure 21 illustrates the organizational command and control of USASOC.

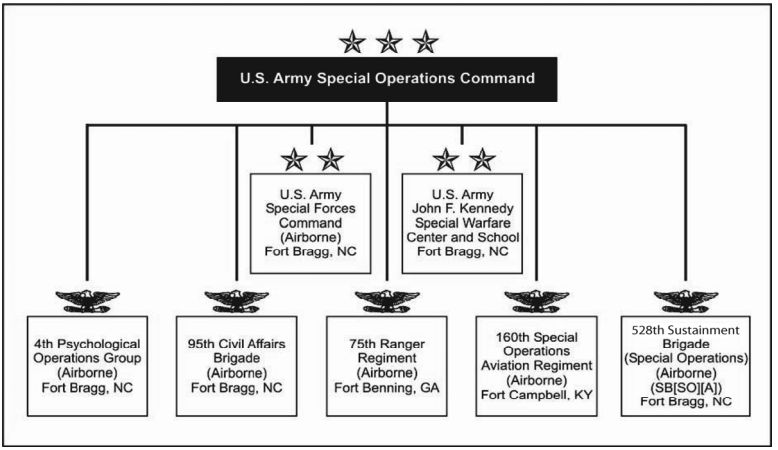

Figure 21. USASOC (A) Command Structure

b. Special Forces. Special Forces conduct UW, FID, SR, DA, and CT across the range of military operations.

(1) Special Forces Group (Airborne). Figure 22 is a general organizational chart for any of the Special Forces Groups.

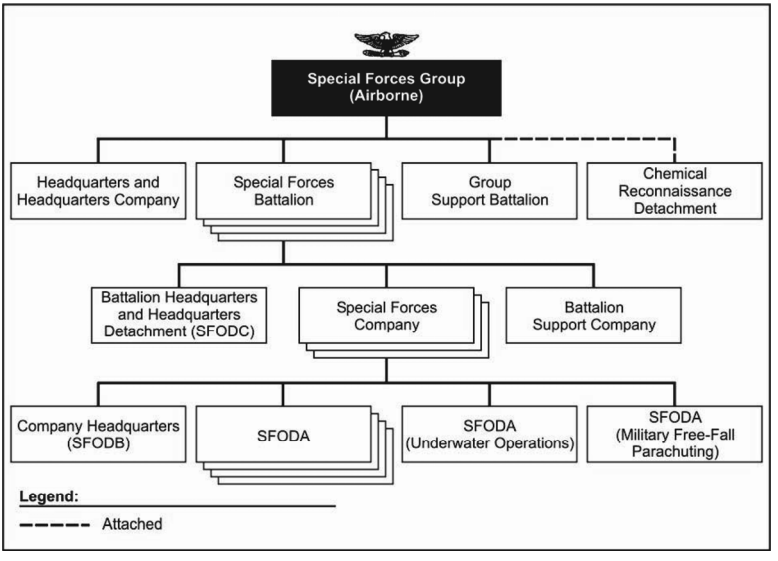

Figure 22. Special Forces Group (A)

(2) SFOD-A's are designated by a four-digit number corresponding to the group (1, 3, 5, 7, 10, 19, and 20)/battalion (1-4)/company(1-3, A=1, B=2, C=3)/team(1-6). For instance, SFODA 5111 is the first team in Company A, 1st Bn, 5th SFG. 1st SFG (A) = 1XXX, 3rd SFG (A) = 3XXX, 5th SFG (A) = 5XXX, 7th SFG (A) = 7XXX, 10th SFG (A) = 0XXX, 19th SFG (A) 9XXX, and 20th (A) = 2XXX.

c. Rangers. Rangers conduct INFIL/EXFIL by land, sea, and air; DA; and conventional or special light infantry operations.

d. Army Special Operations Aviation. These units provide precision rotary-wing operations in complex urban areas; long-range INFILs/EXFILs under high threat, adverse weather and all terrain/environmental conditions; long-range precision attack and CCA to ground SOF in contact; rotary-wing FID; and PR.

e. Psychological Operations. PSYOP persuade target audiences to take actions favorable to mission objectives.

f. Civil Affairs. CA encompass the activities military commanders take to establish and maintain relationships between their forces and the civil authorities, general population, resources, and institutions in friendly, neutral, or hostile areas where their forces are employed. These activities may occur before, during, after, or in the absence of other military actions.

g. Logistics and Communications Support. They provide robust, deployable, modular, logistics, and signal support packages.

h. Special Operations Aviation (SOA). SOA assets include rotary-wing A/MH-6 (CCA / airlift), MH-60 (CCA/airlift), and MH-47 (airlift) aircraft.

4. Navy Special Operations Forces Operational Elements

a. As listed in NWP 3-05, SEAL team tasks include CP of weapons of mass destruction (WMD), CT, FID, UW, DA, SR, and IO. Also according to NWP 3-05, SEALs do not conduct UW as a core task.

(1) A SEAL platoon is normally commanded by a Navy lieutenant (O-3).
(2) A platoon consists of 16 SEALs and may divide into 2 squads or 4 elements. All SEAL platoon personnel are dive, parachute, and demolitions qualified.

b. SEAL Delivery Vehicle (SDV) Teams. SDV teams conduct clandestine reconnaissance, DA, and passenger delivery in maritime environments. There are two active duty SDV teams.

c. Special Boat Teams (SBTs). SBTs conduct coastal patrol and interdiction, INFIL and EXFIL of SOF, ISR, and rapid mobility in shallow water areas where larger ships cannot operate. They use three primary vessels: a rigid hull inflatable (RHIB) for short range ops; a special operations craft–riverine (SOC-R); and a MK V for medium range ops. There are three active duty SBTs.

d. Naval Special Warfare Command. Figure 23 is an organizational chart outlining Naval Special Warfare command's command and control.

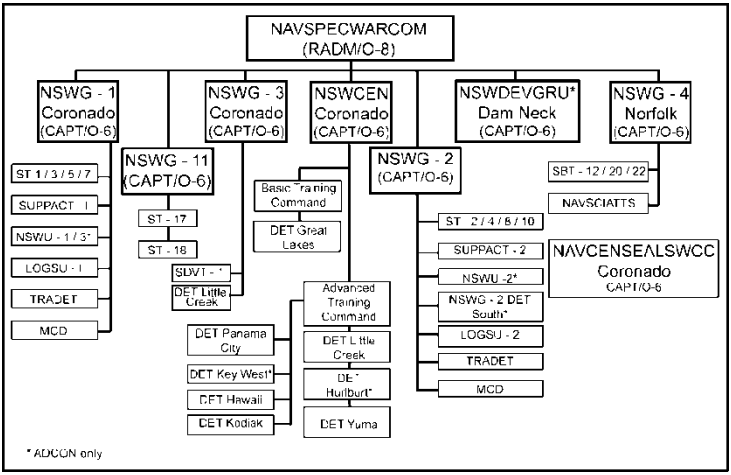

Figure 23. Naval Special Warfare Command Structure

e. Naval Special Warfare Task Group. Figure 24 illustrates an example command and control structure of a Naval Special Warfare Task Group.

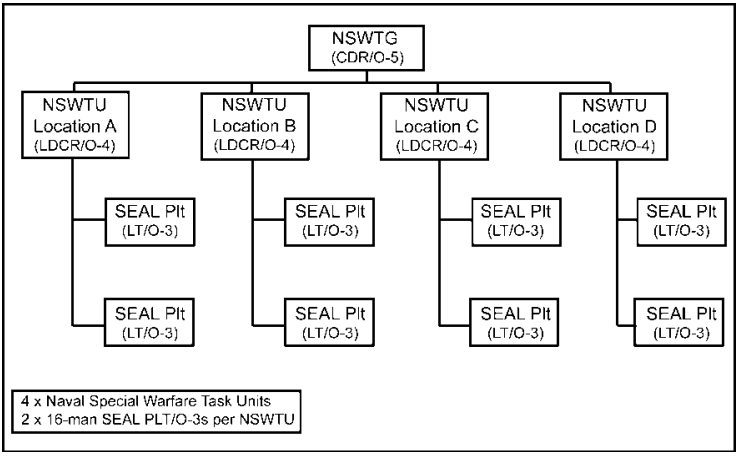

Figure 24. Naval Special Warfare Task Group Structure Example

5. Air Force Special Operations Forces Operational Elements

a. Air Force Special Operations Command (AFSOC). AFSOC crews and aircraft can conduct clandestine penetration of hostile, sensitive, or politically denied airspace. They can navigate precisely along planned routes to points or targets within narrow time parameters, in conditions of minimum visibility (darkness and/or adverse weather). Fixed-wing aircraft used for air/land operations can use minimum length, unimproved landing strips. Tilt rotor wing aircraft possess terrain following and terrain avoidance systems and procedures.

b. Air Force Special Operations Command Structure. See figure 25. For a more detailed description of AFSOC's command and control structure for continental United States (CONUS) and outside the continental United States (OCONUS) operations, refer to Air Force Doctrine Document (AFDD) 2-7,*Special Operations;* JP 3–0, *Joint Operations*; JP 3–05*, Doctrine for Joint Special Operations; and* JP 3–30*, Command and Control for Joint Air Operations.*

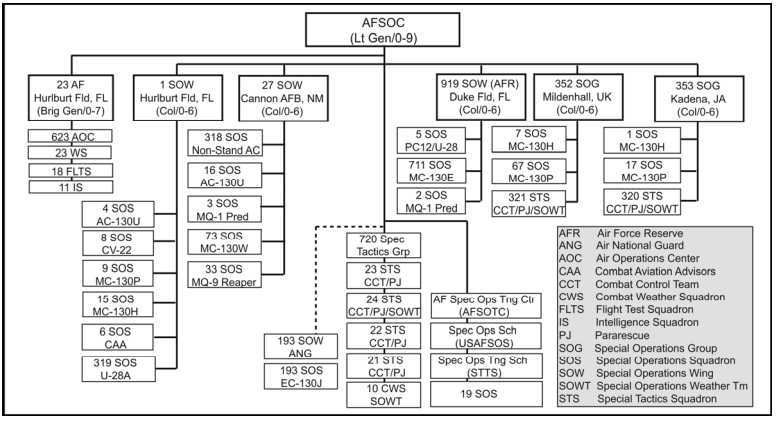

Figure 25. Air Force Special Operations Command

c. Fixed-wing Aircraft. Fixed-wing aircraft provide precision application firepower; INFIL, EXFIL, resupply, and refueling of SOF operational elements; airborne radio and television broadcasts; and C2 capability. AFSOF fixed-wing assets include—

(1) MC-130E Combat Talon I and MC-130H Combat Talon II. The Combat Talon aircraft is required to support a range of activities from crisis response to wartime commitment in SO missions. The Combat Talon's mission is to conduct day and night INFIL, EXFIL, resupply, PSYOP, and aerial reconnaissance in hostile territory using air/land or airdrop procedures. The Combat Talons are capable of in-flight refueling, giving it

an extended range. The Combat Talon I is capable of air refueling specially modified helicopters for extended helicopter operations. The Combat Talon missions may be accomplished either single-ship or in concert with other SO assets in varying multiaircraft scenarios. The Combat Talons are able to air/land and airdrop personnel and equipment on austere, marked, and unmarked landing/drop zones, day or night, in adverse weather. Combat Talons can conduct overt, clandestine, and low-visibility operations.

(2) AC-130H Spectre and AC-130U Spooky. The AC-130 is a C-130 modified with gun systems, electronic and electro-optical sensors, fire control systems, enhanced navigation systems, sophisticated communications, defensive systems, and in-flight refueling capability. These systems give the gunship crew the capability to acquire and identify targets day or night, coordinate with ground forces and command and control agencies, and deliver surgically precise firepower in support of both conventional and special operations missions. The gunship is best suited for CAS missions and has a unique capability to deliver ordnance in extremely close proximity to friendly forces in a TIC situation. Gunships can also perform interdiction and armed reconnaissance missions, particularly where limited collateral damage is required.

(3) MC-130P Combat Shadow. The Combat Shadow aircraft is required to support a range of activities from crisis response to wartime commitment in SO missions. The mission of the Combat Shadow is clandestine formation or single-ship intrusion of hostile territory to provide air refueling of special operations helicopters and the INFIL, EXFIL, and resupply of SOF by airdrop or air/land operations. To perform these missions, the primary emphasis is on night vision goggle (NVG) operations.

(4) EC-130J Commando Solo. Commando Solo is an airborne electronic broadcasting system. The 193rd Special Operations Wing (SOW), Pennsylvania Air National Guard, operates three EC 130J Commando Solo aircraft. Its mission is to conduct PSYOP broadcasting in frequency spectrums including the standard AM/FM radio, television, short-wave, and military communications bands. This system may also be used to—
   (a) Support disaster assistance efforts by broadcasting public information and instructions for evacuation operations.
   (b) Provide temporary replacement for existing transmitters or expand their areas of coverage.
   (c) Meet other requirements that involve radio and television broadcasting in its frequency range.

(5) MC-130W Combat Spear. The Combat Spear aircraft is the newest aircraft in the family of MC-130 aircraft in the AFSOC inventory. The basic Combat Spear will perform the same mission as the MC-130P.

d. Tilt Rotor Aircraft. Tilt rotor aircraft offers INFIL, EXFIL, resupply, and C2 capability. The CV-22, Osprey, can self-deploy immediately to the area of operations eliminating dependence on strategic airlift and additional time to tear down and build up vertical lift assets. It has a vertical takeoff and landing (VTOL) capability, the comparable speed of an MC-130, double the unrefueled range of an MH-53M, and requires less aerial refueling tanker support than existing SOF helicopters. The CV-22 also has improved survivability, reliability, maintainability, and reduced weapon system support force structure. The CV-22 is designed for penetrating denied airspace.

e. Light Nonstandard Aviation Vehicles (NSAVs). AFSOC recently added the M-28/U-28/PC-12 to their inventory. All three aircraft will perform intra-theater SOF airlift for the TSOC or designated JSOTF commander. These aircraft have the unique capability of being able to land and take off from unimproved short airfields not normally serviced by larger commercial type aircraft. They may be rapidly configured to perform a range of missions from SOF movement, PR, MEDEVAC, airdrop, and distinguished visitor support.

AFSOC's fleet of MH-53J and MH-53M helicopters are phased out. AFSOC is currently fielding the CV-22 tilt rotor aircraft.

f. Special Tactics (ST) Units. ST units provide combat control, special operations weather teams, and pararescue personnel to ensure air power is integrated and operable with special operations and CF. They provide PR to include planning expertise and program management. Additionally, ST units operate small UASs for ISR, scouting, and BDA. There are six active and one reserve ST units.

g. Aviation Foreign Internal Defense (AFID). AFSOF support FID operations by working by, with, and through a foreign nation's aviation forces from the ministerial level to the tactical unit. When required, AFSOF provide persistent manned and unmanned ISR, mobility, and precision engagement. AFSOF maintain specially trained combat aviation advisors to assess, train, advise, and assist a foreign nation with aviation capability, thereby facilitating the availability, reliability, safety, and interoperability of these forces. Additionally, AFSOF ST teams enhance air-to-ground interface by synchronizing conventional and special operations during COIN operations. There is one active AFID squadron.

h. Special Operations Weather Teams (SOWTs). SOWTs collect tactical forward weather observations in direct support of CF/SOF maneuver and as part of the air-to-ground interface. They provide high fidelity observations to CF/SOF assault, MEDEVAC, and ISR platforms. These forward observations are often the only surface weather intelligence from within an operational area or on an objective. SOWT conduct environmental reconnaissance in support of CF/SOF maneuver and OE SA in the form of riverine, avalanche, geographic, and littoral collection and assessments. These collections and assessments can also be

used for CA flood threat, humanitarian assistance activities, and engineering bridge construction. SOWT establish nonstandard weather collection networks from SOF, indigenous sources, and weather sensors to increase CF/SOF surface weather data intelligence collections from denied, hostile, or politically sensitive areas of operation in support of CF/SOF maneuver and OE SA.

i. UAS. AFSOC employs their own MQ-1 Predator and MQ-9 Reaper that are employed similar to conventional Air Force (CAF) MQ-1s and MQ-9s, the exception that the AFSOC crews have specialized and focused training for supporting SOF ground teams. The main function of these two platforms is SOF ISR. In addition, the Predator and Reaper can provide armed reconnaissance, CAS, precision strike, and C2 relay. The MQ-9 is designed to carry a larger payload than the MQ-1, with a variety of weapons.

6. Marine Special Operations Forces Operational Elements

a. Marine Corps special operations forces (MARSOF) include a headquarters, Marine Special Operations Command (MARSOC), and three subordinate elements: a Marine special operations regiment with three subordinate Marine special operations battalions, a Marine special operations support group (MSOSG), and a Marine special operations school (MSOS). MARSOC's core tasks include DA, SR, FID, and CT. Figure 26 outlines the MARSOC command structure.

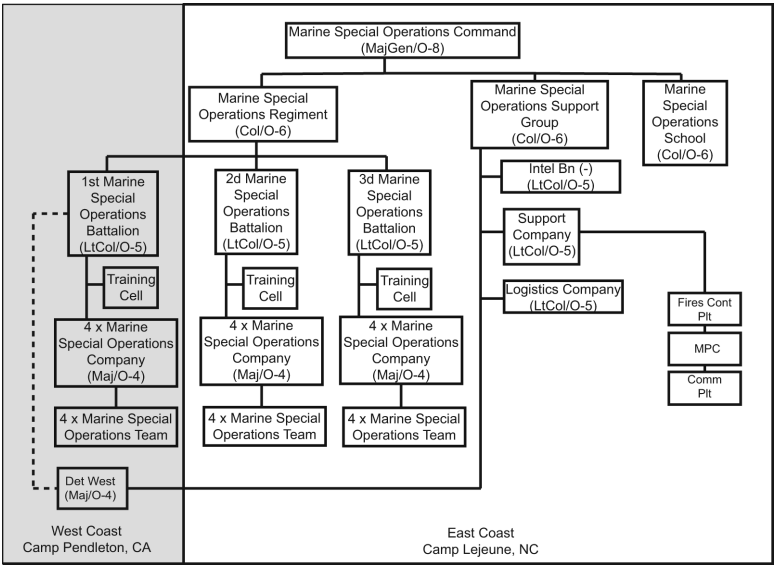

Figure 26. MARSOC Command Structure

b. The MSOB is a deployable SOTF-level command with a capability to augment a JSOTF. Core tasks include SR, DA, and FID and their primary role is to—

(1) Provide C2, basic staff functions, and training for Marine Special Operations Companies (MSOC) or Marine Special Operations Teams (MSOT).

(2) Command element provides C2 capacity and special equipment support, intelligence and fire support.

c. The MSOC is the primary deploying element. Each company has four teams. The company and teams are augmented with additional specialized personnel in the fields of intelligence, signal, fire support, EOD, parachute rigger, etc. Figure 27 outlines the MSOC structure.

d. The MSOT is normally commanded by a captain (O-3). The team consists of 14 members, but may be divided into smaller groups depending on mission requirements.

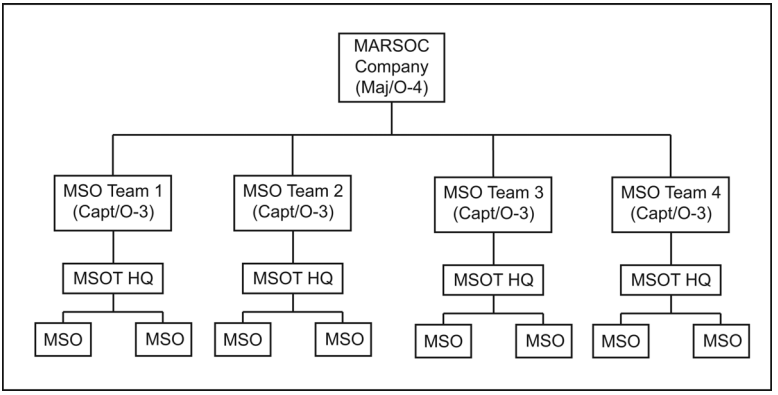

Figure 27. MARSOC Company Structure

Appendix B
CF/SOF Unit Coordination Checklist

1. Unit Brief

a. Task organization. Identify key personnel (conventional force/special operations force counterparts).

b. Unit mission and key tasks.

c. Unique operational capabilities and limitations.

d. C2, communications, computers, and intelligence systems.

(1) Communications methods and contact procedures (PACE).
(2) Conventional force/special operations force C2 systems.
(3) Systems I&I and known shortfalls.

e. Mission coordination process.

(1) Conventional force coordination process.
(2) Special operations force CONOPS coordination/approval process.

f. Status of current operations.

2. Coordination

a. Review initial supporting and supported relationship.

(1) Operations.
(2) Fires.
(3) Logistics.

b. Review ROE.

c. Synchronize battle rhythms.

(1) Battle staff changeover, schedule video teleconferences, communication checks, rehearsals, etc.
(2) Required reports and formats.
(3) Time, location, and purpose of meetings.

d. Establish liaison requirements and qualifications.

(1) Establish level of special operations forces liaisons (SOCCE, SFLE, SOLE).
(2) Establish level of CF liaisons.
(3) Roles.

e. Advise and provide real-time information on unit status, capabilities, and limitations.

(1) Actively participate in planning, briefing, and execution.

(2) Coordinate current operations and future plans for both CF/SOF.
(3) Monitor the operations.

f. Emergency link-up plan and contact procedures.

g. QRF coordination and POC.

h. CASEVAC.

i. Coordinate chain of custody procedures.

Appendix C
Mission Planning and Execution Checklist
(CF/SOF Integrated Missions)

This checklist is used for CF/SOF integrated missions.

1. Planning

a. Commander's initial considerations—

(1) OE area evaluation and preparation.
  (a) Identify CF/SOF unit locations, boundaries, and receive graphics.
  (b) Identify significant current operations.
(2) Synchronize CF/SOF timelines.
(3) CF/SOF coordination, liaison requirements, and resources.
(4) Command relationships. Consider formal supporting and supported relationships.
(5) End state.
  (a) Ensure mutual understanding.
  (b) Leverage CF/SOF capabilities.

b. Mission analysis—

(1) Tasks and priorities.
  (a) Synchronize CF/SOF plans and actions.
  (b) Identify and leverage CF/SOF supporting tasks (specified and implied; e.g., SOF operating in CF area of responsibility [AOR]).
(2) Intelligence and cyberspace operations.
  (a) IPOE/IPB/and Cyber Intelligence Preparation of the Environment (CIPE).
    • Integrate CF/SOF intelligence information and estimates.
    • Include CF/SOF in targeting meetings.
  (b) Intelligence fusion with friendly forces' unique capabilities.
  (c) Fuse CF intelligence with SOF's unique capabilities.
  (d) Integrate counterintelligence and defensive cyber capabilities to protect friendly networks and information systems from exploitation.
  (e) Synchronize offensive cyber operations with lethal and nonlethal operations.
(3) Command and control.
  (a) Command relationships formally defined.
  (b) Integrate and disseminate friendly force positions.
  (c) Integrate C2 systems requirements.
  (d) Synchronize OE geometry (unit locations, boundaries, air space coordination, radio frequencies, and communication networks coordination, etc.).
(4) Staff estimates.
  (a) Available CF/SOF assets (personnel and equipment).

(b) Liaison requirements.
(c) CF/SOF restraints and constraints.
(d) Cross-domain CCIRs, requests for information, assumptions.

(5) Synchronize CF/SOF planning and execution timelines.
(6) Risk assessment. Assess CF/SOF risk and effect of subsequent orders.
(7) Mission statement. Consider CF/SOF integration and reference who, what, where, when, and why, as relates to CF/SOF.
(8) Warning order (WARNORD). Ensure common understanding.

c. COA development and scheme of maneuver—

(1) C2.
(a) Formally define command relationships.
(b) Integrate and disseminate FFT tracks.
(c) Consider C2 systems integration requirements.
(d) Coordinate OE geometry (unit locations, boundaries, air space, radio frequencies, and communications networks, etc.).
(e) Deconflict CF/SOF planning and execution timelines.
(f) Identify CF/SOF restraints and constraints.
(g) Identify LNO requirements.
(h) Cross check all commanders CCIR, requests for information (RFI), and assumptions.
(i) Develop initial COAs.
- Understand CF/SOF capabilities, limitations, and requirements of available units.
- Consider joint fire support.

(j) Consider asymmetric and synergistic effects of cyber operations as independent or enabling function.
(k) Deconflict cyber with lethal and other nonlethal operations.

(2) Array initial forces.
(a) Include CF/SOF in the initial array of forces.
- Clearly define scope of C2 relationships and ensure that both CF/SOF understand each other's roles and responsibilities.
- Identify the role of the supporting force to the supported commander (i.e., QRFs, security detachments, etc.).

d. COA analysis, war gaming, and approval—

(1) Conduct COA war-game. Include CF/SOF component liaisons.
(2) Refine staff estimates. Integrate CF/SOF staff estimates.
(3) Refine IPOE/IPB products. Ensure timely CF/SOF intelligence updates.
(4) Define or update task organization. Update CF/SOF tasks, requirements, command support relationships, and graphics and C2 system requirements.

e. Orders production (CONOPS or who, what, when, where, and why [5Ws] development): CF/SOF crosstalk.

(a) Employ SOPs and formatted templates, when applicable.
(b) Include CF/SOF tasks.
(c) Deconflict CF/SOF timeline requirements and battle rhythms.

f. Rehearsal:

(1) Synchronize SOPs, scheme of maneuver, link-up, operations, actions, contingencies, and emergencies.
(2) Systems compatibility check and communications rehearsal.
  (a) Ensure CF/SOF compatibility.
  (b) Coordinate redundant systems and methods.
(3) Task organize. Confirm or adjust task organization and unit status for CF/SOF, as required.
(4) Refine IPOE/IPB products. Ensure timely CF/SOF intelligence updates.

2. Execution

a. Maintain information flow across CF/SOF.

b. Leverage interoperable C2 systems, consider joint fire support, review priority of fires, etc.

(1) Battle tracking (SITREPs, POSREPs, execution checklists, maneuver).
(2) COP management.
  (a) FFT and/or RFT.
    • Update blue and red picture.
    • Update track filters.
    • Redundant and correlated tracking.
  (b) FSCMs, MCMs.
(3) Intelligence updates.
  (a) BDA.
  (b) SITREPs and INTSUMs.
  (c) Sensitive site exploitation.
(4) Operational assessment.
(5) Fire support.
(6) Collaboration and coordination.
(7) Follow-on actions and future operations.

c. Conduct AARs.

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Appendix D
Joint Fire Support Checklist

This checklist highlights joint fire support considerations. Joint fire support is the synergistic product of three subsystems: (1) command and control, (2) target acquisition, and (3) attack resources. These subsystems inevitably cross the boundaries of CF/SOF, and must be properly planned and executed to prevent fratricide and duplication, while still supporting operational momentum, maintaining the initiative, and conducting maneuver.

1. Deliberate Fire Support Planning

a. Establish mission requirements.
   (1) Review the commander's intent as applied to joint fire support planning (e.g., ROE, timing, effects, risk).
   (2) Understand CF/SOF command and/or support relationships with commander's intent.
   (3) Identify and coordinate CF/SOF capabilities and limitations.
      (a) Fire support assets available (air, surface fires, naval).
      (b) Target visualization.
      (c) Target designation and handoff.
      (d) Fire request and target control procedures.
      (e) Consider communication requirements (e.g., digital, voice).
   (4) Leverage mutually supporting effects.
      (a) Lethal.
      (b) Nonlethal (e.g., combat assessment, PSYOP, IO).
   (5) Coordinate and deconflict targeting priorities.
   (6) Determine requirements for input to the joint targeting cycle.
   (7) Consider the ATO/integrated tasking order cycle, and clarify processes for dynamic retasking of air support.
   (8) Understand airspace deconfliction procedures.
   (9) Standardize map datum.

b. Joint fire support planning.
   (1) Review IPOE/IPB.
   (2) Develop a common fire support database and ensure that common software versions are employed on all C2, communications, computers, and intelligence systems.
   (3) Establish OE geometry.
      (a) Identify ZORs.
      (b) Develop FSCMs.
      (c) Airspace deconfliction.
         • Plan within time requirements.
         • Review Service process.

c. Commander's guidance for fires.

(1) Availability of joint fire support resources, including field artillery, CAS (fixed and rotary-wing aircraft), naval surface fire support, SOF, IO, intelligence, and surveillance assets.
(2) Probable enemy fires plan.
(3) Enemy fires capability.
(4) Consumption factors (type and quantity), positioning requirements, and priority of logistic support.
(5) Critical decision points.
(6) Attack guidance matrix.
(7) High-payoff target list.
(8) Coordinate and deconflict approval of fires.

d. Targeting.

(1) Review target development process.
(2) Leverage collaboration capabilities.
(3) Review time-sensitive targeting process.
(4) Coordinate immediate requests for fires procedures (quick-fire channels).
(5) Consider constraints and restraints.
(6) Collateral damage assessments (CDAs) and considerations.
(7) Counter-battery analysis. Establish counter-battery attack and deconfliction procedures.
(8) Review battle rhythm requirements.
    (a) Target updates.
        • Target nominations.
        • Restricted targets.
    (b) FSCM updates.
(9) Integrate CF/SOF targeting input. Prevent duplication.
(10) Consider sustainment requirements of supporting/supported forces.
(11) Fratricide prevention.

e. CF/SOF systems integration.

(1) Joint fire support C2, communications, computers, and intelligence system requirements.
    (a) Coordinate employment of effects management tool or joint automated deep operation coordination systems to enhance SA of maneuver and fires pictures.
    (b) Coordinate special operations force input to AFATDS. Voice or digital.
    (c) Verify status of FSCMs (permissive and restrictive coordination measures).
    (d) Ensure appropriate command support relationship.
    (e) Ensure development of unit OE geometry, overlays, and required tracks to support scheme of maneuver.

- Naming conventions (e.g., C2PC overlays, geometries).
- Target block numbers.

f. Intelligence.

(1) ISR asset availability, coordination, dissemination (organic, theater, national).
(2) Share intelligence reports and summaries. BDA.

g. Orders production (CF/SOF crosstalk).

2. Immediate Fire Support Planning

a. Primary, alternate, contingency, emergency (PACE) communications plan.

b. Joint fires network communications.

c. Quick-fires channels.

d. Establish pre-planned targets.

e. Pre-cleared fires (kill-boxes, engagement zones, free-fire areas).

f. Clearance of fires process.

3. Execution

a. Battle tracking.

b. PACE communications plan.

c. Clearance of fires process.

d. Blue force SA.

e. Fratricide prevention.

(1) Fusing fires and blue force pictures.
(2) CDE.

f. FSCM management.

(1) Consider the responsible agency for FSCM updates and dissemination.
(2) Establish process to create and manage follow-on FSCMs.

g. BDA sharing.

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Appendix E
Liaison Checklist

1. Establish liaison requirements and qualifications.

2. Establish liaison roles.

a. Advise and provide real-time information on unit status, capabilities, and limitations.

b. Actively participate in planning, briefing, and execution.

c. Coordinate current operations and future plans for both CF/SOF.

d. Monitor operations.

3. Planning.

a. Commander's initial considerations.

b. Mission analysis.

c. Intelligence.

d. COA development and scheme of maneuver.

e. Conduct COA war-game.

f. Refine staff estimates.

g. Define or update task organization.

h. Issue the WARNORD.

i. Orders production.

j. Rehearsal.

k. Synchronize SOPs and scheme of maneuver.

l. Systems compatibility check and communications rehearsal.

m. Task organize.

4. Execution.

a. Maintain cross-domain information flow and liaison participation.

b. Battle tracking (SITREPs, POSREPs, execution checklists, maneuver). COP management.

(a) Casualty evacuation.
(b) Quick response force.

(c) After action review.
(d) Follow-on actions and future operations.

5. Joint Fires.

a. Exchange liaisons and establish contact with other liaison and control elements from the various CF/SOF headquarters.

b. Liaison responsibilities.

(1) Understand CF/SOF communication requirements for fires.
(2) Understand joint fire support capabilities of CF/SOF.
(3) Understand CF/SOF fire support plans.
(4) Understand CF/SOF joint targeting cycle.
(5) Terminology and SOPs for joint fire support assets.
(6) Synchronize battle rhythms.
(7) Assist in the integration CF/SOF SA requirements.

6. Communications.

a. CF/SOF points of contact.

b. Terminology and SOPs.

c. Understand CF/SOF communication plans.

d. Request communication plan updates and provide feedback based on CF/SOF requirements.

e. Request communication architecture and topology updates, and provide feedback.

f. Battle rhythms.

g. Facilitate integration of CF/SOF SA (COP).

(1) Systems support.
(2) FFT (units, platforms, FSCMs, MCMs).

h. Intelligence.

Appendix F
Communications Checklist

1. Review the CEOI.

a. CF/SOF units should review and coordinate assignments and procedures.

b. Frequency and spectrum management (joint restricted frequency listing).

c. Call signs, cryptography, changeovers, and / or compromise.

d. PACE.

2. Communications architecture.

List available CF/SOF systems and the capability of those systems to communicate with each other.

a. Voice.

(1) Telecommunications.
(2) Radios: ultra high frequency (UHF), very high frequency (VHF), high frequency (HF), extremely high frequency (EHF), satellite communications (SATCOM).
(3) Classification (covered, uncovered).
(4) Frequency hopping.

b. Data systems.

(1) Bandwidth (64Kbs, 128Kbs, T1, E1).
(2) Classification: Nonsecure Internet Protocol Router Network (NIPRNET), SECRET Internet Protocol Network (SIPRNET), Joint Worldwide Intelligence Communication System (JWICS).
(3) Cryptography.

c. COP architecture.

(1) FFT (units, platforms, FSCMs, MCMs).
(2) Intelligence.

3. Network laydown (topology).

a. Physical location of units and distances.

b. Wired (local area network [LAN]).

c. Wireless (radio, SATCOM).

4. Liaison (see the liaison section of this checklist).

5. Order production (local) and document review.

a. CEOI.

b. Annex K, Command Information System of the CEOI.

c. SPINS, ATO, ACO.

6. Situational awareness and/or joint operational systems.

a. Environmental impacts (local populace, electronic media, television, radio, cell phone).

(1) Interference.
(2) Degradation.
(3) Coalition systems.
(4) Other government agencies (OGAs).

b. Interoperability and communications (CF/SOF coordination).

7. Endnotes

a. The CEOI can be obtained from the J-6 communications section.

b. The SPINS can be obtained from the tactical operations center air liaison officer in the fires and effects coordination center.

Appendix G
SOF Detachment/Platoon Reception and Integration Checklist for CF

This checklist is intended for use by CF when receiving a small SOF unit, (e.g., SFODA, SEAL platoon (PLT), MARSOC PLT). Conversely, the SOF unit can use it as a guide to prepare an indoctrination/information brief to the receiving CF unit commander and staff.

1. Composition of the SOF element received.

a. Personnel and role of specific personnel.

b. Vehicles.

c. Special equipment.

d. Capabilities.

e. Additions of other government agency personnel to SOF element package.

2. Operations and intelligence brief of new OE.

a. Friendly situation.

b. Enemy situation.

c. Sources and leads.

d. Target folders.

e. Key personalities in OE.

f. Security force partners.

g. Key relationships and spheres of influence.

3. Mission of the SOF.

Under the mission of the SOF element given by the AOB/SOTF/CJSOTF.

4. Operational concerns of the SOF element.

a. Graphics, maps, imagery.

b. COP.

c. Reporting procedures.

d. Information transfer requirements (updates and meetings).

e. Targeting.

f. Command and support relationship.

g. Directed key tasks from SOF's higher headquarters.

h. Implied tasks.

i. Desired end state at conclusion of SOF's deployment.

5. Operational concerns for CF.

a. Graphics, maps, and imagery.

b. COP.

c. Reporting procedures.

d. Information transfer requirements (updates and meetings).

e. Targeting.

f. Directed key tasks from regiment/squadron.

g. Implied tasks.

h. Desired end state at conclusion of squadron/troop deployment.

6. Safe-house operations.

Understand safe-house operations requirements (if not collocated on forward operating base).

a. Location.

b. Marking method.

c. Logistics supply plan.

d. Force protection plan.

e. QRF.

f. Fires.

g. Ammunition storage and resupply.

7. Define relationships and responsibilities.

Clearly define relationships and responsibilities between military transition team, border patrol transition team, special police training team, SOF element, CF, and local indigenous security forces.

a. Training.

b. Personnel.

c. Intelligence.

d. Operations.

e. Logistics.

f. Local security forces staff trainers.

g. C2 of local security forces.

8. Training area requirements (during FID missions).

a. Ranges.

b. Urban warfare training.

c. Maneuver areas (if with mounted or mechanized indigenous forces).

9. Plan for vehicle maintenance and logistics.

a. Plan for maintenance of classes of supply.

b. Squadron or troops must be prepared to enter SOF vehicles into unit level logistics system-ground and possibly build prescribed load list from these additions.

10. Operations and employment agreement.

a. CF/SOF must understand that operations necessitate coordination beforehand.

b. Current partnership guidance for combined or joint operations.

c. C2 relationship during combined or joint operations.

11. Marking methods.

a. Personnel.

b. Vehicle.

12. QRF requirements.

a. CF requirement in order to provide QRF for SOF operations.

b. Size of QRF.

c. Location of QRF.

d. Response time.

e. Call signs.

13. Signal instructions.

a. Call signs.

b. Net identification.

c. Primary, alternate, contingency, emergency.

14. Additional requirements and concerns.

Appendix H
Quick Reference Checklist

This quick reference checklist (QRC) is organized by the warfighting functions. The QRC streamlines the military decision-making process (MDMP) and the rapid decision-making and synchronization process (RDSP). The QRC provides a reference for deliberate planning when time is a constraint.

1. Intelligence

a. Identify your commander's/unit's PIRs for mission support, which should include, but will not be limited to—

(1) Effects of weather and terrain on the current operation, as required.
(2) Known or template enemy positions within the OE.
(3) Enemy COAs or indications of unexpected enemy action or preparation.
(4) Threats or reactions from within civilian populace, including effect of refugees on friendly operations.
(5) Structural details of points of interest
(6) HPTs/HVTs located in the AO.
(7) Pattern of life information and relationships of HVIs.

b. Be familiar with units and the AOs lessons learned and use those to amplify your intelligence requirements.

c. Identify NAIs/TAIs locations to maximize intelligence coverage and avoid duplication of effort.

d. Coordinate specific information requirements/PIRs encountered or answered during execution of operation, or modified as appropriate.

e. Report BDA results to OE owner.

f. Fuse data when available and provide or be specific about your fused products needs.

g. Understand the differences between CF/SOF operational requirements and build a relationship with counterparts in the different communities to enable synchronization. Planning considerations will differ between CF/SOF, but to be successful those differences must be understood and accepted.

h. Understand the difference between CF/SOF site exploitation equipment and capabilities.

2. Movement and Maneuver.

a. Exchange LNOs.

b. Identify the GFC's intent for the operation.

c. Complete coordination with OE owner for approval to operate in OE, availability of a QRF, frequencies and call signs, MEDEVAC procedures (if different from theater), and who will take detainees/EPWs/interrogation of prisoners of war (IPW).

d. Identify/disseminate the EXCHECK.

e. Assign tasks, purpose, triggers, and objectives to subordinate units, as appropriate.

f. Coordinate insertion of manned surveillance teams.

g. Assign priorities of planning for QRF.

h. Coordinate for EPWs or detainees, enemy command posts, or supply points discovered.

i. Modify ACMs and MCMs.

j. Disseminate applicable friendly force information requirements (FFIRs) to subordinate units.

k. Consider potential collateral effects to civilian infrastructure affecting friendly mobility.

l. Refine the ISR plan and asset allocation.

m. Identify cross boundary considerations.

n. Adjust OE geometry (boundaries, restricted operations zones [ROZ], no-fire areas [NFA], etc.), or addition of joint special operation area (JSOA).

o. Consider emplacement or clearance of obstacles required during mission execution.

p. Identify PACE routes to and from the AO.

3. Fires.

a. Identify and synchronize desired operational effects (lethal and nonlethal).

b. Identify specified/implied tasks. Translate capabilities, limitations, constraints, and restrictions of both CF/SOF assets.

c. Review protected target recommendations with fire support coordinator.

d. Review and coordinate HPT/HVT attack guidance matrix.

e. Identify and update available fire (lethal and nonlethal) support for operation, both organic and nonorganic (from CF/SOF joint fires element [JFE]/fire support element [FSE]/fires effects coordination cell [FECC]) assets.

f. Identify and coordinate nonlethal fire support requirements.

(1) Psychological operations (PYSOP).
(2) Information operations (IO).
(3) Electronic warfare (EW).
(4) Operations security (OPSEC).
(5) Military deception (MILDEC).
(6) Computer network operations (CNO).
(7) Space control.
(8) Austere weather operations (AWO).

g. Consider civil-military operations (CMO) employment and tasks.

h. Review and coordinate requirements to the ATO cycle. Determine whether request is immediate (less than 72 hours) or preplanned (more than 72 hours). Submit air strike request.

i. Identify, coordinate, and modify FSCMs.

j. Ensure proper management of airspace.

k. Identify and coordinate planned fires and counter-battery operations.

(1) Identify and modify radar zones in support of the operation.
(2) Consider repositioning of firing units/systems.

l. Identify and plan for the employment of nonorganic aviation assets or UASs.

m. Synchronize basic battle tracking of friendly units, priority of fires, triggers, FSCM/ACM, surface to air threats.

n. Identify and coordinate quick fire channels and clearance of fires procedures.

o. Execute and assess fires.

p. Conduct BDA.

4. Sustainment.

a. General.

(1) Establish and distribute resupply procedures (requisition, receive, issue) and locations.
(2) Establish days of supplies required to accompany troops.
(3) Plan provisions for logistics support of displaced civilians, prisoners of war, and indigenous personnel.

b. Special Item Considerations.

(1) Class I (Food and Water).
  (a) Ration cycle by phase.
  (b) Availability of potable water sources.
  (c) Potable ice considerations.

(2) Class II (Expendable Items).
  (a) Ensure logistics support element replenish organizational clothing and individual equipment (OCIE).

(3) Class III (Petroleum, Oils, and Lubricants) [POL]).
  (a) Location and capabilities of remote refueling sites or forward arming and refueling points (FARPs).
  (b) Unique package product requirements (POL, oil cans, etc.)

(4) Class IV (Building and Barrier Materials).
  (a) Unique requirements for construction, security, and rehearsal materials.
  (b) Basic loads.
  (c) Pre-positioned material stocks.

(5) Class V (Ammunition).
  (a) Combat load.
  (b) EOD support considerations.
  (c) SOF peculiar ammunition and CF ammunition for resupply.
  (d) Ammunition transfer holding point (ATHP) locations and resupply plan.

(6) Class VII (Major End Items).
  (a) SOF peculiar equipment requirements.
  (b) Equipment redistribution (cross-leveling) requirements.
  (c) Replacement actions for salvage equipment.
  (d) Availability of operational readiness floats.

(7) Class VIII (Medical Supplies).
  (a) Logistics support plan complements the medical support plan.
  (b) Special medical equipment and supply requirements identified.

(8) Class IX (Repair Parts).
  (a) SOF peculiar repair parts.
  (b) Common repair parts requirements (including repairables).
  (c) Cannibalization procedures.

(9) Class X (all others).
  (a) Source for Class X materials.
  (b) Tailor maintenance contact team to the mission.

(10) Transportation.
  (a) Expedited cargo distribution plan.
  (b) Materials handling equipment (MHE) requirements.
  (c) Weather impact on ports, airfields, and highway nets.
  (d) HN support availability.
  (e) Planned medical evacuation requirements.

(11) Airfields.
  (a) Airfields are available to support military operations.
  (b) USAF mobile aero medical staging facilities.
  (c) Personnel and cargo reception capabilities of the aerial point of embarkation (APOE) and aerial point of debarkation (APOD).
  (d) Characteristics and capabilities of the roads that access the airfield.
  (e) Arrival/departure airfield control group (A/DACG) availability—identify requirements for aerial port squadron and airlift control element.
  (f) Airfield facilities available for military use during A/DACG operations.
(12) Supply Routes.
  (a) Road movement and convoy restrictions.
  (b) Available routes to support operations.
  (c) Dimensions and classifications of tunnels and bridges along the routes.
  (d) Segments of the routes heavily used by the civilian populace.
  (e) Identify hazards/obstacles to lines of communications (LOC) (weather, refugees, pilgrims) and contingency plans to mitigate.
  (f) Traffic-control measures.
  (g) Route security and IED procedures.
(13) Field Services.
  (a) Mortuary affairs and graves registration capabilities.
  (b) Procedures for salvage collection, evacuation, and disposal.
  (c) Fire protection for aviation, ammunition, and bases.
  (d) Aerial delivery.
  (e) Shower and laundry.
(14) EOD support.

5. Command and Control

a. Identify the command relationships and duties and responsibilities of each command.

b. Understand supporting and supported relationships.

c. LNOs: placement, duties, and responsibilities.

d. Understand the CONOPS and mission approval process.

e. Know CCIR (commander's wakeup criteria).

f. Understand participating units' asset capabilities, limitations, and restrictions.

g. Review all pertinent ROEs, international, and HN caveats.

h. Synchronize battle rhythms.

i. QRF coordination and POC.

j. CASEVAC procedures to lowest level.

k. Chain of custody procedures.

l. Procedures, rules, and regulations for handling detainees.

m. Determine COP. Determine input requirements and procedures to facilitate future support.

n. Identify communication plan in accordance with PACE (QRF, OE owner, medical evacuation quick-fires channels, and immediate CAS).

o. Identify reporting procedures, frequencies, and cryptography requirements.

6. Protection.

a. Identify CF in the area of operations that has capability to destroy, nullify, or reduce the effectiveness of hostile air and missile threats.

b. Ensure CF/SOFs practice air defense passive measures.

c. Establish physical security measures.

d. Identify indicators of coordinated enemy actions against friendly forces along required routes.

e. Plan and prepare for potential enemy use of CBRN weapons.

f. Ensure CF/SOF are given shots/meds and issued individual protective equipment.

g. Ensure actions are taken to protect, monitor, analyze, detect, and respond to unauthorized activity within DOD information systems and CNO.

h. Establish/review isolated PR contingency plan.

i. Establish antiterrorism measures and activities.

j. Identify high-risk personnel to safeguard.

k. Establish combat identification characterization for but not limited to, “friend,” “enemy/hostile,” “neutral,” or “unknown.”

l. Ensure constant CF/SOF command information coordination.

m. Identify, assess and report CF/SOF hazardous exposures.

n. Monitor and report battle injury/disease to include combat and operational stress reaction.

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10 USC Title 10, Armed Forces.

GLOSSARY

PART I — ABBREVIATIONS AND ACRONYMS	
	A
AAR	after action review
ACCE	air component coordination element
ACM	airspace coordinating measure
ACO	airspace control order
A/DACG	arrival/departure airfield control group
ADC-O	assistant division commander for operations
ADOCS	Automated Deep Operations Coordination System
ADP	automated data processing
AFATDS	Advanced Field Artillery Tactical Data System
AFDD	Air Force Doctrine Document
AFI	Air Force Instruction
AFID	aviation foreign internal defense
AFFOR	Air Force forces
AFSOC	Air Force Special Operations Command
AFSOF	Air Force special operations forces
AFTTP	Air Force tactics, techniques, and procedures
AFTTP(I)	Air Force tactics, techniques, and procedures (interservice)
ALO	air liaison officer
ALSA	Air Land Sea Application (Center)
ANGLICO	air and naval gunfire liaison company
AO	area of operations
AOB	advanced operations base
AOC	air operations center
AOR	area of responsibility
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ARFOR	Army forces
ARSOF	Army special operations forces
ARSOC	Army special operations component
ARSTRAT	Army Forces Strategic Command
ASO	advanced special operations
ATACMS	Army Tactical Missile System
ATHP	ammunition transfer holding point
ATO	air tasking order
AWO	austere weather operations

	B
BCT	brigade combat teams
BCD	battlefield coordination detachment
BDA	battle damage assessment
BFT	blue force tracker
BN	battalion
BOLO	be on the lookout
	C
C2	command and control
C4I	command, control, communications, computers, and intelligence
C4ISR	command, control, communications, computers, intelligence, surveillance, and reconnaissance
CBRN	chemical, biological, radiological, and nuclear
CDRTSOC	commander TSOC
CHOP	chief of operations
CJCSI	Chairman Joint Chiefs of Staff instruction
CNA	computer network attack
CND	computer network defense
CS	combat support
CSS	combat service support
C2PC	command and control personal computer
CA	civil affairs
CAC	Combined Arms Center
CADD	Combined Arms Doctrine Directorate
CAF	conventional Air Force
CAO	civil affairs operations
CAS	close air support
CASEVAC	casualty evacuation
CBRN	chemical, biological, radiological, and nuclear
CCA	close combat attack
CCIR	commander's critical information requirement
CDA	collateral damage assessment
CDE	collateral damage estimation
CDRJSOTF	commander, joint special operations task force
CDRUSSOCOM	Commander, United States Special Operations Command
CEOI	communications-electronics operating instructions
CF	conventional forces [**CF** is used for the term "conventional forces" in the context of this publication only.]

CFACC	combined force air component command
CI	counterintelligence
CJSOTF	combined joint special operations task force
CL	combat load
CMO	civil-military operations
CNO	computer network operations
COA	course of action
COCOM	combatant command (command authority)
COIN	counterinsurgency
COMSEC	communications security
CONOPS	concept of operations
CONUS	continental United States
COP	common operational picture
CP	counterproliferation
CPOF	command post of the future
CT	counterterrorism
	D
D3A	decide, detect, deliver, and assess
DA	direct action
DLD	digital liaison detachment
DGS	distributed ground system
DIRSPACEFOR	Director of Space Forces (DS4)
DOCEX	document exploitation
DOD	Department of Defense
DSU	direct support unit
	E
EHF	extremely high frequency
EMDCOA	enemy most dangerous course of action
EMPCOA	enemy most probable course of action
EOD	explosive ordnance disposal
EPW	enemy prisoner of war
EW	electronic warfare
EXCHECK	execution checklist
EXFIL	exfiltration
	F
5Ws	who, what, where, when, and why
F2T2EA	find, fix, track, target, engage, and assess
F3EAD	find, fix, finish, exploit, assess, and disseminate

FARP	forward arming and refueling point
FBCB2	Force XXI battle command brigade and below
FC	fires cell
FECC	fires and effects coordination cell
FFIR	friendly force information requirement
FFT	friendly force tracking
FID	foreign internal defense
FM	frequency modulation
FOB	forward operations base
FRAGORD	fragmentary order
FFT	friendly force tracking
FSA	fire support area
FSCC	fire support coordination center
FSCM	fire support coordination measure
FSE	fire support element
FSF	foreign security forces
FSO	fire support officer
	G
GARS	Global Area Reference System
GCC	geographic combatant commander
GCCS	Global Command and Control System
GEOINT	geospatial intelligence
GFC	ground force commander
GMLRS	Guided Multiple Launch Rocket System
GPS	Global Positioning System
GRG	gridded reference graphic
	H
HF	high frequency
HHQ	higher headquarters
HMMWV	high mobility multipurpose wheeled vehicle
HN	host nation
HPT	high-payoff target
HUMINT	human intelligence
HVI	high-value individual
HVT	high-value target
	I
I & I	integration and interoperability
IDN	Initial Distribution Number

IED	improvised explosive device
IGO	intergovernmental organization
IMU	inertial measurement unit
INFIL	infiltration
INTREP	intelligence report
INTSUM	intelligence summary
IO	information operations
IPB	intelligence preparation of the battlefield / battlespace
IPI	indigenous populations and institutions
IPOE	intelligence preparation of the OE
IPW	interrogation of prisoners of war
IR	infrared
ISAF	International Security Assistance Force
ISR	intelligence, surveillance, and reconnaissance
IW	irregular warfare
	J, K
J-3	operations staff section
JAAT	joint air attack team
JADOCS	Joint Automated Deep Operations Coordination System
JAOC	joint air operations center
JCMOTF	joint civil-military operations task force
JFACC	joint force air component commander
JFC	joint force commander
JFE	joint fires element
JFLCC	joint force land component commander
JFMCC	joint force maritime component commander
JFO	joint fires observer
JFSOCC	joint force special operations component commander
JIOC	Joint Intelligence Operations Center
JIPTL	Joint integrated prioritized target list
JISE	Joint Intelligence Support Element
JOA	joint operations area
JOC	joint operations center
JP	joint publication
JPOTF	joint psychological operations task force
JRTC	joint readiness training center
JSCP	Joint Strategic Capabilities Plan
JSOA	joint special operations area
JSOAC	joint special operations air component
JSOTF	joint special operations task force

JSPOC	Joint Space Operations Center
JTAC	joint terminal attack controller
JTF	joint task force
JWICS	Joint Worldwide Intelligence Communications System
	L
LAN	local area network
LeMay Center	Curtis E. LeMay Center for Doctrine Development and Education
LNO	liaison officer
LOC	line of communications
	M
MARSOC	Marine Corps special operations command
MARSOF	Marine Corps special operations forces
MASINT	measurement and signature intelligence
MCCDC	US Marine Corps Combat Development Command
MCM	maneuver control measure
MCPDS	Marine Corps Publications Distribution System
MCRP	Marine Corps reference publication
MCS	maneuver control system
MDMP	military decision-making process
ME	main effort
MEDEVAC	medical evacuation
MEF	Marine expeditionary force
METT-T (USMC)	mission, enemy, terrain and weather, troops and support available-time available
METT-TC (USA)	mission, enemy, terrain and weather, troops and support available-time available, and civil considerations
MGRS	military grid reference system
MHE	materials handling equipment
MILDEC	military deception
MILSTRIP	Military Standard Requisitioning and Issue Procedure
MLRS	Multiple Launch Rocket System
MMC	material management center
MND	multinational division
MTTP	multi-Service tactics, techniques, and procedures
MSOAG	Marine Special Operations Advisory Group
MSOB	Marine special operations battalion
MSOC	Marine special operations company
MSOS	Marine special operations school

MSOSG	Marine special operations support group
MSOT	Marine special operations team
MWR	morale, welfare, and recreation
	N
NAI	named area of interest
NATO	North Atlantic Treaty Organization
NAVSOC	Navy special operations component
NAVSOF	naval special operations forces
NAVSUP	Navy supplement
NFA	no-fire area
NGO	nongovernmental organization
NIPRNET	Nonsecure Internet Protocol Router Network
NIST	national intelligence support team
NLW	nonlethal weapon
NOFORN	not releasable to foreign nationals
NSAV	nonstandard aviation vehicle
NSWTG	naval special warfare task group
NSWTU	naval special warfare task unit
NTC	National Training Center
NSFS	naval surface fire support
NTTP	Navy tactics, techniques, and procedures
NVG	night vision goggle
	O
OCIE	organizational clothing individual equipment
OCONUS	outside the continental United States
ODA	operational detachment-Alpha
OE	operational environment
OEF	Operation ENDURING FREEDOM
OGA	other government agency
OIF	Operation IRAQI FREEDOM
OPCON	operational control
OPIR	overhead persistent infrared
OPLAN	operation plan
OPORD	operation order
OPR	office of primary responsibility
OPSEC	operations security
OPSKED	operational schedule
OPSUM	operation summary
OSD	Office of the Secretary of Defense

OSINT	open source intelligence
	P
PACE	primary, alternate, contingency, emergency plan
PIC	provincial Iraqi control
PIR	priority intelligence requirement
PLT	platoon
PMESII	political, military, economical, social, information, and infrastructure
PMESII-PT (USA)	political, military, economical, social, information, infrastructure-physical environment and time
PNT	precision, navigation, and timing
POC	point of contact
POI	person of interest
POL	petroleum, oils, and lubricants
POSREP	position report
PR	personnel recovery
PREPO	prepositioned
PSYOP	psychological operations
	Q
QDR	Quadrennial Defense Review
QRC	quick reference checklist
QRF	quick response force
	R
RDSP	rapid decision-making synchronization process
RFI	request for information
RFT	red force tracker
RHIB	rigid hull inflatable boat
ROE	rules of engagement
ROZ	restricted operations zone
	S
SA	situational awareness
SACC	supporting arms coordination center
SATCOM	satellite communications
SBT	special boat team
SDV	SEAL delivery vehicle
SE	site exploitation
SE1	supporting effort 1

SE2	supporting effort 2
SEAL	sea-air-land team
SF	special forces
SFLE	special forces liaison element
SFODA	special forces operational detachment-alpha
SIGINT	signals intelligence
SIPRNET	SECRET Internet Protocol Network
SITREP	situation report
SME	subject matter expert
SO	special operations
SOA	special operations aviation
SOCCE	special operations command and control element
SOC-R	special operations craft-riverine
SODARS	special operations debrief and retrieval system
SOF	special operations forces
SOI	sphere of influence
SOLE	special operations liaison element
SOP	standard operating procedure
SOTF	special operations task force
SOW	special operations wing
SOWT	special operations weather team
SPINS	special instructions
SR	special reconnaissance
SSE	sensitive site exploitation
SSR	space support requirement
	T
TACLAN	tactical local area network
TACON	tactical control
TACP	tactical air control party
TAI	target area of interest
TAIS	transportation automated information systems
TBMCS	theater battle management core system
TECHINT	technical intelligence
TF	task force
TGO	terminal guidance operations
TGT	target
THF	temporary holding facility
THT	tactical human intelligence team
TIC	troops in contact
TIP	target information packet

TLAM	Tomahawk land attack missile
TLE	Tomahawk land attack missile liaison element
TOC	tactical operations center
TPT	tactical PSYOP team
TRADOC	United States Army Training and Doctrine Command
TRP	target reference point
TSE	tactical site exploitation
TSOC	theater special operations command
TST	time-sensitive target
TTP	tactics, techniques, and procedures
TU	task unit
	U
UAS	unmanned aircraft system
UHF	ultra high frequency
US	United States
USAF	United States Air Force
USASOC	United States Army Special Operations Command
USCENTCOM	United States Central Command
USSOCOM	United States Special Operations Command
USSTRATCOM	United States Strategic Command
UTM	universal transverse mercator
UW	unconventional warfare
UXO	unexploded ordnance
	V
VHF	very high frequency
VTOL	vertical takeoff and landing
	W
WARNORD	warning order
WFF	warfighting function
WMD	weapons of mass destruction
	X, W, Z
ZOR	zone of responsibility

PART II — TERMS AND DEFINITIONS

advanced operations base—In special operations, a small temporary base established near or within a joint special operations area to command, control, and / or support training or tactical

operations. Facilities are normally austere. The base may be ashore or afloat. If ashore, it may include an airfield or unimproved airstrip, a pier, or an anchorage. An advanced operations base is normally controlled and / or supported by a main operations base or a forward operations base. Also called **AOB**. (JP 1-02. Source: JP 3-05.1)

air component coordination element—(DOD) An Air Force component element that interfaces and provides liaison with the joint force land component commander, or commander Army forces. The air component coordination element is the senior Air Force element assisting the joint force land component commander, or commander Army forces in planning air component supporting and supported requirements. The air component coordination element is responsible to the joint force air component commander and coordinates with the joint force land component commander's staff, representing the joint force air component commander's needs in either a supporting or supported role. Also called **ACCE**. (JP 1-02)

air liaison officer—(DOD) The senior tactical air control party member attached to a ground unit who functions as the primary advisor to the ground commander on air power. An air liaison officer is usually an aeronautically rated officer. Also called **ALO**. (JP 1-02)

area of operations—An operational area defined by the JFC for land and naval forces. Areas of operation do not typically encompass the entire operational area of the JFC, but should be large enough for component commanders to accomplish their missions and protect their forces. Also called **AO**. (JP 1-02. Source: JP 3-0).

battlefield coordination detachment—(DOD) An Army liaison that provides selected operational functions between the Army forces and the air component commander. Battlefield coordination detachment located in the air operations center interface includes exchanging current intelligence and operational data, support requirements, coordinating the integration of Army forces requirements for airspace coordinating measures, fire support coordination measures, and theater airlift. Also called **BCD**. (JP 1-02)

combined joint special operations task force—A task force composed of special operations units from one or more foreign countries and more than one US Military Department formed to carry out a specific special operation or prosecute special

operations in support of a theater campaign or other operations. The combined joint special operations task force may have conventional nonspecial operations units assigned or attached to support the conduct of specific missions. Also called **CJSOTF.** (JP 1-02. Source: JP 3-05)

concept of operations—A verbal or graphic statement that clearly and concisely expresses what the joint force commander intends to accomplish and how it will be done using available resources. The concept is designed to give an overall picture of the operation. Also called **CONOPS** (JP 1-02. Source: JP 5-0)

conventional forces—1. Those forces capable of conducting operations using nonnuclear weapons. 2. Those forces other than designated special operations forces. Also called **CF.** (JP 1-02. Source: JP 3-05)

fires—The use of weapon systems to create a specific lethal or nonlethal effect on a target. (JP 1-02. Source: 3-0)

information operations—(DOD) The integrated employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception, and operations security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision making while protecting our own. Also called **IO**. (JP 1-02)

integration—(DOD, NATO) 1. (DOD only) In force protection, the synchronized transfer of units into an operational commander's force prior to mission execution. 2. (DOD only) The arrangement of military forces and their actions to create a force that operates by engaging as a whole. 3. In photography, a process by which the average radar picture seen on several scans of the time base may be obtained on a print, or the process by which several photographic images are combined into a single image. (JP 1-02. Source: JP 1)

intelligence, surveillance, and reconnaissance—An activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination systems in direct support of current and future operations. This is an integrated intelligence and operations function. (JP 1-02. Source: JP 2-01) Army only addition: For Army forces, this activity is a combined arms operation that focuses on priority intelligence requirements while answering

the commander's critical information requirements. Also called **ISR.** (Source: FM 3-0)

interoperability—(DOD, NATO) 1. The ability to operate in synergy in the execution of assigned tasks. 2. (DOD only) The condition achieved among communications-electronics systems or items of communications-electronics equipment when information or services can be exchanged directly and satisfactorily between them and / or their users. The degree of interoperability should be defined when referring to specific cases. (JP 1-02. Source: JP 3-32)

irregular warfare—A violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s). Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capacities, in order to erode an adversary's power, influence, and will. Also called **IW.** (JP 1-02. Source: JP 1)

joint fires—Fires delivered during the employment of forces from two or more components in coordinated action to produce desired effects in support of a common objective. (JP 1-02. Source: JP 3-0)

joint fire support—Joint fires that assist air, land, maritime, and special operations forces to move, maneuver, and control territory, populations, airspace, and key waters. (JP 1-02. Source: JP 3-0)

joint operations area—An area of land, sea, and airspace, defined by a GCC or subordinate unified commander, in which a joint force commander (normally a joint task force commander) conducts military operations to accomplish a specific mission. Also called **JOA.** (JP 1-02. Source: JP 3-0)

joint special operations area—An area of land, sea, and airspace assigned by a joint force commander to the commander of a joint special operations force to conduct special operations activities. It may be limited in size to accommodate a discrete direct action mission or may be extensive enough to allow a continuing broad range of unconventional warfare operations. Also called **JSOA.** (JP 1-02. Source: JP 3-0)

naval special warfare task unit—A provisional subordinate unit of a naval special warfare task group. Also called **NSWTU.** (JP 1-02. Source: JP 3-05.1)

operational area—An overarching term encompassing more descriptive terms for geographic areas in which military operations are conducted. Operational areas include, but are not limited to,

such descriptors as area of responsibility, theater of war, theater of operations, joint operations area, amphibious objective area, joint special operations area, and area of operations. (JP 1-02. Source: JP 3-0)

operational control—Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. When forces are transferred between combatant commands, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over these forces must be specified by the Secretary of Defense. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. Also called **OPCON.** (JP 1-02. Source: JP 1.)

operational environment—(DOD) A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. Also called **OE**. (JP 1-02)

psychological operations—(DOD) Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior

favorable to the originator's objectives. Also called **PSYOP**. (JP 1-02)

special operations forces—Those Active and Reserve Component forces of the Military Services designated by the Secretary of Defense and specifically organized, trained, and equipped to conduct and support special operations. Also called **SOF.** (JP 1-02. Source: JP 3-05.1)

special operations task force—A temporary or semi-permanent grouping of ARSOF units under one commander and formed to carry out a specific operation or a continuing mission. Also called **SOTF**. (Source: FM 3-05)

support—1. The action of a force that aids, protects, complements, or sustains another force in accordance with a directive requiring such action. 2. A unit that helps another unit in battle. 3. An element of a command that assists, protects, or supplies other forces in combat. (JP 1-02. Source: JP 1)

supported commander—1. The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. 2. In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. (JP 1-02. Source: JP 3-0)

supporting commander—1. A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. This includes the designated combatant commands and Department of Defense agencies as appropriate. 2. In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander. (JP 1-02. Source: JP 3-0)

synchronization—1. The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time. 2. In the intelligence context, application of intelligence sources and methods in concert with the operation plan to ensure intelligence requirements

are answered in time to influence the decisions they support. (JP 1-02. Source: JP 2-0)

tactical air control party—(DOD) A subordinate operational component of a tactical air control system designed to provide air liaison to land forces and for the control of aircraft. Also called **TACP**. (JP 1-02)

tactical control—Command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. Tactical control is inherent in operational control. Tactical control may be delegated to, and exercised at any level at or below the level of combatant command. Tactical control provides sufficient authority for controlling and directing the application of force or tactical use of combat support assets within the assigned mission or task. Also called **TACON.** (JP 1-02. Source: JP 1)

time-sensitive targets—A joint force commander designated target requiring immediate response because it is a highly lucrative, fleeting target of opportunity or it poses (or will soon pose) a danger to friendly forces. Also called **TST.** (JP 1-02. Source: JP 3-60)

unconventional warfare - (DOD) A broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted through, with, or by indigenous or surrogate forces who are organized, trained, equipped, supported, and directed in varying degrees by an external source. It includes, but is not limited to, guerrilla warfare, subversion, sabotage, intelligence activities, and unconventional assisted recovery. Also called **UW**. (JP 1-02. Source: JP 3-05)

FM 6-03.05
MCWP 3-36.1
NTTP 3-05.19
AFTTP 3-2.73
USSOCOM Pub 3-33 v.3

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