Introduction to JOcP

THE JOINT OPERATION PLANNING PROCESS

Step 1: Initiation

Step 2: Mission Analysis

Step 3: Course of Action (COA) Development

Step 4: COA Analysis and Wargaming

Step 5: COA Comparison

Step 6: COA Approval

Step 7: Plan or Order Development
Joint Operation Planning Process

Mission Analysis "Results"

11 August 2011
Mission Analysis Results

• Post the Mission Analysis.
• It must be referenced throughout the planning process.
• Validate/Update Mission Analysis throughout the plan.
• Remember that Mission Analysis is constant.
• Any new information will change analysis in some way.
• No situation is static.
• Every situation is dynamic, changing constantly.
• It is a “living” product that keeps the staff focused on the problem even when the problem changes.
**Mission:** O/O JTF-50 conducts operations in the vicinity of Sumatra to secure shipping lanes, neutralize Al-Qaeda in AO and restore the Government of Indonesia’s (GOI) territorial integrity. O/O conduct NEO in order to secure resident American citizen population.
Joint Operation Planning Process

We are Here...

C506A - COA Development
Joint Operation Planning Process

COA Development

"Key Steps"

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Elements of Commander’s Guidance

- As a minimum, the Planning Guidance should include:
  - the Mission Statement; Assumptions; Operational Limitations;
  - a discussion of the National Strategic End State; Termination Criteria; Military Objectives; and,
  - the JFC’s initial thoughts on desired and undesired Effects.

- The Planning Guidance should also address the role of agencies and multinational partners in the pending operation and any related special considerations as required.
Commander’s Guidance
“Build a Functional Coalition”

- I want a Combined Command Element.
- I want Functional Components.
- I want a robust cell to manage Civil/Military Coordination.
- We need a JIACG.
- We need a CMOC.
Joint Operation Planning Process

Commander's Intent

11 August 2011
Elements of Commander’s Intent

Joint Publication 5-0. “It provides focus to the Staff and helps subordinate and supporting Commanders take actions to achieve the Military End State without further orders, even when operations do not unfold as planned. It also includes where the Commander will accept risk during the operation.”

- Purpose and Military End State.

- Deals primarily with the military conditions that lead to mission accomplishment.

- Highlight selected objectives desired and undesired effects.

- Risk is acceptable.
Commander’s Intent

Purpose: The purpose of this operation is to restore control of the Island of Sumatra to the rightful governance of Indonesia.

– We need to win over the people of Sumatra to deny the IRS support of the population.
– We do this by not only defeating the IRS military, but by establishing civil conditions that allow Sumatrans to live, care for their families and prosper so they won’t turn to the IRS for a better life.
– Critical to our efforts is defending Aceh Province.
– Everything we do must demonstrate that the GOI is the most significant factor in regaining control of Sumatra.

End State: IRS defeated, threat to international shipping removed, terrorist safe-haven denied and region stabilized.
Commander’s Guidance
“Develop 2 x COAs”

- Drive South:
  - Defend Aceh.
  - Isolate Straits.
  - Attack South with ground forces as Main Effort to defeat IRS Military.
  - Stabilize.
  - Enable Civil Authority.

- Flank:
  - Defend Aceh.
  - Isolate Straits.
  - Supporting attack from Ache IOT deceive IRS to commit Main Effort to defending against attack from the North.
  - Coalition Main Effort Amphibious Assault along the SW Coast to defeat IRS Military.
  - Stabilize.
  - Enable Civil Authority.
COA Development
"Starting Point"

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Joint Operation Planning Process

COA Development

Look for Existing Plans

• Current Doctrine
• Joint Strategic Capabilities Plan - (JSCP)
• CONPLANS
• OPLANS
• Exercises/Operations
Joint Operation Planning Process

COA Development

"Characteristics"

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Joint Operation Planning Process

Course of Action (COA)

“A COA consists of the following information:

• What type of Military Action will occur;
• Why the action is required (Purpose);
• Who will take the action;
• When the action will begin;
• Where the action will occur; and,
• How the action will occur (Method of Employment of Forces).”
Generally, at the Theater Level, each COA will constitute a Theater Strategic or Operational Concept and should outline the following:

1. Major Strategic and Operational tasks to be accomplished in the order in which they are to be accomplished.
2. Capabilities required.
4. Sustainment Concept.
5. Deployment & Maneuver Concept.
6. Intel & Collection Concept.
7. Fires & Effects Concept.
8. Protection Concept.
9. Estimate of time required to reach mission success criteria or termination criteria.
10. Concept for maintaining a Theater Reserve.”
COURSE OF ACTION CHARACTERISTICS

A Valid Course of Action Is--

Adequate — Can accomplish the mission within the commander’s guidance.

Feasible — Can accomplish the mission within the established time, space, and resource limitations.

Acceptable — Must balance cost and risk with the advantage gained.

Distinguishable — Must be sufficiently different from the other courses of action.

Complete — Must incorporate:
- objectives, effects, and tasks to be performed
- major forces required
- concepts for deployment, employment, and sustainment
- time estimates for achieving objectives
- military end state and mission success criteria

Figure III-6. Course of Action Characteristics
Joint Operation Planning Process

COA Development

"Key Concepts"

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Review of Key Concepts

- Military Objectives & End State
- Organizing the Operational Areas/Define JOA
- Command Relationships
- CoG Analysis
- Sequencing of Ops/Phasing
- Lines of Operations/Effort/DPs
- Array of Forces
- Supported & Supporting Components
- Operational Tasks
- Points of Failure/Culmination
**National Strategic End State:** For specific situations that require the employment of military capabilities (particularly for anticipated large scale combat), the President and SecDef typically will establish a set of National Strategic Objectives. Achievement of these objectives should result in attainment of the national strategic end state — the broadly expressed conditions that should exist after the conclusion of a campaign or operation.

**Military End State:** This end state is the set of required conditions that defines achievement of all military objectives. It normally represents a point in time and/or circumstances beyond which the President does not require the military instrument of national power as the primary means to achieve remaining national objectives.
Design Element: “Objectives”  
(Strategy Military Objectives)

- A clearly defined, decisive, and attainable goal toward which every military operation should be directed.
- Define the role of military forces in the larger context of national strategic objectives.
- Objectives must dominate planning at every juncture.
Joint Operation Planning Process

"Joint Challenge"

Coalition (JTF) Objective(s): &

Coalition Military (Operational) Objectives (DPs):

- Protect Resources
- Isolate Straits
- Seize Key Terrain
- Defend Aceh
- Defeat IRS
- Neutralize AQ
- Restore GOI Integrity
- Defeat IRS
- Deny AQ
- Open Ship Lanes
- Regional Stability
Joint Operation Planning Process

"Joint Challenge"

**IRS (JTF) Objective(s):**

**IRS Military (Operational) Objectives (DPs):**

- Block Straits
- Seize Key Terrain
- Protect Forces
- Reinforce & Protect FOBs
- Train AQ
- Attack Aceh
- Defeat Coalition
- Preserve Combat Power
- Consolidate Control of the Sumatra + Legitimacy
Joint Operation Planning Process

COA-2
Coalition (JTF) Objective(s): "Joint Challenge"

&

Coalition Military (Operational) Objectives (DPs):

- Defeat IRS
- Deny AQ
- Open Ship Lanes
- Regional Stability
- Protect Resources
- Isolate Straits
- Seize Key Terrain
- Defend Aceh
- Attack to Defeat IRS
- Neutralize AQ
- Restore GOI Integrity

C506A - COA Development
Joint Operation Planning Process

"Joint Challenge"

IRS (JTF) Objective(s): &

IRS Military (Operational) Objectives (DPs):

- Block Straits
- Seize Key Terrain
- Protect Forces
- Reinforce & Protect FOBs
- Train AQ
- Attack Aceh
- Defeat Coalition
- Preserve Combat Power
- Consolidate Control of the Sumatra + Legitimacy

C506A - COA Development
Joint Operation Planning Process

Organize the JOA

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Joint Operations Area. A JOA is a temporary geographical area comprised of some combination of air, land, and maritime domains, defined by a GCC or subordinate Unified Commander, in which a JFC (normally a CJTF) conducts military operations to accomplish a specific mission. JOAs are particularly useful when operations are limited in scope and geographic area, or when operations are to be conducted on the boundaries between theaters.
Joint Operation Planning Process

COA-1 & COA-2
Joint Operation Planning Process

Joint Operations Area

Aceh
Malacca
IRS controlled
JOA
Sundo
Al
AI
“Mutual confidence is the one basic thing that will make allied commands work...”

General Dwight D. Eisenhower
Joint Operation Planning Process

Figure III-2. Command Relationships
Commander’s Guidance
“Build a Functional Coalition”

- I want a Combined Command Element.
- I want Functional Components.
- I want a robust cell to manage Civil/Military Coordination.
- We need a JIACG.
- We need a CMOC.
Joint Operation Planning Process

COA-1
Joint Operation Planning Process

Command Relationships (COA-1)

- CJTF 50
  - US Lead
  - TNI (GOI) Dep

- GOI MOD

- JFSOCC
  - US Lead
  - TNI (GOI) Dep

- JFACC
  - RAF Lead
  - USAF Dep

- CFLCC
  - US Lead
  - TNI (GOI) Dep

- CFMCC
  - USN Lead
  - GOI Dep

- CMOCC

- JIACG

-Coordination:
- TACON
- OPCON
- COCOM

C506A - COA Development
Joint Operation Planning Process

COA-2
Joint Operation Planning Process

Command Relationships - (COA-2)

- PACOM/CJTTF
- GOI MOD
- CMOCC
- JIACG

- JFACC
- III MEF/CFLCC
- C7F/CFMCC
- JFSOCC
- GOI TF

- MN Air
- US Air
- US Land
- MN Land
- US Navy
- MN Navy
- US SOC
- MN SOC

Legend:
- Coordination: 
  - TACON
  - OPCON
  - COCOM
Joint Operation Planning Process

CoG Analysis

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A CoG is ALWAYS linked to the objective.

Center of Gravity (CoG) — “the source of power that provides moral or physical strength, freedom of action, or will to act. (JP 1-02 & JP 5-0)

- At the strategic level, a CoG could be a military force, an alliance, political or military leaders, a set of critical capabilities or functions, or national will.
- At the operational level a CoG often is associated with the adversary’s military capabilities — such as a powerful element of the armed forces — but could include other capabilities in the operational environment.

A CoG can change during the course of an operation for a variety of reasons (e.g., if the objective changes). Given their potentially transient nature, analysis of both friendly and adversary CoGs is a continuous process throughout a joint operation.
Defeating Centers of Gravity

JFCs and planners analyze CoGs within a framework of three critical factors:

- **Critical Capability (CC)** — a means that is considered a crucial enabler for a center of gravity to function as such, and is essential to the accomplishment of the specified or assumed objective(s).

- **Critical Requirement (CR)** — an essential condition, resource, and means for a critical capability to be fully operational.

- **Critical Vulnerability (CV)** — an aspect of a critical requirement, which is deficient or vulnerable to direct or indirect attack that will create decisive or significant effects.

*JP 5-0, Joint Planning: Campaign Planning: Tools of the Trade, Chapter 6 (June 2006)*
Attack a CV to affect the CR, which in turn affects the CC, which in turn affects the CoG (i.e., to produce desired 1st, 2nd and 3rd order effects to achieve the end state.)
Joint Operation Planning Process

Joint Challenge

CoG (JTF) Analysis: CoG/CC/CR/CV Linkages

END STATE

Consolidate Control of the Sumatra + Legitimacy

IRS Ground Forces

Defend Sumatra, Interdict Straits, Train AQ, & Interior Lines

CoG

Defeat IRS Deny AQ
Open Ship Lanes
Regional Stability

Coalition

Coalition Navy

Force Projection, Isolate Sumatra Deploy MARFOR, & Sustain Forces

Secured SLOCs & Ports + Air Superiority

SLOCs to Japan & Pearl Harbor

Open LOCs & Secured Air + Sea Ports

CC

IRS

Overextended Forces; Loss of Ports/Airfields; Lack of Support Poor C2

CR

CV

IRS
Joint Operation Planning Process

Sequencing of Ops & Phasing

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**Joint Operation Planning Process**

**KEY TERM**

**phase** — A definitive stage of an operation or campaign during which a large portion of the forces and capabilities are involved in similar or mutually supporting activities for a common purpose.

**PHASING MODEL**

- **SHAPE**
  - Phase 0
  - Prevent Prepare

- **DETER**
  - Phase I
  - Crisis Defined

- **SEIZE INITIATIVE**
  - Phase II
  - Assure Friendly Freedom of Action
  - Access Theater Infrastructure

- **DOMINATE**
  - Phase III
  - Establish Dominant Force Capabilities
  - Achieve Full-Spectrum Superiority

- **STABILIZE**
  - Phase IV
  - Establish Security: Restore Services

- **ENABLE CIVIL AUTHORITY**
  - Phase V
  - Transfer to Civil Authority Redeploy

**Figure IV-9. Phasing Model**
Figure IV-8. Notional Operation Plan Phases
Joint Operation Planning Process

Lines of Operation & Decisive Points

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Physical Line of Operation:
- Connects a series of decisive points over time that lead to control of a geographic objective or defeat of an enemy force.
- A physical line of operation connects a force from its base of operations to its objective(s) when positional reference to the enemy is a factor.
- A campaign or major operation may have a single or multiple physical lines of operation.

Logical Line of Operation:
- Links multiple decisive points with the logic of purpose to defeat an enemy or achieve an objective.
- Enable JFCs and staffs to visualize and describe the operation when positional reference to the enemy has less relevance.
- JFCs synchronize activities along multiple and complementary lines of operations to attain the military end state.
- Logical lines of operation help JFCs visualize how military means can support non-military instruments of national power and vice versa.
Design Element: “Decisive Points”

Decisive Point - “a geographic place, specific key event, critical factor, or function that, when acted upon, allows a commander to gain a marked advantage over an adversary or contributes materially to achieving success (e.g., creating a desired effect, achieving an objective).”

“Although decisive points are not CoGs, they are the keys to attacking or protecting them.”
Joint Operation Planning Process

COA-1
Joint Operation Planning Process

Joint Challenge

Coalition LOO w/DPs + Phases/Sequencing of Ops

Campaign Phases

Defeat IRS
Deny AQ
Open Ship Lanes
Regional Stability

CoG IRS LCC

Physical/Logical LOOs

"NAVFOR"/MCC
1 2 3
4 5 6
7 8

"AFFOR"/ACC
1 2 3
4 5 6
7 8

"MARFOR"/LCC
1
4 5 6
7 8

Infrastructure

Info Ops/Coalition
1 2 3
4 5 6
7 8

Defeat IRS & Neutralize AQ
Defend Sumatra/Open Ship Lanes
Sustain Forces at Sumatra
Transition & Redeploy

Deploy & Support Forces/Build Coalition
Establish & Protect Ports & SLOCs
Establish & Maintain Air & Sea Superiority
Defend Key Nodes/Defend Aceh
Joint Operation Planning Process

Joint Challenge

IRS LOO w/DPs + Phases/Sequencing of Ops

Campaign Phases

CoG (Coalition Navy)

Consolidate Control of the Sumatra + Legitimacy

Physical/Logical LOOs

"NAVFOR"/MCC
"AFFOR"/ACC
"ARFOR"/LCC
Infrastructure
Info Ops/"Ideology"

DPs

1 2 3 5 6 7 8

Deploy & Support Forces
Establish & Protect Ports & SLOCs
Establish & Maintain Air & Sea Superiority
Block Straits/Attack Aceh
Build Defenses/Sustain Forces
Defeat Coalition Forces vic. Sumatra
Sustain/Protect Forces at Sumatra
Withdraw Forces/Preserve Combat Power
Joint Operation Planning Process

Joint Challenge

Coalition LOO w/DPs + Phases/Sequencing of Ops

Campaign Phases

Defeat IRS
Deny AQ
Open Ship Lanes
Regional Stability

CoG IRS LCC

Physical/Logical LOOs

"NAVFOR"/MCC
"AFFOR"/ACC
"MARFOR"/LCC
Infrastructure
Info Ops/Coalition

Land at W. Sumatra/Defeat IRS & Neutralize AQ
Defend Sumatra/Open Ship Lanes
Sustain Forces at Sumatra
Transition & Redeploy

DPs

Deploy & Support Forces/Build Coalition
Establish & Protect Ports & SLOCS
Establish & Maintain Air & Sea Superiority
Neutralize Key Nodes/Defend Aceh

Joint Operation Planning Process

C506A - COA Development
### Joint Operation Planning Process

**Joint Challenge**

**IRS LOO w/DPs + Phases/Sequencing of Ops**

#### Campaign Phases

<table>
<thead>
<tr>
<th>Phase</th>
<th>Physical/Logical LOOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shape</td>
<td>&quot;NAVFOR&quot;/MCC</td>
</tr>
<tr>
<td></td>
<td>&quot;AFFOR&quot;/ACC</td>
</tr>
<tr>
<td>Solve Initiative</td>
<td>&quot;ARFOR&quot;/LCC</td>
</tr>
<tr>
<td>Dominate</td>
<td>Infrastructure</td>
</tr>
<tr>
<td>Consolidate</td>
<td>Info Ops/&quot;Ideology&quot;</td>
</tr>
<tr>
<td>Withdraw</td>
<td>DPs</td>
</tr>
</tbody>
</table>

1. Deploy & Support Forces
2. Establish & Protect Ports & SLOCs
3. Establish & Maintain Air & Sea Superiority
4. Block Straits/Attack Aceh
5. CoG (Coalition Navy)
6. Build Defenses/Sustain Forces
7. Defeat Coalition Forces vic. Sumatra
8. Sustain/Protect Forces at Sumatra
9. Withdraw Forces/Preserve Combat Power

**Consolidate Control of the Sumatra + Legitimacy**
Joint Operation Planning Process

Array of Forces
Component Tasks
Operational Tasks

11 August 2011
Supported Component and Supporting Efforts

When developing an OPLAN, the supported JFC should designate the Supported Component and Supporting Efforts as soon as possible. This action is necessary for the Economy of Effort and for allocating Disparate Forces, to include Multinational Forces. The Supported Effort is based on the supported JFC's prioritized objectives.

JP 5-0, Joint Planning
Joint Operation Planning Process

COA-1
Phase I-Deter

ME
- CFMCC.
  - OBJ
  - Effect
- CFLCC.
  - OBJ
  - Effect
- CFACC.
  - OBJ
  - Effect
- CFSOCC.
  - OBJ
  - Effect

IO: IRS brings you war and supports terrorists.

START DATE/EVENT: C 1) CFMCC begins blockade.

END DATE/EVENTS: C+10 2) Blockade set.

OP1 - OP6 Tasks

Phase END STATE
- IRS Navy isolated.

C506A - COA Development
Phase II—Seize Initiative

**Me**
- CFACC.
  - OBJ
  - Effect

**SE**
- CFMCC.
  - OBJ
  - Effect
- CFLCC.
  - OBJ
  - Effect
- CFSOCC.
  - OBJ
  - Effect

**IO:** IRS brings you war and supports terrorists.

**START DATE/EVENT:** C 11) IADS destruction.
**END DATE/EVENTS:** C+25 2) Air superiority/naval superiority.

**Phase END STATE**
- Straits open to maritime traffic.
- APODs/SPODs in Aceh established.

**OP1 - OP6 Tasks**

---

**COA-1**
Phase III-Dominate

ME
- CFLCC.
  - OBJ
  - Effect
- SE
  - CFMCC.
  - OBJ
  - Effect
- CFACC.
  - OBJ
  - Effect
- CFSOCC.
  - OBJ
  - Effect
- IO: IRS brings you war and supports terrorists.

Phase END STATE
- IRS military defeated.
- Critical Sumatran infrastructure under CTF control.

START DATE/EVENT: C 26 1) Established APODs/SPODs in Aceh.
END DATE/EVENTS: UTC 1) Defeat of IRS land forces.

C506A - COA Development
Phase IV - Stabilize

COA-1

Phase END STATE
- GOI security forces capable.
- Critical infrastructure viable.

START DATE/EVENT: end of Phase III 1) Sumatran security.
END DATE/EVENTS: UTC 1) GOI security forces enabled.

IO: GOI provides for its people.

OP1 - OP6 Tasks

C506A - COA Development
**Phase V—Enable Civil Authority**

**ME**
- CFLCC.
  - OBJ
  - Effect

**SE**
- CFMCC.
  - OBJ
  - Effect
- CFACC.
  - OBJ
  - Effect
- CFSOC.
  - OBJ
  - Effect

**IO:** GOI provides for its people.

**OP1 - OP6 Tasks**

**Phase END STATE**
- GOI security forces maintain Sumatran security.

**START DATE/EVENT:** end of Phase IV 1) Sumatran security.

**END DATE/EVENTS:** TBD + 30 1) CTF redeployed.
**Phase I - Deter**

**ME**
- CFMCC.
- OBJ
- Effect

**SE**
- CFACC.
- OBJ
- Effect
- CFLCC.
- OBJ
- Effect
- CFSOCC.
- OBJ
- Effect

**IO**: IRS brings you war and supports terrorists.

**OP1 - OP6 Tasks**

**Phase END STATE**
- IRS Navy isolated.

**START DATE/EVENT**: C 1) CFMCC begins blockade.

**END DATE/EVENTS**: C+10 2) Blockade set.

C506A - COA Development
Phase II—Seize Initiative

IO: IRS brings you war and supports terrorists.

Phase END STATE
- Straits open to maritime traffic.
- APODs/SPODs in Aceh established.

START DATE/EVENT: C 11) Amphibious Landing.

END DATE/EVENTS: C+25 2) Lodgment ashore for subsequent ops and naval superiority.

OP1 - OP6 Tasks

COA-2
Phase III-Dominate

**ME**
- CFLCC.
  - OBJ
  - Effect
- CMFCC.
  - OBJ
  - Effect
- CFACC.
  - OBJ
  - Effect
- CFSOCC.
  - OBJ
  - Effect

**SE**
- IO: IRS brings you war and supports terrorists.

**OP1 - OP6 Tasks**

**Phase END STATE**
- IRS military defeated.
- Critical Sumatran infrastructure under CTF control.

**START DATE/EVENT: C 26**
1) Established APODs/SPODs in Ache and at amphib landing site.

**END DATE/EVENTS: UTC 1)**
1) Defeat of IRS land forces.
Phase IV-Stabilize

IO: GOI provides for its people.

Phase END STATE
• GOI security forces capable.
• Critical infrastructure viable.

START DATE/EVENT: End of Phase III 1) Sumatran security.
END DATE/EVENTS: UTC 1) GOI security forces enabled.
C506A - COA Development
Phase V—Enable Civil Authority

ME
- CFLCC.
  - OBJ
  - Effect

SE
- CFMCC.
  - OBJ
  - Effect
- CFACC.
  - OBJ
  - Effect
- CFSOCC.
  - OBJ
  - Effect

IO: GOI provides for its people.

OP1 - OP6 Tasks

Phase END STATE
- GOI security forces maintain Sumatran security.

START DATE/EVENT: end of Phase IV 1) Sumatran security.

END DATE/EVENTS: TBD + 30 1) CTF redeployed.

C506A - COA Development
Joint Operation Planning Process

Points of Failure

Culmination

11 August 2011
Culmination Point: The point at which a force no longer has the capability to continue its form of operations, offense or defense.

- For the offense, the point at which continuing the attack is no longer possible and the force must consider reverting to a defensive posture or attempting an operational pause.
- For the defense, the point at which effective counteroffensive action is no longer possible.
Joint Operation Planning Process

COA-1 & COA-2
## Joint Operation Planning Process

### Joint Challenge

#### Coalition Points of Failure

<table>
<thead>
<tr>
<th>Cause(s) of Failure?</th>
<th>DP (@ which DP?)</th>
<th>LOQ (Along what LOO?)</th>
<th>Phase (During which Phase?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss of Carriers</td>
<td>DP-1 thru DP-8</td>
<td>NAVFOR/MCC</td>
<td>All</td>
</tr>
<tr>
<td>Unable to achieve Air Superiority</td>
<td>DP-1 thru DP-8</td>
<td>AFFOR/ACC</td>
<td>All</td>
</tr>
<tr>
<td>Failure to Capture &amp; Defend Aceh/W Sumatra</td>
<td>DP-4 thru DP-8</td>
<td>MARFOR/LCC</td>
<td>Seize Initiative + Dominate + Stabilize + Prep for Future Ops</td>
</tr>
<tr>
<td>Sustainment of Forces</td>
<td>DP-4 thru DP-7</td>
<td>NAVFOR + AFFOR + MARFOR/LCC</td>
<td>Seize Initiative + Dominate + Stabilize + Prep for Future Ops</td>
</tr>
<tr>
<td></td>
<td>DP-7 thru DP-8</td>
<td>Infrastructure</td>
<td>Stabilize + Prep for Future Ops</td>
</tr>
<tr>
<td>Disease</td>
<td>DP-4 thru DP-8</td>
<td>MARFOR/LCC</td>
<td>Seize Initiative + Dominate + Stabilize + Prep for Future Ops</td>
</tr>
<tr>
<td></td>
<td>DP-7 thru DP-8</td>
<td>Infrastructure</td>
<td>Stabilize + Prep for Future Ops</td>
</tr>
<tr>
<td>Coalition Will to Fight/Morale</td>
<td>DP-4 thru DP-8</td>
<td>MARFOR/LCC</td>
<td>Seize Initiative + Dominate + Stabilize + Prep for Future Ops</td>
</tr>
<tr>
<td></td>
<td>DP-7 thru DP-8</td>
<td>Infrastructure</td>
<td>Stabilize + Prep for Future Ops</td>
</tr>
<tr>
<td>Guerilla Warfare</td>
<td>DP-5 thru DP-8</td>
<td>MARFOR/LCC</td>
<td>Dominate + Stabilize + Prep for Future Ops</td>
</tr>
<tr>
<td></td>
<td>DP-7 thru DP-8</td>
<td>Infrastructure</td>
<td>Stabilize + Prep for Future Ops</td>
</tr>
</tbody>
</table>
# Joint Operation Planning Process

## Joint Challenge

### IRS Points of Failure

<table>
<thead>
<tr>
<th>Cause(s) of Failure?</th>
<th>DP (@ which DP?)</th>
<th>LOO (Along what LOO?)</th>
<th>Phase (During which Phase?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss of People’s Support</td>
<td>DP-1 thru DP-8</td>
<td>All</td>
<td>All</td>
</tr>
<tr>
<td>Unable to Block Straits</td>
<td>DP-1 thru DP-8</td>
<td>NAVFOR</td>
<td>All</td>
</tr>
<tr>
<td>Failure to Capture Aceh</td>
<td>DP-6</td>
<td>ARFOR/LCC</td>
<td>Dominate</td>
</tr>
<tr>
<td>Sustainment of Forces</td>
<td>DP-3 thru DP-8</td>
<td>NAVFOR + AFFOR</td>
<td>Seize Initiative + Dominate + Consolidate + Withdraw</td>
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<tr>
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<td>DP-4 thru DP-8</td>
<td>ARFOR/LCC</td>
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<td>DP-5</td>
<td>Infrastructure</td>
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</table>
Joint Operation Planning Process

COA Development

Summary

11 August 2011
Joint Operation Planning Process

COA Development

- Make a cartoon picture of the area where military actions will occur.
  - Use the white board with dry erase markers.
- List Essential Tasks developed during Mission Analysis.
- List the End State, Objectives and Effects determined during Mission Analysis.
- Match forces and capabilities to the Essential Tasks, Objectives and Effects.
- List CoGs (CCs/CRs/CVs) and Decisive Points from Mission Analysis.
- Determine the military conditions required to allow those forces the freedom to accomplish the Essential Tasks.
- Determine forces capable of setting those conditions.
- Determine Lines of Operations to reach each required condition.
• Determine a Logical end for each of the conditions required.
  - This will help in the sequencing of events and eventual phasing of the COA.
• Sequence the actions required to set the conditions and to actions required to accomplish the essential tasks.
• Use the joint phasing construct for sequencing.
• Designate Main Effort and Supporting Efforts for each phase.
• For this process it is helpful to think $2 \times$ subordinate levels down.
• Create a new COA sketch for each set of conditions. This will represent a phase of the COA.
  - Should have no more than 1 or 2 sketches per Phase.
Joint Operation Planning Process

Minimum Products for COA Development

- Military OBJs & End State Depiction
- C2 Diagram
- JOA Outline (1 per COA)
- CoG Analysis Diagram
- LOO Diagram (1 per COA)
- COA Sketch (1 per Phase)
- *Rough COA Synchronization Matrix
  - Sequencing of Ops LOO + DRAFT DST/DSM
- Points of Failure Matrix
Sequencing of Operations – (COA-1)

Deter
- Deploy
- Build-Up
- Defend

Seize Initiative
- Defeat IRS
- Neutralize AQ
- Defend Sumatra

Dominate
- Defeat IRS
- Open Sea Lanes
- Defend Sumatra

Stabilize
- Protect & Sustain Forces

Enable Civil Authority
- Transition, Support CA & Redeploy

1. Deploy Coalition Forces
- IRS & AQ activity increases
- IVO Aceh

2. Coalition Forces in place in Aceh
- IRS & AQ endanger GOI through ASW—IRS initiates offensive

3. Coalition Forces initiate offensive to defeat IRS & AQ
- Sufficient Combat Power established

4. Transition to CMO & facilitate deployment of NGOs/PVOs
- IRS defeated & AQ neutralized

5. DoS takes lead in Nation-Building
- GOI authority reestablished and IRS unable to conduct coordinated ops

Criteria
- What types of attacks and where?
- Location & readiness of IRS forces? IRS/AQ leadership?
- Log capabilities/routes/stockpiles? AQ support locations?
- IRS/AQ readiness? IRS/AQ casualties?
- IRS/AQ force locations? Location & frequency of attacks?

CCIRs

Decision Points
1
2
3
4
5

Legend

Main Effort
Supporting Effort
Sequencing of Operations – (COA-2)

**Deter**
- Deploy
- Defend Aceh
- Establish Lodgement

**Seize Initiative**
- Build-Up
- Defeat IRS
- Neutralize AQ
- Establish lodgement

**Dominate**
- Defeat IRS
- Open Sea Lanes
- Defend Sumatra

**Stabilize**
- Protect & Sustain Forces
- Transition, Support CA & Redeploy

**Enable Civil Authority**
- Transition/Redeploy

**Supporting Effort**
- Main Effort

**Branch**
- Defeat IRS
- Deny AQ
- Open Ship Lanes
- Regional Stability

**Legend**
- Supporting Effort
- Main Effort

**CCIRs**
- What types of attacks and where?
- Log capabilities/routes/stockpiles? AQ support locations?
- IRS readiness? IRS/AQ casualties?
- IRS/AQ force locations? Location & frequency of attacks?

<table>
<thead>
<tr>
<th>DPs</th>
<th>Decision</th>
<th>Criteria</th>
<th>CCIRs</th>
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Questions?

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