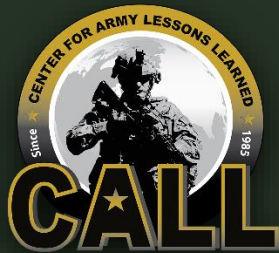


NEWS FROM THE FRONT



July 2017

COMBINED JOINT TASK FORCE OPERATION INHERENT RESOLVE Operations and Targeting Board



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Combined Joint Task Force – Operation Inherent Resolve (CJTF-OIR) Operations and Targeting Board (OTB) overview:

The function of the OTB is to outline, de-conflict, and synchronize operations conducted in the Combined Joint Operations Area (CJOA) for the short-medium timeframe. Held weekly, the meeting is chaired by the Combined-Joint Operations Officer (CJ3) and focuses on a four-week period beginning four days later.

The ultimate goal of the OTB is to maintain transparency while developing the CJTF-OIR Priority of Effort (PoE) and which informs the Weight of Effort (WoE) applied to each named operation. The WoE is then used to develop the Strike Allocation in order to communicate the Commander's intent for air asset apportionment during the execution week.

Key Tasks:

- Discuss upcoming Operations, Actions, and Activities (OAAs)
- Determine CJTF-OIR PoE and the WoE applied to each priority
- Discuss Combined Air Operations Center (CAOC) asset availability
- Discuss armed Intelligence Surveillance and Reconnaissance (ISR) & other fires asset availability
- Allocate available strike hours to the prioritized operations

CJTF-OIR OTB:

- Chair: CJ3
- POC: CJ35 lead planner

Desired End-State: CJTF-OIR OAAs are prioritized and air assets allocated for the upcoming execution week of apportionment.

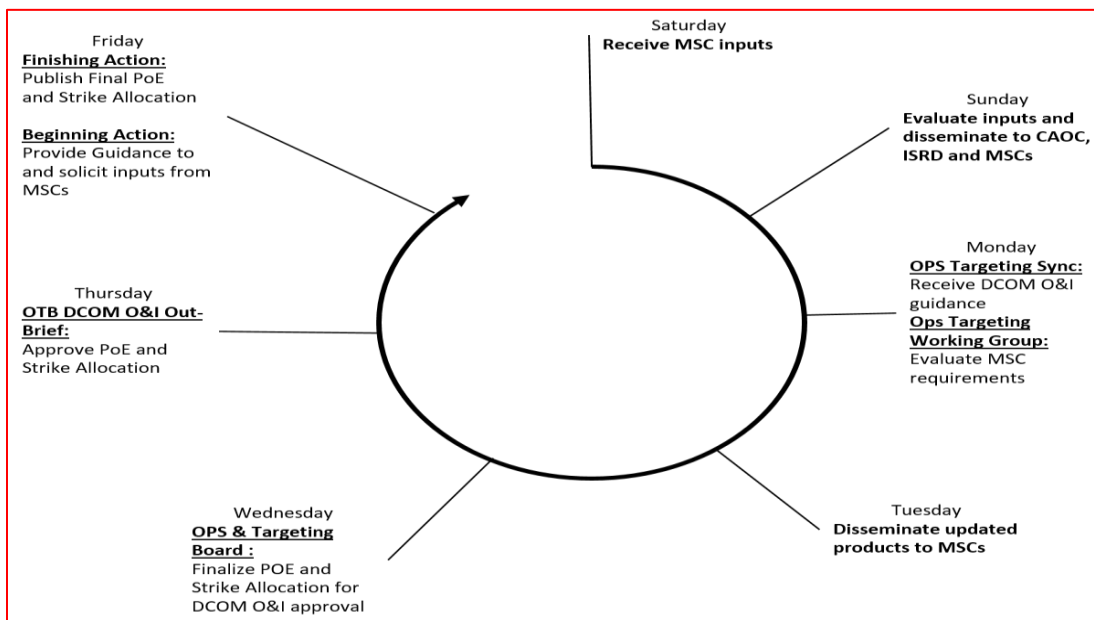
Phase I: Preparation

As described above, the CJTF-OIR PoE directly informs the allocation of CJTF-OIR air assets, specifically armed ISR and Close Air Support (CAS). The weekly OTB, which generates the approved CJTF PoE, is completed through a three-phase weekly cycle. The first phase of the OTB is the preparation phase, which is executed between Friday and Tuesday prior to the actual Wednesday board.

The first step in this phase is the distribution of command guidance and requested updates to the major subordinate command (MSCs) requirements. Upon receipt the CJTF-OIR lead planner presents the requirements to the DCJ3 for approved dissemination to the CAOC and ISRD. To maintain transparency the initial draft is also fed back to the MSCs for their consideration. Pending changes, this product is also later presented at the Monday Operations and Targeting Working Group (OTWG).

The second step takes place Monday afternoon when the CJ34 hosts the Operations and Targeting Synchronization (OTS) meeting. This is chaired by the Deputy Commander, Operations and Intelligence (DCOM O&I) and covers the intelligence, ongoing targeting operations and future planned operations. An assessment of the previous week is provided and then operational targeting priorities are determined. The main outputs from this meeting are then fed into the OTWG to ensure resourcing occurs per the DCOM O&I guidance.

On Monday afternoon, the OTWG is conducted to assess and evaluate the Major Subordinate Commands (MSC) requirements which further inform updates to the draft PoE matrix. The OTWG is chaired by the CJ35 or the DCJ3 and the output of the meeting is a draft PoE and draft Strike Allocation to be scrutinized at the Wednesday OTB. Following the OTWG the lead planner distributes the updated products to all parties for additional consideration.



Phase II: Execution

During the Wednesday OTB the MSCs confirm Strike and Armed ISR requirements. Furthermore, the next week’s operations are further prioritized and both the draft PoE and Strike Allocation are modified by the direction of the CJ3 in preparation for Thursday’s out brief and approval.

Phase III: Approval and Dissemination

Thursday, the DCOM O&I is presented the recommended PoE and Strike Allocation for approval. Pending DCOM O&I guidance, both the approved CJTF-OIR PoE and Strike Allocation are published for use by Current Operations to apportion strike and armed ISR assets during the upcoming execution week.

Supporting Activities

The Monday CJTF-OIR CJ34 OTS directs the OTWG development of the CJTF PoE. This meeting is the DCOM O&I's venue to synchronize both lethal and non-lethal targeting efforts, as well as provide guidance for the prioritization of named operations during the upcoming execution week.

The success of the weekly OTB process depends heavily on the future planning cells of CJFLCC-OIR and SOJTF-OIR to report all known OAAs requiring CJTF-OIR support. Furthermore, synchronization of the inputs relies upon operational planners from CJFLCC and SOJTF to be present at the OTWG in order to answer questions regarding operational timelines and resource requirements. The continued presence of these operational planners is also contributory during the OTB and OTB DCOM-O&I Out-brief.

The CJTF-OIR CJ2 provides an assessment of ISIS prioritized CJOA efforts, and an assessment of activities conducted by CJOA actors that influence the operational environment. Likewise, the CJTF-OIR ISRD briefs the proposed ISR plan to support collection requirements and additional strike capacity.

The CAOC represents CFACC and provides an overview of air asset availability for the next four weeks discussed in the OTB, as well as constraints or other limiting factors due to air asset availability and planned sequencing of operations. The CFACC representative also provides a recommendation of Strike Allocation hours to inform both the OTWG and the OTB.

Best Practices / Lessons Learned

- 1. Integrating the OTB into Theater Level Planning:** The adoption and integration of the OTB into theater level planning for the CJOA has been essential to the success of CJTF-OIR. The concepts of current operations and plans are well established in the Army, and working groups and boards to support these planning horizons already exist. Future operations, however, have not historically received the same amount of attention, and for good reason. Current operations are clearly defined as operations that are currently occurring and are dynamic. Plans occur in the distant future and are less susceptible to immediate influence. Future operations incorporates a degree of both plans and current operations, which makes this planning horizon uncomfortable to work in. The OTB allows the CJTF-OIR staff to incorporate current events in the CJOA with the future plans for the next four-week planning horizon, but in a brief synchronization meeting that prevents becoming overly-involved in a planning working group.
- 2. The OTB is Brief and Focuses on Synchronization:** The best practice of the CJTF-OIR OTB is that it strictly is for synchronization. The entire three-phase OTB process is designed to occur rapidly and repeatedly, week after week. The OTB meeting itself is limited to a one-hour period, and is strictly dedicated to synchronizing efforts. The changes that are a product of the OTB relate to the WoE, so as to allow the flexibility to adapt, but not so much as to

making substantial changes. The OTB process that CJTF-OIR developed has found the “sweet-spot” in relation to future operations planning.

Conclusion

Overall, the OTB is an extremely valuable process that can be beneficial to all operational/theater level planners.