NEWS FROM THE CTC

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News from the CTC:
OPSYNC Best Practices

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The Purpose of this document is to inform battalion and brigade leaders and staff on the importance of the operations synchronization meeting, and share lessons, best practices and examples of implementation. This document was informed by more than eighteen months of study, coaching, and mentoring from the JRTC OC/T task forces.

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"The OPSYNC"

By Major Michael C. Haith

"…the forces available must be employed with such skill that even in the absence of absolute superiority, relative superiority is attained at the decisive point. To achieve this, the calculation of space and time appears as the most essential factor, and this has given rise to the belief that in strategy space and time cover everything concerning the use of forces."[1]--- Carl von Clausewitz, On War

Introduction

The operations synchronization meeting (OPSYNC) is one of the central processes discussed during CTC rotations and is often the point of considerable frustration by battalion and BCT staffs. As a generation of leaders re-calibrate under the decisive action training environment (DATE), staffs are discovering the difficulty associated with harmonizing a diverse combat organization. Arriving at JRTC without developed processes and procedures necessary to synchronize the full capabilities of the BCT, units struggle to achieve mass and maintain momentum through transitions. While this deficiency is likely the result of several contributing factors, the proximate cause is the absence of an organized method to transition concepts into precise action. Ultimately, BCT staffs understand the importance of an OPSYNC, but fail to implement the process in sufficient detail necessary to withstand the complexity and turbulence of the battlefield. Succumbing to the weight of competing demands, the OPSYNC is never fully actualized as the centerpiece of the staff's daily battle rhythm.

While routinely highlighted as a critical deficiency in numerous CALL articles, the OPSYNC is only described in very general terms in our current doctrine.

FM 6-0 states that the operations synchronization meeting is the:

"most important event in the battle rhythm in support of the current operation. Its primary purpose is to synchronize all warfighting functions and other activities in the short-term planning horizon. It is designed to ensure that all staff members have a common understanding of current operations, including upcoming and projected actions at decision points."[1]

While this definition outlines the overall intent of the meeting, the definition fails to provide a detailed discussion of the procedures necessary to drive the process. Additionally, while staffs generally understand the concepts behind the OPSYNC, staffs typically struggle with the format and substance of the meeting. In view of recent rotational observations, this article attempts to

outline “a way” for achieving synchronization by defining the components of successful OPSYNC meetings while also highlighting some common pitfalls.

What is the OPSYNC and why is it important?

Paraphrasing from FM 6-0, the OPSYNC is the pinnacle event of the staff’s daily battle rhythm and provides the setting for the staff to see the battlefield in time and space and the opportunity to synchronize the BCT’s actions across each warfighting function (See Figure 1: Example Battle Rhythm). Executed at the end of the day, the OPSYNC is the distillation of the key outputs from the daily battle rhythm captured in a daily FRAGORD and accompanied, doctrinally, by a set of supporting execution products.[1] The scope and depth of the OPSYNC is contingent on the organization and the situation. Based on time available and the experience of the staff, the OPSYNC may be expanded or contracted to meet the needs of the organization and unique mission requirements.

Fundamentally, the OPSYNC provides a means to integrate the warfighting functions and synchronize the activities within the steps of the operations process: plan, prepare, execute, and assess. At any given moment, the BCT and the subordinate units can potentially find themselves performing each step of the operations process concurrently. The dilemma is the management of simultaneous motion without defaulting to sequential action. While the components and processes within the OPSYNC vary between each organization, a well-executed OPSYNC allows the staff to:

1. *Identify and resolve friction to account for changes in the situation and modify existing plans to account for new realities*
2. *Provide the BCT the space necessary to preserve options for the commander, maintain momentum through transitions, and set conditions for subsequent operations*
3. *Create a shared understanding across the staff of current and upcoming operations and provide a clear transition point between the plans and CUOPs integrated cells*
4. *Identify, request, and apportion required EAB assets and align resources and actions within the BCT to support battalion operations*

The OPSYNC is not…

The OPSYNC is not a substitute for planning and is not intended to replace wargaming.

Based on limited time and the finite capacity of the staff, the OPSYNC cannot be the venue to generate the plan nor is it the appropriate setting to conduct a detailed course of action

analysis. Instead, the OPSYNC is meant to complement the existing planning efforts by the staff. The OPSYNC requires the staff to arrive prepared and must be the product of a series of functional and integrated meetings within the battle rhythm. For example, the staff cannot defer detailed discussion and analysis from the targeting process to the OPSYNC. Instead, these discussions are better served in a preceding working group to focus the staff during the OPSYNC on the wider context and the arrangement of supporting actions within the organization. The details associated with synchronizing sensor to shooter, for example, can easily derail the meeting and push the staff into a protracted series of side-bar discussions. Experienced staffs will generate the necessary analysis before the OPSYNC to keep the meeting fixed on the necessary outcomes.

Who needs to attend?

Each warfighting function has the obligation to attend and contribute to the OPSYNC. Without the involvement and integration of the entire apparatus, the meeting devolves into a myopic discussion leading to incomplete analysis.

Critical to the success of the OPSYNC meeting, is the full participation and integration of the staff. At a minimum, a member from each staff section and the battalion LNOs must be present to adequately represent each warfighting function and to stimulate the important discussions and cross-coordination necessary to synchronize operations. While the enclosed list provides a recommendation, each organization and situation is different (See Figure 2: OPSYNC Participants). Though primary staff officers are preferred, distributed operations, for example, may require assistants to attend in their absence. At best, the absence of a warfighting function at the OPSYNC results in missed opportunities. At worst, the OPSYNC fails to adequately account for considerations and variances within the supporting warfighting functions leading to desynchronization and an overall disruptive effect on operations. Nothing is more frustrating than an OPSYNC derailed by the absence of a staff section or warfighting function.

Who is the chair and the lead proponents for the meeting?

While each organization may view the OPSYNC differently, the BCT S3 should chair the meeting. As the doctrinal proponent for synchronizing operations, the S3 is responsible for integrating the staff across each time horizon and, therefore, the natural choice to lead the OPSYNC. While the BCT XO directs the actions of the entire staff, the S3 is in a better position

to synchronize the staff within the context of planned operations. To better structure the meeting, the S3 should assign a proponent to both the plans officer and the chief of operations (CHOPs) along the BCT's established planning horizons. While planning horizons are discussed later in this article, as a best practice, the CHOPs should lead the discussion for the next 24-48 hours and the plans officer should address operations within the next 72-96 hours.

How long should the OPSYNC last?

Ideally one hour, but no more than two hours. If the OPSYNC is the last event of the day, an extended and unstructured OPSYNC will burn valuable staff energy. Realizing the OPSYNC results in a FRAGORD and a set of updated execution products, a lengthy OPSYNC jeopardizes the staff's ability to finish the product at a reasonable hour to allow the battalions to process the outcome. While every situation is different and some instances require more time, a rehearsed and prepared staff can execute an OPSYNC in less than an hour.

Where and over what medium?

The optimal setting for the OPSYNC is in-person with each of the staff sections and battalion LNO teams represented. However, situations where the staff is split between various mission command nodes, may require the staff to execute in a distributed fashion. The current suite of mission command systems resident within BCTs provide a variety of options. The key is the selection of the appropriate system that nests with the status of the communications architecture while maximizing collaboration and allowing for a dynamic discussion between participants. On a scale of preferred options, CPOF provides the ideal setting for the staff given its collaborative interface and tools to view and modify an existing synchronization matrix over a set of common graphics. On the lower end of options, but potentially the most realistic, is voice over FM radio. While each option has its advantages and disadvantages, the selection of a suitable medium is contingent on what systems are available and common to all participants. Regardless of the venue, the staff must rehearse and prepare to execute in a degraded communications environment. Without thinking through the dynamics and the logistics of a distributed OPSYNC, staffs often delay, cancel, or abbreviate components of the OPYSNC rather than planning and resourcing alternative options to connect a separated staff.

Inputs to the OPSYNC

According to the Training and Evaluation Outline Report for the operations synchronization meeting, the staff must arrive with a series of updated staff estimates to

facilitate an orderly and productive meeting. Given the meeting's importance and limitations on time, the prior preparation of the staff is vital to a successful OPSYNC. An updated synchronization matrix, intelligence estimates, graphics, and a commander's intent represent some of the more important products required from the staff. While Figure 3a provides a detailed list of required inputs, the underlying imperative is the preparation before the meeting. Staff officers arriving without the required analysis hinder the process and prevent the efficient execution. Integral to the required inputs are the execution of the necessary supporting meetings within the battle rhythm before the OPSYNC. The most common reason why units fail to execute the OPSYNC to standard is the failure to arrive at the OPSYNC with necessary analysis to drive the meeting. Faced with the difficult decision to either execute with incomplete products or delay the meeting to allow time to finish, the staff is paralyzed and the importance of the meeting is marginalized within the organization. The battle rhythm must be enforced to allow all meetings that feed the OPSYNC to happen. The S3 must be able to visualize the time and space necessary to place the OPSYNC in the most effective place within the battle rhythm.

Planning Horizons

Effective management of BCT planning horizons is critical to the execution of an effective OPSYNC. In the decisive action training environment, it is highly recommended that units adhere to a 72 to 96 hour planning horizon. While this article intentionally avoids a pedantic doctrinal discussion on planning horizons, it is important to understand why units need to examine operations out to 96 hours.

As a matter of course, this article endorses the ***Assess*** (last 24/48), ***Review*** (next 24), ***Validate*** (next 48), ***Approve*** (next 72), and ***Steer*** (next 96) methodology to structure the OPSYNC agenda (See Figure 4a: BCT Planning Horizons Explained and Figure 4b: BCT Planning Horizons - "Review, Validate, Approve, Steer").

Ultimately, the cost of not looking beyond the next 12 to 24 hours reduces the flexibility of the organization and restricts the options available to commanders at each echelon. BCTs often account for the first 96 hours during the staff's first planning iteration. However, as the BCT begins execution, the staff succumbs to the friction of the current operation and fails to look beyond to the next fight. This typically results in a failure to request and resynchronize enablers to set conditions at the BCT level as the plan diverges from the original path. Additionally, staffs fail to adequately anticipate and plan for transitions and decision points, effectively ceding the initiative to the enemy and forcing the staff into a series of RDSP sessions. Success in the decisive action training environment requires the BCT to cope with more than one complex

problem at a time and the simultaneous execution of each step within the operations process. For example, while the BCT may be preparing for a deliberate defense, the staff must also plan and resource options for the BCT to resume offensive operations. Unfortunately, the current fight often consumes the staff and forces the unit to address problems sequentially. The value of an OPSYNC is the ability to manage and synchronize the BCT between deliberate planning iterations to adequately posture the organization to seize opportunities and retain options for the commander. Furthermore, planning horizons allow the BCT staff to break complex problems into a series of sequels vice one colossal planning iteration that challenges the staff's the ability to publish a timely order to subordinate battalions.

Outputs from the OPSYNC

At the end of the OPSYNC the staff must produce, at a minimum, a FRAGORD that summarizes the key refinements, additions, and deletions covered during the meeting. The Training and Evaluation Outline (T&EO) specifies that the FRAGORD must be accompanied by an updated information collection plan, target synchronization matrix, and running estimates. While this is helpful, the T&EO does not provide a prescriptive list and omits a few products that are critical for the BCT to provide a refined picture for subordinate battalions. As discussed, each situation and unit is unique. What is missing from most units is a meaningful discussion on what the BCT considers its minimum execution products. Products like updated graphics, a revised task organization by phase, and a refined decision support matrix are a few examples that staffs should include in the short list of outputs from the OPSYNC. While Figure 3b (page 16) provides an expansive list of products, the BCT staff needs to apply some thought into what attachments are necessary to keep the FRAGORD within achievable reach. Without some forethought, the list could be resource prohibitive and could easily exceed the bandwidth of the BCT staff and the subordinate battalions. While all are probably important, some are more important than others.

Components of an effective OPSYNC

Based on observed trends and best practices, below are a few recommendations for staffs to incorporate and consider.

1. Start small and keep it simple and sustainable.

Many units arrive at JRTC without detailed procedures to anchor the OPSYNC process that are resilient enough to withstand the turbulence and pace of operations inside the decisive

action training environment (See Figure 9: OPSYNC Agenda for a more expansive agenda). Attempting to implement an OPSYNC for the first time at JRTC is a daunting job for any staff. The start-up cost associated with building a process and products that reach out to 96 hours inside a rotation becomes an unmanageable task for an inexperienced staff. The key is to implement and rehearse the OPSYNC at home station. Because of the friction associated with personnel turnover and competing priorities before a CTC rotation, BCTs must distinguish between what elements of the OPSYNC are imperative and which are aspirational. Keep the process simple and build as the staff gains experience through repetitions. Additionally, focus on building a manageable process. As the effects of fatigue from continuous operations take hold, the staff needs a sustainable process focused on simple products that keep the organization on track. For example, look first to build a simple FRAGORD and synchronization matrix format as the initial foundation. A recommendation is a graphics based matrix order with a "one page, one day" sync matrix is recommended focused on the essential information to keep the outputs from the OPSYNC within attainable reach and focused on the essential information (See Figure 6: Example Sync Matrix - "One Page, One Day" and Figure 7: Example Matrix Order). As discussed before, a conversation on what outputs are absolutely required from the OPSYNC is a necessary initial step to building an enduring process capable of weathering the challenges of a DATE rotation.

2. Stick with it and develop a staff ethic that is committed to making the meeting work.

The greatest friction associated with the OPSYNC is ***actually doing it***. This is really symptomatic of a wider problem, but worth discussing. Based on observed trends, BCT staffs routinely invest a disproportionate amount of energy on executing the current fight at the expense of planning and preparing for subsequent operations. Without the processes to manage both tasks, unforecasted (or unanticipated) friction pulls key leaders from managing the wider enterprise to address emerging issues. Ensnared in the current fight, the staff is lured away from the battle rhythm and, ultimately, preparation for the OPSYNC. Skipping or curtailing the OPSYNC for a day or two results in nearly irreversible lost time requiring significant energy to recover. To avoid this problem, create and staff integrated cells to manage current and future operations while positioning staff primaries at the pivot point between the two efforts. This insulates the staff from distractions and allows the staff to achieve simultaneous action. As the staff splits into distributed mission command nodes, implement a clear terms of reference between the TAC and TOC to eliminate redundancies. Ultimately, a common commitment to the OPSYNC is contingent on the enforcement and rigid application of the battle rhythm. While the

battle rhythm may be abbreviated or readjusted based on conflicting events (i.e. a TOC jump, a CAR, etc), it is vital that the staff executes the essential meetings within the battle rhythm to maintain forward momentum and produce the minimum products necessary to run the OPSYNC. For the BCT S3 and XO, this means holding people accountable and keeping the team on task.

3. Build a battle rhythm that culminates and supports the execution of the OPSYNC.

Units generally arrive with an untested battle rhythm. Without a standardized "7 minute drill," BCTs often fail to frame inputs, outputs, audience, and agenda. The cascading effect of an unscripted series of battle rhythm meetings ultimately derails the OPSYNC. Begin at home station by nesting the battle rhythm to ensure each meeting produces the necessary outputs with an eye on the minimum products needed to execute the OPSYNC. Secondly, keep the battle rhythm nested within a realistic timeframe, realizing that threading the needle between events often leads to problems as the staff encounters natural friction. Lastly, publish the refined battle rhythm in a series of quad charts and standardized formats to establish clear expectations for the staff. In many instances, the staff does not know or understand how the battle rhythm works or how it contributes to the OPSYNC.

4. Use a phasing construct to frame your planning horizons

One way to better frame your planning horizons is to create a simple phasing construct to visualize the trajectory of the BCT (also known as an "event matrix"). Using a phasing construct allows the staff to identify asset requirements and preserve options outside the resourcing window. It also allows the S3 and XO to see transition points and focus the staff's energy on defining and then shaping critical events during each phase. The attached phasing construct outlines an example and shows how it nests with the aforementioned "assess, review, validate, approve, and steer" methodology (See Figure 5: Example Phasing Construct). As a best practice, use the phasing construct as the centerpiece for the OPSYNC meeting and use it as a visual tool to convey to the staff the operational framework, decisions points, key transitions, and conditions setting. However, as with most operations, the phases of an operation often do not cleanly nest with the 24, 48, 72, 96 hour time horizons. As the example illustrates, Phase II of the operation spans more than 24 hours. In this case, the XO or S3 could potentially restructure the OPSYNC to better conform with phases of the operation, being mindful of the existing resourcing deadlines of the BCT's higher headquarters. Lastly, the

phasing construct is a great tool to use as the basis for the FRAGORD and simple reference during execution.

5. In a time constrained environment use the box method to drill down into critical events

Often running on fumes and operating within a tight timeline, BCT staffs struggle to identify ways to abbreviate the OPSYNC while retaining the value of the meeting. One technique is to use the box method to synchronize the BCT during critical events within each prescribed time horizon. Another successful technique is to use the TTPE method (Trigger, Task, Purpose, Endstate). This technique allows the staff to zoom in on a particular critical event and review key conditions setting and decision points (Triggers), the contributions by each subordinate unit and enablers (Task and Purpose), and the desired outcomes and conditions necessary to transition to the next subsequent critical event (Endstate). The attached example illustrates "a way" for staffs to structure this process (See Figure 8" TTPE Method). When executed well, this technique effectively integrates the staff more in order to solve the more important problems and minimizes the peripheral ankle biters that habitually disrupt the OPSYNC.

Further Reading

Critical to a good staff training progression is a comprehensive reading program. Enclosed at the end of this article is a list of doctrinal references, along with a list of previous CALL articles and trends that provide a wider context and additional information on the OPSYNC. The most useful doctrinal references are FM 6-0, *Commander and Staff Organization and Operations*; ATP 6-0.5, *Command Post Organization and Operations;* and T&EO 71-8-5135, *Conduct an Operations Synchronization Meeting (Battalion – Corps)*. Between these three documents, staffs can find useful material on the OPSYNC and the battle rhythm in general. Beyond doctrine, JRTC recently created an instructional video located on the Army Training Network (ATN) that provides an excellent overview of the OPSYNC process as well (follow the link provided in the references). Finally, the quarterly CTC bulletins contain relevant trends and articles published to provide current observations from sitting OCTs. These bulletins provide a wealth of information and insights across all WfFs, many of which focus on the elements related to the OPSYNC.

Conclusion

Unique to the decisive action training environment at JRTC is the tempo of operations combined with a world-class opponent and an unforgiving physical environment. The cumulative effect challenges the best staffs and overwhelms the unprepared. JRTC forces BCTs to exercise every warfighting function at echelon simultaneously. Subsequently, the ability of a BCT to harness the full energy of the organization requires a disciplined process to synchronize the diverse capabilities within a brigade combat team. The operations synchronization meeting is the venue to pull the organization together and retain the agility necessary to defeat a thinking, near-peer opponent. The successful integration of the OPSYNC generates the synchronization necessary to set conditions for battalions and create opportunities. Critical to the successful execution of the OPSYNC is the preparation at home station and a set of rehearsed and understood procedures to support the meeting. This article provides “a way” but not necessarily “the way” for BCT staffs to structure the process. The underlying intent is to trigger thought and to illuminate some techniques to assist BCT S3s and XOs as they attempt to build systems within their organization. At a minimum, this article intends to highlight negative consequences in hopes that it generates a deeper appreciation for the complexity and the sophistication inherent to the decisive action training environment. Start early and make the OPSYNC a key training objective during your home station training.

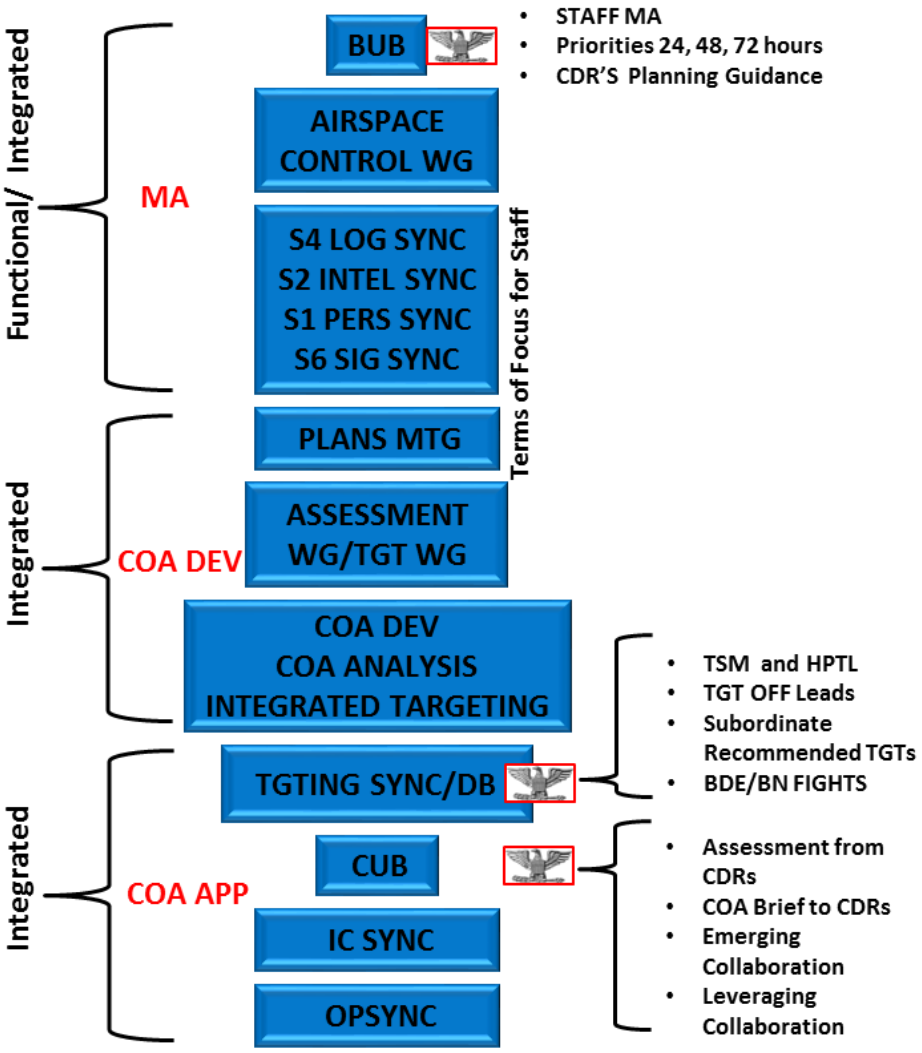


Figure 1: Example BCT Battle Rhythm

OPSYNC Recommended Participants: "A Way"

Brigade Staff

- S3
- CHOPS
- Plans Officer
- Fire Support Officer (FSO)
- Brigade Air Officer (BAO)
- Air Liaison Officer (ALO)
- Information Collection Manager (ICM)
- Targeting Officer
- Assistant Brigade Engineer (ABE)
- S2
- S4
- S6
- Protection WfF reps (ADA, CBRN, etc.)
- Electronic Warfare Officer (EWO)
- Information Officer (IO)
- Public Affairs Officer (PAO)
- Provost Marshal (PMO)

- Note taker(s)

Others

- BN LNOs

or

- BN S3s/AS3s
- Special Operations Forces LNOs

- Unified Action Partner (UAP) representatives, as applicable to your mission and Operating Environment

Figure 2: OPSYNC Participants

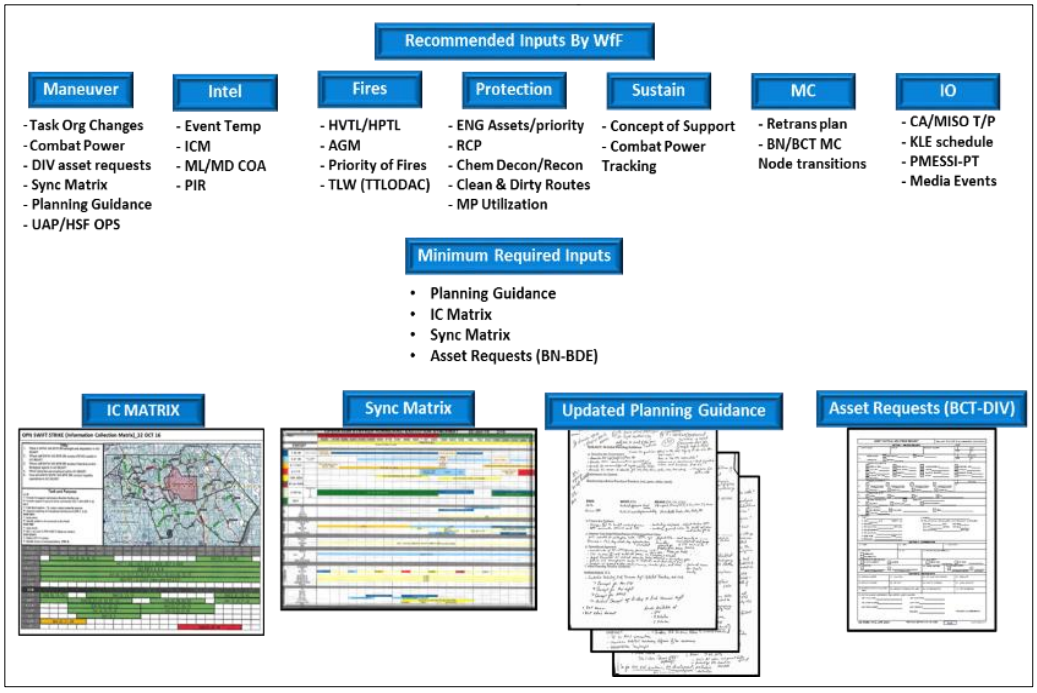


Figure 3a: OPSYNC Inputs

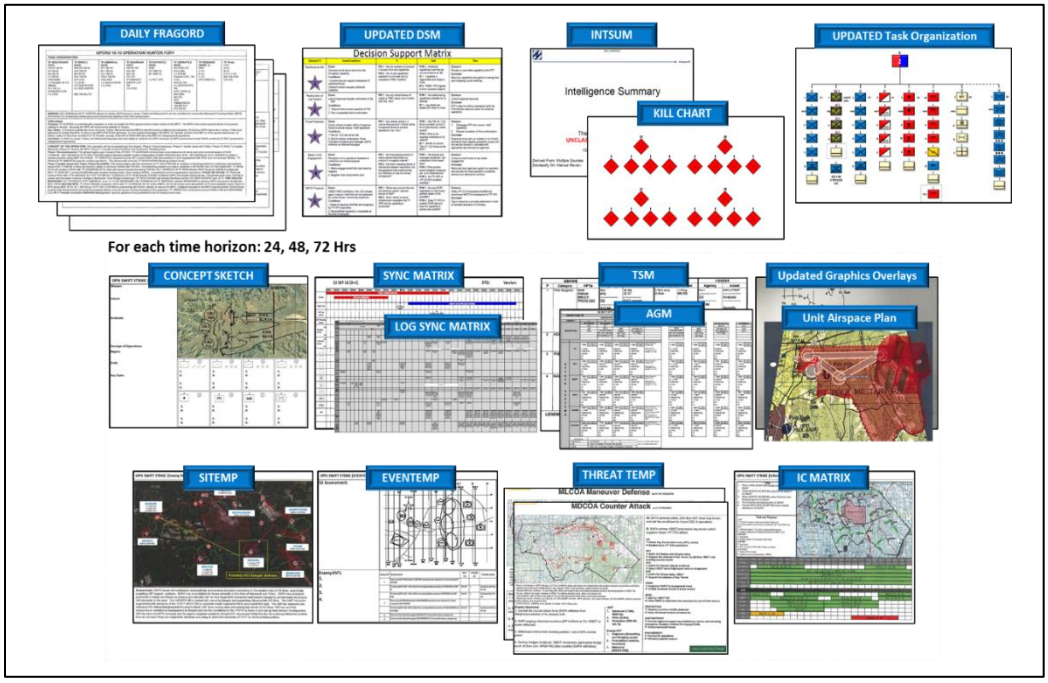


Figure 3b: OPSYNC Outputs

BCT Planning Horizons: "A Way"

Last 24: *Assess*. The purpose of the last 24 assessment is to understand the effects of the BCT on the enemy and illuminate opportunities or gaps for the BCT to address. This phase of the meeting should last between 5-10 minutes and should be led by the BCT S2 staff, the BCT targeting officer, and any relevant WfF (i.e. S2X or the EWO) to provide comments on any relevant information gleaned from the last 24 to include exploitation. The assessment should also provide the organization an understanding of the successes and failures of the BCT's operations and targeting process.

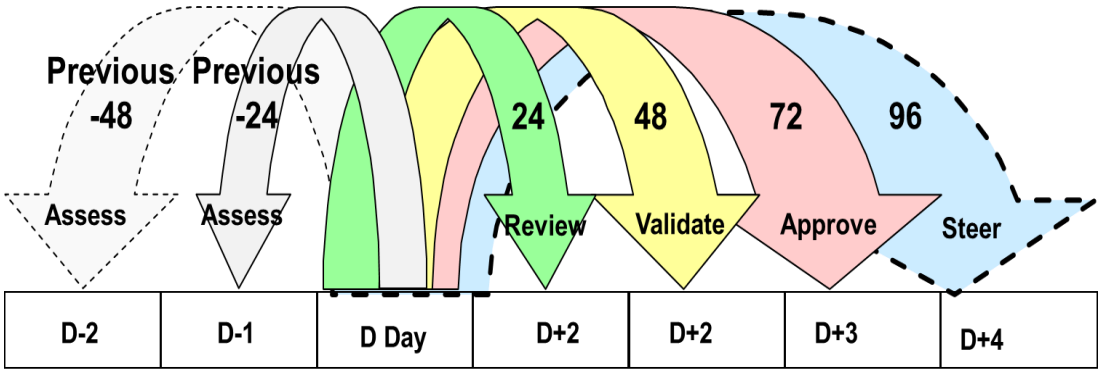
Next 24: *Review*. Within the 24 hour time horizon the BCT reviews operations for execution and ensures the necessary conditions and assets are postured to support the operation. The proponent for this time horizon is the CHOPs and the CUOPs section. Reviewing the BCT SoM, the staff and subordinate BN representatives provide any refinements to the current plan to reflect any changes in the enemy and friendly situation. Critical to keeping this portion of the meeting succinct is the preparation for the meeting and the correct inputs into the OPSYNC. This time horizon requires a structured discussion, but the flexibility to refine the plan to address changes in the OE.

Next 48: *Validate*. The focus of this phase of the meeting is to validate planned operations for the next 48 hours and to facilitate the transition from plans to the CUOPs section. Based on the outcomes of the previous OPSYNC, all RFIs and issues have been addressed and incorporated into the current plan or branches have been developed and resourced to provide the BCT flexibility. Critical to this phase is a shared understanding of the key decision points and necessary conditions setting across each echelon as well as a clear sensor to shooter linkage. As with next 24 time horizon, the staff must work diligently to ensure the analysis and staff work has been completed to cap the discussion at 10-15 minutes.

Next 72: *Approve*. The focus during this phase is to transform concepts into an executable and synchronized plan. At the 72 hour horizon, subordinate elements acknowledge directives from the BCT and communicate their initial conception of operations and asset requests. The 72 hour window is the most conversational phase of the OPSYNC as the group attempts to transition between conceptual to detailed planning. As the lead proponent for this phase, the plans officer leads the staff and LNOs in a structured discussion using the SYNCMAT to harmonize each WfF and subordinate unit. This phase follows the same procedures as COA Analysis and should follow an action, reaction, counteraction format. In order remain efficient with time, this step of the OPSYNC requires practice and structured procedures.

Next 96: *Steer*. During this phase the plans officer reviews the planning guidance from the commander and any anticipated changes, JTF level taskings, or branches/sequels that may occur within the next 96 hour horizon. Next, the plans officer reviews the draft COA sketch and the targeting officer reviews the nominated HPTL and targeting priorities for the next 96. The BCT S3 and XO provides direction to the staff and LNOs for any required analysis needed to support the continued planning heading into the next day's activities.

Figure 4a: BCT Planning Horizons Explained



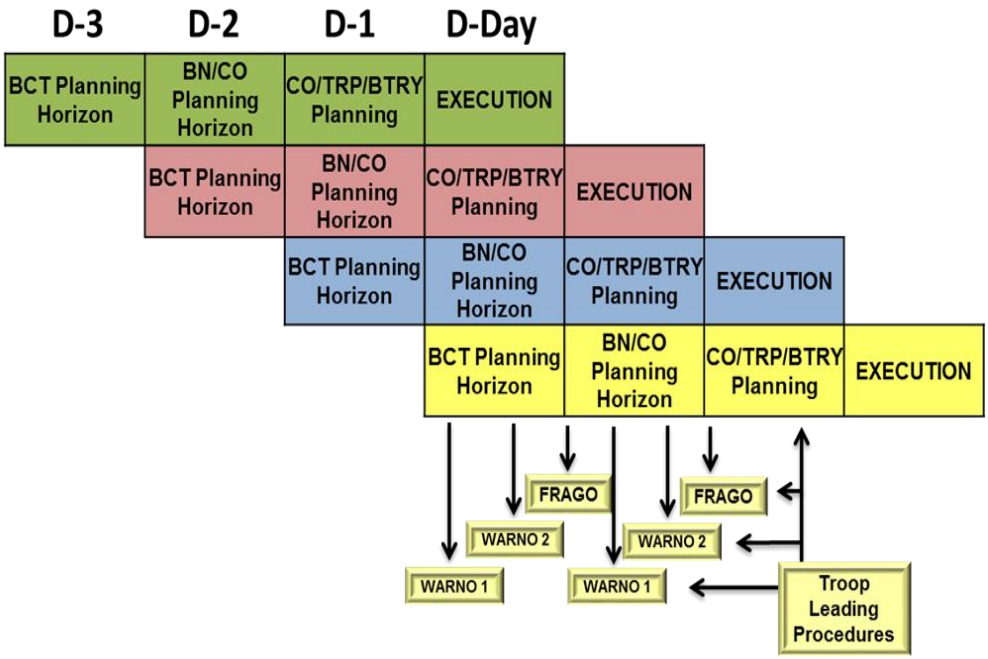
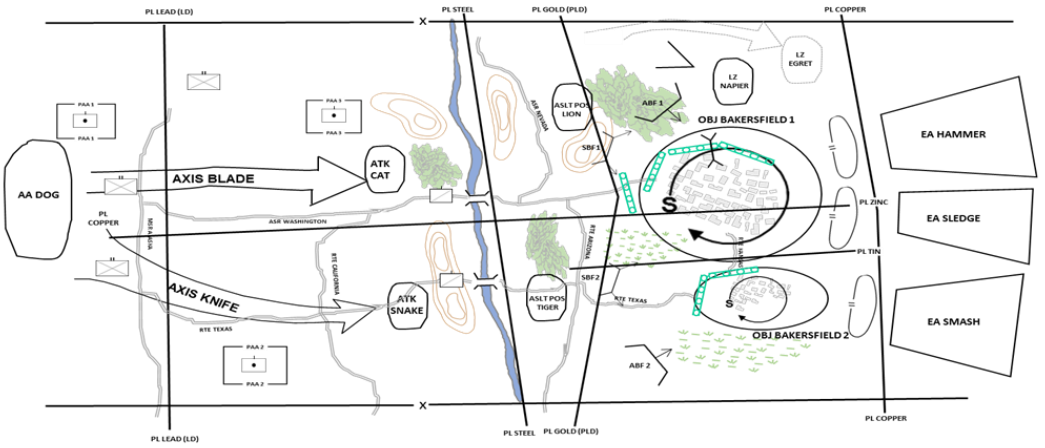


Figure 4b: BCT Planning Horizons – "Review, Validate, Approve, Steer"

2/21 BCT	UNCLASSIFIED	v 2.1
OPN EAGLE STRIKE	2/21 BCT EXECUTION MATRIX	as of 22 OCT

Concept Sketch



CDRs Priorities:	CDRs Priorities:	CDRs Priorities:
DIV Fights:	DIV Fights:	DIV Fights:
Key BCT Fights:	Key BCT Fights:	Key BCT Fights:
Key BN Fights:	Key BN Fights:	Key BN Fights:

23 OCT (D+4)	24 OCT (D+5)	25 OCT (D+6)	26 OCT (D+7)

Phase 1: MTC through PL STEEL	Phase II: Seize OBJ BAKERSFIELD I & II	Phase III: Hasty Defense along PL COPPER
Begins: Ends:	Begins: Ends:	Begins: Ends:
Critical Events:	Critical Events:	Critical Events:
ME T: P:	DO T: P:	ME T: P:
SO1 T: P:	SO1 T: P:	SO1 T: P:
SO2 T: P:	SO2 T: P:	SO2 T: P:
SO3 T: P:	SO3 T: P:	SO3 T: P:
SO4 T: P:	SO4 T: P:	SO4 T: P:
SO5 T: P:	SO5 T: P:	SO5 T: P:
SO6 T: P:	SO6 T: P:	SO6 T: P:
SO7 T: P:	SO7 T: P:	SO7 T: P:
BCT Enablers:		
EAB Assets:		
Decisions Points:	Decisions Points:	Decisions Points:

Figure 5: Example Phasing Construct

2/21 BCT (JTF-21)	UNCLASSIFIED	BMNT: 1822	ILLUM: 84%
v2.1 as of 22 OCT 16	23 OCT 16 (D+5)	EENT: 0612	WIND: 6-8 KNOTS
		MOON RISE: 2210	MOON SET: 0234
		Assessment: affects of cloud cover on ISR Operations	

		Staff Sketch Notes	0001 0100 0200 0300 0400 0500 0600 0700 0800 0900 1000 1100 1200 1300 1400 1500 1600 1700 1800 1900 2000 2100 2200 2300
Enemy			
Higher HQ		JTF CUB 1800	
Inter Agency		USAID(1400)	
Adjacent Units Operations		CONGEN Meeting (0900)	
SOF		2/21 BCT Attack on OBJ OLYMPIA NLT ATK 2000 ODA 3112 Raid on OBJ SALADIN (1 x PLT+ AH Support) POD 23/24	
Mission Command			
BCT Key Events		1. Cross LD (PL LEAD) 2. MTC Along AXIS BLADE & KNIFE 3. BNs occupy ATK POS SNAKE and CAT	
BCT Planning & BR Events		CDRs Visualization (2100) MA Brief (1500) COA DEV (1900-2100) COA Brief (2130) CUB (1700) OPSYNC (2300)	
BCT MC		2 of 2 RETRANS	
Air Assets			
CAS		2 x A10: (1600-1900)	
AVN TF	LIFT	6 of 6 UH, of 2 of 2 CH; 2 of 2 C2	
	ATK	6 of 6 AH (AWT1: 0700-1300; AWT3: 1230-1830: AWT2: 1800-2359)	
Collection Assets			
FMV		SHADOW 1 of 3: (0700-1200; 1800-2300) MQ-9: (1400-2000)	
SIGINT		LLVI: 2 of 2 Prophet: 1 of 1 GR: 0900-1300	
GMTI		JS: 1500-1900	
HUMINT		4 x HCTs (1 w/ ea MNVR BN)	
RSTA SQDN	A TRP	Screen along PL Steel	
	B TRP	Secure BCT Rear Area	
	C TRP		
Fires Assets			
EAB FIRES		HIMARS: 1900-2200 Q37: 1800-2300	
Radar		1 of 1 Q36; 3 of 4 Q50	
EW		EA-6B: 231900-240100	
FA BN	C2	TAC: Packed; TOC vic BCT TOC	
	A BTRY (105mm)	PAA 5; IPRF as of 2231800OCT 4 of 6 Tubes	
	B BTRY (105mm)	PAA 5; IPRF as of 2231800OCT 6 of 6 Tubes	
	C BTRY (155mm)	PAA 5; IPRF as of 2231800OCT 4 of 6 Tubes	
Engagement			
Engagement Team			
Protection Assets			
BEB	A CO	Duece: 5 of 6 HMEE: 6 of 6	
	B CO	Survivability; Counter-Mob POS: AVN, BSB, 1ST BN	
	MP PLT		
	CBRNE RECCE		
	DECON		
Sustainment Assets			
EAB SUS			
BSB			
Maneuver			
Reserve			
1ST BN			
2ND BN			
3RD BN			

Figure 6: Example Sync Matrix – "One Day, One Page"

OPORD 16-10 OPERATION HUNTER FURY

TASK ORGANIZATION

TF WOLFHOUND (DO1)	TF IRON (-) (SO2)	TF AMERICAL (SO3)	TF GUARDIAN (SO1)	TF PATRIOT(-) (SO4)	TF VERSATILE (SO5)	TF PEGASUS (SUSO 1)	TF Pirate
HHC/1-69 IN A/1-69 IN B/1-69 IN C/1-69 IN F/427 BSB 1 x Atropian IN CO (Mech) D/1-182 (-) 3xSQDS/812 EN 1 x JTAC	HHC/2-108 IN A/2-108 IN B/1-87 IN D/2-108 IN A/112 IN 1 x JTAC 2 X SQD 812 EN 2 x SQD A/BSTB B/2-108 IN LFX	A/1-182 IN B/1-182 IN C/1-182 IN 1/D/1-182 IN 1182 FSC 1 x SQD A/ BSTB 1 x JTAC	HHT/2-101 A/2-101 B/2-101 C/2-101 1st ANGLICO B/BSTB LLVI TM 1 X JTAC	HHB A/1-258 FA B/1-258 FA 1 x PLT LFX	387 EOD CO B Co (MI) 1 x 519 MI Prophet CNTL TM C Co 443 CA TM 3 x 325 PSYOPS TM 274th ASOS (-) 204 ENG 443 CA HCT TM/B/27BSTB 105 MP PLT 274 ASOS	HHC A Co A Co B Co C Co 272 CHEM Co	HHC A Co B Co F/1-111 AV B/3-126 AVN C/3-142

MISSION: NET 262200JUL16 TF HUNTER attacks to isolate SAPA forces in Janan, Tofani and Marwandi to set the conditions to secure the Marwandi Pumping Station (MPS) IPW ROAA IOT protect key infrastructure and enhance the stability of the ROA government..

CDRs Intent:
Purpose: TF HUNTER is conducting this operation in order to enable the ROA government to retain control of the MPS. The MPS is the most important driver of economic stability in Atropia. Securing the MPS will enhance the stability of Atropia.
Key Tasks: 1) Conduct a deliberate recon of Janan, Tofani, Marwandi and the MPS to identify enemy positions and obstacles. 2) Destroy SAPA elements in Janan, Tofani and Marwandi to isolate the MPS. 3) Secure the MPS IPW ROAA elements. 4) Limit collateral damage to the MPS. 5) Transfer control of the MPS to ROA government forces. 6) Retain control of Dara Lam and the FLS 7) Transfer security of the AO to ROAA 8)Posture the BDE for redeployment operations
End State: 1) SAPA in Janan, Tofani, and Marwandi destroyed and their ability to reinforce the MPS removed. 2) MPS secured and under ROAA control 3) 27 IBCT postured for redeployment operations.

CONCEPT OF THE OPERATION: This operation will be conducted over five phases. Phase I: Reconnaissance, Phase II: Isolate Janan and Tofani, Phase III: AASLT to Isolate Marwandi, Phase IV: Secure the MPS, Phase V: Transfer Control to ROAA and Posture for Redeployment.
Phase I Reconnaissance: This phase begins upon receipt of this OPORD. TF GUARDIAN conduct area reconnaissance of Janan and zone reconnaissance of AXIS TITANIUM. NET 262200JUL16 TF WOLFHOUND place a blocking position south of intersection of MSR RAIDERS and JETS. NET262200JUL16 TF VERSATILE place a blocking position along MSR DOLPHINS. TF VERSATILE assume security of FLS and DARA LAM and continue IO and engagement with ROA and US consular officials. TF IRON and TF AMERICAL prep for combat operations. This phase ends once the TF WOLFHOUND blocking position is set.
Phase II Isolate Janan and Tofani. Phase IIA JANAN: This phase begins with the movement of TF WOLFHOUND to emplace a blocking position to control key intersections along AXIS TITANIUM to deny the enemy's ability to reinforce JANAN and TOFANI. Once blocking position is in place, establish a RETRANS site IVO WQ 0489 4067. TF IRON SCTs will conduct a RHO with TF GUARDIAN SCTs, then will move to screen line along TOFANI. NLT 270200JUL16 TF IRON attacks SAPA forces in JANAN to isolate the MPS. TF IRON BPT conduct SOSRA through complex obstacle belts. Upon seizing JANAN, consolidation and re-organization operations. **PHASE IIB TOFANI:** TF IRON will conduct RHO with TFG UARDIAN SCT IVO TOFANI NLT 272000JUL16 TF IRON attacks TOFANI to destroy SAPA and isolate enemy forces. This phase ends once TOFANI is seized and low-water crossing 5 Bridge is destroyed. Once Bridge is destroyed, TF WOLFHOUND will release blocking position IVO MSR RAIDERS and JETS. **PHIII ISOLATE MARWANDI:** NLT 272200JUL16 TF AMERICAL is on LZ 11 IVO MARWANDI. NLT 272359JUL16 TF AMERICAL attacks MARWANDI to destroy SAPA elements to Isolate the MPS. **PH IV SECURE MPS:** TF WOLFHOUND conducts a RHO with TF GUARDIAN SCTS north of MPS, SCTS will move south along MSR JETS and establish screen South of MPS along MSR JETS. NLT 280100JUL16 TF WOLFHOUND in partnership with ROAA, attacks to secure the MPS. Collateral damage to the MPS must be limited. ROAA forces must be lead element when securing the pumping station, once its secure. During all phases of the operation, TF VERSATILE continues to secure DARA LAM and GERONIMO FLS. **PH V Transfer Control to ROAA/Re-Deployment:** Specific guidance to be published in the Re-Deployment order.

DECISIVE OPERATION (TF WOLFHOUND): 1) NLT 280100JUL16 attack to secure the MPS IOT protect critical infrastructure and enhance the stability of Atropia. 2) NLT 270100JUL16 control intersections along MSR TITANIUM to isolate enemy forces on the MPS. 3) NLT 270200JUL16 secures RETRANS site at WQ 0489 4067. 4) NLT 262300JUL16 established blocking position IVO intersection on MSR JETS and MSR RAIDERS to deny enemy use of high speed avenues of approach.

SO 1 (TF IRON)	SO 2 (TF AMERICAL)	SO 3 (TF GUARDIAN)	SO 4 (TF PATRIOT)
1) NLT 270200JUL16 attacks JANAN to destroy SAPA elements to prevent enemy reinforcements of the MPS. 2) NLT 272000JUL16 attacks TOFANI to destroy enemy forces to prevent enemy reinforcements of the MPS.	1) NLT 272200JUL16 conduct AASLT to destroy SAPA forces on MARWANDI to prevent enemy reinforcements of the MPS.	1) C TRP conducts an area reconnaissance of JANAN 2) A TRP conducts area reconnaissance on TOFANI 3) B TRP conducts zone reconnaissance VIC MSR JETS 4) 1st ANGLICO conducts area reconnaissance on MPS	1) See Annex D

SO 5 (TF PIRATE) 1)Provide armed over-watch of TFs attacking JANAN and the MPSL 2) Conduct AASLT operations ISO TF AMERICAL.

SO6 (TF VERSATILE) 1) NET 262200JUL16 emplace blocking position on MSR DOLPHINS to protect the FLS and DARA LAM from SAPA infiltration. 2) Secure the FLS IOT protect key terrain and critical infrastructure, 3) Secure DARA LAM 4) Conduct engagement with ROAA, ROA Officials and the US Consulate.

SUSO 1 (TF PEGASUS)
We will support this operation during PH I & II from the BSA by supporting TF Wolfhound to the South and TF Iron to the West with CL I (water), Ice and CL III(b) as well as role II medical support. IN PH III we will support this attack on Marwandi with slingload operations and standby transportation assessts, utilizing FSEs, if the air movement is grounded.

INFORMATION COLLECTION: During PH I of Operation Hunter Futy, Information Collection will be focused on providing overwatch and route reconnaissance for TF Guardian during their ground recon. PH II of the operation will identifying remaining ENY ADA assets and IDF assets that will prevent friendly air and maneuver units from JANAN, TOFANI, MARWANDI and the MPS. PH III IC will act as early warning in detecting SAPA and 17 IN DIV reinforcements and movements for a counterattack into the AO. TACON authority given as follows: TF AMERICAL-HCT 1; TF IRON-HCT 2, TF WOLFHOUND HCT 3. TF GUARDIAN-LLVI team.

FIRES: For this operation, Fires will concentrate on preparing the objectives through SEAD in support of air assault/air movement, route security, support obstacle clearing efforts as well as suppressing enemy indirect fire positions. Throughout the operation, Fires will suppress enemy dismounted squads and platoons in support of friendly movement to contact. In addition, Fires neutralizes enemy indirect-fire assets proactively (preferred) and through counterfire (Q-36 or LCMR acquisitions). The battalions refine the brigade's planned targets and ensure observers are in position in accordance with the operational timeline. Robust rehearsals, including a technical rehearsal, are key to this scheme of fires.**FST1** Suppress enemy air-defense assets **PURPOSE1** IOT preserve air freedom of movement **FST2** Suppress enemy direct-fire assets IOT prevent enemy from effectively engaging friendly dismounted elements **FST3** Obscure enemy direct-fire assets IOT enable friendly breach of enemy obstacles **FST4** Neutralize enemy indirect-fire assets IOT prevent enemy from massing fires.

BAE: 1.) Per AMCM

PROTECTION: Engineers are task organized to conduct mobility support. Engineers will reduce lanes through tactical and protective obstacles along AXIS STEEL and TITANIUM. MOPP Level 0. CBRN DECON COMPANY prepares decon site vic DARA LAM. MPs continue detainee operations, PSD for mobile command group, and establish a road block vicinity MSR DOLPHINS.

SIGNAL: Primary means of communication between BDE and BNs is still analog, but utilizing Iridium phones as a contingency and BOX phones or runners as an emergency. BDE RETRANS teams will move securely to a hilltop located vic. grid 15R WQ04894067 once cleared to extend the BDE CMD and FIRES NETs into the southern part of Atropia. A planned division COMSEC supersession changeover will occur on 261500JUL2016.

CASEVAC/MEDEVAC: Primary means of MEDEVAC for Urgent/Urgent Surgical patients in AO BEAR is Air (1-169MEDEVAC Co), secondary is via organic Med PLTs (8x FLA) or C Co/BSB EVAC PLT (10xFLA). Non standard CASEVAC will be provided O/O by A/427 as needed. AXPs with be activated during this phase and manned by C/BSB. AXP's for this operation: AXP Jagr IVO intersection MSR Dolphins and MSR Giants (15R WQ 0463'4225). AXP Kurri IVO CACTF (15R WQ 0335'4115), AXP Hull IVO intersection MSR Raiders and MSR Jets (15R WQ 0380'4045), AXP Gartner (DIV AXP #4) IVO intersection of MSR Dolphins and eastern boundary line (East Gate) (15R WQ 0557'4404), AXP Mikita IVO Marwandi Pumping Station (15R WQ 0430'3702) and AXP Dionne IVO intersection of MSR Jets and Jetertown Cutoff Road (15R WQ 0785'3810).

NON-LETHAL: Continue to deny ENY ADA threat and disrupt EN C2 with EW assets; continue assessments in Dara Lam deliver themes and messages to the populace IOT shape the AO against ENY influence of population centers.

MISSION COMMAND: BDE Mission Command will be executed from the BDE Main CP and MCG.

TIMELINE:

Figure 7: Example Matrix Order

Critical Event #3: Crossing low water crossings along PL STEEL
23 OCT (o/a 0900)

Trigger:

Key Decisions:

Conduct a deliberate LWC with 1st and 2nd BNs

IOT conduct a deliberate crossing of the LWC the following conditions must be met….

BCT Conditions:

1.
2.
3.

Task and Purpose:

1ST BN (T/P):

2nd BN (T/P):

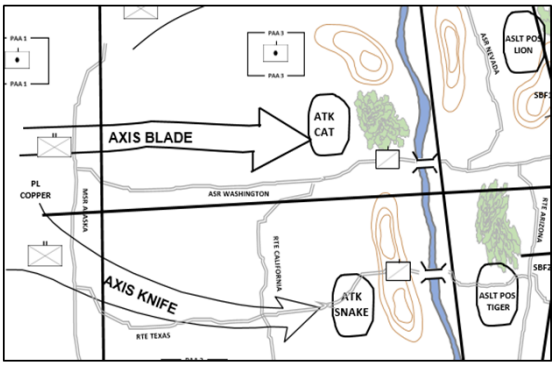
RSTA (T/P):

ISR (T/P):

Mobility (T/P):

ATK AVN (T/P):

Endstate:



Combat Power Avail

Fires: 1 x 105mm PLT (A BTRY, PAA 2)

AWT: AWT2 (0900-1500)

ISR: SHADOW 2 (0800-1400); JSTARs (0200-0700)

PIR:

1.
2.

FFIR:

1.
2.

Figure 8: TTPE Method

Figure 9: OPSYNC Agenda

- ☐ Review the BCT Planning Horizons and Phase Construct (BCT Plans Officer)

- ☐ ***Assess*** Last 24 (10 min)
  - Review Enemy Operations in the last 24 **(BCT AS2)**
  - Review effects of targeting, operations and the current kill chart **(BCT TO and BCT AS2)**
  - Review any intel from exploitation **(EWO, SIGINT, etc)**

- ☐ ***Review*** Next 24 (15 min)
  - Weather **(SWO)**
  - Enemy SITEMP **(BCT S2)**
  - Enemy EVENTEMP **(BCT S2)**
  - Operations within the JTF next 24 **(CHOPs)**
  - Task Tracker within the next 24: Key Suspenses BCT to DIV, BN to BCT **(CHOPs)**
  - BCT BR and Planning Timeline **(BCT S3/XO)**
  - ***Review*** BCT Concept of Operations next 24 **(CHOPs)**
    - Must include: mission, intent, endstates, T/P for each unit, assets available/confirmed and task organization, and COA sketch and statement, and concepts for support by WfF. The BCT S3 must conduct a brief discussion of the BCT SoM, DSM, and overall risk assessment (operation and accidental).
  - BCT Lethal Targeting **(BCT TO and Collection Manager)**
    - Must review lethal targeting priorities and review the sensor to shooter linkage; this involves an overview by the collection manager and targeting officer of the sync matrix highlighting ***confirmed*** collection assets tied to approved lethal targets and the linkage to PIR and the DSM and the overall SoM; collection manager and TO recommend any adjustments to confirmed assets
  - BCT Non-Lethal Targeting **(BCT Non-Lethal Lead)**
    - Must review the non-lethal targeting priorities and review task and purpose of the BCT's non-lethal assets using the sync matrix and any adjustments to non-lethal operations
  - Airspace Control **(BCT ADAM/BAE)**
    - Intent is to review the unit airspace plan for the next 24 that incorporates all of the airspace users reflected in the sync matrix and indirect fire assets
  - ***Review*** BN Operations Next 24 for each BN **(Maneuver BNs, Cav Squadron, FA BN, BEB, BSB, AVN TF S3s/LNOs)**
    - Must include mission, intent and endstates; T/P for each company and key enabler; refined graphics, demonstrate how operations nest and support the BCT; anticipated friction and subsequent adjustments to the plan for approval; asset confirmation; and any final requests for BCT support
  - Conditions Check for Operations in next 24 **(Maneuver BNs, Cav Squadron, FA BN, BEB, BSB, AVN TF)**
    - Includes any out of sector operations, DART operations, and any named key operation within the overall concept of operations to ensure the requisite assets and conditions are in place for execution

- Enemy Reaction **(BCT S2/BCT XO)**
  - Based on the current plan, the S2 highlights any changes to the enemy SoM
  - The BCT XO must adjudicate the effects of the enemy operations
- BCT Counteraction **(BCT S3 and BN S3s/LNOs)**
  - BCT S3 in concert with the subordinate BNs outlines any necessary modification to operations and mitigations
- Roll up of any necessary changes to the next 24, any RFIs and assumptions, and items for BCT CDR decision. Also identifies any branch plans for subsequent planning. **(BCT S3)**

☐ ***Validate*** Next 48 (15 min)
- Weather **(SWO)**
- Enemy SITEMP **(BCT S2)**
- Enemy EVENTEMP **(BCT S2)**
- Operations within the JTF next 48 **(CHOPs)**
- Task Tracker within the next 48: Key Suspenses BCT to DIV, BN to BCT **(CHOPs)**
- BCT BR and Planning Timeline **(BCT S3/XO)**
- ***Validate*** BCT Concept of Operations next 48 **(CHOPs)**
  - Must include: mission, intent, endstates, T/P for each unit, assets available/requested and task organization, and COA sketch and statement, and concepts for support by WfF. The BCT S3 must conduct a brief discussion of the BCT SoM, DSM, and overall risk assessment (operation and accidental).
- BCT Lethal Targeting **(BCT TO and Collection Manager)**
  - Must validate lethal targeting priorities and validate the sensor to shooter linkage; this involves an overview by the collection manager and targeting officer of the sync matrix highlighting ***requested*** collection assets tied to approved lethal targets and the linkage to PIR and the DSM and the overall SoM; collection manager and TO recommend any adjustments to confirmed assets
- BCT Non-Lethal Targeting **(BCT Non-Lethal Lead)**
  - Must validate the non-lethal targeting priorities and validate task and purpose of the BCT's non-lethal assets using the sync matrix and any adjustments to non-lethal operations
- Airspace Control **(BCT ADAM/BAE)**
  - Intent is to validate the unit airspace plan for the next 48 that incorporates all of the airspace users reflected in the sync matrix and indirect fire assets
- ***Review*** BN Operations Next 24 for each BN **(Maneuver BNs, Cav Squadron, FA BN, BEB, BSB, AVN TF S3s/LNOs)**
  - Must include mission, intent and endstates; T/P for each company and key enabler; refined graphics; demonstrate how operations nest and support the BCT; anticipated friction and subsequent adjustments to the plan for approval; asset confirmation; and any final requests for BCT support
- Conditions Check for Operations in next 48 **(Maneuver BNs, Cav Squadron, FA BN, BEB, BSB, AVN TF)**
  - Includes any out of sector operations, DART operations, and any named key operation within the overall concept of operations to ensure the requisite assets and conditions are in place for execution

- Enemy Reaction **(BCT S2/BCT XO)**
  - Based on the current plan, the S2 highlights any changes to the enemy SoM
  - The BCT XO must adjudicate the effects of the enemy operations
- BCT Counteraction **(BCT S3 and BN S3s/LNOs)**
  - BCT S3 in concert with the subordinate BNs outlines any necessary modification to operations and mitigations
- Roll up of any necessary changes to the next 48, any RFIs and assumptions, and items for BCT CDR decision **(BCT S3)**

- ***Approve*** Next 72 (30 min)
  - Weather **(SWO)**
  - Enemy SITEMP **(BCT S2)**
  - Enemy EVENTEMP **(BCT S2)**
  - Operations within the JTF next 72 **(CHOPs)**
  - Task Tracker within the next 72: Key Suspenses BCT to DIV, BN to BCT **(CHOPs)**
  - BCT BR and Planning Timeline **(BCT S3/XO)**
  - ***Approve*** BCT Concept of Operations next 72 **(CHOPs)**
    - Must include: mission, intent, endstates, T/P for each unit, assets available/requested and task organization, and COA sketch and statement, and concepts for support by WfF. The BCT S3 must conduct a detailed discussion of the BCT SoM, DSM, and overall risk assessment (operation and accidental).
  - BCT Lethal Targeting **(BCT TO and Collection Manager)**
    - Must present the approved lethal targeting priorities and synchronize the sensor to shooter linkage; this involves an overview by the collection manager and targeting officer of the sync matrix highlighting ***requested*** collection assets tied to approved lethal targets and the linkage to PIR and the DSM and the overall SoM; collection manager and TO recommend any adjustments to confirmed assets
  - BCT Non-Lethal Targeting **(BCT Non-Lethal Lead)**
    - Must present the approved the non-lethal targeting priorities and validate task and purpose of the BCT's non-lethal assets using the sync matrix and any adjustments to non-lethal operations
  - Airspace Control **(BCT ADAM/BAE)**
    - Intent is to synchronize the unit airspace plan for the next 72 that incorporates all of the airspace users reflected in the sync matrix and indirect fire assets
  - Validate Concept of Operations Next 48 for each BN **(Maneuver BNs, Cav Squadron, FA BN, BEB, BSB, AVN TF S3s/LNOs)**
    - Must include mission, intent and endstates; T/P for each company and key enabler; demonstrate how operations nest and support the BCT; anticipated friction and subsequent adjustments to the plan for approval; asset confirmation; and any final requests for BCT support
  - Conditions Check for Operations in next 72 **(Maneuver BNs, Cav Squadron, FA BN, BEB, BSB, AVN TF)**
    - Includes any out of sector operations, DART operations, and any named key operation within the overall concept of operations to ensure the requisite assets and conditions are in place for execution

- Enemy Reaction **(BCT S2/BCT XO)**
  - Based on the current plan, the S2 highlights any changes to the enemy SoM
  - The BCT XO must adjudicate the effects of the enemy operations
- BCT Counteraction **(BCT S3 and BN S3s/LNOs)**
  - BCT S3 in concert with the subordinate BNs outlines any necessary modification to operations and mitigations
- Roll up of any necessary changes to the next 48, any RFIs and assumptions, and items for BCT CDR decision **(BCT S3)**

☐ Provide Guidance and general concept for the Next 96 hours (15 min)
- Weather **(SWO)**
- Enemy SITEMP **(BCT S2)**
- Enemy EVENTEMP **(BCT S2)**
- Operations within the JTF next 96 **(CHOPs)**
- Task Tracker within the next 96: Key Suspenses BCT to DIV, BN to BCT **(CHOPs)**
- BCT BR and Planning Timeline **(BCT S3/XO)**
- ***Conceptual Overview of*** BCT Concept of Operations next 96 **(CHOPs)**
  - Must include: mission, intent, endstates, T/P for each unit, assets available/required and task organization, and COA sketch and statement, and concepts for support by WfF. The BCT S3 conducts a brief overview of the general BCT SoM, DSM, and overall risk assessment (operation and accidental).
- BCT Lethal Targeting **(BCT TO and Collection Manager)**
  - Must review nominated lethal targeting priorities and targets and provide an initial list of EAB assets request list
- BCT Non-Lethal Targeting **(BCT Non-Lethal Lead)**
  - Must review nominated non-lethal targeting priorities and targets

Additional Resources

Army Doctrinal Publications

ADP 2-0. *Intelligence.* August 2012.

ADP 3-0. *Operations*. November 2016.

ADP 3-90. *Offense and Defense*. August 2012.

ADP 5-0. *The Operations Process.* May 2012.

ADP 6-0. *Mission Command.* May 2012.

Army Doctrinal Reference Publications

ADRP 2-0. *Intelligence.* August 2012.

ADRP 3-0. *Operations*. October 2017.

ADRP 3-90. *Offense and Defense*. August 2012.

ADRP 5-0. *The Operations Process.* May 2012.

ADRP 6-0. *Mission Command.* May 2012.

Army Training Publications (ATPs):

ATP 3-91. *Division Operations* October 2014.

ATP 3-60. *Targeting*. 7 May 2015.

ATP 3-94.2. *Deep Operations.* September 2016.

ATP 6-0.5. *Command Post Organization and Operations.* March 2017.

Field Manuals (FMs):

FM 3-90-1. *Offense and Defensive Operations.* March 2013.

FM 3-96. *Brigade Combat Team.* October 2015.

FM 3-98. *Reconnaissance and Security Operations.* July 2015.

FM 6-0. *Commander and Staff Organization and Operations.* May 2014.

CALL Publications (CAC enabled access):

CALL Bulletin 16-14. CT*C Observations 3rd and 4th Quarters FY2015.* May 2016.

NTC Binder JLLIS Communities of Practice (CAC enabled access):

https://www.jllis.mil/apps/index.cfm?do=binders:binder.summary&binderid=8814

JRTC Binder JLLIS Communities of Practice (CAC enabled access):

https://www.jllis.mil/apps/index.cfm?do=binders:binder.summary&binderid=8810

CALL CTC Resources (CAC enabled access):

https://call2.army.mil/ctc/ctc_resources.aspx

End Notes

[1] FM 6-0. *Commander and Staff Organization and Operations.* May 2014, Ch 1, p. 8-13.