

**3<sup>rd</sup> BATTALION, 15<sup>th</sup>  
INFANTRY REGIMENT  
“CHINA”**



**PLANNING STANDARD  
OPERATING PROCEDURE**

**As of January 5, 2015**

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**1) References.**

- a) ADRP 5-0, The Operations Process, 17 May 2012
- b) ATTP 5-0.1, Commander and Staff Officer Guide, September 2011
- c) ADRP 1-02, Terms and Military Symbols, September 2013
- d) ATP 2-01.3, Intelligence Preparation of the Battlefield, November 2014
- e) FM 6-0, Commander and Staff Organization and Operations, May 2014
- f) The Battle Staff Smartbook, Third Edition, 2010
- g) Military Decision Making Process Desk Reference, September 2012
- h) ATTP 3-18.12, Air Assault Operations, March 2011
- i) FM 3-21.20, The Infantry Battalion, December 2006
- j) 4 IBCT Planning SOP (PSOP), December 2014

**2) Purpose.**

This document provides 3-15 IN leaders, staff and subordinate units with standard products and procedures for how the China Battalion conducts planning for operations. The references above provide the doctrinal framework for operations planning. This SOP provides specific examples of how we conduct the planning process. The proponent for this document is the battalion operations officer.

**3) Scope and Responsibility.**

The military decisionmaking process is an iterative planning methodology that integrates the activities of the commander, staff, subordinate headquarters, and other partners to understand the situation and mission; develop and compare courses of action; decide on a course of action that best accomplishes the mission; and produce an operation plan or order for execution (FM 5-0). The military decisionmaking process (MDMP) helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions. This process helps commanders, staffs, and others think critically and creatively while planning. The compiled input forms the 3-15 IN Planning SOP.

4) MDMP Overview

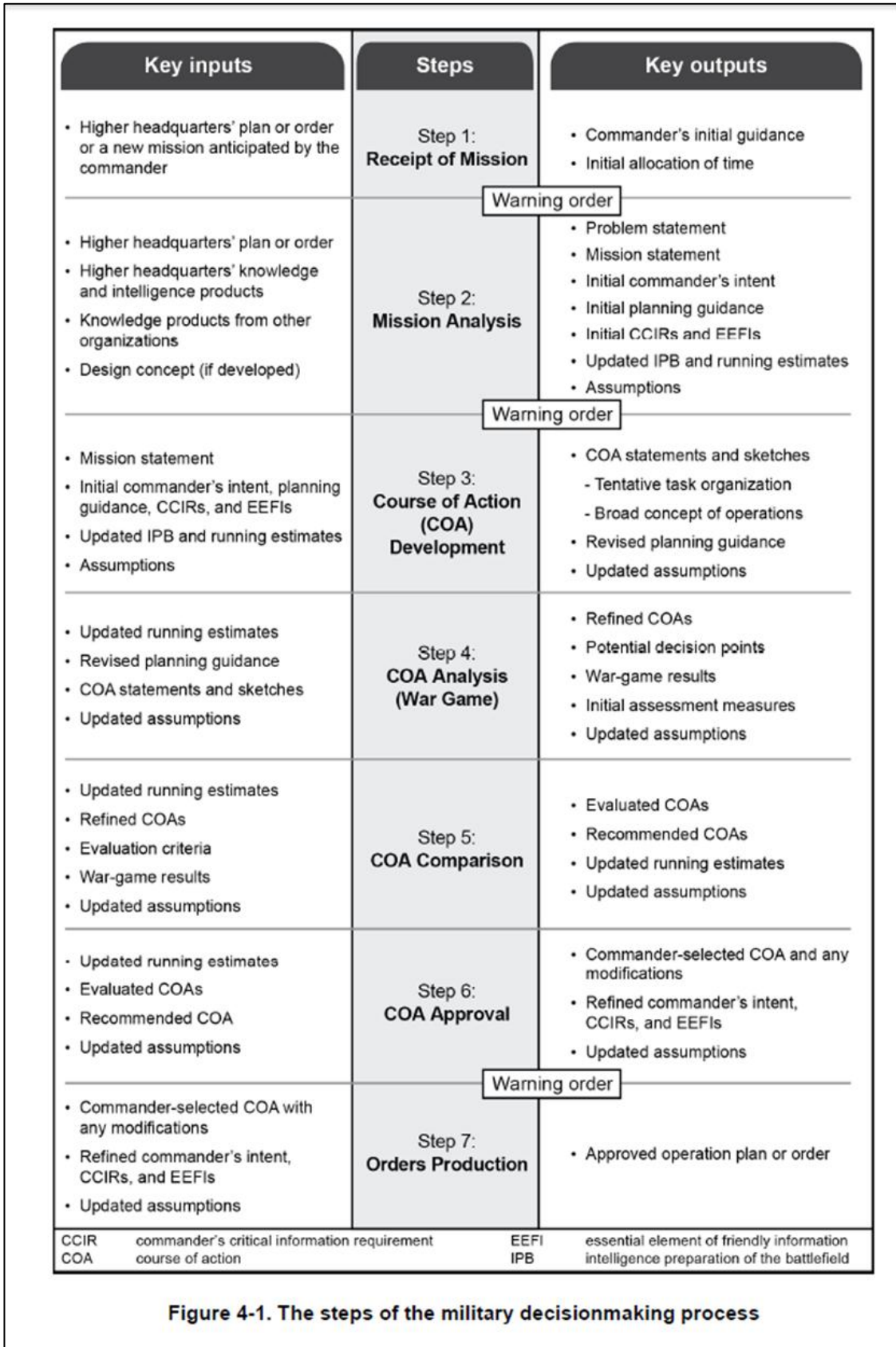


Figure 4-1. The steps of the military decisionmaking process

- a) CPOF is the primary means for conducting MDMP within the Brigade. 3-15 IN will populate the BCT standard pasteboard for collaborative MDMP. All planning products will be built on CPOF when possible.
- b) The CPOF library contains an MDMP Pasteboard with all required staff estimates and briefings.
- c) 3-15 IN S3 Planner will manually (CD) upload 3-15 IN product formats to the CPOF to allow simultaneous creation of MDMP products on CPOF and in Microsoft PowerPoint, Excel, and Word format.
- d) All primary and special staff will provide input to the Plans Cell IAW the MDMP Pasteboard located in the CPOF Library and using the analog Microsoft PowerPoint, Excel, and Word formats contained in this SOP. During MDMP, running estimates will be updated as information is available.
- e) Regardless of Upper Tactical Internet capabilities, planning will occur in analog format with Microsoft PowerPoint, Excel, and Word formats contained in this SOP. Graphics will be developed on acetate and transferred companies in addition to JBC-P for dissemination.
- f) The Written OPORD and all attachments created in Microsoft PowerPoint, Excel, and Word formats will be transferred to JBC-P for dissemination.

**5) Receipt of Mission.**

This step begins with the receipt of a new mission and ends when Warning Order 1 is issued to subordinate and supporting units.

- a) If available, the LNO will bring back a draft copy of the order prior to publishing to expedite the mission analysis process.
- b) When possible, the China 6, China 3, China 2, LNO, China 4, and FSO will attend the BCT order brief.
- c) Alert the Staff and Other Key Participants. At a minimum, the following staff participate in mission analysis:

C5	C3	C3A	C2
C1	C4	C9	C3N
Chemo	Eng	JTAC	FSO
PSD	SCT	MTR	Chaplain
MEDO			

- d) Gather the tools. At a minimum, the staff will have the following products:

3-15 PSOP	3-15 TOCSOP	3-15 TACSOP	ADRP 5-0
BCT Order	Running Estimates	Map of AO	ATTP 5-0.1
BCT Graphics	BCT Intel Products	Battle Staff Smartbook	ADRP 1-02

- e) The 3-15 S3 Planner presents a receipt of mission brief (ROMB) to China 6 and Staff within the timeframe specified by China 3. The 3-15 S3 Planner will prepare the receipt of mission brief IAW the MDMP Pasteboard located in the CPOF Library.
- f) The ROMB includes the following (Directly from the BCT MDMP Products):
  - 1) Road to war (if applicable)
  - 2) AI/AO, weather
  - 3) PMESII-PT overview
  - 4) Enemy order of battle
  - 5) Enemy SITEMP (BCT level)
  - 6) BCT CCIR
  - 7) BCT task organization
  - 8) Forces available
  - 9) Division and BCT mission and intent
  - 10) BCT concept of the operation

- 11) Pertinent specified tasks
- 12) Ongoing shaping operations
- 13) Operational timeline
- 14) Recommended planning timeline.

g) Update Running Estimates. 3-15 IN Standard Staff Estimate Template is below.

<b>WFF</b>		<b>Prepared By:</b>		<b>DTG:</b>		
<b>Facts:</b>		<b>Assumptions:</b>				
<b>Tasks:</b>				<b>S</b>	<b>I</b>	<b>E</b>
<b>Limitations</b>		<b>Assets Available</b>		<b>Issues / Outstanding Key RFIs</b>		

h) Conduct Initial Assessment. This assessment primarily identifies an initial allocation of available time. The 3-15 IN Planning Timeline Format is below.

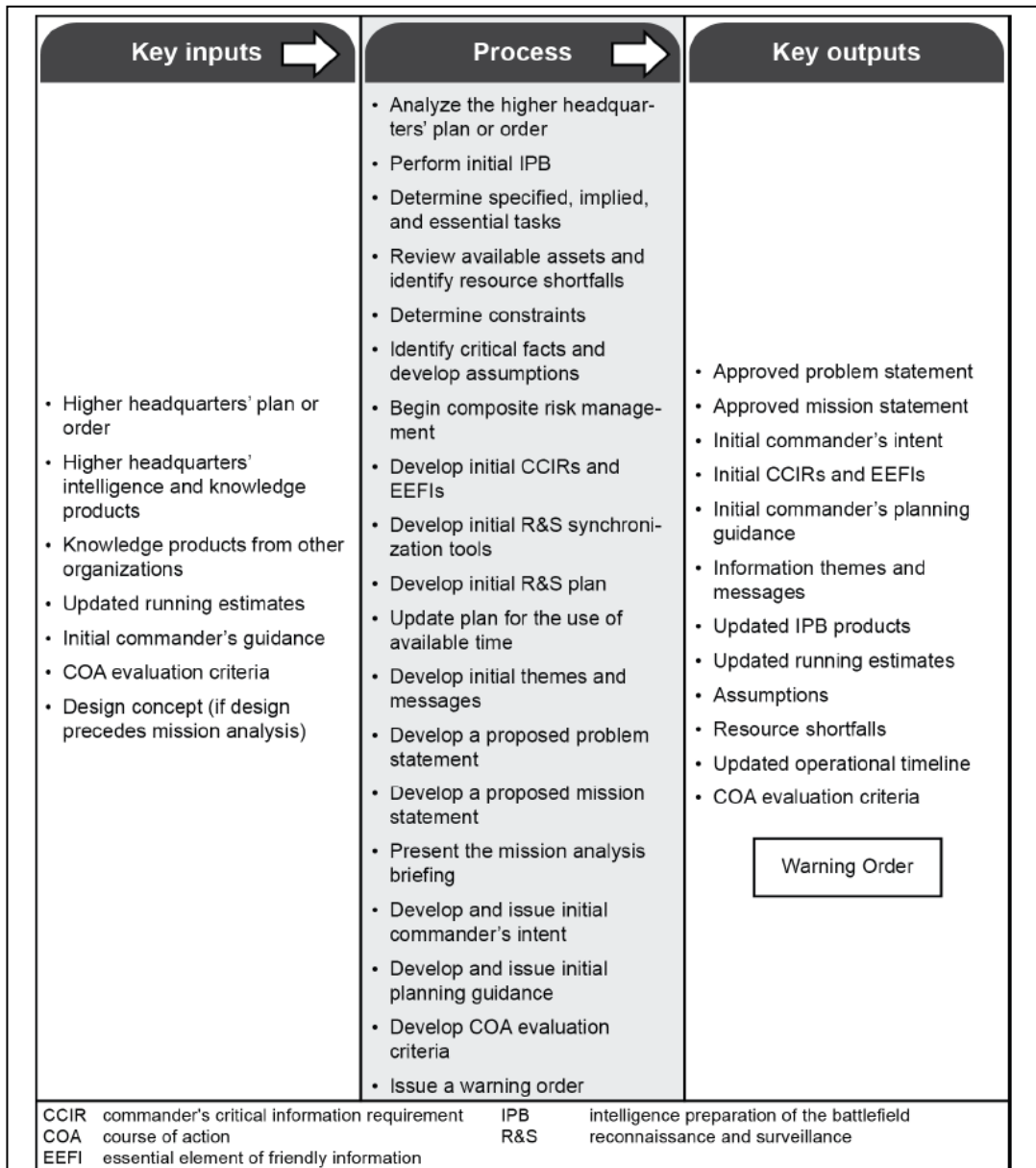
Planning Timeline					
Start	End	MDMP	Action	Deliverable	Who
		Receipt of MSN	Receive OPORD Brief from BCT		CDR, S3, S2, FSO
			Initial Timeline Developed		XO
			Receive Initial Commander's Planning Guidance		All
		Mission Analysis	Determine Evaluation Criteria		CDR, XO, S3
			Reverse WfF Worksheets to S2		All
			Initial Targeting Meeting	HPT / HVI Worksheet	CDR, XO, S2, S3, FSO, S2A
			Initial R&S Huddle	Initial ISR Plan	S2, S3, FSO
			Mission Analysis Worksheets to S3	Initial Staff Running Estimates	All
			WARNO #1 Produced and Distributed	WARNO #1	S3
			Build MA Briefing Slide Deck		S3
			Mission Analysis Backbrief Rehearsal		All
			Mission Analysis Briefing		All
		COA Dev	Generate Options Complete		CDR, XO, S3
			COA Development Tools Complete (Higher Graphics, Unit Icons, ENY SITEMP's)		COA TM 1 & 2
			WARNO #2 Produced and Distributed		S3A
			COA Statement & Sketch and Brief Slides Complete		COA TM 1 & 2
			Rehearse COA Development Brief		All
			COA Development Brief		All
		COA Analysis	Gather Tools & Prepare COA Analysis Site (Sync Matrix, COA Sketch, R&S Plan, ISR Matrix)		S3
			Execute COA Analysis		All
			DECMAT Complete		All
			WfF Draft OPORD Products Complete		All
			WfF Decision Briefing Slides Complete and Sent to S3		All
			Rehearse COA Decision Brief		All
			COA Decision Brief		All
		Orders Production	Execute Orders Production		All
			WARNO #3 Produced and Disseminated		S3
			OPORD Complete		All
			Annexes Complete		All
			Operations Graphics Complete		All
			OPORD Brief Slides Complete		All
			OPORD Complete with Graphics		All
			Rehearse OPORD Brief		All
			OPORD Brief to Company Commanders		All
		Rehearsal	BN CDR Backbrief Rehearsal		CDRs, Staff
			Build Terrain Model		All
			Terrain Model Complete		All
			Combined Arms Rehearsal (Rehearsal)		All
			CAR		All
			Support Rehearsal		XO, S1, S4, FSC CDR
			Battle Drill / SOP Rehearsal		All



- i) Issue the Commander's Initial Guidance. C6 will issue his guidance on:
  - 1) Initial time allocations.
  - 2) A decision to initiate design or go straight into the MDMP.
  - 3) How to abbreviate the MDMP, if required.
  - 4) Necessary coordination to exchange liaison officers.
  - 5) Authorized movements and initiation of any reconnaissance and surveillance.
  - 6) Collaborative planning times and locations.
  - 7) Initial information requirements.
  - 8) Additional staff tasks.
  
- j) Issue WARNO 1. (See Annex A for 3-15 IN WARNO FORMAT)


**6) Mission Analysis.**

This step begins with Warning Order 1 is issued and ends when Warning Order 2 is issued. The commander and staff conduct mission analysis to better understand the situation and problem, and identify what the command must accomplish, when and where it must be done, and most importantly why—the purpose of the operation. Since no amount of subsequent planning can solve an insufficiently understood problem, mission analysis is the most important step in the MDMP. This understanding of the situation and the problem allows commanders to visualize and describe how the operation may unfold in their initial commander’s intent and planning guidance.




**Figure 4-2. Mission analysis**

- a) Analyze the Higher Headquarters' Plan or Order. The 3-15 IN standard for capturing the higher headquarters mission, intent and concept of the operation are below.



## 21 ID Mission & Intent (2)



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**Key Tasks:**

1. Conduct strategic deployment to Intermediate Staging Bases (ISB) in the Republic of Gorgas.
2. Marshall / prepare for forward movement (RSO&I) from ISB to AO SHIELD.
3. Secure Division air and ground lines of communication (LOCs).
4. Train Gorgan and ROA forces IAW Operation Gorgan Sheild.
5. Deploy to AO SHIELD employing ground and air assets.
6. Facilitate UN humanitarian operations as directed.
7. Protect US citizens and designate third country nationals.
8. Prevent proliferation of WMD.
9. Conduct redeployment.


**Endstate:**

1. USAID, UN, and other international agencies assume responsibility ICW ROA government, to manage humanitarian situation and initiate transition to early recovery and redeployment.
2. Division postured to redeploy or conduct follow-on operations.
3. US citizens and designated third country nationals (TCN) are protected.

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## 21 ID Mission & Intent (1)




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**Mission:** 21 ID deploys elements to Gorgas NLT 08 August 2014, to reinforce Operation Gorgan Shield, support the ROA, and deter anti-ROA forces. On order, 21 ID controls AO SHIELD to promote and protect US interests in the Republic of Atropia.


**Intent:**  
Purpose of this operation is three fold:

1. Demonstrate to anti-ROA insurgent groups, the strength of our commitment to enforce UN resolutions in regard to stabilization and protection n of civilian operations and demonstrate the reach and lethality of our capabilities to conduct military operations against any hostile force that elects to escalate the conflict
2. Assist ROA security forces neutralize anti-ROA insurgents operating within the ROA.
3. Protect US citizens and designate third country nationals (TCN).

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## 4/3 IBCT Mission & Intent



**Mission.** O/O, 4/3 IBCT conducts joint forcible entry (JFE) to defeat anti-ROA forces in AO BEAR IOT allow the ROA to re-establish security and legitimate governance.

**Commander's Intent:**

**Purpose.** Prevent anti-ROA forces from further destabilizing Atropia and escalating the humanitarian crisis while demonstrating the commitment of the US to enforce UN resolutions.

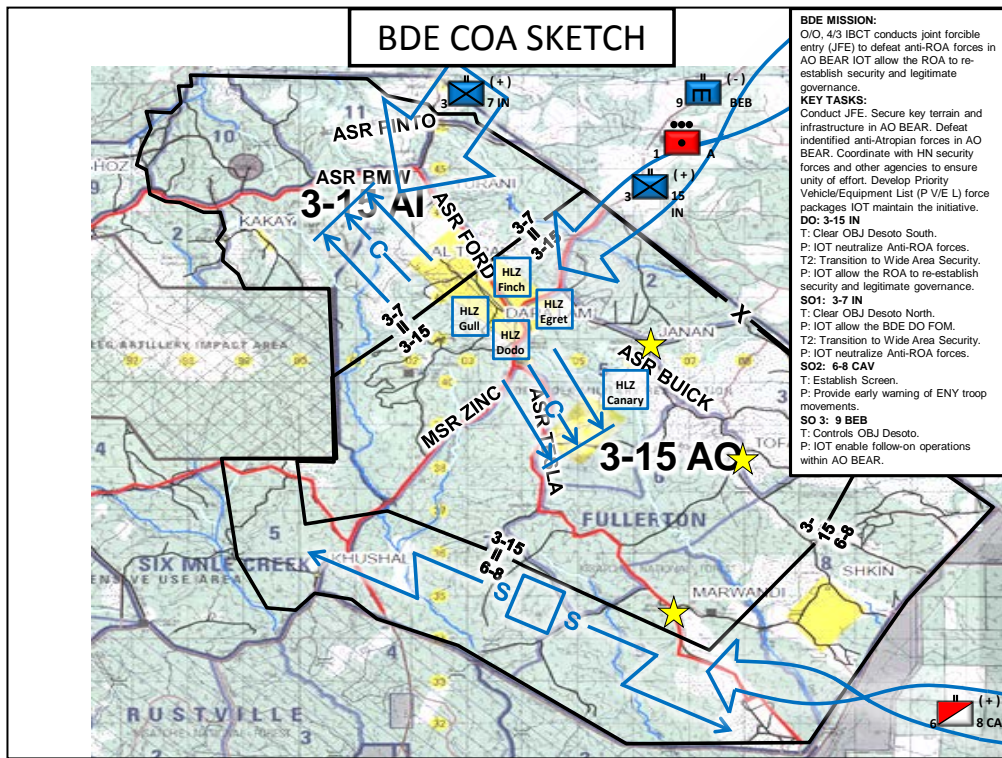
**Key Tasks.**

- (a) Conduct JFE.
- (b) Secure key terrain and infrastructure in AO BEAR.
- (c) Defeat identified anti-Atropian forces in AO BEAR.
- (d) Coordinate with HN security forces and other agencies to ensure unity of effort.
- (e) Develop Priority Vehicle/Equipment List (P V/E L) force packages IOT maintain the initiative.

**End State.**

- (a) Terrain/Enemy Forces: Key terrain and infrastructure secured and anti-ROA forces unable to effectively influence ROA government/population centers in AO BEAR.
- (b) Friendly Forces: 4/3 IBCT and HN security forces postured to transition to defensive operations and/or combined arms maneuver.
- (c) Civilian Population: Atropian governance in AO BEAR has re-established sovereign authority and capable to counter both internal and external threats.

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b) Perform Initial Intelligence Preparation of the Battlefield. IPB and the products it produces help the commander and staffs understand situations. IPB is a

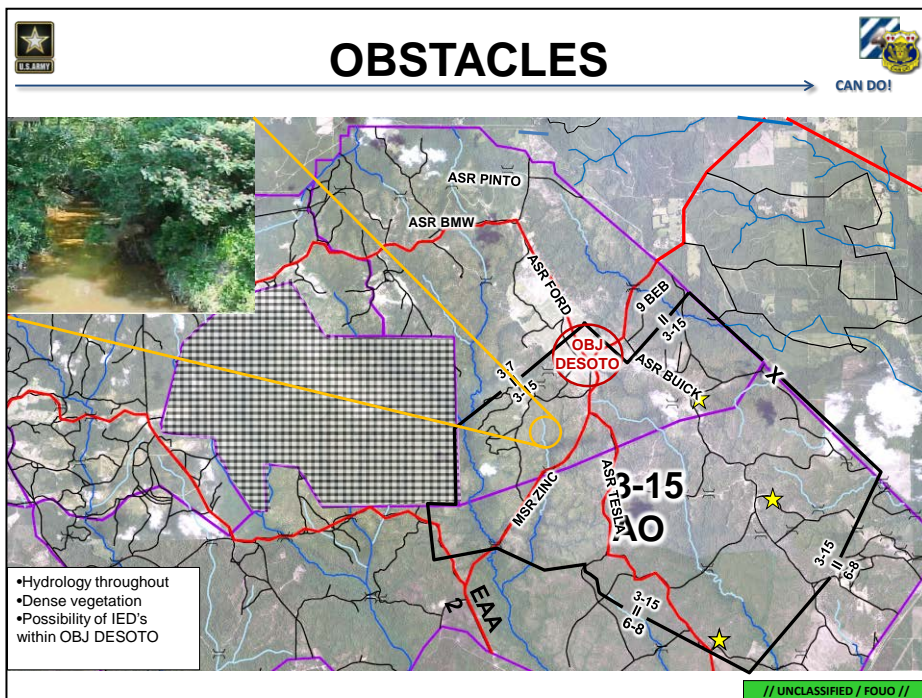
systematic, continuous process of analyzing the threat and operational environment in a specific geographic area. Led by the intelligence officer, the entire staff participates in IPB to develop and maintain an understanding of the enemy, terrain and weather, and key civil considerations. 3-15 IN IPB Product Templates are below.

DATE	TUE 20 September 2014		WED 21 September 2014		THU 22 September 2014		FRI 23 September 2014		SAT 24 September 2014	
PRECIP	N/A		N/A		N/A		Rain, T-Storm		N/A	
TEMP	HIGH: 84F	LOW: 71F	HIGH: 86F	LOW: 73F	HIGH: 87F	LOW: 71F	HIGH: 86F	LOW: 71F	HIGH: 89F	LOW: 71F
WIND	SPEED: 7-8 MPH DIRECTION: NNE		SPEED: 8-12 MPH DIRECTION: NNW		SPEED: 5-8 MPH DIRECTION: SSW		SPEED: 3-10 MPH DIRECTION: S		SPEED: 4-8 MPH DIRECTION: SSW	
SOLAR/ LUNAR DATA	SR: 0610 SS: 2012	MS: 0142 MR: 1405	SR: 0610 SS: 2013	MS: 0217 MR: 1502	SR: 0610 SS: 2013	MS: 0252 MR: 1559	SR: 0610 SS: 2014	MS: 0327 MR: 1654	SR: 0609 SS: 2014	MS: 0405 MR: 1749
HELO							P	P TS		
SHADOW							P	P TS		
CAS							P	P TS		
RAVEN							P	P TS		
MANEUVER							P	P TS		
PERSONNEL										
TIME	0000	1200	0000	1200	0000	1200	0000	1200	0000	1200
ILLUM	80%	100%	80%	100%	78%	100%	76%	100%	70%	100%

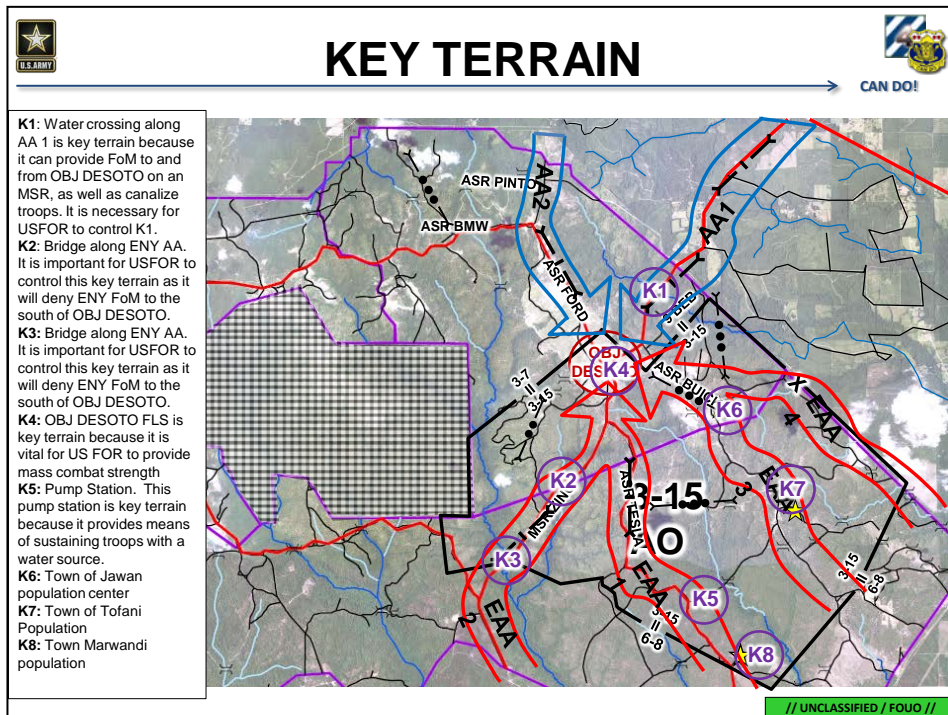
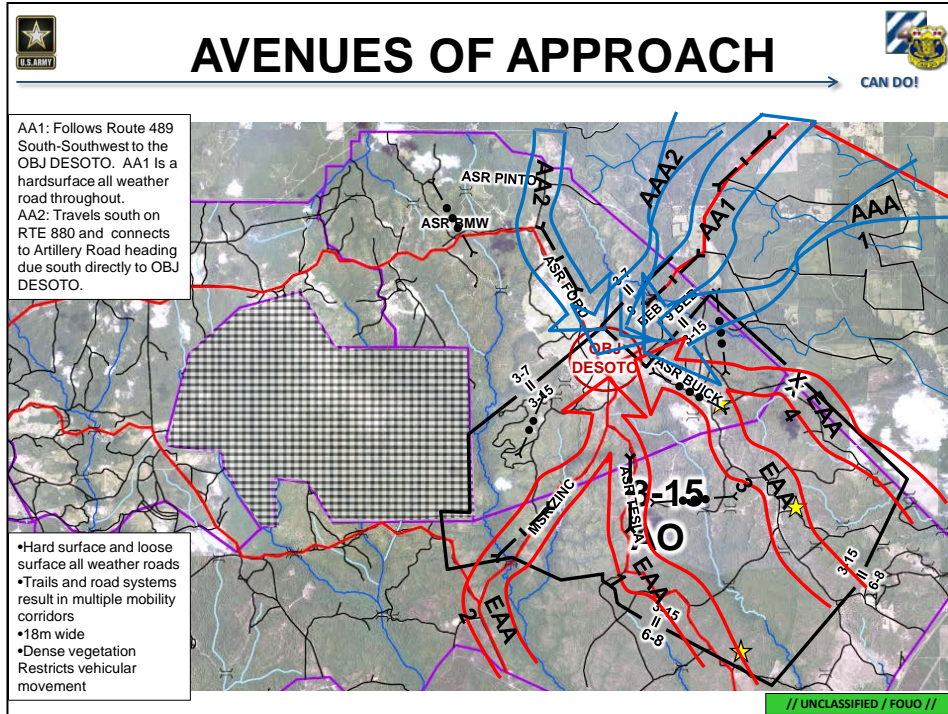
C- Cloud Ceiling, V- Visibility, P- Precipitation, W- Wind, T- Temperature, RH- Rel. Humidity, TU- Turbulence, IC- Icing, TS- Thunderstorms

FAVORABLE      RESTRICTED      SEVERELY RESTRICTED

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**OBSERVATIONS & FIELDS OF FIRE**

ASR PINTO  
ASR BMW  
ASR FORD  
ASR BUIG  
ASR TESLA  
MSR ZAN  
EAA  
K1  
K2  
K3  
K4  
K5  
K6  
K7  
K8  
-15  
O

- Dense vegetation throughout entire AO
- Restricted Fields of Fire
- Restricted Observations for both friendly and enemy forces

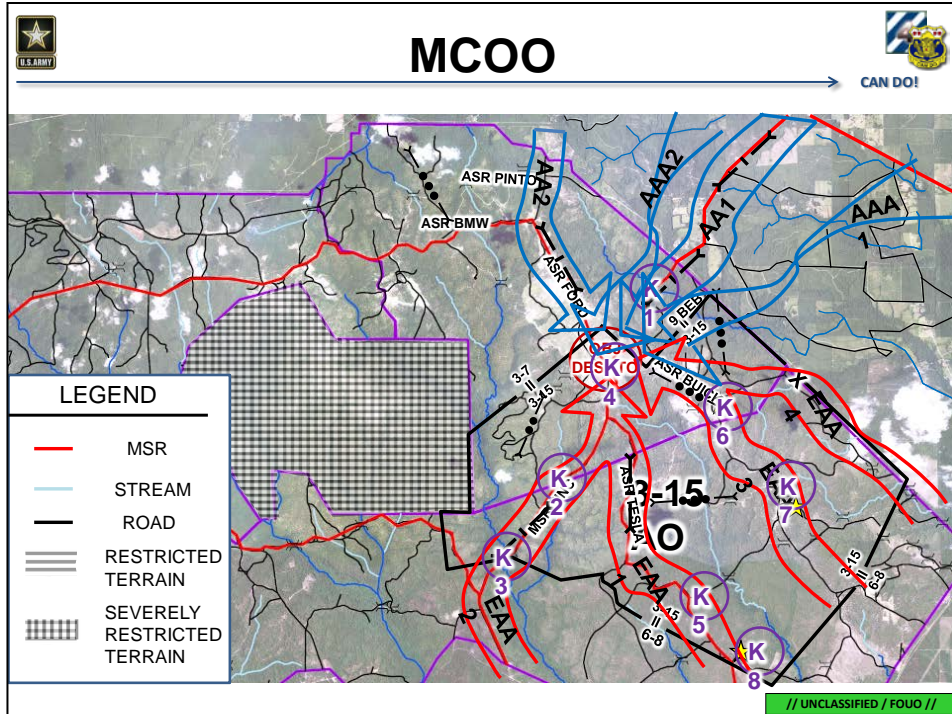
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**COVER & CONCEALMENT**

ASR PINTO  
ASR BMW  
ASR FORD  
ASR BUIG  
ASR TESLA  
MSR ZAN  
EAA  
K1  
K2  
K3  
K4  
K5  
K6  
K7  
K8  
-15  
O

- Ample concealment throughout AO
- Cover present within forested areas
- Weather will present further concealment (sound and visibility)

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**JANAN**

U.S. ARMY CAN DO!

**Overall:**

- Been under SAPA since 30 July 2013
- Population likely resents US presence

**Political**

- Government replaced by pro-SAPA personnel
- High anti-PDRA resistance

**Military**

- No functioning police force or recent military ops

**Economic**

- Primarily an agricultural village
- Employment is seasonal based of production

**Social**

- Ethnic distribution is 30% Persian, and 70% Atropian

**Information**

- Small percentage of the population has access to radio and television

**Infrastructure**

- Modes and routes of transportation are in-adequate
- Literacy rate is estimated at 90%
- No recent foreign medical aide

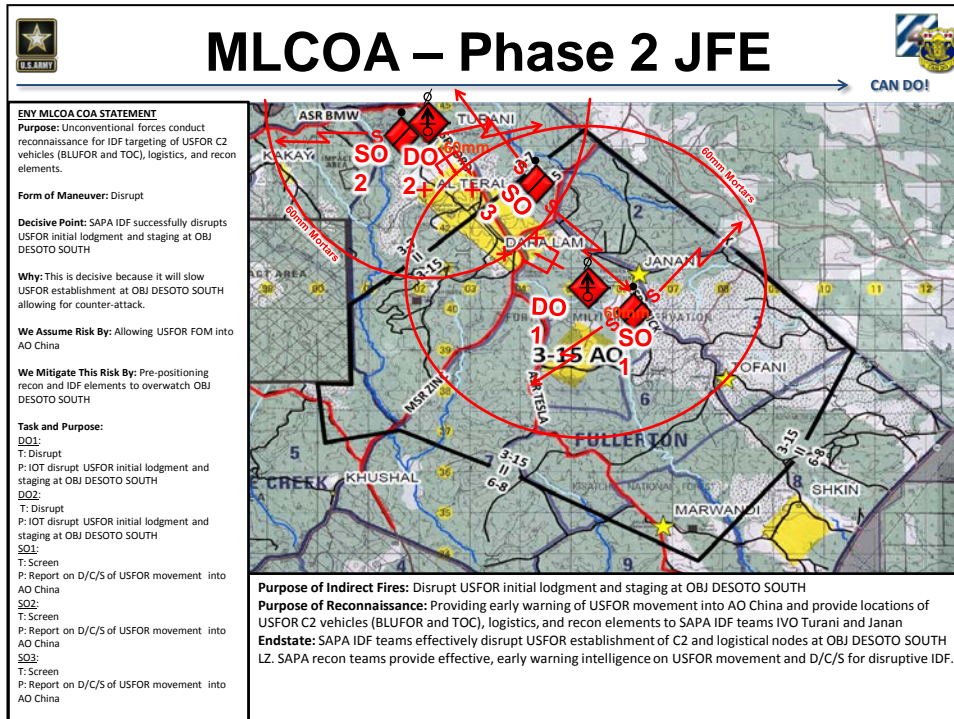
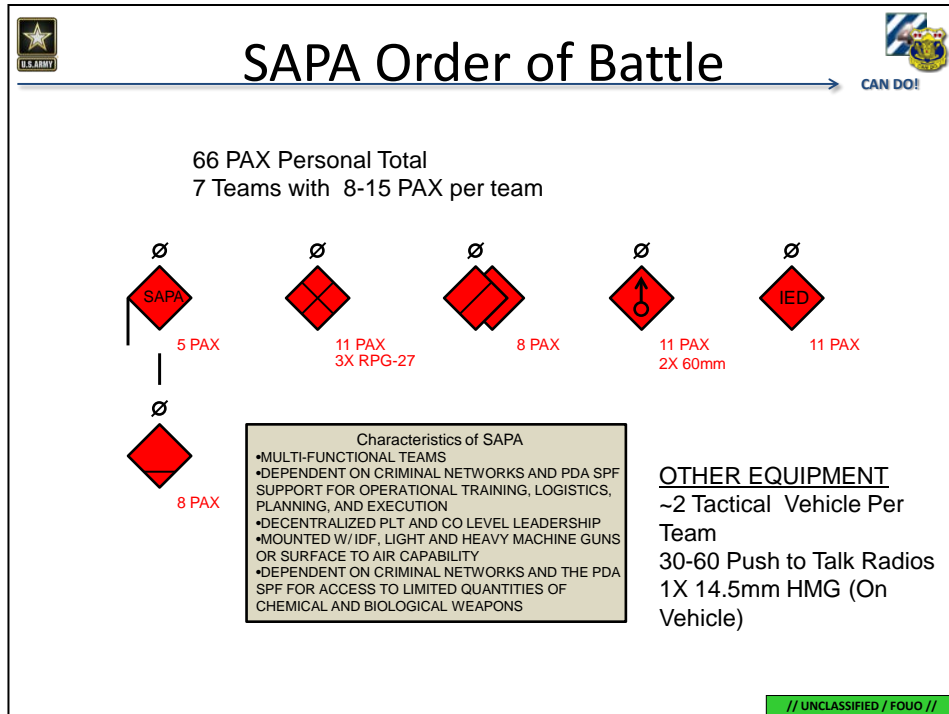
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408

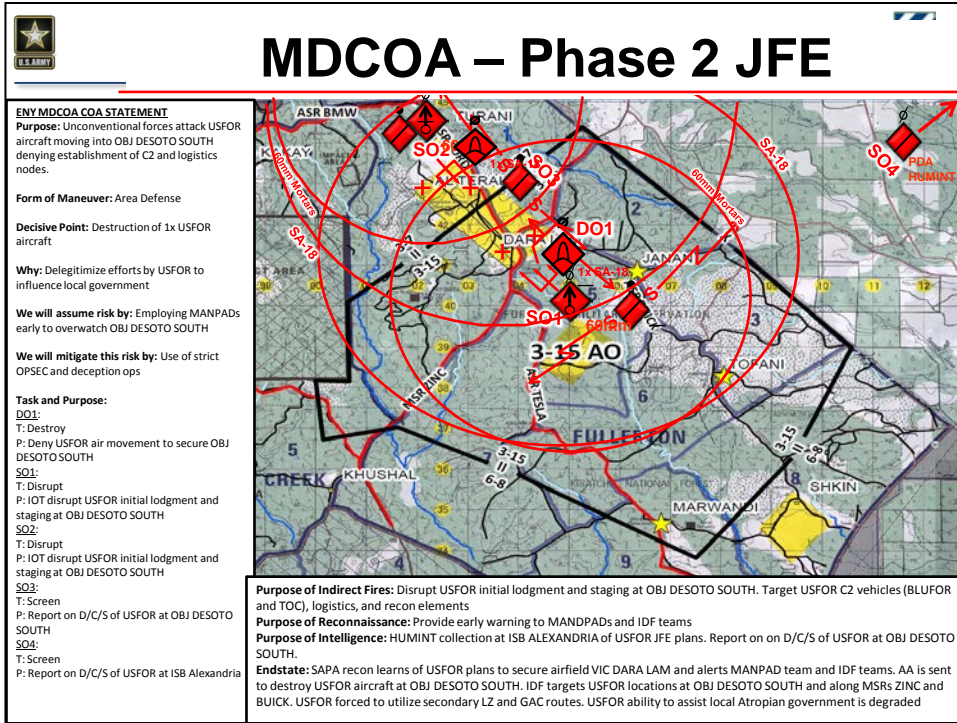
**LEGEND**

- Favorable
- Neutral
- Unfavorable

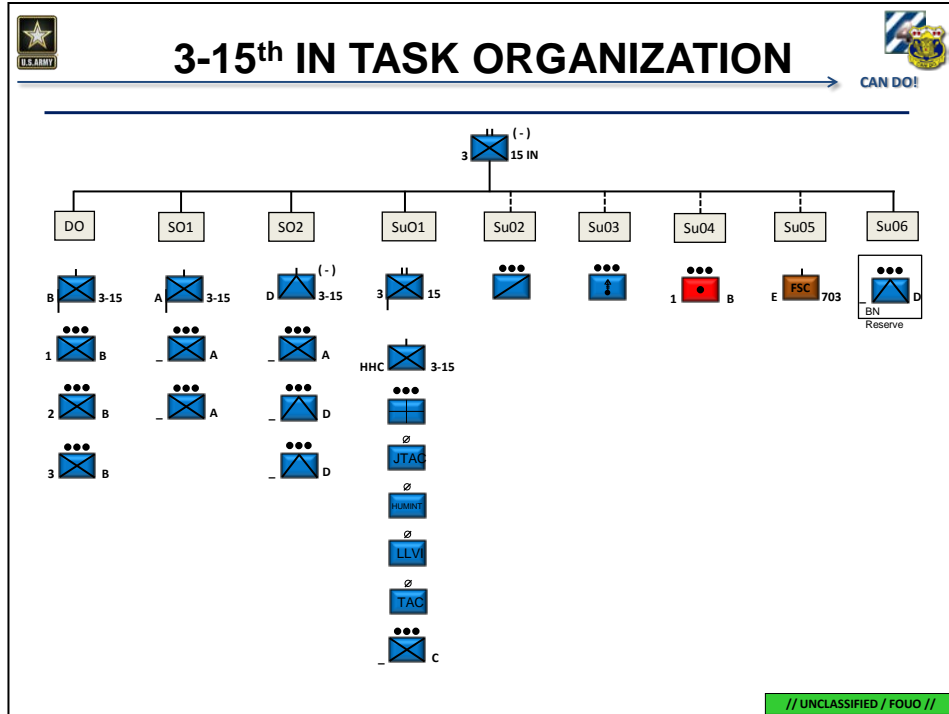
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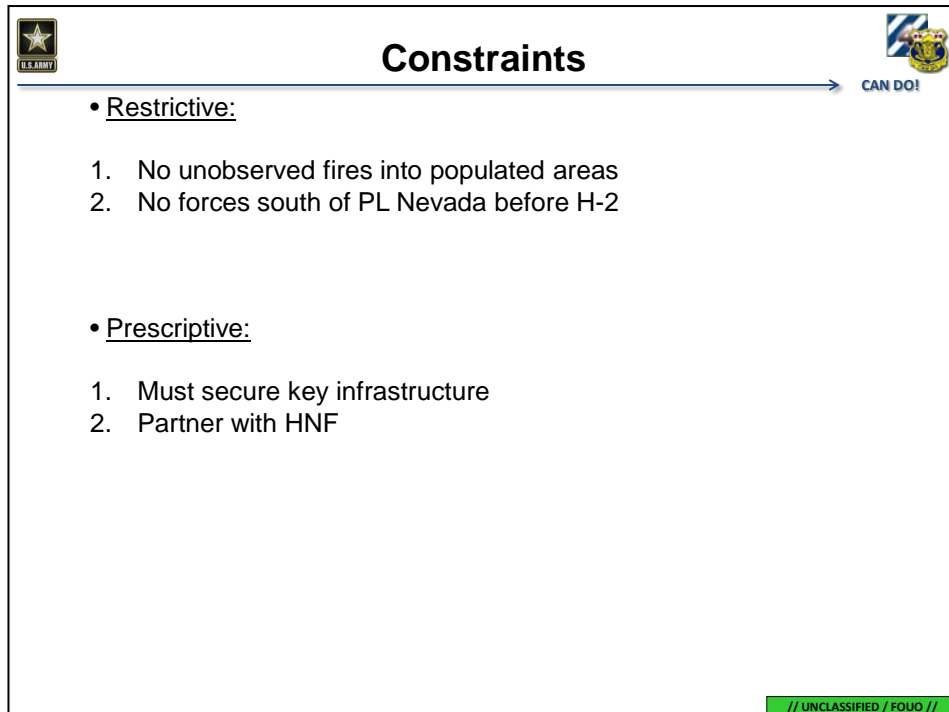





- c) Determine Specified, Implied, and Essential Tasks. Staff sections will update running estimates based on a thorough analysis of the higher order. Running estimates will adhere to the format on page 5.
- d) Review Available Assets and Identify Resource Shortfalls. The commander and staff examine additions to and deletions from the current task organization, command and support relationships, and status (current capabilities and limitations) of all units. 3-15 IN describes the available assets and resource shortfalls with a task organization slide like the template below.




- e) Determine Constraints. A constraint is a restriction placed on the command by a higher command. A constraint dictates an action or inaction, thus restricting the freedom of action of a subordinate commander. Constraints are compiled from the limitations section of the staff estimates and collated by the BN XO into one slide for C6.



- f) Identify Critical Facts and Develop Assumptions. Facts and assumptions are compiled from the appropriate sections of the staff estimates, evaluated by the staff to determine if they are critical and collated by the BN XO into a slide for C6.



## Critical Facts and Assumptions



---

- Facts:
  1. 3-15 conducts AASLT to Clear OBJ Desoto NLT 23SEP15
  2. Deliberate intelligence handoff from 6-8 CAV to 3-15 IN in AO China
  
- Assumptions:
  1. 3-15IN will receive priority of Fires/ISR assets
  2. Task Org will not change from WAS to Defense

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- g) Develop Initial Commander's Critical Information Requirements and Essential Elements of Friendly Information. Mission analysis identifies gaps in information required for further planning and decisionmaking during preparation and execution. During mission analysis, the staff develops information requirements (IRs). Information requirements are all information elements the commander and staff require to successfully conduct operations (FM 6-0). Some IRs are of such importance to the commander that staffs nominate them to the commander to become a commander's critical information requirement (CCIR). CCIRs consist of friendly force information requirements and priority intelligence requirements. In addition to nominating CCIRs to the commander, the staff also identifies and nominates essential elements of friendly information (EEFIs). Although EEFIs are not CCIRs, they have the same priority as CCIRs and require approval by the commander. An EEFI establishes an element of information to protect rather than one to collect. EEFIs identify those elements of friendly force information that, if compromised, would jeopardize mission success. The 3-15 IN CCIR and EEFI format is below.

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## 3-15 IN BN PIRs/EEFIs/FFIRs

---

**PIR:**

1. Where are ENY AA teams located in AO China?
2. What is the C/D/S of ENY SPF/recon elements in AO China?
3. Where are ENY LP/OPs located in AO China?
4. What is the C/D/S of the ENY towed 120mm mortar PLT in AO China?
5. What is the C/D/S of ENY MTDZ infantry elements in AO China?
6. What is the C/D/S of the blocking obstacle IVO OBJ Dragon?
7. What is the location of the blocking obstacle IVO OBJ Dragon?
8. What is the C/D/S of the disruption obstacle IVO OBJ Dragon?
9. What is the C/D/S SAPA teams operating IVO OBJ Dragon?
10. What is the location of the ENY EAs IVO OBJ Dragon?
11. Will the ENY defend in front, within, or behind the Village of Bastogne?
12. Where is the ENY BTG reserve element being staged for a counter-attack in AO Vanguard, affecting AO China?
13. What route are ENY armored elements utilizing to cross the ZOS?
14. Are Mi-24s supporting the BTG reserve?

**FFIR:**

1. Loss of PLT element or greater
2. Friendly aircraft shot down or INOP due to maintenance
3. Time 3-7 IN and 1-30 IN seize OBJs

**EEFI:**

1. Location of USFOR recon elements
2. Time, location, and disposition of AASLT/AMVMT
3. Location of USFOR C2 elements
4. Location of retrans sites and sustainment assets
5. Location of friendly fires elements

h) Develop Initial Reconnaissance and Surveillance Synchronization Tools. The 3-15 initial ISR Tasking Matrix format is below.

## NAITAI OVERLAY

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**PIR:**

- 1A. What is the C/D/S of SPF/SAPA recon elements IVO AO China?
- 1B. What is the C/D/S of PDA recon elements IVO AO China?
- 1C. How are PDA UAS/RW assets being deployed to collect intelligence IVO AO China?
- 2A. What is the C/D/S of SPF/SAPA ADA IVO AO China?
- 2B. What is the C/D/S of SPF/SAPA IDF elements IVO AO China?
- 2C. What are the indications of coordination between SPF/SAPA/NSAs and PDA Arty elements?
- 3A. What is the C/D/S of SPF CBRN attack elements?
- 3B. What are the indications of coordination between SPF/SAPA/NSAs and PDA CBRN elements?
4. Where will PDA utilize breaching assets IOT conduct operations along RTEs IVO AO China?
- 5A. Who are pro-Republic of Atropia leaders within AO China?
- 5B. What are the locations of SPF/SAPA support locations/safe-houses?
- 5C. What is the C/D/S of PDA C2 elements IVO AO China?

**BN TAI**

**A:** Presence of HVTs 1 and 2  
**B:** Presence of HVTs 1 and 2  
**C:** Presence of HVTs 1 and 2

**HVTs**

1. SA-18
2. 60mm Mortar

NAI	ASSET	DTG	TASK	PIR
BN-315-04401-14	Shadow		Confirm/deny location, disposition, composition of SAPA recon elements	1A
BN-315-04402-14	Shadow		Confirm/deny location, disposition, composition of ADA and IDF elements	2A, 2B
BN-315-04403-14	Shadow		Confirm/deny location, disposition, composition of SAPA recon elements	1A
BN-315-04404-14	Shadow		Confirm/deny location, disposition, composition of ADA and IDF elements	2A, 2B
BN-315-04405-14	Shadow		Confirm/deny location, disposition, composition of SAPA recon elements	1A
BN-315-04406-14	Shadow		Confirm/deny location, disposition, composition of ADA and IDF elements	2A, 2B



i) Update Plan for the Use of Available Time.


DTG	EVENT
150900SEP14	Conduct MA
151600SEP14	MA Brief to CHINA 6
151700SEP14	Begin COA DEV
152200SEP14	Analyze/Compare/Wargame
161200SEP14	CoA brief to CHINA 6
171330SEP14	Orders Production Brief
171700SEP14	MDMP Complete
181200SEP14	Back Brief to CHINA 6
181400SEP14	BN CAR
191300SEP14	BDE CAR

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j) Develop Initial Themes and Messages. Information themes and messages support operations and military actions. An information theme is a unifying or dominant idea or image that expresses the purpose for military action.

**NEED A FORMAT FOR THEMES AND MESSAGES INSERT HERE**

k) Develop a Proposed Problem Statement. A problem statement is the description of the primary issue or issues that may impede commanders from achieving their desired end states.




## Critical Facts and Assumptions




METT-TC	Current	Δ	Endstate
Mission			
Enemy			
Terrain			
Troops Avail			
Time			
Civilian			
<b>Problem Statement:</b>			

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- i) Develop a Proposed Mission Statement. 3-15 Format for the proposed mission statement is below.



## 3-15 IN Mission



3-15IN conducts AASLT JFE to clear OBJ Desoto South NLT 23SEP14 IOT allow the ROA to establish security and legitimate governance.

O/O defeat anti-ROA forces in AO CHINA IOT allow ROA to re-establish security and legitimate governance.

Clear: A tactical mission task that requires the commander to remove all enemy forces and eliminate organized resistance in an assigned area.

Defeat: A tactical mission task that occurs when an enemy force has temporarily or permanently lost the physical means or the will to fight.

Neutralize: To render enemy personnel or material incapable of interfering with a particular operation.

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m) Below is a list of specific tasks for China staff elements during Mission Analysis:

1) S3 Section:

- a. Posts higher order on the China Portal / Sharedrive under S3 Plans for distribution.
- b. Prepares planning area with maps, imagery, computers, and other planning materials.
- c. Prints five (5) copies of the Higher HQ base OPORD and provides them to the C6, C7, C5, C3, and C3A.
- d. Begins filling out pre-formatted OPORD headers/footers using 3-15 PSOP.
- e. Posts proposed time schedules after approval by the C3.
- f. Gains C3/C5 approval for WARNO#1 and issues it to the battalions and enabling units directly following the ROMB.
- g. Posts OPORD annex responsibilities.


2) All Staff:

- a. Review higher HQ base order and annexes.
- b. Each staff element completes the Mission Analysis Staff Estimate Pasteboard IAW CPOF MDMP Pasteboard and PowerPoint format IAW this SOP. Staff elements may add additional pasteboards if necessary.
- c. A mission analysis IPR to C3 & C5 will review staff estimates to synchronize information for the MA brief.
- d. During the MA IPR each staff section will brief the following off their running estimate:
  - 1) Facts, assumptions, and constraints
  - 2) Specified and implied tasks
  - 3) Assets and capabilities
  - 4) 5) Risks and hazards
  - 5) IPB inputs (ENY WfF to assist C2 in Assessment of Relative CBT PWR)
  - 6) Task organizations recommendations
  - 7) CCIR/EEFI input
  - 8) HVTL/HPTL input


n) Present the Mission Analysis Briefing. The template for the 3-15 IN Mission Analysis Briefing is in Annex B.




- o) Develop and Issue Initial Commander's Intent. The initial commander's intent format is below.



## 3-15 IN CDR's Intent





**Purpose-** Prevent anti-ROA forces from further destabilizing Atropia and escalating the humanitarian crisis while demonstrating the commitment of U.S. Forces.

**Key Tasks:**

- 1) Conduct AASLT to Clear OBJ DESOTO SOUTH
- 2) Interdict anti-ROA forces from entering AO China/Bear from the South
- 3) Defeat SAPA forces in AO China
- 4) Develop effective partnerships with SOF and host nation forces
- 5) Develop relationships with local district governors to enhance governance and relieve humanitarian suffering
- 6) Deliberate intelligence handoff from 6-8 CAV to 3-15 IN in AO China

**EndState:**

**Terrain:** Janan, Tofani, Marwandi, & Pumping Station secured; Low Water Mark 5 and other ingress routes are blocked

**Enemy:** Anti-ROA forces are defeated in zone, unable to influence district or provincial centers

**Friendly:** 3-15 IN and HNF postured to transition to defensive or offensive operations

**Civil:** Atropian governance restored, strong working relationship between TF China and all district governors

// UNCLASSIFIED / FOUO //

- p) Develop and Issue Initial Planning Guidance. China 6 will issue planning guidance by WFF and generally specifies one course of action.

**Table 4-1. Commander's planning guidance by warfighting function**

<b>Intelligence</b>	Intelligence, surveillance, and reconnaissance Knowledge gaps Enemy courses of action Priority intelligence requirements High-value targets Terrain and weather factors	Local environment and civil considerations Counterintelligence Intelligence support requests Intelligence focus during phased operations Desired enemy perception of friendly forces
<b>Protection</b>	Protection priorities Priorities for survivability assets Air and missile defense positioning Terrain and weather factors Intelligence focus and limitations for security Acceptable risk Protected targets and areas	Vehicle and equipment safety or security constraints Environmental considerations Unexploded ordnance Operational security risk tolerance Rules of engagement Escalation of force and nonlethal weapons
<b>Movement and Maneuver</b>	Initial commander's intent Course of action development guidance Number of courses of action to consider or not consider Critical events Task organization Task and purpose of subordinate units Forms of maneuver Reserve composition, mission, priorities, and control measures	Security and counterreconnaissance Friendly decision points Branches and sequels Reconnaissance and surveillance integration Military deception Risk to friendly forces Collateral damage or civilian casualties Any condition that affects achievement of end state
<b>Sustainment</b>	Sustainment priorities—manning, fueling, fixing, arming, moving the force, and sustaining Soldiers and systems Army health system support Sustainment of internment and resettlement activities	Construction and provision of facilities and installations Detainee movement Anticipated requirements of classes III, IV, and V Controlled supply rates
<b>Fires</b>	Synchronization and focus of fires with maneuver Priority of fires High priority targets Special munitions Target acquisition zones Observer plan	Task and purpose of fires Suppression of enemy air defenses Fire support coordination measures Attack guidance Branches and sequels No strike list Restricted target list
<b>Mission Command</b>	Friendly forces information requirement Rules of engagement Command post positioning Commander's location Initial themes and messages Succession of command	Liaison officer guidance Planning and operational guidance timeline Type of order and rehearsal Communications guidance Civil affairs operations

- q) Develop Course of Action Evaluation Criteria. If China 6 requests more than one COA, he will specify evaluation criteria.
- r) Issue a Warning Order. Format for 3-15 Warning order is in Annex A. WARNO 2 will include:

1. The approved mission statement.
2. The commander's intent.
3. Changes to task organization.
4. The unit AO (sketch, overlay, or some other description).
5. CCIRs and EEFI.
6. Risk guidance.
7. Priorities by warfighting functions.
8. Military deception guidance.
9. Essential stability tasks.
10. Specific priorities.

## 7) COA Development / COA Analysis

### 7a) COA Development

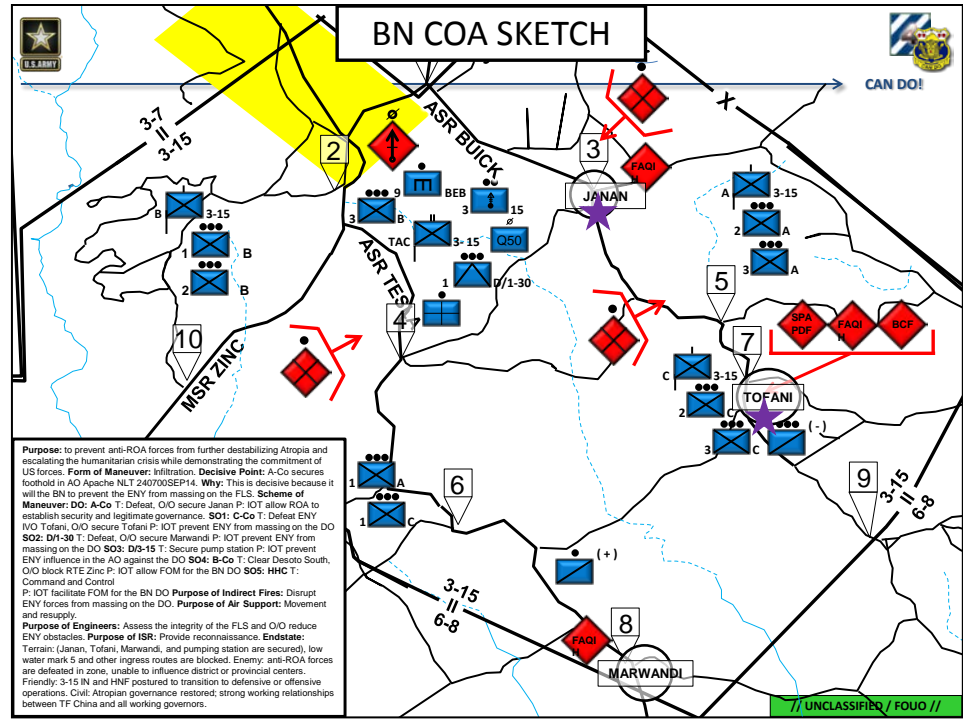
A COA is a broad potential solution to an identified problem. Embedded in COA development is the application of operational and tactical art. Planners develop different COAs by varying combinations of the elements of operational design, such as phasing, lines of effort, and tempo. A good COA positions the force for sequels and provides flexibility to meet unforeseen events during execution. It also gives subordinates the maximum latitude for initiative.

- a) Assess Relative Combat Power. To assess relative combat power, planners initially make a rough estimate of force ratios of maneuver units two levels down. 3-15 IN uses a white board to draw out the battalion task organization in platoon level elements. The battalion S2 draws out the enemy task organization down to platoon level elements. This allows for a rough force comparison.
- b) Generate Options. Based on the commander's guidance and the initial results of the relative combat power assessment, the staff generates options. In developing COAs, staff members determine the doctrinal requirements for each proposed operation, including doctrinal tasks for subordinate units. The staff starts with the decisive operation identified in the commander's planning guidance. The staff checks that the decisive operation nests within the higher headquarters' concept of operations. The staff establishes a purpose for each shaping operation tied to creating or preserving a condition for the decisive operation's success. The staff then determines sustaining operations necessary to create and maintain the combat power required for the decisive operation and shaping operation. After developing the basic operational organization for a given COA, the staff then determines the essential tasks for each decisive, shaping, and sustaining operation.
- c) Array Forces. China planners determine the relative combat power required to accomplish each task. 3-15 planners begin with minimum historical planning ratios.

**Table 4-2. Historical minimum planning ratios**

<i>Friendly Mission</i>	<i>Position</i>	<i>Friendly : Enemy</i>
Delay		1:6
Defend	Prepared or fortified	1:3
Defend	Hasty	1:2.5
Attack	Prepared or fortified	3:1
Attack	Hasty	2.5:1
Counterattack	Flank	1:1

- d) Develop a Broad Concept. The broad concept describes how arrayed forces will accomplish the mission within the commander's intent. The broad concept includes the following, but is not limited to—
1. The purpose of the operation.
  2. A statement of where the commander will accept risk.
  3. Identification of critical friendly events and transitions between phases (if the operation is phased).
  4. Designation of the decisive operation, along with its task and purpose, linked to how it supports the higher headquarters' concept.
  5. Designation of shaping operations, along with their tasks and purposes, linked to how they support the decisive operation.
  6. Designation of sustaining operations, along with their tasks and purposes, linked to how they support the decisive and shaping operations. Designation of the reserve, including its location and composition.
  7. Reconnaissance and security operations.
  8. Essential stability tasks.
  9. Identification of maneuver options that may develop during an operation.
  10. Assignment of subordinate AOs.
  11. Scheme of fires.
  12. Information themes, messages, and means of delivery.
  13. Military deception operations.
  14. Key control measures.
- e) Assign Headquarters. After determining the broad concept, planners create a task organization by assigning headquarters to groupings of forces. (See COA sketch below)



- f) Prepare Course of Action Statements and Sketches. Above is the 3-15 concept sketch format.
- g) Command support relationships are critical to a fully developed concept of the operation. The different types of relationships are outlined in Annex I.
- h) Develop Draft Decision Support Matrix and Template. 3-15 produces a draft DST and DSM before the COA brief to aid the staff in synchronizing the COA. The 3-15 format for the DSM and DST are below.

DP#	Decision	IF, AND , OR Condition(s) that when met require a decision	PIRS
★	CXL AASLT into 256	If 3 or more aircraft are NMC or 1 x aircraft destroyed and we cannot secure LZ	PIR 1,2,3,4 FFIR 1,2 EEFI 2
★	Divert Alpha Co and Delta Co AASLT to 256	If ENY IDF/AA can range LZ 129 & we cannot suppress	PIR 1,2,3,4 FFIR 1,2 EEFI 2
★	Commit BN Reserve or IN PLT from A CO	If we encounter more than one platoon at bridge 1 and lead company cannot establish far side security	PIR 3,5 FFIR 1 EEFI 1
★	Change main AOA to RTE 20A	If scouts identify obstacles south of CP C and the engineers cannot reduce	PIR 2,3,4,5,6,7,8,10,11,13 FFIR 1 EEFI 1,3,4,5
★	Change main AOA to RTE REAGAN	If bridges 7, 30, and 9 are all blocked with more than triple strand c-wire and RTE REAGAN is clear or ENY EA is not developed	PIR 2,3,4,5,6,7,8,10,11,13 FFIR 1 EEFI 1,3,4,5
★	Move D/3-15 AOA to RTE HAYES	If bridge 9 is blocked with more than triple strand c-wire and bridge 30 or 7 are cleared	PIR 2,3,4,5,6,7,8,10,11,13 FFIR 1 EEFI 1,3,4,5
★	Commit BN reserve to block intersection of RTE 33 & 144	If more than 1 x tank section or 1 x BMP PLT passes CP 18	PIR 2,3,4,5,6,7,8,10,11,13 FFIR 1 EEFI 1,3,4,5
★	Pass A/3-15 through B Co on OBJ Dragon	If B/3-15 loses more than 1 x PLT or CDR reports he cannot continue and A/3-15 is not decisively engaged.	PIR 3, 4,5,10 FFIR 1 EEFI 1,3,4,5
★	A/3-15 IN suppress between PL TIN and PL Bronze	If D/3-15 IN encounters more than 2 squads of enemy at southern traffic circle and SBF A is unable to suppress for deliberate assault	PIR 3, 4,5,10 FFIR 1 EEFI 1,3,4,5
★	A CO suppress East of PL Brass between PL Platinum and PL Silver to pass D CO forward to SBF D	If B/3-15 loses more than 1 x PLT or CDR reports he cannot continue and A/3-15 is decisively engaged	FFIR 1, 6
★	D/3-15 Clears CP 10	If B/3-15 IN loses more than 1 x PLT on OBJ Dragon and A/3-15 IN can isolate the southern traffic circle	FFIR 1, 5
★	D/3-15 IN Clears RTE Reagan from CP 10 to CP 8	If B/3-15 IN loses more than 1 PLT and sappers are combat ineffective	FFIR 1, 4

DP#	Decision	IF, AND , OR Condition(s) that when met require a decision	PIRS
★	CXL AASLT into 256	If 3 or more aircraft are NMC or 1 x aircraft destroyed and we cannot secure LZ	PIR 1,2,3,4 FFIR 1,2 EEFI 2
★	Divert Alpha Co and Delta Co AASLT to 256	If ENY IDF/AA can range LZ 129 & we cannot suppress	PIR 1,2,3,4 FFIR 1,2 EEFI 2
★	Commit BN Reserve or IN PLT from A CO	If we encounter more than one platoon at bridge 1 and lead company cannot establish far side security	PIR 3,5 FFIR 1 EEFI 1
★	Change main AOA to RTE 20A	If scouts identify obstacles south of CP C and the engineers cannot reduce	PIR 2,3,4,5,6,7,8,10,11,13 FFIR 1 EEFI 1,3,4,5
★	Change main AOA to RTE REAGAN	If bridges 7, 30, and 9 are all blocked with more than triple strand c-wire and RTE REAGAN is clear or ENY EA is not developed	PIR 2,3,4,5,6,7,8,10,11,13 FFIR 1 EEFI 1,3,4,5
★	Move D/3-15 AOA to RTE HAYES	If bridge 9 is blocked with more than triple strand c-wire and bridge 30 or 7 are cleared	PIR 2,3,4,5,6,7,8,10,11,13 FFIR 1 EEFI 1,3,4,5
★	Commit BN reserve to block intersection of RTE 33 & 144	If more than 1 x tank section or 1 x BMP PLT passes CP 18	PIR 2,3,4,5,6,7,8,10,11,13 FFIR 1 EEFI 1,3,4,5
★	Pass A/3-15 through B Co on OBJ Dragon	If B/3-15 loses more than 1 x PLT or CDR reports he cannot continue and A/3-15 is not decisively engaged.	PIR 3, 4,5,10 FFIR 1 EEFI 1,3,4,5
★	A/3-15 IN suppress between PL TIN and PL Bronze	If D/3-15 IN encounters more than 2 squads of enemy at southern traffic circle and SBF A is unable to suppress for deliberate assault	PIR 3, 4,5,10 FFIR 1 EEFI 1,3,4,5
★	A CO suppress East of PL Brass between PL Platinum and PL Silver to pass D CO forward to SBF D	If B/3-15 loses more than 1 x PLT or CDR reports he cannot continue and A/3-15 is decisively engaged	FFIR 1, 6
★	D/3-15 Clears CP 10	If B/3-15 IN loses more than 1 x PLT on OBJ Dragon and A/3-15 IN can isolate the southern traffic circle	FFIR 1, 5
★	D/3-15 IN Clears RTE Reagan from CP 10 to CP 8	If B/3-15 IN loses more than 1 PLT and sappers are combat ineffective	FFIR 1, 4

### DECISION SUPPORT TEMPLATE

**COA Statement:**  
**Purpose:** Pass the DIV DO, 1/3 ABCT. **Form of Maneuver:** Envelopment. **Decisive Point:** BN seizes the first two-story compound in Bastogne village. **Why:** This is decisive because it will provide an attack position with ideal cover, concealment, and fields of fire from which the BN can maneuver on the remaining structures in the village. **Scheme of Maneuver:** DO, B-CO  
**T:** Attack to Seize. P: IOT to establish a foothold for follow-on forces. **SO1:** A-CO T: Clear. P: IOT prevent ENY from influencing the DO from the SE. **SO2:** D-CO T: Block. P: IOT prevent ENY from influencing the DO from the South. T: SBF. P: IOT prevent ENY FOM against the DO. **SuO1:** HHC T: Command and Control. P: IOT direct the DO. **SuO2:** SCTS T: Establish Ops. P: IOT provide DO with intel on ENY D/C/S. **SuO3:** MTRTS T: Suppress. P: Facilitate FOM for the DO. **SuO4:** B/3-76 T: Isolate. P: IOT prevent ENY FOM against the DO through traffic circle North. **SuO5:** L/703 T: O/O Resupply. P: IOT provide DO C3 and C5. **SuO6:** BN Reserve. **Priority of Planning:** O/O, reinforce B-CO, A-CO, and D-CO. **Purpose of Indirect Fires:** Prevent ENY forces from massing on the DO.  
**Purpose of Air Support:** Movement and resupply. **Purpose of ISR:** Provide reconnaissance. **Endstate:** Terrain: Bastogne Village secured. **Enemy:** ENY forces unable to influence 1/3 ABCT. **Friendly:** 3-15 postured in defensive positions and prepared to defend against ENY CATX. **Civilian:** collateral damage to civilian population and infrastructure is minimized. Population remains neutral or pro-U.S.

- i) Conduct a Course of Action Briefing. Generally, 3-15 IN does not conduct the COA brief until after wargaming the directed COA. (See Annex C for the COA brief format) BN SOP is to pre-brief the company commanders, if time permits, to allow for bottom up refinement during the planning process.

### **7b) Course of Action Analysis**

COA analysis enables commanders and staffs to identify difficulties or coordination problems as well as probable consequences of planned actions for each COA being considered. It helps them think through the tentative plan. COA analysis may require commanders and staffs to revisit parts of a COA as discrepancies arise. COA analysis not only appraises the quality of each COA but also uncovers potential execution problems, decisions, and contingencies. In addition, COA analysis influences how commanders and staffs understand a problem and may require the planning process to restart.

War-gaming is a disciplined process, with rules and steps that attempt to visualize the flow of the operation, given the force's strengths and dispositions, enemy's capabilities and possible COAs, impact and requirements of civilians in the AO, and other aspects of the situation.

3-15 uses the manual method of war-gaming using a tabletop approach with blowups of the by phase concept sketch, a blank synchronization matrix and the draft execution checklist (EXCHECK) to guide the discussion. The 3-15 synchronization matrix format is below.



	Phase I	Phase II	Phase III
Starts With: Ends With:	S:BN in MVMNT posture @ B1, GAC Chalked, ready to SP, AASLT PAX in PZ posture E:TAC operational @ ASSLT POS 1; M119s are ready to fire	S: ASSLT wheels up E: D co clears through PL Arizona	S: All elements cleared to PL Arizona. E: All companies in hasty defensive positions.
Enemy Actions	Report C/D/S of USFOR while denying use of LZs.	Penetrate IOT neutralize USFOR and deny ability to execute offensive operations in the short-term.	Penetrate IOT neutralize USFOR and deny ability to execute offensive operations in the short-term.
TIME	H-1 - H hour	H hour - H+4	H+4 - UTC
CRITICAL EVENTS	M119s ready to fire, TAC established, WPNS plnt in ASSLT POS Black Lion, SCTS OPs in place around OBJ DESOTO	Critical To: -B Co wheels down LZ Buzzard, clear from LZ to PL ARIZONA, east of PL IDAHO -A co lands LZ BUZZARD, clears southeast, west of PL MAINE down to PL ARIZONA -C co AASLT in LZ BUZZARD, clear between PL MAINE and PL TEXAS to PL ARIZONA. -D co, clear LZ BUZZARD to PL UTAH, clear Desoto between PL IDAHO and PL TEXAS, to PL ARIZONA	TAC located and MFP established VIC OBJ DESOTO, quartering party IDs TOC location, TOC established, Cos in BPs, RETRANS established, BN TRANS established
RECON	OBJ DESOTO	PL NEVADA	PL KANSAS
DECISION POINT		1,2,3	4,5,6,7
PIR	1,1A,2,2A,3,3A,4,5,6,6A,7,12,23,23A,23B	1,1A,2,2A,3,3A,5,8,9,10,11,12,23,23A,23B	1,1A,2,2B,2C,3,3A,13,14,14A,15,15A,16,16A,17,18,19,20,21,22,23,23A,23B
EEFI	1,2,3,4,5	1,2,3,4,5	1,2,3,4,5
FFIR	1,2,3,4,5	1,2,3,4,5	1,2,3,4,5
Active NAls	01, 02, 03, 04, 05, 06, 08, 09, 10, 12	08, 09, 10, 11, BDE 11, 12, BDE 12, 13, BDE 15, 21	13, 14, 15, 16, BDE 16, BDE 17, 18, BDE 18, 19, 22
Shadow	04, 05, 06, 07	BDE 11, BDE 12, 13, BDE 15, 21	13, 15, 16, BDE 17, 18, 23
MQ-9/MQ-1	08, 09, 10, 12	08, 09, 10, 11, 12	BDE 16, BDE 18, 19, 22, 25
Collection Priority	08, 09, 12, 01, 10, 02, 03, 04, 05, 06	08, 09, 12, BDE 11, BDE 12, 13, 21, 11, 13, 10, BDE 15	BDE 18, 25, 19, BDE 16, 22, 23, BDE 17, 16, 15, 13, 18
HVT	SA-18	Mortars and SA-18	Mortars and SA-18
DO: D Co	T: Provide TAC security to ASSLT POS 1, PLTs split at ASSLT POS 1 and stage around OBJ DESOTO to the North and West	clear LZ BUZZARD to PL UTAH, clear FLS between PL IDAHO and PL TEXAS, to PL ARIZONA	Hold on south edge of FLS, provide QRF
SO 1: C Co	T: PZ Posture NLT H-30	AASLT into LZ BUZZARD, clear between PL MAINE and PL TEXAS to PL ARIZONA	T: In position to block 5 point, O/O develop EA COORS (BN
SO 2: B Co	T: PZ Posture NLT H-30	AASLT into LZ Buzzard, clear from LZ to PL ARIZONA, east of PL IDAHO	T: In position east of PL IDAHO, develop EA BUD, Turn ENY to BN EA
SO 3: A Co	T: PZ Posture NLT H-30	AASLT into LZ BUZZARD, clears southeast, west of PL MAINE down to PL ARIZONA	T: In position west of PL TEXAS develop EA MILLER, Turn ENY to BN EA
SO 4: HHC	T: Stage GAC, provide C2	T: C2	Establish TOC, C2
STB: Sustaining Operation	MOP ready (mask on body, equipment ready within 2hrs)	MOP ready (mask on body, equipment ready within 2hrs)	MOP ready (mask on body, equipment ready within 2hrs)
BSB: Sustaining Operation			
MICO			
SECURITY OPERATION			
REAR OPERATIONS			
ENGINEER OPERATIONS	ENG PLT is attached to D co, Priority: Mobility, survivability ,counter mobility	Priority: Counter Mobility, Survivability, Mobility	Priority: Counter Mobility, Survivability, Mobility
PRIORITY OF FIRES	Mortars: D, B, A, C; 105: Scouts	Mortars: D, B, A, C; 105: Scouts	Mortars: C, A, B; 105: Scouts
RESTRICTION	NFAs on all OPs. RFAs on populated areas: Specialty munitions only.	NFAs on all OPs. RFAs on populated areas: Specialty munitions only.	NFAs on all OPs. RFAs on populated areas: Specialty munitions only.
Allocations	None.	None.	3 x Critical Friendly Zone.
Radar	IPRTR.	IPRTR.	CFZ 1, 2, 3 (Q36).
81 mm Mortar Location	MFP 1 (IVO 17SMR 2577 5308)	MFP 1 (IVO 17SMR 2577 5308)	MFP 2 (IVO 17SMR 2379 5158)
120 mm Mortar Location	MFP 1 (IVO 17SMR 2577 5308)	MFP 1 (IVO 17SMR 2577 5308)	MFP 2 (IVO 17SMR 2379 5158)
IO	All remaining talking points and products with GFC's. CO's preparing for KLE's	N/A	Jana since they have radio, with HAT teams
MISO	Janan, Tofani	N/A	Hat team
CA	N/A	N/A	Hat team
PAO	N/A	N/A	Hat team. PA assets embed with 4-77 AR, 2-30 IN
Class I	M-M-A ration cycle. Company water buffalos. HIPPO will be used as primary water resupply.	M-M-A ration cycle. Company water buffalos. HIPPO will be used as primary water resupply.	M-M-A ration cycle. Company water buffalos. HIPPO will be used as primary water resupply.
Class III	Vehicles Topped off prior to execution. Vehicles will carry 4 x 5 GAL fuel cans. E-Co 703rd has a HEMIT fuel truck with 2,500 gallons to resupply BN.	Vehicles will carry 4 x 5 GAL fuel cans. E-Co 703rd has a HEMIT fuel truck with 2,500 gallons to resupply BN.	Vehicles will carry 4 x 5 GAL fuel cans. E-Co 703rd has a HEMIT fuel truck with 2,500 gallons to resupply BN.
Class V	Emergency resupply will have 2 x UH-60s dedicated to CLV CLP will provide daily resupply based on previous days LOGSTAT	Emergency resupply will have 2 x UH-60s dedicated to CLV CLP will provide daily resupply based on previous days LOGSTAT	Emergency resupply will have 2 x UH-60s dedicated to CLV CLP will provide daily resupply based on previous days LOGSTAT
Class VIII	Submit request through MEDO and S4. Supplies will be pushed with E-Co CLP's.	Submit request through MEDO and S4. Supplies will be pushed with E-Co CLP's.	Submit request through MEDO and S4. Supplies will be pushed with E-Co CLP's.
Mortuary Affairs	703rd with 21st SB after evacuation	703rd with 21st SB after evacuation	703rd with 21st SB after evacuation
Priority of Supply	Scouts, D-Co, A-Co, B-Co, C-Co	Scouts, D-Co, A-Co, B-Co, C-Co	Scouts, D-Co, A-Co, B-Co, C-Co
PRIORITY OF SUPPORT	Air medevac, internal ground medevac	Air medevac, internal ground medevac	Air medevac, internal ground medevac
Medical Evacuation	MED PLT will provide treatment for GAC, AASLT will be evacd by last UH60 to ISB	Companies will be attached an FLA to provide EVAC to BAS or AXP for ROLE II	Jump BAS, provide a FAS IOT to provide ROLE I, Re-establish BAS vic OBJ DESOTO
Medical Treatment	Provide a FAS IOT treat casualties	Establish the BAS providing ROLE I care	Continue to provide ROLE I care at BAS
COMMANDER	TAC	ISB Alexandria.	Mobile KLEs in Janan or Tofani
COMMAND POST	ASSLT POS 1	ISB Alexandria.	No change.
RETRANS	RETRANS PH I: Pembroke Forestry Tower (MR409519)	RETRANS PH II: With BN Reserve at MR263525 and at Taylor Creek Forestry Tower	RETRANS PH III: At VIC OBJ Desoto (MR237512) & at Pembroke in the beginning of Phase III.
PACE	PHI: GAC P: Internal FM HHC CMD NET A: JCR GAC P: External O&I NET A: JCR C: TACSAT/HF CAN P: BN CMD NET A: JCR SCOUTS: P:TACSAT/HF A: FM FH/CT TAC: P: BN CMD NET A: JCR C: TACSAT/HF	No Change in Commo Plan from PHI	PHIII: Quartering Party: P:FM (BN CMD) A: JCR TOC: BN to BDE P:CPOF/Ventrillo A:AFATDS C:SI PR Voice
Legal Considerations			
Civilian Considerations			
FRIENDLY LOSSES			
ENEMY LOSSES			

The 3-15 EXCHECK format is below.

TIME	Code	Event	From	To	NET
<b>Phase I (MOVEMENT)</b>					
H-18HR	Akon	SHADOW UAS - O/S (ISO SCOUT INFIL)	BN S2	S3	O/I
H-18HR	Anna	Scouts/LLVI Team INFIL AO China	SHADOW-6	C-XRAY	O/I
H-12HR	Ashanti	SCT Observe NAI 3 & NAI 2	SHADOW-6	C-XRAY	O/I
H-12HR	Ashlyn	SCT Observe NAI 1	SHADOW-6	C-XRAY	O/I
H-8HR	Adelle	SHADOW OBSERVE NAI 4	BN S2	S3	O/I
H-2HR	Amanda	GAC 1 IS REDCON 1 AT ISR BRAVO	D6	C-XRAY	BN CMD
H-2HR	Annie	GAC 2 IS REDCON 1 AT ISR BRAVO	C3	C-XRAY	BN CMD
H-2HR	Abby	SCTS RELAY ENY D/C/S ON OBJ DESOTO	SHADOW-6	C-XRAY	O/I
H-110MIN	Brie	GAC 1 SPs FROM ISR BRAVO	D6	C-XRAY	BN CMD
H-100MIN	Brittany	GAC 2 SPs FROM ISR BRAVO	C3	C-XRAY	BN CMD
H-70MIN	Brandy	GAC 1 REACHES CP 1	C3	C-XRAY	BN CMD
H-65MIN	Chloe	TAC OPERATIONAL VIC CP 1	C3	C-XRAY	BN CMD
H-65MIN	Gabby	119s ESTABLISH PAA-001	C4-0	C-XRAY	FIRES
H-60MIN	Candace	GAC 1 REACHES CP 2	D6	C-XRAY	BN CMD
H-50MIN	Brenda	A CO IS PZ POSTURE VIC PZ ALDER	A6	C-XRAY	BN CMD
H-45MIN	Denise	Primary RETRANS Establishes at Pembroke Forestry Tower	C9	S3	BN CMD
H-45MIN	Danielle	MTRs ESTABLISH MFP-001	M6	C-XRAY	FIRES
H-45MIN	Debra	D CO PLTs REACH ATK POSITIONS	D6	C-XRAY	BN CMD
H-45MIN	Evalyn	ESTBLISH FAS	MEDO	C-XRAY	A/L
<b>Phase II (JFE)</b>					
H-40MIN	Faye	D CO PLTs SP FROM ATK POSITIONS	D6	C-XRAY	BN CMD
H-30MIN	Fred	SEAD fires initiated.	FSO / BN FSE	Guns	Fires
H-20MIN	Fran	D CO REACHES CP 5	D6	C-XRAY	BN CMD
H-20MIN	Emily	LIFT 1 WHEELS DOWN PZ ALDER	PILOTS	C-XRAY	CAN
H-20MIN	Fergie	AWT O/S	AH-64	C3	CAN
H-10MIN	Franche	D CO CLEARS LZ BUZZARD	D6	C-XRAY	BN CMD
H-5MIN	Freida	HLZ BUZZARD Secure	D6	C-XRAY	BN CMD
<b>H HOUR</b>	<b>Grace</b>	<b>D CO REACHES PL UTAH</b>	<b>D6</b>	<b>C-XRAY</b>	<b>BN CMD</b>
H HOUR	Fannie	CHERRY / ICE INFIL Call	AMC	GFC (C6)	CAN
H +5MIN	Francis	LIFT 1 WHEELS UP PZ ALDER	PILOTS	C-XRAY	CAN
H+15MIN	Gina	LIFT 1 WHEELS DOWN LZ BUZZARD	PILOTS	C-XRAY	BN CMD
H+ 25MIN	Kacey	LIFT 2 WHEELS DOWN PZ ALDER	PILOTS	C-XRAY	BN CMD
H+30MIN	Kendall	LIFT 2 WHEELS UP PZ ALDER (B CO)	PILOTS	C-XRAY	BN CMD
H+40MIN	Lisa	LIFT 2 WHEELS DOWN LZ BUZZARD (B CO)	PILOTS	C-XRAY	BN CMD
H+45MIN	Laura	B CO REACHES PL UTAH	B6	C-XRAY	BN CMD
H+45MIN	Kelley	A CO REACHES PL UTAH	A6	C-XRAY	BN CMD
H+45MIN	Misty	A CO BEGINS TO CLEAR SOUTH OF UTAH, WEST OF MAINE	A6	C-XRAY	BN CMD
H+50MIN	Melissa	LIFT 3 WHEELS DOWN PZ ALDER	PILOTS	C-XRAY	BN CMD

## 8) COA Approval

a) Conduct a Course of Action Briefing. Once the staff synchronizes the COA, a COA approval briefing is presented to China 6. This briefing includes:

- MCOO/Terrain Analysis
- Enemy Disposition/Composition/Strength
- Enemy MLCOA
- Enemy MDCOA
- Mission Statement, Commander's Intent/Endstate
- BDE Concept
- Initial ISR/NAI Recommendations
- Initial R&S Plan
- Scheme of Maneuver
- Task Organization
- Overall BN Concept
- Running Estimates
- Commander's Guidance

The 3-15 COA brief template is in Appendix C.

b) Course of Action Approval. The commander issues the final planning guidance. The final planning guidance includes a refined commander's intent (if necessary) and new CCIRs to support execution. It also includes any additional guidance on priorities for the warfighting functions, orders preparation, rehearsal, and preparation. This guidance includes priorities for resources needed to preserve freedom of action and ensure continuous sustainment. Commanders include risk they are willing to accept in the final planning guidance.

c) Issue WARNO 3. The WARNO issued after COA approval normally contains—

- a) Mission.
- b) Commander's intent.
- c) Updated CCIRs and EEFI.
- d) Concept of operations.
- e) The AO.
- f) Principal tasks assigned to subordinate units.
- g) Preparation and rehearsal instructions not included in the SOPs.
- h) A final timeline for the operations.

The 3-15 format for WARNO 3 is in Annex A.

**9) Orders Production.**

- a) Operation orders will follow the five-paragraph format provided in FM 6-0 (Commander and Staff Organization and Operations) dated May 2014.
- b) The primary method for producing orders is Microsoft Word for written documents or Microsoft Excel for complex spreadsheets. The primary method for producing graphic overlays is acetate and PowerPoint. Graphics will also be built in CPOF to feed the BN and BCT COP.
- c) Operations orders and attachments created in Microsoft Office products will be posted on the SIPR or NIPR Sharedrive in the planner folder. Attachments produced in CPOF will be available on the Tree Viewer under key products.
- d) Appendix 2 to Annex C will be produced in two digital formats. The first will be the graphic overlay produced in CPOF. The second will be acetate overlays on a 1:50,000 scale MGRS map. This allows ease of transfer between subordinate units without access to CPOF.
- e) The OPORD Brief is presented to the Company Commander's, 1SGs, and specialty platoon leaders by the Battalion Staff. It is presented in person if possible, or over FM.
- f) The OPORD Brief for mat can be found in Annex D.

**10) Air Assault Planning**

Air assaults are deliberately planned due to the complex nature and requirement to provide the commander detailed intelligence concerning the enemy situation. The air assault planning process mirrors the steps in the MDMP and incorporates parallel actions necessary to provide the additional time and detailed planning required for successful mission execution.

MDMP Steps	Planning Steps	Key Attendees
Step 1: Receipt of Mission	← <b>WARNO</b>	
Step 2: Mission Analysis		
Step 3: COA Development		
Step 4: COA Analysis		
Step 5: COA Comparison	← <b>IPC</b>	BCT S-2, S-3 AHB S-2, S-3 GSAB S-3 Unit S-2, S-3, S-3 Air Avn LNO Co CDRs TACOPS
Step 6: COA Approval	← <b>AMCM</b>	BCT S-2, S-3, S-6, S-3 Air AHB S-3 GSAB S-3 BAO TACOPS Pathfinder Co CDR FSC CDR FSO Assault LNO Atk Recon CDRs BAO Others as required
Step 7: Orders Production OPORD Brief	← <b>Orders Development</b>	
	<b>AMB</b>	AATFC FSO TACOPS AMC AATF XO, S-2, S-3, S-3 Air, S-4, S-6 Aslt S-3, S-4, S-6 Flight Leads GSAB S-3 Atk Recon S-3/CDR Air Amb Co CDR FSC CDR
<b>AATF Rehearsal</b>		
	<b>Aircrew Brief</b>	AMC BCT S-3 BAO Aircrews
	<b>Avn TF Rehearsal</b>	AMC BCT S-3 BAO FSO Aircrews BCT CDR (if available) and his subordinate leaders Others as required
<b>H-hour</b>		

**Figure 2-2. Military decision-making process and air assault planning process**

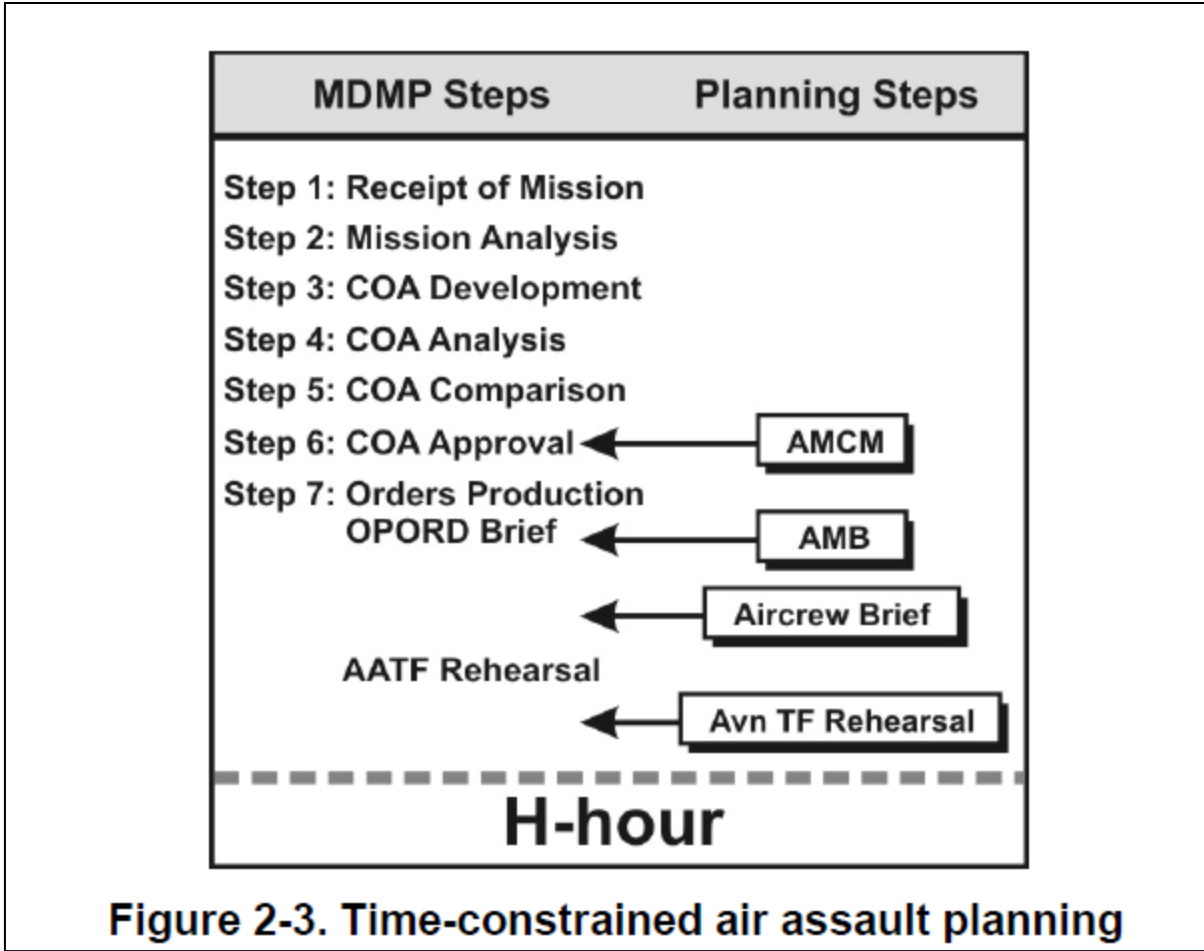


Figure 2-3. Time-constrained air assault planning

- a) Initial Planning Conference. The initial planning conference (IPC) is the first meeting between the AATF staff and supporting aviation unit. The AMC, liaison officer, assault helicopter battalion S-2 and S-3, flight leads, and select aviation brigade staff personnel should represent the aviation unit. The AATF staff should have hastily war-gamed the concept for the ground tactical plan before the IPC in order for assembled planners to discuss and determine LZs, routes, and PZs.

Following the IPC, the ground and aviation staffs should understand the distance and general time involved for each lift. The staffs should know which forces are planned to be in the first lift and in each serial of the first lift, and which first-lift serials are going to which LZs and by what route.

The 3-15 standard IPC brief is found in Annex E. At a minimum it will cover:

- 1) 3-15 IN Mission and Commander's Intent (C3)
- 2) 3-15 IN Concept of the Operation (C3)
- 3) Draft SEAD Plan (C40)
- 4) AASLT General Information (C3A)
- 5) PZ Diagrams (C3A)
- 6) Ingress Information (C3A)
- 7) LZ Diagrams (C3A)
- 8) AWT / SWT Support (C3A)
- 9) WX Call
- 10) Commo Plan (C9)

- b) Air Mission Coordination Meeting. The AMCM is a meeting between the AATF and supporting aviation units. It is an S-3-level meeting that follows the development of the ground tactical plan. The AMCM is scheduled to allow sufficient time for maneuver units to decide on a specific course of action based on the warning order and the standard planning factors.

The AATFC should approve the maneuver course of action prior to the AMCM. At the AMCM, China 3 briefs the concept of the ground tactical plan. Specifically, the composition of combat power required at each LZ.

The meeting is not complete until the assault helicopter battalion liaison officers know which loads go to which LZ and in what sequence. Attack reconnaissance battalion liaison officers must know the air routes to be used, and all must understand the LZs and agree on a tentative air movement table (with the start and end times of the first and last serial on the LZ).

**China 6, China 5, or China 3 must approve changes after the AMCM.**

The 3-15 AMCM template is found in Annex F. At a minimum it will cover:

- 1) Situation (C2)
- 2) Division and Brigade Concept (C3)
- 3) 3-15 IN Mission and Commander's Intent (C3)
- 4) 3-15 IN Concept of the Operation (C3)
- 5) 3-15 IN EXCHECK (C3)
- 6) SEAD Plan (C40)
- 7) AASLT General Information (C3A)
- 8) Tadpole Diagram (C3A)
- 9) PZ Diagrams (C3A)
- 10) Ingress Information (C3A)
- 11) LZ Diagrams (C3A)
- 12) AWT / SWT Support (C3A)
- 13) WX Call
- 14) Commo Plan (C9)
- 15) Bump Plan (C3)

- c) Air Mission Brief. The AMB is a coordinated staff effort during which the AATFC approves the air assault plan.

The AMB highlights air assault requirements to the AATF, aviation, and ground units. **It should not be a working meeting.** It is a backbrief to the AATFC and, equally important, to the key subordinate aviation and ground unit leaders who will execute the mission.

The AMB should focus on assault and attack concepts, sequence of events, and the reasoning for the mission's sequence. The slightest change in serial separation, LZs, or other elements of the mission can significantly affect the rest of the plan.

**China 6 must approve changes to the air assault mission after the AMB.**

The 3-15 AMB template is found in Annex G. At a minimum it will cover:

- 1) Task Organization
- 2) Enemy Forces
- 3) Task Force Mission
- 4) BCT/BN CDR's Intent
- 5) Infantry Scheme of Maneuver



- 6) Concept of Fires (SEAD and Ground Tactical)
- 7) Aviation Mission
- 8) Staging Plan
- 9) Loading Plan
- 10) Air Movement Plan
- 11) Landing Plan
- 12) Laager Plan
- 13) Attack Aviation Mission/Concept
- 14) Task to Subordinate Units
- 15) Coordinating Instructions
- 16) Service Support (FARP Plan)
- 17) Command
- 18) Signal
- 19) Operational Risk Assessment

d) Air Movement Table. The air movement table regulates the sequence of flight operations from PZ to LZ. The 3-15 standard air movement table is below.

LIFT	SERIAL	CHALK	PZ	T/O TIME	CHALK 1	CHALK 2	CHALK 3	CHALK 4	CHALK 5	CHALK 6	CHALK 7	CHALK 8	CHALK 9	CHALK 10	LZ	LZ TIME
1	1	1-10			1 1 1 M119 Gun Crew	1 1 2 M119 Gun Crew	1 1 3 Ammo 3rd PLT B-CO	1 1 4 Ammo 3rd PLT B-CO	1 1 5 ASLT CP CP Pax	1 1 6 MEDICS MEDICS, ENG SQ	1 1 7 3rd PLT B-CO, FDC	1 1 8 6-8 CAV	1 1 9 6-8 CAV	1 1 10 6-8 CAV	GULL	H + Hour
1	2	11-20			1 2 1 81mm MRTR CREW	1 2 2 81mm MRTR CREW	1 2 3 Ammo	1 2 4 Ammo	1 2 5 MEDICS	1 2 6 1st PLT B-CO	1 2 7 2nd PLT B-CO	1 2 8 30 FLA B-CO HQ (6)	1 2 9 30 MRTR VIC 1st PLT B-CO	1 2 10 30 2nd PLT B-CO	FINCH	H + 45
1	3	21-30			1 3 1 1st/2nd PLT C-CO	1 3 2 2nd/3rd PLT C-CO	1 3 3 SCT PLT	1 3 4 SCT PLT	1 3 5 1st PLT A-CO	1 3 6 1st PLT A-CO	1 3 7 1st PLT A-CO	1 3 8 30 1st PLT C-CO	1 3 9 30 2nd PLT C-CO	1 3 10 30 3rd PLT C-CO	CANARY	H + 1:30
1	4	31-40			1 4 1 EMG RESUPPLY	1 4 2 EMG RESUPPLY	1 4 3 EMG RESUPPLY	1 4 4 EMG RESUPPLY	1 4 5 EMG RESUPPLY	1 4 6 EMG RESUPPLY	1 4 7 EMG RESUPPLY	1 4 8 30 2nd PLT A-Co	1 4 9 30 3rd PLT A-Co	1 4 10 31 2nd/3rd PLT A-Co	CANARY	H + 2:15

e) Air Assault Task force Rehearsal. The AATF rehearsal is a rehearsal of the entire air assault mission, beginning with condition setting and ending with the commander’s expressed end state. The rehearsal includes the aviation flight lead, S-3, the AATF staff, and other key leaders. The focus is on the synchronization of all units supporting and executing the air assault. Included in the rehearsal is a discussion and demonstration of likely ground and air contingencies, such as downed aircraft, alternate route or LZ activation, delays in the PZ, alternate SEAD plan, and others suited to a particular mission.

3-15 standard is to include the AATF rehearsal in the battalion Combined Arms Rehearsal (CAR) following our EXCHECK for the mission. The battalion CAR is conducted IAW the 3-15 IN TOCSOP.

If the battalion is unable to conduct a CAR it will conduct a reduced force rehearsal with the aviation flight lead, S-3, the AATF staff, and other key leaders as available.

- f) Conditions Checks. Condition checks are coordination meetings held by the AATF staff to update the AATFC on the status of how well shaping operations are creating the conditions to execute the air assault.

The initial air assault condition check is held at H-6 in the China TOC. All air assault staff principals are represented.

The 3-15 standard conditions check format is located in Annex H.

The final condition check is held at H-1 near the air assault task force's PZ control CP. It confirms latest friendly, terrain and weather, and enemy situations.

**Annex A: 3-15 IN WARNO Format.**

Copy \_\_\_ of \_\_\_ copies  
3<sup>rd</sup> Battalion, 15<sup>th</sup> Infantry  
Fort Stewart, GA  
05DEC2014

**WARNO 1 to OPOD XX-XXXX**

**References:**

- (a).
- (b).

**Time Zone Used Throughout the Order:** Local

**Task Organization:** TBP.

**1. Situation.**

**2. Mission.**

**3. Execution.**

a. Commanders Intent.

(1) Purpose.

(2) Key Tasks.

(a)

(b)

(c)

(d)

(3) End State.

(a) Terrain/Enemy Forces:

(b) Friendly Forces:

(c) Civilian Population:

b. Concept of the Operation.

c. Scheme of Maneuver. (See Annex C).

d. Tasks to Staff.

e. Tasks to Subordinate Units.

(1) A/3-15 IN.

- (a).
- (b).
- (c).

(2) B/3-15 IN.

- (a).
- (b).
- (c).

(3) C/3-15 IN.

- (a).
- (b).
- (c).

(4) D/3-15 IN.

- (a).
- (b).
- (c).

(5) HHC/3-15 IN.

- (a).
- (b).
- (c).

(6) E/703d.

**4. Sustainment. TBP.**

**5. Command and Control. TBP.**

**ACKNOWLEDGE:**

MINAMI  
LTC

**OFFICIAL:**

ALEXANDER  
S3

**Annexes:**

- A: Task Organization.
- B: Intelligence.
  - Appendix 1: Intelligence Estimate.
    - A: Terrain.
    - B: Weather.
- C: Operations.
- F: Sustainment. TBP.
- H: Signal. TBP.

**DISTRIBUTION:**

**A/3-15 IN**  
**B/3-15 IN**  
**C/3-15 IN**  
**D/3-15 IN**  
**HHC/3-15 IN**  
**E/703d**

**Annex B – Mission Analysis Brief Format.**

[Examples\Mission Analysis Brief.pptx](#)



**Annex C – Course of Action Brief Format.**

[Examples\COA DEV Brief.pptx](#)

**Annex D – OPORD Brief Format.**

[Examples\OPORD Brief Final.pptx](#)

**Annex E – Aviation Initial Planning Conference.**

[Examples\AVN Formats\China IPC Shell v1.pptx](#)

**Annex F – Air Mission Coordination Meeting.**

[Examples\AVN Formats\China AMCM Shell v1.pptx](#)

**Annex G – Air Mission Brief.**

[Examples\AVN Formats\China AMB Shell v1.pptx](#)

**Annex H – Air Assault Conditions Check.**

<b>China Conditions Check</b>	DTG:	Mission:
	Briefer	(Go, No-Go, Delay)
Weather	C2	
<b>Intelligence</b>		
Current weather and light data for air assault and close air support	C2	
Post air assault weather		
Suitability of LZs		
Enemy C2 warfare capabilities identified		
Enemy indirect fire in range of primary and alternate LZs		
Enemy direct fire in range of primary and alternate LZs		
Enemy wheel, mechanized, or armor force able to influence primary or alternate LZs		
BDA Confidence Level (focus on air defense artillery and other key weapons)		
Eyes on key named areas of interest with communications to shooter		
Higher headquarters priority of higher collection effort		
<b>Movement and Maneuver</b>		
Assault aircraft and crews ready	C3A	
Attack aviation ready		
Sufficient lifts available for minimum force requirements		
PZs ready and secure	PZ Control	
Units in PZ posture		
Personnel recovery and combat search and rescue in place	C3	
Primary and alternate LZs designated and rehearsed		
Higher and adjacent units notified of plan and assets available to reinforce and support operations		
Anti-fratricide measures in place		
Plan for civilians on the battlefield		
* LZ obstacle clearing teams ready		
* Flight landing strip clearing team ready		
* Flight landing strip layout confirmed		
* Airfield repair package ready for airdrop		
* Countermobility assets in place to support		
* Ground assault planned and in progress		
<b>Fires</b>		
Joint SEAD and intelligence and electronic warfare coordination complete	C40	
Fire support coordinating measures coordinated		
Firing units in position		
SEAD fires planned on suspected locations/fire plans forwarded to subordinate units		
Close air support coordinated and available		
Appropriate communications established		
Counterfire radar coverage in place and planned		
Tactical air control party task organized		
Fire plan rehearsed		
Air assault on air tasking order		
Nonlethal SEAD covers critical portions of operation		
Enemy C2 warfare suppression plan		
Known fire support assets within range of primary and alternate LZs destroyed and suppressed; SEAD fires planned on suspected locations		
Passage points covered by indirect fire		
<b>Protection</b>		

Routes, ROZs and mission on ACO and air tasking order	BAE	
Coordinated friendly & cross boundary air defense artillery locations and coverage	BAE	
Early warning coverage for artillery raid LZs	ADAM	
Air defense coverage of critical nodes (PZ, AVN assembly area, FARP)	ADAM	
Weapons control status – hold along air routes	BAE	
Route clearance and survivability assets confirmed	TF ENG	
LZs not contaminated	CHEMO	
Obstacles and barrier plan in place for engagement area shaping	TF ENG	
Decontamination assets available and coordinated	CHEMO	
<b>Sustainment</b>		
FARP(s) ready to support mission	AVN LNO	
Sufficient supplies ready	C4	
Availability of alternate FARP	AVN LNO	
Medical and casualty evacuation planned and ready	MEDO	
Downed aircraft recovery team/maintenance plan/assets ready	C3	
Essential transportation plan and assets ready	C4	
<b>Command &amp; Control</b>		
Seats out risk management completed and approved	C3	
Appropriate C2 element in PZ posture	C3	
Tactical satellite channel available	C9	
High frequency channel available		
Retrans in place (if required)		
Nonsecure/Secure Internet Protocol Router package available		
All preparation for Joint Network Node mission support complete		
Execution checklist complete and distributed	C3	
LNO teams to higher and adjacent in place and aware of plan		
Media plan in place	PAO	
Rehearsals complete	C3	
Commo rehearsals complete (to include C2 aircraft)	C9	



**Annex I – Command Support Relationships.**

If relationship is:	Then Inherent Responsibilities:							
	Have command relationship with:	May be task-organized by:	Unless modified, ADCON have responsibility through:	Assigned position or AO by:	Provide liaison to:	Establish/maintain comms with:	Priorities established by:	Can impose further command or support relationship of:
<b>Organic</b>	All forces organized with the HQ	Organic HQ	Army HQ specified in organizing document	Organic HQ	N/A	N/A	Organic HQ	Attached; OPCON; TACON; GS; GSR; DS
<b>Assigned</b>	Gaining unit	Gaining HQ	Gaining Army HQ	OPCON chain of command	As required by OPCON	As required by OPCON	ASCC or service-assigned HQ	As required by OPCON HQ
<b>Attached</b>	Gaining unit	Gaining unit	Gaining Army HQ	Gaining unit	As required by gaining unit	Unit to which assigned	Gaining unit	Attached; OPCON; TACON; GS; GSR; DS
<b>OPCON</b>	Gaining unit	Parent unit and gaining unit; gaining unit may pass OPCON to lower HQ	Parent Unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	OPCON; TACON; GS; GSR; DS
<b>TACON</b>	Gaining unit	Parent Unit	Parent Unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	TACON; GS; GSR; DS
<b>Direct Support</b>	Parent Unit	Parent Unit	Parent Unit	Supported unit	Supported unit	Parent Unit; Supported unit	Supported unit	Coordination required with supported commander
<b>Reinforcing</b>	Parent Unit	Parent Unit	Parent Unit	Reinforced unit	Reinforced unit	Parent Unit; Reinforced unit	Reinforced unit; then parent unit	N/A
<b>General Support-Reinforcing</b>	Parent Unit	Parent Unit	Parent Unit	Parent Unit	Reinforced unit and as required by parent unit	Reinforced unit and as required by parent unit	Parent Unit; then Reinforced unit	N/A
<b>General Support</b>	Parent Unit	Parent Unit	Parent Unit	Parent Unit	As required by parent unit	As required by parent unit	Parent Unit	N/A

## **Annex J – Rehearsals.**

### **Types of Rehearsals**

#### **Confirmation Brief**

The confirmation brief is routinely performed by a subordinate leader immediately after receiving any instructions, such as an OPORD, a FRAGO, and so forth. Subordinate leaders brief the higher commander on their understanding of his intent, their specific task and purpose, and the relationship between their unit's missions and the other units in the operation.

#### **Backbrief**

***A backbrief is a briefing by subordinates to the commander to review how subordinates intend to accomplish their mission.*** Normally, subordinates perform backbriefs throughout preparation. These briefs allow commanders to clarify the commander's intent early in subordinate planning. Commanders use the backbrief to identify any problems in the concept of operations.

#### **Combined Arms Rehearsal**

A combined arms rehearsal is a rehearsal in which subordinate units synchronize their plans with each other. A maneuver unit headquarters normally executes a combined arms rehearsal after subordinate units issue their operation order. This rehearsal type helps ensure that subordinate commanders' plans achieve the higher commander's intent.

#### **Support Rehearsal (CSS Rehearsal)**

The support rehearsal helps synchronize each warfighting function with the overall operation. This rehearsal supports the operation so units can accomplish their missions. Throughout preparation, units conduct support rehearsals within the framework of a single or limited number of warfighting functions. These rehearsals typically involve coordination and procedure drills for aviation, fires, engineer support, or casualty evacuation. Support rehearsals and combined arms rehearsals complement preparations for the operation. They may be conducted separately and then combined into full-dress rehearsals. Although these rehearsals differ slightly by warfighting function, they achieve the same result.

#### **Battle drill or Standing Operating Procedure rehearsal**

A battle drill is a collective action rapidly executed without applying a deliberate decision-making process. A battle drill or SOP rehearsal ensures that all participants understand a technique or a specific set of procedures. Throughout preparation, units and staffs rehearse battle drills and SOPs. These rehearsals do not need a completed order from higher headquarters. Leaders place priority on those drills or actions they anticipate occurring during the operation. For example, a transportation platoon may rehearse a battle drill on reacting to an ambush while awaiting to begin movement.

All echelons use these rehearsal types; however, they are most common for platoons, squads, and sections. They are conducted throughout preparation and are not limited to published battle drills. They can rehearse such actions as a command post shift change, an obstacle breach lane-marking SOP, or a refuel-on-the-move site operation.

## **Types of Rehearsals**

### **Full Dress Rehearsal**

A full-dress rehearsal produces the most detailed understanding of the operation. It includes every participating Soldier and system. Leaders rehearse their subordinates on terrain similar to the AO, initially under good light conditions, and then in limited visibility. Small-unit actions are repeated until executed to standard. Full-dress rehearsals help Soldiers to clearly understand what is expected of them. It helps them gain confidence in their ability to accomplish the mission. Supporting elements, such as aviation crews, meet with Soldiers and rehearse with them to synchronize the operation.

### **Reduced Force Rehearsal**

Circumstances may prohibit a rehearsal with all members of the unit. A reduced-force rehearsal involves only key leaders of the organization and its subordinate units. It normally takes fewer resources than a full-dress rehearsal. Terrain requirements can be the same as a full-dress rehearsal, even though there are fewer participants. The commander first decides the level of leader involvement. Then the selected leaders rehearse the plan while traversing the actual or similar terrain. Often commanders use this technique to rehearse fire control measures for an engagement area during defensive operations. A reduced force rehearsal may be used to prepare key leaders for a full-dress rehearsal. It may require developing a rehearsal plan that mirrors the actual plan but fits the terrain of the rehearsal.

## **3-15 CAR Script**

### **ROLL CALL (China 5):**

#### **RULES OF THE CAR (China 5)**

Rules for Battalion Rehearsal:

- (a) Don't be late
- (b) Bring your map and graphics
- (c) Read/understand OPOD/FRAGO
- (d) This is not a Wargame
- (e) No side-bars
- (f) Be concise; focus on Task/Purpose
- (g) Speak up so everyone can hear
- (h) It is Terrain Model Rehearsal - get on the map; SAY-DO-SEE; OPFOR REACTS
- (i) Everyone should leave the CAR knowing all conditions, triggers, calls, checks, GTLs, danger areas etc.

#### **MAP ORIENTATION (S3)**

#### **ENEMY and FRIENDLY SITUATION (S2/S3)**

#### **MISSION STATEMENT (S3)**

#### **CDR'S INTENT (BC)**

#### **CONCEPT OF OPERATIONS BY PHASE (S3/ALL):**

#### **PHASE I: ALERT, MARSHAL, DEPLOY**

#### **INTEL UPDATE (S2)**

**BEGINS:**

**ENDS:**

**DECISIVE:**

**Key Tasks:**

**Order of Brief:**

**Order of Brief:**

**FIRES/ISR/A CO/B CO/C CO/D CO/HHC/SCOUTS/ MORTARS/ TAC/ TOC/Enablers**

**SERVICE AND SUPPORT (S4/MEDICS)**

**COMMAND AND SIGNAL (S6)**

**PHASE II:**

**PHASE III: .....**

**CLOSING REMARKS (China 6/China 7)**

**Rehearsal Briefing Format**

**Introduction:**

1. CAN DO gentlemen rank and name.
2. Unit name (Squad, Platoon, Company, Section, etc.).
3. Combat power (number of personnel, vehicles, weapon systems etc.).
4. Task and purpose per phase.

**Example:**

All the way gentlemen CPT Crunch -A CO, 3<sup>rd</sup> Battalion, 15<sup>th</sup> IN. I will be bringing to the fight 3 Infantry Platoons and a Headquarters section for a total of 112 Infantrymen, 20 up armored HMMWV's, 8 x .50 Cals, 6x MK19's, 6 x M240B's, 6x LRAS3's and one M107 sniper rifle.

**Task:** Conduct a Movement to Contact.

**Purpose:** To destroy enemy forces in sector

**Note:**

At this point individual platoons will follow the same script and brief their individual roles more in-depth by phase.

**FOR CARs: Leaders will act out their actions on a large scale terrain model which includes graphic control measures and representation of "enemy" forces.**

**Confirmation Brief Format**

<b>CONFIRMATION BRIEF</b>	<b>STATUS OF UNITS (ASSETS AVAILABLE):</b>	<b>COMPANY MISSION STATEMENT:</b>
<p>1. BN MISSION</p> <p>2. TASK ANALYSIS                      SPECIFIED                      IMPLIED                      ESSENTIAL</p> <p>3. MISSION STATEMENT</p> <p>4. STATUS OF UNIT                      - PLT                      STRENGTH                      - CSS                      ENABLERS</p> <p>5. Co TIMELINE</p> <p>6. ISSUES /FRICTION</p>		<p>ISSUES/ FRICTION POINTS:</p>
<p>Co TIMELINE:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<p>SPECIFIED TASKS:</p>	<p>IMPLIED TASKS:</p>

**Commander Backbrief Format**

<p><b>BACK BRIEF</b></p> <p>1. MISSION STATEMENT</p> <p>2. CDR'S INTENT</p> <p>3. TASK ORGANIZATION</p> <p>4. CONDUCT OF THE OPN                  - SCHEME OF MANEUVER                  - FIRE SUPPORT                  - M/CM/S                  - SUPPORT                  - MISSION COMMAND</p> <p>5. KEY TIMELINE</p> <p>6. COORDINATIONS</p> <p>7. ISSUES</p>	<p><u>COMPANY MISSION:</u></p>			<p><u>INTENT:</u> Key Tasks:</p> <p>Endstate:</p> <p>Enemy:</p> <p>Friendly:</p> <p>Terrain:</p>																								
	ME	SE1	SE2	SE3																								
<p><u>TIMELINE</u></p> <table border="1"> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> </table>																							<p><u>CONCEPT OF THE OPERATION:</u></p>			<p><u>EXTERNAL COORDINATION:</u></p> <p><u>ISSUES:</u></p>		

### **BCT Rehearsals**

**1.** Rehearsals are a critical piece to synchronizing operations and ensuring common understanding among subordinate and adjacent units.

**2.** The BCT conducts rehearsals as the transition from plans/future operations to current operations. Rehearsals will occur in the following order unless otherwise directed:

**a.** Signal Technical Rehearsal: Lead by the Brigade S6. Attendees include representatives from the Brigade S2, S3, S4, FECC, BAE, EWO, BN/SQDN S6, and the Signal Company.

**b.** Protection Rehearsal: Lead by 4-3 BSTB. Attendees include representatives from the Brigade S2, S3, S4, S6, FECC, BAE, EWO, and BN/SQDN S3.

**c.** Intelligence Technical Rehearsal: Lead by the Brigade S2. Attendees include representatives from the Brigade S3, S4, S6, FECC, BAE, EWO, BN/SQDN S2, and the MICO.

**d.** Reconnaissance Rehearsal: Lead by 6-8 CAV. Attendees include representatives from the Brigade S2, S3, S4, S6, FECC, BAE, EWO, BN/SQDN S2, and BN/SQDN S3.

**e.** Fires Rehearsal: Lead by 1-76 FA. Attendees include representatives from the Brigade S2, S3, S4, S6, FECC, BAE, EWO, BN/SQDN S3, and BN/SQDN FSE.

**f.** Sustainment Rehearsal: Lead by 703 BSB. Attendees include representatives from the Brigade S2, S3, S4, S6, FECC, BAE, and BN/SQDN S4.

**g.** Air Mission Brief (as required): Lead by Brigade S3. Attendees include the Brigade CDR, S2, S3, S4, S6, FSO, BAO, EWO, BN/SQDN CDRs and S3, and Aviation TF CDR.

**h.** Combined Arms Rehearsal: Lead by Brigade S3. Attendees include all Brigade Primary and Special Staff OICs, BN/SQDN Commanders, S3s, C/T/B Commanders, and enabler Commanders and S3s.

**3.** Attendees listed are required to attend; additional personnel may attend as determined by the Brigade or BN/SQDN leadership.

**Annex K – Graphic Control Naming Conventions.****VANGUARD Graphic Control Measure Naming Conventions**

<b><u>Control Measure</u></b>	<b><u>Designation</u></b>	<b><u>Example</u></b>
Air Axis	Weapons	Axis SWORD Axis LANCE
Air Control Point	Numbers	ACP 1 ACP 2
Air Corridor	Jewels	DIAMOND SAPPHIRE
Air Route	Celestial Bodies	Route MOON Route STAR
Area of Operation	Unit Nicknames	AO SPARTAN AO RAIDER
Assembly Area	Male Names	AA BOB AA JOE
Attack Position	Female Names	ATK POS JILL ATK POS MARY
Axis of Advance	Tools	Axis PICK Axis SAW
Battle Position	Letters/Numbers	BP 2 BP 31
Checkpoint	Numbers	CP 1 CP 22
Contact Point	Letters	CP A CP BB
Engagement Area	Violent Action Verbs	EA RIP EA SMASH
FARP/RPP	Gas Station Names	FARP EXXON FARP SHELL
FOB/Support Area	Battles	FOB SHILO FOB ALAMO



Landing Zone/Drop Zone	Birds	LZ OWL DZ EAGLE
Linkup Point	Numbers	LUP 1 LUP 12
Objective	Ground Animals	OBJ TIGER OBJ LION
Passage Lane	Auto Tires	Lane FIRESTONE Lane GOODYEAR
Passage Point	Numbers	PP 1 PP 22
Phase Line	States	PL TEXAS PL VERMONT
Pickup Zone	Trees	PZ OAK PZ PINE
Route	Auto Names	Route FORD Route MAZDA
	(Submit routes that continue outside of BN/SQDN AO to BDE for naming approval)	